

Committee on Development and Intellectual Property (CDIP)

Twenty-Ninth Session
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COMPLETION REPORT OF THE DEVELOPMENT AGENDA (DA) PROJECT ON TOOLS FOR SUCCESSFUL DA PROJECT PROPOSALS

prepared by the Secretariat

1. The Annex to the present document contains the completion report of the Development Agenda (DA) project on Tools for Successful DA Project Proposals. The report covers the entire period of the project implementation, i.e. from January 2020 to June 2022.

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

[Annex follows]

PROJECT SUMMARY	
<u>Project Code</u>	DA_01_05_01
<u>Title</u>	<u>Tools for Successful Development Agenda (DA) Project Proposals</u>
<u>Development Agenda Recommendations</u>	<p><i>Recommendation 1:</i> WIPO technical assistance shall be, inter alia, development-oriented, demand-driven and transparent, taking into account the priorities and the special needs of developing countries, especially LDCs, as well as the different levels of development of Member States and activities should include time frames for completion. In this regard, design, delivery mechanisms and evaluation processes of technical assistance programs should be country specific.</p> <p><i>Recommendation 5:</i> WIPO shall display general information on all technical assistance activities on its website, and shall provide, on request from Member States, details of specific activities, with the consent of the Member State(s) and other recipients concerned, for which the activity was implemented.</p> <p>*The tools developed under this project support the implementation of other DA Recommendations by facilitating the development of new DA project proposals.</p>
<u>Project Budget</u>	The total allocated budget for non-personnel cost was of 210,000 Swiss francs.
<u>Project Duration</u>	30 months (24 month, plus the extension granted by the CDIP at its 26 th session)
<u>Key WIPO Sectors/Areas Involved in the Project Implementation</u>	Development Agenda Coordination Division, Regional and National Development Sector
<u>Brief Description of Project</u>	<p>The project's long-term goal was to facilitate the elaboration of DA project proposals that are being considered by the Committee on Development and Intellectual Property (CDIP), increase their thoroughness and effective implementation.</p> <p>The project's immediate goal was to develop a number of tools that would help build the knowledge and understanding of the key elements for a successful DA project proposal, in order to:</p> <ol style="list-style-type: none"> i. drive the demand-driven approach for the implementation of DA Recommendations by Member States; ii. encourage them to submit new and comprehensive project proposals to the CDIP; iii. accelerate and/or streamline the adoption of the proposals; iv. facilitate their implementation; and v. increase the sustainability of the results of DA projects. <p>To achieve that, the project focused on the following deliverables:</p>

	<p>A. A Guidebook¹ for Member States, WIPO staff and evaluators, that provides comprehensive information on how to design, develop and implement DA project proposals, as well as the processes that Member States, wishing to make proposals to the CDIP, could follow. The Guidebook also includes annotated templates that facilitate the various steps of a DA project (development, implementation, reporting, evaluation, etc.);</p> <p>B. An online searchable Catalogue of all ongoing and completed DA projects and their outputs;</p> <p>C. A Distance Learning (DL) course on “Successful DA Projects”; and</p> <p>D. Awareness raising material and activities.</p>
<p><u>Project Manager</u></p>	<p>Mr. Georges Ghandour, Senior Counsellor, Development Agenda Coordination Division</p>
<p><u>Links to Expected Results in the Program and Budget</u></p>	<p>When developed, the project was linked and contributed to the Expected Result III.3 (WIPO’s Program and Budget 2020/21), that is “<i>Mainstreaming of the DA in the work of WIPO</i>”.</p> <p>In the Program and Budget 2022/23, the project links to E.R. 4.1 “<i>More effective use of IP to support growth and development of all Member States and their relevant regions and sub-regions, including through the mainstreaming of the Development Agenda recommendations.</i>”</p>
<p><u>Overview of the Project Implementation</u></p>	<p>The project implementation was started in January 2020, with the establishment of a project team within WIPO and by taking stock of the current processes and existing supporting documents.</p> <p>The following is the overview of the project implementation, based on the delivery of each of the project outputs described in the approved project document (CDIP/24/14 Rev.):</p> <p>A. Output 1 – Increased understanding of the methodology, challenges, questions, and best practices regarding the elaboration and management of DA projects.</p> <p><u>In-house stocktaking</u></p> <p>At the start of the project implementation, the project team took stock of the resources related to the elaboration and management of DA projects (project templates, monitoring forms, reporting forms etc.) and their evolution over time. The team also looked at the recommendations made by various DA project evaluators, in particular at those related to the project design, planning, and management. This served as a starting point in identifying the existing gaps that needed to be taken into consideration in developing the new tools.</p> <p><u>Consultation meetings with different stakeholder groups</u></p>

