



Internal Oversight Division

Reference: EVAL 2015-02

Evaluation of WIPO's assistance to Least-Developed Countries (LDCs)

Final Report

May 2, 2016

TABLE OF CONTENTS

LIST OF ACRONYMS	4
EXECUTIVE SUMMARY	5
1. BACKGROUND	6
(A) INTRODUCTION.....	6
(B) WHY LDCS?	6
(C) OVERVIEW.....	6
2. WHAT IS BEING EVALUATED?	7
(A) EVALUATION OBJECTIVES	7
(B) SCOPE, METHODOLOGY AND LIMITATIONS OF THE EVALUATION.....	7
(C) KEY STAKEHOLDERS	9
3. FINDINGS AND ASSESSMENTS	10
(A) IS WIPO ADDRESSING THE NEEDS OF LDCS?	10
(i) Consistency of the Deliverables with identified needs in LDCs	10
(ii) Contribution to national strategies and policies in the area of IP	12
(iii) Mainstreaming equity in the support provided to LDCs	13
(iv) Is there a specific niche for WIPO?	14
(B) WHAT HAS WIPO DELIVERED TO LDCS?	15
(i) What has been provided to LDCs?	15
(ii) Other support provided to the LDCs	21
(C) WHAT DIFFERENCES HAS WIPO'S SUPPORT MADE IN LDCS?.....	22
(i) Benefits of receiving WIPO's support.....	22
(ii) Unintended effects.....	24
(D) HAS WIPO INVESTED ITS RESOURCES EFFICIENTLY?	25
(i) How were WIPO's resources distributed?	25
(ii) Measuring progress	28
(iii) Do WIPO's coordination mechanisms work?	30
(E) WHAT REMAINS AT THE END?	33
(i) National follow-up on results.....	33
(F) WHAT REMAINS TO BE DONE?.....	35
(i) Strengths, weaknesses and threats	36
(ii) What have we learned as good practices?	38
ACKNOWLEDGMENT	40
TABLE OF RECOMMENDATIONS	41
ANNEXES	46

LIST OF ACRONYMS

ABC	Accessible Book Consortium
aRDI	Access to Research for Development and Innovation
ASEAN	Association of Southeast Asian Nations
ASPI	Access to Specialized Patent Information
CDIP	Committee on Development and Intellectual Property
CMO	Collective Management Organization
DAS	WIPO Digital Access Service
EDMS	Electronic Document Management System
ER	Expected Result
GRs	Genetic resources
ICSEI	International Cooperation for the Examination of Inventions
IOD	Internal Oversight Division
IP	Intellectual property
IPAS	Industrial Property Automation System
IPoA	Istanbul Programme of Action
IPR	Intellectual property right
IT	Information technology
LDCs	Least-Developed Countries
MS	Member States
MoU	Memorandum of Understanding
NGO	Non-Governmental Organization
OAPI	African Organization of Intellectual Property
OECD	Organization for Economic Co-operation and Development
PCT	Patent Cooperation Treaty
PM	Program Managers
SG	Strategic Goal
SMEs	Small and Medium-sized enterprises
SMT	Senior Management Team
SWOT	Strengths, Weaknesses, Opportunities and Threats
TCEs	Traditional Cultural Expressions
TISCs	Technology and Innovation Support Centers
TK	Traditional Knowledge
UN	United Nations
WIPO	World Intellectual Property Organization
WPIS	Patent Information Services

EXECUTIVE SUMMARY

This evaluation presents the results of the World Intellectual Property Organization (WIPO) assistance to the Least Developed Countries (LDCs) for the period of 2010-2015. The evaluation was conducted between September 2015 and April 2016.

The following achievements and further areas for improvement have been identified:

A. Key achievements

- (a) The assistance provided to LDCs through the seven WIPO deliverables of the Istanbul Declaration and Programme of Action (IPoA)¹ is raising national stakeholders' awareness of the strategic use of Intellectual Property (IP), as well as creating the basic conditions to incorporate IP into the national agendas. Timely feedback and acceleration of consultation processes are driving factors towards increasing ownership of outputs by national authorities;
- (b) Adequacy of the WIPO systems in monitoring work plan activities is improving to better respond to national needs and priorities; and
- (c) Expected results (ER) which have been mainly focused on the development of human and technical skills of stakeholders in the countries, have been achieved. Quality of WIPO's activities may be assessed as moderate to high level. WIPO Deliverables which are identified as useful by both direct recipients and the IP end-users, are contributing to eleven expected results and five Strategic Goals (SGs) directly provided by nine WIPO programs.

B. Areas for improvement

WIPO's assistance is still required to complete the objectives set under the seven WIPO deliverables. The following areas have been identified as critical for WIPO programs conducting activities in LDCs:

- (a) Clearly defining the shared responsibilities throughout the project lifespan and continuously follow up on the results to advise counterparts on the work to be done on the impact and sustainability of results. Equity factors need to be incorporated in the planning and implementation of IP support to ensure equal chances in the protection and use of Intellectual Property Rights (IPRs).
- (b) Practices that led to overlaps in the implementation of activities with regard to LDCs need to be removed by better defining programmatic responsibilities of the Regional Bureaus and the LDCs Division, as well as by implementing horizontal interdisciplinary collaboration and enhanced information sharing.
- (c) Effective information gathering and tracking of expenditures per country would greatly assist programs to better allocate resources needed for developing national IP systems. The information included in this report could be used as a basis for developing management information and monitoring systems for better resource allocation and expenditures by activities and per country.
- (d) The Regional Bureaus in cooperation with the LDCs Division should work on integrated national roadmaps which include country comprehensive assistance, conduct of country needs assessment, monitoring of activities and identification of cooperation partners to improve efficiency in mobilizing common resources.

¹ WIPO's assistance to LDCs is clustered in seven main areas of action named the WIPO deliverables under the Istanbul Program of Action.

1. BACKGROUND

(A) INTRODUCTION

1. This report documents the evaluation of the World Intellectual Property Organization's (WIPO) assistance to Least-Developed Countries (LDCs). The assessment includes all activities delivered by WIPO during the period of 2010-2015. The Internal Oversight Division (IOD) undertook this evaluation from September 2015 to April 2016.

(B) WHY LDCS?

2. The evaluation of WIPO's assistance to the LDCs was included in IOD's work plan for 2015 after a comprehensive analysis based on criteria such as: risk assessment, relevance, oversight coverage and inputs provided by WIPO management and Member States (MS). In this case, a significant factor was the fact that the assistance provided to LDCs had not yet been evaluated and learning and accountability inputs could be given for forthcoming meetings under the Istanbul Programme of Action (IPoA) agenda.

(C) OVERVIEW

3. The WIPO's assistance to LDCs aims to promote innovation and creativity for the economic, social and cultural development through a balanced and effective use of the intellectual property (IP) system. WIPO has emphasized this priority through various Strategic Goals (SGs), such as SG 3 of facilitating the use of IP for development, as well as the formal adoption of the seven WIPO Deliverables for the LDCs to be implemented during the period of the IPoA.²

4. WIPO focuses on assisting LDCs in the:

- (a) Design, formulation and implementation of national IP strategies and plans consistent with national development objectives;
- (b) Conduct of capacity building programs targeting specific groups;
- (c) Tailor programs to address the thematic priority areas of the WIPO Deliverables such as the establishment of Technology and Innovation Support Centers (TISCs); and
- (d) Development of innovative and cross-cutting IP based projects, and more precisely on community development, branding for business and appropriate technology transfer.

5. The work to assist LDCs is primarily carried out by the LDCs Division and the WIPO Regional Bureaus, as well as the WIPO Academy (Program 9). Other programs contribute significantly to supporting LDCs: Trademarks, Industrial Designs and Geographical Indications (Program 2); Copyright and Related Rights (Program 3); Traditional Knowledge (TK), Traditional Cultural Expressions (TCEs) and Genetic Resources (Program 4); Services for Access to Information and Knowledge (Program 14); Business Solutions for IP Offices (Program 15); IP and Global Challenges (Program 18); and the Small and Medium-sized Enterprises and Entrepreneurship Support (Program 30).

