



2015:6

Sida Decentralised Evaluation

Cecilia M Ljungman
Katarina Renman Claesson
Ian Christoplos

Evaluation of Sida's International Training Programmes in Intellectual Property

Final Report

Evaluation of Sida's International Training Programmes in Intellectual Property

Final Report
February 2015

Cecilia M Ljungman
Katarina Renman Claesson
Ian Christoplos

Authors: Cecilia M Ljungman, Katarina Renman Claesson and Ian Christoplos

The views and interpretations expressed in this report are the authors' and do not necessarily reflect those of the Swedish International Development Cooperation Agency, Sida.

Sida Decentralised Evaluation 2015:6

Commissioned by Sida, Department for PARTNER/CAP DEV

Copyright: Sida and the authors

Date of final report: February 2015

Published by Citat 2015

Art. no. Sida61845en

urn:nbn:se:sida-61845en

This publication can be downloaded from: <http://www.sida.se/publications>

SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Address: S-105 25 Stockholm, Sweden. Office: Valhallavägen 199, Stockholm

Telephone: +46 (0)8-698 50 00. Telefax: +46 (0)8-20 88 64

E-mail: info@sida.se. Homepage: <http://www.sida.se>

Table of contents

Table of contents	2
Abbreviations and Acronyms	4
Preface.....	5
Executive Summary	5
1 Introduction.....	12
1.1 Background	12
1.2 Intellectual property in the development context.....	12
1.3 Objectives of the evaluation	15
1.4 Methodological approach	16
1.5 Structure of the report.....	18
2 The Programmes	19
2.1 Cooperation with WIPO	19
2.2 Identifying and selecting participants	19
2.3 Trainers	20
2.4 Training structure and content	20
2.5 Participant satisfaction.....	23
2.6 Participant feedback and analysis	24
2.7 Areas for improvement	25
3 Results Achieved.....	32
3.1 Legislation, policy & institutional results	33
3.2 Copyright and the creative industries	35
3.3 Academic/training/research institutions	38
3.4 Private sector effects	41
3.5 Trade negotiations.....	41
3.6 Knowledge-sharing.....	42
3.7 Micro-level results.....	43
3.8 Networking and cross learning	44
3.9 Results not achieved	45
3.10 Unknown results	45
3.11 Potentially negative effects	46

Conclusions	46
4 Relevance	48
4.1 Relevance to developing country needs	48
4.2 Relevance Sweden's policies	50
4.3 Relevance to ITP	53
4.4 Aid effectiveness Agenda	55
5 Sustainability	57
6 Efficiency.....	58
6.1 Organisation	58
6.2 Results management, monitoring and reporting	58
6.3 Risks.....	60
6.4 Cost structure	60
6.5 Cost effectiveness	61
7 Conclusions; Lessons Learnt and Recommendations	62
7.1 Conclusions.....	62
7.2 Training approach.....	63
7.3 Programme Management.....	66
 Annex 1: Terms of reference.....	 68
Annex 2: Inception report	75
Annex 3: Evaluation matrix.....	87
Annex 4: List of documents reviewed.....	90
Annex 5: List of informants	94
Annex 6: Survey report	98
Annex 7: Analysis of programme participants.....	93
Annex 8: Effects at country level.....	100

Abbreviations and Acronyms

CMO	Collective Management Organisation for copyrights and related rights. Collective management is the exercise of copyright and related rights by organizations acting in the interest and on behalf of the owners of rights
CRR	ITP Programme - Copyright and Related Rights in the Global Economy
CSO	Civil Society Organisation
GI	Geographical Indication
GRIP	Genetic Resources and Intellectual Property International Training Programme
IND	ITP Programme - Industrial Property in the Global Economy
IP	Intellectual Property
ITP	International Training Programme
LAC	Latin America and the Caribbean region
LDC	ITP Programme - Intellectual Property in Less Developed Countries
MENA	Middle East and Northern Africa
MSEK	Million Swedish Kronor
PRV	Swedish Patent and Registration Office
SLU	Sveriges Lantbruksuniversitet
SME	Small medium enterprise
TRIPS	Trade Related Aspects of Intellectual Property Rights
UNDP	United Nations Development Programme
WIPO	World Intellectual Property Organisation
WTO	World Trade Organisation

Preface

This report, which has been commissioned by the Capacity Development Unit at Sida, presents the Evaluation of Sida's International Training Programmes in Intellectual Property organised by the Swedish Patent and Registration Office.

The evaluation assesses relevance, effectiveness, efficiency, sustainability and impact and presents results achieved at micro, meso and macro levels.

The evaluation was undertaken between February 2014 to February 2015 by an independent evaluation team consisting of:

- Cecilia Ljungman (Team Leader)
- Katarina Renman Claesson

Quality assurance of the methodology and reports was provided by Ian Christoplos while Sarah Gharbi managed the evaluation process at Indevelop.

The evaluation was managed by Indevelop and implemented jointly with Tana Copenhagen, commissioned through Sida's Framework Agreement for Reviews and Evaluations with Indevelop. Michelle Bouchard was the Evaluation Manager at Sida.

Executive Summary

Since 2004 the Swedish Patent and Registration Office (PRV) has annually organised three international training programmes (ITPs) on behalf of Sida: *Intellectual Property in LDCs* (LDC), *Copyright and Related Rights in the Global Economy* (CRR) and *Industrial Property in the Global Economy* (IND). This evaluation, conducted from February 2015 to February 2015, assesses the relevance, effectiveness, efficiency, sustainability and impact of these programmes. The evaluation team gathered data through a survey of former participants; stakeholder interviews; review of project documents; mini-essays on country-level results submitted by over 100 former participants; and, a four-day seminar with former participants and the programme organisers. The assessment is based on both qualitative and quantitative analysis.

THE PROGRAMMES

The three training programmes follow the ITP format prescribed by Sida, which in addition to training in Sweden, requires each participant to design and manage a project and includes a follow-up session in a developing country. Each programme has cost between 2.7 MSEK and 3.7 MSEK per year, which amounts to about 90-100 MSEK over the ten-year period.

The intellectual property (IP) programmes are somewhat unusual among Sida's International Training Programmes (ITP) in that they are planned and executed with the support of a United Nations specialised agency, namely the World Intellectual Property Organisation (WIPO). This cooperation has several advantages: WIPO offers singular international IP knowledge and experience, gives the programmes legitimacy and removes suspicion of vested national interests.

For each programme, WIPO makes a first selection among the around 150 applicants. PRV reviews the lists taking into account the mix of nationalities, gender and background to make the final decision. All three programmes seek applicants among "policymakers and their advisers as well as persons at a senior decision-making level from the government sector and also to persons from the university or the private sector who are or who will be involved in issues concerning copyright and related rights on a national level." The 715 participants that have attended the programmes over the timeframe in question have hailed from 78 different countries from around the world, 29 of which are LDCs.

The objectives, structure and expected results of the three programmes (as outlined in the annual reports and the invitation to applicants) are very similar. While the emphasis may be different, all courses aim to cover:

- IP legislation, enforcement and management from an international perspective;
- Functions and activities of WIPO and WTO;
- Economic impact of IP including piracy and counterfeiting;
- Various aspects of international negotiations related to intellectual property.

All three programmes have contributed to macro, meso and micro results. Training in both categories of intellectual property (industrial property and copyright) and having a programme focused on LDCs has been effective. The LDC Programme has offered much needed foundational skills and knowledge training; the IND Programme has provided more advanced IP training for participants from the broader DAC set of countries; while CRR has given participants a critical understanding of the importance of protecting creations and of the income potential of the creative industries. Since copyright is not a central part of PRV's mandate as a patent office, it would need to continue to rely on external expertise for future copyright training.

Recommendation 1: While there may be alternative ways to structure the programmes, the essence of the three programmes (offering different levels, targeting both LDC and broader DAC countries; and, including both copyright and industrial property) should continue to be part of future training programmes in IP.

OUTCOMES

The three training programmes have significantly contributed directly or indirectly to several sustainable (and impressive) outcomes at country level. These range from critical legislative and institutional change, creation of CMOs and increased income for rights-holders; to improved IP enforcement, organisational restructuring, initiatives at universities and important career developments. In addition to contributing to Trade Related Aspects of Intellectual Property Rights (TRIPS) compliance, these results have potentially promoted innovation, the creative industries and trade.

The training has not been the only factor contributing to the outcomes. First, the individual agency of the participants has been a critical component. Since the level of agency depends on, for instance, the participant's competencies, skill set and position of influence, the selection of candidates that can function as agents of change has been critical.

Second, organisational backing and ownership has been a factor. It has increased the likelihood of success and, importantly, enabled the leveraging of resources (in-kind and financial) from government, the private sector and/or development actors. Organisational ownership is high in some of the countries that are making progress in protecting, managing and enforcing intellectual property. They strategically use the IP training opportunities in Sweden as a means to achieve their own objectives. In effect, the project components in the programmes serve as "bricks" that help to build their IP system. Kenya is an example of this.

Poor organisational ownership has led to unsuccessful projects of change in many cases. However, strong ownership is not a necessary condition for successful outcomes (some participants have managed to achieve results anyway). Ownership cannot be expected to be high in countries where IP systems are undeveloped, awareness is negligible and political will non-existent. In these types of countries ITP can, nevertheless, “sow seeds” – particularly if several nationals with potential to act as change agents attend the programmes over the years. Ethiopia is an example of this.

TRAINING APPROACH

Overall, the survey revealed that the level of satisfaction has been very high among the former participants. Over 90 percent found the lectures and discussions to be “extremely useful” or “very useful”. Over 85 percent found the follow-up sessions, project work, learning from Swedish institutions and meeting colleagues from other countries to be “extremely useful” or “very useful”.

The aspects that have made the programmes successful include:

- The **ITP training model** that emphasises an individual project component and encompasses a follow-up session;
- The close and fruitful collaboration between PRV and **WIPO**;
- The opportunity to concretely observe and understand the **Swedish IP system**;
- Imparting hands-on skills and insights regarding **international negotiations**;
- Opportunities to discuss with and **learn from peers** from around the world;
- The transparent, open and **democratic atmosphere** that instils confidence in participants.

There are aspects that can be introduced or sharpened to enhance relevance to country level needs and Swedish development priorities. First, the **poverty perspective** needs strengthening. Providing more developing country perspectives through, for instance, engaging developing country IP experts in the programmes would also enhance relevance. Second, Sida’s policy priorities require that the programmes apply a **human rights** lens more consistently. Third, it would be relevant to include **gender equality** perspectives within IP in the training.

Recommendation 2: PRV should ensure that future programmes state poverty reduction as part of the overall goal for the IP training programmes. Furthermore, the training content should have a sharpened focus on IP in relation to poverty reduction. PRV should explore engaging lecturers from developing countries to offer practical developing country experience and southern perspectives.

Recommendation 3: PRV should explore ways to consistently integrate a human rights lens and raise gender equality concerns in the training programmes. This may require consulting with experts in the area of applying the human rights perspective in development contexts.

Identifying the right candidates is critical for achieving outcomes. The programmes have generally been successful in this area. A crucial advantage has been WIPO's contribution. Making sure that supervisors provide backing to the training candidates has been important to increase the likelihood of successful projects. Likewise, creating a mix of nationalities from several continents has benefitted peer learning and the overall experience for participants.

There is nevertheless scope to enhance the candidate identification. First, some participants who may have been chosen due to change agent potential have not had the requisite level of IP knowledge. Second, non-public sector participants have been under-represented. Moreover, without a solid understanding of IP situations at country level, PRV has not been able to use the programmes to strategically strengthen specific country level processes.

Understanding if and how ITP can play a catalytic role at the country level requires a solid understanding of the country situation and being able to identify potential agents of change. While WIPO brings some of this knowledge to the programmes, if PRV also gained greater insight of country level IP processes, ITP could be used even more strategically to achieve country level successes. With the networks and experience PRV has gained over the last 10 years, PRV should be able to enhance its country level knowledge relatively easily.

Recommendation 4: PRV should consider introducing preparatory requirements such as a required reading list, a pre-test or online training. It should gain a deeper understanding of the IP situation in key countries (e.g. Sida Programme countries and/or countries in which ITP efforts are assessed as having important potential effect) – for instance by preparing its own internal country briefs. It should also promote more participants from the private and CSO sectors, in part by enlisting the support of Swedish Embassies.

There is scope for PRV to strengthen the overall **coherence** of the programmes. PRV could achieve this by having a training coordinator who promotes continuity and ties potentially loose ends by i.e. participating in all training sessions. Coherence can also be enhanced by bringing lecturers more solidly into the fold of the programmes. For instance, contributors need to be briefed so that there is a clear understanding of the programmes' objectives. Lecturers also need to be made aware of the backgrounds of participants and their respective projects of change. In this way the lecturers can better tailor their inputs to the specific participant needs.

Recommendation 5: PRV should strengthen the overall coherence of the programmes by having a coordinator continuously present throughout the training sessions. It should also ensure that all course contributors are systematically briefed before the training and involved in feedback and lesson-learning processes.

Learning from **Swedish IP actors** in concrete ways has been a particularly useful aspect of the programmes. There is scope for PRV to broaden the range of Swedish

actors who can contribute relevantly to the training programme as lecturers and/or mentors. This could include drawing on Swedish government officials, associations, trade and industry actors and/or academics. With the anticipated turnover of training staff, it will be especially important for PRV to identify new potential contributors.

Recommendation 6: In the context of the training programmes, PRV should consider exploring new partnerships with a broader range of Swedish IP actors. In selecting new Swedish partners, PRV should favour concrete learning opportunities and experts with some understanding of a developing country context.

Networking among participants is an ITP objective. A basic requirement for networks to function is that its members find interaction amongst themselves worthwhile enough that they use the network and take some responsibility for its functioning. Without a level of ownership by members, networks are not sustainable.

The evidence gathered by the team suggests that there is a solid interest to network amongst former participants and that networking is taking place – even across continents. However, according to participants the lack of networking support has been the weakest aspect of the programmes. The programmes have the prospect of producing more effects if PRV promoted continual professional exchanges by making an IT-based networking platform available. Such a platform could also serve as a tool to enhance the peer interaction and information flows *during* the participants' development and implementation of the projects of change; and, could be a means to gather *monitoring data* for PRV.

At the national level, meanwhile, former participants would need to take responsibility for establishing and sustaining networks. However, without some support from PRV, it is difficult for participants to identify other participants from their country.

Recommendation 7: PRV should determine how and the extent to which an IT-based networking platform could strengthen future programmes – taking into consideration networking, training approach and monitoring activities.

Many country level successes have been achieved with additional support from other donors. Norway has played a particularly active role. Finnish and Danish development actors are also supporting IP efforts, particularly in relation to copyright. There seems to be potential for synergies and collaboration – not least at country level.

Recommendation 8: PRV should consider interacting with Finnish, Norwegian and Danish organisations that are active in supporting IP initiatives in developing country contexts to share information and identify means to complement each other's efforts.

PROGRAMME MANAGEMENT

The programmes have been well organised by PRV. There are indications of good economy, reasonable efficiency and high cost effectiveness. However, results-based management has not been a strong feature. While there are some indications of lessons being learnt and the programmes being adjusted accordingly, monitoring of the training, mentoring and project implementation processes has not taken place. Nor have country-level results been monitored.

Monitoring the results of an international training programme poses challenges. There are, nevertheless, means to improve the monitoring and reporting effort. PRV has minimal control over what initiatives at country level spring from the training, making it hard to know what to monitor. Furthermore, gathering data from the country level remotely from Sweden is difficult – visiting countries is costly and former participants cannot always be relied on to regularly supply status updates. There are, nevertheless, means to improve the monitoring and reporting effort – both in relation to capacity development processes and to results. PRV could, for instance improve its analysis of the feedback on the training and mentoring quality; prepare and update briefs for selected countries, ensure participant feedback by requiring a final report to receive a certificate; and gather and systematise information on good practices in the project work.

While a modest and focused monitoring effort would enhance the training programmes, collecting too much data will not be cost effective. A monitoring plan based on PRV's capacity development priorities and strategies would therefore need to be devised. It would need to identify the key issues, themes and indicators that PRV intends concentrate its monitoring on and outline how the data will be gathered.

Recommendation 9: PRV should develop a modest and focused monitoring plan that gathers relevant data on both the capacity development processes and the results achieved at country level. PRV may need to consult with result-based management experts in this process. Annual reports, which should be prepared in English, should be analytical in relation to i.e. strengths, improvement points, external challenges, adjustments made to training content and course contributors.

1 Introduction

1.1 BACKGROUND

Sweden has provided training in intellectual property (IP) for developing country professionals since the 1980s when it was approached by the World Intellectual Property Organisation (WIPO) on the subject. While always funded by Sida, the Swedish Ministry of Justice managed the courses until the early 2000s after which the Swedish Patent and Registration Office (PRV) took over.

In 2004, PRV launched *Intellectual Property in LDCs* (LDC) as the first of its training programmes following the new ITP format prescribed by Sida, which in addition to training in Sweden, requires each participant to design and manage a project and includes a follow-up session in a developing country. The programmes *Copyright and Related Rights in the Global Economy* (CRR) and *Industrial Property in the Global Economy* (IND) followed within twelve months. Since then, all three programmes have run annually. Each programme has cost between 2.7 MSEK and 3.7 MSEK per year, which amounts to about 90-100 MSEK over the ten-year period.

This report is the evaluation of PRV's three development cooperation training programmes. It assesses effectiveness, relevance, sustainability, efficiency and impact. Following a brief introduction to IP in the developing context, this chapter presents the objectives of the evaluation, outlines the methodology applied and provides an overview of the structure of the remainder of the report.

1.2 INTELLECTUAL PROPERTY IN THE DEVELOPMENT CONTEXT¹

According to World Intellectual Property Organisation (WIPO) intellectual property (IP) refers to creations of the mind: i.e. inventions; literary and artistic works; and symbols, names and images used in commerce.² IP is promoted and protected for three main reasons: i) progress and well-being of humanity rest on its capacity to create and invent new works in the areas of technology and culture; ii) the legal protection of new creations encourages the commitment of additional resources for further

¹ Annex 8 contains additional information on intellectual property.

² WIPO "What is Intellectual Property", WIPO Publication No. 450(E)

innovation; and, iii) the promotion and protection of intellectual property spurs economic growth, creates new jobs and industries, and enhances the quality and enjoyment of life.³

1.2.1 IP and economic growth

Intellectual property rights can be seen as rights of exploitation in knowledge and information. In today's reality of information economies – in which information is a prime resource – intellectual property regimes are moving to the centre of trade regulation and global markets. As a result, IP constitutes a prominent and growing part of the global economy. Some facts illustrating the economic worth of different aspects of IP include the following:

- Worldwide royalty and licensing fee receipts were approximately \$267 billion in 2013 according to the International Monetary Fund (IMF).⁴
- A 2013 study by WIPO covering 42 countries (more than half being developing or less developed countries) found that the contribution of the copyright industries to GDP is on average 5.18 percent and can be as high as 11 percent. Their contribution to national employment is on average 5.32 percent (for a country like Bhutan it was over 10%).⁵
- In 2013, IP-intensive industries accounted for 26 percent of all jobs in the EU and generated almost 39 percent of total GDP.⁶
- Trademarks and geographical indications may be used strategically to promote regional or national enterprises. For instance, researchers estimated that in its first five years the Ethiopian Coffee Trade-marking and Licensing Initiative increased the export value of Ethiopian coffee by 10 percent⁷ and afforded more control to farmers, which increased their income by an estimated 50 to 100 percent.⁸

Box 1: Categories of IP

Intellectual property is divided into two categories:

- 1) **Industrial Property** includes patents for inventions, trademarks, industrial designs and geographical indications.
- 1) **Copyright** covers literary and artistic works (such as, for instance, novels, poems and plays; choreographic works, music and film; drawings, paintings, sculpture, photographs and works of applied art; and architectural works). A practical definition of **rights related to copyright** are rights "neighbouring" copyright that are not covered by the Berne Convention. They encompass the rights of performer in their performances; producers of phonograms in their recordings; broadcasters in their broadcast; and, in some jurisdictions producers of films in their audiovisual recordings.

³ Ibid

⁴ <http://data.worldbank.org/indicator/BM.GSR.ROYL.CD/countries/1W?display=graph>

⁵ http://www.wipo.int/export/sites/www/copyright/en/performance/pdf/economic_contribution_analysis_2012.pdf

⁶ <https://oami.europa.eu/ohimportal/en/web/observatory/ip-contribution>

⁷ Arslan, Aslihan and Christopher Reicher. *The Effects of the Coffee Trademarking Initiative and Starbucks Publicity on Export Prices of Ethiopian Coffee*, *Journal of African Economies*, Volume 20, Issue 5 Pp.704-736, Oxford University Press, 2011.

⁸ *Ethiopia Trademarking and Licensing Initiative: Supporting a better deal for coffee producers through Aid for Trade*, p 10, ODI 2009.

- There is greater awareness in developing countries that the economic potential of traditional knowledge assets⁹ could be further enhanced by the use of IP.

Studies show, however, that the economic impact of intellectual property rights (IPR) promotion and protection depends upon the level of development.¹⁰ Because IPR protection encourages innovation in high-income countries and technology flows to low-income countries, positive economic effects are significant in both types of countries. Meanwhile for middle income countries that have yet to establish their own IP intensive industries, positive effects of IPR protection may be offset by reduced income from the production and/or consumption of pirated and counterfeit products.

1.2.2 IP and the global market

Intellectual property rights are part of a complex regime of bilateral, regional and multilateral treaties that have been evolving since the nineteenth century. In 1994, the property rights regime was ushered into a new global era when IP was introduced as part of the World Trade Organisation's regime under the Agreement on Trade Related Aspects of Intellectual Property Rights (TRIPS). The TRIPS agreement essentially requires countries to have an effective intellectual property rights system in place that is based on three pillars: legislation, enforcement and management. While the Agreement implies costs¹¹ for developing countries and is sometimes argued to favour northern commercial interests, if developing countries enforce IPRs as the TRIPS Agreement specifies, they can, on the one hand potentially attract considerable foreign investment; and on the other, make use of the IP system to foster growth through local innovation and creativity.

Under the TRIPS Agreement, developing countries have been allowed extra time to implement the applicable changes to their national laws in two tiers of transition according to their level of development. In addition, the TRIPS Agreement incorporates certain "flexibilities." These permit developing countries to use TRIPS-compatible norms in a manner that enables them to pursue their own public policies, either in specific fields like access to pharmaceutical products or protection of their biodiversity, or more generally, in establishing macroeconomic, institutional conditions that support economic development.¹²

⁹ Tradition-based innovations and creations resulting from intellectual activity in the industrial, scientific, literary or artistic fields.

¹⁰ Falvey, Rod and Greenaway, David and Foster-McGregor, Neil, Intellectual Property Rights and Economic Growth (2004). Internationalisation of Economic Policy Research Paper No. 2004/12. Available at SSRN:<http://ssrn.com/abstract=715982> or <http://dx.doi.org/10.2139/ssrn.715982>

¹¹ This cost is estimated at \$US 60 billion in J. Michael Finger, and Philip Schuler eds. *Poor People's Knowledge Promoting Intellectual Property in Developing Countries*, World Bank and Oxford University Press, 2004, p 4.

¹² http://www.wto.org/english/thewto_e/whatis_e/tif_e/agrm7_e.htm

1.2.3 IP and human rights

Intellectual property rights and human rights intersect at “the right to the protection of moral and material interests in intellectual creations”, which is referred to in Article 27(2) of the Universal Declaration of Human Rights and Article 15 (1) (c) of the International Covenant of Economic, Social and Cultural Rights.¹³ At the same time, the fact that intellectual property rights by their nature allow the rights holder to exclude others from the use of their creations, there is potential for conflicts at various levels – with regard to, for instance, freedom of expression, access to information and the right to education. To provide an environment in which creativity and invention can flourish for the benefit of all as a global public good, the onus is on national legislatures to establish norms that balance the interests of authors/innovators with the interest of other individuals and the public.

Certain tensions between IP and human rights also exist in relation to the right to development. For instance, by increasing the price, patent systems can restrict access to life-saving drugs and can adversely affect the populations of poor countries (this is partly addressed by the flexibilities included in the TRIPs Agreement discussed above). Similarly, the relationship between other third generation human rights such as cultural rights and the rights of indigenous peoples (to for instance, resource management techniques, specific knowledge and practices regarding biological resources, etc.), can be contentious – in particular because the IP regime cannot easily address collective IP rights. Western companies sometimes take advantage of unprotected knowledge in developing countries – for instance related to herbal remedies – by engaging in what has become termed as “biopiracy”.

1.3 OBJECTIVES OF THE EVALUATION

The immediate purpose of this evaluation of PRV’s International Training Programmes is to:

1. identify **results at the outcome** level and, where possible, at **impact** level;
2. assess the level of the programmes’ **relevance** in the specific area of intellectual property;
3. assess if the programmes target the most appropriate level of **participants**;
4. analyse how the ITP programmes’ **structure affects results**; and
5. identify **unintended consequences** of the programmes (negative and positive)
6. evaluate programmes’ efficiency.

¹³ In most jurisdictions, the protection of the moral interests (not found in the TRIPS) safeguards the personal link between authors/ inventors and their creations/innovations, while the protection of the material interests allows authors/inventors to exploit their own creations/innovations for financial gain.

The over-arching objective is to identify what direction, in the area of intellectual property, PRV should continue its future training programmes to be able to make the greatest contribution and suggest how future programmes can be structured. The evaluation will also examine how the programmes have contributed to Sida's goals in the area of poverty reduction and if a rights-based perspective is maintained in the programmes.

1.4 METHODOLOGICAL APPROACH

The evaluation has been conducted from February to December 2014. Based on the Terms of Reference (Annex 1); and, the DAC evaluation criteria of relevance, effectiveness, efficiency, sustainability and impact; the team devised a framework (Annex 2) to guide the evaluation.

Since ITPs can potentially produce unpredicted results and since no results framework was ever devised for the programmes, a conventional results-based management approach to assessing effectiveness and impact was deemed less useful. Instead, the team applied an outcome harvesting-inspired approach. The team focused on gathering evidence of what has been achieved, and working backward to determine whether or how the training contributed to the change. The constructive collaboration with PRV and high level of participation and engagement from former participants resulted in relatively comprehensive sets of both qualitative and quantitative data. The data was collected using the techniques outlined below.

1.4.1 Documentation review and analysis

The team reviewed and analysed the following documentation:

- **Participant list:** PRV has a list of all participants since 2004. The team used this list to create a database of the participants. The quantitative analysis of the participants in Annex 2 is drawn from this data.
- **Annual reports:** The three programmes have each produced a comprehensive report (100 pages) for each year. They consist of a narrative account, lists of participants, programme schedule, lists of participant projects as well as budget and realised costs. They also contain participant assessments of the programme. The assessments consist of between 30-120 questions that have been aggregated. Some of the questions are standard ITP programme assessment questions and additional questions devised by PRV.
- **Independent ITP Assessment (2012):** An assessment of ITP's economic sector programmes was undertaken in mid-2012. Although the sections covering PRV's programmes were based on incomplete reporting, the report offers a systematic analysis of each programme in relation to objectives, indicators and reporting.
- **Sida documentation:** The team examined Sida's policies, ITP documentation, assessment memos and basis for decisions memorandums.
- **IP literature:** The team has reviewed a range of IP-related literature. This includes WIPO publications, academic articles, books and special reports.

1.4.2 Survey of former participants

The team prepared and administered a survey to 435 former participants (those that PRV had accurate emails for). The questionnaire contained mostly quantifiable multiple choice questions, but also provided the opportunity for respondents to provide additional comments. The survey had three purposes:

- 1) To gather information in specific areas from former participants that can be quantified;
- 2) To gather qualitative data on participants' projects or other post-programme initiatives;
- 3) To serve as a basis for selecting participants to the results seminar.

With responses from 300 of the 435 former participants contacted, the response rate was satisfactory with a margin of error between 0.88 percent and 3.16 percent, at a confidence level of 95 percent. The team cross-tabulated relevant questions by different characteristics of the respondents such as sex, type of programme, year of attendance or organisational affiliation. The survey report is included in Annex 5.

1.4.3 Study of country level effects

To be eligible for selection to partake in the results seminar in Addis Ababa in November 2014, former participants were requested to submit mini essays that described their projects, the results/non-results they have achieved and the challenges encountered. The former participants were also asked to assess how useful or not useful the training programme experience was for the implementation of their project of change (or other initiatives). In total, 108 mini-essays were submitted.

Since the short answer survey responses, the results seminar and, in particular, the mini essays provided access to a much broader range and depth of data than initially expected, the team, in consultation with Sida and PRV, widened the scope of the ToR. Instead of undertaking just three case studies of former participants, the team were able to study, analyse and assess the results/non-results of over a hundred participants. The results of around 12-15 participants were studied in even more depth, with input from face-to-face interviews. For several countries, there was data from multiple former participants, allowing the team to sometimes discern country level effects of the programmes. Special focus was thus given to Malawi, Zambia, Kenya and Ethiopia.

1.4.4 Participatory results seminar

A results seminar was organised by PRV and WIPO in Addis Ababa. The seminar was an occasion to further the capacity development among the participants (through presentations, discussions and a field visit). The evaluation team presented the results of the survey to the participants and used the occasion to gather additional data, hold informal discussions, triangulate information on the participants' projects of change and verify preliminary findings and conclusions.

1.4.5 Interviews with stakeholders

The team interviewed PRV staff, WIPO staff, Sida staff, other ITP Programme organisers and lecturers. The team was able to interact with almost all of the around 50

participants of the results seminar and longer discussions were held with around one third. The list of informants is included in Annex 3.

1.4.6 Limitations

While the team has collected a relatively significant amount of data, there are some methodological limitations. To begin with, due to limited resources, the team has not visited the country level to verify results and fully appreciate the extent of their impact. Second, while the response was high and 108 participants submitted mini-essays, there is incomplete data on results achieved/not achieved. For instance, of the 240 participants from the 8 countries that have had 26 participants or more attending the programmes, there are only 30 essays – one for every 12 of the former participants. Third, as discussed in the survey report, it is likely that there is bias towards participants who have not changed jobs too many times. Furthermore, the survey feedback on networking is likely to be on the high side because those who have networked the most among the former participants are highly likely to be included among the respondents since PRV would most probably have had up-to-date email addresses for them.

1.5 STRUCTURE OF THE REPORT

This report consists of 7 chapters. The subsequent chapter provides an overview of the programmes and assesses areas for further enhancement. This is followed by chapters that assess results achieved, relevance, sustainability and efficiency respectively. The ToR questions (included in the beginning of each chapter and in Annex 1) have guided the content of each chapter. The final chapter provides overall conclusions and recommendations for both Sida and PRV.

2 The Programmes

This chapter provides an overview of the Sida financed training programmes in intellectual property organised by PRV. The second half of the chapter discusses the level of participant satisfaction and outlines aspects of the programmes in which there is room for further improvement.

2.1 COOPERATION WITH WIPO

The IP programmes are somewhat unusual among Sida's International Training Programmes (ITP) in that they are planned and executed with the support of a United Nations specialised agency, namely the World Intellectual Property Organisation (WIPO). This cooperation has several advantages: WIPO offers singular international IP knowledge and experience, gives the programmes legitimacy and removes suspicion of vested national interests. WIPO staff members furthermore are involved in discussions with PRV on updating the content of each course each year and participate as lecturers in the programmes.

Box 2: Since 2005, the participants have hailed from 78 different countries from around the world, 29 of which are LDCs. The majority of participants have come from sub-Saharan Africa, followed closely by Asia-Pacific region (excluding the Middle East). The number of participants from LAC and MENA has been about the same – 67 and 64 respectively. 380 participants or 53% have come from LDCs. The average number of participants per country has been 9. A potential critical mass of former participants can be found in 23 countries which have had between 12 and 34 participants. Zambia, Ethiopia, Tanzania and Bangladesh have had 30 or more participants. Women have made up 39 percent of the participants. Women from LDCs have been the least represented – they constituted 31% of the African LDC participants and 26% of those from Asian LDCs.

2.2 IDENTIFYING AND SELECTING PARTICIPANTS

In the first years, the invitations to apply to the programmes were open to all developing countries. In recent years, PRV and Sida have specified 25-30 countries that they will accept applications from. All three programmes seek applicants among “policymakers and their advisers as well as persons at a senior decision-making level from the government sector and also to persons from the university or the private sector who are or who will be involved in issues concerning copyright and related rights on a national level.” For the LDC and CRR programmes, representatives of collective management organisations are also invited to apply.

According to WIPO, Sida's ITP programmes are unique in that they are the only ones that provide short-term training open to private sector participants. This is seen as an advantage because it diversifies perspectives, results in a more vibrant discussion and helps the government sector learn about the practical side of IP and keeps them up to date with the opportunities and challenges that the private sector faces.

WIPO helps circulate the information about the programmes and recommends people to apply. Indeed, according to the survey results, nearly half of the participants find out about the programmes from WIPO. WIPO's in-depth knowledge of the national IP context in each country helps the programmes identify relevant participants. According to WIPO and PRV, the screening process is comprehensive to ensure that people who are in a position to instigate change are identified. There is typically a preference, however, for participants from the government and public/government agencies, institutes, bureaux and offices. In fact, around 75 percent of the participants worked in government or in public/government entities, and another five percent came from the justice sector (police, courts) and legislatures.

Jointly, the private sector (4%), associations/CSOs (6%) and academic institutions (10%) account for around 20 percent. The survey revealed that for this group WIPO was still the most important source of information, although less so (30%). Information from former participants, Swedish embassies and the Sida and PRV websites were comparatively more important sources of programme information. For women participants (all organisational backgrounds), information from former participants and Swedish embassies were particularly important sources. The former participants who received information about the programme from Swedish embassies came mostly from Uganda, Tanzania, Philippines, Mozambique, Malawi, Burkina Faso, Cambodia and Colombia.

For each programme, WIPO makes a first selection among the around 150 applicants. PRV reviews the lists taking into account the mix of nationalities, gender and background to make the final decision.

2.3 TRAINERS

The lecturers and mentors for the programmes include a mix of staff from PRV, WIPO officials and external trainers – for example representatives from the National Board of Trade, the University of Stockholm, Swedish public television, Swedish customs, Swedish consulting firms and Swedish Collective Management Organisation (CMOs). Over the years, two lecturers have served a core training function for the programmes. These trainers are considered to be of exceptional quality and their long association with the programmes (one was an initiator of the programme in the early 1980s) has contributed to continuity and long-term perspectives. They have served as mentors for a large number of participants. However, one of the trainers has already left the programmes and the other is retiring in 2015. Finding equally qualified lecturers with global and developing country perspectives may constitute a future challenge for PRV.

2.4 TRAINING STRUCTURE AND CONTENT

Feedback from assessments of training programmes in the late 1990s and early 2000s led Sida to restructure its ITP courses to comprise of four phases:

- i) Pre-training preparation work, including the selection of a project of change;
- ii) Participation in three weeks of training in Stockholm, which includes lectures, discussions and study visits. It also includes country presentations by each participant and presentations of their respective projects of change;
- iii) Home country work on the individual projects with mentoring support from Swedish IP experts;
- iv) After 6 months, a one-week follow-up session in a developing country at which the project progress is discussed. A study visit is also undertaken.

The objectives, structure and expected results of the three programmes (as outlined in the annual reports and the invitation to applicants) are very similar. While the emphasis may be different, all courses aim to cover:

- IP legislation, enforcement and management from an international perspective, using Sweden as an illustrative example;
- Functions and activities of WIPO and WTO;
- Economic impact of IP including piracy and counterfeiting;
- Various aspects – including political perspectives – of international negotiations related to intellectual property.

Table 1: Venues for the Follow-up Sessions for the ITP IP Programmes 2004-2012

	LDC	Industrial Property	Copyright
2004	Dar Es Salaam		Cairo
2005	Dhaka	Beijing	Manila
2006	Maputo	Manila	Bangkok
2007	Addis Abeba	Manila	Shanghai
2008	Phnom Penh	Tunis	Denpasar, Indonesia
2009	Lusaka	Cairo	Kuala Lumpur
2010	Vientiane	New Delhi	Singapore
2011	Addis Abeba	Durban	Nairobi
2012	Kathmandu	Manila	Sri Lanka

All three programmes also include training in communication, gender equality and project management. The programmes differ in emphasis as follows:

- IND gives weight to procedures for granting patents, registering trademarks and industrial designs, retrieval of patent information and its use in transfer of technology.
- CRR covers individual and collective management of copyright and related rights.

- LDC is in essence a combination of IND and CRR, but with less depth. It also comprises administration of intellectual property rights, including the functions of IP offices.

