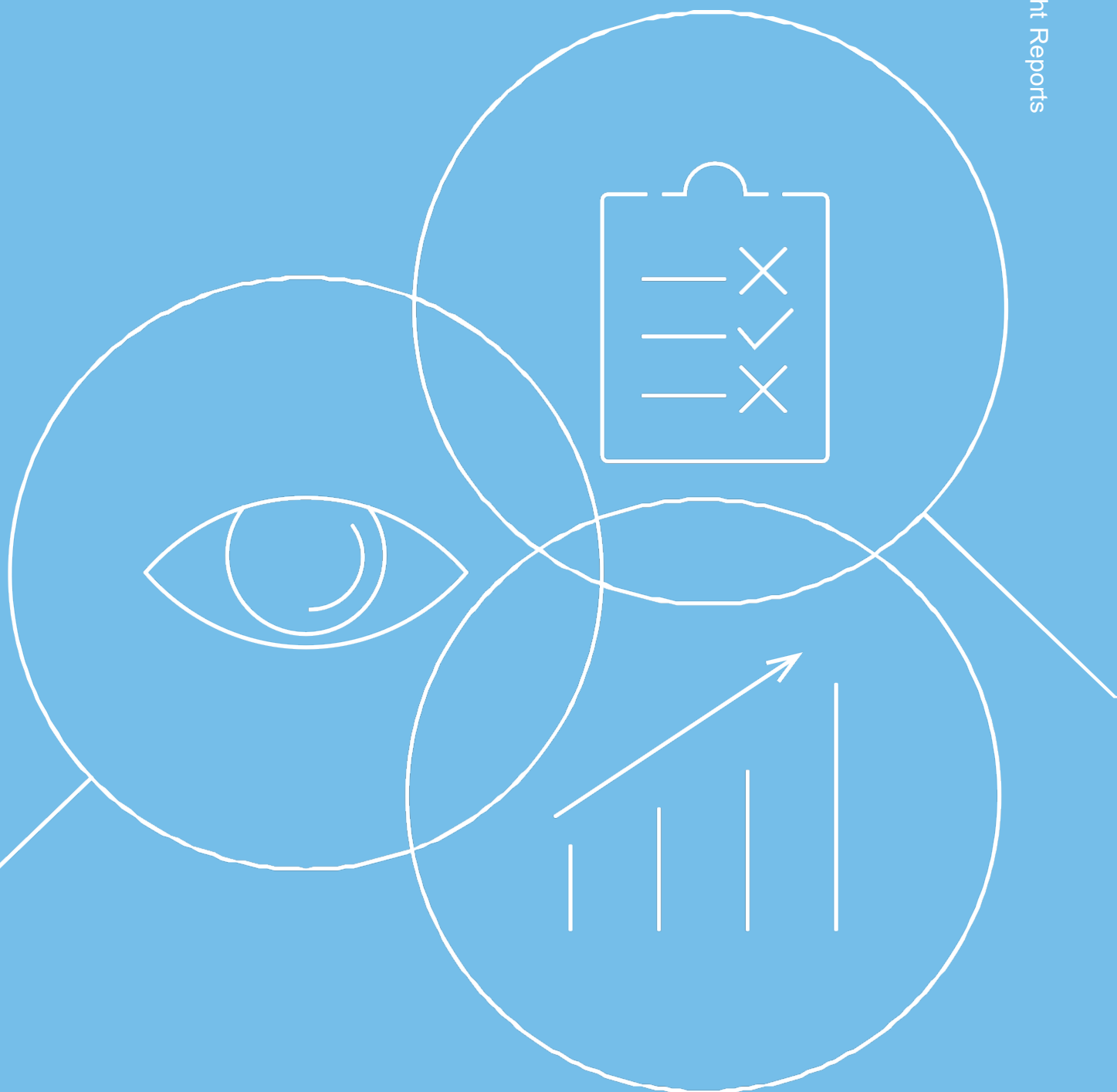


Evaluation of the WIPO Division for Arab Countries

Internal Oversight Reports



IOD Ref: EVAL 2020-01
June 11, 2021
Evaluation Section

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LIST OF ACRONYMS

ARDI	Access to Research for Development and Innovation
ASPAC	Asia and the Pacific
COVID-19	Coronavirus Disease 2019
DAC	Division for Arab Countries
OECD DAC	OECD Development Assistance Committee
ESCWA	Economic Commission for West Asia
ER	Expected Result
GCC	Cooperation Council for the Arab States of the Gulf
GCC IPTC	Intellectual Property Training Center of the Cooperation Council for the Arab States of the Gulf
GCCPO	Patent Office of the Cooperation Council for the Arab States of the Gulf
GII	Global Innovation Index
IOD	Internal Oversight Division
IP	Intellectual Property
IPAS	Industrial Property Administration System
IPO	Intellectual Property Office
LAS	League of Arab States
LDCs	Least Developed Countries
MoU	Memorandum of Understanding
NIPS	National IP Strategies
PCT	The Patent Cooperation Treaty
PI	Performance Indicator
PM	Permanent Mission
R&D	Research and Development
RNDS	Regional and National Development Sector
SDG	Sustainable Development Goal
SG	Strategic Goal
SMEs	Small and Medium Enterprises
TA	Technical Assistance
TCE	Traditional Cultural Expressions
TISC	Technology and Innovation Support Center
TK	Traditional Knowledge
ToC	Theory of Change
TTO	Technology Transfer Offices
UAE	United Arab Emirates
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNEG	United Nations Evaluation Group
WIPO	World Intellectual Property Organization
WTO	World Trade Organization

1. EXECUTIVE SUMMARY

1. The Division for Arab Countries (DAC) contributes towards WIPO's Strategic Goal (SG) III - Facilitating the Use of Intellectual Property (IP) for Development in collaboration with other Sectors. It serves 21 countries plus Palestine in the Arab Region.

2. The aim of the evaluation was to assess the Division's processes, performance, effectiveness, and efficiency to improve the quality of implementation modalities. The evaluation strived to measure the Division's contributions towards WIPO's strategic objectives.

3. The major findings of the evaluation are as follows:

(a) The Division's support to the Member States in the Arab countries was fully relevant to the national priorities and was aligned with country needs. The Technical assistance provided consisted mostly of activities identified according to the Member State's priorities with some but not sufficient integration of the long-term vision outcomes for each country;

(b) The various consultations held with the Division staff and other WIPO Divisions clearly pointed out toward an organizational culture that emphasizes accountability in mandate and results delivery. However, the Division's performance reports do not reflect enough its contribution to many of the Tier 2 performance indicators (PIs) and focuses mainly on Tier 1 PIs;

(c) Overall, the Division was found to be responsive to emerging needs, challenges and opportunities that arose at the regional and country levels. More importantly, the majority of stakeholders consider the Division as their main reference for any IP related issues. The Division leverages its diplomatic capacity and tends to underscore the diplomatic aspects of its functions. While this is a key to DAC operations there should be a balance by further increasing the project management and technical side;

(d) The evaluation findings emphasized that the Division has contributed to achieving the intended results cumulatively over the three biennia. The evaluation confirmed the effective role of the Division in capacity building and raising awareness about IP related services as well as for being the main interlocutor with the national counterparts in the region;

(e) Both national IP stakeholders and WIPO collaborators confirmed that the Division efficiently coordinated with internal stakeholders when addressing the countries' demands in a timely manner, in order to fulfill its mandate; and

(f) The evaluation confirmed that the Division has contributed over the years to strengthen the Arab countries' capacities in the IP and their role in economic and sustainable development. Intellectual property awareness has been amplified over the years, and the IP maturity curve has been pushed forward in different Arab countries thanks to the Division's awareness raising and capacity building interventions.

4. Based on the above findings the evaluation recommended to:

(a) The division should develop a joint DAC-Country specific outcome-driven medium to longer-term program/plan (three to five years plans) in line with the biennium plans (in addition to the existing annual work plans) that ensures coherence of interventions, minimizes time for approving activity-by-activity request and remains flexible to emerging needs;

- (b) Re-emphasize the role of the Division as the interface of WIPO, when dealing with countries/organizations and other stakeholders in the Arab region;
- (c) The Division's internal capacity and human resources should be revisited to further develop the program/ project management capacity to ensure a mixed and balanced skill set to add to the technical and diplomatic expertise; and
- (d) The Division should continue and further foster close cooperation with other sub-regional, regional and international organizations to pull in resources, maximize the impact and ensure sustainability in (i) formulation and implementation of needed IP policies and strategies; (ii) influencing IP and Innovation ecosystems; and (iii) complementing support to address emerging needs in the region.

2. INTRODUCTION

5. This evaluation report documents the consultation, desk review results, and related activities executed during the implementation phase of the evaluation of DAC at WIPO. The report responds to the evaluation Terms of Reference; it provides information on the context in the region covered by DAC, describes the evaluation approach and methodology.

3. CONTEXT

(A) GLOBAL CONTEXT

6. The relationship between IP and development is illustrated in the Development Agenda, given its positive correlation with technology transfer, trade, competition, industrial growth, and economic development. In the Arab region, The League of Arab States (LAS), the Economic Commission for West Asia (ESCWA) and the Cooperation Council for the Arab States of the Gulf (GCC) have been strong proponents of IP and its contribution to the protection of IP rights, increased competitiveness and economic growth in the region.

(B) REGIONAL CONTEXT

7. The Arab countries served by DAC consist of 21 countries plus Palestine (Observer) and the Comoros Island (for regional and sub-regional activities only).

Table 1: Countries served by DAC¹

	LDC						GCC						Maghreb				Levant					
	Comoros	Djibouti	Mauritani	Somalia	Sudan	Yemen	UAE	KSA	Bahrain	Oman	Qatar	Kuwait	Algeria	Libya	Morocco	Tunisia	Lebanon	Syria	Iraq	Jordan	Egypt	Palestine
NIPS																						
TA																						
GII ranking						131	34	66	79	84	70	78	121		75	65	87			81	96	
Income levels																						
Security risk																						
	NIPS			TA			GII ranking			Income Level			Security risk									
	Implementing			150-215 records			from 1 to 43			Low income			Low									
	Formulating			80-149 records			from 44 to 86			Middle income			Moderate									
	Revising			40-79 records			from 87 to 129			High income			Relatively High									
	Considering			15-39 records			Not Available															
	No request																					

Source: prepared by the Evaluation Team²

8. From a development perspective, the Arab region exhibits a mosaic of countries that are at different levels of development. Six countries are classified as Least Developed Countries

¹ The TA data are extracted from WIPO TA Database (this doesn't necessarily correspond to DAC's work plans, GII ranking are extracted from the GII index; NIPS status are reflected as reported by DAC; Level of Income is the World bank classification and security situation is concluded from the overall context that prevailed between 2014-2020.

² In the case of Sudan, it is a "National IP Development Plan" rather than a NIPS

(LDCs), and they are Sudan, Yemen, Mauritania, Somalia, Comoros Islands, and Djibouti. The World Bank³ classifies five countries as high-income economies, namely Kuwait, UAE, Qatar, Saudi Arabia, and Oman. While all others are classified as developing countries, several amongst them still face multiple challenges.

9. While some countries like the United Arab Emirates (UAE), Tunisia and Saudi Arabia (KSA) rank higher at the Global Innovation Index (2020), others are lagging behind such as Egypt, Lebanon, Algeria, and Yemen⁴. Only one Arab country (UAE) ranks within the first 50 countries worldwide in the Global Innovation Index (GII) 2020 (ranking 34). This is relatively a declining trend from the 2016 figures when KSA, UAE and Qatar made it to this category and 2017 figures when only UAE and Qatar made it. This could be interpreted in some way as a decrease in innovation performance in the Arab region, mainly for the oil economies in the Gulf region. Nevertheless, many Arab region countries have enacted some sort of legislation in the IP field to disseminate a culture of respect for IP and raise public awareness of IP rights.

10. Some research pieces document that the Arab region countries have weaknesses on innovation mainly due to the quality of their innovation systems associated with inadequate human and financial resources in some cases, a lack of appropriate economic structure owing to the prevalence of natural resources (rentier economies) in some cases, certain labor market deficiencies, relatively modest social development indicators and incentives. Moreover, the limited public spending on research, development and innovation remains a major concern⁵.

11. While IP rights have existed in their modern form in the Arab region since the beginning of the last century, today there are few Arab countries that have developed national IP strategies (NIPS), while there are an increasing interest and attempts among many to revise their IP legislations and develop innovation and/or IP strategies and address IP as a key enabler. Hence, there is a high potential for growth and improvement in IP rights development, protection and exploitation in the Arab region.

(C) REGIONAL DIVISION FOR ARAB COUNTRIES

12. The Division for Arab countries is a part of Regional and National Development Sector (RNDS) at WIPO, providing technical assistance (TA) to the Arab countries. The Division is under program 9 (Africa, Arab, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries). Program 9 is driven by the SG III, facilitating the use of IP for development. This is a fundamental prerequisite of an enabling environment comprising of policy, legislative, institutional, enterprise, and human resources that will empower developing countries and LDCs to use IP for development, enable them to reap benefits from the IP system and enhance their participation in the global innovation economy.

13. The Division of Arab countries' main mandate is to coordinate WIPO's development oriented, demand driven TA targeting the Arab region, in collaboration with all relevant WIPO's business units, while accounting for the distinctiveness and priorities of the Member States, the specificities of the region, and gender mainstreaming.

14. In addition, DAC is responsible for providing TA to the 22 Arab countries to enable them to modernize their registration operations and use IP assets better to reap benefits from the IP system. The activities of the Division include:

³ https://en.wikipedia.org/wiki/World_Bank_high-income_economy

⁴ Global Innovation Index 2020

⁵ Innovation in the MENA Region, IEMed. Mediterranean Yearbook 2019, European Institute of the Mediterranean, 2019 – cited in the Evaluation ToR (https://www.iemed.org/observatori/arees-danalisi/arxius-adjunts/anuari/med.2019/Economic_Innovation_MENA_Region_Rabeh_Morarr_IEMed_MedYearbook2019.pdf)

- (a) Assistance in the elaboration of national IP strategies;
- (b) Coordinating the provision of legislative and policy advice;
- (c) IP institutional capacity building and human resource development;
- (d) Awareness raising among various stakeholders;
- (e) Information sharing meetings and capacity building sessions in different fields of IP (geographical indications, innovation, patent information, promotion of WIPO-administered treaties and services and building respect for IP, among others);
- (f) Enhancing South/South cooperation;
- (g) Contributing to the strengthening of cooperation arrangements with institutions in the Arab region; and
- (h) Coordination with the WIPO external office in Algeria.

15. In addition to SG III, DAC contributes to SGs I, II, and IV and WIPO's Development Agenda. The WIPO's Development Agenda plays a central role in ensuring that WIPO's activities contribute to this SG. WIPO's Member States determine the direction, budget, and activities of the Organization through the decision-making bodies, and 22 of these Member States currently fall under DAC.

16. Parts of the Arab region have been challenged over the last decade with socio-political disturbances. While still challenged by the implications of the hard-hit economic crisis of 2008-2009 and the 2010-2011 waves of the popular uprising, some countries are still in political transition; others are in the middle of social, economic and security challenges; and few are torn by devastating armed conflicts. This is an element that the evaluation has taken into consideration while evaluating the work of DAC.

4. EVALUATION PURPOSE AND SCOPE

17. The evaluation is a systematic, objective, and impartial assessment to determine the relevance and fulfillment of broader policy objective and specific targets⁶, as well as the contribution towards having an impact. The evaluation adheres to and utilizes the Organization for Economic Co-operation and Development's Development Assistance Committee (OECD DAC) and the United Nations Evaluation Group (UNEG) norms and standards on evaluation criteria of relevance, effectiveness, efficiency, and to the extent possible, coherence/coordination⁷.

18. The purpose of this evaluation is formative and is oriented to learning and program improvement. The intention is to assess the Division's processes, implementation effectiveness, and efficiency to improve the quality of its implementation modalities.

19. The evaluation of DAC intends to map the current situation regarding strengths, weaknesses, opportunities, and threats, and assess how gender aspects have been mainstreamed in WIPO initiatives in the region.