² (a) Intellectual Property and Innovation Policies and Strategies; (b) Enhanced Human Technical Skills; (c) Improved access to knowledge and Strengthened knowledge infrastructure; (d) Establishment of technology and innovation support centers; (e) Strategic use of branding; (f) National capacity building based on needs assessments; (g) Enhanced support for documentation, digitization, protection and commercialization of Intellectual Property assets including Traditional Knowledge (TK), traditional cultural expressions and genetic resources.

2. WHAT IS BEING EVALUATED?

(A) EVALUATION OBJECTIVES

6. The primary purpose for this evaluation is to contribute to the accountability of the organization to its constituents through information gathered from primary stakeholders involved in and benefitting from the work undertaken by the Secretariat's technical assistance to LDCs. It assesses the way the assistance to LDCs helps their governments and national stakeholders to put in place policies and systems for using IP systems to their best advantage.

7. The secondary purpose is to learn about main successes and challenges with a view to improving the delivery of the Secretariat's support to LDCs (see Terms of Reference in Annex V).

8. The evaluation assesses the performance of the initiatives conducted and generates evidence on the relevance, effectiveness, efficiency, sustainability and impact of any achieved results and their contribution to WIPO SGs and Expected Results³ (ERs).

9. The evaluation results should be used to:

- (a) Inform Program Managers (PM) and WIPO Senior Management Team (SMT) as well as MS on the main outcomes and shortcomings identified whilst conducting activities in LDCs;
- (b) Analyze success factors for replication throughout the Organization; and
- (c) Address identified issues by proposing appropriate measures with the scope of continuous improvement of effectiveness and relevance.

10. Specific recommendations and generic lessons to be learned are formulated to that effect.

(B) SCOPE, METHODOLOGY AND LIMITATIONS OF THE EVALUATION

11. The evaluation covers the full amount of activities conducted by WIPO to assist LDCs during the period of 2010-2015.

12. The evaluation applies the Organization for Economic Co-operation and Development (OECD) criteria of efficiency, effectiveness, sustainability, impact and relevance.

13. For the purpose of assessing the contribution to SGs, WIPO's assistance has been grouped into the following seven categories that correspond to WIPO deliverables⁴ for the LDCs agreed upon during the period of the IPoA (see Figure 1). Categories of activities are:

- (a) Deliverable 1: Intellectual Property and innovation policies and strategies. It entails all initiatives aimed to establish and to promote national innovation and IP policy foundation and strategies.
- (b) Deliverable 2: Enhanced human technical skills. It entails all activities aiming to develop skills, which encompasses training programs, study visits, workshops, seminars, etc.

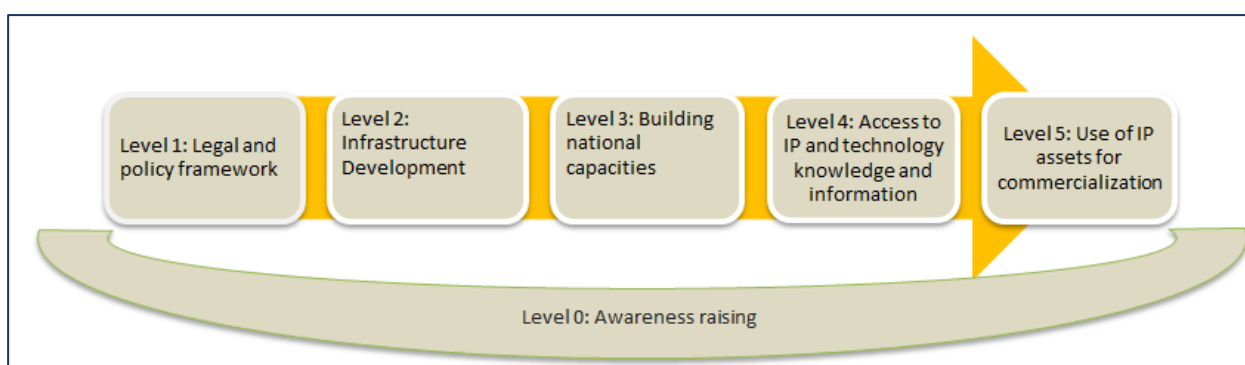
³ I.1, I.2, II.6, III.1, III.2, III.3 and III.4, IV.2 and IV.4, VII.2 and VII.3.

⁴ The WIPO deliverables cannot be analyzed individually since they are connected to each other. For example, capacity building in the context of establishing TISCs can belong to two deliverables. These particular cases were taken into consideration during the categorization of activities, during which activities were distributed to the most accurate group (e.g., following the example, capacity building in the context of establishing TISCs would be clustered under Deliverable 2).

- (c) Deliverable 3: Improved access to knowledge and strengthened knowledge infrastructure. It includes activities related to building innovation and knowledge capacity in LDCs, as well as activities related to accessing and using global information systems and appropriate technology for development projects.
- (d) Deliverable 4: Establishment of TISCs. It refers to the activities aimed to set up centers for locally-based innovators to access to technology information and related services.
- (e) Deliverable 5: Strategic use of branding. It refers to the support provided by WIPO to Small and Medium-sized enterprises (SMEs) in the design and implementation of IP product branding strategies.
- (f) Deliverable 6: National capacity building based on needs assessment. Linked to Deliverable 2, activities included under this category relate to the assessment of skills-building needs among LDCs.
- (g) Deliverable 7: Enhanced support for documentation, digitization, protection and commercialization of IP assets including TK, traditional culture and expressions and genetic resources (GRs). It refers to the support provided towards infrastructure development of national IP and copyright offices as well as activities aiming to enhance the strategic use of IP assets to obtain economic benefits.
- (h) Other: activities conducted by WIPO in support to LDCs had sometimes a broader scope than the one fixed by the Deliverables under IPoA. This is the particular case of awareness raising activities.

14. The following figure illustrates the linkage of the deliverables with a programmatic approach to develop IP country systems in LDCs.

Figure 1: Programmatic approach to developing IP systems in a given country



15. A purposive sampling⁵ of countries has been applied for the evaluation. Countries were selected from the comprehensive list of activities undertaken by WIPO in LDCs during 2010-2015. The following selection criteria were applied to select the sample and to ensure that it is representative to support the evaluation results:

- (a) Countries where activities have been conducted at least in one of the above categories and where similarities in strategy, targeted population and time-progression can be identified. These countries present information-rich cases to enable a thorough assessment of the contribution of certain categories of activities in one area of work;
- (b) Countries where all categories of services were implemented. This allows the evaluation to look across the groups of activities in order to identify commonalities and to assess the overall programmatic approach applied to support LDCs; and
- (c) Countries recommended by the relevant WIPO programs to focus on as these were considered successful cases.

16. Different qualitative and quantitative tools were used to ensure an evidence-based assessment; particular attention was given to cross-validation of data. Desk review of existing literature, structured and semi-structured individual interviews, and workshops with focal groups, as well as a survey were applied. These methods were supplemented by interviews and a survey to stakeholders from outside the sample of countries to reflect the maximum variation of cases. National stakeholder groups were engaged from a total of 31 out of 48 LDCs.

17. The findings presented in this report incorporate, to the extent possible, the diversity of the LDCs in terms of legal, economic and cultural development, their different development stages, as well as the wide range of relevant stakeholders in the area of IP.

18. A detailed evaluation questions matrix can be found in Annex IV of this report. Questions have been further customized for each stakeholder group through protocols and surveys.

19. Some constraints were identified during the consultation process. On one hand, due to high turnover rates in the countries, the evaluation was limited to engage with recipients of activities that fell under the timeframe of the evaluation. On the other hand, the evaluation faced limitations in conducting proper efficiency analysis mainly due to the internal limitations for the retrieval of the financial data necessary to assess the value for money of the activities conducted.

(C) KEY STAKEHOLDERS

20. The following groups of stakeholders were identified:

- (a) Member States: Member States representatives directly involved in the assistance provided to LDCs, including the Permanent Missions in Geneva.
- (b) Direct Beneficiaries: IP offices, copyright offices and other organizations or federations that have directly benefited from activities or services provided by WIPO, such as TISCs.
- (c) Other organizations / partners: comprising any other organization or partner that has been involved in activities conducted in LDCs. It also includes external consultants / experts that provided services to direct beneficiaries through WIPO; and
- (d) WIPO staff: includes WIPO staff members that have been involved in activities related to supporting LDCs.