¹ In the initial project document (CDIP/24/14/Rev.), this expected output was referred to as a “Handbook”.

To better understand the challenges and experiences of various stakeholders involved in the process of development, consideration, and implementation of DA projects, the team held a series of virtual consultation meetings with the following groups of stakeholders:

- Member States (Geneva-based delegates, as well as government officials from various countries) – consultation held on July 27, 2020
- WIPO staff members (DA project managers, as well as other relevant WIPO staff contributing the DA projects) – consultation held on July 28, 2020
- Experts (DA project evaluators, and IP development experts) – consultation held on July 29, 2020

In the context of these consultations, participants provided comments and inputs to the concept note developed by an external Expert² who also led the discussion during the meetings. The concept note was prepared based on an analysis of the challenges faced in preparing DA projects, drawn from the desk review and initial interviews held at the WIPO headquarters during a kick-off meeting in March 2020. The outline of the final Guidebook was designed in a way so that it responds to the identified challenges, provides information on the key project management notions, and describes in detail the DA project methodology as well as the processes for proposing DA projects.

The report summarizing the discussions during the consultations is available [here](#).

Member State Questionnaire

In order to assess the difficulties faced by Member States who either have already proposed or are willing to submit a DA project proposal to the CDIP, a questionnaire was developed and sent to Permanent Missions in Geneva and Intellectual Property Offices (Industrial Property and Copyright Offices) of WIPO Member States between August and September 2020. The questionnaire focused on identifying the areas where Member States needed more support from WIPO, as well as the various aspects that were important for the CDIP to take into account when considering a project proposal.

Thirty-one (31) recipients have fully completed the Questionnaire, of which 48% (15 respondents) represented Member States who had developed a project proposal for consideration by the CDIP in the past. A more detailed description of the conclusions of the questionnaire was presented in the Progress Report contained in Annex III to document CDIP/26/2.

The results of the questionnaire complemented the inputs received during the consultations, and were taken into

² The external Expert who was selected to develop the Guidebook, was Mr. Daniel Keller, Co-Founder and President of EvalCo Sàrl, Evilard-Leubringen, Switzerland.

consideration in the development of the project deliverables.

B. Output 2 – Comprehensive information on completed and ongoing DA projects made available in a searchable and user-friendly format.

Online Searchable Catalogue of DA projects and outputs

The development of the online searchable Catalogue of DA projects and outputs was initiated by a [Proof of Concept](#) developed by WIPO at the beginning of 2020. The aim was to define the key features expected from the new platform and estimate the workload. Document [CDIP/25/INF/2](#) was presented to the CDIP at its 25th session, held in November 2020. It showcased the main features of the online Catalogue, identified the target audience for its use, and provided a few screenshots for better visualization of the search facilities and filters of the new online tool. Member States took note of the proposed Proof of Concept and provided comments to the Secretariat, which have been taken into consideration when developing the Catalogue.

The English version of the Catalogue was launched in October 2021. The Catalogue was finalized in 6 official UN languages in May 2022, and it is available at: <https://dacatalogue.wipo.int>

A demonstration of the Catalogue was made during the 28th session of the CDIP, held in May 2022.

C. Output 3 – Development of a written Guidebook and other resource materials that provide Member States with a clearer understanding of how to prepare a project proposal, the steps involved, and critical factors for enhanced implementation of an approved project.