20. The evaluation scope covers primarily the latest three biennia starting from 2015, 2016-2017, and 2018-2019, in addition to an initial assessment of the 2020-2021 biennium with a

⁶ IOD Evaluation Policy, IOD/EP/2016

⁷ Organization for Economic Co-operation and Development – Development Assistance Committee (OECD – DAC)

particular focus related to the possible implications of the Coronavirus Disease 2019 (COVID-19) on the modus operandi of DAC. More precisely, the evaluation objectives cover:

Figure 1: The Evaluation Objectives



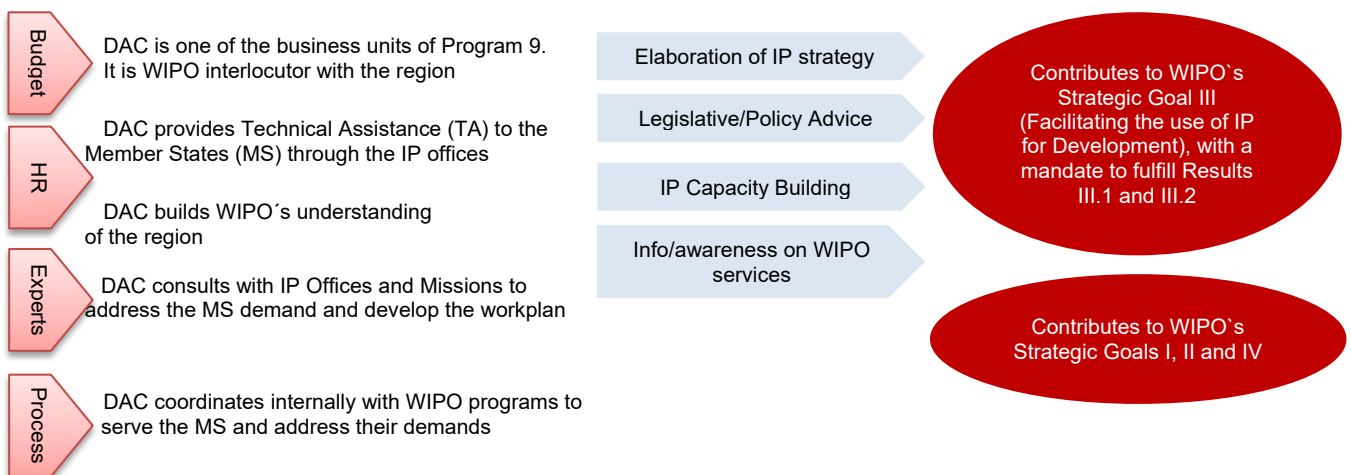
Source: prepared by the Evaluation Team

5. EVALUATION APPROACH AND METHODOLOGY

(A) METHODOLOGY

21. This formative evaluation was designed to be utilization-focused. Given the complexity of the thematic areas, resulting from the politically and security sensitive context in which DAC operates and the nature of its mandate (mostly providing/coordinating TA and capacity building), a Theory of Change (ToC) approach was proposed to be used to guide the evaluation. The ToC explores the logic between the interventions and the change in the IP ecosystems among DAC's beneficiaries. It is used also to account for the DACs' contribution to achieve its intended outcomes and explore some unintended ones.

Figure 2: DAC Theory of Change

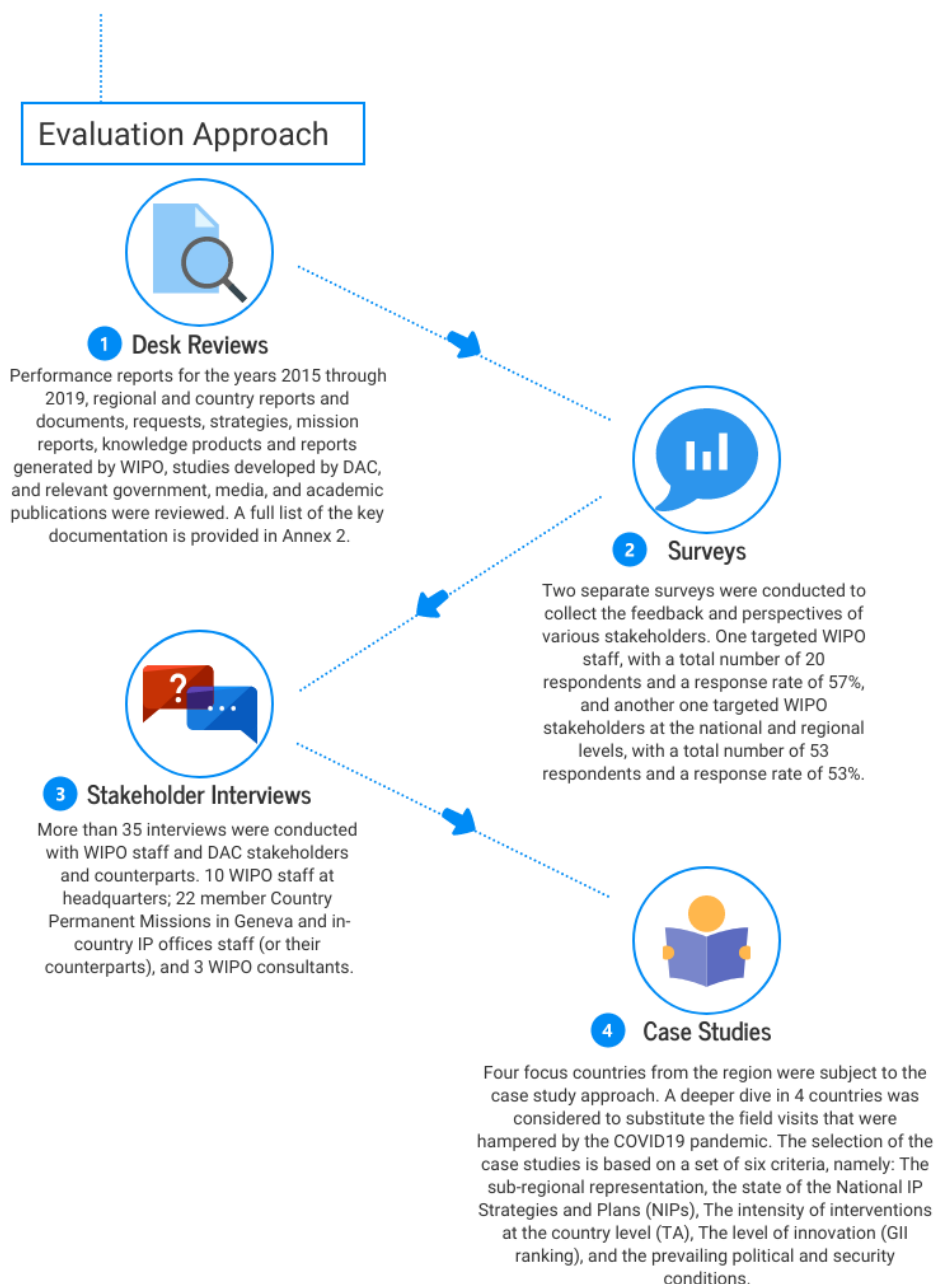


Source: prepared by the Evaluation Team

(B) APPROACH

22. The evaluation followed the UNEG Evaluation Standards and WIPO Evaluation Manual Guidelines. The evaluation used mixed methods of data collection analysis. The evaluation team consulted 150 internal and external stakeholders, either via interviews or surveys. The evaluation used the following research methods depicted in the Figure 3. At least three sources of information (interviews, desk reviews, and surveys) were used for cross-referencing to ensure validation and triangulation when responding to the evaluation questions.

Figure 3: Evaluation Approach and Phases



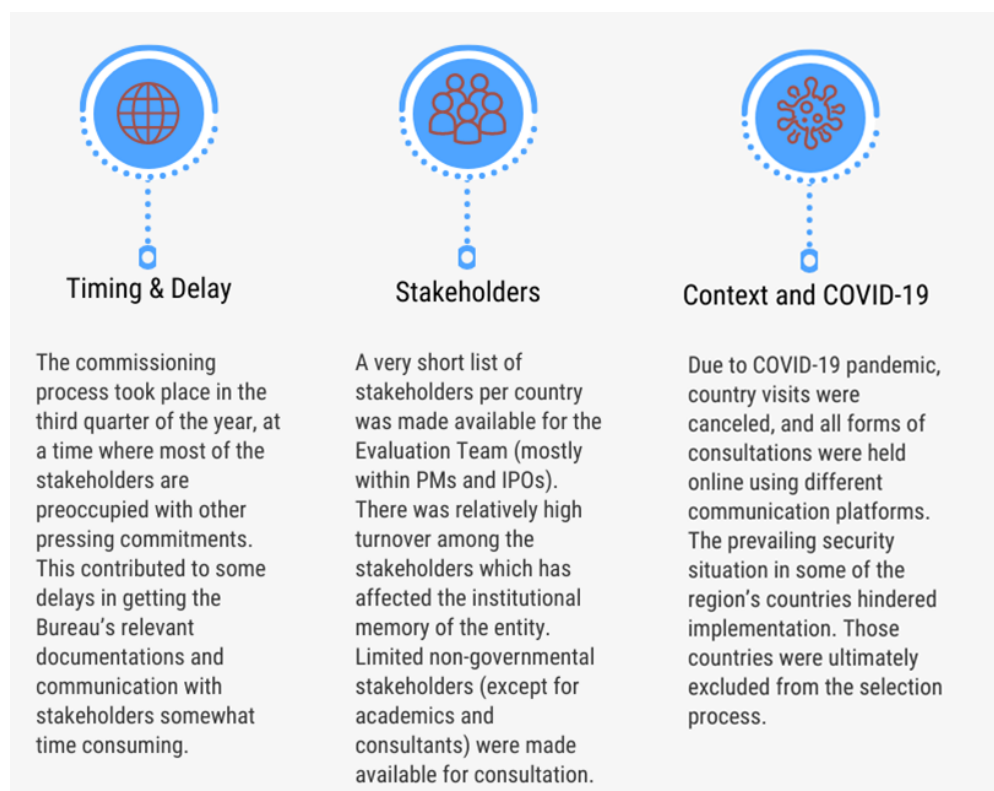
Source: prepared by the Evaluation Team

(C) POTENTIAL LIMITATIONS

23. The evaluation scope is broad, including many actors within WIPO and at the national level who are responsible (and ultimately accountable) for ensuring that IP is being used for the development and implementation of several intertwined activities.

24. The evaluation was commissioned when COVID-19 was declared a global pandemic, limiting the possibility of in-country field visits and face-to-face interviews. The evaluation process was subject to several limitations and constraints.

Figure 4: Evaluation Limitations



Source: prepared by the Evaluation Team

6. EVALUATION FINDINGS

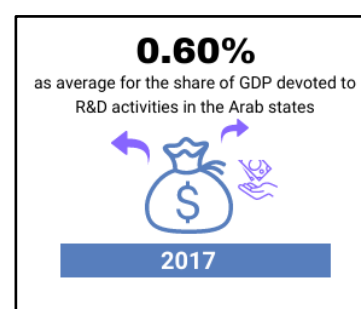
(A) RELEVANCE

25. In assessing the relevance of the Division's interventions, the evaluation explored the following key dimensions, namely: (i) alignment with key policy/strategic priorities of the Member States; (ii) responsiveness to countries' needs and adaptability to emerging conditions; and (iii) the design and planning of the Division's interventions.

26. In spite of an emerging awareness on IP in universities, civil society and small and medium enterprises (SMEs) and a long history of standing IP legislations in countries like Sudan, Morocco and Egypt, the Arab countries exhibit relatively low participation, registration and usage of IP

systems, limited IP-related visions and strategies⁸, issues with management and enforcement of IP policies, and immature IP national culture.

27. Given the challenged context, the Arab countries have not fully grasped the importance of IP in/for development despite the efforts to bring this discourse to the forefront, and despite the linkages set forward by the SDGs (Agenda 2030) highlighting innovation and development. The limited performance on the IP front is found to be associated with the low investment in research and development, brain and innovation-drain and still relatively weak institutional and legislative IP capacities. The latest figures reported by the United Nations Educational, Scientific and Cultural Organization reveal that the Arab countries devoted 0.6 per cent of their gross domestic product to Research and Development (R&D) activities, compared to a 1.7 per cent global average⁹.



74.4% of national IP stakeholders agree (vs 9.3%) that

The policy and institutional framework within the country are mature to embark into developing IP strategies and endorse relevant treaties

28. Nevertheless, the evaluation consultations reveal that IP is still perceived by 89 per cent of the national IP stakeholders as a key national priority. The development of the IP related frameworks to embark into developing IP strategies and endorse relevant treaties is still debatable in some circles. In fact, while 74.4 per cent of the surveyed national IP stakeholders considered the IP related frameworks are getting mature to embark into developing NIPS, the evaluation consultations confirmed that the IP policy and institutional frameworks have not yet reached full readiness. Many among them referred to the overall political context (presidential elections, changes in governments, reforms and restructuring in public sector, etc.) and to the ambiguous ownership of the IP sector (Industry or culture or other Ministries/Agencies).

29. The evaluation noted that the process of developing and adopting NIPS is generally latent and slow because of (i) the mere nature of policy-making and strategy development processes that are often incremental with small accumulated changes¹⁰, hence time-consuming; (ii) a multitude of indigenous factors mostly related to the political commitment, policy readiness, capacity and resourcefulness; and (iii) other external enablers that are needed to support the processes.

30. This is further reinforced when mapped against the status of NIPS in the region. While Qatar is reported to be revising its NIPS process, two countries are currently implementing theirs (Jordan and Kuwait) as opposed to four countries that adopted their NIPS as reported by the Division (Jordan, Kuwait, Morocco and Sudan)¹¹, five countries are reported to be formulating¹² them (Djibouti, Lebanon, Mauritania, Oman and Saudi Arabia), and three other countries are reported to be considering (as reported by DAC lately) developing their NIPS (Algeria, Bahrain, and UAE). Such undertaking has proved to be challenged due to many factors related to the

⁸ WIPO 2018-19 performance report (<https://www.wipo.int/export/sites/www/about-wipo/en/budget/wpr2018-19/program9.pdf>)

⁹ <http://uis.unesco.org/sites/default/files/documents/fs59-global-investments-rd-2020-en.pdf>

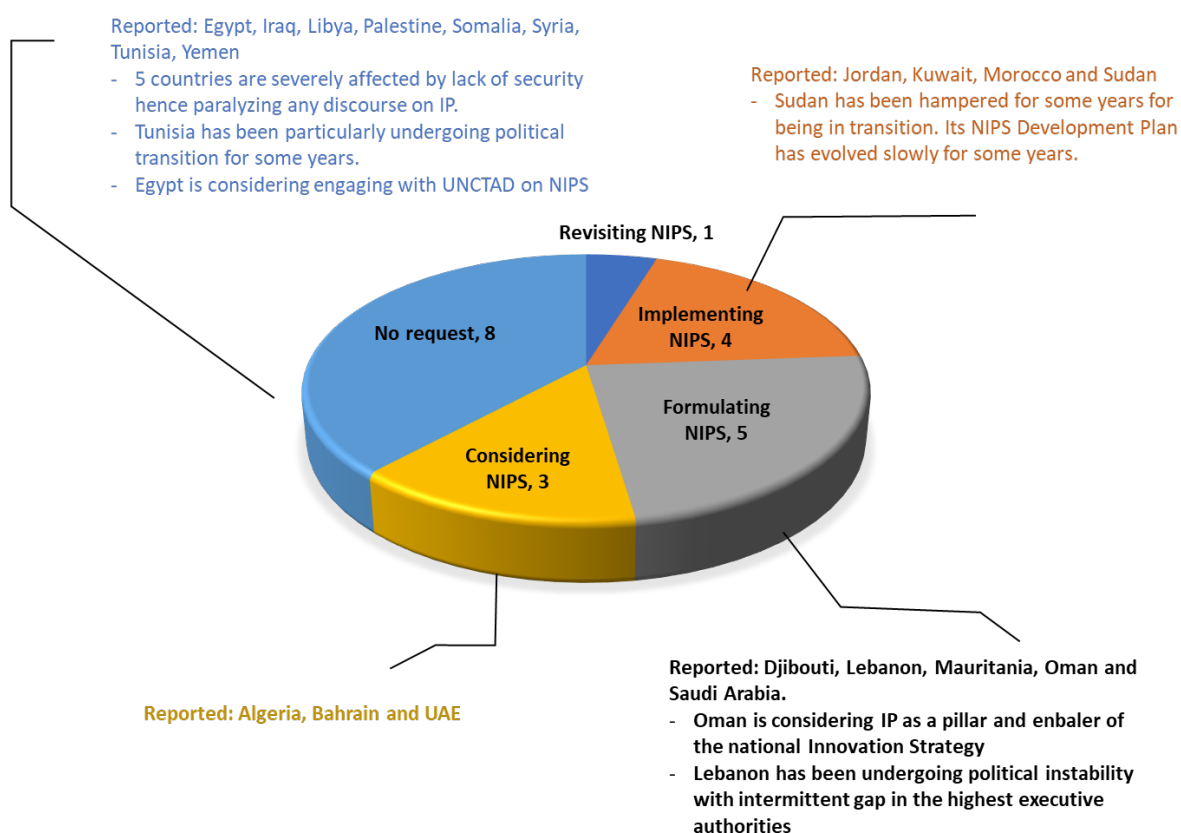
¹⁰ Lindblom, Charles E. (1979), Still muddling, not yet through "Public Administration Review", 39, pp. 517–526.

¹¹ For Morocco, DAC supports implementing an Industrial Property Strategy developed by the national IP called "the Moroccan Office for Industrial and Commercial Property (OMPIC)", while in Sudan, DAC supports implementing a "National IP Development Plan", which was concluded in 2013 between WIPO and the Government of Sudan.

¹² WIPO 2018-19 performance report indicated that 8 of which 5 additional countries (Kuwait, Lebanon, Mauritania, Qatar and Saudi Arabia) are in the process of formulating NIPS (Performance Data – Program 9).

political and policy readiness as well as other contextual influences as elaborated in para. 32 and Figure 5.