⁵ Purposive sampling entails the selection of information-rich cases for study in depth (Patton, M.Q.1990).

21. The ratio of external stakeholder groups consulted was: 67 percent of MS representatives, 30 percent of direct beneficiaries, and three percent of other organizations.
22. Primary users of the evaluation results are the PM and program staff implementing the various activities, as well as the WIPO Director General.
23. A list of stakeholders consulted during the evaluation can be found in Annex III.

3. FINDINGS AND ASSESSMENTS

(A) IS WIPO ADDRESSING THE NEEDS OF LDCs?

24. The aim of this section is to look at the extent to which interventions are responding to needs and are aligned with the priorities and policies of WIPO and the target groups. More precisely, this section presents:

- (a) The extent outcomes of activities are consistent with national needs;
- (b) The contribution of results to national strategies and policies related to the areas of intervention; and
- (c) The response to the various stakeholder groups' needs, with specific consideration to the equity factor.
 - (i) Consistency of the Deliverables with identified needs in LDCs

Finding 1: Support from WIPO to LDCs has been through various activities related to IP (patents, copyrights, geographical indications, TK, skills development and technology transfer). Consulted national stakeholder groups have expressed that WIPO's activities address their needs, despite a more customized approach would be required in some cases.

Linked to Conclusion 1

25. WIPO has provided support to the countries by collaborating with country stakeholders such as governments and ministries, the private sector, and the IP offices.
26. The evaluation has shown that over half of the countries consider that the interventions provided by WIPO have met their needs. The various national stakeholder groups have benefited from activities within the scope of the WIPO deliverables including: capacity building, establishment of TISCs, strategic use of branding, technical assistance, technological innovation, modernization and automation through the provision of IT equipment.
27. Technical assistance has been provided in the form of legal support through WIPO experts. They have contributed to responding to the needs in the area of formulation of the laws, legislative assistance on areas such as treaties and documents on patents and copyrights, national strategic plans, and policies on innovation. These activities aim to build a solid IP basis.
28. Capacity building has been offered through a varied range of activities, such as training, workshops, support for publications, fellowship agreements, case studies, automation of the IP office, etc. Training was noted by consulted national counterparts as the most common and most required capacity building mechanism. Case studies have contributed in allowing other MS to learn from the experience of interventions received by other countries.
29. Closely connected to skills development activities, awareness raising of the public and promotion of IP has also been provided by WIPO with the aim to build a solid basis whereby the implementation of the deliverables could be conducted.

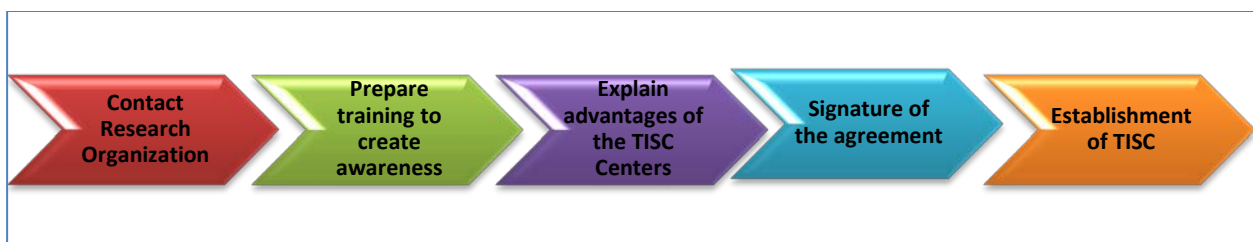
30. With regard to the support provided with the establishment of TISCs, the main stakeholders involved in this project are host institutions, staff members of IP related organizations as well as other users such as innovators.

Box 1: Stakeholder's perception on TISCs

"The support centers for technology and innovation have allowed for the dissemination of information. There are about 12 centers situated in the polytechnics, libraries, hospitals as well professional centers. This allows for example students and researchers access to information."

31. The TISCs have responded to innovators' needs for increased access to scientific information, thus helping researchers understand the available information. These activities have also responded to identified needs relating to transferring of technology. Their understanding of the process of establishing a TISC is reflected in the following steps:

Figure 2: Establishment of TISCs



32. Improved access to knowledge and strengthening knowledge infrastructure through for example the IP databases have responded to innovators' need of accessing knowledge through research and enhancing innovative capacities. Sharing of knowledge through IP or other networks for example has materialized through study visits to countries that have good practices in specific areas. Institutions such as universities and research centers are gaining from the information systems and technology by being able to solve community problems from the research methods acquired and knowledge on issues such as patents.

33. Through the knowledge attained on strategic use of branding, WIPO has responded to the local need for business improvement by using for instance geographical for national branding. WIPO financed workshops on geographic indications or collective marks have produced success stories in countries on issues such as international branding of coffee.

Conclusion 1: The support provided by WIPO has been beneficial to the recipients since it has targeted specific needs of national stakeholder groups as well as those of WIPO. There is however a need to further streamline the services through the identification of national needs to meet the country's maturity level in terms of IP and other specific needs, not yet met.

Linked to Finding 1

(ii) Contribution to national strategies and policies in the area of IP

Finding 2: The national strategies and policies in place or still in the process of formulation have been a result of the collaboration of WIPO's expertise and the country stakeholders. Beneficiaries of WIPO's interventions consider that the support contributes to their national strategies and policies.

Linked to Conclusion 2

34. Various countries have solicited the expertise of WIPO in the formulation of the national strategies and policies. To respond to these requests, assistance in the development of the national IP strategy, formulation of legal documents, support in writing new legal texts, drafting of plans of action to allocate financial resources to the national strategy for IP and formulation of a national system for innovation were provided by WIPO.

Figure 3: WIPO's assistance responds to countries' national strategies

35. WIPO's support has been provided through direct assistance from WIPO headquarters. Additionally WIPO has availed its expertise in country for the provision of support such as training, seminar and participation in meetings with the governments and various stakeholders for the formulation of these strategies.⁶ Countries mentioned that the assistance provided was adapted to the national context; this was done through the consultation of documents such as the development plan, which explains the national context in which the intervention is being launched. The methodology applied by WIPO has been identified as a direct driver towards identifying services that directly respond to the national needs and that are in line with national requirements and development context (Box 2 and Figure 3).

Box 2: Stakeholder's perception on WIPO's adaptation to national plan

"The support provided was well adapted to the national context as the technological aspects of the support from WIPO covered the issues included in the national plan of action whose focus is poverty reduction."

36. In the areas where no infrastructure exists, studies were made in order to see which type of infrastructure they needed and which interests they had, thus ensuring contribution to the national needs.

37. Needless to say, concrete results have not yet been observed in countries where the process is still at the consultation phase with government authorities. In other cases, countries are in expectation of the comments from WIPO on their national IP plans.

Conclusion 2: WIPO's support has been essential for the formulation of national IP strategies and policies. Timely feedback and acceleration of the consultation processes and responses from WIPO are fundamental factors for a successful ownership of these outputs by national authorities.

Linked to Finding 2

⁶ An evaluation conducted on Development Agenda Project DA_10_05, which developed a methodology for formulation of national IP strategies, highlighted the need for undertaking a baseline study in the targeted country to map out the administrative, legal and political structure in the country and for identifying the most important stakeholders before initiating the process IP strategy development. It also emphasized on the need to contextualize this project in light of overall WIPO assistance in the country.

(iii) Mainstreaming equity in the support provided to LDCs

Finding 3: Equity needs vary, depending on the countries although there is tendency towards ensuring that there is equitable distribution of support among women and men. In some countries, women are still limited in accessing IP related activities due to their reduced knowledge on the importance of Intellectual Property Rights (IPRs).

Linked to Conclusion 3 and Recommendation 1

38. The subject of equity differs based on several factors such as cultural and socio-economic issues. Overall, the gender equity is not identified by consulted national stakeholders as a priority for WIPO to focus on. In terms of gender, WIPO is making efforts in engaging with gender-balanced stakeholder groups mainly on skills development programs. Almost 40 percent of consulted staff considers as not applicable for their program to identify equity issues and measures to tackle them.