Guidebook for the preparation, implementation and evaluation of Development Agenda projects³

The *Guidebook for the Preparation, Implementation and Evaluation of Development Agenda Projects* was one of the key deliverables of the project. The Guidebook consists of three main parts that target the three main user groups: (i) Member States; (ii) project managers; and (iii) external evaluators.

It provides comprehensive information and tips on the entire DA project lifecycle: project design, preparation, implementation, monitoring and evaluation.

The Guidebook is available in all 6 official UN languages, on the project page in the Catalogue, at: https://dacatalogue.wipo.int/projects/DA_01_05_01

³ As mentioned above, the expected output referred to in the approved project document is a “Handbook”. After a more careful consideration by the Project Team, it has been decided to call the Handbook a “Support Material” to better define its scope and objective.

DA Project Forms

To complement the Guidebook, and facilitate the work of Member States and WIPO staff involved in the implementation of DA projects, all the relevant templates have been revised and/or updated. The Forms were made available in 6 official UN languages at: https://dacatalogue.wipo.int/projects/DA_01_05_01

In addition to the Forms, to further facilitate, harmonize and support the work of DA project managers, the team developed some checklists. These are shared with each project manager, on a case-by-case basis, at various stages of the project implementation.

Distance-Learning Course

In coordination with the WIPO Academy, the project team developed a specialized Distance Learning Course on “Successful DA Projects”. The DL course was developed based on the Guidebook, with the purpose to provide additional information about the lifecycle of development-oriented projects at WIPO in a more practical way. It intends to build skills that will allow participants to conceptualize, prepare, implement, monitor, evaluate and disseminate project results. The course is self-paced and tutored.

The DL course was launched with a selected pilot group representing WIPO Member States, DA project managers, as well as other internal colleagues. The trial session was held from May 23 to August 31, 2022. The team will collect feedback from the 25 participants of the pilot session, which will be taken into consideration before launching the next session of the course, in January 2023. That session, in addition to Member States and WIPO staff, will be available for the public at large and will require registration. In addition to the regular annual session, this course will be provided on an *ad hoc* basis to Member States, upon their request.

D. Output 4 – Disseminated Guidebook and use of the additional resources encouraged.

Promotional Materials and Dissemination

To complement the abovementioned tools, some additional promotional material has also been developed, namely:

- Two short videos explaining step-by-step how to develop a DA project proposal and get it approved by the CDIP. The videos are available in 6 official UN languages at: <https://www.wipo.int/ip-development/en/agenda/>

- Three infographics highlighting elements from the Guidebook that have been identified as important for the target audience. The infographics cover: (i) the DA project lifecycle; (ii) key terms and project management notions; and (iii) a list of “DOs and

	<p>DON'Ts". The infographics are available in 6 official UN languages at: https://dacatalogue.wipo.int/projects/DA_01_05_01</p> <p>- To disseminate the new tools, a workshop on the "Revised DA Implementation Cycle" was held on April 6, 2022. The purpose of the workshop was to present to the DA project managers and officers the Guidebook for the preparation, implementation and evaluation of DA projects, explain the revised DA implementation cycle methodology and the new available tools for DA project implementation. The Program of the Workshop is available at: https://dacatalogue.wipo.int/projects/DA_01_05_01</p>
<p><u>Key Results and Impact of the Project</u></p>	<p>The project was successful in delivering the planned outputs (Guidebook, online Catalogue, and DL course), and in engaging with the relevant stakeholders (representatives of Member States, WIPO staff, and IP and development experts).</p> <p>Whilst it is too early to assess the extent to which the project has achieved its general objective, which is to "facilitate the elaboration of Member States' project proposals for the consideration of the CDIP and increase the initial thoroughness of proposals presented to the CDIP", it is clear that the tools, the capacity development trainings and the enhanced support provided by the DACD to the newly appointed DA project managers, have already had a positive impact on:</p> <ul style="list-style-type: none"> • Ensuring a better project coordination by those involved in its implementation; • Increasing awareness and knowledge about the process of DA project development, implementation and evaluation; and • Specifying the level of accountability and involvement by all the stakeholders involved in the project implementation.
<p><u>Experience gained and lessons learned</u></p>	<p>The following have been the main lessons learned during the project implementation:</p> <ul style="list-style-type: none"> • Involvement of all the relevant stakeholders in the process of development of the project outputs was key to the project's success. This helped in tailoring the content of the tools to respond to the exact needs of stakeholders and hence, ensure their relevance. • Providing some level of flexibility in the project implementation strategy was important to enable adaptation to the changing circumstance, in particular in view of the impact of the COVID-19 pandemic. • Developing additional promotional material to help increase awareness about the key information related to the development of DA projects proved to be very useful to the identified stakeholder groups. The