According to PRV and WIPO, the courses are adjusted every year, taking into consideration current events and comments and suggestions of previous participants. Some of the lessons learnt¹⁴ along the way for how to best approach capacity development in this field include the following:

- Over time, the programme organisers have seen the benefit of having a relatively **holistic approach to IP**, since copyright and industrial property have become more and more interlinked in practice. For instance, "artistic works can enjoy protection under copyright as well as under industrial design law. Computer programmes are generally protected under copyright law but can also in some jurisdictions and in certain circumstances enjoy protection under patent law."¹⁵ Therefore, it is paramount that authorities, businesses, creators and innovators are familiar with all forms of intellectual property.
- PRV has been conscious of achieving an appropriate mix of **both theoretical and practical** content that is appropriate for the target group. WIPO officials hold that the programmes offer a suitable mix in this regard. It thus compliments other donor-funded training efforts that are typically either more academic/ theoretical or more technical.
- The organisers have given emphasis to presenting IP issues in a **balanced and neutral** way. This includes e.g. discussing "flexibilities" in implementing the TRIPS agreement, (an area considered highly sensitive) and using illustrative examples from both developed and developing countries. Indeed, participants confirm that the transparent approach has been a key added value of the programmes. Participants mention how getting a "360-view" of IP has helped them understand the positions of negotiating parties and helped them strategise and reach agreements.
- The programme allows for **open and frank discussions**. According to stakeholders interviewed, people leave politics aside and discuss "openly and honestly". Participants offer their personal opinions, which enhances peer learning. According to WIPO's officials, the ITP Programmes are unique in this way.
- Another highly appreciated part of the programmes has been that **international negotiation** is incorporated into the syllabus, as a response to the fact that Sweden's negotiators noticed that the former participants tended to end up represent-

¹⁴ Henry Olsson "Best Practices of Methodologies of Capacity Building in Copyright and Related Rights for Government Officials and Professionals", 2014.

¹⁵ Ibid, p 2.

ing their countries at key meetings. Negotiations are covered in two ways. First, current information on ongoing international negotiations (WIPO, WTO/TRIPS and the World Customs Organisation) is provided in an unbiased way. According to WIPO, this is the only course of this kind that discusses current international IP in depth in this way. Moreover, for WIPO the programmes serve as a mechanism to spread information on issues being discussed in the international standing committees on IP. Second, technical/practical aspects of negotiations – such as how to negotiate a treaty (formally and informally), the mechanisms of a diplomatic conferences, the role of regional groupings and how to chair a meeting – are imparted to the participants.

- The **rationale for IP protection** is often not well understood by policy-makers in developing and developed countries alike. This is covered, along with how a well-functioning IP system can contribute substantially to economic development and growth, if there is a coherent and well-integrated national IP policy/strategy.
- **Interactivity and responsiveness** have been features of the programmes. The organisers have provided time for interactive discussions, group work and roundtables. Sometimes the schedule has been adjusted in relation to stated needs and requests.
- The programmes have encouraged personal and professional **networking** among the participants themselves and with the organisers. This has included networking with WIPO, which has allowed participants to later make informal contact with WIPO officials when needed, as opposed to communicating through diplomatic channels.

2.5 PARTICIPANT SATISFACTION

A successful training programme meets the needs of its participants. The more diverse the participants (nationality, profession, level of knowledge) the more difficult it is to meet everyone's needs successfully.

Overall, the survey revealed that the level of satisfaction has been very high among the former participants. Over 90 percent found the lectures and discussions to be “extremely useful” or “very useful”. Over 85 percent found the follow-up sessions, project work, learning from Swedish institutions and meeting colleagues from other countries to be “extremely useful” or “very useful”. When asked *In hindsight, what would you have wanted to get out of the training, in terms of knowledge, skills and/or networks that you did not get or get enough of?* Over 60 respondents had only positive comments to make. They mentioned that they had acquired skills, knowledge and networks. They found the programme “well-planned”, “well-organised” and “useful”. The broad scope was praised and some expressly appreciated the lectures in communication skills, Swedish culture and gender equality. Examples of the most appreciative comments include “the programme was excellent”, “everything was relevant”, “the training was super and it met my expectations” and “I’m considering this

Box 3: Examples of Satisfied Comments from Former Participants

I have availed of several prior opportunities to gain knowledge on intellectual property. However, it was the WIPO-Sida event that somehow crystallised all previous learnings, and this is largely due to the eminent lecturers who shared their knowledge with us. The training provided the needed contextualisation of the learnings primarily through the different immersion activities with local institutions and the country's economic ecosystem as a whole. Second, the role of intellectual property in economic development, and critically also, in global trade and commerce, was better internalised because of this. The third important element is the interaction and knowledge-sharing with the other participants. In particular, this provided very invaluable insights on the different strategies that other developing nations employ in order to attain IP-driven growth and development. (Philippines IND)

Taking part in the Programme proved to be a great opportunity of enriching my IP experience, deepening my knowledge and enhancing minds. The discussions and the process of presenting own views or positions were very valuable as you had to prepare very diligently. During the training I personally improved my ability to work in team, present materials, and communicate. I had meetings with representative from SMEs and the university sector. During the lectures I was able to discuss some problematic questions and burning IP issues concerning my country. I got very useful understanding of IP and I am now implementing what I learnt. I got out a lot of really valuable experience for myself and my country. (IND, 2013).

This was my first extensive training on copyright and related rights. I had expected to get full knowledge of the principles and international treaties governing copyright and related rights. Indeed, I managed to get this from the resource persons who went extra miles to help us both in our questions and projects. (CRR, 2008)

programme one of the most satisfying programmes I ever attended....” Some of the more detailed positive comments are included in box 3.

2.6 PARTICIPANT FEEDBACK AND ANALYSIS

With regard to what aspects of the programme were most useful (lectures, discussions, networks, contact with WIPO, learning from Swedish institutions, the follow-up training or the project work) some slight variations can be detected depending on the programme, year of attendance and organisational provenance:

- Former IND participants rated “discussions” and “meeting WIPO officials” most often as “extremely useful”.
- Former CRR participants rated meeting colleagues from other countries, the follow-up training and lectures as “extremely useful”
- For former LDC participants rated the lectures and follow-up training highest.

Participants from the last five years were more satisfied than the earlier participants. While this could reflect poorer memory from older participants, the team's stakeholder interviews suggest that it is likely due to the programmes adjusting to participant needs over time. In particular, the satisfaction with the project work has risen significantly over time (from 39% of participants from 2005-2008 finding it “extremely useful” compared to 56% of participants from 2009-2013). Similarly, satisfaction with the mentoring support has increased over time from 24 to 43 percent.

Of the three programmes, the CRR and IND participants were overall slightly more satisfied. Respondents from CSOs and the justice/enforcement sector were slightly more critical (confirmed by interviews as well), while respondents from the private sector, law firms and the legislature tended to be more positive.¹⁶

2.7 AREAS FOR IMPROVEMENT

Despite the high level of satisfaction, documents, interviews and survey responses reveal aspects of the programmes that former participants feel can be improved. 150 participants offered views what they might have additionally wanted from the programmes. A summary of some of these views are provided below (Annex 5 contains a more detailed account of this), combined with the opinions of stakeholders interviewed and findings of the evaluation team. The first set of comments relates to content of the training; the second set relate to the structure of the programmes.

2.7.1 Training content

i. Practical and skills training, learning from Swedish organisations

Among the most common issues raised among the respondents (29 from all three programmes) was the desire for **more practical and “hands-on” training**. Skills specific to IP¹⁷ were requested along with a hands-on understanding of how IP agencies function in practice.¹⁸ Practical understanding of IP in relation to digital developments, including enforcement, was often mentioned. In a few cases, skills like how to develop awareness-raising materials were also raised.

A significant number of skills-related comments referred to **learning in a concrete way from Swedish institutions**. Participants requested more activities, interaction and study visits to gain a better practical understanding of IP in Sweden – “learning from seeing”. Participants mentioned wanting to learn more about PRV’s concrete work such as its partnerships with academia, industry and the public. There was also significant interest in learning from how Swedish universities and research centres work with IP.

¹⁶ The data size for the last two organisational categories is limited and should be viewed with caution.

¹⁷ E.g. skills related to management of copyright, patent examinations, patent drafting and patent searching, depository systems, valuation of intangible assets, identifying counterfeit products and fighting digital piracy.

¹⁸ In some cases, the desire for more practical knowledge may be a reflection of participants that are not appropriate candidates for advanced training, but would rather need detailed technical skills that are probably best provided by other types of training programmes. Indeed, as pointed out by a WIPO stakeholder, the content is supposed to be more theoretical because the participants are mostly government officials who need to know how the IP systems work.

(I wanted to learn) how the Intellectual Property Office in Sweden maintains numerous cooperation agreements with partners from academia, industry and society (e.g. research and teaching cooperation). (CRR, 2008)

I really want to know how PRV gets involved ... to disseminate the awareness of IPR protection ... I am eager to know the contribution of PRV in socialising the importance of protection of IPR among the public. Moreover I want to know whether PRV collaborates with universities and industries. (IND, 2012)

Some had wanted a “chance to visit more organisations with strong IP management units” (LDC 2008) and a participant from the Industrial Programme (2008) asked for more “benchmarking with local companies in Sweden during the training and also during the follow up session”.

Several also wanted to learn more from the Swedish CMOs. Participants from the latest years lamented that visits to the Swedish CMOs had not taken place or if they had, felt the visits were too short to allow for a practical discussion:

I would have liked more knowledge and skills on collection of Copyright royalties from broadcasting organisations; I would have liked more knowledge and skills concerning the mechanisms and criteria for distribution of Copyright royalties to the copyright owners/holders. (Copyright, 2009)

I would like to study more about the new models to exploit copyrights to get more examples about the internet exploitation of the works in order to give better advice to the CMO's. (Copyright, 2012)

The Swedish CMO-and-participant interaction has in the past yielded impressive results.¹⁹ Unfortunately, the input (lecturers, mentoring, site visits) from Swedish CMOs has faltered in recent years. This has been a significant drawback. Interviews reveal that there is nevertheless a solid interest among the CMOs to be involved in the programmes. Indeed, the CMOs see collaboration with counterparts around the world as a vital part of their function and the programmes offer this opportunity. However, for them to play an optimal role, the relationship with them needs to be managed in a way that they become a more integral part of the programmes. This is discussed further in section 2.7.2.

¹⁹ Several participants from the earlier years (e.g. Ethiopia, Malawi, Nepal and Kenya) found the meeting with Swedish CMOs to be one of the most inspirational parts of the programme that contributed to the establishment of collecting societies in their countries. This led to an understanding of the potential revenue that CMOs can generate and the benefits that can be gained when the different sub-sector CMOs. The results of this inspiration are discussed in section 3.2).

ii. Poverty perspective

While the programmes make an effort to bring in the developing country perspective, stakeholder interviews and survey responses felt that a stronger focus was needed on IP in relation to poverty reduction in developing countries. Some stakeholders believed that including lecturers from developing countries could bring important benefit by offering practical experience and southern perspectives:²⁰

There is a limit of what can be learnt from a well-functioning developed country. Participants need to understand how certain issues are being successfully dealt with in other developing countries. (WIPO Official)

It would have been interesting to have lectures from different perspectives, including officials from developing countries. (Copyright 2007)

Stakeholders highlighted the importance of exploring the role, value and opportunities of using IP for socioeconomic development and poverty reduction. In particular, practical implementation of flexibilities/discretion in line with IP norms, the economic potential of traditional knowledge, geographical indication, folklore, community knowledge and IP legislation in developing countries and protection from “biopiracy” were mentioned.²¹

How to use IP to contribute to our economy is also an importance issue for developing country. This training should also help LDCs to make use of IP policy. (LDC 2010)

New developments in areas of traditional knowledge, genetic resources and folklore which (could give) LDCs a competitive advantage. (LDC, 2010)

At the results seminar in Addis Ababa excellent presentations by former participants (for instance, concerning Ethiopia’s GI coffee experience, the potential economic gain from traditional knowledge in medicine, Kenya’s institutional progress in rela-

²⁰ There are IP areas that are important to developing countries which Sweden has comparatively less experience. Sweden has only registered (relatively recently) the protection of four geographical indications (GI), while a country like India has protection for over 200 GIs. Similarly, like many western countries, it does not have specific legislation on traditional knowledge as such, although there is academic research in this area at the University of Stockholm. Likewise, PRV often represents Sweden in the WIPO Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore.

²¹ *Traditional knowledge* is knowledge, know-how, skills and practices that are developed, sustained and passed on from generation to generation within a community, often forming part of its cultural or spiritual identity. A *geographical indication* is a sign used on goods that have a specific geographical origin and possess qualities, a reputation or characteristics that are essentially attributable to that place of origin. Traditional cultural expressions or *folklore* may include music, dance, art, designs, names, signs and symbols, performances, ceremonies, architectural forms, handicrafts and narratives, or many other artistic or cultural expressions. (Source: WIPO)

tion to copyright and Zambia's work with counterfeiting and piracy) illustrated important lessons and approaches that are highly relevant to other developing countries. In effect the seminar showcased some of the talented and knowledgeable individuals from LDCs and their ability to impart knowledge.

iii. Human rights and gender perspective

A human rights perspective, including gender equality, is fundamental to Swedish development cooperation policy. There are pertinent connections between the human rights framework and IP that are particularly relevant in developing country contexts. While the programmes touch upon these areas, the evaluation team deems that a more comprehensive approach to human rights would be appropriate. Likewise, while the programmes include a lecture on gender equality, exploring the gender perspectives within IP itself would be relevant. This is discussed further in section 4.2.3.

2.7.2 Programme structure

The overall ITP structure of the programmes is considered by the organisers and participants to be highly effective for short-term training. Indeed, WIPO officials regard it as the most successful structure for short-term IP training world-wide and request other countries to model their programmes on this structure. In particular, the project focus and follow-up are praised.

In a word, the programme is project centred. No other courses have this dimension. This is a big difference.

Nevertheless, former participants, PRV and other stakeholders have identified areas where adjustments could be made to improve the approach.

iv. Overall coordination

In line with some of the other ITP programmes, PRV has identified the need of having a programme coordinator that participates throughout the three weeks in Sweden. This will allow PRV to create greater coherence between the lectures, identify inter-connections and integrate the projects of change in a more consistent way. Moreover, cross-cutting issues like human rights and market competition (which in certain circumstances can be constricted by the intellectual property regime) can more easily be consistently addressed.

Overall coordination can also be enhanced by engaging more comprehensively with the different Swedish lecturers. Currently, external contributors are not always aware of the programmes objectives or that the participants are working on projects. Briefing the lecturers before the Stockholm segment (including explaining Sida's, ITP's and the specific programme objectives; introducing them to the different projects of change; outlining lesson learnt; etc.) and providing constructive feedback at the end of the course would allow the lecturers to better tailor their inputs to the needs of the participants.

v. Preparation

Participants, organisers and lecturers have noticed a discrepancy in capacity among the participants attending the programmes. Some maintain that this has grown in re-

cent years. This has slowed down the pace of the training and sometimes lowered the level of dialogue. There are several ways of addressing this. Stakeholders suggestions include a required reading list, a pre-test, a pre-course requirement for certain participants (e.g. specific online courses available at the WIPO Academy or other IP educational institutions); and/or more rigorous screening procedures.

vi. *Mentoring and project work*

Some stakeholders believed that the programmes could gain from being more focused on the participants' projects of change. This would require more consistent support from the mentors. The survey results showed that mentoring was not rated quite as high in total as the other aspects of the programme and for at least seven participants, mentoring was not provided at all. Enlarging the pool of mentors (e.g. from academia, CMOs and the private sector) could be beneficial (and could also strengthen networks – as discussed in section 4.3.2). Some recommended bringing in the mentors in the first stage, before the participants arrive in Sweden, to advise on the choice of project to ensure feasibility.

In my opinion, it would have been useful to have an advisor before presenting our projects, because some of them were not realistic and viable... it would have been useful to have some advice in order to limit them to feasible actions.
(Industrial, 2011)

Second, more support was desired during the project implementation. This included tools to monitor, measure and report on results and ongoing dialogue on how to overcome challenges. One participant suggested that PRV should guide the participants in their project work by preparing a generic format for how participants should present their project ideas – with objectives, methodology, inputs, risk analysis, etc. included. Furthermore, PRV and mentors should provide ideas for “solutions, suggestions and support to overcome challenges that we face while implementing our projects” (Copyright, 2012). One important challenge experienced by many has been obtaining funding (see box 4). Discussion

Box 4: Finding resources for projects

Many participants found that time and financial resources were significant challenges. In some cases, this thwarted results. Other participants found ways to address the challenge:

- Offered services (like writing a report, undertaking a study) in exchange for project financing.
- Raised funds for establishing a CMO by holding a concert.
- Granted a loan from a bank (Indonesia).
- Raised funds from local SMEs.
- Partnered with a stakeholder with complementary objectives (in this case the Southern African Regional Programme on Access to Medicines and Diagnostics).
- Got funding from a telecommunications company for awareness-raising.
- Saved up per diem from the training course in Sweden.
- Used public radio as a cost-effective awareness-raising tool.
- Worked on weekends and non-office hours.
- Outsourced the conducting of an awareness campaign to a company.
- Communicated and held meetings virtually.
- Found partners who worked pro bono.
- Got funding from a donor (USPTO, Govt of Australia, Norwegian Embassy, IDLO, Norcode, International Intellectual Property Institute (IPI), WIPO-ARIPO Masters in Intellectual Property).

with mentors – who in turn could draw on experience of past projects – could be helpful.

Third, many participants suggested follow-up and support after the project period. As proposed by some stakeholders, extending the project sometime after the second training period and requiring a final report for the programme certificate could be an option to explore.

vii. More team work

From a pedagogic perspective, peer learning is considered a highly effective approach. While the current structure accommodates teamwork and interactivity, more teamwork was requested by some stakeholders. Survey respondents and participants interviewed expressed that more team work would ensure better exchanges among participants.

The training needs to be more interactive in terms of sharing and exchanging of ideas and skills from participants coming from different countries (i.e. lessons learned from their respective countries on how they are addressing their IP issues). (Industrial, 2011)

Some participants explained that undertaking the project presentations individually (which require significant individual preparations) tended to detract attention from what the others were working on and presenting and resulted in less engagement. Some therefore suggested project work in groups or grouping people with similar projects (e.g. legislation, awareness raising, etc.) together. While it is hard to see how projects could be undertaken jointly in practice, the evaluation team believes that greater interaction could be achieved if participants were paired up as presenters and opponents (like when presenting thesis in university), or divided into subgroups of 4 to 5 participants, based on the topic of their project. The latter approach has proven successful by the ITP programme run by the Swedish University of Agricultural Sciences (SLU). SLU also found that group work in this form had the added value of contributing to greater unity among the participants.

viii. Follow-up session

The evaluation team deems that there is scope to maximise the follow-up session by inviting developing country experts/former participants to present experiences, including, for example, results of past projects. Having sub-regional following up sessions spaced further apart in time to include several cohorts could potentially be an interesting approach.

ix. Continuity and Networks

While networking is taking place (see section 3.8), participants expressed that it is mostly social and not happening much at a professional level. The survey, interviews and results seminar confirm that there is a strong desire among participants to network more and for this to function well, it needs to be facilitated. This includes supporting peer learning networks *during* the project development and implementation phase, as well as professional networking *after* the training.

One thing that was missing was a platform where all participants would have been sharing ideas and project progress. (IND, 2011)

Would have loved to get network connections with other former participants with the view to continue sharing knowledge and ideas and consulting each other when need arise. (CRR 2005)

In addition to serving as a peer-to-peer learning tool, information-sharing mechanism, and a communications channel for PRV, the evaluation team maintains that an ICT networking platform could greatly enhance PRV's monitoring effort (see section 6.2.2) which could subsequently feed into improving the programmes. PRV could garner regular information on results through the site and monitor topics of interest.

It would be useful to monitor the development of these projects, in order to assess how many of them were actually executed and how many failed or were simply abandoned. (IND, 2011)

It would be important for PRV to identify an appropriate ICT solution for networking. Facebook and Whatsapp, which are currently used by some of the participants to communicate with each other, do not have the appropriate features for professional networking. Linkedin Groups, however, could potentially serve as a platform.

However, a modest website with a forum for interacting and sharing material would most likely be the most suitable option. Before establishing such a site, gathering information on how other ITP courses have managed networking would be useful.²² Since the networking objectives, opportunities and needs are likely to be similar among ITP courses, it may be cost-effective for Sida to facilitate a generic web-based structure for all to use.

Currently, former participants are not often aware of all the other compatriots that have attended the programmes. Therefore, participants at the Results Seminar supported the idea of also establishing networks at country level. There was, however, differing views how such networking would be best organised – e.g. whether the national IP agency play a coordinating function; whether a national committee be established or whether a mentor is designated for each country. How the former participants decide to organise themselves at national level would be beyond the responsibility of PRV.

²² SLU has established a website for its ITP Programme (Genetic Resources and Intellectual Property or GRIP) that it has used to presents news, transparently publish its annual reports (which includes reports on each participants' project of change) and to provide useful links for participants. While GRIP maintains the site is used for networking, the site appears to be one-directional. (<http://www.slu.se/grip>)

3 Results Achieved

- 1) What kinds of **initiatives/projects** have former participants undertaken?
- 2) To what extent have the programmes achieved intermediate capacity outcomes at the **individual level**?
- 3) How has the **ITP training** contributed to initiatives/projects and results? What aspects of the programme implementation (ITP model) are critical for the achievement of results?
- 4) To what extent have the programmes contributed to **networks and partnerships** amongst participants and with Swedish representatives?
- 5) What impact has (participant initiated) activities had on the **organisational/national level**?
- 6) Has an **enabling environment** been created in countries/organisations with a large number of participants throughout the years?

This chapter analyses the extent to which change is being achieved at country level. It summarises and analyses the macro, meso and micro level effects achieved that the team has obtained data on. The projects undertaken by the participants have been a key vehicle for the effects achieved.²³ In some cases the effects can be directly attributed to the participants having taken part in the programmes²⁴. In other cases, the training has been a contributing factor to the result, but determining the *degree* of this contribution would require country level verification, which has been beyond the scope of the evaluation.

The range of results achieved by the programmes is presented in this chapter starting with the most substantial outcomes and ending with potential negative effects. If we define impact as effects at the scale of societies, communities, or systems,²⁵ the outcomes discussed in the first two sections constitute impact: section 3.1 looks at results related to legislation, policy and institutions; while section 3.2 focuses on achievements in relation to copyright, related rights and the creative industries. The third, fourth and fifth sections analyse the effects in relation to academic, training and research institutions; the private sector; and,

²³ Around 36 percent of the projects have been related to awareness-raising. Between 8 to 12 percent of the projects have concerned collective management, enforcement, IP legislation, IP policy and organisational strengthening of IP offices. Technology transfer and training or tertiary level education make up about 6 percent of the projects.

²⁴ Several of the participants are competent professionals and their own agency has been critical for their successes. Thus even when they themselves identify the programme as critical to the results they have achieved, it is not impossible that these same people might have achieved comparable results following a different path.

²⁵ See *Looking Back, Moving Forward – Sida Evaluation Manual*, Sida, 2004.

trade negotiations. The following three sections cover results that have the potential to affect broader change –the extent participants have engaged in knowledge-sharing; effects at the individual level; and networking and cross-learning results. Section 0 considers results that have not been achieved and what some of the contributing factors have been, while section 0 examines a potentially negative effect of the programmes. The final section sums up conclusions on results.

3.1 LEGISLATION, POLICY & INSTITUTIONAL RESULTS

The table below represents 29 instances of legislative and policy results in 17 countries that former participants maintain are the direct or indirect results of one or more participants having attended the ITP IP programmes. It is important to bear in mind that these are *end* results. The processes leading up to these results (which in most cases have been the core or aspects of their projects) have often involved, for instance, the establishment of committees and task forces; the undertaking of awareness raising activities; the holding of seminars and workshops; legislative hearings; and/or research efforts and assessments. These processes are in themselves significant, since raised awareness and new relationships can create new processes and other spinoff effects that further IP.

The countries below represent a mix that includes Swedish Development Cooperation Programme Countries (Bangladesh, Cambodia, Ethiopia, Malawi, Lesotho, Tanzania, Uganda, Zambia, Zanzibar), other LDCs (Lesotho, Malawi, Sudan) and other less poor developing countries (China, Cuba, Fiji, India, Indonesia, Philippines, Ukraine). Some of these outcomes have been the result of the cumulative work of two or more participants. The results span a wide range of IP areas (geographical indications, cyber crime, copyright and industrial property).

Table 2: Legislative and Policy Results

Country	Macro change	Comments
Bangladesh	GI Law	Passed 2012
	The Department of Patents, Design and Trademarks' patent examination capacity meets UPOV standards.	International Union for the Protection of New Varieties of Plants (UPOV).
Cambodia	GI Law.	Unanimously passed by the legislature in 2014.
China	Reform of IP legislation.	Stronger protection for rights-holders achieved.
Cuba	New law on patent.	Passed 2011
Ethiopia	Preparation of an accession to: ○ Bern Convention ○ Patent Cooperation Treaty ○ Madrid Agreement ○ WTO/TRIPS	In process. Work of at least three former participants fed into this process.
	Draft bill for an amendment of the existing copyright legislation.	
	Amendment of patent law (patent and copyright) and draft GI bill.	
Fiji	Various government copyright policies	Since 2005

3 RESULTS ACHIEVED

	prepared.	
India	Amendments to the Indian Copyright Act that remove irregularities in the administration of copyright societies.	Passed 2012. Authors and composers now get an equal share of performing rights royalties from music companies. CMOs have been strengthened as a result
	The New Copyright Rules established.	Established 2013. Rules pertaining to registration and administration of copyright societies.
Indonesia	Amendment to copyright laws to provide regulations and provisions concerning CMOs so that a law would stipulate the existence of a functional CMO structure.	Passed in 2014. Work of at least two participants fed into this process.
	Coconut sugar protected through geographical indication registration.	Stakeholders mobilised.
Lesotho	Bill on cybercrime drafted.	Not yet enacted.
Malawi	Copyright Act passed.	Work of several participants. Both expected in 2014.
	Cultural Policy passed.	
Philippines	Technology Transfer Office established.	
	IP Policy for the Department (Ministry) of Science and Technology prepared.	
Sudan	SME bill with IP components drafted.	Expected to pass in 2014.
Tanzania	National Intellectual Property and Implementation Strategy.	In progress. Work of at least two participants.
	Integrated Industrial Development Strategy prepared.	2012
	Draft National Drugs Policy.	In progress.
	Public-Private-Partnership policy.	2010
Uganda	Industrial Property Law	Passed 2014. Work of at least 3 former participants contributed to this result.
	Bill concerning the protection of plant varieties blocked.	Bill was considered biased towards plant breeders' rights at the expense of small-scale farmers and could harm food production.
Ukraine	Amendments to Certain Legislative Acts on Copyright and Related Rights Enforcement on the Internet.	In progress.
	Perspectives of acquiring the status of International Searching Authority (ISA) and International Preliminary Examining Authority (IPEA) .	Status achieved in 2013 when appointed by the Assembly of the Patent Cooperation Treaty.
Zambia	Legislation encompassing trademarks, patents, traditional knowledge and genetic resources.	Not yet enacted.
	IP Unit established within Police.	Working successfully with enforcement of IP.
Zanzibar	Industrial Property Act passed.	2008. Work of at least two participants fed into this process.

(Annex 7 contains further details on some of the results included in the table.)

A number of the above results are relatively recent and some have yet to be finalised. There are also other processes that have yet to bear fruit. For instance, one participant conducted research on the extent to which Malawian patent law conforms with the TRIPS Agreement as part of his project. He assessed the likely impact of aligning legislation with TRIPS; generated awareness on the need to review existing legislation and lobbied for the consideration of TRIPS flexibilities into domestic laws. This led to him being co-opted into the National Technical Working Group on TRIPS and Access to Medicines, where he

continues to pursue the goals of his project. Likewise, he has been engaged as a national consultant to review the draft of the Malawian IP Policy which has provided the opportunity to incorporate some of the recommendations from his project.

Meanwhile, in Myanmar, a participant has been involved in setting up the tentative IP structures – including a national IP agency and a complete organisation plan. It has yet to be formalised by law.

Box 5: Enforcement in Zambia

As many LDCs, Zambia is a dumping ground for fake products. Until he attended the Sida Programme, a Zambian police officer had had no training in IP. He has since become a champion of IP enforcement in his country and is invited to speak at international IP enforcement conferences and works in collaboration with Interpol. After attending the Programme, he raised awareness of the importance of IP enforcement and mustered support for an IP Enforcement Unit. Since the only financing available at the time was from a donor who had funds for HIV/AIDS, he showed how counterfeit (and harmful) infant formula, condoms and sanitary products were undermining efforts to address HIV/AIDS. He was granted funding by the donor. His active enforcement work raises awareness on how enforcement contributes to fundamental development goals. In his words, “IP is not only about incentives, it is also about public health.”

3.2 COPYRIGHT, RELATED RIGHTS AND THE CREATIVE INDUSTRIES²⁶

In addition to the legislative/policy results in the area of copyright listed in Table 2, the CRR and the LDC programmes have also contributed to other types of outcomes in the area of copyright and the creative industries.²⁷ At least five countries established CMOs as direct results of attending the Sida-funded training (Botswana, Ethiopia, Malawi, Nepal and Sierra Leone); while six others (Burkina Faso, India, Indonesia, Kenya, Tanzania and the Ukraine) have implemented efforts to significantly improve the protection of and royalty collection for rights holders. In Kenya this meant that rights-holder revenues rose from KSH 9 million to as much as KSH 350 million in only five years. Participants from Mala-

²⁶ Creative industries here refers to “those industries which have their origin in individual creativity, skill and talent and which have a potential for wealth and job creation through the generation and exploitation of intellectual property.” <http://www.publications.parliament.uk/pa/cm201314/cmselect/cmcumeds/674/67404.htm>.

²⁷ Potentially, copyright and related rights can have adverse effects on market competition within the creative industries. The limited scope of data collected for this evaluation cannot refute or confirm any such effects. The relation between IP protection and trade, investment, technology transfer, innovation and growth is an ongoing discussion in academic circles (see for instance a comprehensive study can be found in *Intellectual Property Rights in the Global Economy* by Keith Maskus from 2000; *Creative Industries and Developing Countries: Voice, Choice and Economic Growth*, (eds) Barrowclough and Kozul-Wright from 2008; and, Mario Cimoli, Giovanni Dosi, Keith E. Maskus, Ruth Okediji, Jerome H. Reichman, and Joseph Stiglitz, (eds), *Intellectual Property Rights: Legal and Economic Challenges for Development* from 2014.) “The preliminary effects resulting from improved IP awareness, better IP management (e.g. CMOs) and enhanced IP enforcement might initially be negative on the cultural industries in financial terms, but in the long run an effective IP system is generally regarded as necessary for economic growth.”

wi, Botswana, Nepal, Ethiopia and Kenya mentioned that visiting the Swedish CMOs provided critical inspiration for the results achieved.

Meanwhile, in China, Cambodia, Ethiopia and Malawi studies to guide government policy and strategies in relation to the culture and the creative industries have been undertaken.

Table 3: Copyright and Creative Industries Effects

Country	Effect	Comments/Further Effects
Botswana	Music CMO established. Copyright booklet produced. Gaps in national copyright law identified.	2014 first royalties distributed.
Burkina Faso	Burkinabe Office of Copyright initiated collective management of audio-visual copyright.	First royalties paid to 147 audio-visual rights holders in 2011.
Cambodia	Study identifying obstacles to effective IP protection in Cambodia completed.	Included round table discussions with artists, musicians, craftsmen, film producers, representatives from Universities, Ministries, Council for Legal and Judicial Reform, Judges, Economic Police, Customs, prosecutors and the Royal Academy of Judicial Profession.
China	Survey of the economic contribution of copyright-based Industries in China completed in 2011.	Survey shows copyright industries in China make up: ○ 6.57% of GDP ○ 8.18% of employment ○ 15.06% of exports
Ethiopia	Ethiopia's first CMO established.	Held concert and raised \$50,000 to fund the organisation. (2005)
	Needs assessment of the copyright industry completed.	Since then, there has been a two-day national workshop with IP actors in the country; and a study-visit by Ethiopian copyright sector representatives to Malawi.
	Study of the potential impact of the copyright industry on economic development of the country completed.	
India	Irregularities in the administration of copyright societies have been removed through legislative amendments.	CMOs have been strengthened.
Indonesia	Regulations and provisions concerning CMOs established through amendment of copyright laws.	Made collecting mechanisms more efficient, fair and transparent.
Kenya	Regulation of CMOs in the country achieved.	Increased the revenue to rights holders by nearly 40-fold in five years.
	Police trained and enforcement bulletin produced.	A significant number of police officers are now able to handle infringement complaints well on their own.
Malawi	Co-location of CMOs and centralisation of CMO administration achieved.	Administrative costs were substantially reduced. Saved expenditure could be used for grants to cultural actors.

		Rights holders are lobbying as a block cultural policy, and the drafting of a Copyright Act.
	<i>Guide to Writers' and Artists' Contracts</i> book published.	Funded by Norway (KOPINOR)
	CMO Malawi Folk, Dance, Music and Song Society established.	Received grant funds from Norway.
	WIPO study of economic contribution of the copyright industries.	Funded by Norway.
Nepal	CMO established for authors, composers and publishers of music.	Received financing from Norcode. Collecting royalties from the telecom operators. Expected to become self-sufficient in two years.
	CMOs established for producers of music and for audio-visual creators.	No data.
Sierra Leone	CMO established.	Struggling with funding
South Africa	Project implemented at influencing the cultural industries actors to professionalise.	35+ artists have registered businesses, applied for funding and taken part in trade missions.
Tanzania	Model contract for rights holders devised by copyright agency.	Artist have more control and are better protected (e.g. from exploitation by the telecom industry and their use of artists' ringtones). This has led to improved collection and distribution copyright royalties. Copyrights disputes have become easier to mediate.
Ukraine	CMO restructured.	CMO is restructured to be more efficient, transparent and operational.

(Annex 7 contains further details on some of the results included in the table.)

3.3 ACADEMIC/TRAINING/RESEARCH INSTITUTIONS

Although the number of participants from academic institutions made up only about 8 per cent of the participants, there are several examples of effects of the programmes in relation to academia.²⁸ Of particular note is the successful initiative in the Philippines (see table 4) that has produced economic benefits and also been an inspiration for other countries. Participants from Cambodia, Cuba, Lesotho, Ukraine, Uganda and Zambia have established IP

Box 6: IP in Ethiopia

A total of 33 Ethiopians have been trained in the ITP IP Programmes. According to one of them, “The Sida sponsored WIPO-PRV training has been the most important instrument for developing intellectual property rights in our country”. Some of the initiatives that have stemmed from the training include the following:

- The visit to Swedish CMOs by a participant in 2006 inspired the establishment of Ethiopia’s first CMO.
- A later participant used the knowledge gained from the programme to train members of collective management societies. The materials gathered from the course were considered useful in this regard.
- Another participant undertook an assessment of IP enforcement challenges. These have been identified as inaccessible judiciary; gaps in the legal framework, lack of proper enforcement of existing laws and lack of awareness. The assessment was undertaken with strong backing from the national IP agency. As a result of the project, the national IP agency has been able to target its interventions. This has included undertaking workshops for police officers, public prosecutors and judges; launching two national campaigns; proposing amendments to laws (patent and copyright); and, initiating a draft (GI) law.
- A participant who attended the programme was enabled to act as an expert witness in the federal court in relation to a case in which 20 small business owners were tried for copyright infringement by pirating audiovisual material after a raid.
- The programme provided an Ethiopian official with the opportunity to connect with WIPO regarding collaboration in the form of a needs assessment. The partnership developed into a study of the potential impact of the copyright industry on the economic development of the country; a two-day national workshop with IP actors in the country; and, a study-visit by the Ethiopian IP office to Malawi.
- The recent efforts have contributed to Ethiopia preparing for accession to the Berne Convention and a draft bill for an amendment of the existing copyright legislation. The country has embarked on a process to sign the PCT; Madrid Agreement; TRIPS and join WTO.

²⁸ The percentage of survey respondents working in academia was comparatively higher – 12 percent. A few participants interviewed also maintain that the Sida-funded programme and other capacity building initiatives are increasing the academic capacity in the IP field in developing countries.

as a subject at universities in their countries as a consequence of attending one of the ITP programmes. Five countries (Colombia, Indonesia, Philippines, Tanzania and Ukraine) have worked to raise IP awareness at tertiary /research institutions. In Indonesia, Colombia and the Philippines the participants report an increase in technology commercialisation and patent applications. Participants from at least three countries have published articles in academic journals.

An innovative approach to IP and education has been developed by a private sector participant from **Uganda** who attended the IND Programme. He founded a business model for his company that combined his IT company's long-term financial interest with an interest to contribute to the public good by providing free IP training to educational institutions. The company has signed a memorandum of understanding with the Uganda Teachers Union to teach primary and secondary teachers on how to include IP into their lesson plans. It has also devised pioneering packages that included IT hardware, software and service packages combined with IP training. The training focused on teaching young people at universities about IP rights, how to protect their innovations and the potential impact that IP can have on their lives if managed and used well.

While the table below illustrates comparative success in making IP more important in the tertiary sector, processes have not always been straightforward. For instance, the Director of Communication and Technology at a state university in **Zambia** attended the training which allowed him to recognise a patentable product invented by students at his university. Unfortunately, the capacity at the university to support this process was too low. As a result, the former participant instead initiated a process to prepare an IP policy at the university. The draft policy has been with the national senate for years. In the meantime, the participant has realised a need to raise awareness about IP. He managed to ensure that IP was included in the university curriculum as of 2010.