39. These efforts are also made by some LDCs through ensuring that women are also considered in recruitment processes, which has been identified as a driver to increase the approach of women innovators to the IP institutions. Efforts are also identified at the level of rewarding women inventors in public events (as it was the case in the area of traditional medicine).

40. Yet the evaluation process has identified scenarios where women are perceived differently from men.⁷ In some countries where equity issues are based on the culture, women are supposed to stay at home. This is the case of countries where the cast system or patriarchal societal systems still apply and generate identified equity discrimination, mainly when it comes to the formal economy. This has resulted in less number of female participants in workshops with a ratio of female and male participation of 15/60. In such cases, more efforts are needed to ensure the support is well distributed. Less general knowledge and economic development of women has been stated in specific contexts as a factor leading to a gender imbalance in relation to the access to the support.

41. Some governments are already taking actions to foster equality through equity. As manifested to the evaluation, gender components could be integrated into WIPO's work (workshops and seminars were mainly cited) to complement the governmental work in the area of gender.

42. With regard to geographical aspects WIPO's activities are focused on urban areas, which thus limit the access of the provinces to WIPO's support and effects in an incomplete engagement with other relevant IP right holders at the national level.

Conclusion 3: Encouraging countries to take into account equity in their planning and implementation of IP support is essential in ensuring that equal chances in the protection and use of IPRs are granted to the target population.

Linked to Finding 3 and Recommendation 1

⁷ A case was highlighted where women artists are perceived delinquents unless they prove themselves otherwise.

(iv) Is there a specific niche for WIPO?

Finding 4: WIPO is considered unique in the provision of services and support relating IP based on innovation and creativity. This encompasses among other areas capacity building and technological support.

Linked to Conclusion 4

43. Consulted stakeholders at the national level believe that no other organization provides capacity building in the same manner as WIPO does. The following services were highlighted by consulted national stakeholders in this regard:

- (a) Capacity building encompassing WIPO specialized training in IP issues, and training of staff;
- (b) WIPO Start-up Academies which has created awareness for the general public and for the policy makers and legislators; and
- (c) Training of staff of IP on the use of the Madrid system, training of trainers in IP issues as well as to IP officials, for example through trainings to patent and trademarks examiners.

44. The pool of experts that WIPO provides has contributed to the provision of technical assistance that is considered unique by the beneficiaries.

45. The TISCs have been highlighted as important sources of information for the universities, research institutions and for the innovators with regard to support on search services.

46. Other unique services mentioned include the Industrial Property Automation System (IPAS), and the strengthening of the institutional capabilities provided by the national IP offices and the business review process.

Conclusion 4: WIPO's specialization in IP has been a determining factor to enable beneficiaries with the necessary knowledge and physical resources to better respond to their emergent needs in the area of IP.

Linked to Finding 4

Recommendation 1

The WIPO programs providing support to LDCs should include a focus on equity by:

- (a) Continuing conducting activities aimed to sensitize both men and women on the importance of the protection and practice of IPRs for the economic growth and development;
- (b) Continuing including all the relevant stakeholders in a given project with regard to gender, disability, social class, and geographical factors; and
- (c) Assessing equity gaps by country.

Closing criteria: Submission by the relevant Program of at least one report which documents and assesses:

- (a) *the activities engaging and sensitizing various stakeholder groups on the IPRs protection with regard to gender equity, geographical diversity, disability and social class; and*
- (b) *factors affecting social and gender equity and geographical diversity.*

(B) WHAT HAS WIPO DELIVERED TO LDCs?

47. This section presents the main conclusions regarding:

- (a) The achievement of results by each deliverable;
- (b) The extent the deliverables are aligned and contributing to WIPO's SGs and ERs; and
- (c) The engagement of relevant stakeholders.

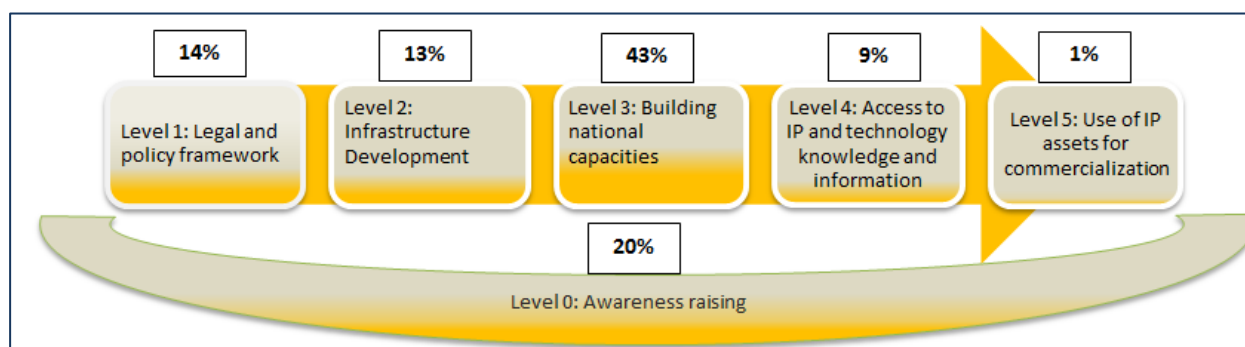
Finding 5: The support provided to LDCs has covered the objectives agreed on the WIPO deliverables and has been mainly focused on the development of human and technical skills of stakeholders in the countries (43 percent of the total assistance provided to the LDCs). Overall, WIPO's activities are of moderate to high quality level and useful for both the recipients and the IP end-users. This work is linked to 11 ERs and five SGs directly provided by nine WIPO programs.

Linked to Conclusion 5

(i) What has been provided to LDCs?

48. Since 2010 WIPO has conducted 1239 activities⁸ where LDCs have been engaged. The share of WIPO's work with regard to the programmatic approach of developing IP systems in LDCs has been balanced as follows. The vast majority of activities (43 percent) have been focused on developing human and technical skills of stakeholders in the countries. The rest of support has focused on building IP and innovation policy and strategies (14 percent), followed by enhancing the infrastructure of national IP and copyright offices (13 percent) (see Figure 4 below). These activities have been provided under the scope of the agreement of WIPO with regard to seven IPoA deliverables, as well as in broader events organized by WIPO aimed to continuously work on raising awareness and interest for IP (20 percent of the number of activities).

Figure 4: Distribution of WIPO's activities in LDCs per Level of Assistance



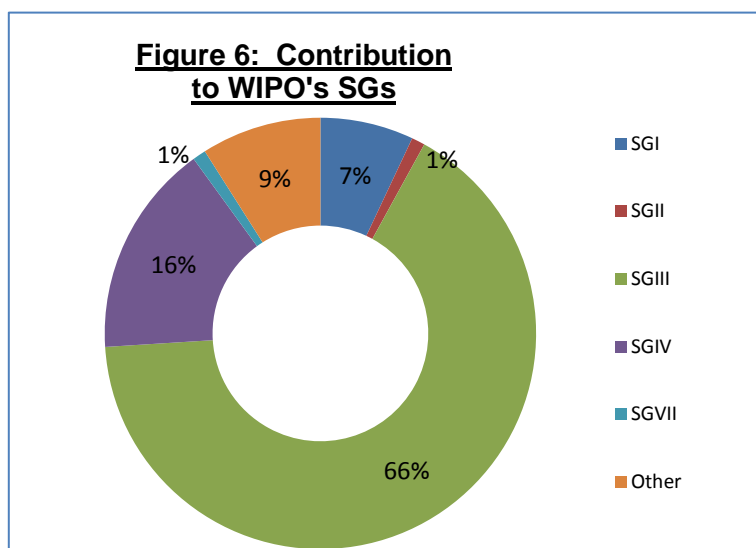
49. WIPO's support to the LDCs has been progressively provided over time and with a main focus on setting up basic institutional capacities, infrastructures, legal frameworks, and for raising awareness among the IP community on protection and practice (see Figure 5).

⁸ The total number of activities reflected in Figure 5 refers to activities conducted in each LDC as an independent unit and thus the same activity conducted in multiple countries are accounted for as separate units.

