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| **WIPO/EVAL/GE/16/2** | | |
| ORIGINAL: English | | |
| DATE: february 10, 2016 | | |

**Internal Oversight Division (IOD)**

**Evaluation Seminar**

**Evaluation Practice in WIPO: Lessons and ways forward**

**Geneva, January 29, 2016**

REPORT

*Document prepared by the Secretariat*

1. Convened by the Internal Oversight Division (IOD) of WIPO, the Evaluation section held its third seminar “Evaluation Practice in WIPO: Lessons and ways forward” in Geneva on January 29, 2016.
2. The agenda is annexed to this report as annex I.
3. The Evaluation Seminar attracted about 70 participants including Member States, externals from other organizations and WIPO participants. The list of participants is the second annex to this report.
4. The links to the presentations by all the speakers is located at: <http://www.wipo.int/meetings/en/details.jsp?meeting_id=37982>

# AGENDA item I

# Practical experiences and lessons from past evaluations

1. A detailed presentation was made on the results of the system-wide review of the evaluation function in the UN. Included in this presentation were general findings and challenges on WIPO’s Evaluation Function.
2. Various WIPO programs gave their practical experiences of the evaluations conducted by IOD. This included Program 1, Strategic Goal VI as well as the Rewards and Recognition Pilot Program evaluation.
3. The main lessons learnt from the evaluations conducted on the independent IOD and CDIP project were presented.

# AGENDA item Ii

# Improving the usefulness and relevance of Evaluations

1. The Chair of the WIPO Independent Advisory Oversight Committee (IAOC) gave a presentation of past and current challenges of the Evaluation Function at WIPO. No PowerPoint presentation was available.
2. The Country Portfolio Evaluation of Chile was presented under the perspective of the Chilean Department of Intellectual Property (DIRECON) and of the Development Sectors GRULAC bureau.
3. With regards to the Evaluation Function, mention was made of the roles, responsibilities, systems and procedures in place, additionally, the current status of recommendations done so far was provided.
4. The Evaluation Policy and a Manual are being finalized and will be shared in the near future. A presentation was given on how the evaluation function will be organized in the future for both centralized and decentralized evaluations by the Programs with support from IOD.

# Main topics discussed at the Questions and Answers sessions are summarized as below

1. The participatory method adopted by the Evaluation function was appreciated by Programs and positive feedback was received on constant dialogue and communication of evaluation teams with the Programs.
2. The subject of suggestions or “soft” recommendations gave rise to a lively discussion on how one would assess the progress made in learning and accountability in the absence of recommendations.
3. In relation to the evaluation done on Building Respect for IP, the participants sought to get clarification on the difference between recommendations and suggestions given that this evaluation had resulted in no recommendations. In this evaluation, as in other previous evaluations, suggestions were made in order not to repeat recommendations from previous evaluations that were addressed to other sectors or to Senior Management in order to avoid the burden of systematically tracking system-wide recommendations by just one sector.
4. Views were also expressed on the need for the evaluation function to address the post-2015 agenda and to be adequately staffed and equipped.

# Outcomes of the Seminar

1. Some weaknesses identified in the system-wide review by JIU and the External Quality Assessment (EQA) have been addressed since these took place:
   1. WIPO was lagging behind in the evaluation architecture but now the evaluation policy that is being finalized is rectifying this.
   2. WIPO has addressed most EQA recommendations made by including new features in its revised evaluation policy and manual.
   3. Challenges remain in getting the right tools and methods as well as experts to address impacts of WIPO’s work and to improve the use of evaluation results.
   4. The new policy also allows for better balancing between accountability and learning from centralized and de-centralized evaluations.
   5. The new policy and its promotion will also contribute to better explain the specificities of evaluation and in how far it is different from audit.
   6. The usefulness of the evaluation as a tool for program management, supported by improved monitoring will also be promoted.
2. The scope of evaluations needs to go beyond the program viewpoint: there is a call for strategic, systemic and system-wide evaluations
3. There exists a need not only for increasing the use of evaluations but also for specifying its scientific approaches.
4. There is need for improved ownership of the recommendations, including those classified as soft. Follow-up of all recommendations from centralized and de-centralized evaluations should become more interactive.
5. Findings and lessons from the evaluations should be widely circulated within and outside the Organization.