Table 4: Academic Initiatives

Country	Academic initiative
Cambodia	New Masters programme in intellectual property launched.
Colombia	IP Policy for a university prepared in 2010. The institution's IP culture has been enhanced. The university has since had 3 patents approved and 3 more are in the process of being examined. The policy has attracted more financial support for research.
Cuba	Module on technology transfer – including how to write and negotiate technology transfer contracts – has become part of the Master Programme in IP Management and a textbook has been published. This is highly relevant knowledge since it directly relates to TRIPS-flexibilities, which are under-exploited by developing countries.
Philippines	IP policies for 11 state colleges and universities implemented within 2 years of attending the training programme. Innovation and Technology Support Office set up as a pilot at one of the universities. It was replicated in most universities in the region within 3 years. Since then, initial technology commercialisation activities are being generated by the universities.
Indonesia	IP awareness-raising at universities and research institutes by the national IP agency has led to double the number of domestic patent applications filed by universities and researchers between 2008 and 2013.
Kenya	Evaluation conducted of IP management of Kenya's heritage institutions that can inform future IP policies for these institutions.
Lesotho	Teaching of IP law at university broadened to cover the foundations and normative

	goals.
Senegal	Training module in IP for the Senegalese School of Public Administration developed.
Sudan	Sudan Centre for Intellectual Property Studies established by a participant in 2009. It has since trained 48 customs officials, 36 bar association members and 45 journalists; held lectures for stakeholder organisations and published materials.
Tanzania	IP management offices established in 3 tertiary/ research institutions and IP policy established at a university.
Uganda	IP included as a subject at the faculty of law at Makerere University.
Ukraine	Help desk for students established at the national patent office. IP included as a subject at the National Technical University of Ukraine.
Zambia	IP was included in the curriculum of Copperbelt University as of 2010.

Box 7: Copyright and Related Rights in Kenya

Kenya's copyright industry contributes 5.3% to GDP. A recent WIPO study has found that there is potential for this to increase to 10 percent if the copyright industries are well nurtured, protected and facilitated. The Kenya Copyright Board (KeCoBo) was established in 2001. Since then, its staff has grown from 7 to 40 in six years. KeCoBo is considered one of the most proactive copyright agencies in Africa. For instance, it has developed innovative approaches like working with Mpesa, the Kenyan mobile phone-based money transfer and micro-financing service, to facilitate the registration of works by phone. It has also continually contributed to amending the copyright laws to meet the changing circumstances and needs. KeCoBo has moreover co-opted 10 police officers to function as copyright inspectors. They have contributed to the investigation of over 400 cases.

KeCoBo is serving as an important resource for the region. It has received study visits by IP officials from Ghana, Rwanda and Zambia and conducted training and contributed to the establishment copyright offices in Liberia, Sierra Leone, Uganda and Mozambique. The head of KeCoBo is currently representing the Africa region in WIPO negotiations related to copyright.

Since 2005, 11 Kenyans have been trained in the CRR programme. This includes six staff members of KeCoBo (including one who has become the current Executive Director) two representatives from CMOs; two from the Department of the Registrar General and one from the Kenya Revenue Authority. KeCoBo has also received capacity development assistance from WIPO, and the development cooperation agencies of Japan, USA, France and Korea.

A direct result of visiting the collecting societies in Sweden was the initiative of KeCoBo to start regulating the CMOs in the country. This increased the revenue to rights holders from KSH 9 million KSH to KSH 350 million in five years.

Another important effect of the ITP programme has been to increase the IP awareness among Kenyan law enforcers. According to KeCoBo, a significant number of police officers are now able to handle infringement complaints well on their own. This has been achieved with the support of two ITP projects undertaken by two copyright inspectors from KeCoBo who attended the training one year apart. Their projects aimed to enhance police capacity in copyright enforcement. The first project consisted of the creation of an Enforcement Bulletin that was distributed widely and used as a quick reference by police when drafting charges. The other project complemented this effort by providing training to 45 police stations across the country. There are now plans to widen the scope of the Bulletin to encompass other agencies and to promote intellectual property training as part of the curriculum in the relevant police training institutions.

3.4 PRIVATE SECTOR EFFECTS

A number of participants have been working with the private sector – in particular MSMEs. Two participants – one from Guatemala and one from Uganda – have produced IP manuals for MSMEs. The Ugandan participant produced one in the area of trademarks and the other was customised for the local software industry. Meanwhile, a Cuban participant eventually pursued her ITP-project further in the form of a PhD thesis and devised a methodology for technology transfer for Cuban companies. In India, a participant launched a website on innovation and IP for SMEs.

Participants from Uganda, India, Sudan and Tanzania have raised awareness among MSMEs. The participant from India reported that this has led to a couple of dozen IP registrations, with more in the pipeline. Meanwhile, Tanzania – which has benefited from the cumulative awareness-raising effort by former participants – reports an increase in information seekers and local filings for protection of patents, trade and service marks. The Tanzanian awareness raising efforts in the private sector (in part an ITP change project) is also reportedly acting as a catalyst for the process of formulating an IP policy.

3.5 TRADE NEGOTIATIONS

The Sida contribution to trade negotiations has been direct in relation to the capacity of the individual, but obviously indirect in relation to negotiation results. Just over half of the participants have participated in bilateral, regional or international IP meetings and/or negotiations (e.g. WIPO, WTO) since the training. These respondents represent the full range of different organisations - except commercial enterprises. There are 9 countries with 5 to 9 former participants that have been involved in negotiations (Colombia, Egypt, Indonesia, Kenya, Malawi, Sudan, Tanzania, Uganda and Ukraine).

Of particular note is the indirect influence the programmes have had on the East African Community (EAC) process. Two Uganda, one Tanzanian and one Kenya specifically mention that they have been able to play a contributing role in the EAC as a result of the capacity gained from the Swedish training. In addition, the programmes seem to have contributed to EAC processes through participant projects as well. A Ugandan participant implemented a project as part of the ITP Programme that sought to address the information gap among the exporters and importers with respect to trade rules of origin in EAC. Furthermore, a Burundian participant also undertook an awareness-raising project related to EAC. It was entitled: *Impact of the Burundi's membership to the East African Community, Case of Industrial Property*.

Table 5: Some examples of trade negotiations attended by former participants

Country	Negotiation Process
Botswana	African Region Intellectual Property Organisation (ARIPO) Copyright Strategic Plan Draft Meeting
Colombia	Free trade agreement process with the United States
Fiji	WIPO General Assembly Ministerial High Level Segment, 2010
India	Beijing Treaty on Audio-visual Performances

	Marrakesh Treaty for Visually Impaired Persons
Kenya	EAC negotiations
Tanzania	EAC negotiations
Uganda	WTO accession EAC negotiations
Zambia	Regional Legal Advisors for the Southern Africa Regional Programme for Access to Medicines and Diagnostics TRIPS and Access to Medicines for Malawi and Zambia

3.6 KNOWLEDGE-SHARING

A fundamental tenet of ITP is that the capacity development reaches beyond the individual attending the training. It is thus essential that participants engage in knowledge-sharing. The evidence shows that knowledge-sharing by former participants has been proliferous. The survey results show that as many as 98 percent of the former participants claim to have shared the knowledge they gained from attending the programmes with others in their organisation or beyond. Of these, 24 percent have acted as an internal adviser, 67 percent have shared their knowledge and experience formally through training workshops, reports, lectures, roundtables, seminars etc.; and 38 percent have shared their knowledge informally within their organisations. There was little difference between male and female participants with regard to how knowledge is shared.

More than half of the essays describe how participants have spread knowledge – not least through different awareness-raising activities.²⁹ A few of these have involved media campaigns and radio and television appearances. Others imparted the knowledge through writing guidelines, reports, publishing articles and books. For instance, participants from Uganda, Lesotho and Zambia mention they have published articles in academic journals, while participants from Cuba, Guatemala and Uganda have prepared manuals for stakeholders.

Several participants mentioned sharing knowledge through participation in different national, regional and international processes. For instance, one participant from Malawi raised awareness on the TRIPS agreement and access to medicines to a broad range of stakeholders (government, civil society and the private sector) after learning about this at the ITP programme. Other participants write:

I am the member of Copyright Appeal Board and Anti-Piracy Task Force, so I am able to share my knowledge and experience to the members of those committees. Bangladesh

²⁹ While over a third of the projects contain awareness-raising activities and are by definition sharing knowledge, an important part of most other types of projects also contain knowledge-sharing elements. For instance, projects that aim to promote legislative change have usually consisted of the participants engaging with and imparting knowledge to different stakeholders to garner support for the initiative.

I gave lectures on TRIPS as part dissemination workshops to support WTO accession process. Asian participant

Several participants (from Cambodia, Colombia, Cuba, Guatemala, Lesotho, Indonesia, Malawi, Mozambique, Tanzania, Sudan, Uganda) state that they impart IP knowledge at undergraduate and graduate levels within the tertiary education system – as employees of universities or as guest lecturers. A Sudanese participant wrote that directly after holding a lecture for law students, more than 10 students submitted proposals for various papers on IP topics.

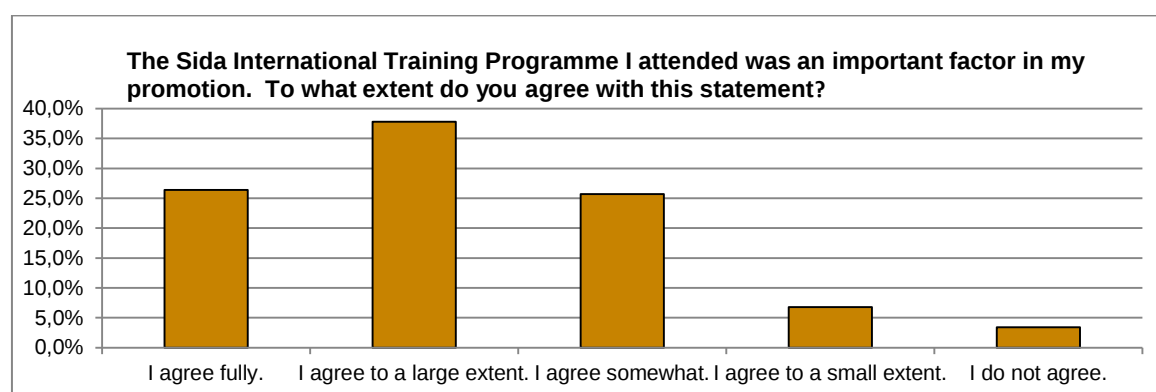
3.7 MICRO-LEVEL RESULTS

A number of participants explain that the programmes contributed significantly to their personal development. They mention that their confidence and courage grew, the experience was “eye opening” and they gained new important insights. A number of participants claim that the training was a turning point in their careers (Sudan, India, Philippines, Malawi, Botswana, Ethiopia, Uganda):

This programme was a turning point in my professional and personal life. Philippines.

For many, attending the Programme led to promotions. Of the respondents, 53 percent had experienced a promotion and they came from the full range of different organisations. Those respondents who had attended the IND Programme were promoted slightly more – 55 percent – compared to 50 and 40 percent of the LDC and CCR Programme participants respectively.

Figure 1: Participants' survey response to question on effect of training on promotions



Of the 53 percent promoted, half had also been involved in international negotiations. In total, 64 percent of those who were promoted fully or largely agreed that the ITP programme was an important factor in their promotion. There are some differences with regard to sex. Among the women respondents, 46 percent were promoted, compared to 52 percent of the male respondents. Box 7 below provides examples of the career developments mentioned by participant.

Box 8: Examples of Career Effects of the Programme

Essays and survey comments illustrate the range of career developments (promotions, academic development, special assignments, regional and international positions) achieved as a direct or indirect result of attending the programmes:

- A **Ugandan** participant says he was asked to head a government agency as a direct result of the programme.
- A **Colombian** participant has served as adviser to the Colombian Regulatory Authority for Communications.
- A **Senegalese** participant was invited to participate in the new Senegalese Plan of Development of IP system.
- A **Tanzanian** and a **Ugandan** have addressed and advised the parliaments in their countries.
- A participant from **India** states that the Programme made him an effective negotiator in relation to the Beijing and Marrakesh Treaties. He has also become a resource person for WIPO in the region.
- A participant from **Lesotho** was appointed senior national legal consultant by the International Telecommunications Union.
- A **Cambodian** participant was invited to teach IP Law to student judges of commercial law and was selected to attend an IP course in Japan to become a trainer.
- After publishing a book on contracts between authors and publishers as part of the ITP project, a **Malawian** participant was elected vice chairman of the International Authors Forum (IAF).
- **Philippines, Bangladesh, Colombia, Cuba, Sudan, Guatemala, Kenya and Lesotho** pursued graduate or post-graduate studies in IP.

3.8 NETWORKING AND CROSS LEARNING

Among the respondents to the survey, over 90 percent are in contact with other former participants. Over a third is in touch with 5 or more other participants.³⁰ The contacts among the former participants also seem to be quite regular – 64 percent are in touch with others from the programme at least every 3 months or more. As explained by one participant, a cohesive atmosphere is created during the Stockholm session that allows for unpretentious sharing of experience and knowledge.

There is some evidence that cross-learning is taking place. For instance, a Ukrainian mentioned inspiration she drew from IP policies at research institutions in the Philippines, while an Ethiopian received important support from a Trinidadian. There is also information that both Kenya and Malawi have assisted other countries in the region through study visits. How the latter link up to interact with PRV's and WIPO's support is not completely clear, but there seems to be connections.

³⁰ The evaluators believe that this high result is partly due to a bias in the data. The survey was sent to former participants to whom PRV had contract details. It is likely that the very reason PRV had updated information on these participants is because they have continued to stay in touch and network with stakeholders of the programme.

While participants greatly value the relationships and networking they establish during the programme, most feel that a lot more can be gained by creating a more systematic means of networking.

In terms of participants networking with Swedish counterparts, 11 former participants are in touch with five or more Swedes. Indeed, one participant from Zambia managed to have a consultant from PRV come support his research institution's IP policy formulation process. Likewise, connections with a staff member of a Swedish CMO led to that he held a workshop in Malawi for stakeholders in the sub-region. However, 43 percent are only in touch with one or two Swedes (most likely PRV and/or their mentor) and 45 percent are not in touch with any Swedes. There is thus scope for greater interaction between participants and Swedish counterparts.

3.9 RESULTS NOT ACHIEVED

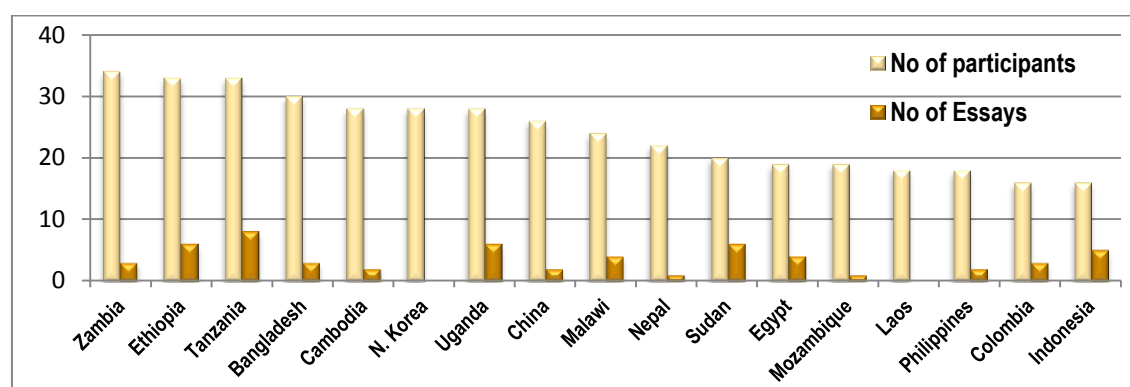
Some projects have not taken off. Around a third of the essays illustrate minimal if any results. Although the data on results/no results may be positively skewed since unsuccessful projects are less likely to be reported on, the evaluation team nevertheless considers the rate of failure to be low – particularly given the types of innovative efforts that the projects represent.

In most cases project results have been impeded or limited by insufficient backing from superiors; a lack of political will and understanding of IP among stakeholders; and/or unavailability of funds. There are examples of this in Egypt, Bolivia, Lebanon, Guatemala, Zambia, Sierra Leone, Senegal, Myanmar, Peru and Syria. For instance, in Jordan, a former participant initiated a comprehensive process for legal amendments related to mediation and penal conciliation in intellectual property lawsuits. Lack of funding and the complicated legal structure have slowed down the process. In Senegal, a former participant set up an IP sub-committee of the National Committee for International Trade Negotiations. Insufficient awareness and capacity in the country and lack of financing has led to the committee becoming non-functional. Political unrest in countries like Egypt and Lebanon has also had negative impacts.

3.10 UNKNOWN RESULTS

The survey reached 435 of the 713 people who have attended the programmes. A total of 300 have responded. Of these, 108 or 14 percent have provided more details about their projects through essays and/or interviews. While this represents a sizable amount of data, there are still hundreds of participants whose experience has not been examined by the evaluation. For instance, there are three essays from Zambia, but as many as 34 former participants. The graph below shows the 17 top countries in terms of the total number of former participants combined with the number of mini essays received by the team from each country. Overall, a modest estimation of total effects of the programmes might be two times of what the evaluation has uncovered.

Figure 2: Relationship between number of total participants and number of mini-essays received by the evaluation



3.11 POTENTIALLY NEGATIVE EFFECTS

The team uncovered one potentially negative effect. A participant from a country rated as “unfree” by Freedom House, devised a project against internet copyright piracy. In exchanges with a participant from an even more unfree country, he was inspired to make use of his country’s national control of the internet. In collaboration with his country’s telecommunications organisation, an approach to block access to certain servers; IP addresses, URLs, TCP and UDP Ports has been devised.

3.12 CONCLUSIONS

The evidence shows that the training programmes have been effective in producing significant outcomes at macro, meso and micro levels in over 20 countries. These achievements can be found in LDCs and other developing countries; Swedish partner countries and non-partners countries; countries that have had numerous citizens attending the programme and others that have only had a few. Thus, no clear pattern emerges of where outcomes can be expected in relation to these characteristics.

Nevertheless, a critical mass of former participants from a country or organisation matters if there is strong backing from supervisors. This allows organisations to use the training opportunities strategically to fit into national level plans. With the support of WIPO, this approach has been undertaken by public agencies in, for instance, Ethiopia and Kenya. Often these agencies have also benefitted from country level funding from one or several other donors.

A WIPO official who is knowledgeable about other training efforts offered by development agencies maintains that the level of change that Sida-funded ITP IP Programme contributes to is generally more significant because of the project component. Indeed, the majority of the results achieved have been part and parcel of the projects themselves – or results than have spun off from them. The evidence suggests that ITP’s four-component-with-project approach has been critical to the results achieved. Second, the approach to imparting nego-

tiation skills has been a successful aspect of the programmes. It is unique among international IP training opportunities, it is highly valued and put well to use by the participants. Third, participants have gained significant inspiration and knowledge from concretely experiencing how Swedish institutions are structured and function. Fourth, the international environment and the opportunity to learn from and be inspired by other participants have been important contributing factors. Finally, the transparent and democratic atmosphere has contributed insight, personal competencies and confidence among many of the participants.

Some non-results are inevitable: personal, organisational, inter-relational, institutional, political and even force majeure (conflict, Ebola) circumstances can hamper, limit or slow down efforts of past participants. The problem is that there has been no monitoring to identify which projects have not succeeded and why. To be able to better advise participants in their project implementation, having more data on this would be needed by the organisers.

To mitigate potential negative effects similar to the ones that the programmes may have brought about, measures such as a more explicit focus on human rights and their relationship with IP, a closer monitoring of certain projects and discussion with Sida and the foreign Ministry on the appropriateness of certain nationalities would be needed.

Box 9: CMO Results in Malawi

A participant from Malawi (like other participants from Botswana and Ethiopia) was inspired by the way Swedish CMOs cooperated and where physically co-located. He set about to replicate their administrative set-up among the Malawian CMOs which would centralise the administration of the associations and as a consequence save costs for all parties. Furthermore, he promoted the concept of co-location among the Malawian CMOs. This resulted in substantial reductions in administrative costs for all parties. A larger percentage of the organisations' funds – which had been provided by Norway – could now be used for actual grants to rights holders.

These changes have subsequently facilitated greater collaboration among the CMOs. They have established an Arts Cooperative and increased their visibility. The CMOs have organised themselves into an active lobbying block to advocate to the government for conducive laws and policies. This has led to both a cultural policy and the drafting of a Copyright Act that is expected to be passed before the end of 2014.

The increased IP expertise gained combined with local funding support from the Norwegian embassy to the copyright industry has led the government to commission a study of economic contribution of the copyright industries (funded by WIPO) and it has come to recognise culture as a mainspring of development.

4 Relevance

- 7) Are the programmes' objectives, methodology and content **relevant to prioritised needs of developing countries**?
- 8) Does **Sweden's own competency** and capacity in this area of expertise meet the needs?
- 9) To what extent are the programmes relevant to **Sida's overall policies** and regulations and priorities such as poverty reduction and gender equality?
- 10) To what extent have the programmes been carried out jointly or in coordination with other development agencies, bilateral or multilateral? (relevance to **aid effectiveness agenda**)?

This chapter assesses the extent to which the IP ITP programmes are relevant to the prioritised needs of developing countries, Swedish development policies, the objectives of ITP and the aid effectiveness agenda.

4.1 RELEVANCE TO DEVELOPING COUNTRY NEEDS

The IP needs in developing countries are several. To begin with, as stated in the invitation from Sida/PRV to potential participants, countries that have joined the World Trade Organisation (WTO) need to implement the **TRIPS agreement** to enjoy the system of trade regulations that can ease participation on the global market. The TRIPS agreement sets out standards for the legislation, management and enforcement of intellectual property. The level of protection required is more or less the level in place in the most advanced countries. For developing countries, attaining those standards can be a challenge and requires support. This is summed up below:

IP management skills will need to be developed so that TRIPS can be adapted to a nation's advantage. Developing countries that choose to invest in science and technology must, of necessity, address IP issues to participate in the international marketplace. IP competencies will enable these countries to gain access to emerging tools, technologies, and resources. Indeed, an acute need exists to establish policies and procedures and to train staff in effectively managing intellectual property. Priorities include training in contract negotiation, statutory protection, patent searching and filing, technology valuation and business strategy development, as well as the development and implementation of IP policies and

*strategies at the institutional level, especially within public research institutions and universities.*³¹

At the same time, in addition to supporting a **climate of innovation**, IP offers developing countries **opportunities for economic growth** that can contribute to poverty reduction. For instance, the value that copyright industries can contribute to GDP has been found to be an average of 5.18 percent; while the promotion of and/or protection of technical transfers, and geographical indications and indigenous industrial property can contribute to the economy in significant ways.³² Seizing these opportunities and integrating them into poverty reduction plans and socio-economic growth strategies are viable means to contribute to further development. Indeed, Zambia has found the impact of the capacity development achieved through Sida's/PRV's support to be of such importance to the country's development that the president issued a certificate of recognition to PRV in 2010.

Implementing TRIPS and harnessing IP in the poverty reduction effort involves addressing a number of challenges. A significant majority of the survey respondents (75%) found IP awareness to be an extreme challenge. Over 50 percent also rated piracy and functioning enforcement as extreme challenges. For non-public sector employees these challenges were viewed even higher – 65 percent of non-public sector employees who responded to the survey rated *law enforcement* and *piracy* as “extreme challenges”. A functioning justice system, corruption, insufficient legislation and lack of political will were identified by at least 70 percent of the respondents as extreme or medium challenges.

Sida is not the only actor trying to **address the gaps in IP capacity** in developing countries. According to stakeholder interviews, there are short-term courses offered by different donors (e.g. UK, USA, Japan, South Korea, Norway, Finland, WIPO) at country, regional and global levels – in addition to scholarships for university level studies in IP. Just under half (46%) of the survey respondents claim to have attended training in the past that was offered by a donor, NGO or foundation.³³ Of these, 25 percent felt that the ITP programme was of better quality than other training; 41 percent found other training they had attended to be of similar quality to the Sida-funded

³¹ R Eiss, RT Mahoney and K Satyanarayana. 2007. “Developing Countries and TRIPS: What Next?” In *Intellectual Property Management in Health and Agricultural Innovation: A Handbook of Best Practices* (eds. A Krattiger, RT Mahoney, L Nelsen, et al.). MIHR: Oxford, U.K., and PIPRA: Davis, U.S.A.

³² Examples include geographical indications and trademarks for premium cocoa beans in Venezuela; copyright protection in Nigeria's Nollywood movie industry anti-piracy strategy; patents and benefit sharing agreements to protect traditional knowledge in India. In *World Bank and PIIPA Seminar Report on Intellectual Property and Human Development Operationally Relevant Case Studies from Africa, Latin America and South Asia*, December, 2010.

³³ One participant estimated she had attended over 35 training courses – many in-country – in 20 years. She viewed the PRV course as one of the best.

training; and 31 percent found other training to be mixed - some were better and some were worse than the ITP training. Two people held that the training they received elsewhere was better.

Interviews revealed that other IP training opportunities in other donor countries may be academically more rigorous or offer more practical skills related to, for example, patent examination. ITP courses are nevertheless held in particularly high regard by stakeholders because of the project component and the follow-up phase, the balanced/neutral approach and the negotiation aspects. The programmes' popularity as expressed by the high number of applicants speaks to its usefulness. In some countries, there are internal "queues" of hopeful staff at IP offices who wish to attend the programme in the future.

Given the TRIPS obligations of developing countries, the IP potential for economic growth, the IP challenges and capacity building gaps faced by developing countries, the ITP IP programmes are highly relevant.

Box 10: Participant Views on Building IP Systems

Drawing on experience, some participants held that for a country in which IP is undeveloped, generating political will to build IP structures (legislation, policy and a public agency) and raise political awareness about the potential that IP can have for economic growth and development are the initial steps that need to be undertaken. If not properly addressed, IP rights can become a barrier to development instead of a facilitator. Second, raising awareness in society is critical – not least among research institutions and MSMEs. This should be followed by enforcement and the establishment of CMOs.

4.2 RELEVANCE SWEDEN'S POLICIES

4.2.1 Poverty reduction

The objective of Swedish development cooperation is to create opportunities for people living in poverty and under oppression to improve their living conditions.³⁴ An effective IP system can contribute to economic growth and if applied strategically, can even specifically provide opportunities for marginalised and indigenous populations.³⁵ Thus the programmes are potentially relevant to enhance poverty reduction efforts in the developing world.

³⁴ <http://www.sida.se/English/how-we-work/about-swedish-development-cooperation/>, Nov 20, 2014

³⁵ For examples, please see Michael Finger, and Philip Schuler eds. *Poor People's Knowledge Promoting Intellectual Property in Developing Countries*, World Bank and Oxford University Press, 2004.

In the invitation to the programmes that Sida publishes to encourage applicants, the rationale for the programmes is to assist countries to participate in international negotiations:

The importance of intellectual property rights has increased considerably in recent years and this branch of law has become an issue of great political and economic significance in international negotiations, especially after the establishment of the World Trade Organisation. While the issue is important, it is also complex and the repercussions of various solutions are not easy to grasp. Considerable knowledge and experience is therefore necessary in order to fully understand and successfully participate in the international negotiations where the outcome may affect both national economies and international trade relations. For many developing countries this poses considerable challenges.³⁶

The invitation does not mention the relevance of IP for poverty reduction and economic growth. As discussed in section 2.7.1, there is scope to increase the focus on opportunities for IP to contribute to poverty reduction in developing countries. What aspects of the IP system will benefit developing countries the most will vary depending on the circumstances, but for many copyright, geographical indications and finding means to benefit traditional societies by using the “IP toolbox” are arguably particularly pertinent. In other developing countries IP enforcement and industrial property may open avenues for economic growth.

4.2.2 Swedish commitments

The Swedish international commitments also make the programmes relevant. As a TRIPS Agreement signatory, article 67 obliges Sweden to provide technical support, including capacity development, to developing countries in the area of IP. It is furthermore in the interest of the Swedish commerce that IP capacity is established in developing countries.

4.2.3 Gender equality, human rights and democracy

Swedish development policy applies a human rights based approach to development. A human rights approach requires a human rights lens that addresses the fundamental principles of the rights perspective – non-discrimination, participation, openness and transparency, responsibility and accountability. While developing a human rights framework for IP is being debated among IP and human rights professionals,³⁷ it has not been a strong feature of the programme. Within the nexus of these two expanding international rights regimes, there is a range of arising relevant issues (sometimes

³⁶ Web published invitations to the CRR and LDC courses in 2013.

³⁷ See, for instance, Yu, Peter K., Challenges to the Development of a Human Rights Framework for Intellectual Property” (November 1, 2014). In the forthcoming *Intellectual Property and Human Rights*, Paul L.C. Torremans, ed., 2nd ed, Kluwer Law International, 2015 and the recent work of the UN Special Rapporteur in the field of cultural rights: <http://www.ohchr.org/EN/Issues/CulturalRights/>

perceived as conflicting) including the need to ensure a fair balance between copyright, freedom of speech, the right to information and integrity. Introducing these perspectives would heighten the relevance of the programmes to Sweden's development cooperation policy.

In the area of gender equality, the programmes have had a specific module on gender equality. The lecture has generally been well appreciated. Indeed, WIPO has been inspired by PRV's way of raising gender equality issues and has introduced the approach to some of the programmes it organised. However, the gender perspectives within IP itself are not specifically addressed. The evaluation team has found limited material related to this area,³⁸ but it would be relevant to at least raise questions about IP and gender equality (how can IP awareness effort best address the information need specific of women and men respectively? Are there gender patterns in patents? Is there a gender factor with regard to traditional knowledge, folklore and copyright? etc.)

The programmes have been relatively successful in promoting democratic values, participation, non-discrimination and openness through their training approach. PRV has specifically applied techniques to "equalise" the participants, encourage participation and create an atmosphere of open dialogue. In the essays, interviews and survey responses former participants convey that this aspect of the programmes has been highly appreciated. Some participants report that the experience of openness, equality and collegiality over borders was profound. For participants from countries rated low in political freedoms by the Freedom House and/or affected by conflict, visiting Sweden and meeting people from other countries has been particularly important. In fact, the nationalities who were first to submit mini essays were overwhelmingly from such countries, reflecting a strong need among such nationals to travel, meet other people and engage in dialogue. The wider relevance of ITP in terms of the democratic cultural values that it can transmit without explicitly promoting this agenda should not be underestimated.

At the same time it is a risk to have people from highly unfree countries³⁹ who may come with agendas that are contrary to a democracy and human rights. As seen in section 0, there is potential to use the interaction with other citizens from developing countries to spread information that undermines Sweden's global development and foreign policy objectives. Moreover, data gathered by past Sida evaluations⁴⁰ and

³⁸ Santhosh M.R. and Ranja Sengupta, *Trade, Intellectual Property Rights (IPRs) and Gender Issues in India. Trade and Gender Briefs No. 3 1*, Third World Network (TWN) and Heinrich Boell Foundation (HBF) India, April 2011.

³⁹ The Swedish Ministry for Foreign Affairs sets the countries who may benefit ITP.

⁴⁰ Cecilia Ljungman et al. *Evaluation of the implementation and results of the Swedish Strategies for Special Initiatives for Democratisation and Freedom of Expression*, Sida 2014. Activists often face false

interviews with former participants confirm that trumped up copyright infringement charges are sometimes used as a means of clamping down on activists and human rights CSOs. This potential misuse in unfree countries would be suitable to raise in the discussions concerning human rights.

4.3 RELEVANCE TO ITP

4.3.1 Relevance to change processes and knowledge dissemination

The objective of Sida's International Training Programme is *good competence and high capacity in the organisations in the developing countries to drive forward the change processes for more effective poverty reduction*.⁴¹ Although the immediate aim is to support and strengthen the participants own plans for change, ITP is not regarded as individual competence training – individual training programme participants should represent organisations and further disseminate the knowledge gained to others.

As evidenced in section 3.7, while the programme has contributed to numerous individual (micro level) effects, there are also organisational results, and even effects at macro level. This suggests that the programmes have been implemented in a way that is consistent with ITP's immediate goals. Furthermore, as outlined in section 0, the survey results show that as many as 98 percent of the former participants have shared the experience and knowledge they have gained from attending Sida's International Training Programme with others in their organisation or beyond – by serving as internal advisers; through training workshops, reports, lectures, seminars, conferences and tertiary learning institutions; and/or by sharing their knowledge informally within their organisations.

4.3.2 Relevance to Networks

Another immediate objective of ITP is to create sustainable networks and partnerships among ITP participants as well as between them and Swedish counterparts to allow for a “mutual exchange of knowledge and experience”. As seen in Chapter 3, there are informal networks in place. Participants, however, would like more structure (discussed in section 3.8). Furthermore, there is potential to link participants with Swedish counterparts. The programmes could thus enhance relevance further in this area.

or fabricated charges to block their efforts (charges of e.g. accounting fraud, breach of safety regulation, copyright infringement, etc.) that vary from country to country and the strategies of the ruling power. When the websites of activists and media outlets contain information that the governing power do not want the public to have access to, one approach is to shut down the website on trumped up copyright infringement charges.

⁴¹ See Annex 1.

4.3.3 Relevance to Swedish competence base

ITP courses should be undertaken in fields where Sweden has expertise to offer. Sweden is considered to be a country with solid competence in IP, which is why WIPO originally approached Sweden to host the courses in the 1980s. Since IP is an area of law that has a strong global focus, it is relatively easily taught in an international context.

With a history of nearly 130 years, PRV offers participants insight into how a patent office functions, its systems and structures. Its resources, buildings, networks and experience make it a suitable organiser of the programmes.

Very useful for me was the presentation of the general functioning aspects and structure of the Swedish Patent and Registration Office. I had the opportunity to ask about the quality control system, conducting international search, some aspects of the functioning as ISA. The case studies were very valuable... The informal atmosphere contributed to interesting discussions during which each participant could express their own views and got something new IP laws and principles may be applied different in each country”
IND 2011, Ukraine

The Swedish CMOs have over the years been an important asset for the programmes. The CMOs have offered insights to past participants that have resulted in important change processes at country level. The recent low engagement of/with the Swedish CMOs has, however, had a negative effect on relevance.

The Sida course has played a tremendous role in exposing us to the issues of copyright relating to music. The establishment of the collecting societies (in Sweden) and their roles were emphasised and that was an eye opener. Botswana, CCR

Other aspects of the Swedish competence base have also been regarded as relevant to the needs of participants:

There was fixed meeting for me with the director of the Swedish network for innovation and technology transfer support (SNITTS) that was very valuable for my project realisation. The acting director of SNITTS pointed out me on methodology of measuring technology transfer results at the universities. Ukraine.

Since IP training programmes have been undertaken in Sweden for developing country participants for over 30 years, a specific capacity of IP in development has been built up – although it is limited to a few individuals. The quality of the Swedish lecturers has been rated high by the participants. One lecturer has been involved since the start and has formidable experience in multilateral negotiations and the international IP system.

Compared to some of the other ITP Programmes, PRV has not drawn as much on Swedish academia – such as IP research institutes at the University of Stockholm (IFIM)⁴² and the University of Uppsala. At IFIM there are currently researchers with relevant specialisation in e.g. the flexibilities in TRIPS, technology transfer, traditional knowledge and digital copyright who could potentially contribute to the programme as e.g. mentors or lecturers.

The independent assessment from 2012 of Sida's International Training Programmes suggested relevance could be further enhanced by ensuring more connections with the private sector.⁴³ This evaluation concurs. Other partners of potential interest could be the Swedish International Chamber of Commerce and the International Council of Swedish Industry. There also seems to be scope to draw on experts from relevant Swedish ministries (e.g. Enterprise and Innovation, Justice) as appropriate.

4.3.4 Relevance to Sida's target groups

ITP targets middle-level managers from various organisations such as public institutions, government agencies, civil society, and private companies from DAC member countries. The IP programmes have targeted all these groups, as well as academics and members of CSOs/CMOs. However, while other ITPs try to ensure a balance among the different professional backgrounds, the participants of the IP programmes have been 75 percent from the public sector. Although the different sectors would not necessarily need to be equally represented, increasing organisational diversity could add dynamism to the courses and to processes at country level. In principle, Sida/PRV could engage Swedish Embassies to identify potential private sector participants, through for instance, contacts with chambers of commerce.

4.4 AID EFFECTIVENESS AGENDA

The Paris Declaration calls for maximising donor coordination and harmonisation. The IP programmes are unusual among the ITP efforts in that they are in effect coordinated with a UN entity and thus typically aligned with national priorities and systems. Since WIPO has a general overview of the capacity development efforts being offered to developing countries worldwide (and is involved in many of them), the programmes have the potential of not overlapping/filling gaps as identified by WIPO. There is, however, no coordination mechanism among the donors and organisations

⁴² For 10 years IFIM has offered a Masters Programme in International IP Law. It is attended by numerous students from developing countries. PRV reports that it has referred several former ITP alumni to it.

⁴³ Gunilla Becker. *Översyn av internationella utbildningsprogram inom området ekonomisk tillväxt/handel*, maj 2012

that provide training. Even in the Nordic region, where several IP-related trainings are offered to developing countries, there is little information exchange.