Figure 5: Distribution of WIPO’s Support over Time (number of activities)

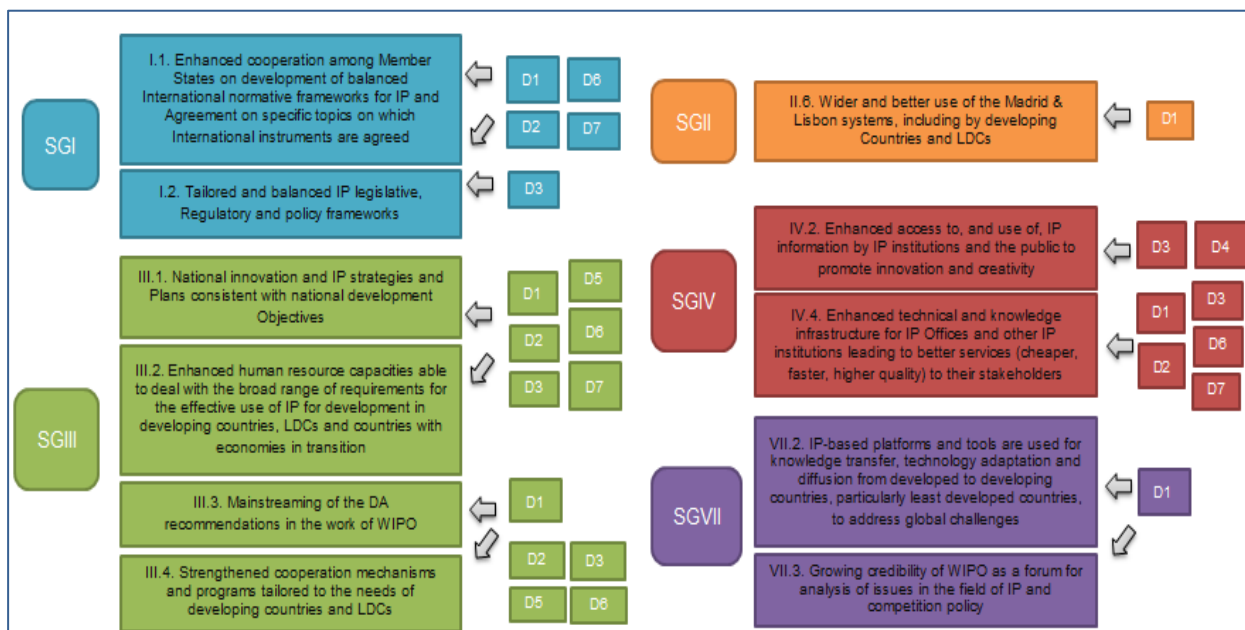
Year	Level 1 Legal and Policy framework	Level 2 Institutional Infrastructure and Development	Level 3 Building National Capacities	Level 4 Access to IP and technology knowledge and information	Level 5 IP use for commercialization	Level 0 Awareness raising	Total per year
2010	24	20	66	5	2	20	137
2011	41	33	79	24	3	47	227
2012	33	22	95	19	4	39	212
2013	34	20	123	28	2	43	250
2014	26	36	91	16	2	73	244
2015	16	35	75	18	2	23	169

50. Despite the IPoA deliverables vary, the support provided to LDCs has mainly sought the advancement of these countries in the areas of building normative and strategic IP frameworks and infrastructure for the development of LDCs. In this regard, five SGs are directly addressed by the assistance provided to LDCs, which are linked to a total of 11 expected results and nine WIPO programs addressing the particular needs of LDCs (see Figure 6⁹ and Figure 7).



⁹ Assistance provided under the category “other” refers to activities where LDCs were involved, but neither the program nor the expected results were possible to be identified.

Figure 7: Linkage between the IPoA Deliverables and the WIPO SGs



51. A detailed list of the contribution of WIPO’s programs to the seven deliverables can be found in Annex II.

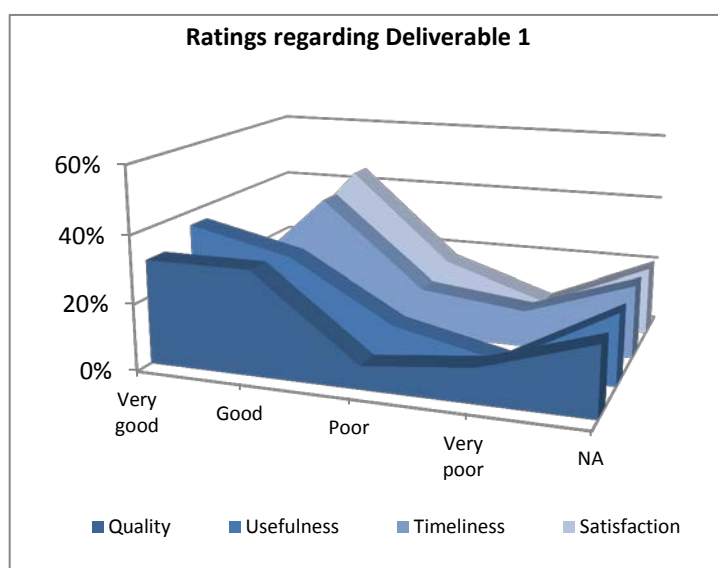
Deliverable 1

52. WIPO’s support to LDCs has been focused on institutionalizing IP at the national level, on providing legislative advice and on holding for a and meetings on aspects such as general knowledge of IP, patents, trademarks, copyright management and the audiovisual industry (14 percent of the activities conducted). A relevant share of activities under this category has assisted LDCs in the creation of IP policy and strategies as well as in putting in place national systems for innovation, which has mainly resulted in the current integration of IP into the national economic plan and the definition of roadmaps to implement the strategies.

53. An enhancement of IP knowledge by national stakeholders (and more specifically by government authorities) has also been achieved through this deliverable, mainly through the participation of LDCs representatives in trainings in areas such as the IP for development, enforcement, IP legal and economic aspects and the management of IP. A pattern among consulted direct participants of these activities identifies the extent to which capacity development has facilitated the formulation of IP legal frameworks by national counterparts.

54. Activities under this deliverable have been carried out following a multi-stakeholder process including mainly government authorities and other relevant national stakeholders. The evaluation survey responses indicate that 62 percent of recipients of this assistance positively rate the quality of these services and

55 percent agree on their usefulness, especially at the level of recommendations on how to overcome weaknesses and build on identified strengths.



55. Seven out of the nine WIPO programs working with LDCs have provided support towards establishing IP policies and strategies at the national level. This assistance is contributing to eleven WIPO expected results, which entails a total contribution to five WIPO SGs (SG I, II, III, IV, VII).

Deliverable 2

56. Forty-three percent of the total assistance provided to the LDCs has been focused on building national capacities and technical skills development. The higher consideration provided to this deliverable when compared to the rest is explained by the need to enhance understanding of IP and increase awareness of the protection and use of IP for economic development. This deliverable thus constitutes the basis for the implementation of the rest of deliverables.

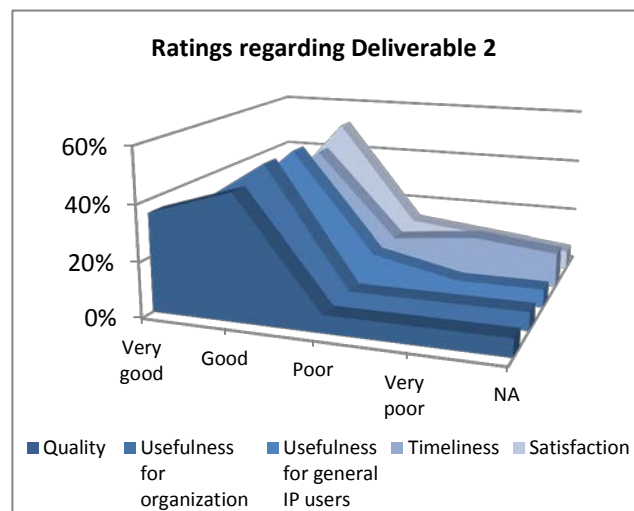
57. The content of training activities varies but has been directly linked to expressed national capacity development needs. Examples of capacity building initiatives move from those with a broader scope such as training for heads of offices, master’s degree in IP or the WIPO Summer School, to technical knowledge building sessions such as utilization of TK, study visits, training for trainers, patent examination, training for start-up academies and technical licensing.

