WIPO
WORLD
INTELLECTUAL PROPERTY
ORGANIZATION

Internal Oversight Division

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Evaluation Report

Evaluation of Capacity Development of Intellectual Property Skills

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LIST OF ACRONYMS

AIMS	Administrative Integrated Management System
ASPAC	Asia Pacific Group
BI	Business Intelligence
CD	Capacity Development
CDF	Capacity Development Framework
CDIP	Committee on Development and Intellectual Property
DA	Development Agenda
EPM	Enterprise Performance Management
ER	Expected Result
ERP	Enterprise Resource Planning
ICTD	Information and Communication Technology Department
IOD	Internal Oversight Division
IP	Intellectual Property
IPAS	Industrial Property Automation System
IPO	Intellectual Property Office
IP-DMD	IP Matchmaking Database
IP-ROC	IP Roster of Consultants Database
IP-TAD	IP Technical Assistance Database
IT	Information Technology
LAC	Latin America and the Caribbean
LDCs	Least Developed Countries
MoU	Memorandum of Understanding
MTSP	Medium-term Strategic Plan
NEG	National Experts Group
NIPS	National IP Strategies
OECD	Organization for Economic Cooperation and Development
P&B	Program and Budget
PCT	The Patent Cooperation Treaty
PMSDS	Performance Management and Staff Development System
PPBD	Program Performance and Budget Division
RBs	Regional Bureaus
RG	Reference Group
SDG	Sustainable Development Goals
SG	Strategic Goal
SMEs	Small and Medium-sized Enterprises
TISC	Technology and Innovation Support Center
ToC	Theory of Change
UN	United Nations
UNEG	United Nations Evaluation Group
WIPO	World Intellectual Property Organization

EXECUTIVE SUMMARY

1.   The Internal Oversight Division (IOD) conducted an evaluation of the Capacity Development of Intellectual Property Skills in line with its 2017 Oversight Plan.

2.   The main objective of the evaluation was to assess the relevance, effectiveness, efficiency, impact and sustainability of The World Intellectual Property Organization's (WIPO) activities focusing in developing the capacity of its Member States in Intellectual Property (IP) domain for the eight Programs included in the evaluation scope, and providing evaluative insights to assist the management in making well informed decisions.

3.   The main findings, conclusions and recommendations of this evaluation can be summarized as follows:

(a)   The activities of the eight Programs under review demonstrated a variety of interventions and processes generally associated with the Capacity Development (CD) agenda, however, 99 per cent of staff from these Programs did not reference any specific CD framework. The limited awareness and use of a common CD framework leads to a certain fragmentation of CD interventions;

(b)   Eight Programs under review utilize a multi-stakeholder process to a certain degree, although, uneven participation in CD activities of non-state actors and stakeholders from countries with relatively lower IP capacity, undermines the inclusiveness of CD interventions across all three CD levels;

(c)   CD activities of the eight Programs under review are aligned with relevant Expected Results (ERs). However, an in-depth review of WIPO program documentation found that the CD agenda was not always explicitly mentioned in the organization's strategic and they are not considered through the three-level CD framework (policy/legal, institutional, and individual);

(d)   Inter- and intra-institutional partnerships are key factors affecting CD success and knowledge transfer arrangements for new and emerging IP topics;

(e)   The absence of a synchronized digital repository of CD interventions hampers Program staff in efficiently accessing the relevant data on CD implementation and potentially impedes planning and routine verification of CD progress over time;

(f)   The gender parity aspect is not systematically taken into account during the planning and implementation of CD activities. Currently, considerations of gender parity do not have sufficient traction in WIPO's CD strategic planning work;

(g)   WIPO employs a budget ceiling approach when organizing national and international CD events to ensure the efficient allocation of financial resources. While standardization can increase efficiency in some areas, it prevents sometimes countries with higher living costs (e.g. some countries in the Arab region) from implementing certain activities (e.g. hiring an adequate number of qualified translators or covering the costs of training venues at local market prices);

(h)   The continuity of CD activities implemented by the eight WIPO Programs under review is beyond the management scope of WIPO staff and is governed mainly by external factors (national staff turnover, change in national priorities, HR and

financial constraints). The positive impact of WIPO CD work is merely based on output-level data and not on evidence from medium- and long-term effects.

4.   The evaluation report makes the following four recommendations:

(a) In collaboration with the Program Performance and Budget Division (PPBD) consolidate a Capacity Development Framework (CDF) to design, implement, monitor, manage and assess capacity development in WIPO Programs. This CDF could serve as a step-by-step guide to the planning, implementation, and assessment of Programs designed to address the IP needs of Members States. The existing document on "Menu/catalogue of activities and services offered by WIPO" could be used as a starting point for this exercise.

(b) In collaboration with the Information and Communication Technology Department (ICTD) consolidate an Information Technology (IT) architecture that brings together the present databases and repositories on CD (the automated IP Technical Assistance Database (IP-TAD) on technical assistance) and Business Intelligence (BI) (Enterprise Performance Management (EPM), Administrative Integrated Management System (AIMS), and E-work). This will constitute a consolidated digital repository of WIPO's CD activities. This improved platform could include data on participants of WIPO events (including non WIPO financed participants). The digital repository would form a consolidated corporate digital library on CD activities implemented and would also serve as an intersection of interest for the WIPO community of practices.

(c) The Development Sector should consider providing guidance on the elaboration and the adoption phases of National IP Strategies (NIPS) based on best practices, covering procedural and substantive matters. Overall, this guidance should serve as a practical guideline for WIPO to accompany the process of elaboration and the adoption phases of NIPS that will increase the chances of effectiveness during the implementation process.

(d) The eight Programs under review need to include gender aspects in their activities and develop gender-sensitive indicators to address gender perspectives in a sustainable manner, as recommended by the WIPO's Policy on Gender Equality.