Meanwhile, interviews with participants and several presentations at the results seminar reveal that participants have on several occasions received funding for their individual projects (or new efforts stemming from these) from Norway. There thus seem to be opportunities to collaborate to ensure that the Swedish and Norwegian funding are mutually enhancing. In addition, information-sharing between the organisers of the Norwegian and Finnish institutions that have been offering courses in copyright would seem to be relevant and beneficial. It would likewise be pertinent to link up with the Danish Centre for Culture and Development. It is currently supporting cultural industries in developing countries since this is a prioritised area in the new Danish culture strategy.⁴⁴

⁴⁴ Danida. "The Right to Art and Culture. Strategic Framework for Culture and Development, Danish Ministry of Foreign Affairs, June 2013.

5 Sustainability

11) To what extent have the programmes fostered partner country **ownership**?

This chapter examines sustainability – or the likelihood that the benefits from an intervention will be maintained at an appropriate level for a reasonably long period of time after the withdrawal of donor support.

At the individual level, if the training is relevant, useful and of good quality, the sustainability of capacity development efforts tends to be high. Indeed, there is ample evidence that the participants are retaining the knowledge and skills they have learnt and are using them.

The sustainability of the projects undertaken by the participants has varied – some projects have produced substantial effects (see Chapter 3) with high levels of sustainability (legislative change, new institutional structures, new university courses etc.), while about one quarter of the essays show no or minimal results. Job changes, insufficient organisational backing, lack of funds or perseverance may be reasons for the lack of sustainable results; while determination, good fortune and fortuitous timing can make a small project evolve into an initiative that has broader impact.

The evidence also shows that the lack of sufficient support from supervisors is a common characteristic of projects that have not produced sustainable effects. While there is also evidence that exceptional participants can instigate sustainable change through their own drive and determination, organisational ownership greatly enhances sustainability. Solid support from supervisors, a critical mass of participants from an organisation over the years and a strategy to use the training offered by the programmes to strengthen initiatives at the national level have led to changes in e.g. Ethiopia, Tanzania and Kenya. Organisational ownership also facilitates the leveraging of funds from other sources which further promotes sustainability.

Allowing the IP programmes to synergistically interact with ongoing initiatives at country level requires an understanding of country level processes. PRV itself acknowledges that enhancing its knowledge of country level organisations would benefit the programmes, help it identify promising candidates and would promote sustainability of results.

6 Efficiency

- 12) To what extent is the ITP model **efficient** and to what extent can efficiency be enhanced?
- 13) What potential **risks** could severely affect the implementation of future programmes?

6.1 ORGANISATION

PRV's Director for International Relations has overall responsibility for the three training programmes. He works fulltime and is assisted by one fulltime and three part-time staff members. PRV organises the structure and content of the programmes as well as activities, logistics and accommodation for the Stockholm component. PRV staff are also among the lecturers. WIPO contributes by identifying participants and making the preliminary short lists. Through UNDP, it also arranges the travel for participants to Stockholm and the follow-up session. WIPO officials furthermore discuss new course content each year with PRV and serve as lecturers. The collaboration appears to be generally smooth.

Many participants report that they find the programmes well organised. After years of experience, routines have been established with regard to logistics, accommodation, meals and activities. In recent years, PRV has enhanced its course organisation by introducing personal tablets that it lends to each participant. These contain reading material, agendas, documents and other information. The tablets also contain Skype, Dropbox and email services to facilitate communication and document sharing.

Box 11: Overall Objective of the PRV IP/ITP Programmes 2005-11

"The basic aim of this programme is to provide the practical and theoretical ability to handle complex intellectual property issues, especially in the context of international trade. The programme intends to assist in the establishment or improvement of intellectual property infrastructures in developing countries."

6.2 RESULTS MANAGEMENT, MONITORING AND REPORTING

6.2.1 Defining objectives

The objectives of the programmes have changed slightly over the years. All three programmes shared the exact same overall goals from 2005 to 2011 (see Box 11). The aim mentions "the context of international trade" but does not refer to poverty reduction. The immediate objectives (around eight) and expected results (eleven) for the three programmes are also almost identical. Meanwhile, the report of the 2012 IND Programme states the overall goal as improving the participants' abilities to make use of intellectual property rights for their countries' economic, social and cultural development. The immediate objectives are two: i) human resource develop-

ment; and, ii) country projects that concretely aim to improve the IP situation in the country of each participant.

6.2.2 Monitoring

The main monitoring tool the programmes have employed is surveying of participant views at the end of each week of the training. The questionnaire has covered the level of satisfaction with practical issues (e.g. meals), the quality of the lectures and perspectives on the activities undertaken. The questions asked in the earlier years were numerous (over 50 and several with many parts) but they have been reduced and simplified since then.

Meanwhile, there is no system to assess the extent to which the programme objectives are being achieved, to monitor the country-level projects or capture the results at country level. Apart from the presentations undertaken by the participants six months after the training in Sweden, feedback from the projects is not collected or analysed. Nor have the programmes systematised feedback from the mentoring effort or taken stock of good practices in the project work (e.g. in awareness raising, advocacy, fund raising, devising policies, drafting legislation, structuring academic courses in IP, etc.).

Some ways that PRV could enhance monitoring would be, for example:

- Require a **final report** after one year to qualify for a certificate;
- Identify a **set of key countries**, gather baseline data, establish indicators and monitor progress of the Swedish contribution through regular contact with former participants and WIPO;
- Establish a **platform for networking** and gather information on networking results; collaboration and information-sharing among participants and results achieved by participants.

6.2.3 Reporting

Annual reporting did not take place between 2004 and 2009. In 2010 PRV compiled the data and completed the annual reports for all the previous years. Because they were completed at a much later date by a staff member who was not around in the earlier years, the reports are very similar to each other and present the information without any analysis. The reports after 2009 provide a more solid overview of the programmes, but they also do not contain much analysis of the teaching approach, methodologies used, precise content covered in the different lectures, the use of the Swedish knowledge base and human resources involved. There not much discussion on adjustments undertaken along the way, strengths/weaknesses of the programmes or challenges faced. Nor do they outline how participants were chosen or discuss the working relationship between PRV and WIPO.

The reports are produced a year or more after the programmes are completed. PRV holds that this is because the financial reports from UNDP, who organise the travel for participants, are always received very late. However, there seems to be no reason for why the narrative reporting could not be completed and submitted separately a couple of months after the final session. The reports are only sent to Sida. In 2012,

the reporting changed to Swedish upon Sida's request. Since the reports potentially have value for former participants and WIPO, making them available in English – as some other ITP programmes have done – would be desirable.

6.3 RISKS

A potential risk that has been identified by PRV and the evaluators is that the programmes will soon lose core human resources. The core lecturer for all three programmes and mentor of a majority of past participants will be retiring at the end of 2015. He was instrumental to the establishment of the training in the early 1980s and has been involved since. In addition, one of the key lecturers for the CRR Programme, who has also successfully mentored many participants, is no longer involved. Thus within a short timeframe the programmes will have lost two people that have been integral to the programmes for decades.

PRV has been addressing this risk and is working on identifying new human resources and a handover that will complete in 2015. It will be important to undertake this process in a way that safeguards institutional memory as much as possible.

6.4 COST STRUCTURE

Each programme has cost between 2.7 MSEK and 3.7 MSEK annually, which amounts to about 90-100 MSEK over the ten-year period. The in-kind input from WIPO, which includes around 32 two weeks input for each course, is not included in the accounting.

An analysis of the PRV programme costs in 2008 compared to other ITP courses that same year⁴⁵ show that PRV's average programme cost was 27 percent lower than the average costs of the other ITP programmes. The difference between the cost of the PRV programmes and the average cost of the other ITP programmes appears to be more or less equivalent to the in-kind input provided by WIPO.

All the programmes have been around 30 percent under the budgeted amount. While prudence is required not to surpass the budget limit in line with Sida's requirements, and while the resourceful use of funds is a definite plus, the consistent over-

⁴⁵ The expenditure data has been extracted from the PWC report *Effektivitetsrevision av Sidas Internationella Utbildningsprogram* from 2012 which included data on costs for 5 courses in 2008. The courses are *Human Rights towards Gender Equality*, organised by SIPU International; *Rural and Per-Urban Land Administration in the SADC Region*, organized by Hifab; *Democratic Institutions and Participatory Democracy*, organised by SIPU International; *Education for Sustainable Development in a River Basin Context*, organized by Ramböll; and, *Climate Change Mitigation and Use*, organised by SMHI..

budgeting/under-spending begs the question whether more value could have been achieved by spending more on the programmes (for instance, support to networking activities or more mentoring support). In particular, the budget line for external lecturers has often been under-spent. In 2010, for example, the LDC Programme was SEK 930,000 under the budgeted amount for lecturers. In 2012, the three programmes were less under budget – varying between SEK 100,000 and SEK 430,000 on this particular budget line.

In 2008, PRV's accommodation and meal costs for participants were lower than for the other ITP programmes that year (SEK 713,254 compared to an average of SEK 991,340) and its other costs (administrative costs, activities, conferences, equipment and documentation) was only 26 percent of the average for the other ITP programmes. Meanwhile, travel costs for participants – organised by UNDP – was eight percent more expensive than the average ITP cost.

6.5 COST EFFECTIVENESS

The Evaluation has not uncovered all results achieved (see section 3.10). It is therefore beyond the scope of this evaluation to accurately calculate cost of each result. However, it is possible to make a crude approximation: if we estimate that the three programmes have produced at least 90 macro and meso level effects each over the ten year period,⁴⁶ each result would have been achieved with the input of about one million SEK from Sida. Since there is evidence that these results include legislative reform, policy development, the establishment of new organisations and new structures – the relationship between Sida's financial input and the results on the ground are highly favourable. Donors can typically expect to invest at least these amounts when using other modalities at national level to support change processes of the calibre that have been uncovered by this evaluation. This positive relationship between input and outcome is partly possible because the programmes are leveraging domestic resources (in-kind and financial) as well as the funds of other development agencies.

⁴⁶ This is a very conservative estimate that assumes that many of the most important results have already been reported to the evaluation team (there are around 60 individual macro/meso results). It would mean that among the 85% who have not shared their results, only 5% would have achieved macro/meso results (i.e. 30 results).

7 Conclusions; Lessons Learnt and Recommendations

7.1 CONCLUSIONS

The three training programmes that PRV manages have significantly contributed directly or indirectly to several sustainable (and impressive) outcomes at country level. These range from critical legislative and institutional change, creation of CMOs and increased income for rights-holders; to improved IP enforcement, organisational restructuring, initiatives at universities and important career developments. In addition to contributing to TRIPS compliance, these results have potentially promoted innovation, the creative industries and trade.

The training has not been the only factor contributing to the outcomes. First, the individual agency of the participants has been a critical component. Since the level of agency depends on, for instance, the participant's competencies, skill set and position of influence, the selection of candidates that can function as agents of change has been critical.

Second, organisational backing and ownership has been a factor. It has increased the likelihood of success and, importantly, enabled the leveraging of resources (in-kind and financial) from government, the private sector and/or development actors. Organisational ownership is high in some of the countries that are making progress in protecting, managing and enforcing intellectual property. They strategically use the IP training opportunities in Sweden as a means to achieve their own objectives. In effect, the project components in the programmes serve as “bricks” that help to build their IP system. Kenya is an example of this.

Poor organisational ownership has led to unsuccessful projects of change in many cases. However, strong ownership is not a necessary condition for successful outcomes (some participants have managed to achieve results anyway). Ownership cannot be expected to be high in countries where IP systems are undeveloped, awareness is negligible and political will non-existent. In these types of countries ITP can, nevertheless, “sow seeds” – particularly if several nationals with potential to act as change agents attend the programmes over the years. A good example of this is Ethiopia, for which ITP has, according to Ethiopian informants, constituted the most important instrument for developing intellectual property rights. It had very few IP structures in place ten years ago but now, in part with the capacity of 33 ITP trainees, it has gained momentum and is moving ahead with legislation and signing of critical international treaties.

Understanding if and how ITP can play a catalytic role at the country level requires a solid understanding of the country situation and being able to identify potential agents

of change. While WIPO brings some of this knowledge to the programmes, if PRV also gained greater insight of country level IP processes, ITP could be used even more strategically to achieve country level successes. With the networks and experience PRV has gained over the last 10 years, PRV should be able to enhance its country level knowledge relatively easily.

All three programmes have contributed to macro, meso and micro results. Training in both categories of intellectual property (industrial property and copyright) and having a programme specifically focused on LDCs has been effective. The LDC Programme has offered much needed foundational skills and knowledge training; the IND Programme has provided more advanced IP training for participants from the broader DAC set of countries; while CRR has given participants a critical understanding of the importance of protecting intellectual creations and of the income potential of the creative industries. Since copyright is not a central part of PRV's mandate as a patent office, it would need to continue to rely on external expertise for future copyright training.

Recommendation 1: While there may be alternative ways to structure the programmes, the essence of the three programmes (offering different levels, targeting both LDC and broader DAC countries; and, including both copyright and industrial property) should continue to be part of future training programmes in IP.

7.2 TRAINING APPROACH

The aspects that have made the programmes successful include:

- The **ITP training model** that emphasises an individual project component and encompasses a follow-up session;
- The close and fruitful collaboration between PRV and **WIPO**;
- The opportunity for participants to concretely observe and understand the **Swedish IP system**;
- Imparting hands-on skills and insights to participants regarding **international negotiations**;
- Opportunities for participants to discuss with and **learn from peers** from around the world; and,
- The transparent, open and **democratic atmosphere** that instils confidence in participants.

While the programmes have been highly appreciated by participants, there are aspects that can be introduced or sharpened to enhance relevance to country level needs and Swedish development priorities. First the **poverty perspective** needs to be strengthened. Indeed, the overall goal of the programmes needs to explicitly refer to poverty reduction to be aligned with Swedish development objectives. Providing more developing country perspectives through, for instance, engaging developing country IP experts in the programmes would also enhance relevance.

Second, Sida's policy priorities require that the programmes apply a **human rights** lens more consistently. This means addressing the fundamental principles (non-discrimination, participation, transparency and accountability) of the human rights perspective in the training and taking into account the ongoing debate on a human rights framework for IP. Third, it would be relevant to include **gender equality** perspectives within IP in the training.

Recommendation 2: PRV should ensure that future programmes state poverty reduction as part of the overall goal for the IP training programmes. Furthermore, the training content should have a sharpened focus on IP in relation to poverty reduction. PRV should explore engaging lecturers from developing countries to offer practical developing country experience and southern perspectives.

Recommendation 3: PRV should explore ways to consistently integrate a human rights lens and raise gender equality concerns in the training programmes. This may require consulting with experts in the area of applying the human rights perspective in development contexts.

Identifying the right candidates is critical for achieving outcomes. The programmes have generally been successful in this area. A crucial advantage has been WIPO's contribution. Making sure that supervisors provide backing to the training candidates has been important to increase the likelihood of successful projects. Likewise, creating a mix of nationalities from several continents has benefitted peer learning and the overall experience for participants.

There is nevertheless scope to enhance the candidate identification. First, some participants who may have been chosen due to change agent potential have not had the requisite level of IP knowledge. Second, non-public sector participants have been under-represented. Moreover, without a solid understanding of IP situations at country level, PRV has not been able to use the programmes to strategically strengthen specific country level processes.

Recommendation 4: PRV should consider introducing preparatory requirements such as a required reading list, a pre-test or online training. It should gain a deeper understanding of the IP situation in key countries (e.g. Sida Programme countries and/or countries in which ITP efforts are assessed as having important potential effect) – for instance by preparing its own internal country briefs. It should also promote more participants from the private and CSO sectors, in part by enlisting the support of Swedish Embassies.

There is scope for PRV to strengthen the overall **coherence** of the programmes. PRV could achieve this by having a training coordinator who promotes continuity and ties potentially loose ends by i.e. participating in all training sessions. Coherence can also be enhanced by bringing lecturers more solidly into the fold of the programmes. For instance, contributors need to be briefed so that there is a clear understanding of the programmes' objectives. Lecturers also need to be made aware of the backgrounds of

participants and their respective projects of change. In this way the lecturers can better tailor their inputs to the specific participant needs.

Recommendation 5: PRV should strengthen the overall coherence of the programmes by having a coordinator continuously present throughout the training sessions. It should also ensure that all course contributors are systematically briefed before the training and involved in feedback and lesson-learning processes.

Learning from **Swedish IP actors** in concrete ways has been a particularly useful aspect of the programmes. There is scope for PRV to broaden the range of Swedish actors who can contribute relevantly to the training programme as lecturers and/or mentors. This could include drawing on Swedish government officials, associations, trade and industry actors and/or academics. With the anticipated turnover of training staff, it will be especially important for PRV to identify new potential contributors.

Recommendation 6: In the context of the training programmes, PRV should consider exploring new partnerships with a broader range of Swedish IP actors. In selecting new Swedish partners, PRV should favour concrete learning opportunities and experts with some understanding of a developing country context.

Networking among participants is an ITP objective. A basic requirement for networks to function is that its members find interaction amongst themselves worthwhile enough that they use the network and take some responsibility for its functioning. Without a level of ownership by members, networks are not sustainable.

The evidence gathered by the team suggests that there is a solid interest to network amongst former participants and that networking is taking place – even across continents. Perhaps because IP is intrinsically global and involves regular international meetings, the desire to network among former participants is strong. The networking is not, however, optimal. Indeed, according to participants, the lack of **networking support** has been the weakest aspect of the programmes.

The programmes have the prospect of producing more effects if PRV promoted continual professional exchanges by making an IT-based networking platform available. Such a platform could also serve as a tool to enhance the peer interaction and information flows *during* the participants' development and implementation of the projects of change; and, could be a means to gather *monitoring data* for PRV.

Since most ITP organisers struggle with the networking dimensions of their respective programmes, it could make sense for Sida to have a generic networking platform structure identified/devised that caters to the general ITP networking needs (e.g. networking forum, document repository, news, reports from projects of change, contact information, etc.), which each organiser could subsequently adapt and tailor to their field of training. Alternatively, a common ITP platform might be practical.

At the national level, meanwhile, former participants would need to take responsibility for establishing and sustaining networks. However, without some support from PRV, it is difficult for participants to identify other participants from their country.

Recommendation 7: PRV should determine how and the extent to which an IT-based networking platform could strengthen future programmes – taking into consideration networking, training approach and monitoring activities. If deemed relevant, PRV should engage IT networking expertise in identifying/devising a cost-effective platform. Ideally, the networking platform should be piloted and should be structured to promote active engagement by participants. A networking platform may entail costs that would need to be budgeted for. Sida should look into how it can support the ITP organisers in finding generic cost-effective IT networking solutions for ITPs. If such a structure is deemed inappropriate upon closer analysis, at a minimum PRV should identify a networking tool (such as Linked In Groups) to use consistently with participants/former participants.

Many country level successes have been achieved with additional support from other donors. Norway has played a particularly active role. Finnish and Danish development actors are also supporting IP efforts, particularly in relation to copyright. There seems to be potential for synergies and collaboration – not least at country level.

Recommendation 8: PRV should consider interacting with Finnish, Norwegian and Danish organisations that are active in supporting IP initiatives in developing country contexts to share information and identify means to complement each other's efforts.

7.3 PROGRAMME MANAGEMENT

The programmes have been well organised by PRV. There are indications of good economy, reasonable efficiency and high cost effectiveness. However, results-based management has not been a strong feature. While there are some indications of lessons being learnt and the programmes being adjusted accordingly, monitoring of the training, mentoring and project implementation processes has not taken place. Nor have country-level results been monitored.

Monitoring the results of an international training programme poses challenges. PRV has minimal control over what initiatives at country level spring from the training, making it hard to know what to monitor. Furthermore, gathering data from the country level remotely from Sweden is difficult – visiting countries is costly and former participants cannot always be relied on to regularly supply status updates.

There are, nevertheless, means to improve the monitoring and reporting effort – both in relation to capacity development processes and to results. PRV could, for instance:

- Analyse and reflect on the feedback on the training quality that it regularly gathers from participants;
- Identify a sub-set of countries for which it establishes rough baseline data; combined with preparing respective IP country briefs that are updated annually with

data from project reports, country level contacts, data on the networking platform, information from WIPO etc.;

- Offer a certificate to participants upon submission of a final project report after 12 months of implementation;
- Collect data from the activities on the future networking platform;
- Collect, analyse and systematise information on the programme's mentoring and mentoring approaches;
- Collect, analyse and systematise information on good practices in the project work (e.g. in awareness raising, advocacy, fundraising, devising policies, drafting legislation, structuring academic courses in IP, etc.)

While a modest and focused monitoring effort would enhance the training programmes, collecting too much data will not be cost effective. A monitoring plan based on PRV's capacity development priorities and strategies would therefore need to be devised. It would need to identify the key issues, themes and indicators that PRV intends concentrate its monitoring on and outline how the data will be gathered.

Recommendation 9: PRV should develop a modest and focused monitoring plan that gathers relevant data on both the capacity development processes and the results achieved at country level. PRV may need to consult with result-based management experts in this process. Annual reports, which should be prepared in English, should be analytical in relation to i.e. strengths, improvement points, external challenges, adjustments made to training content and course contributors.

Annex 1: Terms of reference

Terms of Reference for the Evaluation of Swedish Patent and Registrations Office (PRV) International Training Programs (ITP); Intellectual Property Rights for LDC (228), Industrial Property Rights (009), and Copyright (90)

Date: 2014-01-02

Case Number: 2013-001694

Plus Number: 54050446

1. BACKGROUND

General information of International Training Programs (ITP)

International Training Programs is one of Sida's methods for capacity development. The program is designed for middle-level managers from various organisations such as public institutions, government agencies, civil society, and private companies from DAC member countries.

ITP-program is built on the following principles:

- offer key persons from developing countries the possibility to learn from the Swedish experience, model and expertise within a specific area which is prioritised in the Swedish development assistance and where the Swedish competence is in sought after.
- offer key persons from developing countries the possibility to acquire relevant experience from other developing countries,
- build into the program the vision that capacity development has clear change and development goals,
- contribute to forming a working network and partnership for capacity development and exchange of experience between persons from developing countries themselves and with Sweden.

Goal for ITP:

Good competence and high capacity in the organisations in the developing countries to drive forward the change processes for more effective poverty reduction. Sida has defined this goal by inferring that organisations are represented by individuals who will have developed an adequate level of knowledge in their areas of expertise and be able to apply and further disseminate to others.

To reach the goal, Sida will:

Support capacity development of persons from different types of organisations in developing countries and within the framework of ITP, and create sustainable networks and partnerships between ITP participants as well as with Swedish representa-

tives where one can have a mutual exchange of knowledge and experiences and stimulate continued and new involvement/participation.

ITP programs should be within prioritised areas and where there is Swedish competence and capacity as well as where there is a need and demand in developing countries.

Participants from all developing countries should be eligible however to strengthen the bilateral development cooperation some countries may be prioritised over others.

Description of the actual programs

PRV has been working internationally with capacity development in the area of intellectual property since the 1980's. The programs fall under the category economic growth and trade in Sweden's policy for global development (PGD).

Since 2004, the Swedish Patent and Registration Office (PRV) with administrative assistance from WIPO, has conducted three Sida financed trainings per year:

- “Industrial Property Rights in the Global Economy” (9),
- “Copyright and Related Rights in the Global Economy” (90), and
- “Intellectual Property Rights for Least Developed Countries” (228).

The programs have been open to decision makers and their advisers in the public service sector, business and academia and have had more than 700 participants from more than 40 countries.

The over-arching aim of the program is to contribute to a functioning and supportive system of intellectual property rights protection in the countries where the ITP programs are directed while the main objective of the ITP programs has been to give the participants an increased understanding of the effective property rights systems three pillars: legislation, enforcement and management. Intellectual property has during the last decades become more relevant for developing countries' economic growth. The increased understanding of intellectual property gained from the training programs empowers the participants to change their organisations and in turn their countries to support innovation, creativity, and trade and thereby contribute to economic growth. This is particularly pertinent in the trade area - when a country joins the World Trade Organisation (WTO), with all its advantageous system of trade regulations, the country also need to implement the TRIPS agreement⁴⁷.

The programs have followed the usual ITP structure with 4 phases:

⁴⁷ TRIPS: Trade Related Aspects of Intellectual Property: Agreement within the framework of the World Trade Org.(WTO) which stipulate that a certain minimum level of protection within the different areas of property rights for example patents, trademark design protection, geographical indications. For membership to WTO, TRIPS must be implemented. WTO TRIPS Council has decided to extend the flexibility of LDC WTO members not to apply the provisions of the agreement until 1 July 2021, except for Articles 3, 4 and 5, see decision IP/C/64.

- 1) Preparation phase including participants project identification, 2) training phase, 3) project implementation phase and 4) follow-up phase.

The participants' project identified in phase 1 and worked on in phase 2 and 3 often stretches over a longer time-span than 6 months; as a consequence, many participants have only partially reported their project at phase 4 when the program end. No follow-up on the actual contribution of these projects have been made.

These programs have received attention as some of the best training in the area of intellectual property, evidenced by the high numbers of applicants to each training and even inspiring other arrangers to organise their training with a similar structure. The programs have been much appreciated and several previous participants have been involved in international negotiations, but a structured evaluation of the programs has not been carried out. Given that the ITP programs have been running for 10 years, an evaluation should be able to use information from participants from earlier programs to follow the longer term results and specifically to assess the possible impact an individual's participation in a program could have at the organisational level and even at national and international levels (impact levels). Looking for the results, both from the individual and organisational level, can assist in understanding the linkages to development. This understanding can be used in developing improved methods for capacity development that will lead to desired results.

2. ASSIGNMENT – EVALUATION PURPOSE AND OBJECTIVE

PRV has since the 1980's had various training programs directed to developing countries, such as the program Intellectual Property Rights for Least Development Countries (LDC), and for countries in transition. In that time, the world has changed, the programs have changed and possibly the relevance has changed.

The immediate purpose of an evaluation of PRV's International Training Programs is to identify results at outcome and where possible at impact level; assess the level of the programs' relevance in the specific area of intellectual property; assess if the programs target the most appropriate level of participants; analyse how the ITP programs' structure affects the results; identify unintended consequences of the programs (negative and positive) and evaluate the programs' efficiency.

The over-arching objective is to identify what direction, in the area of intellectual property, PRV should continue its future training programs to be able to make the greatest contribution and suggest how future programs can be structured. The evaluation will also examine how the programs have contributed to Sida's goals in the area of poverty reduction and if a rights-based perspective is maintained in the programs.

3. SCOPE AND DELIMITATIONS

The evaluation shall cover all three programs, examining more closely where the programs have had the longest implementation and the most number of participants and comparing with the programs now carried out in the least developed countries (LDC). The evaluation shall cover the programs and the participants throughout the years. The choice of case studies will be based on information from an initial survey of all program participants which the evaluation team will design with assistance from PRV

and will collate and analyse the data. PRV will assist in sending out and collecting the survey data.

It is suggested that in-depth interviews or another method be used to determine the level of impact the program has had on the participants, their organisations and on the situation of intellectual property in the participants' countries. A pertinent question is whether an enabling environment has been created if a country/organization has had a number of ITP participants throughout the years? Participants from earlier years of the program could be compared with participants in the later programs to determine if and how they have been able to use knowledge and networking from the program to implement changes in their organisation, and on the local, national, regional and global level.

4. ORGANISATION, MANAGEMENT AND STAKEHOLDERS

The main stakeholders of the evaluation is Sida and PRV and their partners WIPO. Former ITP training participants are also stakeholders and some will have an active role in the evaluation through the survey, as well as a small group through the participation in the Results Seminar, and an even smaller group will be involved in the deeper interviews and case studies. The Result Seminar will in itself be a learning exercise for the participants.

A management group will be made up of the PRV director for International Cooperation, Christian Nilsson, PRV program manager Patrick Andersson; and from Sida, ITP program manager Michelle Bouchard, and Evaluation officer Katrin Aidnell.

5. SUGGESTED EVALUATION QUESTIONS AND CRITERIA

- What activities/projects have former participants made (outcomes)? (Cluster the projects)
- What impact has these activities had on the organizational/national level?
- Has the ITP training contributed to these activities/projects (how have the programs contributed to results?)?
- Has an enabling environment been created in countries/organizations with a large number of participants throughout the years?
- Are the programs goals and direction relevant to the developing countries and within the specific areas of expertise?
- Has the ITP model had an effect on the results? Could the ITP structure be improved for better efficiency?
- Does Sweden's own competency and capacity in this area of expertise meet the needs?
- To what extent are the programs relevant to Sida's overall policies and regulations and priorities such as poverty reduction and gender equality?
- To what extent have the programs been carried out jointly or in coordination with other development agencies, bilateral or multilateral?
- Are the programs addressing prioritised needs of the partner countries? To what extent have the programs fostered partner country ownership?

- Which risks exist which could severely influence the implementation of the ITP-programs?

6. CONCLUSIONS, RECOMMENDATIONS AND LESSONS LEARNED

As stated in the Purpose section, [“The immediate question at hand is to decide in what direction PRV should continue its programs to be able to make the greatest contribution to area of intellectual property rights.”]. The overarching objective of the evaluation is to identify in what direction in the area of intellectual property PRV should continue its future training programs to be able to make the greatest contribution and how these future programs can be structured to most efficiently reach the goal. The lessons learned should assist and support the recommendations which in turn should indicate the direction(s) which PRV should prioritise in its aim to contribute to the area of intellectual property. Lessons learned should bring up the positive as well as negative results to illustrate the actual lessons. Recommendations should be based on analysis of the data collected from different sources and be relevant and realistic to the expressed needs as stated in the purpose section.

7. APPROACH AND METHODOLOGY

The evaluation can have a combination of approaches; participatory (Results Seminar will have the participatory approach), case based, statistical analysis. Synthesis of the approaches used and of the data collection methods used is the key to a quality end product with realistic and constructive recommendations.

As a first step, the evaluation team will together with PRV, formulate the survey which is to be sent to all former ITP participants. This will be done prior to the results seminar and will be used to decide on participants to the results seminar. PRV is responsible for the mailing of the survey to former ITP participants and for collecting the responses. The evaluation team is responsible for analysing the survey results. The Results Seminar will bring together former ITP participants from the different programs and from the various years and countries, and will make available sources of information from the participant side. The difficulty in evaluating the three programs may be in distinguishing the differences between the three programs and in determining the impact, if any, of each of the individual programs on intellectual property. The evaluation team will decide in the selection of the participants for the Results Seminar and in identifying the cases to study in-depth with consultation with PRV.

Possible other methods to be used:

- Review of relevant documentation regarding the programs (decisions, procurement invitations, bids, reports, case studies, etc.) and relevant documents and policies at Sida
- Assist PRV in forming the agenda for and participate in the Results Follow-up Seminar (organised and administered by PRV in one strategic country in Africa or Asia)
- Interview relevant Sida and PRV staff (program and administrative), and with WIPO staff
- Interview former ITP participants to be held at the Results Follow-Up Seminar

- Interview of other relevant actors from participant countries such as persons in government and public authorities and in the business sector
- In depth **case studies** of a minimum of 3 former participants, but preferably several more, located in a minimum of 2 separate countries, including interviews of participant organisations, and other interesting actors in the field of intellectual property. Telephone interviews and videoconferences to conduct interviews are to be used whenever possible. (Some suggested countries are: Bangladesh, Cambodia, China, Ethiopia, Sudan, Tanzania, Uganda and Zambia.)

8. TIME SCHEDULE

The Assignment will be conducted within the period January 2014 – January 2015 with a final report with recommendations submitted by latest January 2015.

The Results Seminar will be administered by PRV with possible assistance from WIPO, while the evaluation will be the responsibility of the procured evaluation team. PRV will be responsible for the initial contact with the former ITP participants and for the invitation to the Results Seminar. The program for the seminar will be designed by PRV and the Evaluation team with input from the Management group.

A time schedule will be developed within the first 30 days after signing of the contract. Regular meetings with the Management Group will be established at the beginning of the contract and should occur not less than every fourth month.

9. REPORTING AND COMMUNICATION

An Inception Report describing the methods and timeframe of the evaluation will be submitted to Sida within 2 months of signing the contract. The Inception report will delineate in more detail the approach and methods to be used in carrying out the evaluation.

A progress report and meeting with the evaluation team and management group is to be held prior to the results seminar (input from this meeting will be used in the final agenda for the Results Seminar).

The Assignment shall be reported in a final report (see advised structure). The draft should be submitted to Sida not later than 6 weeks after the Results Seminar has taken place. The revised final report should be submitted within 2 weeks after Sida's comments have been submitted to the evaluation team.

All reports shall be written in English to facilitate the dissemination of the evaluation results.

Suggested form of the report:

- 1 Summary
- 2 Background of the PRV's ITP programs
- 3 Evaluation Methods
- 4 PRV Organisation's structure and steering mechanisms
- 5 The Programs
- 6 Review of the programs' results
- 7 Analysis of the programs in the global / regional context
- 8 Review of the programs' significance within the area of economic growth and trade
- 9 Analysis of the Swedish resource base

- 11 Concluding remarks and Recommendations
- 12 Attachments and reference material

10. BUDGET/RESOURCES

The Results Seminar will be held in Asia or Africa and should not exceed 3.600.000 SEK. The Evaluation Consultant costs will not exceed 750.000 SEK.

Access to documentation and to Sida and PRV staff for interviews will be facilitated. Contact information on the programs' partners and the participants and their organisation will be made available.

11. EVALUATION TEAM QUALIFICATION

The assignment shall be implemented by a consultant with the following competency profile which will also be part of the criteria for assessment:

- Documented expertise of conducting evaluations within the area of capacity development (especially in the areas of economic growth and trade);
- Documented expert knowledge in intellectual property with relation to the area of economic growth and trade;
- Documented expertise in preparing and conducting and analysing surveys
- Available for the assignment during the designated timeframe;
- Knowledge of Swedish (for document review) necessary; Final Report shall be written in English; former ITP participants to be interviewed in English.
- The Evaluation team shall not have been involved in the formulation or implementation of any of the ITP programs being evaluated.

Note: The consultants carrying out the evaluation will not be eligible to bid on any procurement for the implementation of any new ITP programs which may result from the recommendations of the evaluation.

12. REFERENCES

Relevant documents which will be useful for the Evaluation team to review.

- ITP Program documentation: Participant lists, agendas, list of course literature, list of program managers/coordinators, partners and contributors (lecturers, etc.)
- Sida policy documentation on rights, poverty and gender perspective.
- Sida ITP documentation on the programs: decisions and assessments of the contributions (programs)
- Examples of other capacity development programs in this area?
- Appendix: Results Matrix

Annex 2: Inception report

Introduction

This Inception Report aims to further elaborate on the approach set out in Indevelop's proposal for the "Evaluation of Swedish Patent and Registrations Office (PRV) International Training Programs (ITP); Intellectual Property Rights for LDC (228), Industrial Property Rights (009), and Copyright (90)" hereinafter called "Evaluation of the Swedish Patent and Registrations Office's International Training Programme in Intellectual Property Rights".

The purpose of this document is to reflect on the implications of the evaluation questions and scope provided in the ToR, elaborate the methodology, devise a realistic work plan and serve as a tool for the future management of the evaluation process – for both Sida, PRV and the evaluation team.

The report has been prepared based on preliminary discussions with Sida and the Swedish Patent and Registration Office (PRV), a one-day working session with PRV and an initial document review.

The report consists of 6 sections. The following section discusses the scope of the evaluation. Section 3 examines data availability. Section 4 assesses the evaluability of the evaluation questions. Section 5 presents the proposed approach and methodology. The final section includes the evaluation work plan.

Annex 1 contains the evaluation matrix tool to be applied by the Team. Annex 2 outlines the information sources used for the report. Annex 3 contains a preliminary mapping of the participants which will be further elaborated in the main evaluation report.

The Evaluation's Scope

The following section provides an overview of the evaluation's objectives and the evaluation questions and assesses its scope.

OVERVIEW OF THE ASSIGNMENT

According to the Terms of Reference (ToR), the overarching objective of the evaluation is to *"identify what direction, in the area of intellectual property, PRV's should continue its future training programmes to be able to make the greatest contribution and suggest how future programmes can be structured"*.

Secondly, the evaluation is to examine the extent to which *"the programmes have contributed to Sida's goals in the area of poverty reduction and if a rights-based perspective is maintained in the programmes"*.

The ToR also specifies that the immediate purpose of the evaluation is to:

7. identify **results at the outcome** level and, where possible, at **impact** level
8. assess the level of programme's **relevance** in the specific area of intellectual property
9. assess if the programmes target the most appropriate level of **participants**
10. analyse how the ITP programme's **structure affects results**
11. identify **unintended consequences** of the programmes (negative and positive)
12. evaluate programme's efficiency

The Evaluation is to cover PRV's three separate training programmes that have been offered annually since 2004 to around 715 participants from 75 countries. Over 75 percent of the participants came from 28 countries – 15 of which are LDCs. While the Team has yet to undertake a detailed financial analysis, each programme appears to cost between 2.7 MSEK and 4 MSEK annually, which amounts to about 100 MSEK over the ten-year period.