	<p>videos and infographics comprise key information in a user-friendly and easy-to-access format.</p> <ul style="list-style-type: none"> • Holding the Workshop to present to the DA project managers and officers the <i>Guidebook for the Preparation, Implementation and Evaluation of DA Projects</i>; explain the revised DA implementation cycle methodology; and the new tools for DA project implementation – proved to be a successful way to disseminate the project outputs, but also to create an environment for information exchange amongst peers.
<p><u>Risks and Mitigation</u></p>	<p>The following two risks, identified in the project document, were faced during the project implementation and were addressed through the adapted mitigation strategies, namely:</p> <p>Risk 1: The project partially relied on Member States’ willingness to share their opinions and experiences with respect to the development and adoption of DA project proposals.</p> <p>Mitigation 1: The risk was mitigated by undertaking careful consultations with a wide range of stakeholders and their involvement in the elaboration of the project deliverables. This allowed the Guidebook and other tools to be specifically tailored to the real needs of Member States.</p> <p>Risk 2: Member States may not be interested in the final Guidebook and additional resources, and may choose to follow their own process instead.</p> <p>Mitigation 2: The risk was mitigated through the development of additional, user-friendly promotional material (videos and infographics), in addition to other dissemination activities carried out by WIPO and its Member States.</p>
<p><u>Project Implementation Rate</u></p>	<p>At the end of the project implementation, the total project budget implementation rate (proportional to its total approved budget) was of 66%.</p> <p>The project underspend mainly due to the COVID-19 pandemic and the impact it had on the delivery of some of the project activities.</p>
<p><u>Previous Reports</u></p>	<p>A progress report on the project implementation is contained in Annex III to the document CDIP/26/2.</p>
<p><u>Follow-up and dissemination</u></p>	<p>The tools developed in the context of the project received positive feedback from Member States and DA project managers. To ensure that the project ultimately has a positive impact on the overall DA project methodology and increase the initial thoroughness as well as the number of DA project proposals to the CDIP, it is important to continue working on the sustainability of the project results. It is therefore proposed to:</p>

Continue disseminating the project outputs by:

- Providing regular and on demand workshops and/or seminars on DA project management to interested Member States (Geneva-based delegates as well as government representatives).
- Regularly holding workshops and/or seminars for DA project managers and other interested and relevant WIPO staff.
- Promoting the project outputs *via* various events and activities, such as for example webinars, workshops, side-events, held by other internal and external stakeholders.
- Ensuring the use of the outputs by the National Focal Points of DA projects and project managers and by providing a mandatory induction on the DA project management methodology at the start of the implementation of a project.

Keep the project outputs relevant by:

- Updating the Guidebook, online Catalogue, DL course, checklists, forms, as the need arises.
- Adding new functions to the online Catalogue, as the need arises.
- Customizing the tools based on the needs and demands of stakeholders.
- Upon request, translating and/or customizing the DL course based on the local needs.

Continue to improve and update the DA project management methodology by:

- Incorporating the relevant feedback from the beneficiaries of the workshops and/or seminars.
- Incorporating the recommendations related to the project design and methodology made by DA project evaluations, as approved by the CDIP.
- Regularly holding meetings for project managers to exchange practices and lessons learned.
- Keeping project managers up-to-date with all the changes in the process of DA project design and implementation.
- Ensuring that the DACD staff is up-to-date with the new trends related to project management methodologies, so that they can continue acting as the main focal points for the development and monitoring of DA projects in WIPO.