Figure 5: Status of NIPS in the Arab Countries



Source: prepared by the Evaluation Team

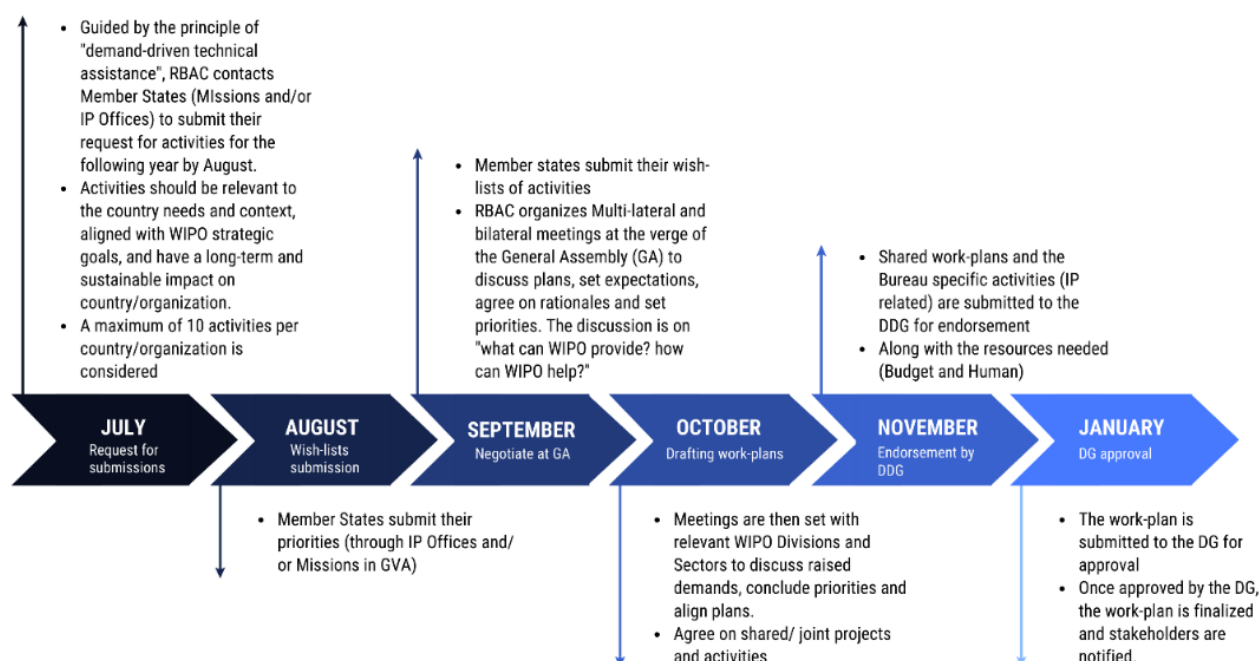
(i) Alignment with key policy/strategic priorities of the Member States

31. The evaluation findings confirm that the Division’s support to the Member States in the Arab region was fully relevant to the national priorities and was aligned with country needs (90 per cent of national IP respondents). The majority of the national IP stakeholders (83 per cent) appreciated the Division’s good grasp of the dynamics and context of the region, compared to 69 per cent of DAC collaborators in WIPO. The latter could reflect potential internal concerns over the Division’s understanding of the regional context and national dynamics. When probing through interviews on the subject, the respondents flagged out that:

- (a) Some countries demand more attention from the Division - mostly due to security/ political/ policy instability, which is understandable. DAC has supported study visits from Syria and Palestine but more is demanded understanding the prevailing security situation in the two countries; and
- (b) The majority of communications with national counterparts is channeled through the IP offices and Geneva based Permanent Missions (PMs). The evaluation recognizes that although using these channels is essential and even mandatory for DAC, it would be beneficial to increase the use of other communication channels that allow wider understanding of the IP sector outside the government boundaries, and expand the sources of information to those counterparts.

32. The evaluation confirms that the consultation process led by the Division when developing its annual work-plan is guided by WIPO biennium planning and budgeting process. The process (i) starts with initiating a communication with the national counterparts in July/August of each year; (ii) is followed with consultation with each Member States IP Authority and PM/Delegation/Observer Mission in Geneva at the margin of the General Assembly (held in quarter four of each year); and (iii) is finally concluded with an approved work plan by January of the year after (Figure 6). The bilateral consultations¹³ are perceived as participatory and inclusive by 75 per cent of national IP stakeholders, many of whom expressed the need for more collective regional planning consultations and visibility of DAC strategic priorities as set in the biennial Program.

Figure 6: DAC Annual Workplan Development Process



Source: prepared by the Evaluation Team

33. Both the Division staff and their government counterparts proudly describe the planning process to be demand-driven by the needs and requests of the Member States that are communicated either directly to the Division or through the PM in Geneva. This bottom-up approach however is validated with WIPO's strategic directions on one hand and checked against the resources available within the Division on the other hand, making it counter-balanced by a top-down approach. Representatives from some countries are of the opinion that the selection criteria set up by the DAC could be clearer to government counterparts and their Permanent Missions.

34. Based on the assessment of the TA provided, the evaluation found that the annual work plan consists in some cases of a list of activities identified according to the Member State's priority. Its implementation in such cases is activity-driven. It is actioned based on an official request from the Member States (either through the PM or national counterpart) per activity.

¹³ Though the national counterparts appreciate the bilateral consultations, some of them at the PMs expressed their interest to engage in collective consultation to set the national workplans for the region; and others do not have visibility of DAC strategic priorities as set in the biennial Program.(DAC shares beforehand with PMs and national IP Offices clear guidelines for the elaboration of the WPs).

35. A recent change has been noticed with the shift from the conventional activity-based planning to a more project-based (medium-term) intervention at the country and regional levels. The Division recognized after the series of iteration the need to ensure that the workplan activities are more coherent and connected in order to induce the aspired incremental change at the policy level. Such trend is reinforced with the new WIPO leadership¹⁴.

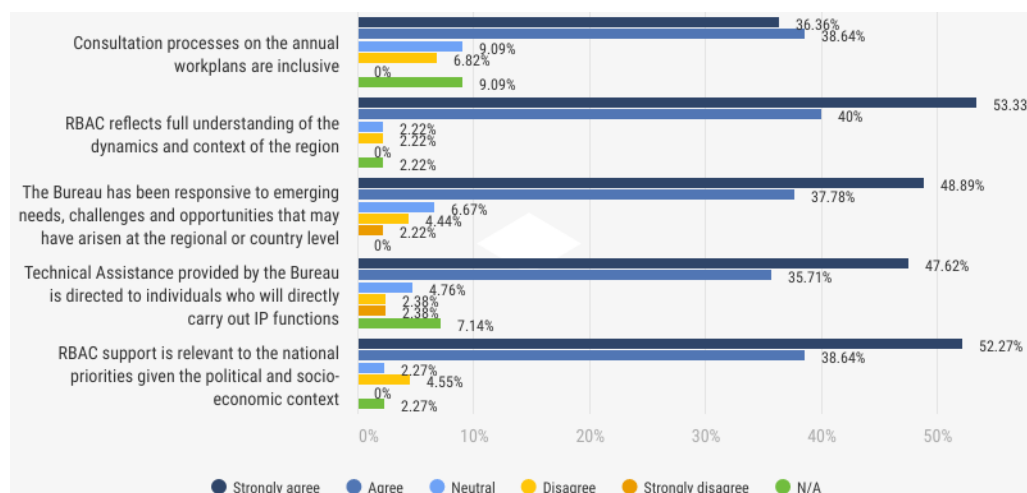
“We are recently negotiating with the national counterparts the notion of designing projects with concerted activities, not independent activities” (Division Staff)

(ii) Responsiveness to countries’ needs and adaptability to emerging conditions

36. Overall, the Division was found to be responsive to emerging needs, challenges and opportunities that may have arisen at the regional or country level (86.7 per cent and 81 per cent of the national IP stakeholders and WIPO staff respectively). More importantly, the majority (77.1 per cent of national IP stakeholders) considers the Division as their main reference for any IP related issues.

“DAC is my first source of information on IP issues” (IPO)

Figure 7: IPOs responses to key Survey Statements



Source: prepared by the Evaluation Team

37. Moreover, the Division’s role was found to be widely acknowledged among the evaluation stakeholders for being WIPO’s window to the Arab countries on IP-related matters, particularly providing expert advice and technical assistance to develop NIPS and build their institutional capacity and human resource in order to better use IP assets.

38. In addition, some interviews with national IP stakeholders confirmed that, they are also receiving assistance, on their national IP-related issues from other UN sister organizations. The national counterparts from both Egypt and Oman reported getting support from UNCTAD for developing NIPS in the former and a National Innovation Strategy in the latter – to which IP is an integral pillar and enabler. ESCWA remains also close to the sector and provides technical support to Member States pushing both innovation and IP to the forefront in line with the 2030

¹⁴ A new Director General has joined WIPO by the time the Evaluation was commissioned (in October/ November 2020). The previous DG completed his two terms from September 2008 to September 2020.

Agenda for Sustainable Development¹⁵. This is an important positive factor for impact of WIPO's role and sustainability of activities initiated.

(iii) The design and planning of the Division's interventions

39. In terms of the Division's design of its interventions over the years, the evaluation recognizes that the Division is institutionally a part of WIPO RNDS that is mandated to fulfill four WIPO SGs. The Division is delegated to achieve two of the five Expected Results (ERs) related to SG III and contribute to the achievement of the ERs related to SGs I, II and IV (as elaborated in the Division Performance Matrix in Annex III). More specifically, DAC bears the full technical responsibility to support the Member States to develop the NIPS (ERs III.1 and III.2), as well as the coordinating and co-financing role in facilitating the provision of other WIPO's IP-related services.

40. A closer look at the RNDS' PIs set for ER (III.1) "National IP Strategies and Plans consistent with National Development Objectives" shows that these plans and PIs¹⁶ used have an approach to measurement that are not result-oriented. The DAC uses its own interpretation of the PIs to facilitate internal follow up and planning, as elaborated in Table 2.

Table 2: Comparing DAC Reporting on the State of NIPS

Expected Result (III.1)	Indicators used to report against the biennium	Measure used internally by Regional and National Development Sector, including DAC, on the state of NIPS (5 level scaling system)	
III.1 National IP strategies and plans consistent with national development objectives	No. of countries that are in the process of formulating national IP strategies	N/R	No request for NIPS
	No. of countries that are in the process of implementing national IP strategies and IP development plans	Considering	Request Submitted to WIPO to help formulate NIPS for 2020 Work Plan
	No. of countries that have adopted national IP strategies	Formulating	In the process of drafting
	No. of countries which are revising their IP strategies	Implementing Revising	Projects/activities started A National IP Strategy currently being updated/revised

41. The planning process is generally described as participatory and demand-driven (in line with the Development Agenda criteria). The Division negotiates and finalizes the country-specific TAs within its annual work plans that are approved by WIPO's Director General.

42. Furthermore, the evaluation confirmed that the planning process has conventionally been built producing a list of activities. The majority of the consulted national stakeholders emphasized that with an activity-based planning approach, the national counterparts face challenges in allocating internal budget or soliciting external resources. It is worth noting that within WIPO, there is a very recent direction to shift more into project-based planning approach with the Member States.

43. Similarly, the evaluation noted that the Division relies on self-reporting indicators and some of them do not have a sufficiently clear methodology for data collection and analysis (as elaborated in Table 3). It is worth noting that these limitations are common to all Regional Divisions. Although with limitations, the approach of using evaluation questionnaires to measure results is a step in a good direction to reduce uncertainty. This reporting needs to be complemented in the future with other sources of data to produce contrasted results.

¹⁵ <https://www.unescwa.org/events/egm-intellectual-property-systems-arab-region>

¹⁶ It is worth noting that the PIs have not been useful for annual reporting purposes. The set targets have not been fully achieved over the last 5 years, as evidenced in the Annual Performance Reports. This was one of the reasons for reviewing in the Regional and National Development Sector of NIPS Methodology.

Table 3: Performance Indicators of ER II.2

Expected Result	Performance Indicator	Comments
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	% of participants in WIPO events who express satisfaction with the content and organization of these events	A self-reporting measurement that has limited means of verification. It has not sufficient clear methodology and frequency for reporting it (how such an overall measure is calculated given the dozen of DAC events in different countries). It is worth noting that this reporting approach is adopted by the Regional and National Development Sector and applied by all Regional Divisions.
	% of participants in WIPO workshops who apply the skills learned in their work/enterprise	A self-reporting measurement with limited means of verification. The indicator was reported for the 2014-15 biennium; but data was not available for 2016-17 biennium; In 2018-19 biennium the target was set at 70% and was overachieved by 12% point with a 92%.
	% of national and regional IP experts used as resource persons in WIPO events	The pool of experts has reported to have increased. The percentage has increased from 55% (2014-015) to 69% (2016-17) and 72% (2018-19). This is confirmed by the list of 24 experts shared during the evaluation (17 of whom are from the region).

44. The contribution of the Division to achieving many of the RNDS' ERs is described in two tiers. The DAC assumes direct responsibility for Tier 1 PIs that relate directly to NIPS and to capacity building¹⁷, and assumes a joint responsibility toward achieving Tier 2 PIs.

Table 4: DAC Two Tiers of Performance Indicators¹⁸

	Rationale	Description
Tier (1)	PIs of direct relevance to DAC and for which DAC reports and is directly responsible for.	They are the seven PIs (listed in Table 1 and 2) under SG III, ER III.1 and ER III.2.
Tier (2)	PIs which DAC is not substantively responsible for, but closely monitors and coordinates the implementation. They fall under the accountability of the lead relevant WIPO Sector/Division Indirect PIs related to IP development in the countries. They are monitored by DAC but are not under DAC accountability because they are influenced by many other variables (contextual, political will/commitment, collaboration among various domestic institutions, etc...	These are the PIs under SG I and II and IV These are PIs captured under the remaining SGs. a) The no. of accessions to WIPO Administered Treaties by Arab Countries in any given year. b) The no. of Arab Countries, which voluntarily adhere to WIPO Platforms/Services (WIPO Green/ WIPO Re-Search/TISCs/IPAS/ABC/WIPO Lex/ WIPO Lex-Judgements, etc...) c) The number of Arab countries where events and celebrations are held on the margins of WIPD annual celebrations. GII Ranking for Arab countries in various GII Editions.

45. The various consultations held with the Division and other WIPO Divisions clearly pointed out toward an organizational culture that emphasizes accountability in mandate and results delivery. However, the Performance reports do not emphasize the contribution of the Divisions

¹⁷ Capacity building is shared between DAC and the relevant technical/substantive Divisions in WIPO)

¹⁸ The full matrix of DAC Performance measures is provided in Annex III.

in many of the Tier 2 PIs¹⁹ despite its coordination and contributory role to achieving them, while the Division focuses mainly on Tier (1) PIs.

(B) EFFECTIVENESS

46. In trying to assess the contribution of DAC to achieving WIPO’s SGs and ERs, the evaluation explored the following areas: (i) the achievement of results; (ii) scope and scale of results; and (iii) the Division’s inclusiveness of interventions.

(i) The achievement of results

47. The evaluation findings emphasized that the Division has contributed to achieving the intended results cumulatively over the three biennia, within the limits of the data provided by the performance indicators as discussed in paras. 43-45.

50%	31.25%
agreed	did not respond
DAC intended results are achieved over each biennium and cumulative	

48. The evaluation survey confirmed the effective role of the Division in capacity building and raising awareness about IP related services and for being the main interlocutor with the national counterparts in the region – the two main mandates of the Division.

49. In fact, the majority of the survey respondents agreed that the Division’s awareness-raising efforts have facilitated the understanding of IP for development among the decision-makers and relevant stakeholders (84 per cent). It further supported developing more balanced IP legislative and policy frameworks at the national level, reached out and increased the IP capacity of SMEs, universities and research institutions to support innovation and contributed to enhancing the national human resource capacities in the Arab countries.

Figure 8: National IP Stakeholders Confirmation of DAC contributions

%	81.4%	86.36%	90%	86%
Agree that	Supported developing more balanced IP legislative and policy frameworks at the national level	Increased the IP capacity of SMEs, universities and research institutions to support innovation	Enhanced access to, and use of, IP information by institutions and the public	Enhanced the national human resource capacities in the Arab Countries

50. The evaluation confirms having five countries formulating the NIPS (Djibouti, Lebanon, Mauritania, Oman²⁰ and Saudi Arabia), and three other countries having requested WIPO’s assistance in formulating NIPS (Algeria, Bahrain and UAE). The evaluation found²¹ that Morocco adopted and implemented the IP strategy of the Moroccan Office for Industrial and Commercial Property, and Sudan adopted and implemented the National IP Development Plan that was developed with WIPO in 2013.

51. The evaluation analyzed three sources of information to report on effectiveness on technical assistance, namely, WIPO TA database, DAC work plans and counselors’ recollections of activities. There are differences on the number of activities based on different approach to definitions, categorizations and criteria for counting and leading activities implemented by DAC or other WIPO divisions. The evaluation aims at describing the full picture of the region and

¹⁹ Refer to the various WIPO Performance Reports.

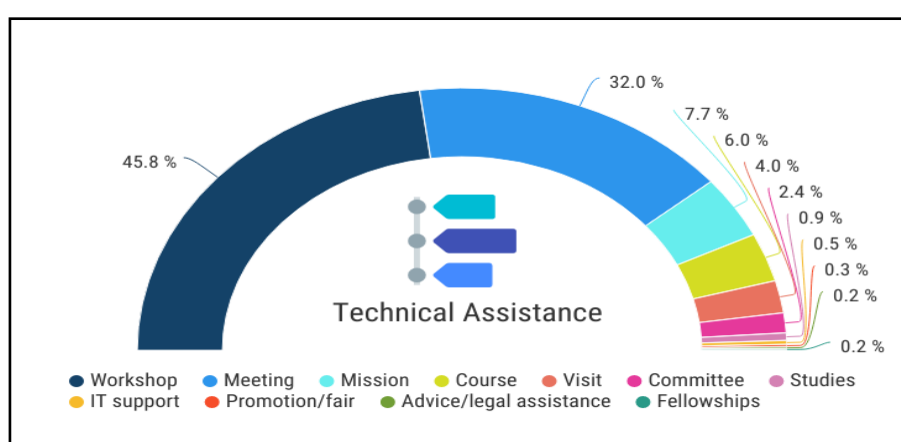
²⁰ The consultation confirms that Oman has integrated IP into its recently developed National Innovation Strategy supported by UNCTAD; while Egypt is considering developing an IP strategy with support from UNCTAD too.