OVERVIEW OF THE EVALUATION QUESTIONS

Effectiveness (<i>the extent to which a development intervention has achieved its objective</i>) 1) What kinds of initiatives/projects have former participants undertaken? 2) To what extent have the programmes achieved intermediate capacity outcomes at the individual level? 3) How has the ITP training contributed to initiatives/projects and results? <i>What aspects of the programme implementation (ITP model) are critical for the achievement of results?</i> 4) To what extent have the programmes contributed to networks and partnerships amongst participants and with Swedish representatives?
Impact (<i>The positive and negative changes produced by the programme, directly or indirectly, intended or unintended on participants, organisations, institutions and the enabling environment.</i>) 5) What impact has (<i>participant initiated</i>) activities had on the organizational/national level? 6) Has an enabling environment been created in countries/organizations with a large number of participants throughout the years?
Relevance (<i>The extent to which the activity is suited to the priorities and policies of the target group, recipient country and donor.</i>) 7) Are the programmes' objectives, methodology and content relevant to prioritised needs of developing countries? 8) Does Sweden's own competency and capacity in this area of expertise meet the needs? 9) To what extent are the programs relevant to Sida's overall policies and regulations and priorities such as poverty reduction and gender equality? 10) To what extent have the programs been carried out jointly or in coordination with other development agencies, bilateral or multilateral? (<i>relevance to aid effectiveness agenda</i>)?
Sustainability: (<i>whether the benefits of an activity are likely to continue after donor funding has been withdrawn</i>) 11) To what extent have the programs fostered partner country ownership?
Efficiency: (<i>the degree the outputs achieved derive from efficient use of financial, human and material resources</i>) 12) To what extent is the ITP model efficient and to what extent can efficiency be enhanced? 13) What potential risks could severely affect the implementation of future programmes?

The Team has reviewed the evaluation questions and proposes a few slight adjustments which are indicated in italics in the table above and summarised below. These changes reflect the results of the start-up discussion with the management group and the Team's close analysis of the of the overall evaluation objectives.

- **Question no. 2** is new. Achieving results at the individual (change agent) level is one of ITP's intermediate objectives. It is an important factor for tracing the progression of capacity development changes through to organisational and institutional levels, examining this would seem relevant.
- A follow-up question has been added to **Question no. 3** (which also now combines the first part of the original question 6) to better reflect the third and fourth immediate objectives of the evaluation. (see previous page)
- **Question 4 is new.** ITP specifies that to reach its intermediate goal, it aims to create sustainable networks and partnerships amongst participants *and* with Swedish stakeholders. This question relates to that objective.
- **Question 7** is a combination of the original question 5 in the ToR with the first part of question 10.
- **Question 11** is the second part of question 10 in the ToR.

The Team would like to bring attention to that evaluation question 9 addresses the programmes' *relevance* to poverty reduction, there is no evaluation question that addresses the programmes' *contribution* to poverty reduction – although the second overarching objective of the evaluation implies assessing the programmes' poverty reduction contribution (impact). However, addressing poverty reduction as anything beyond a relevance question would be unrealistic – particularly given the fact that the evaluation will not have the opportunity to undertake field visits. This issue is discussed further in section 0.

Annex 1 contains a matrix with the revised evaluation questions with indicators, methods and sources to be used.

Evaluation Stakeholders

Sida: As the commissioner of this evaluation and financier of the programme, Sida is the central stakeholder of the evaluation.

PRV is a key stakeholder as the planner and implementer of the three IPR programmes.

WIPO: As a strategic partner and in-kind contributor to the programme, WIPO is also a key stakeholder.¹

Programme targets: Former programme participants and the organisations they represent have a stake in the results inasmuch as they offer learning opportunities. Moreover, the organisations have a stake in future IPR programmes.

ASSESSMENT OF SCOPE

The scope of the evaluation has deepened with the additional evaluation questions suggested above. The level of resources for the evaluation would not allow all evaluation questions to be examined in depth. The Team therefore proposes that priority is given to the questions relating to effectiveness. These questions, when answered, potentially provide findings of greatest utility to the key stakeholders. It is the evaluation criterion for which all of the evaluation's stakeholders are particularly interested in obtaining data, and, moreover, the availability of data is reasonably high. Furthermore, it relates strongly to the first overarching objective of the evaluation. Second priority is given to the assessment of relevance, which is prominently represented by a set of four questions in the ToR.

Data Availability

The Team has identified the following sources of documented data:

- **Participant list:** PRV have a list of all participants since 2004. The team has used this list to create a database of the participants. The quantitative analysis in Annex 2 is drawn from this. The participant lists contains email addresses which makes a survey possible.
 - **Programme annual reports:** Every year, each of the 3 programmes has produced a comprehensive report (100 pages). They consist of a narrative account, lists of participants, programme schedule, lists of participant projects as well as budget and realised costs. They also contain qualitative feedback from the participants and aggregated results of the participants' assessment of the training in table and graphic form. The reports provide a solid overview of the programmes, but they do not contain much analysis of the teaching approach, methodologies used, precise content covered in the different lectures, the use of the Swedish knowledge base and human resources involved. There not much discussion on adjustments undertaken along the way, strengths/weaknesses of the programmes or challenges faced. Nor do they outline how participants were chosen.
 - **Participant assessments:** the annual reports contain participant assessments of the programme. The assessments consist of between 30-120 questions that have been aggregated. Some of the questions are standard ITP programme assessment questions. During most years, PRV has included additional questions. A review of this data shows that participants are overall satisfied or very satisfied with the programmes. The quantitative data presented in these reports would need to be re-entered by hand if used since the reports are saved as pdf files.
 - **Participant projects:** PRV has the titles of all project titles since 2004 but these are in separate databases and may not be easily collated. It could involve several days' work for PRV to do so. In the meantime, a list of at least some of the projects can be achieved through the survey.
 - **2012 Independent ITP Assessment:** An Assessment of ITP's economic sector programmes was undertaken in mid-2012. Although the sections covering PRV's programmes were based on incomplete reporting, the report offers a systematic analysis of each programme in relation to objectives, indicators and reporting.
 - **Programme applicants:** PRV has data of all course applicants over the years. The data is not collated. The amount of data is too great to collate for all applicants over all the years, but PRV believes that it would be possible to collate data of applicants from a couple of countries.

From this data, the Team can establish a basic overview of the programmes, map the types of participants that have attended the programmes and get a sample of the types of applicants. The participant assessments provide an understanding of e.g. what parts of the training the participants valued, found useful and relevant; as well as their

own assessment of knowledge gained and whether they have been able to apply the knowledge within the timeframe of the programme. The independent 2012 ITP assessment offers some findings and insights on relevance and effectiveness, but because it was based on incomplete data, not all conclusions are relevant.

To fully understand the programme implementation process, interviews with PRV, lecturers and PRV will be important to fill the data gaps. To gather information on the projects and how they have progressed at country level after the training, direct contact with former participants will be necessary. Given that the informants are spread across the globe, the survey and seminar are the most practical forms of gaining access to the data.

Evaluability of Evaluation Questions

In the proposal submitted by Indevelop, the evaluability of the evaluation questions was raised. This section reviews this analysis and supplements with additional perspectives gained from the inception phase.

EFFECTIVENESS

Evaluating the effectiveness of the programmes in line with the evaluation questions is feasible and relatively straightforward – although gathering data on results without undertaking field visits will entail relying heavily on feedback from participants through the foreseen survey and the results seminar.

Early indications from former participants of their willingness to engage with the evaluation seem promising. PRV has contacted the former participants it had addresses for. Of these, around 200 responded quickly that they would be happy to be involved and respond to questions. While PRV does not have up-to-date addresses to all former participants, it believes it can reach more than half through its email database and through Linked-In alumni groups

In terms of examining what factors in the implementation of the programmes contribute to success, interviews with PRV, WIPO and participant feedback will be important. Likewise, the annual reports will provide essential data. As discussed in section 0, the qualitative feedback from participants in the survey may reveal patterns between certain variables (organisation type, topic, etc.) and successful initiatives at country level.

Evaluability of effectiveness will be enhanced significantly by PRV's collaboration in the evaluation process. It has been agreed that PRV will revisit its databases to compile a list of applicants from a couple of case study countries to support data gathering in relation to participant selection. PRV is also looking into compiling a full list of all projects undertaken by participants.

IMPACT

Assessing impact will have a low level of evaluability. To begin with, attribution will be challenging. Given the complex multi-dimensional contexts in which the change agents operate, to what extent can impact (good or bad) at the national/enabling environment levels be attributed to precisely the Swedish ITP support? In most cases, there is no “counter factual” example or data – i.e. no example of what would have happened if the Swedish support had not been provided. Attributing changes in trade and innovation at country level (as suggested by the “results matrix” in the ToR) to the training efforts will be nearly impossible – particularly without undertaking visits to the countries themselves. A hopeful expectation would be the possibility to identify potential positive correlations and probable indications of contributions. Reasonable indicator of impact would be the extent to which there is evidence that participants have been involved in IPR-related international negotiations since the training. An important source of information will be the participants’ view of the Swedish support and to what extent it was a crucial element in obtaining results.

RELEVANCE

There are four evaluation questions that relate to relevance – each with a different level of evaluability. The first question concerns whether the objectives, direction and content are relevant in relation to the prioritised needs of developing countries. Key informant interviews and secondary source material can provide information on this. Since 75 different countries have benefitted from the programmes, the analysis would be relatively general with examples from specific countries. Evaluability is considered medium.

The second question concerns the relevance of Swedish capacity in IPR and whether it is relevant to the needs. Key informant interviews, the survey and secondary source material can provide information on this. Evaluability is estimated to be medium to high.

The third question relates to relevance to Swedish development policy. Assessing the relevance of an intervention to poverty reduction is usually a challenge, given the complexity of poverty.⁴⁸ This task is particularly difficult in relation to the IPR training programme because there is no explicit poverty reduction intervention logic for the Team to assess (e.g. assessment of the validity of the assumptions and whether the casual links are well supported by research and experience). Furthermore, while

⁴⁸ Sida’s definition of poverty is a state of material deprivation, lack of economic opportunity as well as vulnerability and deprivation with respect to health, education, power, influence, social status and human dignity. Poverty often varies significantly from one period, place, society, group, or person to another.

many actors hold that there is a positive relationship between effective IPR frameworks and poverty reduction; this is challenged by some researchers who claim to have evidence of either no relationship or even a negative one.⁴⁹ Second, assessing relevance to poverty reduction would involve determining whether the intervention is built on a correct understanding of poverty in the local context. As the programmes are global in nature and cover 40 countries with varying forms of poverty, relevance to the poverty context is difficult to undertake except at a generic level.

On the other hand, the evaluability of assessing the relevance of the programmes to the Swedish policy of gender equality mainstreaming is much higher. There are several potential dimensions that could be examined. These include the selection of participants; identification of gender equality aspects in relation to intellectual property; gender sensitive course implementation; and, providing course content that takes into account constraints, opportunities, priorities and needs of both men and women in both producing and taking advantage of intellectual property.

The final relevance question relates to relevance in relation to the aid effectiveness agenda. WIPO will be a key informant for this question and evaluability will be relatively high.

SUSTAINABILITY, EFFICIENCY AND RISKS

Assessing sustainability, efficiency and risks in a comprehensive way would be relatively time-consuming. The Team believes, however, that they can each be examined in a cursory way and still provide credible findings.

- Evaluating the extent of country level ownership of the programme could potentially be challenging to assess. Important indicators would be the interaction of former participants with the evaluation. Discussions with WIPO may also provide insight into this.
- The Team will assess efficiency at a general level by comparing the overall cost structure of the programmes with a couple other comparable ITP programmes. This would require data from Sida.

⁴⁹ See for example the forthcoming book *Intellectual Property Rights: Legal and Economic Challenges for Development*, edited by Mario Cimoli, Giovanni Dosi, Ketih E Maskus, Ruth L. Okediji and Jerome H. Reichman, Oxford University Press, 2014

- To determine potential risks, the Team will assess what some of the important factors that have the potential to severely affect the quality and/or cost of the programmes.

Proposed Approach and Methodology

DESK STUDY OF ANNUAL PROGRAMME REPORTS

The Team will continue its reviews of the around 30 annual reports. Of particular interest is the participants' joint assessment that is undertaken at the end of each programme. These reports also contain a significant amount of quantitative data related to the participants' assessment of the programmes that generally amount to relatively positive judgements. The Team will scan the documents potential anomalies, aspects that consistently get very high or comparatively lower ratings.

The Team will also review the budget and realised costs structures included in the annual reports. If Sida is able to provide the budgets of other similar ITPs (such as SLU's IPR-related course and that of another government agency), the Team would be able to make general comparisons.

INTERVIEWS WITH SWEDISH STAKEHOLDERS

The documentation available offers little analytical detail concerning the course content, the teaching methodology and changes that have taken place over the years. Interviewing PRV staff, WIPO and other Swedish stakeholders who have been involved in the programmes will be critical for gathering data on this. The Team will aim to uncover what stakeholders find particularly good about the programmes, where there may be weaknesses, what opportunities lie in the future and what attention points may lay ahead.

SURVEY

The survey has three purposes:

- 4) To gather information in specific areas from former participants that can be quantified;
- 5) To gather qualitative data on participants' projects or other post-programme initiatives;
- 6) To serve as a basis for selecting participants to the results seminar.

It was agreed with PRV that the questionnaire will consist of two parts. It will be devised in consultation with PRV. PRV will also identify a test group of former participants who will pilot the questionnaire. It will be administered during May. Analysis of the results will take place in June.

Quantitative part

This part of the questionnaire will include yes/no questions, multiple choice questions, rating questions and ranking questions – so that answers can be aggregated in quantifiable terms. To be able to cross tabulate information by different cohorts, the respondents will be asked to supply information on their country of origin, type of

organisation they work in and what programme they attended. The topics that the Team, in consultation with PRV, has identified to be addressed by this part of the survey might include:

1. The most useful/important **contribution of the training** in hindsight (individual level)
2. Whether participants careers have been affected by the training – e.g. have they been **promoted** since the training
3. Participation in formal/informal **networks**, frequency of interaction among participants post-training.
4. To what extent their **organisations have benefitted** and if participants have undertaken training or in other ways spread their new knowledge within their organisations
5. Participation in **international negotiations** concerning IPR since the training
6. **Name of project** undertaken.
7. Views on **mentorship** support received.
8. The greatest **challenges in implementing projects** and other initiatives in IPR for participants
9. How the IPT programmes compares to **other training initiatives in IPR** that they have experience of.

Ideally, participants should feel that they can give answers anonymously. The Team will look into how this will work technically for the multiple choice part, since we will need the participant's names for the second part so that they may be selected for the seminar. In any case, participants will be given the option to write directly to the evaluators should they wish to.

Qualitative part

The qualitative part will ask former participants to provide a more detailed description of the challenges faced and/or results achieved in relation to their project or other initiatives they have pursued since undergoing the IPT training. The participants will be encouraged to write a mini essay or will be asked to answer a handful of questions in paragraph form. The possibility of being chosen to attend the international seminar in Tanzania if the essay is selected as a “winning” one, will be presented as an incentive.

Based on the responses, the evaluation will examine:

- Cases in which the programmes have resulted in participants implementing successful projects or other initiatives.
- Challenges faced by participants in implementing projects/initiatives and when they have been overcome, how this was achieved.
- Cases in which the projects failed (provided that participants will openly share these in the survey).

The data may reveal patterns that relate, for instance, successful/less successful projects/initiatives to i) country; ii) type of organisation that the participant works in; iii) topic of the project (awareness-raising, legislation, organisational development, policy, collective rights management, etc.); and iv) quality of mentorship. If patterns are

discernible, the Team will formulate hypotheses that will be tested through further desk study, interviews and at the results seminar.

STATISTICAL ANALYSIS

The evaluation will make use of several sets of quantitative data:

- Data on the full set of participants will be further refined and be used in the selection of seminar participants and case studies.
- Responses to the survey will be analysed and presented graphically
- With the support of PRV, the projects (either the full list or list established from the survey) will be clustered into topic areas and presented graphically.

CASE STUDIES

The Terms of Reference suggest that the Team undertake in-depth case studies of minimum 3 former participants from two countries. The Team proposes to take departure in countries as opposed to participants. Thus the Team would undertake a case study of Tanzania and one or two more countries, based on the survey results. Tanzania has been preliminarily chosen because it is currently the preferred venue of the results seminar (see below), which gives the Team the opportunity to meet external informants. Furthermore:

- Tanzanian participants have attended all three courses
- Tanzanian participants come from a mix of organisations (apart from ministries and government entities, they come from academic institutions, associations, the private sector and the justice sector)
- Tanzania is the country that has sent the second greatest amount of participants to the courses.

The second (and possible third) country would be identified based on a critical mass of responses to the survey and to the extent that the countr(ies), in combination with Tanzania, can serve as a reasonably representative sample set. Possible candidates include Bangladesh, Ethiopia, Cambodia, Nepal, Sudan and Mozambique. The Team will favour LDCs as these countries have had citizens in all three programmes. However, upon reviewing the survey results PRV and the Team agree that there is very great learning potential by studying participants from a non-LDC (e.g. Egypt, the Philippines, China or Colombia), and as such including a non-LDC would be considered.

Other criteria for selecting the additional case stud(ies) would include a country with a mix of respondents that complements the Tanzanian respondents in terms of i) types of projects results; ii) types of project challenges; and, iii) subject areas of projects undertaken (awareness raising, legislation, tertiary education, organisational capacity development, etc.). To the extent possible, the Team will also try to ensure that the country case studies are selected to include projects undertaken by i) participants working outside of government (e.g. private sector, collecting societies, academic institutions, etc.) and ii) who are women.

The Team will collate the data received through the qualitative part of the survey for the 2 to 3 case study countries. Interviews with some of the concerned participants from the case study countries will be conducted – preferably in person during the results seminar – to gain more understanding and to verify their stories as presented in the survey.

SEMINAR

Independently, both PRV and the Evaluation Team came to the conclusion that Tanzania would be a suitable venue for the seminar. The Team has found that there are a large number of former participants from Tanzania that represent a mixed group of organisations. It is also a country that has received significant Swedish support in the past – both in a range of sectors where innovation and creative industries are of central importance such as developing markets and the cultural sector. Moreover, as an LDC, Tanzania is a candidate for future ITP-IPR support.

Discussions with PRV reveal that the seminar will have several purposes. First it is an opportunity for the evaluation Team to verify preliminary findings and conclusions; gather additional data; and, provide an opportunity of stakeholder participation to enhance quality.

In addition, PRV sees the seminar as an occasion to further the capacity development among the participants (through presentations, dialogue and a field visit) and an opportunity to further the programmes' visibility. It is foreseen that WIPO's Director-General will participate, along with key national stakeholders.

PRV has allocated 5 days for the seminar while the Evaluation has 2 days. PRV has used 70 participants as a working number of participants. This size would be suitable if learning and exchange would be the main objective of the seminar (conference style). However, the Evaluation Team judges that this number is likely to be too many as the Team would need to both facilitate the seminar and document observations and perspectives. A plenum of 70 would be heavy to manage and may not produce the safe and open environment that is needed to create a productive and dynamic environment. Guiding 70 people through programme content – even coffee breaks – will be more “conference-style” than “workshop-like”. While breaking up in groups would be an option, the Evaluation Team would not be able to facilitate, observe and document all the discussions – and may thus potentially lose data. PRV and the Evaluation Team will continue its dialogue on the seminar structure and content. Both agree that the responses to the questionnaire will be a critical factor for decisions regarding the seminar.

COMMUNICATIONS

This evaluation will be undertaken in close consultation with PRV. The Team foresees regular interaction throughout the evaluation process – in particular during the administration of the survey, overview of the survey responses, and the planning and implementation of the results seminar.

Sida and the Management Group will be kept informed through a progress report that will be drafted after the survey has been completed and before the results seminar is held. As specified in the ToR, a meeting with the Management Group is also foreseen in this period.

LIMITATIONS

While the Team deems that the approach above will serve to address the evaluation questions to a sufficient level, it has certain limitations. First, it is highly reliant on a decent response to the questionnaire. Preliminary indications reveal, however, that the prospects of a solid response to the first part of the questionnaire are relatively good. It is likely that there is bias towards the participants who have not changed jobs too many times – although PRV seems to have relatively updated addresses. It is also likely that more recent participants will be more likely to respond (more accurate contact information, experience more fresh). Since it appears that the programmes have evolved over the years, a slight bias towards more recent participants might not be a disadvantage. How high the response will be to the second part of the questionnaire is harder to predict, but likely to be at least slightly less than to the first part. Consistent reminders and extra push from PRV to encourage participants to reply will be of essence.

Should we find that the survey response be very low, the timing of the survey is such that there is some room to stretch out the response time frame. If this does not rectify the situation, the Team may have to consider using data from the end-of-course assessments. Although they are mainly positive, they could provide a few useful general findings. Because they are in PDF format, it would be labour intensive and they would not in any case provide data on post training effects.

A second significant limitation of this evaluation, as raised in the proposal, is that the data collected from participants cannot be fully appreciated or verified without country visits to provide contextual information and opportunities for triangulation of data.

Annex 3: Evaluation matrix

Evaluation questions	Indicators	Methods	Sources
Effectiveness			
1) What kind's initiatives/projects have former participants undertaken?	- Evidence of projects – successful/less successful projects and initiatives - Evidence of topics covered	- Document review - Survey - Seminar - Clustering - Statistical analysis	PRV/mentors WIPO Former participants Documentation
2) To what extent have the programmes achieved intermediate capacity outcomes at the individual level?	Evidence of increased disposition to act, enhanced skills and knowledge, increased implementation know-how and/or networks among male and female former participants	- Interviews - Survey - Case studies - Seminar - Statistical analysis	PRV Lecturers WIPO Former participants
3) How has the ITP training contributed to initiatives/projects and results? What aspects of the programme implementation (ITP model) are critical for the achievement of results?	Evidence and extent of participant selection, course content, mentoring, teaching methodology, course evolution, project work, participant interaction and/or field visits contributing to results	- Interviews - Document review - Survey - Case studies - Seminar	PRV Lecturers/mentors WIPO Former participants Documentation
4) To what extent have the programmes contributed to networks and partnerships amongst participants and with Swedish representatives?	- Evidence, extent and frequency of communication (email contracts, social media, linked in) among former participants and with Swedish stakeholders. - Evidence of joint initiatives among male/female former participants and/or with Swedish stakeholders	- Interviews - Survey - Case studies - Seminar	PRV/mentors WIPO Former participants
Impact			
5) What impact has (participant initiated) activities had on the organisational/national level?	Evidence of improved practices and processes in IPR-related organisations stemming from male/female participant initiatives	- Interviews - Survey - Case studies - Seminar	WIPO Former participants External informants (if available)
6) Has an enabling environment been created in countries/organizations with a large number of participants	Extent to which the training led to dissemination of		

ANNEX 3 – EVALUATION MATRIX

throughout the years?	- knowledge within organisations - Evidence of male/female former participants from the same country involved in initiatives together - Evidence of male/ female former participants having since participated in international IPR negotiations.	
Relevance		
7) Are the programmes' objectives, methodology and content relevant to prioritised needs of developing countries?	The extent to which the programmes' goals, content and methodology meet the key needs in IPR among LDCs as defined by WIPO, and authorities on poverty in relation to IPR.	- Interviews - Document review - Case studies - Seminar PRV Mentors/lecturers WIPO Former participants Resource persons (specialists, external informants etc.) Documentation, Annual reports Seminar
8) Does Sweden's own competency and capacity in this area of expertise meet the needs?	The extent to which the existing knowledge, skills and experience of IPR among Swedish institutions (public, governmental, academic and civil society) meets the demand from developing countries	- Interviews - Document review - Survey - Case studies - Seminar PRV, WIPO Former participants Resource persons (specialists, external informants etc.) Documentation
9) To what extent are the programs relevant to Sida's overall policies and regulations and priorities such as poverty reduction and gender equality?	- Evidence that the explicit or implicit poverty reduction intervention logic is of quality, whether it makes valid assumptions and whether the casual links are well supported by research and experience. - Evidence of the programmes being based on a correct understanding of poverty in the local context. - Evidence of the principles of participation, accountability, transparency and non-discrimination being taken into account in the content and implementation of the training programmes. - Evidence of awareness of balancing an effective IPR-system with a human rights perspective – particularly in relation to poor people's right to life, health and wellbeing. - Evidence of gender parity taken into account in the selection of participants. - Evidence of programmes addressing gender equality	- Interviews - Document review - Survey - Case studies - Seminar PRV Mentors/lecturers WIPO Former participants Resource persons (specialists, external informants etc.) Documentation, Annual reports

ANNEX 3 – EVALUATION MATRIX

	- aspects in relation to intellectual property. - Evidence of the courses being implemented sensitive to the needs of both men and women.		
10) To what extent have the programs been carried out jointly or in coordination with other development agencies, bilateral or multilateral? (relevance to aid effectiveness agenda)?	Evidence of collaboration or in a coordinated way with other development agencies	- Interviews - Document review	PRV WIPO External informants
Sustainability			
11) To what extent have the programs fostered partner country ownership?	- Evidence of participants and their organisations owning the projects that result from the programme - The extent to which patent authorities and ministries feel they have influence on the courses and the selection of participants - Evidence of male/female former participants from the same country involved in initiatives together	- Interviews - Survey - Case studies - Seminar	PRV Mentors/lecturers WIPO Former participants
Efficiency			
12) To what extent is the ITP model efficient and to what extent can efficiency be enhanced?	- How the overall costs for the programmes compare with similar ITP programmes - The financial value of WIPO's contribution the programmes (including staff time contributions)	- Interviews - Document review	PRV WIPO Documentation, Annual reports Sida
13) What potential risks could severely affect the implementation of future programmes?	Evidence of key factors –such as institutional and/or human resources – that have the potential to severely affect the quality and/or cost of the programmes	- Interviews - Document review	PRV WIPO Documentation Sida

Annex 4: List of documents reviewed

1. Anger, Joakim and Annika Nilsson, Karin Mo. "Redovisning och analys av resultat från resultatseminarium för "ITP 268 hbt and Human Rights" Slutrapport, Indevelop AB 2013.
2. Barwa, Sharmishta and Shirin m. Rai. *The Political Economy of Intellectual Property Rights: a Gender Perspective*, May 2002.
3. Becker, Gunilla. *Översyn av internationella utbildningsprogram inom området ekonomisk tillväxt/handel*, maj 2012.
4. Brennan, Hannah et al. *A Human Rights Approach to Intellectual Property and Access to Medicines*, Yale Law School and Yale School of Public Health, Global Health Justice Partnership, Policy Paper 1, September 2013.
5. Chapman, Audrey R. "A Human Rights Perspective on Intellectual Property, and Scientific Progress, and Access to the Benefits of Science" in WIPO and UNHCHR, *Intellectual Property and Human Rights, a Panel Discussion to Commemorate the 50th Anniversary of the Universal Declaration of Human Rights*, 1998.
6. Correa, Carlos M and Carsten Fink. *The Global Debate on the Enforcement of Intellectual Property Rights and Developing Countries*, 2009 International Centre for Trade and Sustainable Development, Issues Paper No. 2, Feb 2009.
7. Cullet, Philippe. *Human Rights and Intellectual Property Rights: Need for a New Perspective*, International Environmental Law Research Centre, IELRC Working Paper 2004-4.
8. Directorate-General for External Policies, Policy Department. *Intellectual Property Rights on Genetic Resources and the Fight against Poverty*, the European Parliament, 2011.
9. Drahos, Peter. *The Universality of Intellectual Property Rights: Origins and Development*, presented at WIPO&UNHCHR conference on Intellectual Property and Human Rights, Nov 1998 and in *Intellectual Property and Human Rights*, Intellectual Property Quarterly (IPQ) 1999.
10. Driouchi, Ahmed and Nada Zouag. *Domestic Institutions and Intellectual Property Rights and Development in the EU -- Mediterranean Partner Countries*, Working Paper No. 0802. Institute of Economic Analysis and Prospective Studies, Al Akhawayn University, Morocco, 2008.
11. Eiss, Robert, and RT Mahoney and K Satyanarayana. "Developing Countries and TRIPS: What Next?" In *Intellectual Property Management in Health and Agricultural Innovation: A Handbook of Best Practices* (eds. A Krattiger, RT Mahoney, L Nelsen, et al.). MIHR: Oxford, U.K., and PIPRA: Davis, U.S.A., 2007.
12. European Directorate-General for External Policies, Policy Department. *Intellectual Property Rights on Genetic Resources and the Fight Against Poverty*, 2011.
13. Falvey, Rod and David Greenaway, and Neil Foster-McGregor. *Intellectual Property Rights and Economic Growth*, Internationalisation of Economic Policy Research Paper No. 2004/12.
14. Finger, Michael J and Philip Schuler, Ed. *Poor People's Knowledge Promoting Intellectual Property in Developing Countries*, World Bank and Oxford University Press, 2004.
15. Gackstatter, Steffen, Maxim Nikolaevich Kotsemir, and Dirk Meissner. "Building an Innovation-Driven Economy – The Case of BRIC and GCC Countries", *Foresight*, Vol. 16, Iss. 4, 2014.

16. Government of Sweden. Annex to Government Decision UF2010/46581/USTYR "Strategy for Capacity Development and Collaboration 2011–2013".
17. Greene, K.J. "Intellectual Property at the Intersection of Race and Gender: Lady Sings the Blues", in *Journal of Gender, Social Policy and the Law*, Vol 16:3, 2008.
18. Greffe, Xavier. *Managing Creative Enterprises*, Creative Industries – Booklet No. 3, WIPO, 2006.
19. Helfer, Laurence R. "Human Rights and Intellectual Property: Conflict or Coexistence?" in *Minnesota Intellectual Property Review*, Vol 5:1, 2003.
20. Holgersson, Marcus. "The Role of Intellectual Property Rights in Innovation Spaces: The Cases of China and India" (August 25, 2014) in forthcoming McKelvey, M. and Bagchi-Sen, S. (Eds.) *Innovation Spaces in Asia: Entrepreneurs, Multinational Enterprises and Policy*, Edward Elgar Publishers Cheltenham, U.K., 2015.
21. Idris, Kamil. *Intellectual Property a Power Tool for Economic Growth*, WIPO publication No. 888.1, June 2003.
22. Indevelop. "Internal Review ITP 270 on Human Rights, Peace and Security", 2012.
23. Justitiedepartementet, Enheten för immaterialrätt och Transporträtt. "Fråga om organisationen av de Sida-finansierade programmen om immaterialrätt för utvecklingsländerna." 2008-06-12.
24. Levin, Marianne. "The Pendulum Keeps Swinging: Present Discussions on and Around the TRIPS Agreement in Kur", Annette with Levin (eds), *Intellectual Property Rights in a Fair World Trade System Proposals for Reform of TRIPS*, Edward Elgar Publishers, Cheltenham, 2011.
25. Ljungman, Cecilia M. "Applying a Rights-Based Approach to Development: Concepts and Principles" in Britha Mikkelsen, ed. *Methods for Development Work and Research - A New Guide for Practitioners*, 2e. Sage Publications, New Delhi, February 2005
26. Nyariki, Dickson, et al. The Economic Contribution of Copyright-Based Industries in Tanzania. WIPO, Creative Industries Series No. 7, 2013.
27. PRV Conference Report. "Conference on Advanced International Training Programmes on Intellectual Property in the Global Economy, Addis Ababa, Ethiopia, November 3 to 7, 2014".
28. PRV's Copyright and Related Rights in the Global Trade Annual Reports 2005-2012.
29. PRV's Industrial Property Rights in the Global Economy Annual Reports 2005-2012.
30. PRV's Intellectual Property Rights in the Global Economy for LDCs Annual Reports 2004-2012.
31. Ricardo Wilson-Grau, Ricardo, and Heather Britt. "Outcome Harvesting." Ford Foundation, MENA Office, May 2012.
32. Salomonsson, Camilla et al. *Guidance on Capacity Development - How to assess, support and monitor capacity development among partners in Swedish development cooperation*. Sida, 2011
33. Santhosh M.R. and Ranja Sengupta. *Trade, Intellectual Property Rights (IPRs) and Gender Issues in India. Trade and Gender Briefs No. 3 1*, Third World Network (TWN) and Heinrich Boell Foundation (HBF) India, April 2011.
34. Sida, Beslut om insats "Internationella utbildningsprogrammet Copyright and Related Rights in the Global Economy, 2009-2011" 2008-12-04.
35. Sida, Beslut om insats "Kontraktsförlängning av det Internationella Utbildningsprogrammet Copyright and Related Rights in the Global Economy" 2011-09-08.
36. Sida, Beslut om insats. "Internationella utbildningsprogrammet Intellectual Property for Least Developed Countries, 2009-2011", 2008-12-04.

37. Sida, Beslut om insats. "Kontraktsförlängning av det Internationella Utbildningsprogrammet Intellectual Property for Least Developed Countries" 2011-09-06.
38. Sida, Beslut om Insats. "Industrial Property Rights in the Global Economy 2009-2011", 2008-12-03.
39. Sida, Beslut on insats. "Kontraktsförlängning av det Internationella Utbildningsprogrammet Industrial Property in the Global Economy 2012-2013" 2011-09-12.
40. Sida, Invitation "ITP: 228. Intellectual Property for Least Developed Countries. "www.sida.se/itp GLOBAL, 2013.
41. Sida, Korrespondens mellan Sida DG och Annelie Hartman angående ITP Globala anslaget, 2008-08-11.
42. Sida, Promemoria "Förlängning av Överenskommelse av det Internationella utbildningsprogrammet Copyrights and Related Rights in the Global Economy under 2012-13" 2011-09-05.
43. Sida, Promemoria "Överenskommelse med PRV ang det Internationella utbildningsprogrammet Copyright and Related Rights in the Global Economy 2009 – 2011", 2008-12-03.
44. Sida, Promemoria. "Överenskommelse med PRV ang det Internationella utbildningsprogrammet Industrial Property in the Global Economy 2009 – 2011", 2008-12-03.
45. Sida, Promemoria. "Förlängning av Överenskommelse av det Internationella utbildningsprogrammet Industrial Property Rights in the Global Economy under 2012-13". 2011-09-03.
46. Sida, Promemoria. "Förlängning av Överenskommelse av det Internationella utbildningsprogrammet Intellectual Property for Least Developed Countries under 2012-13", 2011-09-02.
47. Sida, Promemoria. "Överenskommelse med PRV ang det Internationella utbildningsprogrammet Intellectual Property for Least Developed Countries 2009 – 2011" 2008-12-03.
48. Sida, rapport från "ITPs Arrangörsträff 7-8 maj, 2014, Skogshem & Wijk, Lidingö".
49. Sida, Resultatstrategi för kapacitetsutveckling och utbyten 2014-2017 Bilaga till regeringsbeslut 2013-12-19 (UF2013/78299/UD/USTYR)
50. Sida. *Looking Back, Moving Forward*, Sida Evaluation Manual, 2nd edition, 2004.
51. Thornström, Carl-Gustaf. Et al. "Building Capacity to Manage Biodiversity, Food Security, Trade and Regulation -- Annual Report of the ITP Programs GRIP 12a and b 2013."
52. UD. Regeringsbeslut "Resultatstrategi för kapacitetsutveckling och utbyten 2014-2017" 2013-12-19.
53. UNDP and UNESCO. *Creative Economy Report 2013 Special Edition - Widening Local Development Pathways*; United Nations/UNDP/UNESCO 2013.
54. United Nations High Commission for Human Rights and WIPO. *Intellectual Property and Human Rights*, WIPO Publication No 763(E), 1999.
55. Wilson-Grau, Ricardo and Heather Britt. *Outcome Harvesting*, Ford Foundation, Mena Office, 2012.
56. WIPO. *National Studies on Assessing the Economic Contribution of the Copyright-Based Industries*, WIPO, Creative Industries Series No. 7, 2013.
57. WIPO. The Coffee War: Ethiopia and the Starbucks Story, <http://www.wipo.int/ipadvantage/en/details.jsp?id=2621>.
58. WIPO. What is Intellectual Property? WIPO Publication No. 450(E).

59. WIPO. *WIPO Studies on the Economic Contribution of the Copyright Industries. Overview*, 2014.
60. World Bank Economic Policy and Debt Department and Public Interest Intellectual Property Advisers. "Intellectual Property and Human Development Operationally Relevant Case Studies from Africa, Latin America and South Asia", December 14, 2010.
61. World Bank Institute. *Guide to Evaluating Capacity Development Results*. The World Bank, 2012.
62. World Bank. "Intellectual Property and Human Development - Operationally Relevant Case Studies from Africa, Latin America and South Asia", Dec 14, 2010.
63. Yanisky-Ravid, Shlomit "Patents and Gender: The Exclusion of Women Inventors from Intellectual Property Rights: Property Law, Patents, Labour Law and the Feminist Discourse" in forthcoming Daphna Barak-Erez, Shlomit Yanisky-Ravid, Ifaat Biton, Dana Fugatch, Eds. *Studies in Law, Gender and Feminism*.
64. Yanisky-Ravid, Shlomit. *Patents and Gender: The Exclusion of Women Inventors from Intellectual Property Rights: Property Law, Patents, Labour Law and the Feminist Discourse*. Studies in law, Gender and Feminism" Daphna Barak-Erez, Shlomit Yanisky-Ravid, Ifaat Biton, Dana Fugatch, Eds (to be published by Nevo – Hakirya Haakademit).
65. Yu, Peter K. "Challenges to the Development of a Human Rights Framework for Intellectual Property" (November 1, 2014), in forthcoming Paul L.C. Torremans, ed., *Intellectual Property and Human Rights*, 2nd ed, Kluwer Law International, 2015.