PROJECT SELF-EVALUATION

Key to Traffic Light System (TLS)

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

Project Outputs⁴ (Expected result)	Indicators of Successful Completion (Output Indicators)	Performance Data	TLS
Increased understanding of the methodology, challenges, questions, and best practices regarding the elaboration and management of DA projects.	A first draft of the stocktaking exercise, as well as reporting on the workshop and consultations outcomes, has been completed within nine months from the start of the project.	Stocktaking finalized and consultations held in July 2020. The Report of the Consultations is available at: https://dacatalogue.wipo.int/projectfiles/DA_01_05_01/CDIP_24_2/EN/Report_virtual%20Consultations.pdf	****
Comprehensive information on completed and ongoing DA projects made available in searchable and user-friendly format.	An online searchable Catalogue of all past and ongoing DA projects has been created and made available on the WIPO DA website within the first three months of the second year of the start of the project.	Due to the COVID-19 pandemic, as well as the more complex structure of the online tool, the Catalogue was launched (in English) in October 2021. It was finalized (in the 6 official UN languages) and presented to the CDIP in May 2022. The Catalogue is available at: https://dacatalogue.wipo.int/projects	****
Develop a written Guidebook and other	– A first draft of the written Guidebook on the elaboration of DA project proposals has been developed within the first three months of the second year of the project, and translated in all official UN languages within six months of the second year of the project.	– The Guidebook for the preparation, implementation and evaluation of Development Agenda projects was made available through the online Catalogue in October 2021. It is available in the 6 official UN languages at: https://dacatalogue.wipo.int/projects/DA_01_05_01	****

resource materials that provide Member States with a clearer understanding of how to prepare a project proposal, the steps involved, and critical factors for enhanced implementation of an approved project.	– Subject to demand, at least one webinar on how to develop and implement a DA project has been organized within the second year of the project.	– There have not been yet any specific demand from Member States to hold webinars on this matter. However, a workshop on the Revised Development Agenda Implementation Methodology was held for DA project managers and officers on April 6, 2022. A similar Workshop will be held in the fourth quarter of 2022, for the National Focal Points in beneficiary countries of the DA project that started their implementation in 2022.	***
	– A primer distance-learning course on the WIPO DA and basic project management has been developed within six months of the second year of the project.	– The pilot DL course was launched in May 2022 for a period of 3 months. Around 25 participants representing Member States and WIPO staff enrolled in the pilot session of the course.	***
Disseminated Guidebook and use of the additional resources encouraged.	– The WIPO website has been updated to increase access and visibility of the Guidebook and additional resources within nine months of the second year of the project.	– Once the tools have been finalized, the DA webpage was updated to provide an easier access to the tools developed in the project, including to the Guidebook. The page is available at: https://www.wipo.int/ip-development/en/agenda/	****
	– The promotion of the Guidebook and additional resources has been included in existing activities by the International Bureau and individual regional bureaus within the second year of the project.	– The Guidebook and online Catalogue have been presented and shared with the Regional Divisions of WIPO.	****
	– The Guidebook and Catalogue webpages have been visited at least 40 times within the first year of their availability on the WIPO DA website.	– The number of unique visitors of the Catalogue registered from October 2021 to June 2022 was 430. The Guidebook was also published through the online Catalogue.	****

Facilitate the elaboration of MS project proposals for the consideration of the CDIP and increase the initial thoroughness of proposals presented to the CDIP	– The Guidebook and Catalogue webpages have been visited at least 40 times within the first year of their availability on the WIPO DA website.	– The number of unique visitors of the Catalogue registered from October 2021 to June 2022 was 430. The Guidebook was also published through the Catalogue.	****
	– At least 50% of Member States who present project proposals for the consideration of the CDIP within two years following the availability of the Guidebook and additional resources reported that these tools had helped them through their proposal elaboration process.	– Too early to assess.	NA
	– At least 50% of individuals who participated in a webinar (if convened) or who took the distance learning course reported that their understanding of the elaboration and management of DA projects had improved.	– Too early to assess.	NA

[End of Annex and document]