58. Engagement of stakeholders has been strategically followed, including a wide range of stakeholders from all levels (e.g., policy makers and government officials to universities, researches, small scale entrepreneurs and inventors). Consulted stakeholders agree on the usefulness of allowing the share of experiences during the training sessions since participants can benefit from a direct feedback by experts.

59. Results from the evaluation survey indicate a positive rating of 80 percent for the quality of the capacity development initiatives. Sixty-nine percent of the respondents are overall satisfied with WIPO’s capacity building activities.

60. Positive rating of the usefulness of these initiatives for the recipient organization stands out at 80 percent, followed by 73 percent regarding the usefulness of such trainings for the general IP user. The latter is explained by the extent these activities are perceived as awareness raising drivers of IP and IPRs among the population.

61. Eight WIPO programs are involved in the provision of technical capacity building assistance, which is contributing to six out of eleven ERs. Overall, this deliverable contributes to three WIPO SGs (SG I, III and IV).



Deliverable 3

62. Building innovation and knowledge capacity in LDCs and enhancing the access and use of global information systems and appropriate technology represents a reduced share of the overall assistance provided to LDCs (two percent of the total number of activities). The support has been given through practical skills development programs, as well as increased knowledge and access to the WIPO knowledge sharing platforms (aRDI, ASPI and WIPO Re:Search). The national IP offices, universities, research centers and ministries are the main recipients of this support.

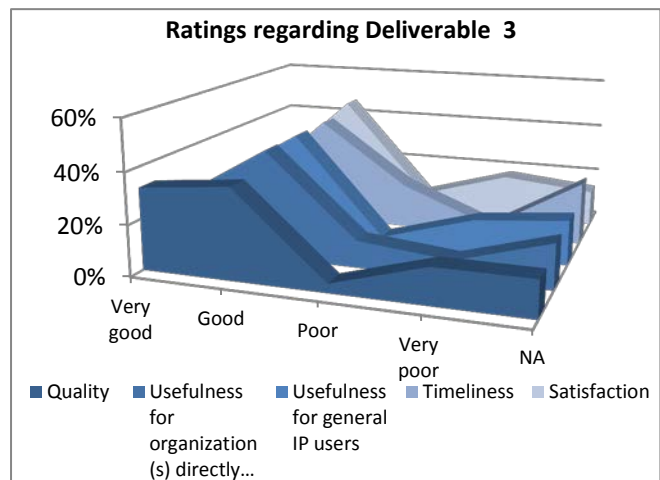
63. The appropriate technology projects have contributed to strengthening the local capacity in using technical information and appropriate technology to respond to national technology and innovation needs. This set of initiatives has also contributed to develop skills that have fostered the increase of knowledge to enable the technology transfer in LDCs, leading in some instances

to economic and social progresses (see Box 3). Yet, follow up of the skills development programs have been manifested by a reduced number of national counterparts to better operate the appropriate technology search, as well as to better customize the technology to the owners of the appropriate technology.

Box 3: Stakeholder’s perception on contribution of an appropriate technology project (...) in rural areas individuals emigrate to towns looking for employment as a result of lack of rain. However, these individuals are unable to find employment in towns which may have an impact on the increase of criminal activity. The appropriate technology project made water available and thereby increased agricultural production and reduced migration into towns for employment.

64. The evaluation survey identifies 68 percent of positive ratings concerning the quality of the services provided under this deliverable. Sixty-four percent of responses acknowledge the usefulness of this support for the recipient organization. The same rating is given to the usefulness of this support for the general IP users.

65. Stakeholders consulted indicated some technical aspects for WIPO to focus on in order to improve the efficiency in the use of knowledge systems, such as decreasing the length of documents to reduce the downloading process, which remains essential in locations with limited and poor internet connection.



66. Five WIPO programs are supporting these initiatives, which are related to six WIPO ERs and a total of three SGs (SG I, III and IV).

Deliverable 4

67. Seven percent of the activities implemented in LDCs have been dedicated to the establishment of TISCs, which has contributed to improve the access to IP information by national IP right holders. This consists in supporting national counterparts in the development of physical infrastructure and the enhancement of business processes and transfer of know-how. Like the rest of deliverables, the establishment of TISCs is also accompanied by comprehensive capacity building initiatives¹⁰ in areas such as the access to knowledge, the TISCs and the Health sector, etc.

68. This support strategically engages the national management team in the implementation process, which has been highly valued¹¹ as an enabling factor in the achievement of results. The implementation of activities strategically reaching out to local IP right holders, such as inventors and innovators was also positively highlighted by consulted national beneficiaries since it allows them to better access valuable technological and scientific information. Initiatives prompted by national counterparts towards the generation of awareness regarding the TISCs have increased the number of additional requests for these services.

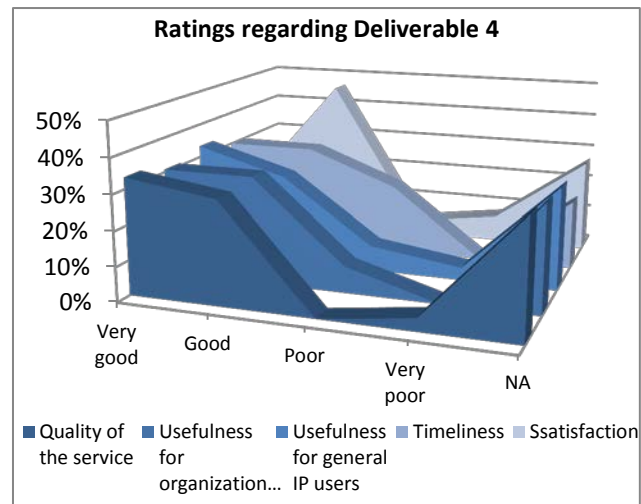
¹⁰ Evaluation report on the project on developing tools for access to patent information urged that future activities emphasize capacity building through development of e-tools and training modules that can be integrated into the regular TISC modules. It also recommended that activities should be targeted to a broader stakeholder audience including Non-Governmental Organizations (NGOs) and research organizations. It drew attention to the need for supporting the exchange of experience and best practices among countries. It also suggested linking TISCs to IP education in universities and promoting TISC services through competitions for students and researchers.

¹¹ Identified qualitative pattern from information obtained through the evaluation consultation process.

69. The quality of the services provided under the TISCs deliverable reaches approximately 60 percent positive ratings regarding its timeliness, its usefulness to recipient organizations and the general IP users is rated around 60 percent.

70. The need for WIPO to work on improving the TISCs network in the regions in a given country was expressed in order to improve the coverage of the project outside the capitals.

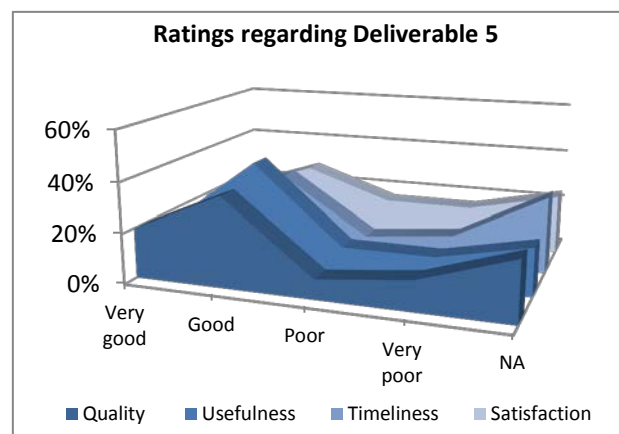
71. Activities related to the establishment and upgrades of TISCs are mainly implemented by two WIPO programs and with a direct contribution to one WIPO Expected Result and one SG (SG IV).



Deliverable 5

72. The support has been primarily linked to supporting SMEs in the design and implementation of the IP-led strategies for product branding, with special emphasis given to geographical indications and trademarks (one percent of the total amount of activities carried out in LDCs). Three main projects approved by the Committee on Development and Intellectual Property (CDIP) have been implemented with regard to the specific industries of vanilla, cotton, coffee and clove.

73. The strategic use of branding has been jointly provided with capacity building workshops and seminars aimed at local communities, producers', farmers', SME's, as well as IP offices and government authorities with the purpose of strengthening their capacity in the effective use of IP for product branding and marketing.¹²



74. The quality of the strategic use of branding services reaches 56 percent of positive ratings and 57 percent of positive ratings regarding their usefulness. The main challenge for the success of this type of initiatives is to achieve a complete understanding of the business related benefits of IP assets, as well as national business capacity and business commercial interest for their usage.

