

Summary of the Results of Evaluation Study

1 Outline of the Project	
Country: Socialist Republic of Viet Nam	Project Title: Project for Strengthening the Enforcement of Intellectual Property Rights in Viet Nam
Thematic Area: Private Sector Development	Cooperation Scheme: Technical Cooperation Project
Division in Charge: Team 1, Private Sector Development Group	Total Cost: Approximately 0.20 billion Yen
Project Period: June 2012 - March 2017	Counterpart Agency: National Office of Intellectual Property of Viet Nam (NOIP)
Supporting Organization in Japan: Japan Patent Office (JPO), Ministry of Economy, Trade and Industry (METI)	Cooperation Organizations (IPRs related authorities): Economic Police (EP), General Department of Customs (GDC), Inspectorate of Science and Technology (IST), Market Surveillance Agency (MSA)
<p>1.1 Background of the Project</p> <p>In Viet Nam, the importance of protecting the Intellectual Property Rights (IPRs) has increased as the industrial development has been progressing. The necessary legal framework to prevent counterfeit products was improved especially by enactment of IPRs Law in November 2005, supplemented and amended in 2009. Also, further trade and industrial development was expected because Viet Nam joined the World Trade Organization in January 2007. In addition, since both Japan-Viet Nam Joint Initiative and the Viet Nam-Japan Economic Partnership Agreement (EPA) listed the protection of IPRs as priority, further enhancement of IPRs protection was required.</p> <p>However, it was observed that the level of awareness of firms and general public on IPRs was low. Also the capacity of and coordination among IPRs management and enforcement agencies such as the National Office of Intellectual Property of Viet Nam (NOIP), General Department of Customs (GDC), Market Surveillance Agency (MSA), Economic Police (EP), Inspectorate of Science and Technology (IST), etc. was still lacked. While such insufficient status of protection of IPRs in Viet Nam continued, the violations of IPR laws were increasing.</p> <p>Under the circumstances, the Government of the Socialist Republic of Viet Nam (GOV), addressing the above mentioned challenges, requested the Government of Japan (GOJ), which had abundant experiences and knowledge on the area of IP, to implement the technical cooperation project to strengthen the enforcement of IPRs in Viet Nam. In response to this request, Japan International Cooperation Agency (JICA) conducted the detailed planning study in March 2012 and the Record of Discussions (R/D) was signed between the GOV and JICA on June 19, 2012. Then, the Project for Strengthening the Enforcement of Intellectual Property Rights in Viet Nam (hereinafter referred to as “the Project”) was commenced on June 28, 2012 for three years.</p> <p>In November 2014, the first Terminal Evaluation was conducted and it was confirmed that some of the Project activities were behind the original schedule by one year and nine months. To complete necessary</p>	

activities of the Project, NOIP and JICA agreed to extend the Project period by one year and nine months, until March 2017. Since the revised Project period will terminate in March 2017, the second Terminal Evaluation was carried out in November 2016.

1.2 Project Overview

(1) Overall Goal

The capacity of concerned authorities to protect and to enforce Intellectual Property Rights (IPRs) is strengthened.

(2) Project Purpose

The capacity of NOIP to strengthen protection and enforcement of IPRs in Vietnam is improved.

(3) Outputs

- 1) NOIP effectively organizes human resource training for strengthening capacity of protection and enforcement authorities of IPRs (IPRs related authorities).
- 2) The information gathering and providing system of NOIP from/to enforcement authorities of IPRs (the System) is strengthened.
- 3) The capacity of NOIP to enhance public awareness of IPRs is strengthening.

(4) Inputs

Japanese side

Long-Term Experts; 4 persons

Short-Term Experts; 6 persons

No. of Participants in training courses in Japan; 92 persons

Equipment provided; Nothing

Local costs; Approx. 34.7 million yen (Besides approx. 17.2 million yen for IT system development)

Vietnamese side

Assignment of C/Ps; Project Director, Project Manager, Project Assistant, other C/Ps

