

Strengthening IPR protection and advancing digital green government in Brazil.

Key results:

The SSC's efforts to support the development of a Brazilian economy based on knowledge-intensive industries will contribute to economic growth (SGD8.1), achieve higher levels of productivity (SGD8.2) and contribute to better frameworks for job creation and entrepreneurship that are not based on extractive industries of environmental degradation (SGD8.4). A strong IP infrastructure will further enhance scientific research, boost the technological capabilities in Brazil (SGD9.5) and contribute to industrial diversification (SGD9.b).

The expansion of digital government in Brazil will enhance transparency and limit irregularities in the provision of public services (SGD16.5) and contribute to institutional effectiveness and accountability at all levels of government (SGD16.6). Specific ongoing projects on digital identity in Brazil (SGD16.9) will also be directly supported in phase III. Using digital government and the data produced by it to enhance environmental sustainability will also help build capacity for addressing climate action and mitigation (SGD13.3).

The project will:

- Strengthen protection of intellectual property in Brazil and advance digital and green innovation in government in Brazil.
- Advance innovation and IPR commercialization in Brazil and in the Latin American region and
- Advance digital government and green innovation in public services in Brazil.

Justification for support:

The proposed joint efforts build on the established strong bilateral SSC partnership between Brazil and Denmark that has been in existence since 2015.

Furthermore, the successful innovation cooperation between Denmark and Brazil from phase II will be continued to the benefit of exchanges between high-tech industries and researchers in both countries.

Major risks and challenges:

Stable political environment, mutual commitment and interest by all involved actors is a potential risk which will be continuously reviewed to facilitate a successful implementation.

Strategic objectives:

Strengthen protection of intellectual property rights in Brazil and advance digital and green innovation in government in Brazil

Environment and climate targeting - Principal objective (100%); Significant objective (50%)

	Climate adaptation	Climate mitigation	Biodiversity	Other green/environment
Indicate 0, 50% or 100%	N/A	N/A	N/A	N/A
Total green budget (DKK)	N/A	N/A	N/A	N/A

Justification for choice of partner:

National Institute for Industrial Property, INPI, is Brazil's central and key authority when it comes to Intellectual Property Rights. This is the organisation that has the government mandate to drive industrial innovation through protection of Intellectual Property Rights.

Summary:

This SSC proposal will pursue two main objectives, both of which were part of the previous two phases: i) strengthening protection of intellectual property rights and ii) advancing digital green government in Brazil. The proposed joint efforts build on the established strong bilateral SSC partnership between Brazil and Denmark that has been in existence since 2015.

The third SSC phase will adapt to the changing political priorities of Brazil and the remarkable organizational and strategic advancements made by the partnership institutions INPI and SGD during the two previous phases. It will also include activities with the "parent" ministries, the Ministry of Development, Industry, Commerce and Services (MDIC) as well as the Ministry of Management and Innovation in Public Services (MGI), as to reinforce selected strategic projects that have roots in the past two phases and will now be implemented at the highest level. The latter effort will also endeavor to establish a sustainable platform for dialogue between the two countries that can persist after the conclusion of the SSC.

Budget:

Output 1	10,000,000 DKK
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File No.	2023 – 28085					
Country	Brazil					
Responsible Unit	Green Diplomacy and Climate					
Sector	Intellectual Property Rights / Digital Government					
Partner	Danish Patent and Trademark Office (DKPTO) National Institute for Industrial Property of Brazil (INPI). Secretariat of Digital Government (SGD). Secretariat of Management and Innovation (SEGES).					
	DKK	2023	2024	2025	2026	Total
Commitment	1,799,789	4,798,014	2,806,184	596,021	10,000,000	
Projected ann. disb.	1,799,789	4,798,014	2,806,184	596,021	10,000,000	
Duration	Three years (36 months)					
Previous grants	DKK 15.9 mio. (Phase 1+2).					
Finance Act code	§06.38.02.14					
Head of unit	Karin Poulsen					
Desk officer	Fin Poulsen					
Reviewed by CFO	Jan Hindhede Justsen					

Relevant SDGs

 No Poverty	 No Hunger	 Good Health, Wellbeing	 Quality Education	 Gender Equality	 Clean Water, Sanitation
 Affordable Clean Energy	 Decent Jobs, Econ. Growth	 Industry, Innovation, Infrastructure	 Reduced Inequalities	 Sustainable Cities, Communities	 Responsible Consumption & Production
 Climate Action	 Life below Water	 Life on Land	 Peace & Justice, strong Inst.	 Partnerships for Goals	

**Project Document for
Strategic Sector Cooperation in
Intellectual Property Rights, Innovation and
Digital Government
between
Denmark and Brazil
Phase 3
(2023-2026)**

General information	MFA File no.
Project Title	Strengthening IPR protection and advancing digital green government in Brazil.
Partner Country	Federative Republic of Brazil
Project duration (years/months)¹	Three years (36 months)
Total budget (DKK)	DKK 10.000.000 (ten million Danish kroner)
Thematic focus	Intellectual Property Rights / Digital Government
Partner Public Authority Contact person and contact details	National Institute for Industrial Property of Brazil (INPI) Ms. Renata Ribas, Adviser renata.ribas@inpi.gov.br , +55 21 99919 4268 Secretariat of Digital Government (SGD) Ms. Karine Kraemer, Adviser Karine.kraemer@economia.gov.br , +55 61 8178 3267 Secretariat of Management and Innovation (SEGES) Mr. Ganesh Inocalla, Adviser ganesh.inocalla@economia.gov.br , +55 61 9680 4004
Responsible Danish Public Authority Contact person and contact data	Danish Patent and Trademark Office (DKPTO) Mr. Michael Poulsen, Head of International Projects mip@dkpto.dk , +45 40 55 40 01
Danish Embassy Head of Representation Sector Counsellor	Embassy of Denmark in Brazil H.E. Ms. Eva Bisgaard Pedersen, Ambassador Mr. Terkel Hallberg Borg

¹ Project start will be date of Danish MFA approval

<p>Summary of background analysis and key strategic choices (max 2 pages)</p>	<p>Brazil holds the fifth largest landmass, fifth largest population and has the twelfth largest economy in the world. It is an upper middle-income country and one of the global giants of mining, agriculture, and manufacturing. As a prospective member of OECD (Organisation for Economic Co-operation and Development), Brazil is actively seeking to boost its capacity for industrial innovation to drive further economic growth and attract investments. To harness this economic growth and diversify Brazil’s economy with more knowledge-intensive sectors, stronger protection of intellectual property (IP) is seen by the federal government as a key priority.</p> <p>Similarly, successive federal governments of Brazil have continued to work to expand the efficiency, transparency and reach of its public services to all citizens of the vast country to integrate them better in the rising prosperity and provide them with welfare, security, and economic opportunity. Since 2015, this ambition has been supported by the impressive growth of digital government services, accessible through mobile and portable devices. The growing awareness of the power of the digital transformation has fostered an interest to explore how Brazil could harness its potential to provide increased environmental sustainability and advance the effort against climate change.</p> <p>This SSC proposal will pursue two main objectives, both of which were part of the previous two phases of cooperation phases: i) strengthening protection of intellectual property rights and ii) advancing digital green government in Brazil.</p> <p>The proposed joint efforts build on the established strong bilateral SSC partnership between Brazil and Denmark that has been in existence since 2015. The third SSC phase will adapt to the changing political priorities of Brazil and the remarkable organizational and strategic advancements made by the partnership institutions INPI and SGD during the two previous phases. It will also include activities with the “parent” ministries, the Ministry of Development, Industry, Commerce and Services (MDIC) as well as the Ministry of Management and Innovation in Public Services (MGI), as to reinforce selected strategic projects that have roots in the past two phases and will now be implemented at the highest level. The latter effort will also endeavor to establish a sustainable platform for dialogue between the two countries that can persist after the conclusion of the SSC.</p> <p>The focus of the previous phase in the cooperation on intellectual property was to aid INPI’s efforts to reduce the substantial backlog of</p>
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patent filings, which in 2019, when the dialogue between DKPTO and INPI was initiated, was almost 150,000 pending applications. DKPTO experts in the SSC supported INPI's strategic and steadfast efforts to reduce this burden by exchanging experiences within patent examination and quality management of workflows. At the final stage of phase II (June 2023), the backlog had been reduced to 7,800 pending filings.

The focus of phase III of the cooperation on IP will be to support INPI's stated ambitions from its 2023-2026 strategic plan, which, inter alia, aims to establish it as a regional reference office in terms of performance and reduce its median patent examination to two years, a metric on par with the best Asian and European IP offices. For this to materialize further fine tuning of the workflows and organization, steps that are meticulously described in INPI strategy and will be actively supported by DKPTO inputs. Furthermore, the successful innovation cooperation between Denmark and Brazil from phase II will be continued to the benefit of exchanges between high-tech industries and researchers in both countries.

On digital government, Brazil has made impressive headway by digitalizing more than 4,000 public services and creating many solutions that has expanded the reach of government to assist the vulnerable segments of the population, as evidenced during the COVID pandemic. The focus of phase III will be to consolidate this digital transformation by leveraging the potential of better and more integrated basic data and establish a stronger information infrastructure in Brazil. Such a development would bring even more digital services to Brazil's most remote areas, also by expanding digital government in the country's more than 5,000 municipalities.

Most of the joint activities of this proposal will be directly implemented by the DKPTO, recognized as one of Europe's best IP offices in performance. Activities on digital government will be provided by a range of Danish institutions, including the Danish Agency for Digital Government, the Danish Agency for Data Supply and Infrastructure, municipalities, and relevant consultants, when needed. Combined, they will facilitate the experience-sharing to support stated ambitions of the federal Brazilian government, as detailed below.

<p>Sustainable Development and the Sustainable Development Goals (SDGs)²</p>	<p>The SSC’s efforts to support the development of a Brazilian economy based on knowledge-intensive industries will contribute to economic growth (SGD8.1), achieve higher levels of productivity (SGD8.2) and contribute to better frameworks for job creation and entrepreneurship that are not based on extractive industries of environmental degradation (SGD8.4). A strong IP infrastructure will further enhance scientific research, boost the technological capabilities in Brazil (SGD9.5) and contribute to industrial diversification (SGD9.b).</p> <p>The expansion of digital government in Brazil will enhance transparency and limit irregularities in the provision of public services (SGD16.5) and contribute to institutional effectiveness and accountability at all levels of government (SGD16.6). Specific ongoing projects on digital identity in Brazil (SGD16.9) will also be directly supported in phase III. Using digital government and the data produced by it to enhance environmental sustainability will also help build capacity for addressing climate action and mitigation (SGD13.3).</p>
<p>Project Logic (Theory of Change) ½-1 page</p>	<p>The objective of this cooperation is to strengthen IPR protection and to advance digital green government in Brazil. In aspiring to do so, the project intervention logic is informed by the experiences of the two preceding phases and the joint analysis developed with the two main partners, INPI and SGD.</p> <p>INPI is Brazil central authority of IPR and has the government mandate to “drive industrial innovation through protection of IPR”. In doing so, its institutional vision is to achieve a standard of performance comparable to that of the world's best IP offices as described with an extensive list of organizational goals and KPI’s in INPI’s (2023-2026) strategy.</p> <p>All activities presented in this cooperation are aligned with INPI’s own strategic goals and will thus contribute to enhanced performance of INPI services, thereby increasing the impact on innovation and industrial development in Brazil to the benefit of its entrepreneurs, consumers and workforce.</p> <p>SGD and SEGES drive digital government and digital and green innovation of public services in Brazil. The continued expansion of</p>

² **Sustainable development** meets the needs of the present without compromising the ability of future generations to meet their own needs. The SDGs (adopted 2015) is a plan of 17 interlinked and integrated goals to achieve sustainable development

digital and data-driven government in Brazil will enable 1) more vulnerable citizens in the country's vast geography to access government services and 2) government actors to continue ongoing innovation towards ensuring a more socially and environmentally sustainable Brazil through use of technologies and data-based solutions. All activities contained in this proposal are aligned directly with the SGD and SEGES organizational goals and priorities to ensure impact and relevance.