75. Activities are implemented by one WIPO program, with a linkage to three WIPO Expected Results and one SG (SG III).

Deliverable 6

76. This category of activities mainly focuses on conducting *ad hoc* needs assessments with particular countries in order to follow up with the implementation of strategic capacity building activities. It entails a necessary initial step in all activities related to the deliverables. Mainly three WIPO programs have conducted need assessments in the context of establishing IP offices and the provision of technical assistance.

¹² The evaluations conducted for the respective CDIP projects put forward the need for an involvement of relevant stakeholders for developing a sense of national ownership towards the project. It also highlighted the need for capacity building and training in national IP offices as a prerequisite to successful implementation of IP led strategies for product branding.

77. This work contributes to six WIPO ERs and is linked to four SGs (SG I, III, IV and VII).

Deliverable 7

78. Thirteen percent of overall assistance provided to LDCs has focused on building infrastructure of IP offices and copyright offices with the aim to facilitate the access and use of technological and scientific knowledge by IP users. Under this deliverable WIPO has provided support to the automation, modernization and digitalization of IP offices. Additionally, the support has also been extended to Copyright Offices, and Collective Management Organizations (CMOs), as well as training on Information Technology (IT), collective management of copyright, patent and trademark filing.

79. The support in the area of modernization of national IP offices integrates a core component of capacity building. This has been identified as a good practice since it contributes to tackle the high turnover rate in the IP offices by improving the understanding of IP and increasing ownership and leadership of the IP office for a successful automation.

80. In the area of TK, WIPO has mainly provided assistance at the level of strengthening capacities and knowledge through specific workshops.

81. Overall the quality of services provided under this deliverable is rated at 57 percent of positive responses to the evaluation survey. Whereas the usefulness of services for the direct recipient organization is rated at 63 percent, 71 percent of respondents positively value the usefulness of these services for the general IP user.

82. The work has been provided by three programs, covering a total of five ERs and three SGs (SG I, III, and IV).

(ii) Other support provided to the LDCs

83. Apart from the seven WIPO deliverables, 20 percent of the overall support provided to LDCs has also been focused on activities directly linked to raising awareness of national counterparts in the area of IP. These activities are considered as a strategic decision made by WIPO in order to create the necessary conditions to enable the implementation of the seven deliverables, since prior to 2010,

knowledge basis regarding IP among the vast majority of LDCs was limited. The fact that IP is not a priority in LDCs' national agendas has also led WIPO to work on awareness raising and education in order to increase the policy level appreciation of IP issues for the development of the country, as well as among SMEs and individual IP right holders. Consulted stakeholders from LDCs have agreed on the increased attention IP receives now.

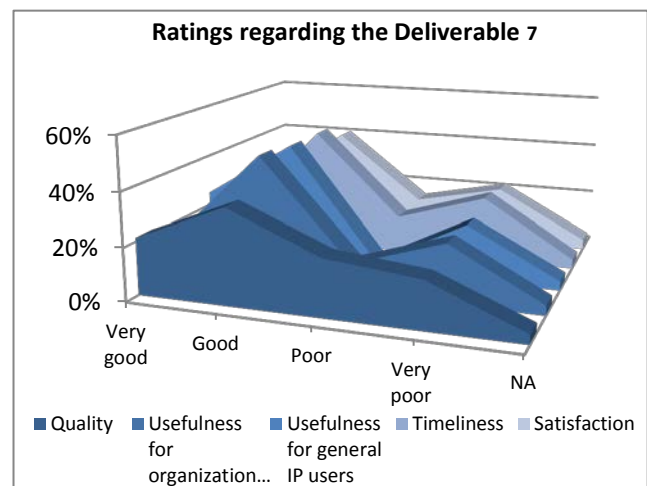
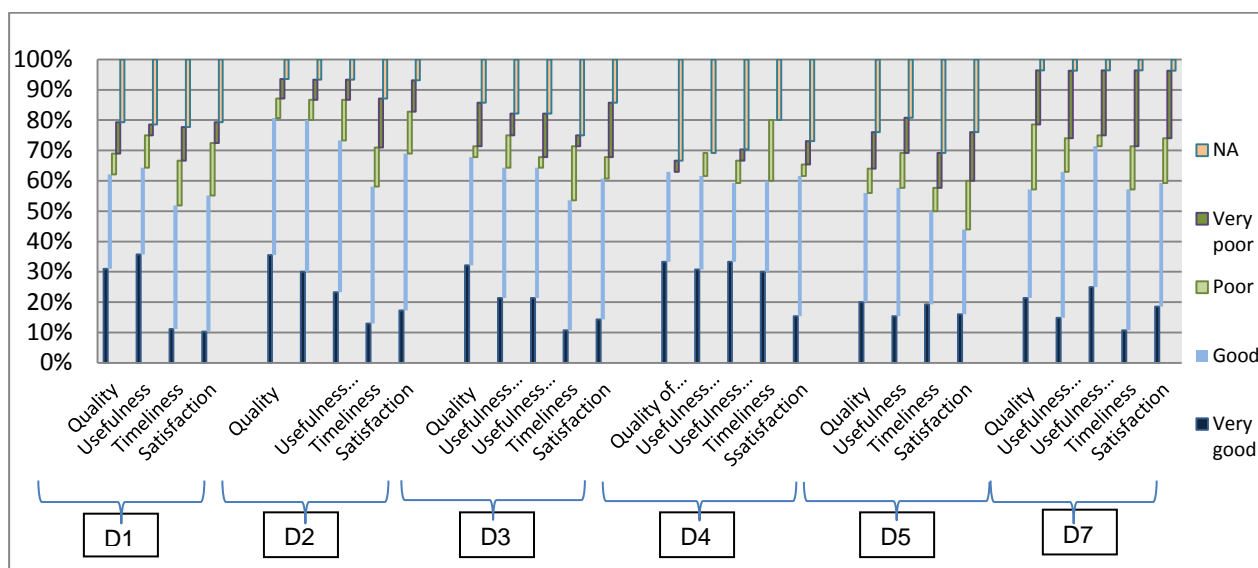


Figure 8: Comparative Assessment of WIPO Deliverables

(C) WHAT DIFFERENCES HAS WIPO'S SUPPORT MADE IN LDCs?

84. This section presents the main changes that occurred as a result of WIPO's intervention in LDCs. The role WIPO has played in the achievement of these changes should be understood under the logic of contribution and not attribution, since the absence of counterfactuals and baselines have limited the capacity of the evaluation to isolate all the variables that result into given changes.

(i) Benefits of receiving WIPO's support¹³

Deliverable 1

85. WIPO's support aiming to develop IP systems and policies in the LDCs has resulted in the completion and adaptation of IP policies and strategies. Additionally, this support has contributed to identify areas in the need to be prioritized at the level of IP, such as innovation, creative industry and geographical indications. This has led to specific projects that support the design of national IP policies and strategies in a given country.

86. The assistance provided at the level of legal advice has resulted in the establishment of new IP laws and the update of IP regulatory frameworks in the varied range of IP areas such as copyright, patents, trademarks and geographical indications. WIPO's work is also leading towards a fluent communication with the countries with regard to the ratification of treaties, and other particular WIPO initiatives, such as the increased interest in participating in the Accessible Book Consortium (ABC) initiative.

¹³ In practical terms Deliverable 6 has been applied as a mechanism towards initiating country activities. Therefore tangible results are integrated in the analysis of the rest of Deliverables.