Local costs; for Electronics, Internet, meetings and clean-up rooms

Office space; One room for JICA Experts in NOIP building

2 Terminal Evaluation Team			
Member of the Evaluation Team	<u>Japanese side</u>		
	Name	Title	Occupation
	Mr. Shinichi TANAKA	Team Leader	Director, Team 1, Private Sector Development Group, JICA
	Mr. Yoshihiro NAKAYAMA	IP Administration	Deputy Director, International Cooperation Division, JPO
	Mr. Keisuke TANIGAWA	Cooperation Planning	Deputy Assistant Director, Team 1, Private Sector Development Group, JICA
	Mr. Yasunori MINAGAWA	Evaluation Analysis	Consultant, SKK Research & Consulting Inc.
	<u>Vietnamese side</u>		
	Name	Title	Occupation
	Mr. Tran Viet THANH	Director General	NOIP
	Mr. Nguyen Duc DUNG	Director	International Cooperation Division, NOIP
	Ms. Nguyen Thi Thu GIANG	Officer	International Cooperation Division, NOIP
	Do Thi Minh THUY	Head	Inspectorate Division No.1, IST
	Ms. Tran Quynh ANH	Head	Propaganda and External Relation Division, MSA
	Ms. Hua Thi HONG	Officer	Anti-smuggling of Counterfeits and IPR Protection Unit, Anti-Smuggling and Investigation Dept., GDC
	Mr. Tran Huong KHUE	Officer	Division of Intellectual Property Violation Prevention and Combat, EP
Period of Evaluation	30 October 2016～ 19 November 2016	Type of Evaluation	Terminal Evaluation
3 Project Performance			
3-1 Achievement			
(1) Output 1: NOIP effectively organizes human resource training for strengthening capacity of protection and enforcement authorities of IPRs (IPRs related authorities).			
Indicator 1-1: Total number of training using the developed textbook to be conducted more than three times.			
Indicator 1-2: Training curricula and materials for each enforcement authority are jointly made with IPRs related authorities.			
Indicator 1-3: 14 Master Trainers/Facilitators can conduct trainings/seminars by themselves			

Output 1 is expected to be achieved.

- Pilot training courses for the staff of IPRs related authorities were conducted twelve (12) times by Master Trainers of those authorities; three (3) times by GDC, four (4) times by MSA, two (2) times by EP and three (3) times by IST. Joint Terminal Evaluation Team conducted questionnaire survey to the participants of pilot training courses. The evaluation on the knowledge and skills of Master Trainers was high. (Indicator 1-1)
- Regarding training materials, the materials are composed of several modules and NOIP drafted modules on general knowledge of IPRs, while each IPRs related authority drafted a module on its specific knowledge. The first draft of training materials was completed. Master Trainers conducted pilot training courses using their presentation materials based on the first draft. The first draft has not been distributed yet to IPRs related authorities, because the Project decided to revise the first draft based on the results of the pilot training courses. At this moment, IPRs related authorities have nearly completed the revision of their responsible modules. On the other hand, NOIP has a plan to establish an internal committee to discuss the revision of its responsible modules. After the completion of the revision and the approval by NOIP and IPRs related authorities respectively, it is planned that the materials will be distributed to IPRs related authorities including their local offices by the completion of the Project. (Indicator 1-2)
- As for curriculum, when a pilot training was planned to be conducted, NOIP and IPRs related authorities developed it and implemented pilot training courses based on it. (Indicator 1-2)
- A series of activities have been tackled by the Project for NOIP to organize human resources training for strengthening the capacity of IPRs related authorities effectively. Those activities include the selection of fourteen (14) Master Trainers, the improvement of Master Trainers' understanding on IPRs protection and enforcement as well as of their teaching ability, the development of teaching materials by the drafting team, and the implementation of pilot training courses for the staff of IPRs related authorities by Master Trainers as lecturers. Through these activities, Master Trainers of IPRs related authorities have become able to implement training courses for the staff of the authorities, using training materials developed in the Project. (Indicator 1-3)

(2) Output 2: The information gathering and providing system of NOIP from/to enforcement authorities of IPRs (the System) is strengthened.

Indicator 2-1: Information to be shared and system for information sharing are planned.

Indicator 2-2: A draft guideline for gathering and providing information on IPRs

Output 2 is expected to be achieved.

- As for the trial operation of information gathering and providing system, it was confirmed in the first Terminal Evaluation that the start of the trial operation would be delayed for a (1) year and nine (9) months from the original schedule of September 2014 and was re-scheduled to June 2015. Because of this, the extension of the Project period was agreed in the first Terminal Evaluation.
- The System has been being strengthened through the Project activities. The IT system for

information sharing among NOIP and IPRs related authorities was developed and released. In IT user meeting held in May 2016, NOIP and IPRs related authorities reviewed the situation of the IT system and confirmed that the frequency of the use of the IT system was still low. In order to solve these problems, system modification by IT vender and re-training for IT counterparts were carried out in June and July 2016. At this moment, it has been observed that the number of accessing is increasing, while uploading data is encouraged. The remaining activity is to promote the use of IT system as much as possible. (Indicator 2-1)

- NOIP and IPRs related authorities signed the MOU on sharing information including using the IT system, which stipulated items necessary for information sharing such as the types of information to be shared, the timing of information sharing and the responsibilities for ensuring the human resources, budget and equipment. Now, based on the MOU, IT system is under trial operation among NOIP and IPRs related authorities. (Indicator 2-2)

(3) Output 3: The capacity of NOIP to enhance public awareness of IPRs is strengthened.