Exit strategy and cooperation after conclusion of phase III

Phase III will be the last phase of joint activities projected within the SSC cooperation modality. As such, outcomes and activities are designed jointly with INPI and SGD with an eye to conclusion of cooperation activities in 2026 and are meant to provide inputs for the continued sustainable organizational development of the institutions.

As indicated above INPI has gone through an impressive development in the years since this cooperation started. The office has successfully managed to significantly reduce an excessive back-log

The work conducted in the past years has now put INPI in a position where the senior management at the office can suddenly look ahead and define objectives and goals for the future.

With the launching of the national IP strategy for 2023-2026 INPI has taken the next step towards further enhancing capacity of the office.

Aligning the activities with the national IP strategy ascertains that the activities in the SSC project are relevant to INPI and guarantees sustainability.

One of the ambiguous objectives is to bring the processing time for patent applications down to two years and thereby get INPI on par with the best Asian and European IP offices.

Continuous focus on examination training and issues related to quality management will facilitate the transition from an office suffering from an accumulated case load and extensive delays when the cooperation started to a high-end office that meets international standards.

Another focus point for INPI senior management is to change the office approach from being a "traditional" government office which primarily conduct statutory tasks (issuing patents registering

	<p>trademarks) towards a more customer centric office where focus is on facilitating the “entrance” to the IP system for the end-user.</p> <p>Enhanced awareness among companies (in particular SME’s) of the importance of protecting the intellectual property has been a topic in phase II of the project and support has been provided to various awareness activities. DKPTO has extensive experience with such work and the related change process. Supporting INPI in changing their approach will ascertain that the knowledge obtained in phase II will be further built upon in phase III</p> <p>INPI and SGD are to assume a more prominent role in the cooperation in terms of project management than in previous phases of the cooperation. This will lead to increased organizational ownership of the results and impact produced. Additionally, all activities will be conducted with “phasing-over” in mind. It is anticipated that this approach will encourage independent sustained efforts in the identified activity tracks in this proposal post-phase III.</p> <p>During the implementation of the proposed activities, the partners will also discuss other modalities for continued institutional and commercial dialogues between the two countries.</p> <p>The sector counsellor has played a major role in operationalizing the Danish-Brazilian innovation network, which is facilitates exchange of best practices in areas where Denmark is strongly positioned. The innovation network is not an integral part of the SSC. The partners will look into the possibilities of the innovation network supporting the partners in future activities post-phase III.</p>
Main objective of SSC project	<p>Strengthen protection of intellectual property rights in Brazil <i>and</i> advance digital and green innovation in government in Brazil</p>
Outcome A	<p>Strengthen examination, registration, and protection of intellectual property rights in Brazil</p>
Output A.1	<p>Enhance efficiency and consistent quality in examination and registration of IPR</p>
Output A.2	<p>Strengthen internal training in technical areas and advance a conducive workplace environment at INPI</p>

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Output A.3	Advance dialogue and interaction with INPI users
Output A.4	Promote awareness and observance of IP in Brazil
Output A.5	Advance IPR-complementary marked regulation in Brazil
Outcome B	Advance innovation and IPR commercialization in Brazil and in the Latin American region
Output B.1	Support innovation and IPR commercialization initiatives in Brazil
Output B.2	Promote strategic use of strong IPR systems as industrial development policy in Latin America
Outcome C	Advance digital government and green innovation in public services in Brazil
Output C.1	Further strategic use of data to improve delivery of digital public services and increase environmental sustainability
Output C.2	Expand reach of digital services in Brazil and further the use of digital and green government in states and municipalities
Output C.3	Enhance leadership competences in digital government amongst the Brazilian civil servants
Output C.4	Integrate data use in centralized public procurement to measure environmental and social impacts
Output C.5	Operationalize the use of Behavioral Insight theory (BI) to promote green innovation in government.
Assumptions and risks ½-1 page	The successful implementation of the present SSC will depend upon the stable political environment in both countries and mutual commitment, continued interest, and available resources of all involved actors, notably DKPTO, INPI, SGD and SEGES and relevant Brazilian third parties. To mediate this risk, the principal partners of the project (DKPTO and INPI) will continuously review the membership of the Steering Committee to ensure that it holds the

	<p>requisite mandate and reflect the knowledge and authority to effectively facilitate the implementation of the project.</p> <p>Any departure of key project personnel from either partner could have negative effects on activities and, ultimately, the success of the project.</p> <p>Should any of the abovementioned risk materialize, the Steering Committee will be responsible for devising and agreeing on a risk mitigation plan.</p>
<p>Management set-up</p>	<p>A Steering Committee will be responsible for the managerial oversight of the project throughout its duration. At the outset, this body will be composed of senior management representatives of DKPTO, INPI, SGD, and SEGES as well as relevant project support staff.</p> <p>Should the need arise, the membership of the Steering Committee could be expanded to adequately represent other involved entities. It will convene at least twice a year and extraordinarily, if need arises.</p> <p>The work of the Steering Committee will be based on a comprehensive Terms of Reference, to be agreed upon jointly. Thematic and specialized working groups will supplement the work of the Steering Committee, as needed.</p> <p>Over the coming months work will be initiated to develop an overall framework. As phase III of this cooperation is to commence in advance of the overall framework document being finalized the project will run under the present modality and be operated on project level.</p> <p>Once the framework document is approved (most probably a year from now) the partners will seek guidance in the framework document and aim at aligning with the objectives set out in the framework document the best way possible.</p>
<p>Contributions from Danish Public Authority</p>	<p>DPKTO will provide all necessary human resources and external contract expertise to realize the fulfillment of the objectives defined in this document. The Sector Counsellor in Brasilia is a dedicated resource to the SSC and will act as the day-to-day interface for the operation of activities, throughout its cycle. The Project Leader will travel to Brazil when required for regular consultations and dialogue with partners.</p>

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	Additional Danish public authorities connected to the digital government track will equally contribute with human resources to realize activities and secure the implementation of the agreed workplan of outcome C.
Contributions from partner authority	Based on agreed timetables, INPI, SGD and SEGES will avail relevant staff to participate in activities in Brazil. For activities in Denmark, the relevant authorities will commit to provide
Budget	DKK 10.000.000 (ten million Danish kroner)

Authorised Signatures:

Place, date

Place, date

Sune Stampe Sørensen
 Director General and CEO
 Danish Patent and Trademark Office
 (DKPTO)

Júlio César Castelo Branco Reis Moreira
 President
 National Institute of Industrial Property
 (INPI)

Results Framework and Work Plan
(Annual and Final Report)
for
SSC project in Intellectual Property Rights,
Innovation and Digital Government
between
Denmark and Brazil
Phase 3

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Results Framework and Work Plan for SSC Project in Intellectual Property Rights, Innovation and Digital Government between Denmark and Brazil

Project period: July 2023 – July 2026

<p>OBJECTIVE of SSC project:</p> <p>Strengthen protection of intellectual property rights in Brazil</p> <p>and</p> <p>advance digital and green innovation in government in Brazil.</p>	<p>Status at project completion:</p> <p>Achieved</p> <p>Partly achieved – explain</p> <p>Not achieved – why</p>
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Activities not specifically related to outcomes				
Activity	Purpose – content - product	Partners and resources involved	Timing	Status year _____:
0.1: High-level delegation visit to Denmark for INPI (output A and B)	<p>Purpose: introduce new INPI management to IPR registration, protection and enforcement in Denmark to inform areas of cooperation.</p> <p>Content: One three-day delegation visit for INPI President plus three advisers.</p> <p>Product: Mission report.</p>	<p>Travel and stay for four INPI representatives in Denmark.</p> <p>DKPTO: 10 working days in Denmark.</p>	Q4 2023	

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<p>Activity 0.2: High-level delegation visit to Denmark for digital government and green innovation partners (output C)</p>	<p>Purpose: introduce the Brazilian Minister for Management and Innovation in Public Services to innovation within digital and green government in Denmark to inform areas of cooperation.</p> <p>Content: One three-day delegation visit for the Minister as well as SGD Secretary and four advisers.</p> <p>Product: Mission report.</p>	<p>Travel and stay for six Brazilian representatives in Denmark.</p> <p>DKPTO: 10 working days in Denmark.</p>	<p>Q4 2023</p>	
<p>Activity 0.3: Steering Committee meetings and project coordination</p>	<p>Purpose: Ensure continuing SSC project coordination and management.</p> <p>Content: adequate resource for DKPTO project management and assistant as well as planning and participation in six SSC steering committee meetings with Brazilian partner representatives.</p> <p>Product: Minutes of Steering Committee meetings and decisions, approved activity plans.</p>	<p>DKPTO:</p> <p>Project manager: 20 working days per quarter to ensure SSC operation, biannual project coordination visits and participation in steering group meetings in Rio. 5 extra working days extra per visiting delegation in Rio within outcome A and B.</p> <p>Project assistant: 5 working days per quarter to ensure compliance and accounting. One visit to Rio to facilitate coordination with SSC counterpart in INPI.</p>	<p>Q4 2023, Q2 2024, Q4 2024, Q2 2025, Q4 2025, Q2 2026.</p>	

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		Total: 335 working days		
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<p>OUTCOME A:</p> <p>Strengthen examination, registration, and protection of intellectual property rights in Brazil</p>	<p>Status at project completion (if earlier year: ____):</p> <p>Achieved</p> <p>Partly achieved – explain</p> <p>Not achieved – why</p>
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<p>Output A.1:</p> <p>Enhance efficiency and consistent quality in examination and registration of IPR</p>	<p>Status at project completion (if earlier year: ____):</p> <p>Achieved</p> <p>Partly achieved – explain</p> <p>Not achieved - why</p>
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<p>Output A.1 indicator:</p> <p>Average patent processing time in INPI is reduced from 6.9 years to 2.0 years.</p>	<p>Status at project completion: (if earlier year: ____):</p>
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<p>Observations:</p> <p>During Phase 2 of the SSC a central focus was to support INPI in eliminating a substantial case back-log and reducing the processing time. Activity A 1.1 to A 1.5 all relates further enhance the efficiency of INPIs case handling and are as such extensions of similar interventions in the</p>

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<p>previous phase. Reducing the processing time from 6.9 years to 2.0 years will get INPI on par with the best Asian and European IP offices, which is a central strategic ambition in the INPI Strategic Plan 2023-26.</p>				
Activity	Purpose – content - product	Partners and resources involved	Timing	Status year _____:
A.1.1: INPI delegation visit to Denmark (management of quality)	<p>Purpose: introduce INPI specialists to DKPTO’s approach to management of quality, including QMS systems in operation.</p> <p>Content: One week-long delegation visit in Denmark for five INPI experts.</p> <p>Product: TOR and mission report.</p>	<p>Travel and stay for five INPI representatives in Denmark.</p> <p>DKPTO: 15 working days in Denmark.</p>	Q1 2024	
A.1.2: Baseline study for INPI quality management and case processing	<p>Purpose: chart INPIs quality management and measurement methodology for work processes and identify obstacles to expediting case processing.</p> <p>Content: One week-long DKPTO delegation visit in Brazil.</p> <p>Product: TOR and mission report, including baseline description.</p>	<p>Travel and stay for two DKPTO experts in Brazil.</p> <p>DKPTO: 2 x 11 working days (2.5 homebased for preparation and reporting; 3.5 for airplane travel to Brazil; and 5 to facilitate workshop in Brazil).</p>	Q2 2024	
A.1.3: Patent Flow Automation (PFA) and Patent Search Optimization (PSO)	<p>Purpose: working from baseline study, assess INPI projects on PFA and PSO and discuss application of similar agile working methods from DKPTO context.</p>	<p>Travel and stay for two DKPTO experts in Brazil.</p> <p>DKPTO: 2 x 11 working days (2.5 homebased for</p>	Q4 2024	