# Lessons from the Seminar

1. The following are the lessons that IOD learned from this Seminar:
   1. The views of external speakers and participants helped to better understand the potential benefits and positive impacts of evaluations on program management, their relevance and sustainability.
   2. A more rigorous time management needs to be applied by having a limited number of presentations which will then allow for question and answer sessions following each presentation and overall more discussion time.
   3. The perspective of Member States as recipients of recommendation should also be part of such a seminar.
   4. Through this seminar, many participants gained a better understanding of what evaluation is and how IOD works. In this sense the objective was fulfilled.

[Annexes follow]

**ANNEX 1 – AGENDA**

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|  | WIPO-E | **E** |
| **WIPO/EVAL/GE/16/1 PROV.2** | | |
| ORIGINAL: English | | |
| DATE: January 25, 2016 | | |

**Internal Oversight Division (IOD)**

**Evaluation Seminar**

**Evaluation Practice in WIPO: Lessons and ways forward**

**Geneva, January 29, 2016**

**Conference Room NB 0.107**

AGENDA

*prepared by the Secretariat*

9:00 – 9:30 **Welcome address and introduction**

Mr. Francis Gurry, Director General, WIPO

Mr. Tuncay Efendioglu, Acting Director, IOD, WIPO

**Part One: Practical experiences and lessons from past evaluations**

9:30 – 10:30 **The analysis of the Evaluation Function of WIPO**

Dr. Sukai Prom-Jackson, Inspector, Joint Inspection Unit of UN System (JIU)

10:30 – 11:00 Coffee Break

11:00 – 12:45 **Practical experiences with Evaluations as seen by the Programs**

*The Evaluation of Program 1 on Patent Law and Innovation*

Ms. Elnara Novruzova (Patents and Technology Sector)

*International Cooperation on Building Respect for IP (Strategic Goal VI)*

Mr. Xavier Vermandele (Building Respect for IP Division)

*The Rewards and Recognition Pilot Program Evaluation*

Ms. Cornelia Moussa (HRMD)

*Independent IOD and CDIP Project Evaluations;*

Dr. Glenn O’Neil, Independent Expert

12:45 - 13:45 Lunch Break

**Part Two: Improving the usefulness and relevance of Evaluations**

13:45 – 14:30 **Stakeholder experiences and expectations**

*Experiences within the Independent Advisory Oversight Committee*

Ms. Mary Ncube (Chair IAOC)

*Chile Evaluation*

Mr. Felipe Ferreira (Legal Counsellor, Department of Intellectual Property, DIRECON)

Mr. Victor Guizar Lopez (GRULAC)

14:30 – 15:15 **Using Evaluation results and recommendations to improve performance**

Mr. Tuncay Efendioglu (IOD)

15:15 – 15:45 Coffee Break

15:45 – 16:45 **Working with Programs to make more systematic use of evaluations results**

Mr. Claude Hilfiker (Evaluation Section, IOD)

**Closing of the Session**

16:45 – 17:15 **Final wrap-up and way forward**

Mr. Tuncay Efendioglu and Mr. Claude Hilfiker (IOD)

[Annex II follows]