Indicator 3-1: Awareness raising materials of IPRs are made for raising public awareness for each target group.

Indicator 3-2: At least three round tables are organized.

Indicator 3-3: IP awareness building and extension plan is formulated and at least two kinds of pilot actions are implemented under the above plan.

Output 3 is expected to be achieved.

- As for children, an animation composed of three episodes on IPRs was produced. DVDs of the animation have been distributed to the Departments of Education and Training (DOETs) and have been distributed to primary schools by DOETs. Also, the animation was broadcasted in Viet Nam (3) three times by a request from JICA. As for journalists, agendas of round tables were developed. (Indicator 3-1)
- As for journalists, round tables on raising public awareness on IPRs for journalists were organized eight (8) times. (Indicator 3-2)
- NOIP has developed a final draft on “IP awareness strategies”. The Project selected two target groups, children and journalists, based on the final draft of “IP awareness strategy” and has been conducting activities on raising public awareness of IPRs for them. A remaining activity is to get the feedbacks about DVDs from primary schools to which DVDs were distributed. (Indicator 3-3)

(4) Project Purpose: The capacity of NOIP to strengthen protection and enforcement of IPRs in Vietnam is improved.

Indicator 1: Degree of knowledge acquisition by NOIP concerning protection and enforcement to continue activities of each Output

Indicator 2: Degree of resources/tools and working methodology of NOIP to continue activities of each Output

The Project Purpose is expected to be achieved.

- Joint Terminal Evaluation Team agreed to assess the degree of NOIP's knowledge (Indicator 1), resources/tools and working methodology (Indicator 2) obtained through the Project by four (4) ranks and collected the results of evaluation by questionnaires distributed to NOIP, IPRs related authorities and Long-term Experts.
- It was confirmed that the degree of knowledge obtained by NOIP through the Project was highly assessed by rank-4 (increased significantly) or rank-3 (increased to some extent) as shown in the bellow table. (Indicator 1)

Evaluation results on Indicator 1:

Ranking	For Output 1	For Output 2	For Output 3
4 increased significantly	2	2	4
3 increased to some extent	5	5	3
2 not increased much	0	0	0
1 not increased at all	0	0	0

Sources: The Joint Terminal Evaluation Team

- Samples (7); Long-term Experts (2), NOIP, GDC, MSA, EP, and IST

- It was confirmed that the degree of resources/tools and working methodology obtained by NOIP through the Project was highly assessed by rank-4 (increased significantly) or rank-3 (increased to some extent).

Evaluation results on Indicator 2:

Ranking	For Output 1	For Output 2*	For Output 3*
4 improved significantly	4	4	3
3 improved to some extent	3	2	3
2 not improved much	0	0	0
1 not improved at all	0	0	0

Sources: The Joint Terminal Evaluation Team

- Samples (7); Long-term Experts (2), NOIP, GDC, MSA, EP, and IST

* One of authorities did not answer.

3-2 Review⁴

(1) Relevance: High

- “Socio-Economic Development Strategy for the period of 2011 to 2020” emphasizes that science and technology development is the key motivation for process of fast and sustainable development and Viet Nam needs to seriously implement regulations on IPRs. At the sector level, “the Strategy for Science and Technology Development for the 2011-2020 period” (the Decision No.418/QD-TTg

⁴ Judged on a scale from “High”, “Relatively High”, “Moderate”, “Relatively Low” to “Low”

dated 11/04/2012) clearly states the importance of developing science and technology markets with linkage to the enforcement of IPRs. To address this point, the Strategy puts emphasis on promotion of the enforcement on IPRs related laws and formulation a national program on IP. Also, “the Instruction No.845/CT-TTg dated 02/06/2011 on strengthening the implementation of industrial property rights” stresses the strong needs to tackle infringement of industrial properties which adversely affects IPRs holders, consumers, and socio-economic development in Viet Nam. Therefore, the Project is aligned with the policy of GOV.