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	<p>Content: One week-long DKPTO delegation visit in Brazil.</p> <p>Product: TOR and mission report.</p>	<p>preparation and reporting; 3.5 for airplane travel to Brazil; and 5 to facilitate workshop in Brazil).</p>		
A.1.4: E-patents and Patent Database Modernization (PDM).	<p>Purpose: Exchange DKPTO perspectives on smart e-filings, pre-validation and streamlining of patent databases, based on WIPO guidelines.</p> <p>Content: One week-long DKPTO delegation visit in Brazil.</p> <p>Product: TOR and mission report.</p>	<p>Travel and stay for two DKPTO experts in Brazil.</p> <p>DKPTO: 2 x 11 working days (2.5 homebased for preparation and reporting; 3.5 for airplane travel to Brazil; and 5 to facilitate workshop in Brazil).</p>	Q3 2025	
A.1.5: No-Search Trademarks Examinations, Trademark Opposition Filing, and possible revision of LPI.	<p>Purpose: Exchange DKPTO perspectives on streamlined trademark examination processes, including no-search examinations and simplified opposition processes (2.0) with the intent of presenting options for revision of Brazil's IP law – LPI.</p> <p>Content: One week-long DKPTO delegation visit in Brazil.</p> <p>Product: TOR and mission report.</p>	<p>Travel and stay for two DKPTO experts in Brazil.</p> <p>DKPTO: 2 x 11 working days (2.5 homebased for preparation and reporting; 3.5 for airplane travel to Brazil; and 5 to facilitate workshop in Brazil).</p>	Q1 2026	

Output A.2:	Status at project completion (if earlier year:____):
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Strengthen internal training in technical areas and advance a conducive workplace environment at INPI.				
Output A.2 indicator: INPI's workplace rating (iGovPessoas) will rise from the current 42.1 percent to over 70 percent by 2026.		Status at project completion (if earlier year:____):		
Observations: To become a reference IP office and attract and retain qualified staff, INPI has a strategic ambition to raise the quality of its working environment and improve the job satisfaction among their employees. During the past phase of the SSC, INPI management has become accustomed with the DKPTO's HR development, workforce management, internal communication, and work climate initiatives and have an expressed interest in sharing experiences in this domain.				
Activity	Purpose – content - product	Partners and resources involved	Timing	Status (year: ____):
A.2.1: INPI delegation visit to Denmark (technical areas/working environment)	Purpose: introduce INPI specialists to DKPTO's approach to internal training, mentoring, continuing learning and workplace environment. Content: One week-long delegation visit in Denmark for five INPI experts. Product: TOR and mission report.	Travel and stay for five INPI representatives in Denmark. DKPTO: 15 working days in Denmark.	Q1 2025	
A.2.2: Baseline study for INPI working environment initiatives	Purpose: understand and map INPIs efforts for internal training and personnel	Travel and stay for two DKPTO experts in Brazil.	Q2 2024	

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	<p>management and agree on joint efforts to support them.</p> <p>Content: One week-long DKPTO delegation visit in Brazil.</p> <p>Product: TOR and mission report.</p>	<p>DKPTO: 2 x 11 working days (2.5 homebased for preparation and reporting; 3.5 for airplane travel to Brazil; and 5 to facilitate workshop in Brazil).</p>		
<p>A.2.3: Manager Development Program (PDG), Technical Development Program (PDTEC) and Team Development Program (PDE).</p>	<p>Purpose: Conduct experience-sharing workshops of DKPTO HR and internal work live programs to seek synergies with key INPI initiatives, including PDG, PDTEC and PDE.</p> <p>Content: One week-long DKPTO delegation visit in Brazil.</p> <p>Product: TOR and mission report.</p>	<p>Travel and stay for two DKPTO experts in Brazil.</p> <p>DKPTO: 2 x 11 working days (2.5 homebased for preparation and reporting; 3.5 for airplane travel to Brazil; and 5 to facilitate workshop in Brazil).</p>	Q4 2025	
<p>A.2.4: Strategic workforce management and work climate</p>	<p>Purpose: Conduct experience-sharing workshops of DKPTO HR and internal work live programs to seek synergies with INPI's Gender, Diversity and Inclusion Program and ongoing efforts to restructure personnel policies, based on internal movements policy and skills mapping.</p> <p>Content: One week-long DKPTO delegation visit in Brazil.</p> <p>Product: TOR and mission report.</p>	<p>Travel and stay for two DKPTO experts in Brazil.</p> <p>DKPTO: 2 x 11 working days (2.5 homebased for preparation and reporting; 3.5 for airplane travel to Brazil; and 5 to facilitate workshop in Brazil).</p>	Q1 2026	

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<p>A.2.5: Internal communication and addressing psychosocial risk.</p>	<p>Purpose: Conduct experience-sharing workshops of DKPTO HR and INPI practices on internal communication practices and social activities to address staff well-being and sense of unity.</p> <p>Content: One week-long DKPTO delegation visit in Brazil.</p> <p>Product: TOR and mission report.</p>	<p>Travel and stay for two DKPTO experts in Brazil.</p> <p>DKPTO: 2 x 11 working days (2.5 homebased for preparation and reporting; 3.5 for airplane travel to Brazil; and 5 to facilitate workshop in Brazil).</p>	<p>Q2 2026</p>	
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<p>Output A.3:</p> <p>Advance dialogue and interaction with INPI users</p>	<p>Status at project completion (if earlier year:____):</p>
<p>Output A.3 indicator:</p> <p>Guidelines for systematic interaction with stakeholders and users of INPI's services are drafted and operationalized.</p>	<p>Status at project completion (if earlier year:____):</p>
<p>Observations:</p> <p>An important aspect of operating a modern IP office is to have a customer-centric approach. It is not sufficient that the IP offices limit themselves to conducting statutory tasks, such as granting of patents and registration of trademarks. Efforts also needs to be put into making it as easy as possible for end-users to protect their IP rights and subsequently capitalise on their innovation to the prosperity of their businesses as well as to the national economy. DKPTO has worked in this for the last 20 years internally by training technical staff in interacting with end-users and through targeted information activities aiming at making it as easy as possible for the end-users to protect their IP.</p>	

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Activity	Purpose – content - product	Partners and resources involved	Timing	Status (year: ____):
A.3.1: INPI delegation visit to Denmark (customer service/user interaction)	<p>Purpose: introduce INPI specialists to DKPTO’s approach to customer service/user interaction.</p> <p>Content: One week-long delegation visit in Denmark for five INPI experts.</p> <p>Product: TOR and mission report.</p>	<p>Travel and stay for five INPI representatives in Denmark.</p> <p>DKPTO: 15 working days in Denmark.</p>	Q2 2023	
A.3.2: Baseline study for INPI user interaction and outreach	<p>Purpose: understand INPIs efforts for enhancing interaction with stakeholders and users of INPI services and agree on joint efforts to support them.</p> <p>Content: One week-long DKPTO delegation visit in Brazil.</p> <p>Product: TOR and mission report.</p>	<p>Travel and stay for two DKPTO experts in Brazil.</p> <p>DKPTO: 2 x 11 working days (2.5 homebased for preparation and reporting; 3.5 for airplane travel to Brazil; and 5 to facilitate workshop in Brazil).</p>	Q2 2023	
A.3.3: INPI Communication Perception Survey, Digital Marketing and DKPTO user interaction	<p>Purpose: Conduct experience-sharing workshops on DKPTO external stakeholder management approach and targeted outreach communications campaigns (awareness and guidance).</p>	<p>Travel and stay for two DKPTO experts in Brazil.</p> <p>DKPTO: 2 x 11 working days (2.5 homebased for preparation and reporting; 3.5 for airplane travel to</p>	Q2 2024	

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	<p>Content: One week-long DKPTO delegation visit in Brazil.</p> <p>Product: TOR and mission report.</p>	Brazil; and 5 to facilitate workshop in Brazil).		
A.3.4: IP Client and automated/self-service solutions	<p>Purpose: Conduct experience-sharing workshops on DKPTO solutions to facilitate user interaction, including hotline, e-for validation and IP Client interface.</p> <p>Content: One week-long DKPTO delegation visit in Brazil.</p> <p>Product: TOR and mission report.</p>	<p>Travel and stay for two DKPTO experts in Brazil.</p> <p>DKPTO: 2 x 11 working days (2.5 homebased for preparation and reporting; 3.5 for airplane travel to Brazil; and 5 to facilitate workshop in Brazil).</p>	Q4 2024	

<p>Output A.4:</p> <p>Promote awareness and observance of IP in Brazil.</p>	<p>Status at project completion (if earlier year:____):</p>
<p>Observations:</p> <p>A well-functioning national IP infrastructure requires that proper measures for both IP protection and IP enforcement are in place. Enhanced cooperation between the IP active authorities has proven valuable in this respect. Through the Danish Ministerial Network against IPR Infringements the respective authorities have enhanced the coordination significantly and led to joint activities being carried out. Experience-sharing of this issue will be the focus of this activity.</p>	
<p>Output A.4 indicator:</p> <p>A formal structure for experience-sharing and coordination for INPI and relevant observance actors is established.</p>	<p>Status at project completion (if earlier year:____):</p>

Guidelines for Strategic Sector Cooperation 2020, **TEMPLATE 4**

Activity	Purpose – content - product	Partners and resources involved	Timing	Status (year: ____):
A.4.1: Brazilian delegation visit to Denmark (IPR awareness and observance)	<p>Purpose: introduce INPI specialists to DKPTO’s approach to IPR awareness and observance.</p> <p>Content: One week-long delegation visit in Denmark for five INPI experts.</p> <p>Product: TOR and mission report.</p>	<p>Travel and stay for five INPI representatives in Denmark.</p> <p>DKPTO: 15 working days in Denmark.</p>	Q1 2025	
A.4.2: Baseline study on IPR observance and awareness in Brazil	<p>Purpose: understand INPIs efforts for enhancing coordination with stakeholders for IPR awareness and observance and agree on joint efforts to support them.</p> <p>Content: One week-long DKPTO delegation visit in Brazil.</p> <p>Product: TOR and mission report.</p>	<p>Travel and stay for two DKPTO experts in Brazil.</p> <p>DKPTO: 2 x 11 working days (2.5 homebased for preparation and reporting; 3.5 for airplane travel to Brazil; and 5 to facilitate workshop in Brazil).</p>	Q2 2025	
A.4.3: Managing the Danish Ministerial Network against IPR Infringements	<p>Purpose: Conduct experience-sharing workshops on DKPTO work with its inter-ministerial IPR network and the proposed Brazilian Institutional Relations Program to</p>	<p>Travel and stay for two DKPTO experts in Brazil.</p> <p>DKPTO: 2 x 11 working days (2.5 homebased for preparation and reporting;</p>	Q3 2025	

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	<p>deepen dialogue and cooperation with executive, legislative and judicial entities.</p> <p>Content: One week-long DKPTO delegation visit in Brazil.</p> <p>Product: TOR and mission report.</p>	3.5 for airplane travel to Brazil; and 5 to facilitate workshop in Brazil).		
A.4.4: Outreach, advocacy and measuring results	<p>Purpose: Conduct experience-sharing workshops on DKPTO work with its annual planning cycle for IPR outreach campaigns for external stakeholders.</p> <p>Content: One week-long DKPTO delegation visit in Brazil.</p> <p>Product: TOR and mission report.</p>	<p>Travel and stay for two DKPTO experts in Brazil.</p> <p>DKPTO: 2 x 11 working days (2.5 homebased for preparation and reporting; 3.5 for airplane travel to Brazil; and 5 to facilitate workshop in Brazil).</p>	Q4 2025	

Output A.5:		Status at project completion (if earlier year:____):		
Advance IPR-complementary market regulation in Brazil				
Output A.5 indicator: A bilateral dialogue mechanism for IPR-complementary market regulation between MDIC and EM is established.		Status at project completion (if earlier year:____):		
Activity	Purpose – content - product	Partners and resources involved	Timing	Status (year: ____):