Annex 5: List of informants

Name	Position
1. Bouchard, Michelle	Program Manager and Specialist, ITP, Sida, Stockholm
2. Pino, Gabriel	Patent Examiner, Swedish Patent and Registration Office (PRV), Stockholm, ITP trainer
3. Gao Hang	Director, Copyright Development Division, WIPO, Geneva, ITP trainer
4. Olsson, Henry	Special Government Advisor, Ministry of Justice, Stockholm; ITP trainer
5. Shenkoru, Kifle	Director, Division for Least Developed Countries, WIPO, Geneva, ITP trainer
6. Nilsson, Christian	Director of International Cooperation, Swedish Patent and Registration Office (PRV), Stockholm
7. Andersson, Patrick	Senior Advisor, International Affairs, Swedish Patent and Registration Office (PRV), Stockholm
8. Hoffman, Tracey	Administration Manager, International Relations, Swedish Patent and Registration Office (PRV), Stockholm
9. Kongolo, Tshimanga	Head, Professional Development Program of the WIPO Academy, Geneva, ITP trainer
10. Koskinen-Olsson, Tarja	Intellectual Property expert, former ITP trainer
11. Ekdahl, Catharina	Former CEO at Svenska Fotografers Förbund (SFF)
12. Lindberg, Mats	CEO at Swedish Visual Arts Copyright Society (BUS)
13. Levin, Marianne	Professor in IP law, University of Stockholm (IFIM)
14. Thornström, Carl Gustaf	Sveriges Lantbruksuniversitet (SLU), responsible for ITP GRIP
15. Riesenfeld, Camilla	Project Manager for Human Rights ITP, Indevelop
16. Alicia Månsson	Evaluator of ITP “Education for Sustainable Development in Higher Education”
Former participants	
17. Musaraf Husain Molla	BANGLADESH
18. Muhammed Asaduzzaman Nur	BANGLADESH
19. Mohammad Kohinoor Islam	BANGLADESH
20. Lhamo Dukpa	BHUTAN
21. Karla Prudencio Imaña	BOLIVIA
22. Ntesang Sebetso	BOTSWANA
23. Balima Sid-Bewendin Léa	BURKINA FASO
24. Seth Gashaka	BURUNDI
25. Kong Phallack	CAMBODIA
26. Lao Reasey	CAMBODIA
27. Jiangbo Xiang	CHINA

ANNEX 5 - LIST OF INFORMANTS

28. Xiang Feifan	CHINA
29. Leonor Botero	COLOMBIA
30. Carlos Castellanos Rubio	COLOMBIA
31. Juan Carlos Suárez Delgadillo	COLOMBIA
32. Liudmila Moran Martinez	CUBA
33. Marwa Assem Elsherif	EGYPT
34. Noran Fouad Ahmad	EGYPT
35. Nermine Abdel Aziz Abdel Ghany	EGYPT
36. Mustafa Hussien	EGYPT
37. Tadesse Beraki	ERITREA
38. Teklewold Woldeyesus Mussie	ETHIOPIA
39. Wossen Mulu	ETHIOPIA
40. Getachew Mengistie Alemu	ETHIOPIA
41. Nassir Nuru Reshid	ETHIOPIA
42. Tedla Mamo Damte	ETHIOPIA
43. Wossen Mulu Endetebay	ETHIOPIA
44. Cynthia Jeannette Sequeira García	GUATEMALA
45. Maria Gabriela Gandara Ulloa	GUATEMALA
46. Carlos Humberto Rivera Carrillo	GUATEMALA
47. Jorge Rafael Recinos Umaña	GUATEMALA
48. G.R. Raghavender	INDIA
49. Mrinmoy Das	INDIA
50. Deva Pria Dhar	INDIA
51. Pradip Kumar Das	INDIA
52. Sri Wartini	INDONESIA
53. Sri Lastami	INDONESIA
54. Erbita Dumada Riani Hutagalung	INDONESIA
55. Lilik Budianto	INDONESIA
56. Mardisontori	INDONESIA
57. Hesham Al Majali	JORDAN
58. Marisella OUMA	KENYA
59. Lenard Kinya Nkanda	KENYA
60. Ephraim Gikandi Ndiritu	KENYA
61. Kioko Nzuki Mwania	KENYA
62. Lubna Kodeih	LEBANON
63. Mike Sambalikagwa Mvona	MALAWI
64. Chapusa Domino Phiri	MALAWI
65. Suzana Tangu Mjuweni	MALAWI
66. Charity Musonzo	MALAWI
67. Chikosa Banda	MALAWI

ANNEX 5 - LIST OF INFORMANTS

68. Rosarius Kamanga	MALAWI
69. Bernard Kwilimbe	MALAWI
70. Mushfiq Mohamed	MALDIVES
71. Stayleir Jackson Elias Marroquim	MOZAMBIQUE
72. Thin Thin Soe	MYANMAR
73. Thida Oo	MYANMAR
74. Hlaing Myint	MYANMAR
75. Santosh Kumar Sharma	NEPAL
76. Fagbemi Jacob Sunday	NIGERIA
77. Luigi Alessandro Tassara Zevallos	PERU
78. Jannalenna Sheng Olladas	PHILIPPINES
79. Francisca Bayangos Bicomong	PHILIPPINES
80. Rowen R. Gelonga	PHILIPPINES
81. Myriam Gatsimbanyi	RWANDA
82. Yves Sangano	RWANDA
83. Karamuka Augustin	RWANDA
84. Nafissa Dramé Dia	SENEGAL
85. Amadou Sarr Diop	SENEGAL
86. Patrick Martin George	SIERRA LEONE
87. Busi Ngwenya	SOUTH AFRICA
88. Andre Kudlinski	SOUTH AFRICA
89. Fatma M.A.Kindawi	SUDAN
90. Ekhlas Mahgoub Ziyada Satti	SUDAN
91. Salma Mohamen Osman Bashir	SUDAN
92. Safaa Mohammed Sekainy	SUDAN
93. Badre Eldin Salih Mohammed	SUDAN
94. Hussam Makki	SUDAN
95. Abdalrazak Alsheban	SYRIAN ARAB REPUBLIC
96. Mary Apasiana Josiah Kiwelu	TANZANIA, UNITED REPUBLIC OF
97. Johansein Rutaihwa	TANZANIA, UNITED REPUBLIC OF
98. Primi Mmasi	TANZANIA, UNITED REPUBLIC OF
99. Mr Hakiel Ombeni Mgonja	TANZANIA, UNITED REPUBLIC OF
100.Georges Silas Shemdoe	TANZANIA, UNITED REPUBLIC OF
101.Isdor Paul Nkindi	TANZANIA, UNITED REPUBLIC OF
102.Nurdin Said Mchora	TANZANIA, UNITED REPUBLIC OF
103.Caroline Lyimo	TANZANIA, UNITED REPUBLIC OF
104.Mary Kiwelu	TANZANIA, UNITED REPUBLIC OF
105.Arunsri Sritanaitipol	THAILAND
106.Mohammed Amairi	TUNISIA
107.Ivan Mutabaazi	UGANDA

ANNEX 5 - LIST OF INFORMANTS

108.Andinda Andrew	UGANDA
109.Iragaba James	UGANDA
110.Dwight Bigala	UGANDA
111.Tindyebwa Amos	UGANDA
112.Hanna Kravchuk	UKRAINE
113.Maryna Gryshkova Gepenko	UKRAINE
114.Olena Saverchenko	UKRAINE
115.Ageicheva Anna Alexandrovna	UKRAINE
116.Oleksii Ardanov	UKRAINE
117.Oleksii Anatolievych Severyn	UKRAINE
118.Moses Ngosa	ZAMBIA
119.Lloyd S. Thole	ZAMBIA
120.Hastings M Libati	ZAMBIA
121.Omari Muwowo	ZAMBIA

Annex 6: Survey report

1. Introduction

This report is part of the *Evaluation of Sida's International Training Programmes in Intellectual Property*. It has been prepared by Cecilia M. Ljungman (team leader) and Katarina Renman Claesson. It consists of a presentation and analysis of the results from a survey of former participants of the programmes Copyright and Related Rights in Global Trade (CRR), Industrial Property Rights and the Global Economy Programme (IND) and Intellectual Property Rights in the Global Economy for LDCs (LDC) that were undertaken between 2004 and 2013. The report does not attempt to interpret the results of the survey. Rather, **the evaluation team anticipates using this report in the coming months as a basis for discussion on the interpretation of these results with stakeholders – in particular PRV and WIPO.**

The survey, which was developed using Survey monkey, was administered to 435 of 713 former participants by use of a link to the survey sent via email. The recipients constituted those former participants that PRV was able to gather e-mail addresses for. Former participants had 3 to 4 weeks to respond to the survey. The survey took around 15-30 minutes to complete.

As an incentive to complete the survey, the evaluation team informed the survey recipients that if they completed the survey, they would receive information about a mini essay that they could submit to become a candidate for an international seminar on IP that would be organised by PRV and WIPO for a select group of former participants from all three programmes since 2004.

The Team has cross-tabulated many of the questions by different characteristics of the respondents such as sex, type of programme, year of attendance or organisational affiliation. Unless otherwise stated, the variations by these characteristics were minor and not statistically significant.

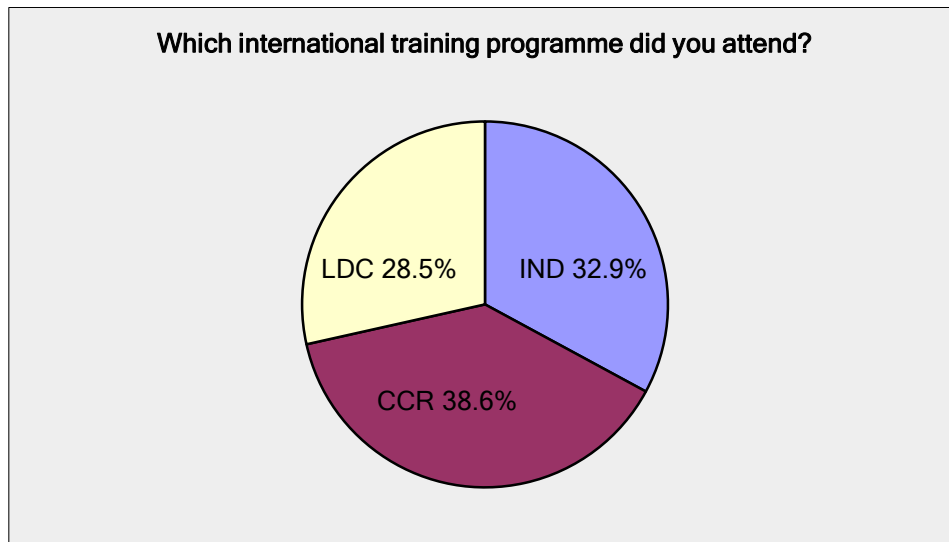
This report has 12 sections. The following section discusses the response rate in relation to the different programmes, sex of participants, geographic distribution and organisational affiliation. Section 3 discusses the response to question how participants found out about the programmes. Section 4 includes the respondents' assessment of the programmes' different aspects. Section 5 outlines the response to the questions concerning subsequent promotions since attending the programmes, while section 6 discusses respondents' feedback on participation in national, regional or international negotiations. Sections 7 and 8 respectively provide analyses of the responses to the questions relating to knowledge-sharing and networking. Section 9 presents the different categories of projects implemented by the respondents. Section 10 presents how respondents assess the different challenges that IP face in their countries. Section 11 has clustered and analysed the responses to what the former participants would have wanted to get out of the training, in terms of knowledge, skills and/or networks, with the benefit of hindsight. The final section presents the outcome effects at micro-, meso-, and macro-levels that the former participants mentioned in the free text sections of the questionnaire.

2. Response

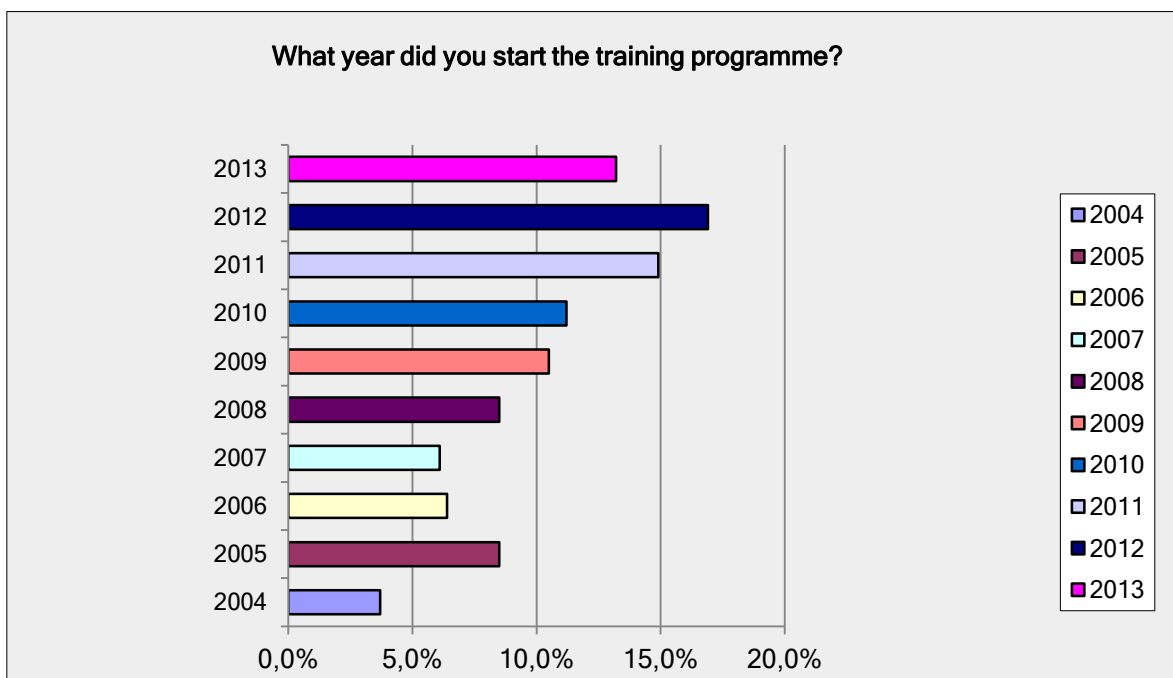
With responses from 300 of the 435 former participants contacted, the margin of error in the response is between 0.88 percent and 3.16 percent, with a confidence level of 95 percent. Ten percent of the respondents did not complete all of the questions.

2.1 Programmes

Among the respondents, there is a relatively good distribution between the three programmes, as illustrated by the graph below. The LDC programme is slightly underrepresented, while the CRR programme is represented by slightly more respondents.



The respondents according to year of attendance follow a relatively expected curve – with fewer participants responding from earlier years.

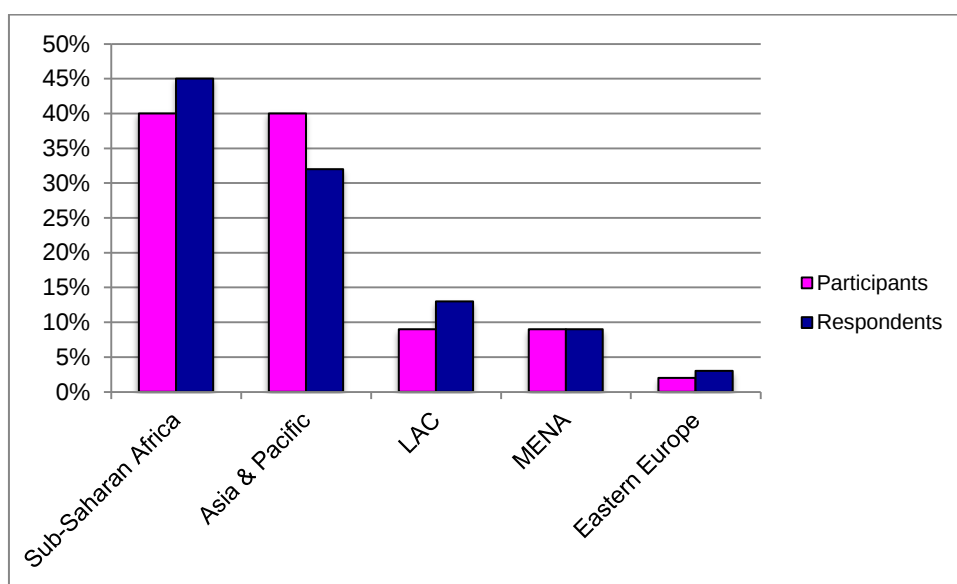


2.2 Distribution by Sex

Women have made up 30% of all former participants since 2004. The list of email addresses of former participants, however, consisted of 40% women. Among the actual respondents, 40% were women – proportionate to the sex distribution within the email list.

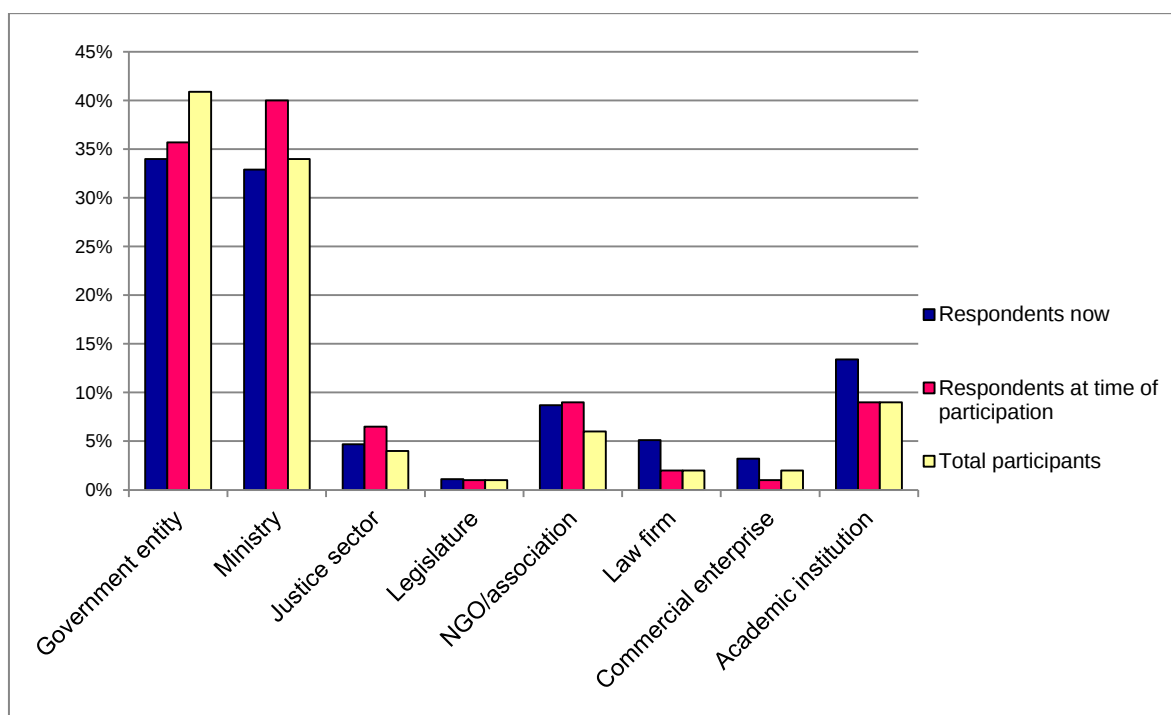
2.3 Geographic Distribution

Over the 10 years of the programmes, the participants have come from 78 countries, of which 29 were LDCs. The survey respondents came from 63 different countries, of which 28 were LDCs (the only LDC not represented among the respondents was Afghanistan due to lack of contact information of former Afghan participants). Just as half of the total population of participants were from an LDC, half the respondents also originate from an LDC.



2.4 Type of Organisational Affiliation

The graph below illustrates the types of organisations that the former participants compared with survey respondents were employed in at the time of the programme. Participants from NGOs, associations and collecting societies and ministries are slightly overrepresented among the survey respondents, while the government entities, agencies or institutions and commercial enterprises are slightly underrepresented. Although there are no dramatic changes in organisational distribution since participants attended the programmes, among the respondents there is a small increase of those who work in academic institutions and law firms. From the data is not possible to know whether this would be generally true amongst the whole participant population.

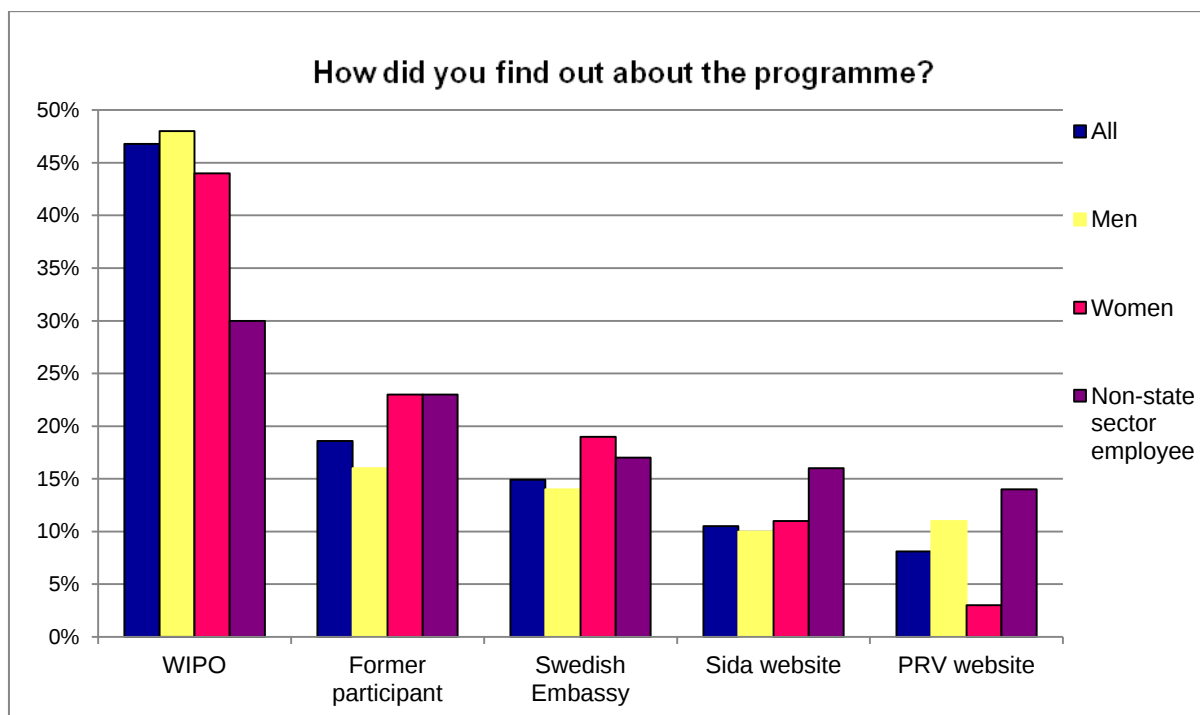


Two respondents commented on representativity of sectors in relation to the question “In hindsight, what would you have wanted to get out of the training, in terms of knowledge, skills and/or networks that you did not get or get enough of?” (see section 11 below). One claimed there was an overall lack of presence and involvement of representatives for the private sector (LDCs, 2010) while another desired more interaction with people from creative industries sector to understand their challenges and possible solutions (Copyright 2013).

3. Information about the Programmes

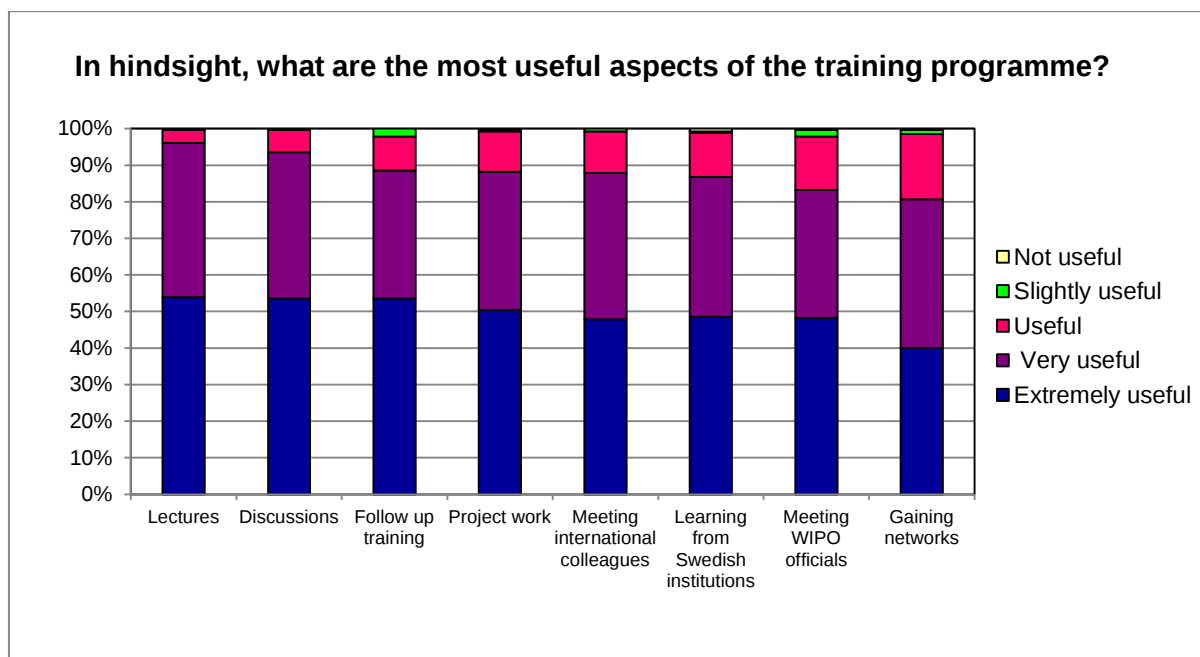
WIPO is by far the most important source for finding out about the programmes among the respondents. Respondents note in their comments that their government (ministry or agency) have received invitations from WIPO/Sida. With the programmes having run for nearly a decade in their current forms, and even longer in previous set-ups – former participants are not surprisingly the second most important source of information about the programmes, followed by Swedish embassies. For women participants, information from former participants and Swedish embassies were more important sources, while WIPO and PRV were less important, compared to men. The former participants who have received information from Swedish embassies come mostly from Uganda, Tanzania, Philippines, Mozambique, Malawi, Burkina Faso, Cambodia and Colombia.

Among the former participants who were not employed in the state sector (i.e. worked in the private sector, academic institutions, associations or CSOs), WIPO was still the most important source of information (30%), but the Sida and PRV websites were an important source of programme information (23% and 17% respectively).

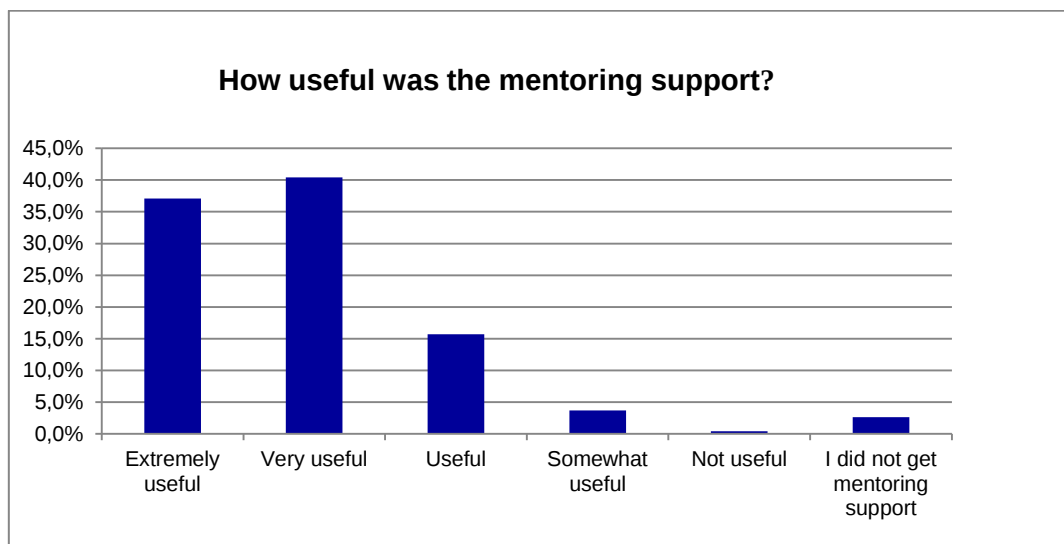


4. Assessment of Programmes

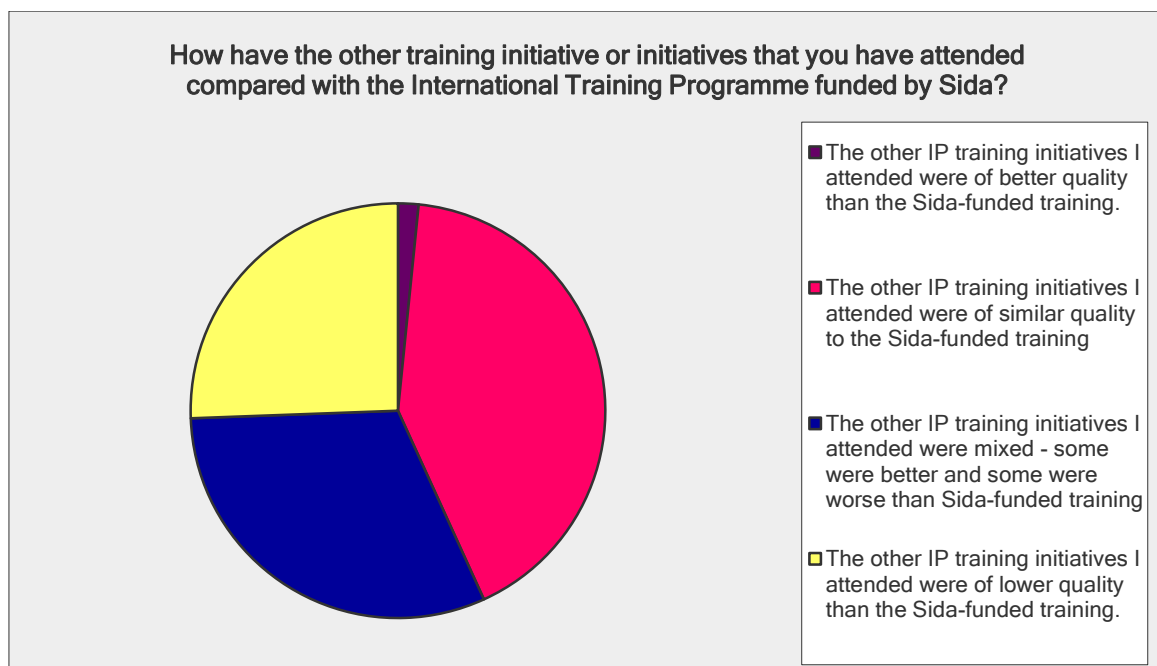
While as many as 17% of the respondents rated all aspects as “extremely useful”, the individual assessments of the different aspects of the programmes vary quite considerably. Nevertheless, the aggregate scores of the ratings result in similar levels and patterns for all the aspects. *Lectures, discussions* and *follow-up training* scored slightly higher than the other areas, while *gaining networks* was rated slightly less in terms of usefulness. When aspects were rated lower, it is not clear whether the respondent thought the aspect was inherently less useful, or that the programmes could have done more to ensure usefulness. When it comes to *gaining networks*, the latter may be the case since many of the comments refer to the need for more networking facilitation.



With regard to the question concerning the usefulness of the mentoring, 77% found the mentoring to be extremely useful or very useful. Seven people did not receive mentoring support and one former participant did not find the mentoring useful. Mentoring was not rated quite as high in total as the other aspects of the programme.



Just under half (46%) of the participant claim to have attended training in the past that was offered by a donor, NGO or foundation. Of these, 25% felt that the ITP programme was of better quality than other training; 41% found other training they had attended to be of similar quality to the Sida-funded training; and 31% found other training to be mixed - some were better and some were worse than Sida-funded training. Two people held that the training they received elsewhere was better.



5. Promotions

Of the respondents, 53% had experienced a promotion and they came from the full range of different organisations. Interestingly, there did not seem to be a clear correlation between a promotion and the passage of time since the participants attended the programmes – the different cohorts were largely proportionately represented among the participants who were promoted. Those respondents who had attended the IND Programme were promoted slightly more – 55% – compared to 50% and 40% of the LDC and CCR Programme participants respectively. Of all the 53% promoted, half had also been involved in international negotiations.



In total, 64% of those who were promoted fully or largely agreed that the Sida ITP programme was an important factor in their promotion.

There are some differences with regard to sex. Among the women respondents, 46% were promoted, compared to 52% of the male respondents.

There are 10 countries where at least 5 and up to 12 promotions took place among the respondents and they constitute a mix of LDCs, developing countries and regions: Cambodia, Colombia, Egypt, Indonesia, Kenya, Malawi, Sudan, Tanzania, Uganda and Ukraine.

5.1 Additional Comments from Respondents

There were 32 respondents who provided additional comments about the extent to which the training programme played a role in their career development. Most of the comments state that the programme was beneficial and some provide explanations how. For instance:

The Sida-funded IP training programme was a breakthrough in my life and I am now fully focused on innovation and IP to work for SME business success.

One participant mentioned how the training helped him/her gain confidence through public speaking, which ultimately secured a promotion. A participant who worked with trade defence instruments gained knowledge in aspects of investigations which led to a promotion. Another claimed that the knowledge gained resulted in getting an advisory role in relation to the legislature when debating IP related laws and policies. A fourth mentions how the law firm he worked at recognised his new competencies and promoted him. A fifth stated that after the programme, she undertook monthly presentations for her colleagues concerning international developments in IP.

In some cases, former participants mention that the projects they undertook as part of the programme gave them recognition and served as a vehicle to promotion. For example:

The Sida international Training Programme that I attended was an important factor in my career and so indirectly in my promotion.

One former participant stated that the expertise gained through the project he/she undertook, benefitted the national IP office and thus resulted in him/her receiving a senior position. Four different participants mention that their individual training programme project served as a foundation in their work to attain a Master's degree, which subsequently led to a promotion.

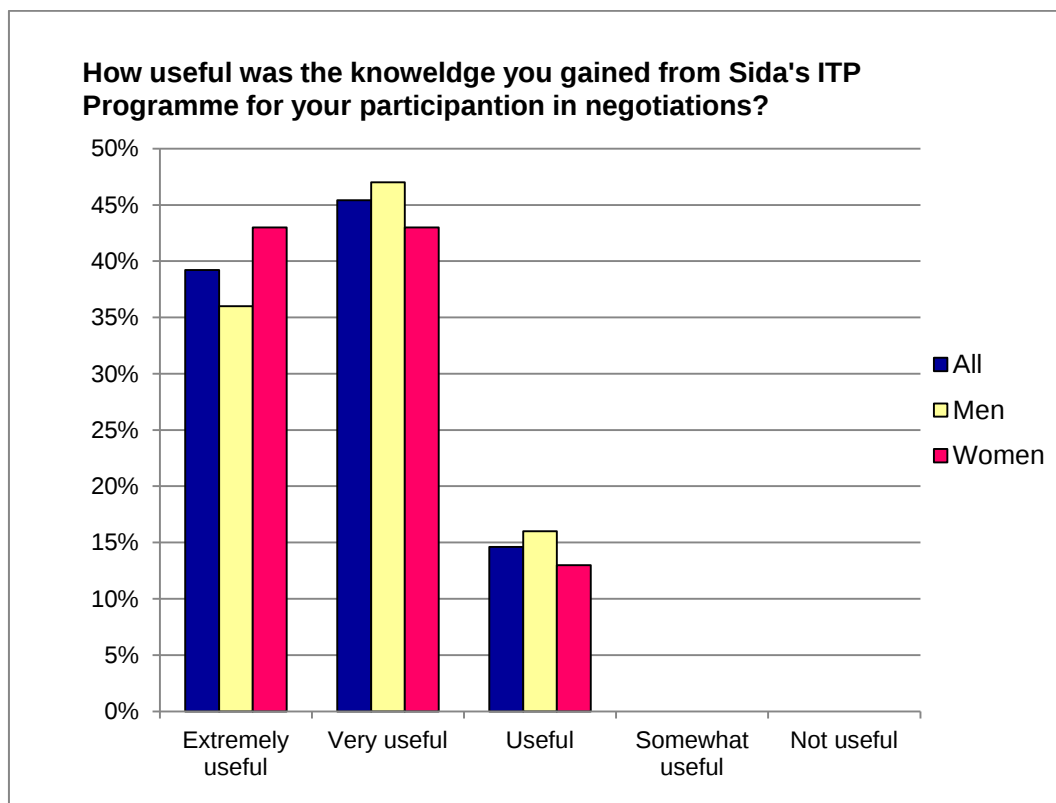
A handful of comments were less sanguine about the importance of the programmes for promotions and asserted that many other factors contributed to promotion, not just training. For instance, a participant maintained that seniority was the key factor that determined promotion in his country. Likewise, another stated that promotion in higher learning institutions depend mostly on publications rather than short courses and/or projects.