- The Country Assistance Program for Viet Nam prepared in December 2012 sets three priority areas of 1) growth and enhancement of competitiveness, 2) response to vulnerability, and 3) strengthening of governance. The first priority area covers the assistant field of “the Enhancement of Market Economy System” which includes the issue of IPRs to promote investment. Also, the Japan-Viet Nam Economic Partnership Agreement (EPA) signed in 2009 included IPR protection as one of the prioritized issues. In this way, the project components are along with the policy of the GOJ.
- As stated above, MOST and other IPRs related authorities had strong needs of enhancing the IPRs protection and enforcement in response to “the Instruction No.845/CT-TTg dated 02/06/2011 of the Prime Minister on strengthening the implementation of industrial property rights.” NOIP, a responsible agency for IPRs acquisition under MOST, also strongly recognized the importance of raising IP awareness among the public and strengthening the collaboration with IPRs related authorities to promote the IPRs protection effectively. Therefore, the selection of the project target was appropriate.
- Japan has technical competence and experienced experts in the area of IPRs protection and enforcement. Therefore, Japan had comparative advantages to support Viet Nam.

(2) Effectiveness: High

- NOIP acquired the knowledge concerning human resource training, information sharing and raising public awareness. NOIP also developed resources, tools and working methodologies concerning human resource training, information sharing and raising public awareness as described above. The level of the knowledge, resources, tools and working methodologies of NOIP is highly evaluated by Long-term Experts, NOIP and IPRs related authorities. Therefore, the Project Purpose is expected to be achieved by the completion of the Project.
- The capacity of NOIP for human resource training is improved by the achievement of Output 1. The capacity of NOIP for information sharing is improved by the achievement of Output 2. The capacity of NOIP for raising public awareness is improved by the achievement of Output 3. These improvements of the capacity contribute directly to the Project Purpose. Therefore, it was appropriate that these Outputs were set for achieving the Project Purpose.

(3) Efficiency: Relatively High

Inputs and Activities in the Project have been being planned and implemented sufficiently to achieve the Outputs.

Followings were efficient or effective to achieve the Outputs.

- Training courses in Japan were conducted ten (10) times in total with ninety-two (92) participants during the Project period of four (4) years and nine (9) months. In the courses, the participants obtained information on IPRs protection and enforcement and developed human resource network among NOIP and IPRs related authorities. Since the Project organized separate training courses for leaders and for Master Trainers with specific themes, the training courses were effective to achieve each Output.
- Four (4) Long-term Experts and six (6) STEs were dispatched. STEs conducted training or provided technical advice based on their expertise and experiences in a timely manner depending on the situation of the Project. Long-term and Short-term Experts contributed to the achievement of each Output.
- In the development of IT System, a local company made a successful bid.
- In the development of IT system, the Project utilized IP LIB, a database developed in the proceeding project.
- Animation developed in the Project was broadcasted at TV stations by the request from JICA without charge.

On the other hand, there are some issues as follows:

- It took long time until reaching a final consensus on what system should be developed among the concerned parties of the Project, because the system should have been considered carefully. Decision-making was not done in a timely manner.
- It has been taking long time to complete the revision of training materials. The Project requested JICA to pay an allowance for overtime work for the revision, since JICA paid an allowance for overtime work for developing the first draft. However JICA sent a notice to NOIP mentioning that JICA does not pay the allowance for the revision in October 2015. After that, the discussion on how to revise the first draft took a long time. Due to these matters, the revision was behind the original schedule.
- It took long time to acquire a license for distribution of DVDs to primary schools due to the complexity of the issue. In the meantime, the Project disseminated the animation through TV broadcasting for raising public awareness.

(4) Impact: Relatively High

Overall Goal: The capacity of concerned authorities to protect and to enforce Intellectual Property Rights (IPRs) is strengthened.

Indicator 1: Trend in the number of enforcement

Indicator 2: Investors and companies' evaluation on the capacity of IPR related authorities in regard to protection and enforcement.

- IPRs protection and enforcement is one of high priority policies in the GOV. Considering this condition and followings, Joint Evaluation Team assesses that the achievement of the overall goal is

expected in three to five years after the Project completion if each Output of the Project continues after the completion of the Project.