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<p>A.5.1: Competition, regulation and IPR in Denmark</p>	<p>Purpose: Conduct relevant experience-sharing workshops of IPR-complementary regulatory practices in Denmark to support MDIC’s ambitions and projects.</p> <p>Content: One week-long delegation visit from the Danish Ministry of Industry, Business and Financial Affairs in Brazil.</p> <p>Product: TOR and mission report.</p>	<p>Travel and stay for two EM experts in Brazil.</p> <p>EM: 2 x 11 working days (2.5 homebased for preparation and reporting; 3.5 for airplane travel to Brazil; and 5 to facilitate workshop in Brazil).</p>	<p>Q1 2024</p>	
<p>A.5.2: Industrial policy formulation for enhanced IPR environments</p>	<p>Purpose: Continue relevant experience-sharing workshops of IPR complementary regulatory practices in Denmark to support MDIC’s ambitions and projects.</p> <p>Content: One week-long delegation visit from the Danish Ministry of Industry, Business and Financial Affairs in Brazil.</p> <p>Product: TOR and mission report.</p>	<p>Travel and stay for two EM experts in Brazil.</p> <p>EM: 2 x 11 working days (2.5 homebased for preparation and reporting; 3.5 for airplane travel to Brazil; and 5 to facilitate workshop in Brazil).</p>	<p>Q3 2024</p>	

<p>OUTCOME B:</p> <p>Advance innovation and IPR commercialization in Brazil and in the Latin American region.</p>	<p>Status at project completion (if earlier year:____):</p>
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Guidelines for Strategic Sector Cooperation 2020, **TEMPLATE 4**

<p>Output B.1</p> <p>Support innovation and IPR commercialization initiatives in Brazil.</p>	<p>Status at project completion (if earlier year:____):</p>			
<p>Output B.1 indicator</p> <p>National Brazilian action on innovation and IPR is promoted and implemented.</p>	<p>Status at project completion (if earlier year:____):</p>			
<p>Observations:</p> <p>DKPTO engages in partnerships in order reach out to stakeholders for whom IP is not an obvious priority. Partnerships with business centres, universities, industry clusters ensure that users can still obtain information about IPR and that they are directed towards the DKPTO to aide commercialization of innovation.</p>				
<p>Activity</p>	<p>Purpose – content - product</p>	<p>Partners and resources involved</p>	<p>Timing</p>	<p>Status (year:):</p>
<p>B.1.1: Brazilian political delegation visit to Denmark #1 (Innovation and IPR commercialization)</p>	<p>Purpose: introduce political stakeholders to the structure of innovation ecosystems in Denmark, including the pivotal role of IPR promotion and protection.</p> <p>Content: One four-day delegation visit for five political stakeholders.</p> <p>Product: Mission report.</p>	<p>Travel and stay for five political stakeholders in Denmark.</p> <p>DKPTO: 10 working days in Denmark.</p>		

Guidelines for Strategic Sector Cooperation 2020, **TEMPLATE 4**

<p>B.1.2: Brazilian political delegation visit to Denmark #2 (Innovation and IPR commercialization)</p>	<p>Purpose: introduce political stakeholders to the structure of innovation ecosystems in Denmark, including the pivotal role of IPR promotion and protection.</p> <p>Content: One four-day delegation visit for five political stakeholders.</p> <p>Product: Mission report.</p>	<p>Travel and stay for five political stakeholders in Denmark.</p> <p>DKPTO: 10 working days in Denmark.</p>		
<p>B.1.3: Promoting IPR and innovation with external partners</p>	<p>Purpose: Conduct experience-sharing workshops on DKPTO practices for promoting innovation and IPR in the national Danish innovation ecosystem.</p> <p>Content: One week-long DKPTO delegation visit in Brazil.</p> <p>Product: TOR and mission report.</p>	<p>Travel and stay for two DKPTO experts in Brazil.</p> <p>DKPTO: 2 x 11 working days (2.5 homebased for preparation and reporting; 3.5 for airplane travel to Brazil; and 5 to facilitate workshop in Brazil).</p>	<p>Q1 2024</p>	
<p>B.1.4: IPR to promote regional development – clusters and professional organizations</p>	<p>Purpose: Conduct experience-sharing workshops on DKPTO practices for promoting innovation by working with clusters and professional organizations.</p> <p>Content: One week-long DKPTO delegation visit in Brazil.</p> <p>Product: TOR and mission report.</p>	<p>Travel and stay for two DKPTO experts in Brazil.</p> <p>DKPTO: 2 x 11 working days (2.5 homebased for preparation and reporting; 3.5 for airplane travel to Brazil; and 5 to facilitate workshop in Brazil).</p>	<p>Q3 2024</p>	

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<p>B.1.5: IP in schools and education</p>	<p>Purpose: Conduct experience-sharing workshops on DKPTO practices for promoting innovation by working with schools and learning institutions.</p> <p>Content: One week-long DKPTO delegation visit in Brazil.</p> <p>Product: TOR and mission report.</p>	<p>Travel and stay for two DKPTO experts in Brazil.</p> <p>DKPTO: 2 x 11 working days (2.5 homebased for preparation and reporting; 3.5 for airplane travel to Brazil; and 5 to facilitate workshop in Brazil).</p>	<p>Q4 2025</p>	
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<p>Output B.2:</p> <p>Promote strategic use of strong IPR systems as industrial development policy in Latin America.</p>	<p>Status at project completion (if earlier year:____):</p>
<p>Output B.2 indicator:</p> <p>Establishment of a regular dialogue mechanism between selected Latin American countries about IPR and industrial development.</p>	<p>Status</p>
<p>Observations:</p> <p>The European Patent Office (EPO) and the European Union Intellectual Patent Office (EUIPO) uphold regular dialogues between the member states and launches capacity-developing initiatives. In Latin America, a EU-funded regional IP Key project has been initiated in this spirit to stimulate EU-LATAM exchanges. To address INPI's stated ambitions to become a regional reference IP Office, this output will complement EU initiatives to promote regional integration of IP protection initiatives by working in par with IP Key, focusing on IP as an industrial development tool. Activities will be held at senior level.</p>	

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Activity	Purpose – content - product	Partners and resources involved	Timing	Status (year: ____):
B.2.1: IP as national tool to develop industrial policy	<p>Purpose: Conduct regional experience-sharing workshops with INPI on the value of strong IPR systems as industrial development policy in Latin America with participation from other regional IP offices.</p> <p>Content: One week-long DKPTO delegation visit in Brazil.</p> <p>Product: TOR and mission report.</p>	<p>Travel and stay for two DKPTO experts in Brazil.</p> <p>DKPTO: 2 x 11 working days (2.5 homebased for preparation and reporting; 3.5 for airplane travel to Brazil; and 5 to facilitate workshop in Brazil).</p>	Q2 2024	
B.2.2: Knowledge-intensive industries and IP	<p>Purpose: Conduct regional experience-sharing workshops with INPI on the value of IPR infrastructure to expand knowledge-intensive industries in Latin America with participation from other regional IP offices.</p> <p>Content: One week-long DKPTO delegation visit in Brazil.</p> <p>Product: TOR and mission report.</p>	<p>Travel and stay for two DKPTO experts in Brazil.</p> <p>DKPTO: 2 x 11 working days (2.5 homebased for preparation and reporting; 3.5 for airplane travel to Brazil; and 5 to facilitate workshop in Brazil).</p>	Q4 2024	
B.2.3: Protecting innovation ecosystems	<p>Purpose: Conduct regional experience-sharing workshops with INPI on the value of strong IPR systems to promote research and</p>	<p>Travel and stay for two DKPTO experts in Brazil.</p> <p>DKPTO: 2 x 11 working days (2.5 homebased for</p>	Q2 2025	

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	<p>commercialization in Latin America with participation from other regional IP offices.</p> <p>Content: One week-long DKPTO delegation visit in Brazil.</p> <p>Product: TOR and mission report.</p>	<p>preparation and reporting; 3.5 for airplane travel to Brazil; and 5 to facilitate workshop in Brazil).</p>		
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<p>OUTCOME C:</p> <p>Advance digital government and green innovation in public services in Brazil</p>	<p>Status at project completion (if earlier year: ____):</p> <p>Achieved</p> <p>Partly achieved – explain</p> <p>Not achieved – why</p>
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<p>Output C.1:</p> <p>Further strategic use of data to improve delivery of digital public services and increase environmental sustainability.</p>	<p>Status at project completion (if earlier year: ____):</p> <p>Achieved</p> <p>Partly achieved – explain</p> <p>Not achieved - why</p>
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<p>Output C.1 indicator:</p> <p>Evidenced enhanced data interoperability and data exchange between public registries.</p>	<p>Status at project completion: (if earlier year: ____):</p>
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<p>Activity</p>	<p>Purpose – content - product</p>	<p>Partners and resources involved</p>	<p>Timing</p>	<p>Status year ____:</p>
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Guidelines for Strategic Sector Cooperation 2020, **TEMPLATE 4**

<p>C.1.1: Brazilian delegation visit to Denmark (data and digital government)</p>	<p>Purpose: introduce SGD specialists to SDFI’s approach to basic data infrastructure and interoperability in digital government.</p> <p>Content: One week-long delegation visit in Denmark for five SGD experts.</p> <p>Product: TOR and mission report.</p>	<p>Travel and stay for five SGD representatives in Denmark.</p>	<p>Q1 2024</p>	
<p>C.1.2: Baseline study on data use in Brazilian digital government</p>	<p>Purpose: understand SGD’s efforts for data interoperability and basic registry infrastructure and agree on joint efforts to support them.</p> <p>Content: One week-long SDFI delegation visit in Brazil.</p> <p>Product: TOR and mission report.</p>	<p>Travel and stay for two SDFI experts in Brazil.</p> <p>SDFI: 2 x 11 working days (2.5 homebased for preparation and reporting; 3.5 for airplane travel to Brazil; and 5 to facilitate workshop in Brazil).</p>	<p>Q4 2023</p>	
<p>C.1.3: Basic data registries in Denmark</p>	<p>Purpose: Conduct relevant experience-sharing workshops of SDFI practices within data interoperability and basic registry infrastructure to support SGD ambitions.</p> <p>Content: One week-long SDFI delegation visit in Brazil.</p> <p>Product: TOR and mission report.</p>	<p>Travel and stay for two SDFI experts in Brazil.</p> <p>SDFI: 2 x 11 working days (2.5 homebased for preparation and reporting; 3.5 for airplane travel to Brazil; and 5 to facilitate workshop in Brazil).</p>	<p>Q2 2024</p>	

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<p>C.1.4: Data in partnerships</p>	<p>Purpose: Conduct relevant experience-sharing workshops of SDFI practices to gather and organize data with external partners, also private sector.</p> <p>Content: One week-long SDFI delegation visit in Brazil.</p> <p>Product: TOR and mission report.</p>	<p>Travel and stay for two SDFI experts in Brazil.</p> <p>SDFI: 2 x 11 working days (2.5 homebased for preparation and reporting; 3.5 for airplane travel to Brazil; and 5 to facilitate workshop in Brazil).</p>	<p>Q4 2024</p>	
<p>C.1.5: New data and emerging business models</p>	<p>Purpose: Conduct relevant experience-sharing workshops of SDFI practices to accelerate environmental sustainability in Denmark by use of data.</p> <p>Content: One week-long SDFI delegation visit in Brazil.</p> <p>Product: TOR and mission report.</p>	<p>Travel and stay for two SDFI experts in Brazil.</p> <p>SDFI: 2 x 11 working days (2.5 homebased for preparation and reporting; 3.5 for airplane travel to Brazil; and 5 to facilitate workshop in Brazil).</p>	<p>Q2 2025</p>	