**ANNEX 2 – LIST OF PARTICIPANTS**

|  |  |  |  |
| --- | --- | --- | --- |
| # | Staff Member | Title | Organization |
| Speakers | | | |
| 1 | Mr. Francis Gurry | Director General | WIPO |
| 2 | Dr. Sukai Prom-Jackson | Inspector | Joint Inspection Unit of the  UN System (JIU) |
| 3 | Mr. Felipe Ferreira  (by video) | Legal Counsellor | Intellectual Property Department, General Directorate of International Economic Relations (DIRECON) - Chile |
| 4 | Ms. Cornelia Moussa | Director | WIPO HRMD |
| 5 | Mr. Victor Guizar Lopez | Program Officer | Regional Bureau  GRULAC |
| 6 | Ms. Louise Van Greunen | Director | Building Respect for  IP Division |
| 7 | Mr. Xavier Vermandele | Senior Legal Counsellor | Building Respect for  Division |
| 8 | Ms. Elnara Novruzova | Head | Patents and Technology Sector |
| 9 | Mr. Glenn O'Neil | Independent Evaluator | Owl Re Consulting |
| 10 | Ms. Mary Ncube  (by video) | Chair | Independent Advisory Oversight Committee (IAOC) |
| 11 | Mr. Tuncay Efendioglu | Acting Director | IOD |
| 12 | Mr. Claude Hilfiker | Head | Evaluation Section, IOD |
| WIPO Participants | | | |
| 13 | Mr. Kenichiro Natsume | Director, PCT International Cooperation Division | Patents and Technology Sector |
| 14 | Mr. Philippe Baechtold | Director ad interim, PCT Operations Division | Patents and Technology Sector |
| 15 | Mr. Ting Zhao | Deputy Director, PCT Operations Division | Patents and Technology Sector |
| 16 | Mr. Claus Matthes | Director, PCT Business Development Division | Patents and Technology Sector |
| 17 | Mr. Ignacio de Castro | Deputy Director and Head, IP Disputes Management Section | Patents and Technology Sector |
| 18 | Ms. Maryam Zehtabchi | Project Officer | Economics and Statistics Division |
| 19 | Ms. Nicola Lander | Executive Assistant | [Culture and Creative Industries Sector](http://intranet.wipo.int/intranet_apps/people_finder/unit.jsp?unit_code=0151&lang=en) |
| 20 | Ms. Carole Croella | Senior Counsellor | [Culture and Creative Industries Sector](http://intranet.wipo.int/intranet_apps/people_finder/unit.jsp?unit_code=0151&lang=en) |
| 21 | Mr. Julio Raffo | Project Officer | Economics and Statistics Division |
| 22 | Mr. Sacha Wunsch-Vincent | Project Officer | Economics and Statistics Division |
| 23 | Mr. Giovanni Napolitano | Senior Program Specialist, Intellectual Property and Competition Policy Division | Global Issues Sector |
| 24 | Ms. Fei Jiao | Associate Program Officer | Global Issues Sector |
| 25 | Mr. Paul Halfpenny | Senior Administrator, Office of the Assistant Director General (GIS) | Global Infrastructure Sector |
| 26 | Ms. Sarah Neyroud | Senior Program Support Assistant, IP Office Business Solutions Division | Global Infrastructure Sector |
| 27 | Ms. Maria-Nicola Zarraga | Project Officer | Brands and Design Sector |
| 28 | Ms. Divya Navishti Servansing | Program Performance and Budget Division | Administration and Management Sector |
| 29 | Ms. Olgatte Abdou | Counsellor | Development Sector |
| 30 | Mr. Daniul Islam | Counsellor | Development Sector |
| 31 | Ms. Francesa Toso | Senior Advisor | Development Sector |
| 32 | Mr. Walid Abdelnasser | Director | Development Sector |
| 33 | Ms. Armelle Dagorne Le Theix | Assistant Administrative Officer | Development Sector |
| 34 | Ms. Marta Fernandez Rivas | Counsellor | Development Sector |
| 35 | Mr. Naresh Prasad | Assistant Director General and Chief of Staff | Office of the Director General |
| 36 | Ms. Michelle Woods | Director | Culture and Creative Industries Sector |
| 37 | Ms. Anna Morawiec Mansfield | Deputy Legal Counsel | Office of the Legal Counsel |
| 38 | Ms. Christine Castro Hublin | Head, Legal and Constitutional Affairs Section | Office of the Legal Counsel |
| 39 | Ms. Ola Zahran | Senior Counsellor | [Culture and Creative Industries Sector](http://intranet.wipo.int/intranet_apps/people_finder/unit.jsp?unit_code=0151&lang=en) |
| 40 | Ms. Gao Hang | Director | Culture and Creative Industries Sector |
| 41 | Mr. Wei Lei | Chief Information Officer | [Administration and Management Sector](http://intranet.wipo.int/intranet_apps/people_finder/unit.jsp?unit_code=0305&lang=en) |