²¹ This may have implications for the information contained in the latest performance report on the accuracy of information reported.

recognizes that the only attributable data to evaluate the effectiveness of the DAC is the one integrated in DAC's official work plan. The data of the WIPO TA database is presented for informational purposes.

52. **WIPO Technical Assistance database**²². Over the last six years, WIPO divisions recorded more than 2,134 TA²³ entries in WIPO TA database in the region between the years 2014-2019. Around half of them were in the form of workshops and one third were categorized as meetings, as shown in Figure 8. TA exploratory missions and course/study visits constituted less than 18 per cent cumulatively. The support, however, was not evenly distributed across the region, given the demand-driven approach adopted by the RNDS in responding to the Member States' requests. Among the top countries that received TAs through DAC were Egypt, Morocco, Algeria, Sudan and Tunisia, while the least were Somalia (15) Palestine (33), Yemen (35), Qatar (36), Libya (36) and UAE (47). For many countries the benefit from DAC's support was hampered because of internal security issues.

Figure 8: Types of DAC Technical Assistance (2014-2019)



53. A closer look at the TA planned and delivered by the Division revealed that since 2014 a total of 363 activities were planned in the Division's work plans. The bulk of those events are capacity building-related (47 per cent), followed by activities related to signing the Memorandum of Understanding (MoUs) (13 per cent) and infrastructure-related (10 per cent), as shown in Table 5. This reflects another form of reporting between the Division's work plans and WIPO TA database.

54. More specifically, the consultation with the Division's Counsellors²⁴ confirmed that the Division has executed with the four focus countries (Algeria, Egypt, Oman and Sudan) 23, 30, 27 and eight in-country events²⁵ respectively (as opposed to the reported 179, 215, 153 and 168 records on the TA database). It was obvious during the consultation that the Counsellors did not relate to the TA database records, but to the DAC work plans²⁶. The inconsistency and discrepancy between WIPO database and DAC records might preliminarily relate to recording the contribution of different WIPO's Programmes and Divisions, or issues in reporting²⁷, tracking and

²² WIPO TA database should however be reanalyzed and scrutinized as there are discrepancies in the data recorded.

²³ The Bureau insisted that the evaluation of the DAC should only be limited to its WPs. The ET has a different view which is based on an attempt to assess the Bureau's contribution to serving the region through WIPO, hence its contribution is part of a collective institution-wide effort that is translated in the TA Database.

²⁴ Referred to as Desk Officers or Focal Points.

²⁵ Compiled from the Bureau's reports, and discussed and confirmed by the respective Division's Staff.

²⁶ When asked about the TA database, there was no clear answer about how these TAs get on record. This might reflect that the database is not intended for internal use. It is a tool for external use.

²⁷ Reporting the overall participation of the Member States in any event including those of regional/global nature - not only the events organized in the country.

coordination mechanisms between the Division and the relevant Statistics and Data Analytics Division.

Table 5: Distribution of DAC Workplan Activities by Type and Status (2014-2019) (the figures are extracted from the Division’s Annual Workplans)

	Cancelled	Postponed	In-progress	Completed	Total	% of the Total
Hague system	0	1	0	1	3	1%
Mediation & Arbitration	0	0	0	2	3	1%
Madrid System	1	1	1	6	9	2%
Legal advice	1	0	6	5	13	4%
PCT system	1	1	0	12	16	4%
SMEs & IP Policies	1	1	2	6	16	5%
NIPS	0	3	3	9	21	6%
TISC	0	1	3	8	25	7%
Infrastructure	1	2	8	17	37	10%
MoUs	2	2	3	12	48	13%
Capacity development	14	13	29	96	172	47%
Sub-total	21	25	55	174	363	100%
Ratio %	6%	7%	15%	39%	100%	

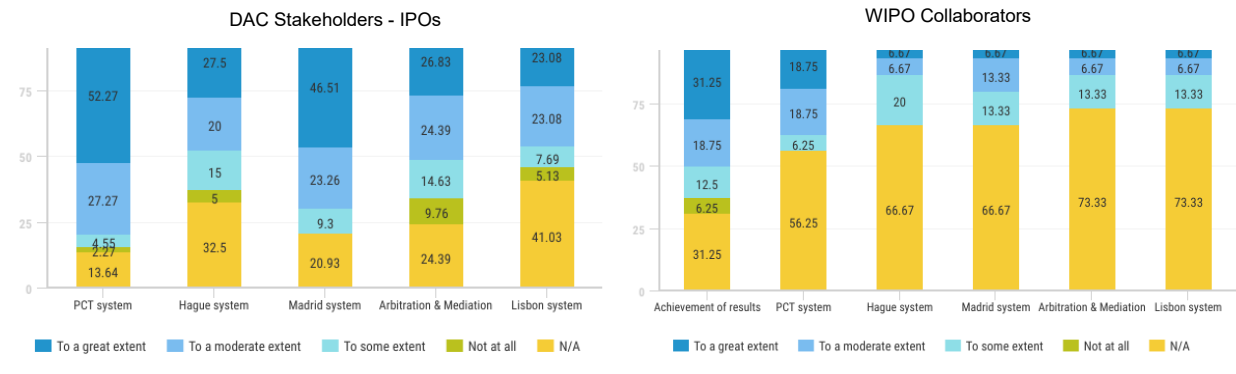
(ii) Scope of intervention and scale of results

55. With regard to DAC scope of intervention and scale of results, the evaluation noted that more than 16 Agreements and MoUs²⁸ were reported to have been signed between WIPO and 10 Arab countries (Algeria, Djibouti, Egypt, Jordan, Mauritania, Morocco, Palestine, Qatar, Saudi and UAE), in addition to one MoU with LAS and another one with an Emirate IP Association (Non-governmental organization) since 2014. All MoUs were facilitated and coordinated by DAC. In fact, DAC prepared preliminary drafts for those MoUs, which were shared with substantive Divisions and the Office of the Legal Counsel for their inputs (SG III.4).

56. The effectiveness of the Division’s efforts was further examined in relation to its contribution to promoting and pushing forward the use of different WIPO systems (The Patent Cooperation Treaty (PCT), Madrid, Hague, the mediation and arbitration methods, and Lisbon) in line with SGs (I, II and IV). Evidently, the survey results did not show particularly strong correlation between the Division’s contribution and the effective use of those systems respectively. While more than 79.5 per cent of the national IP stakeholders agreed on the role of DAC in effectively using the PCT system for filing international patent applications, the ratio drops to 69.8 per cent for the Madrid system, 51.2 per cent for the Arbitration and Mediation center, 47.5 per cent for the Hague system and 46.2 per cent for the Lisbon system. The responses from WIPO collaborators were more on the conservative side, with many of them not responding.

²⁸ This figure is extracted from the list of “Agreements / MoUs concluded by WIPO” shared by the Bureau.

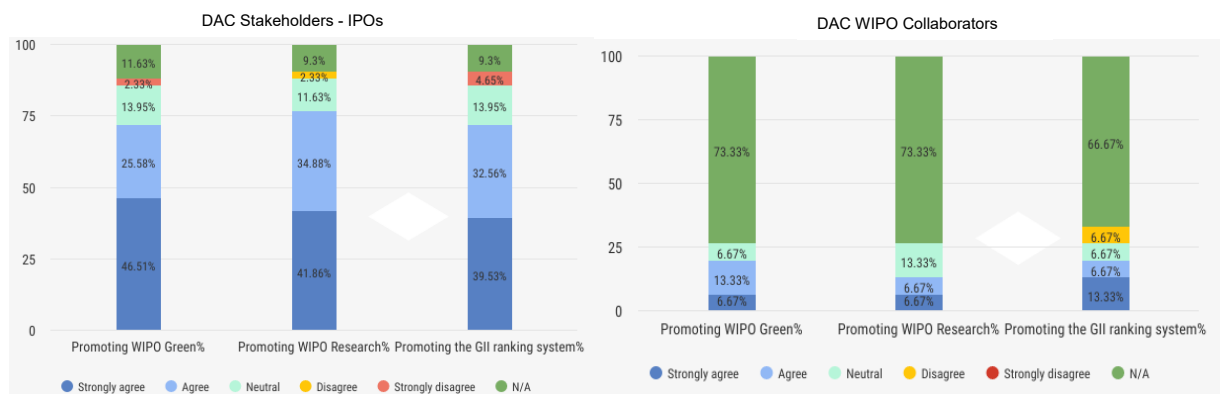
Figure 9: National IP Stakeholders and WIPO Collaborators Responses on the contribution of the Division to key WIPO services



Source: prepared by the Evaluation Team

57. The same trend was observed when inquiring about the role of the Division’s awareness efforts (briefing sessions, meetings and workshops, including regional and sub-regional ones, and study visits) in promoting WIPO’s initiatives (WIPO Green, WIPO Re-search and WIPO GII). While the majority of national IP stakeholders acknowledged the DAC’s role in promoting WIPO’s initiatives, the majority of WIPO collaborators did not answer these questions, as shown in Figure 10.

Figure 10: Feedback on DAC contribution in promoting WIPO’s initiatives



Source: prepared by the Evaluation Team

58. The Division awareness raising activities on IP-related issues have reached gradually a wide range of stakeholders, beyond the government-based IP offices, over the years. At the request of those national counterparts, youth, diplomats, parliamentarians, and research institutes / think tanks engaged in different national, sub-regional and regional meetings and seminars on different aspects of IP (reflecting the Division contribution to ER III.2).

59. The national IP stakeholders’ consent on the Division’s awareness raising efforts resonated with the latest records²⁹ that the Division has promoted various WIPO-administered Treaties and services leading to:

- (a) Seventeen Arab countries ratifying the PCT, eight countries ratifying Madrid (five countries expressing interest), five ratifying the Hague Treaty, four countries ratifying the Geneva Act of the Hague and two countries ratifying the Lisbon treaties, while two countries expressing interest in the latter four treaties; and

²⁹ Records of the Bureau

(b) Effective use of WIPO Services, namely: WIPO LEX (All Arab Countries), WIPO Green (12), Access to Research for Development and Innovation (ARDI) (13), Industrial Property Administration System (IPAS) (14), Technology and Innovation Support Center (TISCs) (11) and another five expressing interest in TISCs.

Table 6: DAC Contribution to WIPO Services

11 TISCs	12 WIPO GREEN	13 ARDI	14 IPAS
11 Arab Countries signed SLA with WIPO for the establishment of TISCs (Algeria, Djibouti, Egypt, Jordan, Palestine, Mauritania, Morocco, Oman, Qatar, Saudi Arabia, and Tunisia)	12 Arab countries are benefiting from WIPO GREEN's online platform for technology exchange and connecting key players to catalyze green technology innovation and diffusion	13 countries are getting access to Research for Development and Innovation (ARDI) program,	IPAS is currently used in 14 Arab Countries (Algeria, Bahrain, Djibouti, Egypt, Jordan, Kuwait, Morocco, Oman, Palestine, Qatar, Sudan, Syria, Tunisia, UAE).
Technology and Innovation Support Centers enhance IP service delivery toward effective use of IP for development	Supports regional and global efforts to address climate change	Increase the availability of scientific and technical information for local researchers in developing countries	Modernizing business processes of IP Offices through up-dated automation systems (including technical and administrative capabilities)

60. In addition to coordinating WIPO's services, the evaluation found that the Division has facilitated series of initiatives in some countries that were received with appreciation by the national IP stakeholders, including:

- (a) A joint collaboration with WIPO Academy to establish two WIPO Start-up Academies in Egypt and Tunisia. Several certified IP trainers are contributing to promoting IP use in the region; and
- (b) Support of the establishment of four Technology Transfer Offices (TTOs) in Tunisia (2015-2017) and ongoing projects on establishing TTOs in Algeria and Egypt, along with building the capacity of the TTO staff on the importance of IP for technology management and commercialization of research (reflecting the Division contribution to ER III.6).

(iii) The Division's inclusiveness of interventions

61. Key to the Division's services is the capacity building service which is regarded with high satisfaction by the national IP stakeholders. The evaluation acknowledged a general consent on the relevance and timeliness of the IP-related topics brought up in the training workshops, Academy courses and seminars. Consulted stakeholders believed that this capacity building component generally enhances the human resource capacities to effectively manage and use IP in their countries (86 per cent). They also noted a shift in demand toward more specialized capacity building, and suggested devising a mechanism (as part of the Agreements / MoUs) that ensures such focused technical training does not stretch thin across the IP-related entities but rather targets a number of IP officers (cohort). Nevertheless, the stakeholders acknowledged the fact that the sector still suffers from a relatively high level of staff turn-over and mobility that affects the institutional memories within the IP offices (IPOs).

Given the long-standing capacity with the Egyptian IPO and the internal efforts to maintain and nurture the human resource capital, the designation of EgPO as an **International Searching Authority (ISA) under the PCT** was renewed in 2018 (to last until 2027). The renewal was the outcome of the fruitful collaboration between DAC and the Patent and Technology Sector.

Box 1: Success Story of harmonizing efforts within WIPO and with the National Authority

62. The Division could capitalize on the success of the joint collaboration with the WIPO Academy making more use of the Academy's courses and resources as part of the capacity

building work in the region. There is a room to increase the scope and participation of the Division in the Academy’s IP capacity building activities for the region.

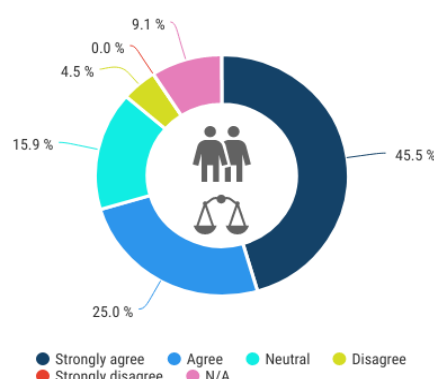
63. The Division has also integrated traditional knowledge (TK) and traditional cultural expressions (TCE) in the capacity development services such as the Indigenous and Local Community Womens’ Entrepreneurship Program or experiences gained from other TK/TCE/genetic resources activities with Oman, Egypt, Sudan, Palestine etc. Arab countries produce a relatively large demand for WIPO’s training, mentoring and match-making services on TK/TCEs and genetic resources that could be expanded in the future.

64. Another core component of the Division’s services is the expert missions³⁰. Such missions per country were deployed to fulfill the request of Member States for capacity assessment and building or strategy planning. They have been acknowledged by the national IP stakeholders for helping them and the respective authorities to better understand their available capacity, readiness and resource needs to move forward. The evaluation, however, could not establish a strong follow up mechanisms on the recommendations of the missions. When inquiring about the missions’ recommendations, the Division Counselors clearly followed up on the missions deployed by the Division.

65. The Division’s efforts to ensure its support is inclusive were noticeable in its process to reach out to non-governmental entities, particularly the academic institutions and other non-government organizations. With the former, the Division attempted to institutionalize longer-term cooperation such as with the Bibliotheca Alexandrina in Egypt, the Centre for Arab Unity Studies in Lebanon and Pasteur Institute in Tunisia. With the latter, WIPO has signed two MoUs in UAE with the Emirates IP Association and Dhahi Khalfan IP Centre.

66. In terms of the Division’s consideration for ensuring gender balance, the majority of the survey respondents (70.5 per cent) agreed that gender aspects are often considered during the planning and implementation of the Division’s activities. This is further confirmed by (i) designating a Gender Focal Point within the Division; (ii) the composition of the national IP stakeholders (one third of the IPOs members are female)³¹ and their participation in the Division facilitated events that tend to be balanced. More recently, the Division has recognized the need to explore synergies between IP, gender and development, in line with WIPO’s Policy on Gender Equality (2014). It has therefore organized series of events emphasizing gender and role of women in IP for development, such as:

Figure 11: Gender Considerations by DAC



- (a) Arab Regional Conference on Encouraging Women and Innovation, organized in collaboration with LAS and the World Women Inventors and Entrepreneur Association in Egypt (May 2017);
- (b) The First “Regional Meeting on Intellectual Property and Women Entrepreneurship” held in Jordan (September 2019);
- (c) A special session on “Gender and IP” in the context of the Eighth Regional Coordination Meeting of Arab Heads of IPOs, held in Cairo, Egypt, in cooperation with LAS (April 2018);

³⁰ Missions were found to take place on a biannual basis in most cases.