<p>Output C.2:</p> <p>Expand reach of digital services in Brazil and further the use of digital and green government in states and municipalities</p>	<p>Status at project completion (if earlier year: ____):</p>
<p>Output C.2 indicator:</p> <p>Evidenced Danish inputs reflected in the Brazilian national strategy for digital government (ENGD).</p>	<p>Status at project completion (if earlier year: ____):</p>

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Activity	Purpose – content - product	Partners and resources involved	Timing	Status (year: ____):
<p>C.2.1: Brazilian delegation visit to Denmark (decentralized digital government)</p>	<p>Purpose: introduce SGD specialists to decentralized, municipal digital government in Denmark and its stakeholders (KL, KOMBIT, municipalities, DIGST).</p> <p>Content: One week-long delegation visit in Denmark for five Brazilian experts.</p> <p>Product: TOR and mission report.</p>	<p>Travel and stay for five Brazilian representatives in Denmark.</p>	<p>Q2 2025</p>	
<p>C.2.2: Baseline study on decentralized digital government in Brazil</p>	<p>Purpose: understand efforts from SGD and municipal partners for a strategy for decentralized digital government and and agree on joint efforts to support them.</p> <p>Content: One week-long delegation visit in Brazil.</p> <p>Product: TOR and mission report.</p>	<p>Travel and stay for two Danish municipal digital government experts in Brazil.</p> <p>Danish municipality: 2 x 11 working days (2.5 homebased for preparation and reporting; 3.5 for airplane travel to Brazil; and 5 to facilitate workshop in Brazil).</p>	<p>Q1 2025</p>	
<p>C.2.3: Partnerships in Denmark for municipal digital government</p>	<p>Purpose: Conduct experience-sharing workshops on municipal digital government in Denmark and strategic approaches to drive it.</p>	<p>Travel and stay for two Danish municipal digital government experts in Brazil.</p>	<p>Q4 2025</p>	

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	<p>Content: One week-long delegation visit in Brazil.</p> <p>Product: TOR and mission report.</p>	<p>Danish municipality: 2 x 11 working days (2.5 homebased for preparation and reporting; 3.5 for airplane travel to Brazil; and 5 to facilitate workshop in Brazil).</p>		
<p>C.2.4: Common infrastructure and procurement</p>	<p>Purpose: Conduct experience-sharing workshops on building common digital infrastructure and procuring IT solutions in consortiums such as KOMBIT.</p> <p>Content: One week-long delegation visit in Brazil.</p> <p>Product: TOR and mission report.</p>	<p>Travel and stay for two Danish municipal digital government experts in Brazil.</p> <p>Danish municipality: 2 x 11 working days (2.5 homebased for preparation and reporting; 3.5 for airplane travel to Brazil; and 5 to facilitate workshop in Brazil).</p>	Q1 2026	

<p>Output C.3:</p> <p>Enhance leadership competences in digital government amongst the Brazilian civil servants</p>	<p>Status at project completion (if earlier year:____):</p>
<p>Output C.3 indicator:</p> <p>SGD project on digital government skill building “MentorIA” is operationalized.</p>	<p>Status at project completion (if earlier year:____):</p>

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Activity	Purpose – content - product	Partners and resources involved	Timing	Status (year: ____):
C.3.1: Baseline study on leadership training on digital government in Brazil	<p>Purpose: Provide consultancy advise and support to operationalize SGD project “MentorIA”.</p> <p>Content: One week-long consultant visit in Brazil.</p> <p>Product: TOR and mission report.</p>	<p>Travel and stay for one digital government consultant in Brazil.</p> <p>Consultant: 3 homebased working days for preparation and reporting and 5 working days to facilitate activity in Brazil).</p>	Q1 2024	
C.3.2: MentorIA #1	<p>Purpose: Provide consultancy advise and support to operationalize SGD project “MentorIA”.</p> <p>Content: One week-long consultant visit in Brazil.</p> <p>Product: TOR and mission report.</p>	<p>Travel and stay for one digital government consultant in Brazil.</p> <p>Consultant: 3 homebased working days for preparation and reporting and 5 working days to facilitate activity in Brazil).</p>	Q2 2024	
C.3.3: MentorIA #2	<p>Purpose: Provide consultancy advise and support to operationalize SGD project “MentorIA”.</p> <p>Content: One week-long consultant visit in Brazil.</p>	<p>Travel and stay for one digital government consultant in Brazil.</p> <p>Consultant: 3 homebased working days for preparation and reporting and 5 working</p>	Q3 2024	

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	Product: TOR and mission report.	days to facilitate activity in Brazil).		
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Output C.4: Integrate data use in centralized public procurement to measure environmental and social impacts.		Status at project completion (if earlier year: ____):		
Output C.4 indicator: Evidenced Danish inputs reflected in the Brazilian national strategy for digital government (ENGD).		Status at project completion (if earlier year: ____):		
Activity	Purpose – content - product	Partners and resources involved	Timing	Status (year: ____):
C.4.1: Brazilian delegation visit to Denmark (public procurement)	Purpose: introduce SEGES specialists to sustainable public procurement and the role of OES in Denmark. Content: One week-long delegation visit in Denmark for five SEGES experts. Product: TOR and mission report.		Q4 2023	
C.4.2: Baseline study on social and environmentally	Purpose: understand SEGES efforts for sustainable public procurement and agree on joint efforts to support them.	Travel and stay for two OES experts in Brazil.	Q4 2023	

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sustainable public procurement in Brazil	<p>Content: One week-long OES delegation visit in Brazil.</p> <p>Product: TOR and mission report.</p>	OES: 2 x 11 working days (2.5 homebased for preparation and reporting; 3.5 for airplane travel to Brazil; and 5 to facilitate workshop in Brazil).		
C.4.3: Strategic approaches to green public procurement in Denmark	<p>Purpose: Conduct experience-sharing workshops of OES and other Danish public authorities to share strategic approaches within sustainable public procurement to support SEGES ambitions.</p> <p>Content: One week-long OES delegation visit in Brazil.</p> <p>Product: TOR and mission report.</p>	<p>Travel and stay for two OES experts in Brazil.</p> <p>OES: 2 x 11 working days (2.5 homebased for preparation and reporting; 3.5 for airplane travel to Brazil; and 5 to facilitate workshop in Brazil).</p>	Q2 2024	
C.4.4: Drafting a Brazilian strategy for social and environmentally sustainable public procurement	<p>Purpose: Provide expert experience-sharing to support SEGES finalization of a national strategy for social and environmentally sustainable public procurement in Brazil.</p> <p>Content: One week-long OES delegation visit in Brazil.</p> <p>Product: TOR and mission report.</p>	<p>Travel and stay for two OES experts in Brazil.</p> <p>OES: 2 x 11 working days (2.5 homebased for preparation and reporting; 3.5 for airplane travel to Brazil; and 5 to facilitate workshop in Brazil).</p>	Q4 2024	

Output C.5:	Status at project completion (if earlier year: ____):
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Operationalize the use of Behavioural Insight theory (BI) to promote green innovation in government.				
Output C.5 indicator: SEGES projects on applying BI progress into implementation phase.		Status at project completion (if earlier year: ____):		
Activity	Purpose – content - product	Partners and resources involved	Timing	Status (year: ____):
C.5.1: Baseline study on the application of BI in the public sector in Brazil	Purpose: Conduct tailored workshop to SEGES' BI unit and support implementation of selected projects. Content: One week-long consultant visit in Brazil. Product: TOR and mission report.	Travel and stay for three BI consultant in Brazil. Consultant: 3 homebased working days for preparation and reporting and 5 working days to facilitate activity in Brazil).	Q3 2023	
C.5.2: Support to selected project(s) #1	Purpose: On basis of C.5.1, provide expert consultancy support to further advancement of SEGES strategic projects. Content: One week-long consultant visit in Brazil. Product: TOR and mission report.	Travel and stay for one BI consultant in Brazil. Consultant: 3 homebased working days for preparation and reporting and 5 working days to facilitate activity in Brazil).	Q2 2024	

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<p>C.5.3: Support to selected project(s) #2</p>	<p>Purpose: Continuation of activity C.5.2.</p> <p>Content: One week-long consultant visit in Brazil.</p> <p>Product: TOR and mission report.</p>	<p>Travel and stay for one BI consultant in Brazil.</p> <p>Consultant: 3 homebased working days for preparation and reporting and 5 working days to facilitate activity in Brazil).</p>	<p>Q4 2024</p>	
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5A: Distribution of Activities/Workdays

Country: Brazil Sector: IPR/Digital MFA File No. : 201X-XXXX

	2023		2024				2025				2026		2023	2024	2025	2026	Total
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2					
Activity 0.1: High-level delegation visit to Denmark for INPI (output A and B)		x											0	0	0	0	0
Activity 0.2: High-level delegation visit to Denmark for digital government and green innovation partners (output C)		x											0	0	0	0	0
Activity 0.3: Steering Committee meetings and project coordination	25	40	25	30	25	30	35	30	25	30	25	30	65	110	120	55	350
Subtotal for cross-cutting activities	25	40	25	30	25	30	35	30	25	30	25	30	65	110	120	55	350
Outcome A: Strengthen examination, registration, and protection of intellectual property rights in Brazil																	
Output A.1: Enhance efficiency and consistent quality in examination and registration of IPR																	
Activity A.1.1: INPI delegation visit to Denmark (management of quality)		15											15	0	0	0	15
Activity A.1.2: Baseline study for INPI quality management and case processing				22									0	22	0	0	22
Activity A.1.3: Patent Flow Automation (PFA) and Patent Search Optimization (PSO)						22							0	22	0	0	22
Activity A.1.4: E-patents and Patent Database Modernization (PDM)								22					0	0	22	0	22
Activity A.1.5: No-Search Trademarks Examinations, Trademark Opposition Filing, and possible revision of LPI											22		0	0	0	22	22
Subtotal output A.1	0	15	0	22	0	22	0	0	22	0	22	0	15	44	22	22	103
Output A.2: Strengthen internal training in technical areas and advance a conducive work environment at INPI																	
Activity A.2.1: INPI delegation visit to Denmark (technical areas/working environment)					15		15						0	0	15	0	15
Activity A.2.2: Baseline study for INPI working environment initiatives						22		22					0	0	22	0	22
Activity A.2.3: Manager Development Program (PDG), Technical Development Program (PDTEC) and Team Development Program (PDE)							22			22			0	0	22	0	22
Activity A.2.4: Strategic workforce management and work climate									22			22	0	0	0	22	22
Activity A.2.5: Internal communication and addressing psychosocial risk												22	0	0	0	22	22
Subtotal output A.2	0	0	0	0	0	0	15	22	0	22	22	22	0	0	59	44	103
Output A.3: Advance dialogue and interaction with INPI users																	
Activity A.3.1: INPI delegation visit to Denmark (customer service/user interaction)		15											15	0	0	0	15
Activity A.3.2: Baseline study for INPI user interaction and outreach		22											22	0	0	0	22
Activity A.3.3: INPI Communication Perception Survey, Digital Marketing and DKPTO user				22									0	22	0	0	22
Activity A.3.4: IP Client and automated/self-service solutions						22							0	22	0	0	22
Subtotal output A.3	0	37	0	22	0	22	0	0	0	0	0	0	37	44	0	0	81
Output A.4: Promote awareness and observance of IP in Brazil																	
Activity A.4.1: Brazilian delegation visit to Denmark (IPR awareness and observance)							15						0	0	15	0	15
Activity A.4.2: Baseline study on IPR observance and awareness in Brazil								11					0	0	11	0	11
Activity A.4.3: Managing the Danish Ministerial Network against IPR Infringements									11				0	0	11	0	11
Activity A.4.4: Outreach, advocacy and measuring results										11			0	0	11	0	11
Subtotal output A.4	0	0	0	0	0	0	15	11	11	11	0	0	0	0	48	0	48
Output A.5: Advance IPR-complementary marked regulation in Brazil																	
Activity A.5.1: DK delegation visit to Brazil #1			22										0	22	0	0	22
Activity A.5.2: Competition, regulation and IPR in Denmark					22								0	22	0	0	22
Subtotal output A.5	0	0	22	0	22	0	0	0	0	0	0	0	0	44	0	0	44
Total outcome A	0	52	22	44	22	44	30	33	33	33	44	22	52	132	129	66	379
Outcome B: Advance innovation and IPR commercialization in Brazil and in the Latin American region																	
Output B.1: Support innovation and IPR commercialization initiatives in Brazil																	
Activity B.1.1: Brazilian political delegation visit to Denmark #1 (Innovation and IPR commercialization)					x								0	0	0	0	0
Activity B.1.2: Brazilian political delegation visit to Denmark #2 (Innovation and IPR commercialization)									x				0	0	0	0	0
Activity B.1.3: Promoting IPR and innovation with external partners			22										0	22	0	0	22
Activity B.1.4: IPR to promote regional development – clusters and professional					22								0	22	0	0	22
Activity B.1.5: IP in schools and education										22			0	0	22	0	22
Subtotal output B.1	0	0	22	0	22	0	0	0	0	22	0	0	0	44	22	0	66
Output B.2: Promote strategic use of strong IPR systems as industrial development policy in Latin America																	
Activity B.2.1: IP as national tool to develop industrial policy				22									0	22	0	0	22
Activity B.2.2: DKPTO delegation visit to Brazil #2 Knowledge-intensive industries and IP						22							0	22	0	0	22
Activity B.2.3: Protecting innovation ecosystems								22					0	0	22	0	22
Subtotal output B.2	0	0	0	22	0	22	0	22	0	0	0	0	0	44	22	0	66
Total outcome B	0	0	22	22	22	22	0	22	0	22	0	0	0	88	44	0	132
Outcome C: Advancing digital government and green innovation in public services in Brazil																	
Output C.1: Further strategic use of data to improve delivery of digital public services and increase environmental sustainability																	
Activity C.1.1: Brazilian delegation visit to Denmark (data and digital government)			x										0	0	0	0	0
Activity C.1.2: Baseline study on data use in Brazilian digital government		33											33	0	0	0	33
Activity C.1.3: Basic data registries in Denmark				22									0	22	0	0	22
Activity C.1.4: Data in partnerships						22							0	22	0	0	22
Activity C.1.5: New data and emerging business models								22					0	0	22	0	22
Subtotal output C.1	0	33	0	22	0	22	0	22	0	0	0	0	33	44	22	0	99