The public sector of my country ... rarely considers the efforts of officials for promotion based on their capacity and efficiency.

6. Trade Negotiations

Just over half of the participants had participated in bilateral, regional or international IP meetings and/or negotiations (e.g. WIPO, WTO) since the training. These respondents represent the full range of different organisations - except commercial enterprises. While there is gender disparity regarding promotions, women and men participated equally in negotiations – 40% of both female *and* male respondents have been involved in negotiations. Likewise, there was parity in relation to the type of programme attended – exactly 40% of the respondents from each programme had participated in negotiations.

All participants who had also been involved in bilateral, regional and/or international negotiations found the ITP Programme to be useful, very useful or extremely useful. 45% found it “very useful” and 39% found it “extremely useful”. Women found the training more useful than men – 43% of women found it extremely useful, compared with 36% of men.



There are 9 countries from which at least 5 and up to 9 participants came from who have participated in negotiations. Except for Cambodia, they correlate with the countries in which several promotions took place. (Colombia, Egypt, Indonesia, Kenya, Malawi, Sudan, Tanzania, Uganda and Ukraine.)

6.1 Additional Comments

There were 40 respondents who provided additional comments about the extent to which the training programme was useful for subsequent participation in negotiations. Respondents mentioned how the skills and knowledge were useful and several provided examples of the contexts the new competencies were being applied. Several found that the training provided was **relevant and timely** –it “came in handy” and “at the right time”. Others referred to the new dimensions in terms of both perspectives and knowledge that the training offered:

It opened my mind to the international perspective rather than the national.

The training drew my attention to very important and debatable areas that are still on the table for discussion.

The international feel gave me a wealth of knowledge as to what the copyright regimes in other countries were and how they operate.

(It provided me with) the understanding that the international negotiations are about setting norms as well as countries seeking to find common ground.

I gained awareness of issues that were even not discussed in class, but came up in the discussions I had with other participants. (similar comment by 3 other participants)

The **skills** gained, in particular presentation and negotiation techniques, were considered particularly useful. The respondents mention improved confidence, the ability to apply different negotiation techniques and how to make compromises.

I can apply different techniques while negotiating with the other party and I have developed a level of confidence while negotiating.

It equipped me with basic knowledge and understanding of IP issues which were the used in the negotiations.

With the knowledge I gained during the Sida programme, it was very easy for me to come to a win-win outcome (when negotiating)

Participants also discussed the usefulness of **knowledge** gained:

I was more informed about the challenges of the LDCs Countries, and about the TRIPs flexibilities.

The knowledge acquired from the training provides me better understanding on subject matters being negotiated on WTO accession of my country

The knowledge I gained has been instrument in my advice to the negotiating teams, more especially in relation to laws and regulations.

A number of participants provided examples (without being specifically requested to do so) how the knowledge and skills acquired from the Sida programme **had been applied** in negotiation processes and fora:

The Minister for Justice (responsible for Copyright) selected me to accompany him to the WIPO General Assemblies (Ministerial High Level Segment) ... due to my understanding of IP issues gained from the Sida training and the related works I undertook after the training.

Since the training, I am one of the Regional Legal Advisors for the Southern Africa Regional Programme for Access to Medicines and Diagnostics. I have attended two SADC meetings so far and I have been a resource person in TRIPS and Access to Medicines for Malawi and Zambia. The knowledge I gained proved very useful in my giving advice to national delegates at the SADC meetings.

Box 1: Negotiations and Fora – The meetings, negotiations and processes mentioned in the comments include the following:

WIPO-related meetings

- SCCR Meetings of WIPO in Geneva
- WIPO General Assemblies

Multilateral processes

- Beijing Treaty on Audiovisual Performances
- Treaty for visually impaired persons in 2013
- Intergovernmental Committee on Traditional Knowledge, Genetic Resources and Expressions of Folklore

Regional processes and meetings

- East Africa Community (EAC) meetings on Industrialization Policy, Integrated Industrial Development Strategy and other IP processes
- SADC meetings on IP
- African Region Intellectual Property Organization (ARIPO) Copyright Strategic Plan
- Asia-Pacific Economic Cooperation (APEC) IP Experts Group meetings (IPEG)

Bilateral processes

- Free trade agreement negotiation process with USA
- Negotiation related to WTO accession
- Negotiations with European Union

National processes

- National level policies
- National committee processes
- National legislative processes

I represented my country in the WTO regional meetings to review LDCs needs assessment reports for complying with TRIPS. I was chosen mainly due to my knowledge and expertise acquired during the Sida training programme.

The Sida Training had me prepared to eloquently comment on relevant points in the meeting (African Region Intellectual Property Organization (ARIPO) Copyright Strategic Plan Draft meeting)

With the Sida training I have been able to offer advice to Ministry delegations dealing with Intellectual Property matters in the regional organizations in which Kenya is a member.

Sida's international training programme gave me tools, insights and key factors to take into account from a legal/institutional perspective to foster IP (in the) the free trade agreement process with the US, which then served as the reference for other negotiations.

The package of training on Genetic Resources was useful to advance arguments for and against aggressiveness to bold protection aspirations as opposed to liberal approaches aimed at achieving a win-win situation coupled with modalities for a sustainable utilization of such resources.

Some of the negotiations required a diplomacy and high level of understanding of which without Sida I could not have gained.

The knowledge acquired from the training provides me better understanding on subject matters being negotiated on WTO accession of my country. This has partly contributed to speeding up the accession process.

7. Knowledge Sharing

The project work of the participants has involved knowledge-sharing. As many as 98% of the former participants claim to have shared the experience and knowledge they gained from attending Sida's International Training Programme. Of these, 24% have acted as an internal adviser, 67% have shared their knowledge and experience formally through training workshops, reports, lectures, etc.; and 38% have shared their knowledge informally within their organisations. There is little difference between male and female participants with regard to how knowledge is shared. Of the 8 former participants who stated that they had not shared information (a mix of men and women), a third maintained that the reasons was because their knowledge and skills gained from the training are not useful or relevant to their workplace. Other reasons included not having the opportunity (2), did not have supportive supervisors or did not have the time or resources to share knowledge and skills.

7.1 Additional Comments from Respondents

There were 43 respondents who provided additional comments about sharing knowledge after attending the Sida programme. Over a dozen participants describe that they undertake lectures, round tables and seminars externally and within their organisations. For example:

I gave lectures on TRIPS as part dissemination workshops to support WTO accession process.

Others imparted the knowledge through writing guidelines, reports and books. One person sent all the material from the course to the agency's library. Some explain that they have served as internal experts (e.g. on nation branding or to advise a minister of justice), a few have presented at international conferences, two have served as regional resource persons for WIPO since attending the programme, while others have passed on skills and knowledge by informal means in day-to-day work. Several participants mentioned sharing knowledge through participation in different national, regional and international processes:

I have been part of the National Task Force to Formulate the IP Strategy, National IP Policy, formulated the University IP Policy as well as participated in a number of other national Programmes and activities on IP.

I am the member of Copyright Appeal Board and Anti Piracy Task Force. So I am able to share my knowledge and experience to the members of those committees.

I was invited to participate in the new Senegalese Plan of Development of IP system.

I'm involved in the Drafting of the National Intellectual Property (including its implementing Strategy).

I shared my knowledge within the Copyright Development Committee leading to the creation of government policies for Fiji.

I presented a paper on intellectual property subject matters before the Parliamentary Committee on Trade and Investments.

As part of the ongoing East Africa free trade integration, my knowledge and experience from Sida Training has help Government of Uganda in trade free trade boundaries with the 3 East Africa Countries – Uganda, Kenya and Tanzania.

Half a dozen participants state they impart IP knowledge at undergraduate and graduate levels within the tertiary education system – as employees of universities or as guest lecturers.

I provide continuing training and workshops at the university level in both graduate/undergraduate levels.

I have been a guest speaker at universities and several institutions of learning. I have facilitated at several workshops.

Some of the former participants have allegedly spread their knowledge from the Sida programme to key users of IP. A handful state that they impart knowledge by undertaking consultancy work for entrepreneurs, SMEs and corporations:

I have disseminated the knowledge, skill and expertise to IP user's potential inventors, innovators, scientists, researchers and Small and Medium Entrepreneurs using brochures.

I also participate actively in seminars for business people and entrepreneurs. Recently, I have been establishing a practice to value intangibles for its negotiation and management from a business perspective.

I provide consult to researchers. I also provide consult to private sectors who are customers of the institute.

A couple of participants also mention spreading knowledge to researchers and to the music and film industry. For instance, one participant has been part of the EU project “Music bridges: Interludio amongst Pacific, Africa and Europe” – which aims to strengthen the music industry as a tool for poverty reduction in the ACP countries by supporting south-south cooperation, networking and the creation and the production of music goods and services.

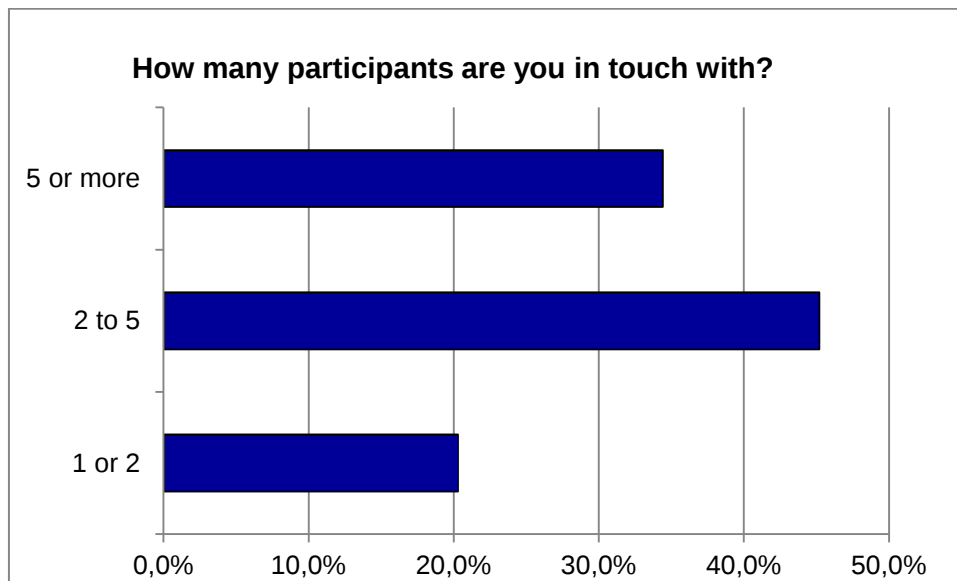
Around half a dozen comments relate to sharing knowledge broadly through various public awareness and sensitization efforts organized by the IP agencies in the different countries. According to one respondent, the annual sensitisation effort undertaken by former participants within the IP agency has led to an increase in information seekers have and local filings for protection of patents, trade and service marks.

A considerable number of participants also mention that they have imparted knowledge when invited to different IP-relevant forums. One mentions having been invited to speak about IP in radio and TV programmes. Another tried to establish IPR clubs:

I used to meet primary school authorities to do presentations and influencing formation of IPR Clubs. Though not very successful, there has been an Anti-Piracy group that developed interest in what I had initiated. I am now imparting IPR knowledge to youths in the Church.

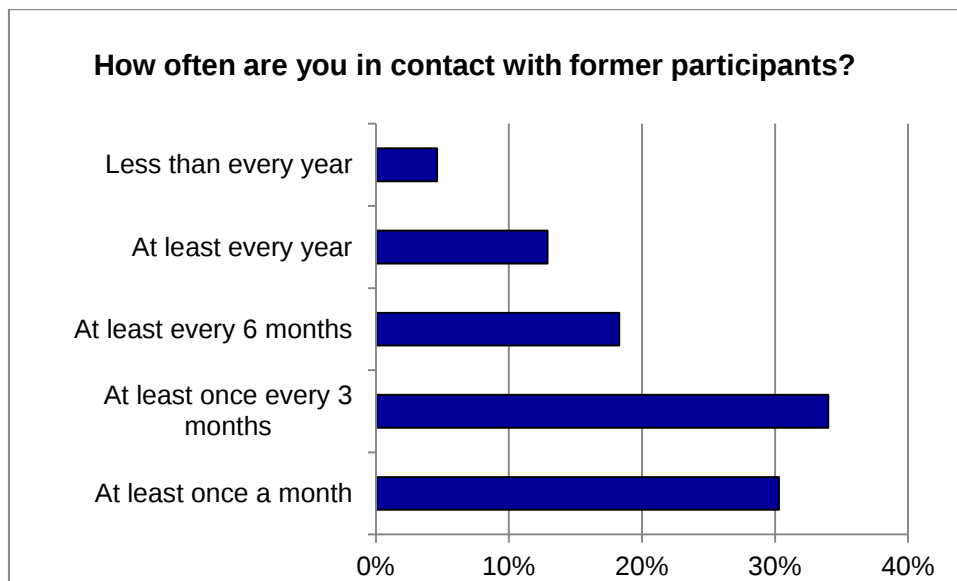
8. Networking

Over 90% of the respondents are in contact with other former participants. Over a third is in touch with 5 or more other participants.⁵⁰



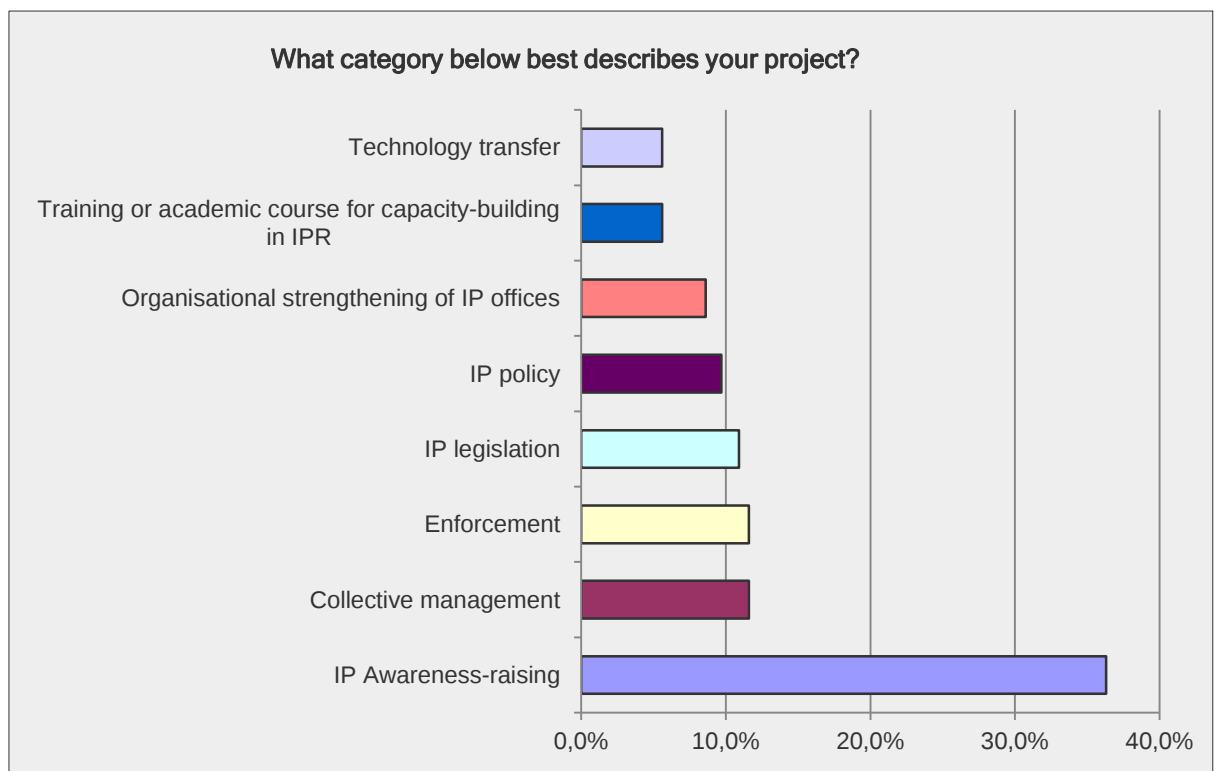
The contacts among the former participants also seem to be quite regular – 64% are in touch with others from the programme at least every 3 months or more.

⁵⁰ The evaluators believe that this high result is partly due to a bias among the respondents. The survey was sent to former participants to whom PRV had contract details. It is likely that the very reason PRV had updated information on these participants is because they have continued to stay in touch and network with stakeholders of the programme.



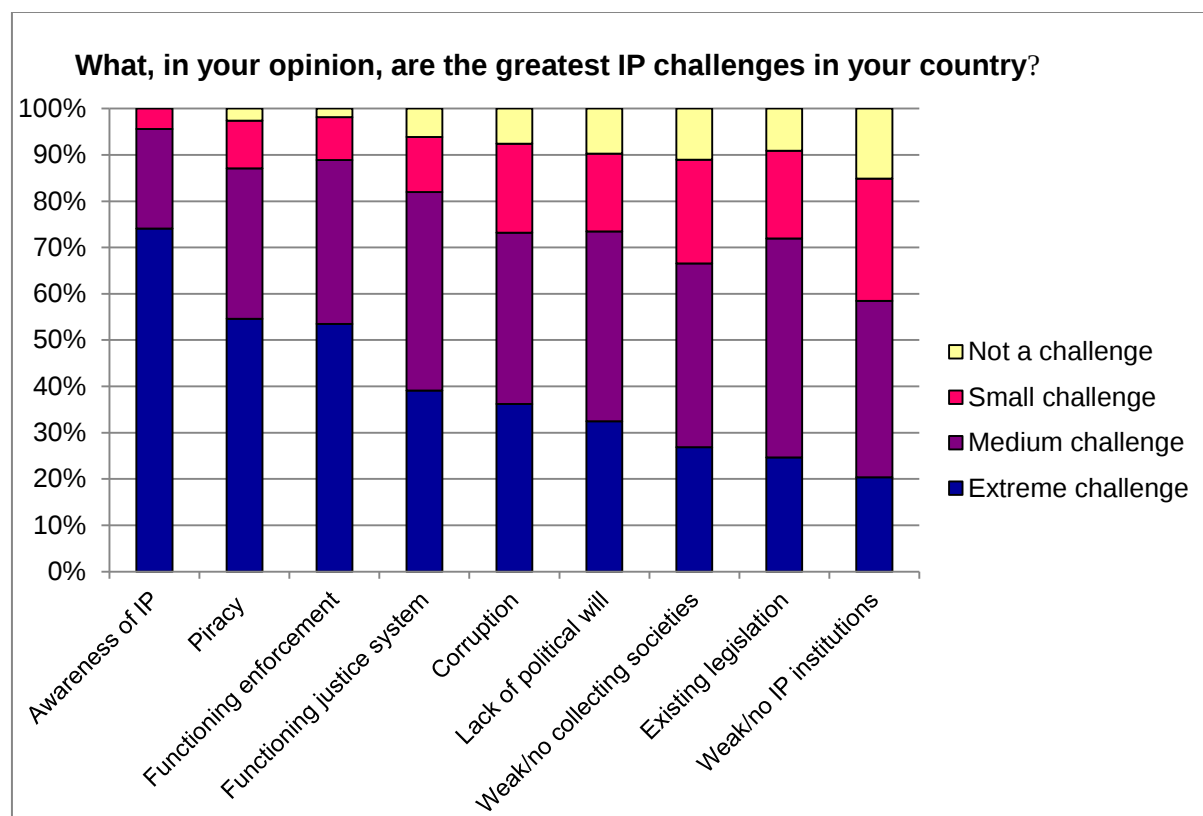
9. Project Categories

Around one-third of respondents from each programme had undertaken projects in the area of IP awareness-raising. Between 8% and 12% of the respondents had undertaken projects in each of the areas of collective management, enforcement, IP legislation or IP policy.



10. IP Situation in Countries

While there was variation among the respondents depending on their interpretation of the IP situation in their countries, a significant majority (75%) found IP awareness to be an extreme challenge. Over 50% also rated piracy and functioning enforcement as extreme challenges. Meanwhile, 15% did not find weak IP institutions a problem.



However, there are a few slight, but nevertheless discernible, differences between state employees (government, legislature and judiciary) and former participants with other backgrounds (private sector, law firms, academia, collecting societies and associations). While both groups regard *IP awareness* as the greatest challenge, the “non-state” sector employees view *law enforcement* as the second most important problem and state employees regard *piracy* as the second most important challenge. Predictably, state employees, who most often themselves work for IP agencies or ministries, regarded *weak IP institutions* as the smallest challenge overall, while non-state employees found that *existing legislation* was the least problematic. Across all nine types of challenges, the non-state sector employees assess the challenges as “extreme” more often. For instance, 65% of the non-state employees rated *law enforcement* and *piracy* as “extreme challenges”, (compared to 52% and 51% percent among state employees).

11. Participant Perspectives in Hindsight

When asked “In hindsight, what would you have wanted to get out of the training, in terms of knowledge, skills and/or networks that you did not get or get enough of?” over 60 respondents had only positive comments to make. They mentioned that they had acquired skills, knowledge and networks. They found the programme “well-planned”, “well-organised” and “useful”. The broad scope was praised by a few and a handful expressly appreciated the lec-

tures in communication skills, Swedish culture and gender. Some of the comments include “the programme was excellent”, “everything was relevant”, “the training was super and it met my expectations” and “everything was so satisfactory” and “I’m considering this program one of the most satisfying programs I ever attended....” Some of the more elaborated comments include the following:

I was able to get everything from the Training both knowledge and skills. I have also been able to initiate project in this areas related to Trade Facilitation and also capacity building in Intellectual proper and how the media can create awareness. (LDC, 2008)

I benefited from the training and my skills became very high, I gained the ability in addressing others, i became also more capable in writing reports and projects. (LDC, 2010)

The training program was helpful in term of network. Until today I’m in contact with different participant and we met again in different places. The training program was extremely useful to my daily work and the knowledge was shared with new staffs recruited after. (LDC, 2012)

At that time, my knowledge of Industrial Property was not very developed compared with now. Therefore, I thought that some lecture and discussion were very high for me but I was positively impressed this training and I gained plenty of knowledge about what is Industrial Property and it is important for business. (Industrial, 2009)

I found the practical sessions at Swedish patent office-PRV on "patent drafting process and procedures" very informative. (Industrial, 2011)

I got very useful experience, enrich my knowledge in the sphere of industrial property, fixed networks with colleagues from other countries, deepened my knowledge concerning functioning of PRV and most important as International Searching Authority. (Industrial, 2010)

All the modules included in the IP in the Global Economy Program were relevant and I have gained a lot of knowledge, seeing things in different perspectives through the discussions and sharing of experiences by the participants. (Industrial, 2012)

Taking part in the Program proved to be a great possibility of enriching my IP experience, deepening knowledge and enhancing minds. Discussions and process of presenting own view or position of the country were very valuable as you had to prepare very diligent, working out legal enforcement base, practical implementation. During training personally I improved my ability working in team, presenting own materials, communicational skills; had meeting with representative from SMEs and University sector and discussed also during lectures some problematic questions, burning IP issues concerning my country and what is the most important - got very useful IP experience that is extremely important for Ukraine and now implement it. So I am satisfied with the Program and got out a lot really valuable experience for me and my country and its IP system. (Industrial, 2013)

I think the program was quite extensive and rewarding, both in time (in 2005 were two weeks of training and then 1 week follow-up I don't know if it's still the same amount of time) and activities, allowing projects to share personal experiences and learn from the Swedish institutions; apart from increasing the development and implementation of the various work colleagues in each of their countries. (Copyright, 2005)

This was my first extensive training on copyright and related rights. I had expected to get full knowledge of the principles and international treaties governing copyright and related rights. Indeed, I managed to get this from the resource persons who went extra miles to help us both in our questions and projects. (Copyright, 2008)

Since I hoped that I could get knowledge and skills of copyright system and related rights and fields, by joining this training I got everything I expected. And the gift was, I could know people from other countries. It was a great experience to get knowledge, skills, and networks at the same time in this training. (Copyright, 2013)

Around 150 former participants provided a range of knowledge, skills and approaches that they would in hindsight have liked to have benefitted from. These are discussed below in relation to geographic focus, practical skills training, project support, continuity and networking, programme timeframe and programme thematic content.

Geographic Focus

In total, over 30 respondents had different views on the geographic focus of the training.

Around a dozen respondents (around three-quarters from LDCs) requested more activities, including study visits, to gain a **better understanding of IP in Sweden**. A participant of the LCD programme in 2010, who was generally very satisfied, had expected a study visit to a big industry firm in Sweden; another had wanted a “chance to visit more organizations with strong IP management units” (LDC 2008) and a participant from the Industrial Programme (2008) asked for more “benchmarking with local companies in Sweden during the training and also during the follow up session”.

Three participants wanted more interaction with CMOs in Sweden. Two participants (Copyright Programme in 2011 and 2013) had expected visits to Swedish CMOs but this had not taken place. The third wrote:

...I would have loved to have spent more time with (Swedish CMOs) which would give me some hands on experience, knowledge and skills. It would also afford me an opportunity to ask some very practical questions which in a lecture room setup may seem misplaced. (LDC, 2009)

Around five respondents wanted more knowledge about Swedish intellectual property institutions, for instance:

I would have loved to have more information with respect to how Swedish intellectual property institutions carry on in terms of challenges and opportunities. (LDC, 2010)

We didn't get enough from the training on how the Intellectual Property Office in Sweden maintains numerous cooperation agreements with partners from academia, industry and society (e.g. research and teaching cooperation. (Copyright, 2008)

I really want to know how PRV gets involved ... to disseminate the awareness of IPR protection ... I am eager to know the contribution of PRV in socializing the importance of protection of IPR among the public. Moreover I want to know, whether PRV have collaboration with universities and industries. (Industrial, 2012)

Around 20 respondents (more than half from LDCs) wanted **more knowledge of IP in other countries**. Three specifically mention other *developed* countries (mostly in relation to copyright); six mention other countries in general - including comparative study and best practices in relation to copyright. The greatest number, however, requested a stronger focus and more knowledge about **IP in other developing countries**:

Specific orientation... with regards to laws that apply in third world countries where IP laws are not highly respected. (Industrial 2009)

It would have been interesting to have lectures from different perspectives, including officials from developing countries. (Copyright 2007)

More information sharing on geographic indication systems (Industrial, 2011) and IP legislation (Copyright, 2006) in developing countries was also requested. Six of the respondents wanted more sharing of experience with other participants:

The training needs to be more interactive in terms of sharing and exchanging of ideas and skills from participants coming from different countries(i.e. lessons learned from their respective countries on how they are addressing their IP issues. (Industrial, 2011)

I think the case study material was mostly from Sweden, which is not a bad thing. But other countries around the table have experiences that would have been worth discussing in order to draw out lessons learnt, challenges and solutions and best practices which are more relevant to LDCs. (LDC 2006)

(I desired) a little more of team work. It could be to develop a joint project with participants of similar countries, so we can explore a little more about our developments and how we can advance more. (Industrial, 2009)

Gaining insights and perspectives in implementing projects could have been enriched if participants were grouped according to projects - legislation, capacity building, institutional collaboration etc. (Copyright, 2010)

Practical and Skills Training

Among the most common issue raised among the respondents (29 from all three programmes) was **more practical and “hands-on” training**. Specific examples of practical training of management of copyright, patent examinations, patent drafting and patent searching skills, valuation of intangible assets and hands-on understanding of how IP agencies function in practice. An example given of a useful practical activity was a visit to the Kenyan Copyright Board during the programme follow up session in Nairobi.

More practical classes on IP institutes, their way of working and automation processes. (LDC 2005)

More work based perspectives in intellectual property. (LDC, 2012)

Practical drafting skills of copyright agreements. (Copyright, 2009 and Industrial 2007))

Practical case studies of management of copyright. (Copyright, 2010)

Practical experience in depositing micro organisms and micro organism depository systems (LDC, 2012)

I did not get enough of practical issues and methods concerning Industrial Property , therefore the flow of Information should be interrelated to practical issues, the Geographical Indications and Genetic Modification issues should be more expanded. (Industrial, 2012)

Three respondents would have wanted more communications and presentation skills (from Industrial Copyright programmes since 2009); and three would have liked to have worked

more negotiation skills (Copyright 2011, Industrial 2012). A participant from 2011 (Industrial) would have liked:

Knowing little more useful tools for the implementation, monitoring and measuring for projects;

While a participant from 2013 (Copyright) wanted:

Skills on drafting up creative information-/educational materials for awareness campaigns within developing countries and were IP is a new subject.

Project Support

Ten participants wanted more comprehensive support to the project implementation. This included and longer follow-up and support of the projects, including providing “useful tools for the implementation, monitoring and measuring for projects... and feedback of results” and “Solutions, suggestions and support to overcome challenges that faced us throughout our projects” (Copyright, 2012). Two mentioned that they would have needed financial support for their projects for them to succeed and that Sida could have considered providing this.

Technical support in the project undertaking at home country and continuous communication and experience sharing with members in network. (LDC, 2009)

One participant wrote:

In my case the tutor that was supposed to have assisted me, did not do so, she stated that she was a very busy person, after several attempts to communicate with her without getting any response I gave up and went ahead to work on the project alone. I believe if I had a supportive tutor probably I could have done more than I did. (Copyright, 2013)

Continuity and Networks

Over a dozen comments (half from former Industrial programmes and three-quarters from less developed countries) would have wanted greater continuity and/or more networking after the programme period.

I would have loved for us participants to have a forum where we can exchange information and share skills, raise issues that give us a challenge and discuss them among ourselves with our tutors even after the training. In a nutshell, there is lack of continuity after the training, ... What I believe should be given attention is empowering participants to be agents of change when they get to their countries, as much as IP or specifically copyright is territorial and there is respect of sovereignty of countries, there should be support through WIPO to guide participants on how to address internal differences. (Copyright, 2011)

It would be useful to monitor the development of these projects, in order to assess how many of them were actually executed and how many failed or were simply abandoned. (Industrial, 2011)

There were suggestions to establish more structured networking set-ups, facilitate peer-to-peer learning processes with colleagues after projects are implemented and annual programme information-sharing/updates with former participants.

Would have loved to get network connections with other former participants with the view to continue sharing knowledge and ideas and consulting each other when need arise. (Copyright 2005)

The initial networking established with other participants was not sustained. It would have been nice if there were mechanisms available where knowledge sharing can be sustained and even strengthened. (Industrial 2011)

One thing that was missing was a platform where all participants would have been sharing ideas and project progress. (Industrial, 2011)

I wanted to have networking groups using the internet or PRV Websites, where we could exchange our projects and initiative related to Intellectual Property Rights. (LDC 2009).

One participant (Industrial 2012) wrote that he had tried to organise a global IP network but that it failed due to non-interest.

Timeframe

Around 10 respondents, almost all from LDCs, commented on the **lack of sufficient time during the course**. Except for 3 respondents, these respondents attended the LDC Programme from 2009 or earlier. The other 3 respondents were from Industrial and Copyright programme from 2011 and 2012.

There was more to learn than the time allocated. I would have wished to have less topics and more discussion time. (Industrial 2012)

The period of training courses are so short and we cannot gain all the knowledge from lectures and share experiences with lecturers, colleagues and PVR as well. (LDC, 2012)

Four participants (Industrial and Copyright programmes 2009 to 2013) suggested that pre-programme activities take place. For instance, one respondent proposed that literature be distributed to the participants to ensure a uniform level of participants while another suggested that a two-day pre-course be made available for those who might not have advanced understanding of the law. Yet another felt there was a need for the advisers to step in at an early stage:

In my opinion, it would have been useful to have an advisor before presenting our projects, because some of them were not realistic and viable... it would have been useful to have some advice in order to limit them to feasible actions. (Industrial, 2011)

Thematic Content

The thematic content that the respondents raised as areas they would have liked to learn about, the areas raised can be roughly grouped into copyright issues; IP and traditional knowledge, patents, IP and research and IP enforcement. These are discussed below. One participant listed a number of thematic content covering range of areas that he thought should be included in the programmes:

The following I think need to be considered in the course 1) Protection of Geographical Indications (GIs) 2) Patent Drafting (even the basics) 3) Arbitration and Mediation Procedures under the WIPO Rules 4) Intellectual Property Management 5) IP and Traditional Knowledge is very important especially for the developing countries (Industrial, 2007)

Copyright Issues

Just over 20 comments related to copyright issues - the vast majority were from former copyright programme participants:

There is need to have more on copyright administration beyond the collective management systems. (Copyright 2008)

I so much want to learn more about awareness, strengthen and promotion on copyright issue from many countries. I want more group activities to exchange about copyright issues. (Copyright 2013)

I would have liked to have discussed and learned with more detail some specific issues that are of interest today, for example the topic of broadcasting is causing huge controversy at WIPO. (Copyright 2013)

Nine comments mentioned more training related to the challenges and opportunities related “digital environment” – including digital publishing, digital licensing and digital piracy. Another seven comments related to CMOs, for example:

I would have liked more knowledge and skills on collection of Copyright royalties from broadcasting organisations, namely radios and television stations. In the sub-Saharan countries where a lot of office work is still done manually, how do we monitor the uses of copyright material (especially music and films) by radio and television stations? I would have liked more knowledge and skills concerning the mechanisms and criteria for distribution of Copyright royalties to the copyright owners/holders. Copyright owners/holders have shown a lot of concern regarding fairness in distribution of Copyright royalties. How do we ensure that each Copyright owner/Holder gets the amount of Copyright royalties s/he is actually entitled to? (Copyright, 2009)

I would like study more about the new models to exploit copyrights to get more examples about the internet exploitation of the works in order to give better advice to the CMO's. (Copyright, 2012)

Traditional knowledge

Six former participants (from all programme) raised that in hindsight they would have wanted to learn more about traditional knowledge, folklore and community knowledge. For instance:

New developments on areas of Traditional knowledge, Genetic resources and Folklore which (could give) LDCs (a) competitive advantage. (LDC, 2010)

IP and Academia

Eight respondents (mostly from the Industrial Property Rights programme and non-LDCs) requested more knowledge on IP in a research context, technology transfers and how PRV interacts with academia.

More knowledge and skills as to apply the industrial property theory in a University-Academic context where inventions are developed from scientific research. More on Technology Transfer from universities to the industry or real sector. More cases and examples of industrial property as needed in universities and mainly as derived from research of professors and students. How to deal with industrial property regarding

graduate students, professors, university and maybe even collaborative institutions. (Industrial 2009)

I would like to get more training on IP management in research centres. Technology transfer from universities to industrial sectors is a subject which I would like to major in. This would have helped us to sensitize our national research centres on the necessity to enhance the value of their research. (Industrial, 2011)

It would have been beneficial to go for some training at a local University to understand their perspective, coupled with a site visit at industry to the use of industrial property within their environment. (Industrial, 2012)

How the Intellectual Property Office in Sweden maintains numerous cooperation agreements with partners from academia, industry and society (e.g. research and teaching cooperation), We need more to know about that subject. And also we need more visiting to some industries and universities correlated to the Intellectual property in Sweden. (Copyright, 2008)

I expected to get more knowledge about transfers of technologies, specifically licensing of industrial property agreements and restrictive practices related to these contracts. The management of intellectual property in the context of universities, with practical examples of some Swedish institutions, structures that they have created to address these issues. The valuation of intangible assets and their different objectives. The teaching of intellectual property in science careers. (Industrial, 2007)

Enforcement

Eleven respondents, mostly former Copyright participants, wanted to learn more about enforcement. Four related to the digital environment, two related to gaining skills in identifying counterfeit products. Some examples of the comments include the following:

Mechanism to establish a comprehensive well-balanced and effective system for the protection and enforcement of intellectual property rights. (LDC, 2012)

I acquired more skills in terms of fighting piracy only that I was unable during the course to be well grounded in fighting digital piracy which has become endemic due to technological advancement. (Copyright, 2008)

Would have loved to get skills of how to identify counterfeit products as the trend of trade in substandard goods copied from renowned trade mark brands are on the increase in developing countries. (Copyright 2005 and similar comment from respondent from 2013)

Socioeconomic Development

Ten respondents (7 from the LDC programme, the remainder from Industrial) wanted to learn about the role, importance and opportunities of using IP for socioeconomic development.

How to use IP to contribute to our economic is also an importance issue for developing country. This training should also help the LDC to make use of IP policy. (LDC 2010)

More of the business perspective and/or applications/uses of Intellectual Property to business development and socio-economic development (would have been useful). Despite the fact that we got a very good sense of the legal and institutional frame-

work, and got tools for project design/development, the case studies and experiences were more focused towards institutional capabilities/capacities, rather than IP in the global economy. (Industrial, 2005)

The IP's normative orientation is arguably shifting from fostering innovation to promoting the commercialisation of the intellectual creations and the Least Developed Countries, as usual, are left behind these new developments. It stands to reason, therefore, that there is dire need of capacity building and empowerment of the LDCs in order to redress the imbalances. (LDC, 2006)

Two respondents suggested that the programmes include oppositional positions on IP:

Overall program are very good and useful for the participants. However, there is an issue to be discussed such as "objections to intellectual property" (e.g. intellectual property and public health or pharmaceutical patent) as harming health. (Industrial, 2009)

Invite to lectures some famous Swedish opposition to Copyright (like Piratbyrå) for discussion. (Copyright, 2009)

Patents

Fourteen former participants (half from Industrial and LDC programmes each, one from Copyright) raised patents and/or trademarks as a topic to be covered further. This included patent examination (Industrial 2012), patent trolling methods protection (Industrial, 2012), patent search and procedures (Industrial 2006), management of patent technical services (LDC 2008) and Trade Mark registration (Industrial 2013).