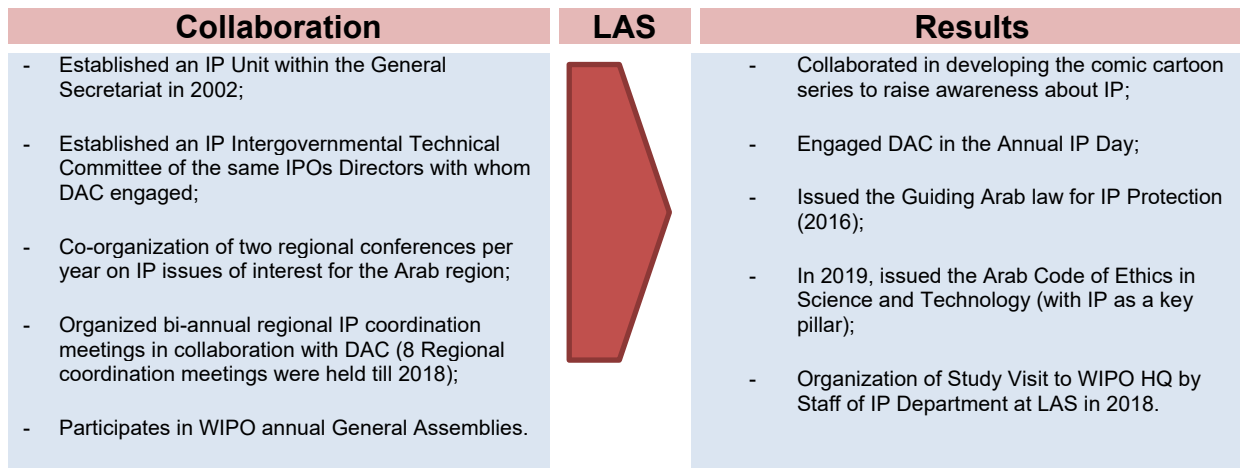
³¹ Out of the list of 56 members of national IP officers and PMs, shared with the evaluation team, 19 are female.

(d) A special session on “Gender, IP and Economic Development”, in the Arab Subregional Meeting on the role of IP in Achieving Economic Development, held in Egypt (October 2018); and

(e) A Panel Discussion on “Intellectual Property and Women Entrepreneurs”, as part of the national workshop on Effective IP Asset Management by SMEs, held in Dubai, UAE, between March 19 to 20, 2019.

67. In order to maximize results and ensure synergies, DAC has built strong partnerships with regional and sub-regional inter-governmental platforms, namely LAS and GCC. Over the years, these partnerships were reinforced by Agreements signed with the former in 2000 (enlarged in 2018), and with the latter in 2012.

Figure 12: DAC & LAS Collaboration and Results Achieved



Source: prepared by the Evaluation Team

(C) EFFICIENCY

68. The evaluation assessed the Division’s efficiency along four axes, namely (i) the timeliness in achieving the results; (ii) budget and ability to pull in resources; (iii) efficiency of processes with particular focus on (a) coordination; (b) participation; (c) communication; (d) monitoring and follow up; and (e) planning.

(i) Timeliness

69. Almost 75 per cent of the surveyed national IP stakeholders agreed that the time-frame for achieving the intended results set by the Division is realistic, considering the context and the scope of interventions. Among the WIPO collaborators, the figure is lower at 62.5 per cent with 25 per cent having a neutral answer as shown in the Figure 13.

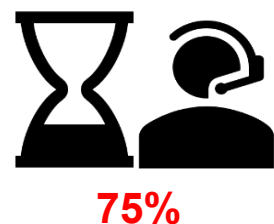
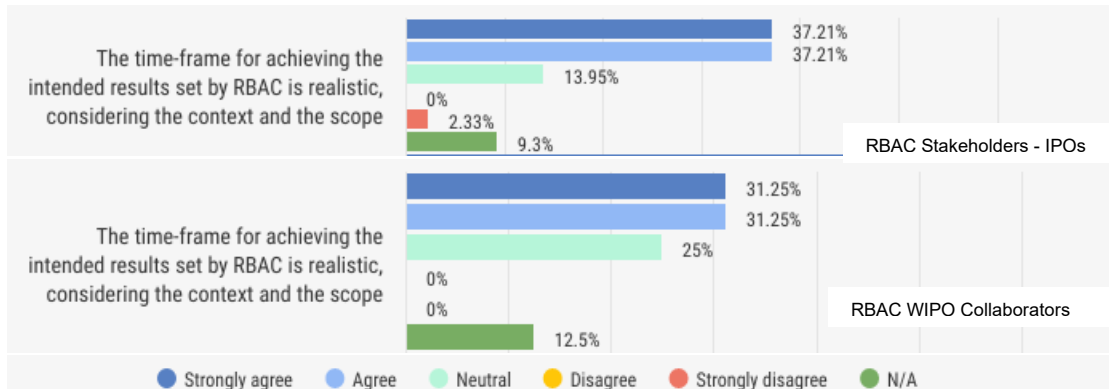


Figure 13: Feedback on the Timeliness of DAC Interventions



Source: prepared by the Evaluation Team

70. The timeliness of the Division in responding to the IPO communications and inquiries is commended by 93 per cent of the survey respondents. The consultation further confirmed that the Division has been systematic and diplomatic in responding to clarifications by emails and phone calls and assuring the stakeholders that the inquiry is attended to.



71. A scrutinized assessment of the available financial documentations (for the last two biennia) revealed that the budget expenditure has been slightly fluctuating (Figure 14). There was a budget under-utilization in 2016 and 2019 – mostly due to lower expenditure on “non-staff” cost (Figure 15).

Figure 14: Trend of DAC Total budget and expenditure (2016-2019)

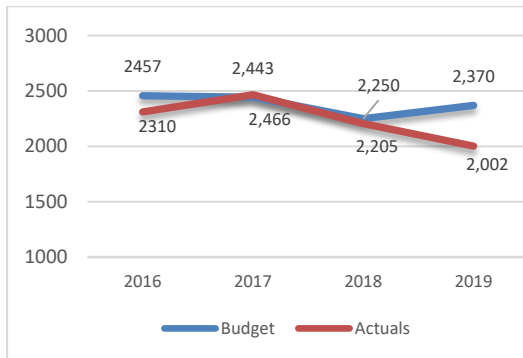
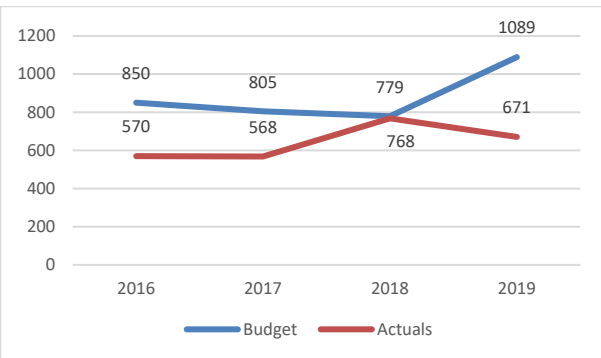
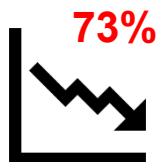


Figure 15: Trend of "Non-staff" cost budget and expenditure (2016-2019)

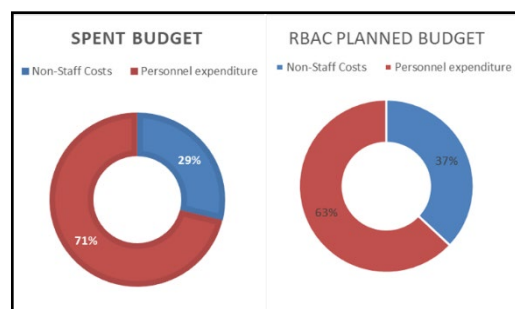


Source: prepared by the Evaluation Team



72. A total average of 94 per cent of budget utilization rate was recorded over the two biennia. A closer look showed that it was mostly borne on the “non-staff” cost with an average utilization rate of 73 per cent.

Figure 16: Distribution of DAC personnel and non-Staff Budget - Planned and Spent (2016-2019)



73. It was only in 2018 that the 98 per cent of budget allocated to both personnel (98 per cent) and other non-staff (99 per cent) cost been consumed in implementing the Division’s activities (Figure 16). The “non-staff” cost has been planned to be 37 per

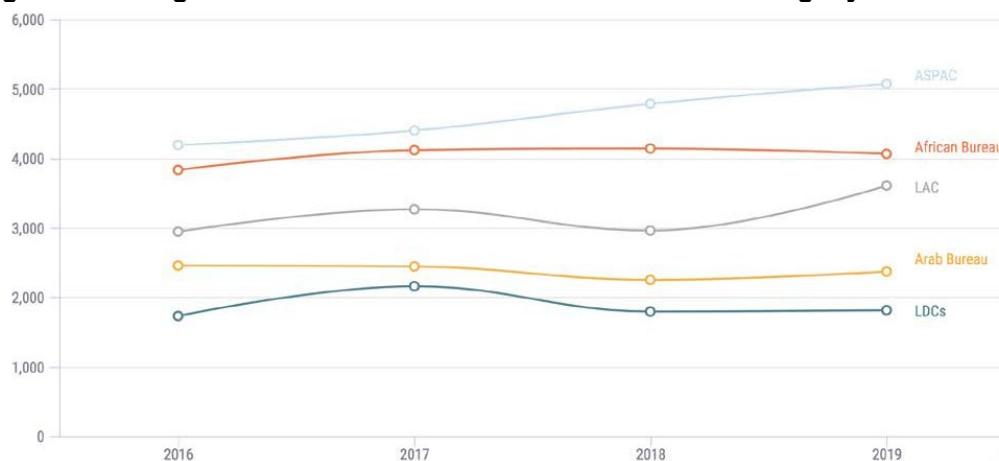
cent, but the actual spent made it 29 per cent as shown in Figure 16. The balance has been allocated and spent on the Division personnel, as elaborated in Table 7.

Table 7: DAC Budget Analysis (Planned vs. Spent) for the last 2 Biennia (Thousands CHF)

Year	Budget Category	Budget	Spent	Balance	Utilization rate
2016	Sub-total	2457	2310	144	94%
	Non-Staff Costs	850	570	-280	67%
	Personnel expenditure	1607	1740	133	108%
2017	Sub-total	2,443	2,466	-23	100.94%
	Non-Staff Costs	805	568	-237	71%
	Personnel expenditure	1638	1898	260	116%
2018	Sub-total	2,250	2,205	45	98.00%
	Non-Staff Costs	779	768	-11	99%
	Personnel expenditure	1471	1437	-34	98%
2019	Sub-total	2,370	2,002	368	84.50%
	Non-Staff Costs	1,089	671	-418	62%
	Personnel expenditure	1281	1331	50	104%
TOTAL	TOTAL	9,520	8,983	534	94%
	Non-Staff Costs	3,523	2,577	-946	73%
	Personnel expenditure	5,997	6,406	409	107%

74. Comparatively, DAC's budget is relatively proportional to other regions with regard to the geographical spread and coverage (number of countries). It comes fourth behind the Divisions for Asia and the Pacific (ASPAC) (38 countries), Africa (45 countries) and Latin America and the Caribbean (33 countries). While serving 22 countries DAC's budget is almost half of that allocated for the ASPAC region, since the number of countries served is also almost half, as illustrated in Figure 17.

Figure 17: Budget allocations for the Division and LDCs have slightly decreased (2016 - 2019)

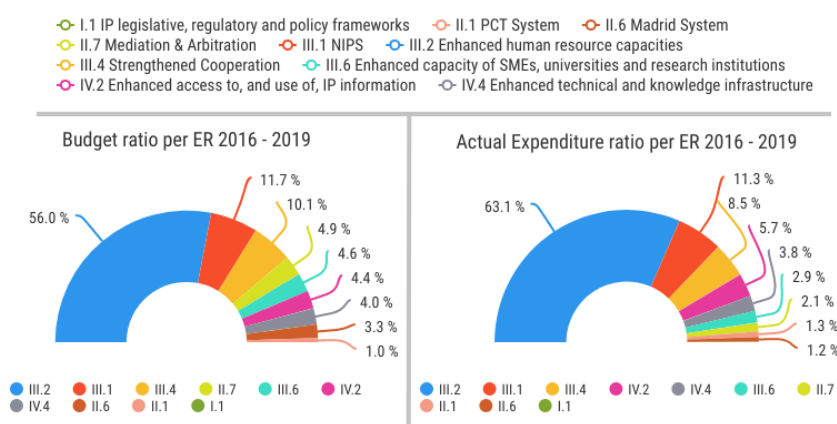


Source: Figure prepared by IOD Evaluation Section for the DAC Evaluation 2019

75. The non-staff budget is further examined by the ERs assigned to DAC. This analysis confirmed that the 2.57 million Swiss francs were spent, over the three biennia, on achieving WIPO SG III. Seventy four point four per cent of the Division's expenditure (compared to the planned budget of 66.7 per cent) is spent primarily on supporting the development of NIPS and plans consistent with national development objectives (ER III.1) – (11.3 per cent of the Actual budget) and on enhancing the human resource capacities to deal with the broad range of requirements for the effective use of IP for development (ER III.2) with 63 per cent of the Actual budget (Figure 18).

76. The non-staff cost, amounting at 2,577,000 Swiss francs, was spent on 242 activities (187 completed and 55 in progress), with an average cost per activity 10,650 Swiss francs.

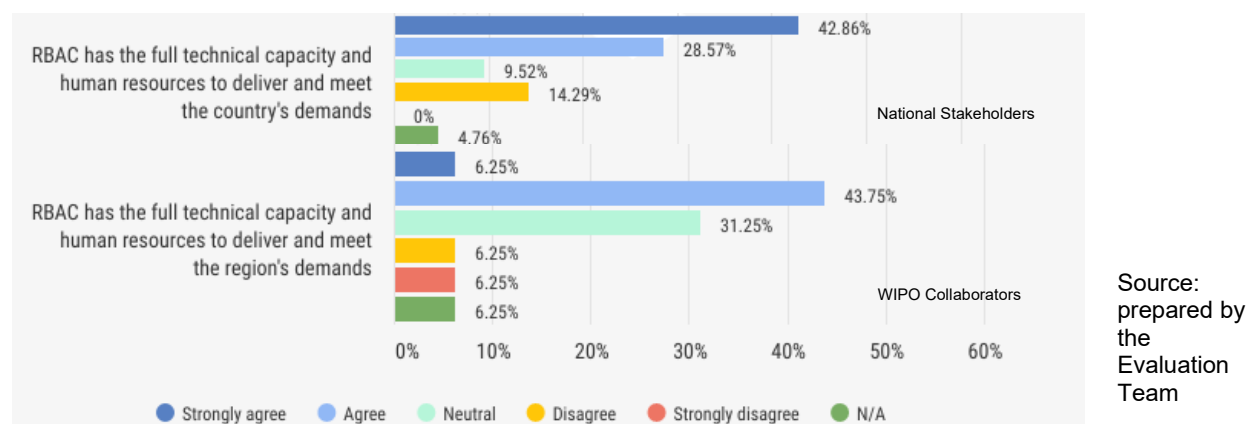
Figure 18: Distribution of DAC Contribution by ERs and Budget (Planned and Actual Expenditure) for the years 2016-2019



77. The personnel³² cost consumed the highest share of the total budget with 6,406 Swiss francs over the six years. Between 2017 and 2019, the personnel cost decreased by 30 per cent cumulatively, with an annual ratio of 28 per cent and seven point four per cent in 2018 and 2019 respectively.

78. Overall, there was a consensus among the national IP stakeholders that the Bureau has the full technical and human resource capacity to deliver the countries' needs (70 per cent), while the figure among WIPO collaborators is different, with half of them confirming so and another 31 per cent of them having a neutral position.

Figure 19: National IP Stakeholders and WIPO Collaborators feedback on DAC Human Resources



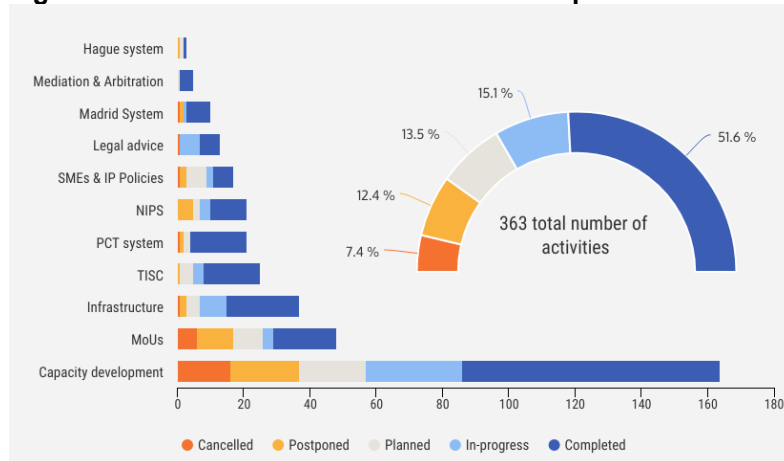
79. The Division's expenditure has been less focused on strengthening cooperation arrangements (ER III.4), because there is no cost for negotiating and concluding MoUs. Also, the Division's expenditure is relatively less focused on enhancing the capacity of SMEs, universities and research institutions to successfully use IP to support innovation (ER III.6), because the cost is also shared with the SMEs and Entrepreneurship Support Division.

80. The actual expenditure reveals that there is a consistent over-expenditure on ER III.2 in relation to building the capacities of IPOs to enhance the effective use of IP for development –

³² The Bureau consists of a Director, four Desk Officer/ Counselors, and one Secretary I, and one currently vacant post for a Secretary II

which is mostly driven by increased demand from the Member States for empowering their IP offices. As exemplified in Figure 20, 47 per cent (172 in numbers) of the total 363 TAs fall under the capacity building category, followed by 13 per cent of TAs (48) related to signing the MoUs (fulfilling ER III.4), and 10 per cent (37) on infrastructure (fulfilling ER IV). Legislative advice does not entail any costs. Costs for other activities are shared with the relevant substantive Divisions.