| 42 | Ms. Bérénice Bessiere | Director | [Administration and Management Sector](http://intranet.wipo.int/intranet_apps/people_finder/unit.jsp?unit_code=0305&lang=en) |
| 43 | Mr. Lijun Fan | Director | [Administration and Management Sector](http://intranet.wipo.int/intranet_apps/people_finder/unit.jsp?unit_code=0305&lang=en) |
| 44 | Mr. Sacha Gacic | Head | [Administration and Management Sector](http://intranet.wipo.int/intranet_apps/people_finder/unit.jsp?unit_code=0305&lang=en) |
| 45 | Mr. Alfio Favero | Head | [Administration and Management Sector](http://intranet.wipo.int/intranet_apps/people_finder/unit.jsp?unit_code=0305&lang=en) |
| 46 | Mr. Fred Vuong | Project Management Officer | [Administration and Management Sector](http://intranet.wipo.int/intranet_apps/people_finder/unit.jsp?unit_code=0305&lang=en) |
| 47 | Ms. Ingrid Bina | Senior Human Resources Officer | Human Resources Management Department |
| 48 | Mr. Anatole Krattiger | Director | Global Issues Sector |
| 49 | Mr. Hans-Georg Bartels | Senior Program Officer | Global Issues Sector |
| Member States Representatives | | | |
| 50 | Mr. Boonyarit Kalayanamit | Ambassador | Permanent Representative of Thailand to the WTO |
| 51 | Mr. Sudkhet Boriboonsri | Counselor | Permanent Representative of Thailand to the WTO |
| 52 | Mr. Philippe Minani | Deuxième Conseiller | Permanent Mission of Burundi in Geneva |
| 53 | Ms. Paraskevi Nakiou | Attaché | Permanent Mission of Greece in Geneva |
| 54 | Mr. Matteo Evangelista | First Secretary | Permanent Mission of Italy in Geneva |
| 55 | Mr. Alessandro Mandanici | First Secretary | Permanent Mission of Italy in Geneva |
| 56 | Dr. Fareha Bugti | First Secretary | Permanent Mission of Pakistan in Geneva |
| 57 | Mr. Wojciech Piątkowski | Minister - Counsellor | Permanent Mission of the Republic of Poland in Geneva |
| 58 | Ms. Margaret Mary Lungu Kaemba | Deputy Permanent Representative | Zambia Permanent Mission in Geneva |
| 59 | Mr. João Pina de Morais | First Secretary | Portugal Permanent Mission in Geneva |
| 60 | Mr. Lamine Ka Mbaye | First Secretary | Senegal Permanent Mission in Geneva |
| 61 | Ms. Beatriz Hernández Narváez | Second Secretary | Mexico Permanent Mission in Geneva |
| 62 | Ms. Anesa Ali-Rodriguez | Chargé d’ Affaires | Trinidad and Tobago Permanent Mission in Geneva |
| 63 | Ms. Pamela Wille | Counsellor | Permanent Mission of Germany |
| 64 | Ms. Yasmine Fulena | Intellectual Property Assistant | U.S. Mission, Geneva |
| 65 | Ms. Kristine Schlegelmilch | Intellectual Property Attaché | U.S. Mission, Geneva |
| 66 | Mr. Adji Mallaye | Deuxième Conseiller | Chad Permanent Mission of in Geneva |
| External Participants from other Organizations | | | |
| 67 | Mr. Scott Chaplowe | Senior Monitoring and Evaluation Officer | IFRC |
| 68 | Ms. Marlene Laeubli Loud | Trainer | LAUCO Evaluation & Training / Swiss Evaluation Society |
| 69 | Ms. Miki Tsukamoto | Senior Monitoring and Evaluation Officer | IFRC |
| 70 | Ms. Elisabetta Pegurri | Senior Planning and Operations Adviser | UNAIDS |
| 71 | Ms. Estefani Cabrera Rojas | Lawyer | WBC Abogados SC |
| 72 | Ms. Deda Paola | Acting Director | Forests, Land and Housing Division, UNECE |
| 73 | Ms. Alexandra Samoulada | Investigations & Inspection Officer | Joint Inspection Unit of the  UN System (JIU) |
| 74 | Mr. Ulrich Eisele | Evaluation & Inspection Officer | Joint Inspection Unit of the  UN System (JIU) |
| 75 | Mr. Petru Dumitriu | Inspector | Joint Inspection Unit of the  UN System (JIU) |
| 76 | Mr. George Bartsiotas | Inspector | Joint Inspection Unit of the  UN System (JIU) |
| 77 | Ms. Aicha Afiffi | Inspector | Joint Inspection Unit of the  UN System (JIU) |
| 78 | Mr. Jorge Flores Callejas | Inspector | Joint Inspection Unit of the  UN System (JIU) |
| 79 | Mr. Yury Benyamonov | Intern | Joint Inspection Unit of the  UN System (JIU) |
| 80 | Ms. Lauraine Chalmin-Pui | Intern | Joint Inspection Unit of the  UN System (JIU) |
| 81 | Mr. Peter Button | Vice Secretary General | UPOV |

[End of Annex and of document]