- The number of infringement cases handled by IPR enforcement authorities such as GDC, MSA, EP and IST is increasing in general. (Indicator 1)
- The Joint Terminal Evaluation Team interviewed Japanese enterprises and organizations to obtain comments on the evaluation of capacity of IPRs related authorities. There were positive and negative comments about capacity of IPRs related authorities as follows: (Indicator 2)
 - The IPRs related authorities find suspected counterfeiting goods even without request of right holders.
 - Although IPRs related authorities have an intention to strengthen the enforcement, it seems difficult for them to enforce sufficiently due to lack of budget and equipment.
 - The officials in charge of enforcement do not obtain enough knowledge and capacity of enforcement.
- Activities for not only NOIP but also IPRs related authorities in the Project contribute directly to achieve the Overall Goal.
- Since NOIP expanded its knowledge of IPRs enforcement, NOIP enhanced its capacity of making policies throughout IPRs administration as a ripple effect of the project.

(5) Sustainability: Relatively High

■ Policy and Institutional Aspects

- As stated in “3-1 Relevance” major government policies facilitating IPRs protection and enforcement are “Socio-Economic Development Strategy for the period of 2011 to 2020,” “The Strategy for Science and Technology Development for the 2011-2020 period” and “the Instruction No.845/CT-TTg on strengthening the implementation of industrial property rights.” Therefore, policy support for IPRs protection and enforcement would likely continue after the completion of the Project.

■ Financial/Organizational Aspects

In general, NOIP and IPRs related authorities have budgets, human resources and the capacity for continuing the activities of the Project. However, there are some issues such that information sharing based on MOU has not been fully carried out.

a) Regarding Output 1

- IPRs related authorities have secured the budget for training and shared the cost of pilot training. Meetings among Master Trainers have been held once a half year. Training for successors/candidates of Master Trainers has been conducted to strengthen their capacity. Master Trainers and their successors/candidates have discussed how to share the know-how of Master Trainers with their successors/candidates. As the result of the discussion, the Master Trainers and successors proposed a number of measures to share knowledge and skills between Master Trainers and successors. However, the measures have not been implemented in practice.

b) Regarding Output 2

- The MOU stipulates types of information to be shared and timing of information sharing and that NOIP and IPRs related authorities ensure the budget and human resources, and that NOIP hosts meetings to review the implementation situation of the MOU once a year. However, information sharing has not been fully conducted as the stipulation of the MOU.
- IT counterparts are assigned in each IPRs related agency in order to upload data to the IT system.

c) Regarding Output 3

- Although NOIP has not born the cost of the activities for raising public awareness in the Project, NOIP has the budget and human resources for raising public awareness.
- NOIP has developed final draft of the “IP awareness strategy”.

d) Organizational change of EP

- Function of IPRs enforcement of EP is planned to be moved to Anti-smuggling Investigation Police (C74) by the organizational change in accordance with the revision of Criminal Code. However, after the organizational change, some of local offices of EP will keep the authority and EP will continue to handle specific cases of IPRs infringement. In the organizational change, some officials of EP in charge of handling the cases of IPRs infringement are planned to move to C74 and Master Trainer of EP are planned to conduct training for C74.

■ Technical Aspects

The basis on technical sustainability of IT system has been formed.

- The MOU stipulates that NOIP and IPRs related authorities ensure the facilities, equipment and other techniques. A users’ manual for using the IT system was developed.
- A users’ manual for using the IT system was developed.
- The trial operation of the IT system has been conducted for more than one year.

3-3 Factors that have promoted the implementation of Project

(1) Factors Concerning the Planning

- Human resource network among NOIP and IPRs related authorities has been strengthened through many opportunities such as training courses in Japan and in-country training courses.
- IPRs protection and enforcement are priority issues of the GOV.

(2) Factors Concerning the Implementation Process

- A regular meeting is held every two weeks in principle by four (4) members (Project Manager, Project Assistant, and two Long-term experts) to share information and to discuss the direction of the Project activities. NOIP and IPRs related authorities are sharing information appropriately.
- It was confirmed that communication among Japanese experts and related people at Vietnamese side has been made smoothly. The second Project Coordinator of JICA who can speak Vietnamese is very helpful for all people concerned.

3-4 Factors that have hindered the Implementation Process

(1) Factors Concerning the Planning

- It took long time until reaching a final consensus on what system should be developed among the concerned parties of the Project. The reasons for this are: at first, the Project was commenced without sharing the common and specific vision about a system between Vietnamese and Japanese side. Second, the long time was spent on discussion within JICA about the relevance of IT system, feasibility and costs for IT system development, since this system building the network among NOIP and IPRs related authorities on web-basis was unprecedented in Viet Nam. The Project carefully discussed the system with the concerned parties. Although it had taken long time until reaching a final consensus among the concerned parties, IT system with the needs of the concerned parties satisfied was developed, which contributes to strengthen the information sharing system.