Delegation vi 8,5
Delegation vi 2,5
11

Output C.2: expand reach of digital services in Brazil and further the use of digital and green government in states and municipalities																		
Activity C.2.1: Brazilian delegation visit to Denmark (decentralized digital government)			x											0	0	0	0	0
Activity C.2.2: Baseline study on decentralized digital government in Brazil	22						22							0	0	22	0	22
Activity C.2.3: Partnerships in Denmark for municipal digital government				22						22				0	0	0	0	0
Activity C.2.4: Common infrastructure and procurement								22			22			0	0	0	22	22
Subtotal output C.2	0	0	0	0	0	0	22	0	0	0	22	0	0	0	0	22	22	44
Output C.3: enhance leadership competences in digital government amongst the Brazilian civil servants																		
Activity C.3.1: Baseline study on leadership training on digital government in Brazil			x											0	0	0	0	0
Activity C.3.2: MentorIA #1				x										0	0	0	0	0
Activity C.3.3: MentorIA #2					x									0	0	0	0	0
Subtotal output C.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Output C.4: integrate data use in centralized public procurement to measure environmental and social impacts																		
Activity C.4.1: Brazilian delegation visit to Denmark (public procurement)		x												0	0	0	0	0
Activity C.4.2: Baseline study on social and environmentally sustainable public procurement	22													22	0	0	0	22
Activity C.4.3: Strategic approaches to green public procurement in Denmark				22										0	22	0	0	22
Activity C.4.4: Drafting a Brazilian strategy for social and environmentally sustainable public procurement						22								0	22	0	0	22
Subtotal output C.4	0	22	0	22	0	22	0	0	0	0	0	0	0	22	44	0	0	66
Output C.5: operationalize the use of Behavioural Insights to promote green innovation in government																		
Activity C.5.1: Baseline study on the application of BI in the public sector in Brazil	x													0	0	0	0	0
Activity C.5.2: Support to selected project(s) #1				x										0	0	0	0	0
Activity C.5.3: Support to selected project(s) #2						x								0	0	0	0	0
Subtotal output C.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total outcome C	0	55	0	44	0	44	22	22	0	0	22	0	55	88	44	22	209	

Total all outcomes	0	107	44	110	44	110	52	77	33	55	66	22	172	418	337	143	1070
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5.B: Distribution of Human Resources from Danish Authorities and Fee Budget

Country: Brazil Sector: IPR/Digital MFA File No. : 201X-XXXX

Human Resources (days)		2023		2024		2025		2026		Total working days		
Human Ressource	DK Public Authority	TWP, days**	in DK, days	TWP, days**	in DK, days	TWP, days**	in DK, days	TWP, days**	in DK, days	TWP	in DK	Total
Michael Poulsen, Project manager	DKPTO	25	30	35	50	20	80	5	40	85	200	285
Karina Degn Ringgaard, Project Assistant	DKPTO		10	5	20		20		10	5	60	65
Substantial expert DKPTO	DKPTO	37	15	102	30	96,5	32,5	51	15	287	92,5	379
Substantial expert innovation		0	0	68	20	34	10	0	0	102	30	132
Substantial expert digital government/innovation		42,5	12,5	68	20	34	10	17	5	161,5	47,5	209
										0	0	0
										0	0	0
										0	0	0
										0	0	0
Total		104,5	67,5	278	140	184,5	152,5	73	70	640	430	1070
Total workdays - from Annex B.1, must be equal to TWP + in DK days		● 172	● 418	● 337	● 143	● 60%	● 40%	● 100%				

5.C: Reimbursables

Country: Brazil Sector: IPR/Digital MFA File No. : 201X-XXXX

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Team position	Subsistence allowance						Accommodation						International travel incl. Visum						Local travel						Total				Total DKK
	Number of Days Abroad						Number of nights						Number of trips						Number of local travels										
	2023	2024	2025	2026	Rate DKK*	Total DKK	2023	2024	2025	2026	Rate DKK	Total DKK	2023	2024	2025	2026	Rate DKK	Total DKK	2023	2024	2025	2026	Rate DKK	Total DKK	2023	2024	2025	2026	
Michael Poulsen, Project manager	5	10	10	5	555	16.650	5	10	10	5	1.200	36.000	1	2	2	1	14.000	56.000					100	0	22.775	45.550	45.550	22.775	136.650
Karina Degn Ringgaard, Project Assistant	0	5	0	0	555	2.775	0	5	0	0	1.200	6.000	0	1	0	0	14.000	14.000					100	0	0	22.775	0	0	22.775
Substantial expert DKPTO	10	60	45	30	555	80.475	10	60	45	30	1.200	174.000	2	12	9	6	14.000	280.000					100	0	45.550	273.300	204.975	136.650	660.475
Substantial expert innovation	0	40	20	0	555	33.300	0	40	20	0	1.200	72.000	0	8	4	0	14.000	112.000					100	0	0	182.200	91.100	0	273.300
Substantial expert digital government/innova	25	40	20	10	555	52.725	25	40	20	10	1.200	114.000	5	8	4	2	14.000	210.000					100	0	113.875	182.200	91.100	45.550	432.725
	0	0	0	0	555	0	0	0	0	0	1.200	0	0	0	0	0	14.000	0					100	0	0	0	0	0	0
Consultant(s)					555	0	15	35	15	0	1.200	78.000	3	7	3	0	14.000	140.000					100	0	60.000	140.000	60.000	0	260.000
					555	0					1.200	0					14.000	0					100	0	0	0	0	0	0
					555	0					1.200	0					14.000	0					100	0	0	0	0	0	0
Total reimbursables	40	155	95	45		185.925	55	190	110	45		480.000	11	38	22	9		812.000	0	0	0	0		0	242.200	846.025	492.725	204.975	1.785.925

Type	Reference	Unit cost	Unit
Per Diem (Brazil)	Country specific rate according to "Moderniseringsstyrelsen"	555	DKK
Accommodation (Brazil)		1.200	DKK
Flights Copenhagen-Rio de Janeiro/Brasilia		14.000	DKK
Visa		-	DKK
Local travel (e.g. public transport, taxi)		100	DKK

Per Diem (Denmark)	Country specific rate according to "Moderniseringsstyrelsen"	477	DKK
Accommodation (Denmark)		1.200	DKK

5.D: Capacity Development

Country: Brazil Sector: IPR/Digital MFA File No. : 201X-XXXX

Activities	2023			Units
	Units	Rate DKK	Total	
0.1: High-level delegation visit to Denmark for INPI (output A and B)	1	76.124	76.124	
0.2: High-level delegation visit to Denmark for digital government and green innovation partners (output C)	1	124.186	124.186	
A.1.1: INPI delegation visit to Denmark (management of quality)			0	1
Activity A.2.1: INPI delegation visit to Denmark (technical areas/working environment)			0	
Activity A.3.1: INPI delegation visit to Denmark (customer service/user interaction)			0	1
Activity A.4.1: Brazilian delegation visit to Denmark (IPR awareness and observance)			0	
Activity B.1.1: Brazilian political delegation visit to Denmark #1 (Innovation and IPR commercialization)			0	1
Activity B.1.2: Brazilian political delegation visit to Denmark #2 (Innovation and IPR commercialization)			0	
Activity C.1.1: Brazilian delegation visit to Denmark (data and digital government)			0	1
Activity C.2.1: Brazilian delegation visit to Denmark (decentralized digital government)			0	
Activity C.4.1: Brazilian delegation visit to Denmark (public procurement)	1	122.110	122.110	
			0	
Interpretation services	3	25.000	75.000	6
			0	
			0	
			0	
			0	
			0	
			0	
			0	
			0	
			0	
			0	
Total			397.420	

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2024		2025			2026		
Rate DKK	Total	Units	Rate DKK	Total	Units	Rate DKK	Total
	0			0			0
123.910	123.910			0			0
	0	1	123.910	123.910			0
123.910	123.910			0			0
	0	1	123.910	123.910			0
125.310	125.310			0			0
	0	1	125.310	125.310			0
122.110	122.110			0			0
	0	1	122.110	122.110			0
	0			0			0
	0			0			0
25.000	150.000	3	25.000	75.000			0
	0			0			0
	0			0			0
	0			0			0
	0			0			0
	0			0			0
	0			0			0
	0			0			0
	0			0			0
	0			0			0
	0			0			0
	0			0			0
	0			0			0
	0			0			0
	0			0			0
	0			0			0
	645.240			570.240			-

High-level delegation visit to Denmark for INPI (output A and B)		Unit cost
0.1:	# of participants	
	# of nights in DK	
	Airfare	14.000 kr.
	Accommodation in CPH	1.200 kr.
	Per diems	477 kr.
	Total	

High-level delegation visit to Denmark for digital government and green innovation partners (output C)		Unit cost
0.2:	# of participants	
	# of nights in DK	
	Airfare	14.000 kr.
	Accommodation in CPH	1.200 kr.
	Per diems	477 kr.
	Transport	10.000 kr.
	Total	

INPI delegation visit to Denmark (management of quality)		Unit cost
A.1.1:	# of participants	
	# of nights in DK	
	Airfare	14.000 kr.
	Accommodation in CPH	1.200 kr.
	Per diems	477 kr.
	Transport (City Pass Large)	600 kr.
	Total	

INPI delegation visit to Denmark (technical areas/working environment)		Unit cost
A.2.1:	# of participants	
	# of nights in DK	
	Airfare	14.000 kr.
	Accommodation in CPH	1.200 kr.
	Per diems	477 kr.
	Transport (City Pass Large)	600 kr.
	Total	

INPI delegation visit to Denmark (customer service/user interaction)		Unit cost
	# of participants	
	# of nights in DK	
	Airfare	14.000 kr.
	Accommodation in CPH	1.200 kr.
	Per diems	477 kr.