1) Intensive training in substantive search and examination of patent applications in the field of chemistry, Biotechnology and Pharmacy; 2) Evaluation, assessment of dossiers presented for registration as geographical indications, utility models and industrial designs; 3) Quality management in patent and Trademark examinations; 4) Integrated searches of patent information using commercial and free of charge databases (LDC, 2012)

I would have liked to get more information about Patents, specifically, how to use them as transfer information instruments for micro, small and medium enterprises

I would happy if it covered other areas like Trademarks, designs and GRFTK (LDC, 2011)

12. Effects

In free text responses to the questions regarding whether former participants had been promoted or been involved in trade negotiations, respondents provided information that illustrate different outcome effects at micro- (individual), meso- (organisational) and macro- (institutional and national) levels that the training programmes have contributed to. These are presented below.

Micro-level effects

My involvement in Copyright matters increased after my Sida-training ...to the point where I played a vital role in chairing a committee for the development of Copyright policies in Fiji.

I gained more knowledge how to research patent and trademark from data base at PRV institution

I have been part of the National Task Force to Formulate the IP Strategy, National IP Policy, formulated the University IP Policy as well as participated in a number of other national Programmes and activities on IP.

I was invited to participate in the new Senegalese Plan of Development of IP system

I'm involved in the Drafting of the National Intellectual Property (including its implementing Strategy).

I presented a paper on intellectual property subject matters before the Parliamentary Committee on Trade and Investments.

(I have contributed to) industrial policy formulations and management deliberations and decision making concerning IP.

(I have since) served as a member of working group concerning the functioning of the national patent office in line with ISA and IPEA agreements.

Meso-level effects

I have also developed an Intellectual Property Rights Policy for the Copperbelt University.

Some of the things learnt from the entire course and which I felt were relevant were recommended to the institute I work for and some have almost being considered, like having the entire IP office and Anti Counterfeit office under one roof.

Macro-level effects

The industrial property has now considered by the Senegalese government as a tool of economic emergency and social development.

The knowledge acquired from the training provides me better understanding on subject matters being negotiated on WTO accession of my country. This has partly contributed to speeding up the accession process.

It is from these training where our office managed to draft the new, modern and TRIPs compliant Zanzibar Industrial Property Act of 2008.

The training expertise I gained in negotiation approaches led to the passing of Intellectual property Law in Uganda in April 2014.

As part of the ongoing East Africa free trade integration, my knowledge and experience from Sida Training has help Government of Uganda in trade free trade boundaries with the 3 East Africa Countries -Uganda, Kenya and Tanzania.

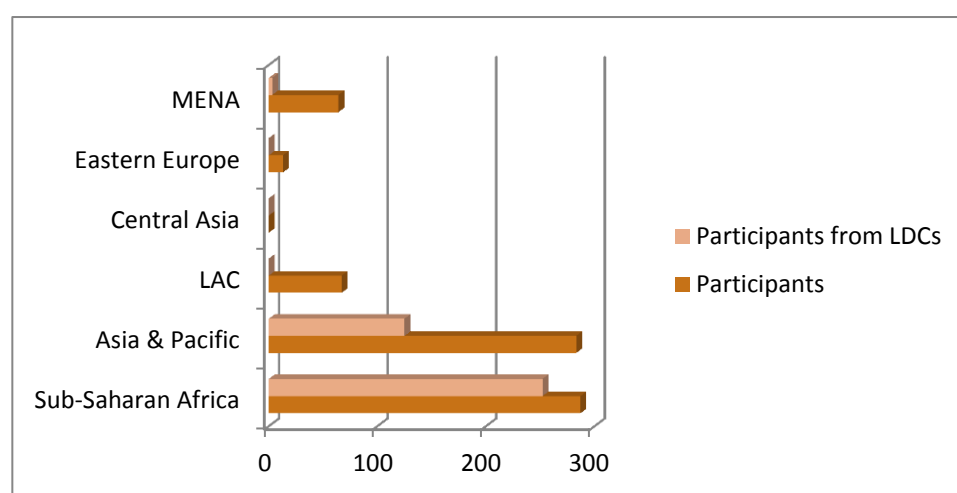
The annual sensitization effort undertaken by former participants within the Tanzanian IP agency has led to an increase in information seekers have and local filings for protection of patents, trade and service marks.

Annex 7: Analysis of programme participants

REGIONS

Of the 714 participants⁵¹, the majority of participants came from sub-Saharan Africa, followed closely by Asia-Pacific region (excluding Middle East). The number of participants from LAC and MENA were about the same – 67 and 64 respectively. 380 participants or 53 percent came from LDCs.⁵² Most of the African participants came from LDC-classified countries, while less than half of the Asia-Pacific participants came from an LDC.

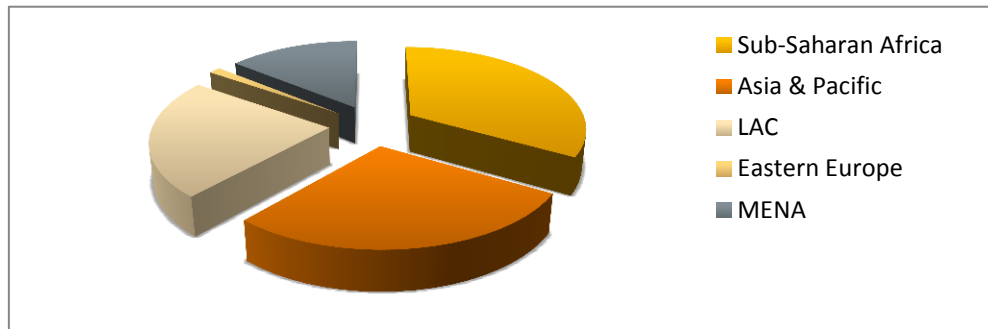
Geographic Distribution of Combined IP Participants 2004-2013



The participants came from 78 different countries from around the world, 29 of which are LDCs. This includes 26 from Africa, 22 from Asia-Pacific, 18 from LAC, 11 from MENA, one from Eastern Europe (Ukraine) and none from Central Asia.

⁵¹ There are actually 715 participants but the data for one participant is incomplete.

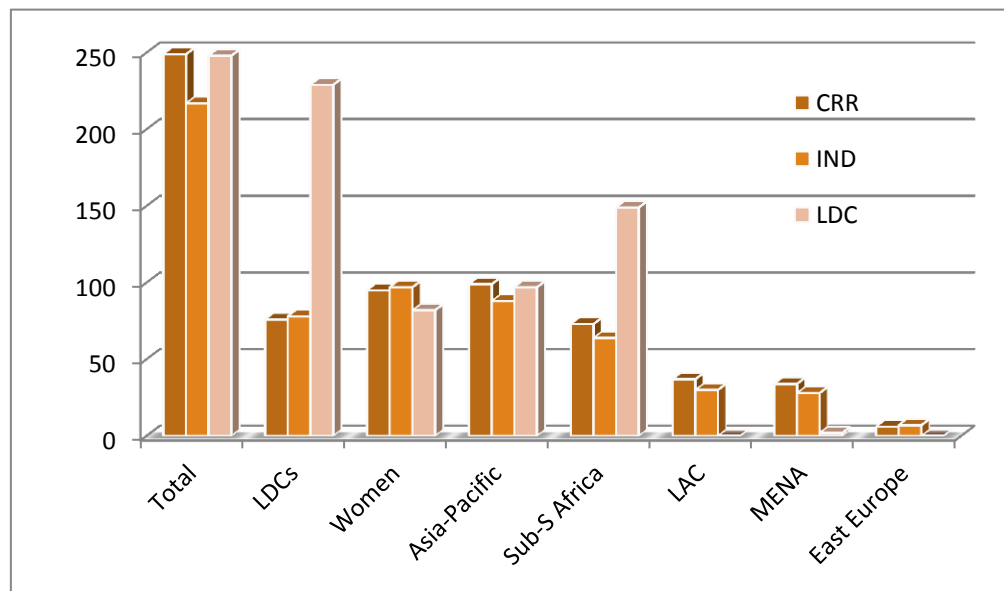
⁵² **African LDC represented:** Angola, Burkina Faso, Burundi, Eritrea, Ethiopia, Gambia, Kenya, Liberia, Malawi, Mali, Mozambique, Rwanda, Sierra Leone, Sudan, Tanzania, Uganda, Zimbabwe and Zambia. **Asia-Pacific LDCs represented:** Afghanistan, Bangladesh, Bhutan, Cambodia, Laos, Myanmar, Nepal and Solomon Islands. **MENA LDC presented:** Yemen. **LAC LDC represented:** None.

Number of Countries per Region Represented of Combined IP Programmes 2004-2013

Almost 40 percent of the participants came from 10 countries – of which eight are LDCs. Zambia (34), Ethiopia (33), Tanzania (33) and Bangladesh (30) have had the most participants. Cambodia, North Korea and Uganda have each had 28 participants. China (26), Malawi (24) and Nepal (22) were also among the top countries represented. Over 75 per cent of the participants came from 28 countries (15 of which are LDCs) that had 10 citizens or more attending the programmes. In addition to the ten countries mentioned above, these countries include Sudan (20), Egypt (19), Mozambique (19), Laos (18), Philippines (18), Colombia (16), Indonesia (16), Thailand (15), Bhutan (13), Brazil (13), Myanmar (13), Ukraine (13), Kenya (12), Rwanda (11), Vietnam (11), Botswana (10), Sri Lanka (10) and Tunisia (10). The average number of participants per country was 9. The mean number of participants per country was 5. Forty countries were represented by 5 participants or less.

PARTICIPANTS BY PROGRAMME

A total of 250 participants attended the *Copyright and Related Rights in Global Trade* (CRR) programme between 2004 and 2013. The *Industrial Property Rights and the Global Economy Programme* (IND) was attended by 217 participants between 2005 and 2013. *Intellectual Property Rights in the Global Economy for LDCs Programme* (LDC) had 248 participants between 2004 and 2013.

Distribution of Participants of CRR, IND and LDC Programmes 2004-2013

The CRR and IND Programmes follow each other relatively closely in terms of distribution of participants. The LDC Programme differs in geographic distribution because of the location of LDCs being predominantly in Sub-Saharan Africa.

PARTICIPANTS BY ORGANISATIONAL TYPES

The Team has identified eight main categories of organisations that the participants work within.⁵³ Four of these are within the state sector. These include different **public entities** (government authorities, agencies, bureaux, boards, councils, commissions, institutes, offices, departments, etc.); **government ministries**; the justice sector; and the legislature. The first two categories combined account for about 75 per cent of all participants.

The third largest category is **academic institutions** (61 participants). Thirty different countries are represented in this category. Around one-quarter of the academic participants came from LDCs.

There were 45 participants from 26 countries that represented different **associations** (e.g. chambers of commerce, writers unions, musical producer organisations and copyright societies). Sixty-eight percent of these came from LDCs.

Private sector enterprises were represented by 29 participants (13 or 44 percent from LDCs) from 19 countries. Almost two-thirds of the private sector organisations represented were law practices.

There were 28 participants representing 14 countries who worked in the **justice sector** (attorney's offices, court, police, etc.). Exactly 50 percent came from LDCs.

The 10 participants have changed employment and are currently working in **multilateral, regional or development agencies** including:

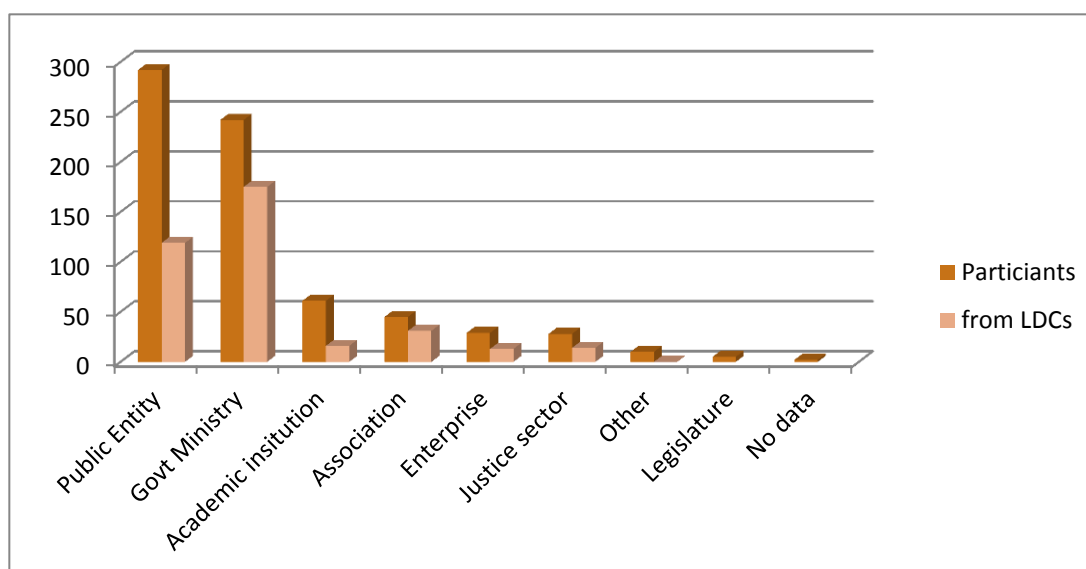
- United Nations: FAO, United Nations economic Commission for Africa, UNDP Maldives and the UNESCO administered Centro Regional para el Fomento del Libro en América Latina y el Caribe (CERLALC)
- Regional organisations: Southern African Development Community, East African Community
- Trade and intellectual property organisations: WTO and the African Regional Intellectual Property Organization (ARIPO),

⁵³ This data is based on PRV's latest information on each participant. In some cases, the participants may have changed jobs since attending the programme.

- Development cooperation agency – Swedish Embassy in North Korea

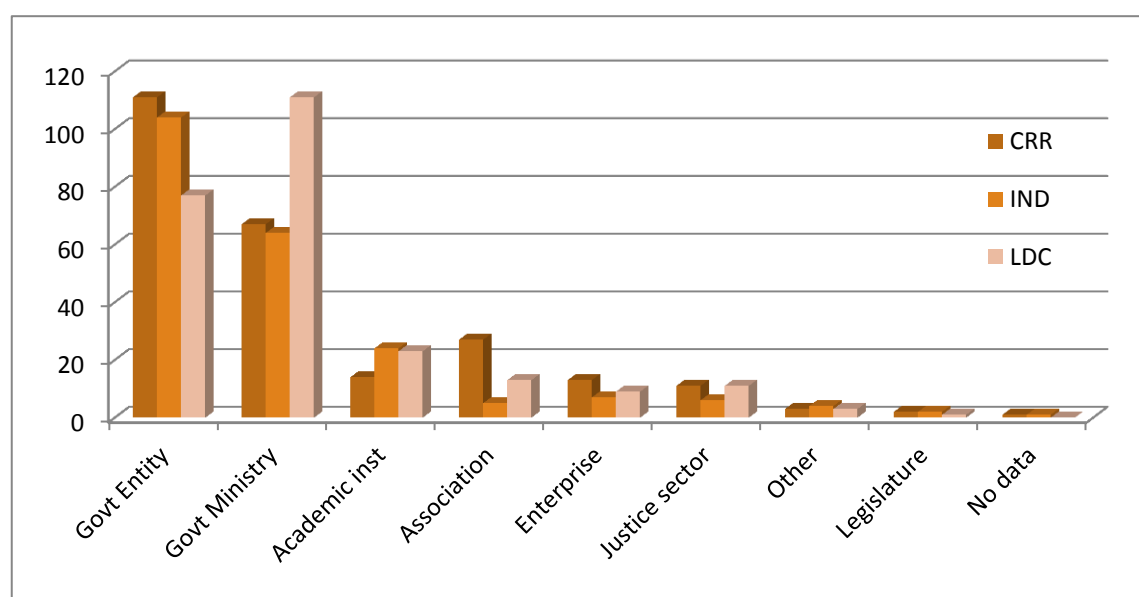
There were 5 participants from the **legislature** of four different countries – three of which were LDCs.

Distribution of Combined IP Participants by Organisational Type 2004-2013



Participants from LDCs were strongest represented among government ministries and associations. LDC countries were represented considerably less among participants from academic institutions.

Participants of CRR, IND and LDC Programmes (2004-2013) by Organisational Type



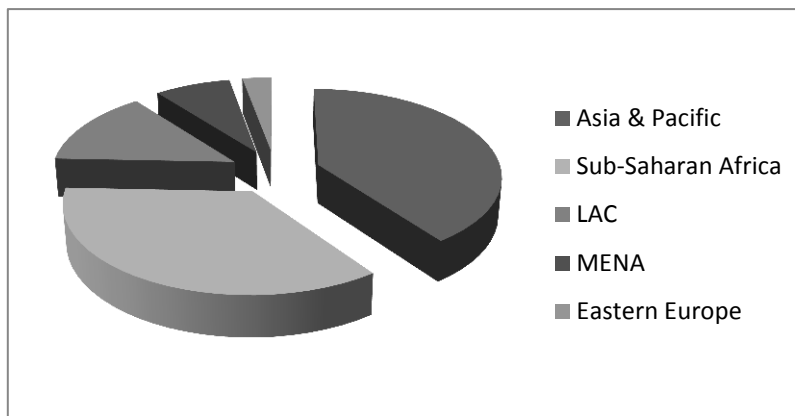
For all three programmes, “public entities” and “government ministries” were the largest represented organisational types. However, for LDC, the “ministry” category is significantly larger “public entities”, while the opposite is true for the other two

programmes. The third largest categories for IND and LDC were “academic institutions”. For CRR, “associations”, followed by academic institutions and private sector enterprises were the third, fourth and fifth most important categories. Meanwhile, for IND the fourth and fifth largest categories were “private sector enterprises” and the “justice sector” respectively. For LDC, “association” and “justice sector” were the fourth and fifth largest categories. Thus, each programme has a unique pattern of participant distribution in relation to organisational type.

WOMEN PARTICIPANTS

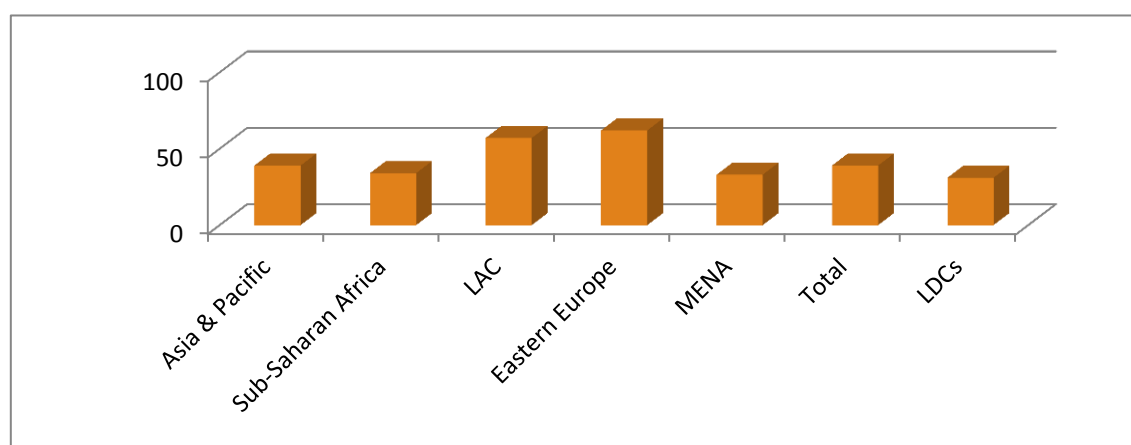
Women accounted for 275 of the participants. The greatest number of participants came from Asia-Pacific (110) followed by Sub-Saharan Africa (98). 116 of the women came from LDCs.

Distribution of Female Combined IP Participants by Region 2004-2013



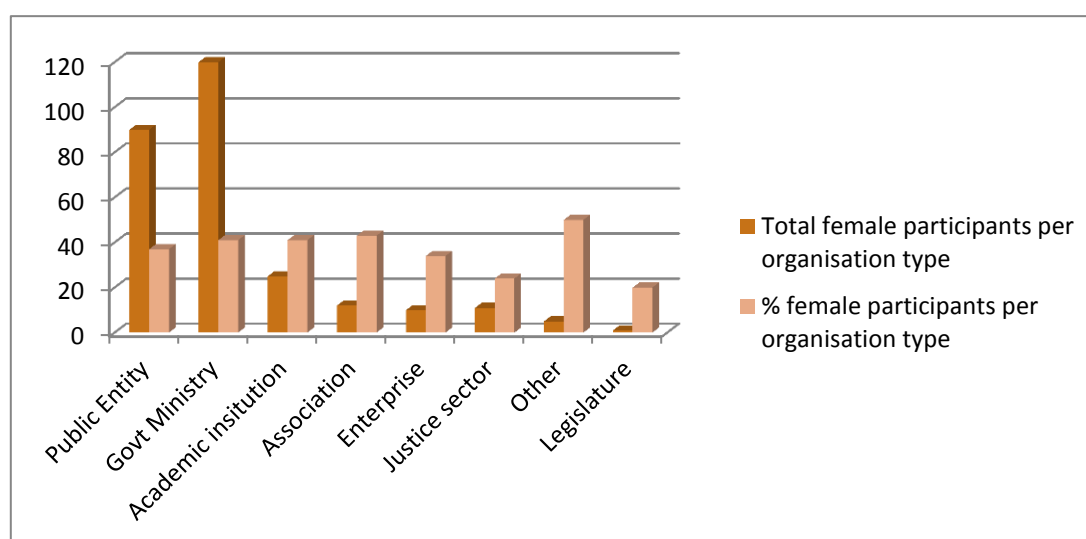
In total, 39 percent of the participants were women. The percentage of women in relation to all participants per regional category showed that Eastern Europe (62%) and LAC (57%) were represented by the largest proportion of women. Women were least represented among participants from sub-Saharan Africa (34%), MENA (33%) and LDCs (31%). Asian women from LDCs were particularly poorly represented – 26 percent of the participants from Asia-Pacific LDCs were women compared to 33 percent of the African LDC participants. There were no female participants from Yemen (MENA LDC).

Percentage of Female Combined IP Participants among Participants from each Geographic Region 2004-2013



Of the 3 programmes, IND had the highest percentage women (45%), followed CRR (38%) and last LDC (33%). Women were best represented in the multilateral/regional/development agency category (50%).⁵⁴ They were least represented by the private enterprise sector (34%), the justice sector (24%) and among participant from the legislature (20%).

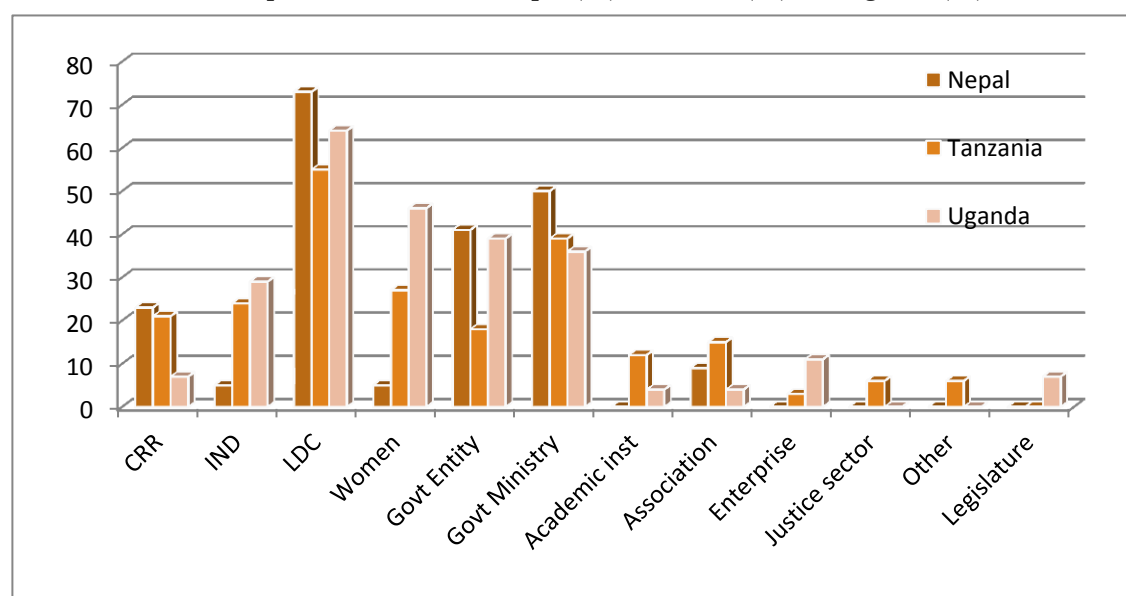
Distribution of Female Combined IP Participants and Percentage of Female Participants per Organisational Type



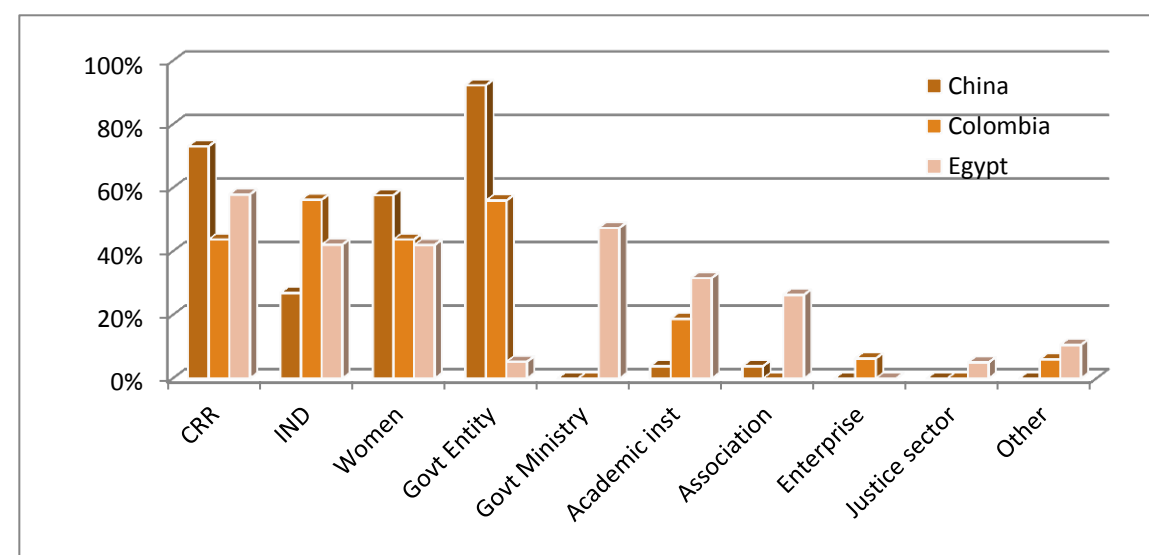
⁵⁴ These women have, according to PRV, started employment in these agencies since attending the programme. The Programmes have not included employees of these organisations among its participants.

COUNTRY COMPARISONS

Distribution of Participants from 3 LDCs: Nepal (22), Tanzania (33) and Uganda (28)



Distribution of Participants from 3 Non-LDCs: China (23), Colombia (16) and Egypt (19).



24 March 2014

Annex 8: Effects at country level

LEGISLATION AND POLICY

- A participant from **Cambodia** focused his project on raising awareness on the importance and protection of geographical indications for business, industry and trade and as a tool to achieve local development goals and agricultural development. The participant maintains the LDC training and his project implementation played an important role in galvanising support for a **GI law** that has subsequently been unanimously passed by the National assembly and senate.
- A **Bangladeshi** participant with the background as a legal draftsman undertook took a project to support the drafting of **GI legislation**. After attending the programme, he acted as a catalyst to get legislation moving and used his contacts with Swedish IP experts and other participants to spar with to ensure that the legislation was appropriately drafted. The legislation was passed.
- A participant from **Sudan** organised an awareness seminar for SMEs which also collected data to formulate an SME bill that would also take into account IP. The bill is expected to become law during 2014.
- The same participant used his Sida knowledge gained from the programme to help the Ugandan National Farmers' Federation to successful lobby parliament to **block a bill** concerning the protection of plant varieties that was biased towards plant breeders' rights at the expense of small-scale farmers and could harm food production.
- In **Uganda**, a former participant undertook a survey among SMEs on the importance of IP. This contributed to parliament to pass an Industrial Property Bill
- A participant from **Zambia** focused his project on revising the country's IP laws by imitating processes, including the establishment of committees, to prepare new bills. Legislation that encompassed trademarks, patents and traditional knowledge and genetic resources was drafted. Parliament has yet to enact the bills.
- A participant from **Lesotho** led the process of drafting a bill on cybercrime (yet to be enacted).
- The project of a **Cuban** participant on technology transfer led to a new law on patents.
- An **Indian** participant writes that only due to the knowledge gained from the Sida programme was he able to introduce amendments to the relevant sections of the Indian Copyright Act (2012). These amendments included removing irregularities in the administration of copyright societies. As a result, authors and composer now get an equal share of performing rights royalties from music companies. In turn, the CMOs have been strengthened.
- A result of the projects of at least two **Ethiopian** participants have led to the preparation of an accession proposal of the Bern Convention and a draft bill for an amendment of the existing copyright legislation.

- The project of a **Indonesian** participant – a legislative drafter working for the parliamentary secretariat – worked to amend the copyright laws. In October 2014, this law was passed by the legislature.
- A participant from **Zanzibar** wrote that *“It is from these training where our office managed to draft the new, modern and TRIPs compliant Zanzibar Industrial Property Act of 2008.”*

COPYRIGHT AND CREATIVE INDUSTRIES

- In **Botswana** the copyright office established a CMO inspired by a staff member attending the training in Sweden. In 2014, the CMO distributed its first royalties which was considered a huge success for the music industry in the country. The participant also produced a copyright booklet after the training that has been distributed to raise awareness and identified areas within the national copyright law that requires improvement.
- In **Sierra Leone**, the project of a former participant was to put in place a collecting society. This has been achieved, although the institution is struggling with funding.
- In **Indonesia**, an employee of the IP agency recognised that the collecting mechanisms were inefficient, unfair and not transparent. The participant initiated a process to establish a “one-stop shop” CMO. Due to conflicting parties, this was not possible and the participant changed tack to support the work to amend the copyright laws to provide regulations and provisions concerning CMOs so that a law would stipulate the existence of a functional CMO set-up. The project of another later **Indonesian** participant – a legislative drafter working for the parliamentary secretariat – was also to amend the copyright laws. In October 2014, this law was passed by the legislature.
- In **South Africa**, a former participant led a project that aimed to influence the cultural industries actors to professionalise. Radio spots, media interviews and 17 workshops have led to over 35+ artists registering businesses, applying for funding and taking part in trade missions.
- A participant from **Nepal**, set in motion the process to establish a CMO in 2007 for authors, composers and publishers of music. With financing from Norcode, the organisation is well functioning, has undertaken three elections already and is collecting royalties from the telecom operators. The participant believes they may be self-sufficient in two years. Since then, the participant has also been involved in the establishment of CMOs for producers of music and for audio-visual creators.
- An attorney at the **Tanzanian** copyright office and collective management organisation undertook a project to analyse the contracts and their implications in the administration of copyright laws. It has resulted in a model contract being drawn up that artists can use. This has allowed artist to have more control, be better protected (e.g. from exploitation by the telecom industry and their use of artists’ ring-tones) and has led to improved collection and distribution copyright royalties. Lawyers also report that it has made copyrights disputes easier to mediate.
- A participant from **Fiji** wrote that while she attended international seminars before the Sida training, afterwards her ability to play an effective role increased. It

resulted in her chairing the Committee for the Development of Copyright Policies in Fiji and has since 2006 been involved in establishing a number of copyright policies.

- **Malawi** – one participant used the Sida training to further an ongoing project with the Embassy of Norway that provides grants to rights holder organisations. Visiting the Swedish CMOs provided the inspiration to replicate their administrative set-up which consists of a centralised administration for the associations which saves costs. Furthermore, the Swedish example of co-locating the 11 associations was replicated. As a result, the administrative costs were substantially reduced and more of the Norwegian funds could be used for actual grants.
- A **Malawian** participant wrote the book *Guide to Writers' and Artists' Contracts* which was published with the help of KOPINOR funding. Seven workshops for writers have been undertaken in cooperation with the Malawi Writers' Union.
- Another **Malawian** participant established the Malawi Folk, Dance, Music and Song Society, which acts as a CMO, as his project. The organisation has since received funding from Norad. The training in Sweden combined with the in-country support from Norway and WIPO has contributed to improved networking and collaboration among the **Malawian** rights-holder organisations. They have established a Arts Cooperative, which has increased their visibility.
- **Malawi** has sent 34 participants to the ITP programmes in IP. The increased IP expertise gained combined with local funding support from the Norwegian embassy to the copyright industry, has led the government to commission a study of economic contribution of the copyright industries (funded by WIPO) and has recognised culture and a mainspring of development.
- The CMOs in **Malawi** have organised themselves into an active lobbying block to advocate to the government for conducive laws and policies. This has led to a cultural policy, and the drafting of a Copyright Act expected to be passed before the end of 2014.
- A participant from **Ethiopia** who attended in 2005 was greatly inspired by the way the Swedish CMOs were organised, particularly their collocation. Upon return he mobilised the Ethiopian music and audio-visual associations, got their buy-in and set in motion a process that led to the establishment of Ethiopia's first CMO. While the government provided free office space for the organisation, the organisation lacked funds. This was partly solved by organising a concert that raised \$US 50,000. Board members were further trained by WIPO and WIPO organised an exchange with Malawi – another country that has received significant benefit from the ITP Programme.
- In **Ethiopia**, A result of the projects of at least two of the Ethiopian participants have led to the preparation of an accession proposal of the Bern Convention and a draft bill for an amendment of the existing copyright legislation. *"The Sida sponsored WIPO-PRV training has been the most important instrument for developing intellectual property rights in our country"*.
- A participant from **Ethiopia** used the knowledge gained from the programme to train members of collection management societies. The materials gathered from the course were considered useful in this regard.

TRADE NEGOTIATIONS

Former participants shared the following information regarding how the training contributed to their work in relation to trade negotiations:

- *I participated in the finalisation and adoption of Beijing Treaty on Audiovisual Performances and Marrakesh Treaty for Visually Impaired Persons. **India***
- *The knowledge acquired from the training provides me better understanding on subject matters being negotiated on WTO accession of my country. This has partly contributed to speeding up the accession process. **Uganda***
- *I undertook a position at the Ministry of Trade and Industry in Colombia and at the time we were in the initial phase of the free trade agreement process with the US, which then served as the reference for other negotiations. Sida's international training programme gave me tools, insights and key factors to account for from a legal/institutional perspective to foster IP. **Colombia***
- *The Minister for Justice (responsible for Copyright) selected me to accompany him to the WIPO General Assemblies (Ministerial High Level Segment) in September 2010 - held in Geneva due to my understanding of IP issues gained from the SIDA training and the related works I undertook after the training. **Fiji***
- *Since the training I am one of the Regional Legal Advisors for the Southern Africa Regional Programme for Access to Medicines and Diagnostics. I have attended two SADC meetings so far and I have been a resource person in TRIPS and Access to Medicines for Malawi and Zambia. The knowledge I gained proved very useful in my giving advice to national delegates at the SADC meetings. **Zambia***
- *I attended the African Region Intellectual Property Organization (ARIPO) Copyright Strategic Plan Draft meeting. The Sida Training had me prepared to eloquently comment on relevant points in the meeting since I was familiar with IP jargon and comprehended issues that were discussed. **Botswana***
- *Some of the negotiations required a diplomacy and high level of understanding of which without (training from) Sida I could not have gained. For example, (my involvement in the) negotiations at EAC. **Tanzania***
- *As part of the ongoing East Africa free trade integration, my knowledge and experience from Sida Training has helped the Government of Uganda in its trade free trade negotiations. **Uganda***
- *With the SIDA training I have been able to offer advice to Ministry staff delegations dealing with Intellectual Property matters in Regional State Organizations which Kenya is a member. **Kenya***
- *The EAC community is in the process of pursuing a harmonised policy to ensure balanced development and some laws are quite unique in terms of their application. There has hence been an overarching need to have exposure to advanced institutions of higher calibre which helps in the adoption of the specific policy guidelines. **Uganda***



Evaluation of Sida's International Training Programmes in Intellectual Property

Since 2004 the Swedish Patent and Registration Office, in collaboration with WIPO, has annually organised three international training programmes on behalf of Sida: Intellectual Property in LDCs, Copyright and Related Rights in the Global Economy and Industrial Property in the Global Economy. This evaluation assesses the relevance, effectiveness, efficiency, sustainability and impact of these programmes. The evaluation concludes that the training programmes have been highly regarded by participants and have significantly contributed directly or indirectly to several sustainable outcomes at country level. There is nevertheless scope for developing the training content and approach further and for enhancing the poverty perspective.

SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Address: S-105 25 Stockholm, Sweden. Office: Valhallavägen 199, Stockholm

Telephone: +46 (0)8-698 50 00. Telefax: +46 (0)8-20 88 64

E-mail: info@sida.se. Homepage: <http://www.sida.se>