Figure 20: Distribution of DAC Work plan Activities by Type and Status (2014-2019)

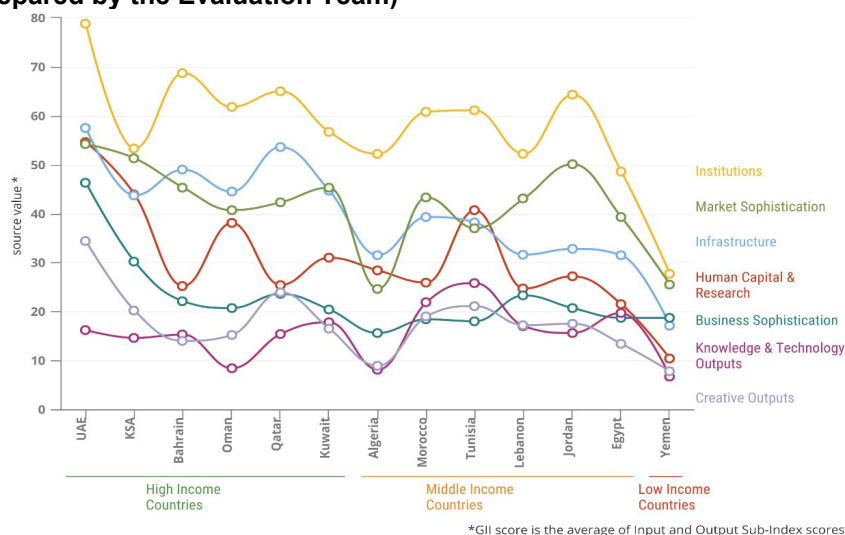


Source: prepared by the Evaluation Team

81. Such alignment with the national priorities as illustrated in the evolving trend of IP filing across the region over the last decade, has been associated with WIPO's efforts through DAC and other sectors. It is further confirmed in the consultation process in which the majority of the Division's stakeholders praised the Division's efforts to strengthen the capacity of their IPOs both with human and technical resources.

82. The GII 2020 report indicated that UAE stands out for being the main innovation achiever among the Arab countries over the last couple of years. It is followed by Tunisia (65th) Saudi Arabia (66th), Qatar (70th) and Morocco (75th).

Figure 21: GII 2020 Trend by its Components across the Region (Source: GII 2020 Report³³, prepared by the Evaluation Team)

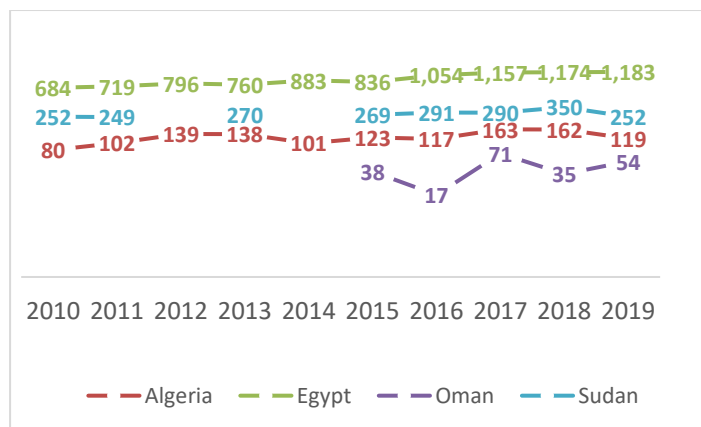


Source: prepared by the Evaluation Team

³³ It is to note that GII relies on more than 80 indicators, including two patent-based measures drawn from the WIPO Statistics Database (www.wipo.int/ipstats/en) described below. In addition, statistics on utility models and trademarks are used in different pillars.

83. Based on the regional perspective, a closer look at the IP filing trend across the four focus countries, as in Figure 22, uncovers (i) weak yet recent and evolving trend in Oman; (ii) an intermittent filing in Sudan that has picked up, yet shifted downward in 2019 mostly due to the prevailing political unrest in 2018-2019; (iii) very high figures in Egypt (mostly associated with the long-standing and advanced IP sector) with a steady yet slow increase in IP filing over the last decade; and (iv) another slow yet fluctuating increase in Algeria.

Figure 22: IP Filing across the four Focus Countries over the last Decade



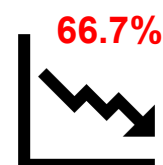
Source: Data from GII and graph elaborated by the Evaluation Team

84. When information and data collected through the evaluation process is triangulated with data with the GII of 2020, the following observations are noteworthy:

- (a) All Arab countries require support from WIPO, through its different sectors including DAC, to further build their knowledge and technology outputs and creative outputs; i.e. more investment is needed for knowledge/ innovation creation, protection and diffusion – since all the countries’ outputs are in the low tier;
- (b) Most countries (middle and low income) require further assistance in developing their information and communications technology infrastructure as well as research and human capital. While the needs extend beyond the IP sector, ongoing WIPO’s support to build the technical infrastructures and human capacity to enhance the use of IP for development is essential to ensure the countries’ readiness; and
- (c) The trend of the institutional capacities’ signals to the Regional Divisions efforts over the years. It also reinforces the current and future emphasis for supporting the NIPS and IP policies and legislations, particularly in the middle- and low-income countries.

(ii) Efficiency of processes with particular focus on (a) coordination, (b) participation, (c) communication, (d) monitoring and follow up

85. Between 2015 and 2019, the Division’s figures extracted from the work plan showed 363 planned TA activities, out of which 187 activities were completed and 55 are still in progress, with an implementation rate of 66.7 per cent. Some activities that are in progress depend on the input of parties outside the DAC, including national stakeholders and other relevant Divisions in WIPO.



86. In fact, a closer look at the Distribution of DAC workplan activities by type and status revealed that the Division has completed 51.6 per cent of the total activities planned for last five years (2014-2019). This reflects relatively an average level of program efficiency. More

specifically, Figure 20 shows that out of the total 363 activities, 15.1 per cent are still in progress, while seven point four per cent of them were canceled and 12.4 per cent were postponed. Most of the latter relate to capacity building and MoUs categories of activities (Table 5). When exploring the reasons for cancellation and postponement, the Division referred to sudden security situations in the targeted countries that impeded their implementation (examples were Sudan in 2018-2019 and Lebanon since mid-2019), or changes in leadership in the IP Offices (examples were Bahrain between 2018 and 2019, Sudan between 2018 and 2020 and Tunisia between 2017 to 2019).

87. The consultation with the IP experts showed that the Division has steadily increased its reliance on expertise from the region. The figure reported by the Division showed that 72 per cent of the Division's external experts are from the region. This is further confirmed by the list of experts provided by the Division (17 out of 24 experts are from the region). However, during the consultation, the experts interviewed emphasized that the consulting fees do not match the market price, the commissioning process is time-consuming with respect to administrative in-house formalities. They acknowledged, however, that the Division is always responsive despite the internal procurement challenges. Some of the interviewees also suggested that the roster of consultants/experts on WIPO website be updated (adding language, area of specialization).

88. While the planning process was addressed earlier, it is critical to emphasize some common efficiency aspects related to the planning, coordination, monitoring and follow up and communication processes.

89. **Coordination:** Both national IP stakeholders and WIPO collaborators confirmed that the Division efficiently coordinates internally when addressing the countries' demands in a timely manner, in order to fulfill its mandate of fostering TA activities for the optimal use of IP assets. While coordination is a key function of the Division, there is no performance indicator that captures the effectiveness and efficiency of this coordination function in achieving the wider WIPO SGs.

90. The evaluation highlighted the following areas of focus that require more attention from the Division and its internal collaborators:

(a) **Mandate:** the evaluation noted that while the Division is perceived as WIPO's interlocutor with the region, in some cases other sectors have direct interventions and channel direct support to various national IP stakeholders. The stakeholders interviewed repeatedly referred to WIPO's Units, other than DAC, communicating and engaging with them on joint activities;

(b) **Knowledge Management:** the evaluation noted that the DAC counselors inform other substantive divisions about WIPO's interventions in the region and focus primarily on those interventions to which the Division has a direct contribution (financial and/or professional). Yet in some cases, the follow up on the recommendations that emerged from the country missions, for instance, was perceived by them, as the responsibility of WIPO's Units with the relevant expertise³⁴. As information sharing is one of the Division's functions, it communicates to other WIPO staff the request using the conventional "WIPO-sanctioned" means, namely memos, other means of communications and meetings;

(c) **Inter-regional coordination:** the evaluation could not establish a systematic or consistent form of inter-regional coordination between the Divisions. Despite the fact that many Arab countries are located in Africa, while others are classified as LDCs, there was no reference to possible collaboration despite the potential positive impact on the Member States. Nevertheless, the Division has explored some opportunities: including one with the African Division regarding the annual contribution to the New Partnership for Africa's Development, as well as some capacity building activities in addition to

³⁴ Here too, the Director of the Bureau has a different view stating that recommendations that emerged from the country missions are usually joint responsibility between the DAC and the WIPO's units with the relevant expertise.

coordination with ASPAC regarding briefings to the Asia and the Pacific Group meetings. National IP stakeholders clearly expressed their lack of visibility of the scope of work of other Regional Divisions and expressed concerns of possibly losing opportunities of learning (and possibly resources) by not engaging with Divisions covering their regions. Still the Division has invested in such cases of cooperation and sharing best practices with countries outside the Arab region. For example in October/November 2019, the IP Dialogue between Japan and selected Arab countries took place in Tokyo.

91. Similarly, on the Division's coordination with the external stakeholders the evaluation found:

(a) **Re-adjusting the coordination with the Member States counterparts:** the evaluation identified two channels of coordination/communication between the Division and the Member States: one through the PMs in Geneva and the other through the IP Offices in the capitals. The level of engagement and expectations from both differ and obviously require different sets of skills and resources. With the former, the Division leverages its diplomatic capacity, while with the latter, it deploys more its technical resources. Overall, the Division tends to underscore the diplomatic aspects of its functions. While this is a key to DAC operations there should be a balance by further increasing the project management and technical side. It is worth noticing that most Counselors have already benefited from WIPO training on project management; and

(b) **Monitoring and evaluation:** along with the accountability-driven performance comes the activity-focused monitoring approach applied by the Division that puts higher emphasis on the delivered activities over the results, as evidenced in the different evaluation reports of the regional Divisions. This emerged from the consultations with the national IP stakeholders and was confirmed by the Division Counselors who showed confidence in listing the series of events executed at the national and regional levels. However, when probing through interviews on the potential impacts and implications of the Division's efforts, the answers tended to shift the focus towards the contextual dynamics and challenges. The Division confirmed that there is at least one mid-term review done with national counterparts. The monitoring capacity within WIPO in general, including the Division, is found to be less than expected³⁵.

92. In terms of **participation** in WIPO activities, the evaluation noted three levels of stakeholders' participation, namely (i) Geneva-based events (including the General Assembly); (ii) regional and sub-regional events; and (iii) national country-based events.

(a) The evaluation confirmed the Member States' engagement in the annual General Assembly organized by WIPO, which are seized to organize consultation meetings with Member States to negotiate and finalize the country work plans with the Division; and

(b) Due to limited budget, the participation in the WIPO intergovernmental bodies is often selective. DAC relies on an internal selection process undertaken by the Permanent Delegation of the LAS in Geneva, among the Member States.

93. In the consultation, some stakeholders highlighted the need for DAC to set more stringent guidelines for the selection of the IP staff/stakeholders to benefit from those regional and global events. The Division confirmed doing so, but it seems not enough in order to capitalize on the acquired knowledge and skills among targeted staff. "Instead of leaving it to the discretion of the IP authority, it is recommended that WIPO/DAC insist on some specific guidance for participants profile, like other International Organizations do, to ensure capacity is reinforced" – as explained by consulted stakeholders. The country-based events of capacity building nature or missions are

³⁵ (i) the incongruence in reporting of activities between WIPO TA database and the DS's records; (ii) the lack of clarity on how to measure some of the TIRE (1) performance indicators (PIs); (iii) less than expected follow up mechanism with the IPOs, as confirmed by the consulted national IP Stakeholders.

often implemented in the capitals since the IP function is mostly centralized. They are however reaching out to a wide spectrum of stakeholders beyond the conventional IP sector, such as the academia, SMEs and the wider entrepreneurial sector with an emerging focus on women.

94. Accessibility and participation, however, are found to depend on language, technology and internet connectivity. Language was perceived as a barrier to some stakeholders in the Gulf region and LDCs, as elaborated by the national counterparts.

95. However, the evaluation asserted that the Division has made a lot of efforts to ensure that the language becomes no more a barrier to developing IP strategies and policies, with (i) the NIPS methodology being currently made available in Arabic; and (ii) commissioning Arab-speaking consultants along with (iii) the service of the Division bi and tri-lingual staff. Consulted stakeholders still requested to have more publications available in Arabic.

96. On the technological side, many of the consulted stakeholders acknowledged the reliability of using online platforms and webinars, as a key lesson learned from the COVID-19 pandemic, in reaching out to wider participants – even beyond the capitals. Others remained in favor of the conventional face-to-face approach. This feedback is complemented by the survey findings indicating that more than 52 per cent of the IPOs (and 50 per cent of internal WIPO collaborators) perceived that WIPO/DAC support has been somehow negatively impacted by COVID-19 pandemic, as well as by poor internet connectivity for some countries and absence of simultaneous interpretation into Arabic for some countries.

52% of the IPOs	50% of WIPO internal collaborators	83% of the IPOs	56% of WIPO internal collaborators
perceive that WIPO/ DAC support has been somehow negatively impacted by COVID19 pandemic		considered DAC support has remained efficient	

97. DAC reported to have managed to continue delivering despite the challenges posed by the COVID-19 and implemented a substantial number of virtual activities planned for 2020, examples of which are the following:

- (a) Subregional Meeting for selected Arab countries on IP, public health and innovation, held on November 30 and December 1, 2020;
- (b) Completion of the Project for IP Policy for Universities in Morocco;
- (c) Subregional Workshop on bridging the gap between Academia and SMEs for GCC Member States, organized in cooperation with GCC-IPTC, held on November 17 and 18, 2020; and
- (d) Progress in the two projects on IP Policy for Universities in Egypt and Jordan.

98. Despite the challenges imposed by COVID-19 pandemic, efficiency of the Bureau in assisting/ attending to the national IP stakeholders' requests was praised by 83 per cent of them implying that "the Bureau staff have done what can be done during the pandemic" – as elaborated by an IP counterpart during the consultation. Nevertheless, others have expressed different expectations with regard to WIPO seizing the pandemic to produce knowledge and facilitate virtual discussion and consultation (leveraging the online platforms) on topics addressing IP and health. The evaluation confirmed that, over the three biennia, a Regional Workshop on "Trade, Intellectual Property, and Public Health" for Arab Government Officials was held in Kuwait (November 18 to 21, 2018); in addition to organizing bilateral expert missions on IP and Public health with focus on pharmaceuticals (UAE and Kuwait), and a virtual sub-regional meeting for selected Arab countries on IP, public health and innovation held between November 30 and December 1, 2020. WIPO internal collaborators were of a different

– more conservative - view though, with 56 per cent of them considering DAC’s support has remained efficient.

(D) SUSTAINABILITY AND IMPACT

99. The evaluation confirmed that the Division has contributed over the years to strengthen the Arab countries capacities in IP and its role in economic and sustainable development.

100. IP awareness has been amplified over the years and the IP maturity curve has been pushed forward in the different Arab countries thanks to the Division’s awareness raising and capacity building interventions. This is evidenced in some of the national IP stakeholders’ voice, when asked.

101. The Division efforts to contribute to impact are traceable in some of the Arab countries. The DAC has invested time and efforts to strengthening and supporting the enabling environment for IP development – namely through capacity building (human and technical), establishing TISCs, TTOs, IP Policies for Universities, starting Mini-Academies (Egypt and Tunisia), facilitating policy and legislative advice reviews, among others.

11 TISCs	12 WIPO GREEN	13 ARDI	14 IPAS
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102. Such efforts have not, however, culminated into widespread endorsement of national strategies and changes in policy because of the contextual factors indigenous (political and policy) and exogenous (global/regional economic hits) to some of the Arab countries. The Division has not developed a medium to long-term *results-based country-specific* plan/ roadmap with the national IP counterparts to facilitate such change.

103. Nevertheless, the evaluation asserted that some countries have been seizing the support of other Geneva-based organizations to further develop IP and innovation approaches to development, while capitalizing on the capacity built with WIPO through the Division. This reflects signs of sustainability of the Division’s cultivated seeds for IP for development in those countries.

104. The evaluation findings highlighted that the majority of the survey respondents (70 per cent of the IPOs) considered that the Division has supported advancing policy and behaviors change conducive to IP, and 83.5 per cent agreed that the Division has built the capacity of the IP Offices to support future development in the Sector. When further probed about it, the consulted stakeholders pinpointed to various aspects of sustainability considered by the Division over the years.

Financial	Partnerships	Retaining capacities and institutional memory
<ul style="list-style-type: none"> - Limited DAC financial resources - lack of clarity by the member States – hence inability to foresee resources needed to invest in the sector - Dwindling resources in some countries due to other priorities 	<p>Strengthening partnership and signing pending Agreements and MoUs with national stakeholders.</p> <p>Widening the pool of stakeholders in various national Regional and National Development Sectors (Academia, SMEs private sectors in addition to the public sector)</p> <p>Cooperation with other international organizations (UNCTAD, WTO, WHO and others) amplifies the impact and ensures sustainability</p>	<p>Turnover and rotation among the IPOs staff risks the efforts to build national capacities. It threatens the institutional memories unless systems and joint long-term work plans are in place.</p> <p>Turnover is driven by either promotion, career shifts and/or other factors.</p>

7. RECOMMENDATIONS

105. In order to ensure and enhance effectiveness, efficiency, as well as sustainability and impact of DAC's expected results, the Division should:

At the level of the Division and WIPO

1. Re-emphasize at the Organization's level the role of the Division as the interface of WIPO when dealing with countries/organizations and other stakeholders in the Arab region;
 - (a) Re-scope Tier 1 PIs at the level of the Division, the RNDS and WIPO as a whole to re-emphasize the Division's ownership;
 - (b) Re-establish the Division's ownership on Tier 2;
 - (c) Explore the possibility of identifying additional means of measurement of performance results and impact; ensuring alignment and avoiding inconsistencies among them.