A.3.1:	Transport (City Pass Large)	600 kr.
	Total	

Brazilian delegation visit to Denmark (IPR awareness and observance)		Unit cost
	# of partipants	
	# of nights in DK	
	Airfare	14.000 kr.
	Accommodation in CPH	1.200 kr.
	Per diems	477 kr.
	Transport (City Pass Large)	600 kr.
A.4.1:	Total	

Brazilian political delegation visit to Denmark #1 (Innovation and IPR commercialization)		Unit cost
	# of partipants	
	# of nights in DK	
	Airfare	14.000 kr.
	Accommodation in CPH	1.200 kr.
	Per diems	477 kr.
	Transport (Rented van)	5.000 kr.
B.1.1:	Total	

Brazilian political delegation visit to Denmark #2 (Innovation and IPR commercialization)		Unit cost
	# of partipants	
	# of nights in DK	
	Airfare	14.000 kr.
	Accommodation in CPH	1.200 kr.
	Per diems	477 kr.
	Transport (Rented van)	5.000 kr.
	Total	

Brazilian delegation visit to Denmark (data and digital government)		Unit cost
	# of partipants	
	# of nights in DK	
	Airfare	14.000 kr.
	Accommodation in CPH	1.200 kr.
	Per diems	477 kr.
	Transport (City Pass Small)	300 kr.
B.1.2:	Total	

Brazilian delegation visit to Denmark (decentralized digital government)		Unit cost
C.1.1:	# of partipants	
	# of nights in DK	

Airfare	14.000 kr.
Accommodation in CPH	1.200 kr.
Per diems	477 kr.
Transport (City Pass Small)	300 kr.
Total	

INPI delegation visit to Denmark (management of quality)		Unit cost
C.2.1:	# of partipants	
	# of nights in DK	
	Airfare	14.000 kr.
	Accommodation in CPH	1.200 kr.
	Per diems	477 kr.
	Transport (City Pass Small)	300 kr.
	Total	

Brazilian delegation visit to Denmark (public procurement)		Unit cost
C.4.1:	# of partipants	
	# of nights in DK	
	Airfare	14.000 kr.
	Accommodation in CPH	1.200 kr.
	Per diems	477 kr.
	Transport (City Pass Small)	300 kr.
	Total	

Units	Budget
4	
3	
4	56.000 kr.
12	14.400 kr.
12	5.724 kr.
	76.124 kr.

Units	Budget
6	
3	
6	84.000 kr.
18	21.600 kr.
18	8.586 kr.
1	10.000 kr.
	124.186 kr.

Units	Budget
5	
6	
5	70.000 kr.
30	36.000 kr.
30	14.310 kr.
6	3.600 kr.
	123.910 kr.

Units	Budget
5	
6	
5	70.000 kr.
30	36.000 kr.
30	14.310 kr.
6	3.600 kr.
	123.910 kr.

Units	Budget
5	
6	
5	70.000 kr.
30	36.000 kr.
30	14.310 kr.

6	3.600 kr.
123.910 kr.	

Units	Budget
5	
6	
5	70.000 kr.
30	36.000 kr.
30	14.310 kr.
6	3.600 kr.
123.910 kr.	

Units	Budget
5	
6	
5	70.000 kr.
30	36.000 kr.
30	14.310 kr.
1	5.000 kr.
125.310 kr.	

Units	Budget
5	
6	
5	70.000 kr.
30	36.000 kr.
30	14.310 kr.
1	5.000 kr.
125.310 kr.	

Units	Budget
5	
6	
5	70.000 kr.
30	36.000 kr.
30	14.310 kr.
6	1.800 kr.
122.110 kr.	

Units	Budget
5	
6	

Guidelines for Strategic Sector Cooperation 2020, TEMPLATE 5

5	70.000 kr.
30	36.000 kr.
30	14.310 kr.
6	1.800 kr.
	122.110 kr.

Units	Budget
5	
6	
5	70.000 kr.
30	36.000 kr.
30	14.310 kr.
6	1.800 kr.
	122.110 kr.

Units	Budget
5	
6	
5	70.000 kr.
30	36.000 kr.
30	14.310 kr.
6	1.800 kr.
	122.110 kr.

5.E: Consultancies

Country: Brazil Sector: IPR/Digital MFA File No. : 201X-XXXX

Consultants	2023		
	Units	Rate DKK	Total
Output A.4: Promote awareness and observance of IP in Brazil			0
Activity A.4.2: Baseline study on IPR observance and awareness in Brazil			0
Activity A.4.3: Outreach, advocacy and measuring results			0
Activity A.4.4: DKPTO delegation visit to Brazil #3			0
Output C.3: enhance leadership competences in digital government amongst the Brazilian civil servants			0
Activity C.3.1: Baseline study on leadership training on digital government in Brazil			0
Activity C.3.2: MentorIA #1			0
Activity C.3.3: MentorIA #2			0
Output C.5: operationalize the use of Behavioural Insights to promote green innovation in government			0
Activity C.5.1: Baseline study on the application of BI in the public sector in Brazil	24	4.000	96.000
Activity C.5.2: Support to selected project(s) #1			0
Activity C.5.3: Support to selected project(s) #2			0
			0
			0
			0
			0
			0
Total			96.000

Consultant rate

4000

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2024			2025			2026		
Units	Rate DKK	Total	Units	Rate DKK	Total	Units	Rate DKK	Total
		0			0			0
		0	8	4.000	32.000			0
		0	8	4.000	32.000			0
		0	8	4.000	32.000			0
		0			0			0
8	4.000	32.000			0			0
8	4.000	32.000			0			0
8	4.000	32.000			0			0
		0			0			0
		0			0			0
16	4.000	64.000			0			0
16	4.000	64.000			0			0
		0			0			0
		0			0			0
		0			0			0
		0			0			0
		0			0			0
		0			0			0
		0			0			0
		224.000			96.000			-

5.F: Total budget

Country: Brazil Sector: IPR/Digital MFA File No. : 201X-XXXX

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MFA Grant

	2023	2024	2025	2026	Total	% of grand total
	DKK	DKK	DKK	DKK	DKK	
Personnel – Danish Authority	933.352	2.262.981	1.827.424	773.339	5.797.097	58,0%
Reimbursable costs for Danish Authority Staff	242.200	846.025	492.725	204.975	1.785.925	17,9%
Activities, including Capacity development	397.420	645.240	570.240	0	1.612.900	16,1%
Consultancies (max 30% of grand total)	96.000	224.000	96.000	0	416.000	4,2%
Unallocated funds (max. 20% of grand total)	97.019	97.019	97.019	97.019	388.078	3,9%
Grand total	1.765.992	4.075.266	3.083.409	1.075.334	10.000.000	100%

Not aplicat

Share paid by Danish authority

	2023	2024	2025	2026	Total	% of total personnel
	DKK	DKK		DKK	DKK	
Personnel – Danish Authority	103.706	251.442	203.047	85.927	644.122	10,0%

Background Study

The proposed SSC builds on two preliminary phases: the first phase (2015-18) was implemented by the Danish Business Authority (ERST) and focused on experience-sharing of how to stimulate innovation in government. Brazilian partners were the Ministry of Planning through Brazil's National School of Public Administration (ENAP). The second phase (2019-23) was a reformulation as ERST withdrew from the cooperation, which instead was implemented by the Danish Patent and Trademark Office (DKPTO). This change introduced a new objective: strengthening the registration, administration and protection of intellectual property rights (IPR) in Brazil and Argentine. Meanwhile, the cooperation continued its focus on innovation in government, which was more narrowly defined as improving digital government to match the new ambitions of modernization of the Brazilian government under Jair Bolsonaro. Brazilian partners were the Institute of Industrial Property of Brazil (INPI) and the Ministry of Economy.

Having been formulated in the wake of the presidential elections that brought back President Luiz Inácio Lula da Silva and prompted a massive reshuffle of political priorities and reorganization of ministries, the third and final phase of the cooperation will synthesize the partner selection from the past two phases to support new government priorities while retaining the established focus of the SSC. As an example, many partners from ENAP who benefited from capacity-developing activities in the first phase are now in central positions in the new Ministry of Management and Innovation in Public Services (MGI) where they lead reform initiatives that are inspired by elements from the Danish experience-sharing. These include the use of Behavioural Insights to promote green innovation in government and how to integrate data use in centralized public procurement to measure environmental and social impacts. Simultaneously, established activity tracks on strengthening IPR and furthering Brazil's plan for digital government will be maintained. Past pilot activities in Argentina have been discontinued after the closure of the Embassy of Denmark in Buenos Aires.

Through the short lifespan of the SSC, the societal context in Brazil has undergone dramatic changes. In 2015 and 2016, it underwent a historically deep recession during which its economy contracted by more than 7 percent. After a dramatic and politically divisive election in 2018, the economic recovery slowly progressed until Brazil was battered by the COVID-19 pandemic which claimed the lives of more than 700,000 inhabitants and shrank the economy with five percent.

The central priorities of the new Lula government will be to grow the economy and to institute reforms to continue modernization of the public sector to better deliver social assistance programs to the population. In his campaign proposal Reconstruction and Transformation of Brazil, Lula describes his ambition to change the country into a digital and green regional economic leader by investing heavily in digital and green technologies while expanding social protection for vulnerable populations. To attract foreign investments in knowledge-intensive sectors, his administration has highlighted the necessity of continuing the improvement of its IPR protection. Vice-president Geraldo Alckmin, who has assumed the leadership of industrial development policies, has pledged that Brazil will bring down its average patent examination time to two years, an international benchmark of the most advanced economies. Currently standing at 6.9 years, INPI has devised a comprehensive strategy of initiatives that will contribute to transforming the institution into a regional reference. Activity proposals in the third phase of the are designed to support these ambitions, based on exchange of Danish practises.

Baseline 1: Brazil has eliminated its past patent backlog and aspire to become an international class IP-office, based on performance, and a regional reference in Latin America.

At the start of the IPR cooperation in 2019, Brazil had accumulated more than 150,000 patent application and average examination took more than 10 years. As of mid-2023, the backlog has been reduced to under 7,000 and the average examination was 6.9 years. The SSC will support INPI's fulfilment of its ambition of an average patent examination of two years by introducing a number of DKPTO practices including quality management tools, optimized workflows and streamlined IPR legislation that facilitate quicker processing. Further, the SSC will continue cooperation on outreach and cooperation, user dialogue and initiatives from DKPTO to improve work environment to make INPI a more competitive and attractive IPR institution in Brazil.

Based on a joint analysis, DKPTO and INPI management have identified seven objectives on IPR that will act as the framework for joint activities:

1. Enhance efficiency and consistent quality in examination and registration of IPR
2. Strengthen internal training in technical areas and advance a conducive workplace environment at INPI
3. Advance dialogue and interaction with INPI users
4. Promote awareness and observance of IP in Brazil
5. Advance IPR-complementary marked regulation in Brazil
6. Support innovation and IPR commercialization initiatives in Brazil
7. Promote strategic use of strong IPR systems as industrial development policy in Latin America

Baseline 2: Brazil has advanced innovation in public services, especially digital government, and currently has more than 140 million users on its main citizen portal, gov.br.

Brazil has made impressive strides to promote and expand its infrastructure for digital government in its more than 236 federal ministries and executive agencies. The Lula government will prioritize to expand digital government infrastructure beyond the federal level to states and municipalities in order to strengthen the foundations for integrated digital service delivery in Brazil. With more than 20 years of experience, Denmark has many perspectives on this matter, especially how to ensure cross-institutional coordination and governance framework for joint state-municipal strategies.

As the Brazilian system for digital government becomes increasingly populated, it raises a challenge about data. How to govern and use collected and produced data for policy purposes. The SSC will abridge this theme by introducing Danish best practices in data use for policy development, especially to improve environmental and social sustainability, including how to apply Behavioral Insights theory and how to use data to enhance sustainability aspects of public procurement.