(2) Factors Concerning the Implementation Process

- The Project requested JICA to pay an allowance for overtime work for the revision, since JICA paid an allowance for overtime work for developing the first draft. However JICA sent a notice to NOIP mentioning that JICA did not pay the allowance for the revision in October 2015. After that, the discussion on how to revise the first draft took a long time. Due to these matters, the revision was behind the original schedule.
- For the distribution of DVDs to primary schools, it took time to acquire a license for distribution of DVDs to primary schools from an authority in Viet Nam, because the procedure to obtain the license is not clear in Viet Nam.

3-5 Conclusion

As mentioned above, since each output is expected to be achieved by the completion of the Project, the Joint Terminal Evaluation Team confirmed that the Project Purpose is expected to be achieved by the completion of the Project. As for evaluation by five evaluation criteria, the relevance of the Project is assessed as “High”, the effectiveness of the Project is assessed as “High”, the efficiency of the Project is assessed as “Relatively High”, the impact of the Project is assessed as “Relatively High”, and the sustainability of the Project is assessed as “Relatively High”. Therefore, the team recognized the evaluation of the Project as high and concluded that the Project would be terminated by March 2017 as scheduled.

3-6 Recommendations

3-6-1 Measures to be taken by the termination of the project

(1) Revision, approval and distribution of training materials

- The project should complete the revision of training materials by the end of January 2017. To achieve this deadline, NOIP and each IPRs related authority should approve and send the Project the final revised version of their respective modules no later than 15 January 2017. EP in particular may submit the current version without prejudice of the on-going revision of the Criminal Code. After the approval, the materials should be distributed to IPRs related authorities

including local offices by the completion of the Project.

(2) Promoting the use of IT System

- NOIP should continue to deliver remainder to IPRs related authorities for promoting to upload data to the IT System.
- NOIP and IPRs related authorities are strongly encouraged to implement the following actions:
 - Clarification of the officials in charge of uploading data to the IT system
 - Leaders of NOIP and IPRs related authorities set the targeting number of upload to the IT system by the completion of the Project and commit to achieve the number by the completion of the Project and instruct their officials to achieve the number by the completion of the Project.

(3) Getting the feedbacks from primary schools

- NOIP should get the feedbacks about DVDs from primary schools to which DVDs were distributed.

3-6-2 Measures to be taken after the termination of the project

(1) Continuing and expanding Output 1

- When NOIP and IPRs related authorities conduct future training courses, these offices need to utilize Master Trainers, curriculum and training materials developed by the project. In order to continue to conduct the training courses in the future, NOIP and IPRs related authorities are encouraged to ensure necessary budget.
- NOIP and IPRs related authorities need to maintain the system of Master Trainers.
- NOIP and IPRs related authorities are encouraged to establish the methodologies on how to share the knowledge and skills of Master Trainers with their successors/candidates. Master Trainers should share the knowledge and skills with their successors/candidates based on the methodologies.
- NOIP and IPRs related authorities are encouraged to continue holding meetings for Master Trainers to enhance collaboration among them. In the meetings, Master Trainers can consider training plans and revision of materials, or share know-how with their successors/candidates.

(2) Continuing and expanding Output 2

- NOIP and IPRs related authorities need to share information by using the IT system in accordance with the stipulation of the MOU, especially types of information and timing of information sharing.
- NOIP and IPRs related authorities need to ensure necessary budget, human resources, facilities, equipment and other techniques in accordance with the stipulation of the MOU.
- NOIP need to host meetings to review the implementation situation of the MOU once a year in accordance with the stipulation of the MOU.

- It is worth that NOIP and IPRs related authorities consider expanding the IT system to local offices in order to promote the use of the IT system.

(3) Continuing and expanding Output 3

- NOIP needs to take reference to the final draft of “IP awareness strategy” when implementing future activities for raising public awareness of IPRs.
- NOIP needs to utilize the animation developed by the Project where appropriate.
- NOIP is encouraged to continue activities for raising public awareness of IPRs by using the network with journalists built through the Project activities.

3-7 Lessons Learnt

As the definition of the “system” of Output 2 was unclear, it took long time to consider concrete plan regarding the system. As a result, the activities have been delayed and the Project period was extended. Therefore, it is necessary to identify concrete activities of the project in the detailed planning survey.