(Priority: Medium)
2. Develop a joint DAC-Country specific outcome-driven medium to longer-term program/plan (three-five years plans) in line with the biennium plans followed by WIPO (in addition to the existing annual work plans) that ensures the coherence of the interventions, minimizes time laps in approving activity-by-activity request and remains flexible to emerging needs.

(Priority: Medium)
3. Engage in using existing and/or develop new suitable knowledge Management processes promoting WIPO products, services, platforms and tools the relevant WIPO Sectors, Departments and Divisions , in order to:
 - (a) Automate the Monitoring and Evaluation tools (bilateral internally with each of WIPO's collaborators and externally with each country);
 - (b) Encourage Countries of the region to join and benefit from WIPO products, services, platforms and tools, through explaining their advantages to Member States;
 - (c) Help support regional and/or sub-regional efforts, when requested and feasible, to build regional and/or sub-regional networks for countries that benefit from WIPO products, services, platforms and tools in order to help allow sharing of information and exchange of best practices; and
 - (d) Disseminate to countries/ organizations of the region any new developments and updates in available WIPO knowledge products, services, platforms and tools.

(Priority: Medium)
4. Revisit the Division internal capacity and resource to further develop the program/ project management capacity and ensure a mixed yet balanced skill set to add to the technical and diplomacy expertise.

(Priority: Medium)
5. Continue to further explore and try to mobilize, whenever feasible, external resources to fulfill the emerging IP-related needs and speed up the national readiness and efforts to use IP in development. In the same line as to the efforts that led to the establishment of UAE Fund-in-Trust in 2019.

(Priority: Medium)

At the level of the Division collaboration with the Member States

6. Strengthen partnership with national and regional counterparts and their respective PM by:
 - (a) Renewing, whenever agreed by WIPO and the other relevant parties, existing MoUs, in case they have expiry dates, signing pending agreements and seeking to negotiate and conclude new ones; and
 - (b) Developing biennial work plans of action with a view to contribute to long term objectives of Member States, in line with WIPO's biennium plans and in addition to existing annual work plans. (Priority: Medium)
7. Continue and further support strengthening IPOs institutionally by:
 - (a) Helping develop, in cooperation with other relevant WIPO Sectors/Departments/Divisions and IPOs, IP guidelines that aim at building the capacity of selected IP officers ;
 - (b) Continue and further promote interactive training to reach wider IPOs staff, including, inter alia, through study visits and online options; and
 - (c) Consult with IPOs on establishing bilaterally agreed monitoring and tracking process and/or tool. (Priority: Medium)

At the level of the Division Partnership

8. Continue and further foster close cooperation with other sub-regional, regional and international organizations (LAS, GCCPO, GCC IPTC, UNCTAD, WTO and others) to pull in resources, maximize the impact and ensure sustainability in (i) formulation and implementation of needed IP policies and strategies; (ii) influencing IP and Innovation ecosystems; and (iii) complementing support to address emerging needs in the region.
(Priority: Medium)

ACKNOWLEDGMENT

IOD wishes to thank all relevant staff members for their assistance, cooperation, and interest during this assignment.

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ANNEXES

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[Annexes follow]

ANNEX I: Table of Recommendations

No	Recommendations	Priority	Person(s) Responsible	Management Comments and Action Plan	Deadline
1.	<p>Re-emphasize at the Organization's level the role of the Division as the interface of WIPO when dealing with countries/organizations and other stakeholders in the Arab region by;</p> <p>(a) Re-scope Tier 1 PIs at the level of the Division, the RNDS and WIPO as a whole to re-emphasize the Division's ownership;</p> <p>(b) Re-establish the Division's ownership on Tier 2;</p> <p>(c) Explore the possibility of identifying additional means of measurement of performance results and impact; ensuring alignment and avoiding inconsistencies among them.</p> <p>Closing criteria: Develop a document reflecting the re-scoping of Tier 1 PIs, Develop a document to Re-establish the Division's ownership on Tier 2 Pis, exploring new means of result measurement.</p>	Medium	Director, Division for Arab Countries, Regional and National Development Sector	Accepted for implementation	11-07-2023
2.	<p>Develop a joint DAC-Country specific outcome-driven medium to longer-term program/plan (three-five years plans) in line with the biennium plans followed by WIPO (in addition to the existing annual work plans) that ensures the coherence of the interventions, minimizes time laps in approving activity-by-activity request and remains flexible to emerging needs.</p> <p>Closing criteria: Percentage of Country plans developed.</p>	Medium	Director, Division for Arab Countries, Regional and National Development Sector	Accepted for implementation	11-07-2023
3.	<p>Engage in using existing and/or develop new suitable knowledge Management processes promoting WIPO products, services, platforms and tools the relevant WIPO Sectors, Departments and Divisions , in order to:</p>	Medium	Director, Division for Arab Countries, Regional and National Development Sector	Accepted for implementation	11-07-2023

	<p>(a) Automate the Monitoring and Evaluation tools (bilateral internally with each of WIPO's collaborators and externally with each country);</p> <p>(b) Encourage Countries of the region to join and benefit from WIPO products, services, platforms and tools, through explaining their advantages to Member States;</p> <p>(c) Help support regional and/or sub-regional efforts, when requested and feasible, to build regional and/or sub-regional networks for countries that benefit from WIPO products, services, platforms and tools; in order to help allow sharing of information and exchange of best practices;</p> <p>(d) Disseminate to countries/ organizations of the region any new developments and updates in available WIPO knowledge products, services, platforms and tools;</p> <p>Closing criteria: Automate the Monitoring and Evaluation tools Produce and disseminate knowledge products.</p>				
4.	<p>Revisit the Division internal capacity and resource to further develop the program/ project management capacity and ensure a mixed and balanced skill set to add to the technical and diplomacy expertise.</p> <p>Closing criteria: managerial training undertaken.</p>	Medium	Director, Division for Arab Countries, Regional and National Development Sector	Accepted for implementation	11-07-2023
5.	<p>Continue to further explore and try to mobilize, whenever feasible, external resources to fulfill the emerging IP-related needs and speed up the national readiness and efforts to use IP in development. In the same line as to the efforts that led to the establishment of UAE Fund-in-Trust in 2019.</p> <p>Closing criteria: meetings held with potential contributors.</p>	Medium	Director, Division for Arab Countries, Regional and National Development Sector	Accepted for implementation	11-07-2023
6.	<p>Strengthen partnership with national and regional counterparts and their respective PM by:</p> <p>(a) Renewing, whenever agreed by WIPO and the other relevant parties, existing MoUs, in case they have expiry dates, signing pending agreements and seeking to negotiate and</p>	Medium	Director, Division for Arab Countries, Regional and National Development Sector	Accepted for implementation	11-07-2023

	<p>conclude new ones;</p> <p>(b) Developing biennial work plans of action with a view to contribute to long term objectives of Member States, in line with WIPO's biennium plans and in addition to existing annual work plans.</p> <p>Closing criteria: Renewing existing MoUs and signing pending agreements.</p>				
7.	<p>Continue and further support strengthening IPOs institutionally by:</p> <p>(a) Helping develop, in cooperation with other relevant WIPO Sectors/Departments/Divisions and IPOs, IP guidelines that aim at building the capacity of selected IP officers ;</p> <p>(b) Continue and further promote interactive training to reach wider IPOs staff, including, inter alia, through study visits and online options; and</p> <p>(c) Consult with IPOs on establishing bilaterally agreed monitoring and tracking process</p> <p>Closing criteria: Promoting interactive training to reach wider IPOs staff. Production of guidelines to build the capacity of selected IP officers.</p>	Medium	Director, Division for Arab Countries, Regional and National Development Sector	Accepted for implementation	11-07-2023
8.	<p>Continue and further foster close cooperation with other sub-regional, regional and international organizations (LAS, GCCPO, GCC IPTC, UNCTAD, WTO and others) to pull in resources, maximize the impact and ensure sustainability in (i) formulation and implementation of needed IP policies and strategies; (ii) influencing IP and Innovation ecosystems; and (iii) Complementing support to address emerging needs in the region.</p> <p>Closing criteria: Meetings held with UN agencies.</p>	Medium	Director, Division for Arab Countries, Regional and National Development Sector	Accepted for implementation	11-07-2023

[Annex II follows]

ANNEX II: Terms of References



WIPO_RBAC_Evaluation_ToR.pdf

[Annex III follows]

ANNEX III: The Evaluation Matrix



WIPO_RBAC_Evaluation Matrix.pdf

Questions/sub-questions	Measure/ Indicator of progress	Sources of Data									
		Records	Interviews						Survey		
RELEVANCE			DAC Staff	WIPO Staff	IPOs	MS Missions	Stakeholders/ Users	WIPO Sr Mgt	WIPO & DAC Staff	IPOs	Stakeholders/ Users
1.1 Responsiveness to needs - to what extent the DAC mandate, plans, expected results, and activities responded to the needs of its national counterparts, including intended target populations?											
Whom, how, and to what extent does DAC consult external stakeholders (IP offices and Missions) when designing the biennial programs?	No. and list of national stakeholders consulted every two years	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Whom, how, and to what extent does DAC consult Internal WIPO Divisions/ Programs when designing the biennial programs?	No. of WIPO Divisions/ Programs consulted	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How inclusive are these consultation processes on the annual workplans?	level of consultation (high, moderate, low) with explanation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Who is usually consulted? How many key national stakeholders?	no. and list of national stakeholders consulted annually	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What has been the approach to reach out to all key IP stakeholders?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To what extent did intend WIPO's (Program 9 specifically) results reflect the needs of national stakeholders?	high, moderate, low (along with the qualifying evidence)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
To what extent does your country consider IP a key priority at the national level?	high, moderate, low (along with the qualifying evidence)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	No. of NIPS (formulated, implemented, considered, adopted)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2 Alignment with key policy/strategic priorities – to what extent the DAC mandate, expected results, and activities are coherent with the national priorities and context?											
To what extent is DAC support relevant to the national priorities given the political and socio-economic context?	high, moderate, low (along with the qualifying evidence)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	No. of NIPS (formulated, adopted, implemented)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To what extent are the policy and institutional frameworks within the MS mature (ready) enough to embark on	Rates of Participation and usage of IP systems	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

developing IP strategies and endorse relevant treaties?	No. of countries adopting the IP treaties/ conventions	<input checked="" type="checkbox"/>									<input type="checkbox"/>	
	The ratio of investment in R&D	<input checked="" type="checkbox"/>									<input type="checkbox"/>	
How relevant and coherent are the MS IP related priorities with DAC expected results?	% of activities implemented by DAC that are aligned with national priorities	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					<input type="checkbox"/>	
	ratio of activities canceled/postponed	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					<input type="checkbox"/>	
1.3 Intervention Design - To what extent did the DAC adopted a rigorous approach to planning its activities?												
What reference does DAC rely on designing its biennium workplans?	source of input/ information	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					<input type="checkbox"/>	
Does DAC keep an updated mapping/ database of national stakeholders (beyond the IP offices)?		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>								<input type="checkbox"/>	
To what extent does DAC rely on monitoring data, risk assessment, assessment of national capacities, consultation results, theories of change, among others?	high, moderate, low (along with the qualifying evidence)	<input type="checkbox"/>	<input checked="" type="checkbox"/>							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Does DAC have a theory of change/ or a strategy?	Detailed strategy and theory of change	<input checked="" type="checkbox"/>	<input type="checkbox"/>									
Given the regional challenges, on what sort of data does DAC rely on when developing its workplan? And when making decisions about accepting or deferring or rejecting proposed activities?	internal working procedure	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>							
1.4 Adaptability - To what extent did the DAC prepare its plan for and respond to changes in internal and external conditions over time?												
How responsive has the Division been to emerging needs, challenges, and opportunities that may have arisen at regional and country levels?	Changes reflected in (a) existing and/or (b) future plans and delivery modalities	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
What challenges, risks, and constraints affected DAC program implementation over the three biennia?	list of challenges (per sub-region)	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
What mitigation measures were considered to address them?	List challenges and risks and the adopted mitigation measures	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>								<input type="checkbox"/>	
EFFECTIVENESS												
2.1 Achievement of results - To what extent has the DAC contributed to the achievement of WIPO's strategic goals, expected results, performance indicators, and better delivery of WIPO's mandate?												
To what extent were DAC intended results achieved over each biennium and cumulative?	high, moderate, low (along with the qualifying evidence)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
To what extent does DAC contribute to:		<input type="checkbox"/>	<input type="checkbox"/>									
Evolving balanced IP legislative, regulatory, and policy frameworks	high, moderate, low (along with the qualifying evidence)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	No. of countries that have provided positive feedback	<input checked="" type="checkbox"/>	<input type="checkbox"/>									

	(satisfaction) with the level of legislative advice																				
Effective use of the PCT System for filing international patent applications	high, moderate, low (along with the qualifying evidence)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>								<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>						
	No. PCT Applications originating from the Arab countries/ region	<input checked="" type="checkbox"/>	<input type="checkbox"/>																		
	No. Hague Applications originating from the Arab countries/ region	<input checked="" type="checkbox"/>	<input type="checkbox"/>																		
	No of accessions to the Hague Treaty	<input checked="" type="checkbox"/>	<input type="checkbox"/>																		
Effective use of the Madrid System	high, moderate, low (along with the qualifying evidence)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>								<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>						
	No. Madrid System Applications originating from the Arab countries/ region	<input checked="" type="checkbox"/>	<input type="checkbox"/>																		
	No of accessions to Madrid System	<input checked="" type="checkbox"/>	<input type="checkbox"/>																		
Preventing/ resolving International and domestic intellectual property disputes through WIPO mediation, arbitration, and other alternative dispute resolution methods	high, moderate, low (along with the qualifying evidence)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>								<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>						
Effective use of the Lisbon System	high, moderate, low (along with the qualifying evidence)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>								<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>						
	No. of the registration form the Arab countries/ region in the Lisbon System (or Lisbon Act)	<input checked="" type="checkbox"/>	<input type="checkbox"/>																		
	No of accessions to the Lisbon Treaty	<input checked="" type="checkbox"/>	<input type="checkbox"/>																		
Developing National IP strategies and plans consistent with national development objectives	high, moderate, low (along with the qualifying evidence)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>								<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>						
	No. of countries that are in the process of formulating national IP strategies																				
	No. of countries that are in the process of implementing national IP strategies and IP development plans	<input checked="" type="checkbox"/>	<input type="checkbox"/>																		
	No. of countries that have adopted national IP strategies No. of countries which are revising their IP strategies																				
Enhancing the human resource capacities to deal with the broad range of requirements for the effective use of IP for development	high, moderate, low (along with the qualifying evidence)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>								<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>						
	% of participants in WIPO events who express satisfaction with the content and organization of these events	<input checked="" type="checkbox"/>	<input type="checkbox"/>																		
	% of participants in WIPO workshops who apply the skills learned in their work/enterprise	<input checked="" type="checkbox"/>	<input type="checkbox"/>																		
	% of national and regional IP experts used as resource persons in WIPO events	<input checked="" type="checkbox"/>	<input type="checkbox"/>																		