Based on a joint analysis, DKPTO and MGI management have identified five objectives on innovation in government that will act as the framework for joint activities:

1. Further strategic use of data to improve delivery of digital public services and increase environmental sustainability.
2. Expand reach of digital services in Brazil and further the use of digital and green government in states and municipalities.

ANNEX 6: Background Study: SSC on Intellectual Property Rights, Innovation and Digital Government in Brazil

3. Enhance leadership competences in digital government amongst the Brazilian civil servants.
4. Integrate data use in centralized public procurement to measure environmental and social impacts.
5. Operationalize the use of Behavioural Insights to promote green innovation in government.

SUPPLERENDE KOMMENTARER TIL BUDGETTET

Af budgettet (ark 5 C) fremgår det hvor mange rejser der forventes afviklet i hele projektets levetid. Nedenfor et overblik over hvilke specifikke aktiviteter

I ark 5 C differentieres der mellem tre typer substans eksperter:

DKPTO - PVS in house eksperter,

Innovationseksperter – eksperter fra ØES og erhvervscentre, universiteter, søsterstyrelser i EM mm.

Digital Government - implementeres af Styrelsen for Dataforsyning og Infrastruktur (SDFI) samt af Gladsaxe Kommune.

AKTIVITETER 2023

AKTIVITETER	BEMANDING	ANTAL FLYBILLETTER TIL BRASILIEN
0.3 Steering Committee Meeting	Projektleder	1
A 3.2 Baseline study for INPI user interaction and outreach	To PVS-eksperter	2
C.1.2 Baseline study on data use in Brazilian digital government	Tre SDFI-eksperter	3
C.4.2 Baseline study on social and environmentally sustainable public procurement in Brazil	To ØES eksperter	2
C 5.1 Baseline study on the application of behavioral insights in the public sector in Brazil	Tre konsulent missioner	0/3
TOTAL		8+3 = 11

AKTIVITETER 2024

AKTIVITETER	BEMANDING	ANTAL FLYBILLETTER TIL BRASILIEN
0.3 Steering Committee Meetings	Projektleder + en medarbejder	2+1
A.1.2 Baseline study for INPI quality management and case processing	To PVS-eksperter	2
A.1.3 Patent Flow Automation (PFA) and Patent Search Optimization (PSO)	To PVS-eksperter	2
A.3.3 INPI Communication Perception Survey, Digital Marketing and DKPTO user interaction	To PVS-eksperter	2

A.3.4 IP client and automated self-service solutions	To PVS-eksperter	2
A.5.1 Competition, regulation and IPR in Denmark	To PVS-eksperter	2
A.5.2 Industrial policy formulation for enhanced IPR environments	To PVS-eksperter	2
B.1.3 Promoting IPR and innovation with external partners	En PVS og en innovation ekspert	2
B.1.4 IPR to promote regional development – clusters and professional organizations	En PVS og en innovation ekspert	2
B.2.1 IP as national tool to develop industrial policy	En PVS og en innovation ekspert	2
B.2.2 Knowledge-intensive industries and IP	En PVS og en innovation ekspert	2
C.1.3 Basic data registries in Denmark	To SDFI-eksperter	2
C.1.4 Data in partnerships	To SDFI-eksperter på en mission	2
C.3.1 Baseline study on leadership training on digital government in Brazil	En konsulent	0/1
C.3.2 MentorIA #1	En konsulent	0/1
C.3.3 MentorIA #2	En konsulent	0/1
C.4.3 Strategic approaches to green public procurement in Denmark	To ØES eksperter	2
C.4.4 Drafting a Brazilian strategy for social and environmentally sustainable public procurement	To ØES eksperter	2
C.5.2 Support to selected project(s) #1	To konsulent missioner	0/2
C.5.3 Support to selected project(s) #2	To konsulent missioner	0/2
TOTAL		31+7=38

AKTIVITETER 2025

AKTIVITETER	BEMANDING	ANTAL FLYBILLETTER TIL BRASILIEN
0.3 Steering Committee Meetings	Projektleder	2
A.1.4 E-patents and Patent Database Modernization (PDM).	To PVS-eksperter	2
A.2.2 Baseline study for INPI working environment initiatives	To PVS-eksperter	2

A.2.3 Manager Development Program (PDG), Technical Development Program (PDTEC) and Team Development Program (PDE).	To PVS-eksperter	2
A.4.2 Baseline study on IPR observance and awareness in Brazil	En PVS-ekspert, en konsulent	1/1
A.4.3 Managing the Danish Ministerial Network against IPR Infringements	En PVS-ekspert, en konsulent	1/1
A.4.4 Outreach, advocacy and measuring results	En PVS ekspert, en konsulent	1/1
B.1.5 IP in schools and education	To PVS eksperter	2
B.2.3 Protecting innovation ecosystems	To innovationseksperter	2
C.1.5 New data and emerging business models	To eksperter fra Gladsaxe Kommune	2
C.2.2 Baseline study on decentralized digital government in Brazil	To eksperter fra Gladsaxe Kommune	2
C.2.3 Partnerships in Denmark for municipal digital government	To eksperter fra Gladsaxe Kommune	2
TOTAL		19+3=22

AKTIVITETER 2026

AKTIVITETER	BEMANDING	ANTAL FLYBILLETTER TIL BRASILIEN
0.3 Steering Committee Meetings	Projektleder	1
A.1.5 No-Search Trademarks Examinations, Trademark Opposition Filing, and possible revision of LPI.	To PVS eksperter	2
A.2.4 Strategic workforce management and work climate	To PVS eksperter	2
A.2.5 Internal communication and addressing psychosocial risk.	To PVS eksperter	2
C.2.4 Common infrastructure and procurement	To eksperter fra Gladsaxe Kommune	2
TOTAL		9

Output C.3: enhance leadership competences in digital government amongst the Brazilian civil servants					
C.3.1	Baseline study on leadership training on digital government in Brazil				
C.3.2	MentorIA #1				
C.3.3	MentorIA #2				
Output C.4: integrate data use in centralized public procurement to measure environmental and social impacts					
C.4.1	Brazilian delegation visit to Denmark (public procurement)				
C.4.2	Baseline study on social and environmentally sustainable public procurement in Brazil				
C.4.3	Strategic approaches to green public procurement in Denmark				
C.4.4	Drafting a Brazilian strategy for social and environmentally sustainable public procurement				
Output C.5: operationalize the use of Behavioural Insights to promote green innovation in government					
C.5.1	Baseline study on the application of BI in the public sector in Brazil				
C.5.2	Support to selected project(s) #1				
C.5.3	Support to selected project(s) #2				

Annex 9 - Quality Assurance checklist for appraisal of programmes and projects¹

File number/F2 reference: 2023-28085

Programme/Project name: Strengthening Intellectual Property Rights and Protection and Advancing Digital Green Government in Brazil. (phase III)

Programme/Project period: 1 September 2023 – 31th of August 2026

Budget: 10,000,00 DKK

Presentation of quality assurance process:

The preparation of Phase III projects under the Strategic Sector Cooperation Facility follow the SSC guidelines. The preparation and decision making process consist of three steps: 1) A updated concept note, which entails an assessment of lessons learned during phase I+II and strategic choices for phase III – followed by dialogue between the Secretariat for Strategic Sector Cooperation, the concerned embassy and the Danish authority; 2) Preparation of the required project document, annual work plans, budget and an updated background study, which includes a context analysis and a basic base line assessment. Prior to the official submission of the signed project document a quality assessment dialogue takes place between the Secretariat for Strategic Sector Cooperation and the Danish authority, 3) Approval of the project document, which is signed by the local and Danish partner. The Secretariat for Strategic Sector Cooperation validates that the required information and analysis is included as per the SSC guidelines. Projects with a total value of 10 million DKK or above are approved by the Minister for Development Cooperation.

The design of the programme/project has been appraised by someone independent who has not been involved in the development of the programme/project.

The SSC guidelines don't include an independent appraisal. However, reviews of the overall Strategic Sector Cooperation Facility are made.

Two persons in the Secretariat assess the concept note and the project document using the OECD/DAC quality criteria and the guide for external appraisal of Projects and

¹ This Quality Assurance Checklist should be used by the responsible MFA unit to document the quality assurance process of appropriations where TQS is not involved. The checklist does not replace an appraisal, but aims to help the responsible MFA unit ensure that key questions regarding the quality of the programme/project are asked and that the answers to these questions are properly documented and communicated to the approving authority.

Programmes up to 43 mill. DKK as a point of departure. Subsequently, the project leader in the Danish authority makes the necessary adjustments.

The recommendations of the appraisal has been reflected upon in the final design of the programme/project.

N/a (see above).

The programme/project complies with Danida policies and Aid Management Guidelines.

The SSC project complies with the SSC guidelines. Which draw on the overall principles and concepts of the Aid Management Guidelines.

The programme/project addresses relevant challenges and provides adequate responses.

Yes.

Issues related to HRBA/Gender, Green Growth and Environment have been addressed sufficiently.

The project proposal is not formulated based on a HRBA approach and does not give specific attention to poverty and gender equality. Green Growth is partly covered by the SSC project.

Comments from the Danida Programme Committee have been addressed (if applicable).

N/a.

The programme/project outcome(s) are found to be sustainable and is in line with the partner's development policies and strategies. Implementation modalities are well described and justified.

The focus areas are defined and the project document is elaborated in collaboration between the Danish authority and its key partner, and finally agreed at management level before submitting to the SSC Secretariat. Basic project outcomes are described in the project document.

The results framework, indicators and monitoring framework of the programme/project provide an adequate basis for monitoring results and outcome.

Considering the nature of the partnership between Danish and local authorities the results framework in the project document is considered adequate.

- The programme/project is found sound budget-wise.**

Yes. The SSC project budget follows the SSC guidelines and budget templates complying with the budget guidelines issued by the Ministry of Finance (budgetvejledningen) and the principles for the calculation of overhead for state agencies (vejledning om prisfastsættelse) from the Agency for Modernisation.

- The programme/project is found realistic in its time-schedule.**

Flexibility in the design and implementation modalities are important features of the SSC projects, and is one of the prerequisites of the SSC approach for relevance and results. Hence, changes in the actual implementation can happen.

- Other donors involved in the same programme/project have been consulted, and possible harmonised common procedures for funding and monitoring have been explored.**

The project proposal does not refer to consultations with other donors. However, as this project proposal is the third phase it's anticipated that donor consultations have been undertaken in preparation of the previous phases.

- Key programme/project stakeholders have been identified, the choice of partner has been justified and criteria for selection have been documented.**

The background study includes a stakeholder analysis. On this basis the local partner is identified and is a continuation from the previous phase.

- The executing partner(s) is/are found to have the capacity to properly manage, implement and report on the funds for the programme/project and lines of management responsibility are clear.**

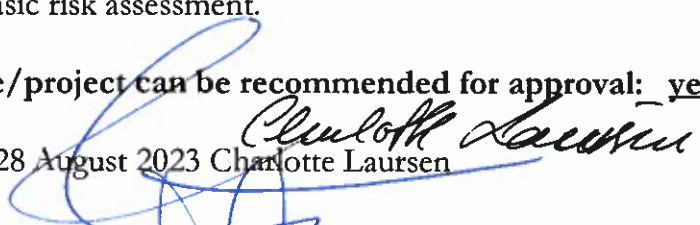
The Danish Patent and Trademark Office will be the main executing partner but technical input will be given from other Danish public Authorities.

- Risks involved have been considered and risk management integrated in the programme/project document.**

The project document contains a basic risk assessment.

- In conclusion, the programme/project can be recommended for approval: yes / no**

Date and signature of desk officer: 28 August 2023 Charlotte Laursen



AMS, HEAD OF DEPT.

Date and signature of management: 4 September 2023 Karin Poulsen