	No. of countries engaged in South-South Cooperation	<input checked="" type="checkbox"/>	<input type="checkbox"/>															
Increased capacity of SMEs, universities, and research institutions to successfully use IP to support innovation	high, moderate, low (along with the qualifying evidence)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
	No. of universities and/or research institutions having developed and/or improved their IP policies	<input checked="" type="checkbox"/>	<input type="checkbox"/>															
	No. of countries in which IP policies were developed or adopted for SME support institutions	<input checked="" type="checkbox"/>	<input type="checkbox"/>															
Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	high, moderate, low (along with the qualifying evidence)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
	No. of sustainable national TISC networks	<input checked="" type="checkbox"/>	<input type="checkbox"/>															
	No. of technology transfer projects/programs initiated by developing countries using patent information in the public domain	<input checked="" type="checkbox"/>	<input type="checkbox"/>															
How effective have DAC meetings and workshops been in:		<input type="checkbox"/>	<input type="checkbox"/>															
Promoting WIPO Green	high, moderate, low (along with the qualifying evidence)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
	No. of WIPO Green related events held in the Arab region	<input checked="" type="checkbox"/>	<input type="checkbox"/>															
Promoting WIPO Re-search	high, moderate, low (along with the qualifying evidence)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
	No. of WIPO Re-search related events held in the Arab region	<input checked="" type="checkbox"/>	<input type="checkbox"/>															
Promoting ABC	high, moderate, low (along with the qualifying evidence)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
	No. of WIPO copy-rights related events held in the Arab region	<input checked="" type="checkbox"/>	<input type="checkbox"/>															
Promoting the GII ranking system	high, moderate, low (along with the qualifying evidence)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
	What is the trend among the Arab countries over the last three biennia?	<input checked="" type="checkbox"/>	<input type="checkbox"/>															
To what extent are the expected results realistic/feasible given the national/regional context?	high, moderate, low (along with the qualifying evidence)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
Did any unintended outcome/ effect occur as a result of DAC interventions?	what type and scope	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
2.2. Scope and scale of results - To what extent is the program reaching the intended target countries (coverage)?																		
To what extent does the DAC contribute to meeting the needs of its stakeholders (IP Offices)?	% of stakeholders indicating that needs have been met	<input type="checkbox"/>											<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
	No proposed activities by countries that have been integrated into DAC workplans?	<input checked="" type="checkbox"/>																
To what extent does DAC reach the different countries within the Arab region?	ratio of countries targeted nationally over the three biennia (out of the total 22)	<input checked="" type="checkbox"/>																
	No. of countries that benefited from DAC regional	<input checked="" type="checkbox"/>																

	and global activities (out of the 22)																	
	types of activities with the wider outreach	<input checked="" type="checkbox"/>																
To what extent countries in the region are progressed to a higher state/level with respect to their NIPS plans?	No. of countries have progressed over the three biennia (ratio)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>														
2.3 Factors of results - To what extent has WIPO contributed to the IP national and regional strategic objectives?																		
What external (context-related) factors influenced – positively or negatively - the Arab countries' progress toward IP related strategies?	List of factors identified that influence the achievement of results		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>								<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
What internal processes (within WIPO and DAC) affect DAC achievement of results?	The Division (DAC staff) level of capacity - expertise, networking, technical versus diplomatic capacity, ...		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>														
	level of collaboration between DAC and other Divisions (high, moderate, low) - to be defined		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>														
	the capacity of DAC to open up channels/ facilitate access at the national level (high, moderate, low) - to be defined		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>												
2.4 Inclusiveness of results - To what extent were achieved results inclusive, supporting the realization of gender equality and other equity considerations?																		
What gender aspects have the Division factor in the scope of their work?			<input checked="" type="checkbox"/>															
To what extent was regional and gender distribution accounted for in mobilizing experts?	% of experts by region and gender	<input checked="" type="checkbox"/>																
To what extent has DAC accounted for gender equality in national and regional activities?	Number of gender-related activities implemented	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>														
	Distribution of participants in DAC events (by gender)	<input checked="" type="checkbox"/>	<input type="checkbox"/>															
2.5 Additionality - To what extent did DAC leverage the mobilization of additional resources at the national or regional level, which would not have otherwise materialize, and did any outcomes materialized as the result of the leverage-effect?																		
To what extent did the DAC contribute the mobilizing additional financial/non-financial resources from the region?	high, moderate, low (along with the qualifying evidence)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>														
	% of resource mobilization	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>														
What has been achieved with these additional resources?	List of activities and link to results	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>														
EFFICIENCY																		
3.1 Timeliness of results - How timely were results achieved within the intended timeframe?																		
To what extent were the set targets achieved over the last three biennia?	high, moderate, low (along with the qualifying evidence)		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>								<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
	review of all the Results III.1 and III.2 against the targets	<input checked="" type="checkbox"/>																
To what extent were the planned activities implemented as per the workplan?	% of activities delivered according to workplans in each biennium	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>														

Was the stated timeframe realistic for achieving the intended results, considering the context and the scope of influencing decision-making?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
on average, how long would WIPO advice/ services take to respond to/ address the country's requests/ demands?	Range (1-3 months- 3 to 6 months - 6 to 12 months - more)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
To what extent is the response time for such service reasonable?	high, moderate, low (along with the qualifying evidence)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
What explains this delay?	internal or external factors/ internal WIPO processes/ communication between WIPO and stakeholders, etc....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
How well were any such delays managed/mitigated?	% of stakeholders that indicated that delays were managed in an efficient manner	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					

3.2 Cost of results - To which extent inputs converted into results at different levels in the least costly way possible were? Are there alternatives to deliver the same result for less within the contextual conditions?

What was the cost of converting inputs (funds, personnel, partnerships, expertise, etc.) to results at different levels?	Budget vs. actual expenditure by results	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>							
Would it be possible to achieve the results/ targets with fewer resources? How?		<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>					
Was there any possibility of mobilizing partnerships as alternatives? What hinders? And what enables?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
What measures are in place for capturing and applying lessons learned, sharing, and replicating good practices?			<input checked="" type="checkbox"/>								

3.3 Efficient processes - To what extent do WIPO processes facilitate or impede (if any, participation and accessibility to DAC services)?

To what extent has the process of defining the workplan been efficient?	How long does it take to develop and approve the workplan? (TIME INTERVAL)		<input checked="" type="checkbox"/>								
How frequent are the Division's review meetings (internal)?	timeframe		<input checked="" type="checkbox"/>								
How frequent are the Division's review meetings (with the IP offices and missions)?	timeframe		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
To what extent are these enough to review progress and make decisions?	high, moderate, low (along with the qualifying evidence)		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
Were there any internal/external bottlenecks? And how were they mitigated?			<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					

3.4 Prioritization - Are the DAC priorities consistent with the allocation and optimum utilization of resources to deliver the expected results?

To what extent were the resources available for DAC (budget and human) in line with the country/region/WIPO priorities?	high, moderate, low (along with the qualifying evidence for both budget and HR)		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				
	Trend in resources over the three biennia	<input checked="" type="checkbox"/>										
To what extent was the allocation of resources consistent with the delivery of expected results?	high, moderate, low (along with the qualifying evidence)		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>						
How adequate were the resources (human and financial resources) to deliver according to workplans and expected results?	high, moderate, low (along with the qualifying evidence)		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>						
IMPACT												
4.1 Contribution - Has WIPO contribution to countries had long-term change at the national and regional levels?												
What was the DAC (WIPO) major contributions in relation to the use of IP in the region and at the level of each country?	List of possible contribution: Better services, IP higher in the government agenda, attitude changes, changes in policy content, behavior change, among other changes		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
To what extent has DAC (WIPO) contributed to such changes in facilitating the use of IP for development?	high, moderate, low (for possible Better services, IP higher in the government agenda, attitude changes, changes in policy content, behavior change among other changes)		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
To what extent have any unintended long-term effects (positive/negative) arisen as a result of the implementation of the DAC activities?	list of those unintended results/ outcomes and role of DAC in them		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
4.2 Reduced inequality - To what extent has the DAC contributed or can be expected to contribute in the future, to gender balance?												
What aspects of gender balance has the DAC contributed to maintaining?	list	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>									
To what extent has the organization advance on creating a permanent policy and behavioral change conducive to IP and gender equality?	high, moderate, low		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
SUSTAINABILITY												
5.1 Preparation of sustainability - To what extent did the DAC prepare for the continuation of positive changes/effects after an intervention ceases? How is WIPO and the Member States addressing existing sustainability challenges such as loss of institutional memory at the national level?												
To what extent has DAC adequately prepared for the continuation of positive effects in the country/ region?	high, moderate, low		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				
To what extent do the countries' demands exhibit some sort of continuity and coherence from biennium to	high, moderate, low		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				

the next? Does it build on what has been achieved?	review the list of demand/ workplan over the three biennia	<input checked="" type="checkbox"/>																		
5.2 Contributing to building the IP enabling environment																				
To what extent did the DAC contribute to improving the enabling environment for IP development?	high, moderate, low		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>								
To what extent has DAC supported/ build the capacity of the IP offices to support future development?	high, moderate, low		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>								
	No. of IP offices supported throughout the three biennia	<input checked="" type="checkbox"/>																		
5.3 Replicability and scalability																				
To what extent can the positive effects be replicated or scaled up in the same or different contexts in the future?	high, moderate, low		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>												<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	No Plans under development for future implementation.	<input checked="" type="checkbox"/>																		

[Annex IV follows]

ANNEX IV: The List of Key Informants/ Stakeholders (provided by DAC)



The List of Key
Stakeholders (provide

[Annex V follows]

ANNEX V: The Interview Protocol

The interview will be held with key informants from the four focus countries. It comprises of:

- A quick highlight of the scope of the assignment
World Intellectual Property Organization (WIPO) is evaluating the latest three biennia (2014-2019) of the Regional Division of Arab Countries (DAC) to assess the Division processes, implementation effectiveness, and efficiency to improve the quality of implementation modalities. To that end, WIPO has commissioned an independent evaluation team to undertake the evaluation
- Brief introduction about the evaluation team
- Assurance that the consultation will be held under "Chatham house rules"
- Assurance in case some quotes will be drawn from the interview, there will be no attribution to the interviewee's name – only category and country might be referenced.
- Expectation intends to discuss key guiding questions and not a Q/A session to deepen the learning and capture the maximum possible from the interview.

The questions are primarily drawn from the Evaluation Matrix. Questions will be asked to the relevant informants

Questions/sub-questions	Interviews					
RELEVANCE	DAC Staff	WIPO Staff	IPOs	MS Missions	Stakeholders/ Users	WIPO Sr Mgt
1.1 Responsiveness to needs - to what extent the DAC mandate, plans, expected results, and activities responded to the needs of its national counterparts, including intended target populations?						
How inclusive are these consultation processes on the annual workplans?	x		x	x		
What has been the approach to reach out to all key IP stakeholders?	x		x			
To what extent did intended WIPO's (Program 9 specifically) results reflect the needs of key stakeholders of Member States?	x		x	x		
To what extent do MS consider IP a key priority at the national level?	x		x	x		
1.2 Alignment with key policy/strategic priorities – to what extent the DAC mandate, expected results, and activities are coherent with the national priorities and context?						
To what extent is DAC support relevant to the national priorities given the political and socio-economic context?	x		x	x		
To what extent are the policy and institutional frameworks within the MS mature (ready) enough to embark on developing IP strategies and endorse relevant treaties?	x		x	x		
How relevant and coherent are the MS IP related priorities with DAC expected results?	x		x	x		
1.3 Intervention Design - To what extent did the DAC adopted a rigorous approach to planning its activities?						
What reference does DAC rely on designing its biennium and workplans?	x		x	x		

Does DAC keep an updated mapping/ database of national stakeholders (beyond the IP offices)?	x					
To what extent does DAC rely on monitoring data, risk assessment, assessment of national capacities, consultation results, theories of change, among others	x					
Given the regional challenges, what data does DAC rely on in developing its workplan? Making decisions about accepting or deferring or rejecting proposed activities?	x		x			
1.4 Adaptability - To what extent did the DAC prepare its plan for and responded to changes in internal and external conditions over time?						
How responsive has the Division been to emerging needs, challenges, and opportunities that may have arisen at regional and country levels?	X		x	x		
What challenges, risks, and constraints affected DAC program implementation over three biennia?	x		x	x		
What mitigation measures were considered to address them?	x					
EFFECTIVENESS						
2.1 Achievement of results - To what extent has the DAC contributed to the achievement of WIPO's strategic goals, expected results, performance indicators, and better delivery of WIPO's mandate?						
To what extent were DAC intended results achieved over each biennium and cumulative?	x	x	x	x		
To what extent does DAC contribute to:						
Evolving balanced IP legislative, regulatory, and policy frameworks	x	x	x	x		
Effective use of the PCT System for filing international patent applications	x	x	x	x		
Effective use of the Madrid System	x	x	x	x		
Preventing/ resolving International and domestic intellectual property disputes through WIPO mediation, arbitration, and other alternative dispute resolution methods	x	x	x	x		
Effective use of the Lisbon System	x	x	x	x		
Developing National IP strategies and plans consistent with national development objectives	x	x	x	x		
Enhancing the human resource capacities to deal with the broad range of requirements for the effective use of IP for development	x	x	x	x		
Increased capacity of SMEs, universities, and research institutions to successfully use IP to support innovation	x	x	x	x		
Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	x	x	x	x		
How effective have DAC meetings and workshops been in:						
Promoting WIPO Green	x	x	x	x		
Promoting WIPO Re-search	x	x	x	x		
Promoting ABC	x	x	x	x		
Promoting the GII ranking system	x	x	x	x		
To what extent are the expected results realistic/feasible given the national/regional context?	x	x	x	x		
Did any unintended outcome/ effect occur as a result of DAC interventions?	x	x	x	x		

2.2. Scope and scale of results - To what extent is the program reaching the intended target countries (coverage)?						
To what extent countries in the region are progressed to a higher state/level with respect to their NIPS plans?	x					
2.3 Factors of results - To what extent has WIPO contributed to the IP national and regional strategic objectives?						
What external (context-related) factors influenced – positively or negatively - the Arab countries' progress toward IP related strategies?	x	x	x	x		
What internal processes (within WIPO and DAC) affect DAC achievement of results?	x	x				
	x	x				
	x	x	x	x		
2.4 Inclusiveness of results - To what extent were achieved results inclusive, supporting the realization of gender equality and other equity considerations?						
What aspects of gender and equity does the scope of work of the Division have?	x					
2.5 Additionality - To what extent did DAC leverage the mobilization of additional resources at the national or regional level, which would not have otherwise materialized? and did any outcomes materialized as the result of the leverage-effect?						
To what extent did the DAC contribute the mobilizing additional financial/non-financial resources from the region?	x					
EFFICIENCY						
3.1 Timeliness of results - How timely were results achieved within the intended timeframe?						
To what extent were the set targets achieved over the last three biennia?	x		x	x		
Was the stated timeframe realistic for achieving the intended results, considering the context and the scope of influencing decision-making?	x		x	x		
On average, how long would WIPO advice/ services take to respond to/ address the country's requests/ demands?	x		x	x		
To what extent is the response time for such service reasonable?	x		x	x		
What explains this delay?	x		x	x		
How well were any such delays managed/mitigated?	x		x	x		
3.2 Cost of results - To which extent inputs converted into results at different levels in the least costly way possible were? Are there alternatives to deliver the same result for less within the contextual conditions?						
Would it be possible to achieve the results/ targets with fewer resources? How?	x					
Was there any possibility of mobilizing partnerships as alternatives? What hinders? And what enables?	x					x
What measures are in place for capturing and applying lessons learned, sharing, and replicating good practices?	x					
3.3 Efficient processes - To what extent do WIPO processes facilitate or impede (if an) participation and accessibility to DAC services?						
To what extent has the process of defining the workplan been efficient?	x					
How frequent are the Division's review meetings (internal)?	x					

How frequent are the Division's review meetings (with the IP offices and missions)?	x		x	x		
To what extent are these enough to review progress and make decisions?	x		x	x		
Were there any internal/external bottlenecks? And how were they mitigated?	x		x	x		
3.4 Prioritization - Are the DAC priorities consistent with the allocation and optimum utilization of resources to deliver the expected results?						
To what extent were the resources available from DAC (budget and human) in line with the country/region/WIPO's priorities?	x		x	x		x
To what extent was the allocation of resources consistent with the delivery of expected results?	x		x	x		
How adequate were the resources (human and financial resources) to deliver according to workplans and expected results?	x		x	x		
IMPACT						
4.1 Contribution - Has WIPO contribution to countries had long-term change at the national and regional levels?						
What was DAC (WIPO) major contributions in relation to the use of IP in the region and at the level of each country?	x		x	x		x
To what extent has DAC (WIPO) contributed to such changes in facilitating the use of IP for development?	x		x	x		
To what extent have any unintended long-term effects (positive/negative) arisen as a result of the implementation of the DAC activities?	x		x	x		x
4.2 Reduced inequality - To what extent has the DAC contributed or can be expected to contribute in the future to gender balance?						
What aspects of gender balance has DAC contributed to maintaining	x					
To what extent has the organization advance on creating a permanent policy and behavioral change conducive to IP and gender equality?	x		x	x		
SUSTAINABILITY						
5.1 Preparation of sustainability - To what extent did the DAC prepare for the continuation of positive changes/effects after an intervention ceases? How is WIPO and the Member States addressing existing sustainability challenges such as loss of institutional memory at the national level?						
To what extent has DAC adequately prepared for the continuation of positive effects in the country/ region?	x	x	x	x		x
To what extent do the countries' demands exhibit continuity and coherence from biennium to the next? Does it build on what has been achieved?	x	x	x	x		x
5.2 Contributing to building the IP enabling environment						
To what extent did the DAC contribute to improving the enabling environment for IP development?	x	x	x	x		x
To what extent has DAC supported/ build the capacity of the IP offices to support future development?	x	x	x	x		x
5.3 Replicability and scalability						
To what extent can the positive effects be replicated or scaled up in the same or different contexts in the future?	x	x	x	x		

[Annex VI follows]

ANNEX VI : The Survey Questionnaires



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tion_Survey_Questi tion_Survey_Questio

[Annex VII follows]

ANNEX VII: Criteria for Case Study selection³⁶

	LDC				GCC					Maghreb				Levant								
	Comoros	Djibouti	Mauritania	Somalia	Sudan	Yemen	UAE	KSA	Bahrain	Oman	Qatar	Kuwait	Algeria	Libya	Morocco	Tunisia	Lebanon	Syria	Iraq	Jordan	Egypt	Palestine
NIPS																						
TA																						
GII ranking						131	34	66	79	84	70	78	121		75	65	87			81	96	
Income levels																						
Security risk																						

Sudan, a LDC is implementing a NIPS, engaged in 164 TA intervention – i.e., in the first tier; however, with no GII ranking and has been through period of unrest

Oman, a GCC country with high income, formulating a NIPS, made it to the second tier with 53 TA interventions; ranking medium on the 2019 GII index and highly secure

Algeria, a Middle-income Maghreb country considering a NIPS with high TA interventions, low GII ranking, and relatively secure. In addition, WIPO has an office established in Algiers

Egypt, a Middle-income Levant country, not considering a NIPS with the highest TA, low GII rank, and relatively secure.

[End of annexes and of document]

³⁶ Sudan has a National IP Development Plan.

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