Figure 9: IP Law Related Activities

IP law related activities	
National IP law/strategy	65 %
Copyright and Related rights	21.5%
Patent	5.9%
Madrid	1.5%
Patent Cooperation Treaty (PCT)	1.5%
IP Enforcement	0.7%
Industrial property law	0.7%
Lisbon	0.7%
Marrakesh Treaty	0.7%
Trademark	0.7%
Legislative advice other	0.7%

Deliverable 2

87. Capacity building activities have been identified as drivers of the enhancement of IP skills in the LDCs, as an overall awareness raising mechanism and as a contributor to gaining understanding of the progress of IP in the world. More precisely, these activities have led to:

- (a) Introducing IP systems in the countries, such as the Madrid system;
- (b) An increased number of right holders such as inventors, business operators, universities and researchers who are interested in IP and have taken further steps to get sensitized, trained or have registered their IP rights (patents, copyright, trademarks and logos);
- (c) Enhancement of capacities of IP officers through the *ad hoc* technical training regarding IP management. This has also been identified as an enabler of better delivery of services to IP right holders. The main skills development activities acknowledged by national stakeholders consulted are the patent drafting training, and the patent information trainings;
- (d) Observing advanced practices in other offices through study visits, which has helped IP officers to incorporate these practices in their own offices. Examples of this are the incorporation of registration concepts and practices, as well as the use of holograms;
- (e) In some instances new staff members have joined the IP offices as a result of a better understanding by government authorities of the importance of developing the domain of IP; and
- (f) Establishment and equipment of institutions with autonomous IP related departments, which tackles to a relevant extent the negative effects of the governmental turnover. In specific countries this support has also resulted in the creation of new offices, such as copyright offices.

Deliverable 3

88. Activities conducted in the frame of appropriate technology projects have led in some instances to practical results such as boosting businesses. For instance, a case was reported during the consultation process in the area of agriculture, where the technology resulted in an increase of water availability and thus an increase in the agricultural production. Indirect effects were reported with regard to health issues, with a reduction of diarrheal diseases, and at the employment level, with a reduced rural-urban migration mainly of youngsters.

89. Results are also seen at the national level with regard to using WIPO's knowledge sharing platforms, such as the Access to Research for Development and Innovation (aRDI). Some

countries have also started to award users who have incorporated the WIPO's Patent scope information into their projects.

Deliverable 4

90. The TISCs are contributing to help researches in understanding how to use available IP information. They have also helped to disseminate IP related information in a given country through a wide-nature of institutions such as polytechnics, libraries, hospitals, laboratories and professional centers, allowing researchers the access to scientific information. Some LDCs are already buying material and software as they realize the importance of the TISCs project.

91. A replication of technologies is starting to be seen in some LDCs, which shows the understanding and use of the transferred knowledge with regard to replication of capacities and technology to solve problems of a given local context.

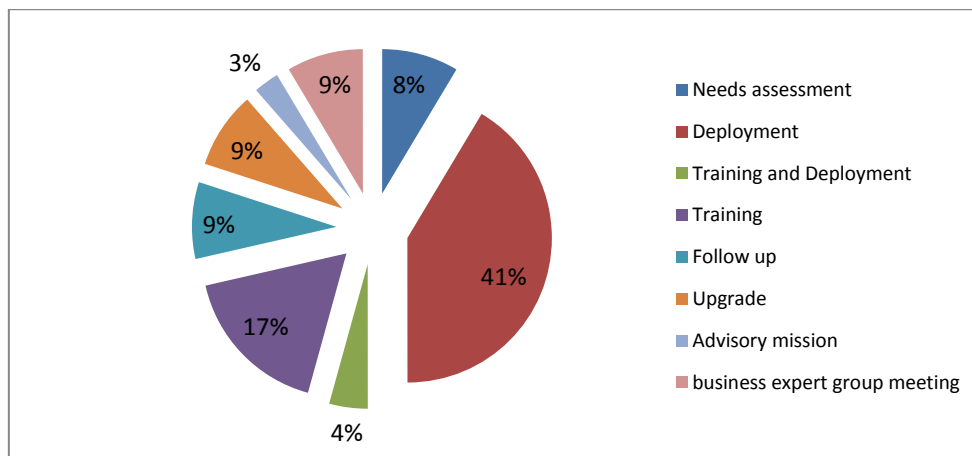
Deliverable 5

92. The assistance provided has led to the creation of logos for products such as cocoa and coffee, which has enabled at the same time the improvement in the quality of products for business purposes.

Deliverable 7

93. The automation and modernization of IP offices has led to a reported higher and faster handle of applications and filings. The deployment of the IPAS product has led to a decrease in the processing time of applications. The digitalized and standardized processes are directly benefiting IP right holders since they are now capable of using the e-filing system.

Figure 10: Nature of activities conducted under deliverable 7



(ii) Unintended effects

94. Positive unintended consequences, identified during the course of the evaluation process are:

- (a) Increased number of requests for support as a result of an enhanced understanding of the importance of spreading the knowledge to guarantee that IP right holders can exercise their rights;
- (b) Inclusion of IP concepts in the universities curricula through graduated students of WIPO's master's degree in IP (moving from trainees to trainers);
- (c) National requests for the creation of national IP policies to better implement the IP strategies done in collaboration with WIPO;

- (d) Creation of associations for IP funding purposes and increased commitment of other national counterparts in the finance of IP related activities. In the specific field of copyright, the formation of a committee of copyright for right holders (musicians and artists) has also been identified; and
- (e) Local spontaneous dissemination of IP related information through created IP network of experts.

Conclusions 5: The support provided to LDCs through the seven deliverables is raising national stakeholders' awareness of the strategic use of IP, as well as creating the basic conditions to incorporate IP into the LDC's national agendas as an added value for the development of the country.

Linked to Finding 5

(D) HAS WIPO INVESTED ITS RESOURCES EFFICIENTLY?

95. This section presents findings and conclusions based on:

- (a) Resource management and the financial efforts made by WIPO in supporting LDCs in the installment and development of IP systems; and
- (b) External and internal coordination.

(i) How were WIPO's resources distributed?

Finding 6: WIPO's financial efforts mainly focus on improving the understanding of IP and enhancing national technical capacities for its usage and management. The efficiency analysis is limited by the lack of financial information on expenditures of WIPO in a given country.

Linked to Conclusion 6 and Recommendation 2

96. The efficiency analysis assesses how and where WIPO's efforts have been concretely focused in order to achieve its objectives.

97. Conducting an evaluation efficiency analysis has been hindered by the lack of information on the total financial expenditures in a given country. The lack of a management information system to capture expenditure since 2010 limits the capacity of the evaluation to assess the relative cost of any achieved change in the countries. Despite specific expenditures could be retrieved by Programs through the internal financial reporting tools¹⁴, an integrated figure of the costs per country is required to be able to take a broader view from the cost-benefit approach and towards a comprehensive conclusion on value for money in response to the needs of all stakeholders benefited whilst developing an IP system in the country. In addition to this, the inexistence of previous efficiency studies on the work conducted by WIPO in LDCs and the inability to accurately determine cost of counterfactual scenarios prevents the completion of a full-fledged efficiency analysis that would allow comparisons over the whole period (2010-2015).

98. In this context the following assessment was carried out to understand where WIPO's efforts have focused in terms of WIPO's Deliverables and Expected results.

WIPO deliverables

99. The total amount spent on activities on WIPO IPoA deliverables over 2010-2015 is approximately 33,8 million Swiss francs. The highest expenditure and number of activities

¹⁴ The figures used in the analysis have been provided by the Department of Program, Planning and Finance using extractions from in house database software (AIMS, e-Work). The unit of analysis is the activities conducted by the programs and a precise expenditure and ER is linked to each activity. Programs can also access financial and non-financial management reports through Business Intelligence.

conducted have been on enhancing human and technical skills (deliverable 3), followed by activities aimed to raise awareness and understanding on the importance of IP. The main reason relies on the fact that capacity building and outreach are basic investment requirements which precede the successful implementation of activities targeting remaining deliverables.¹⁵

Figure 11: Total expenses and activities conducted in the LDCs by WIPO over 2010-2015

LDC Deliverables List	Expenses (In Millions)	Percentage	Number of Activities	Percentage
IP and Innovation Policy Strategies	5.4	16%	434	15%
Enhanced Human and Technical Skills	15.8	47%	1305	44%
Improved Access to Knowledge and Strengthened Knowledge Infrastructure	0.8	2%	84	3%
Establishment of TISC	1.4	4%	130	4%
Strategic Use of Branding	0.3	1%	23	1%
National Capacity-Building based on Needs Assessments	1.0	3%	84	3%
Enhanced Support for Documentation, Digitization, Protection and Commercialization of IP Assets including	2.3	7%	283	10%
Other	6.8	20%	624	21%
Grand Total	33.8		2967	

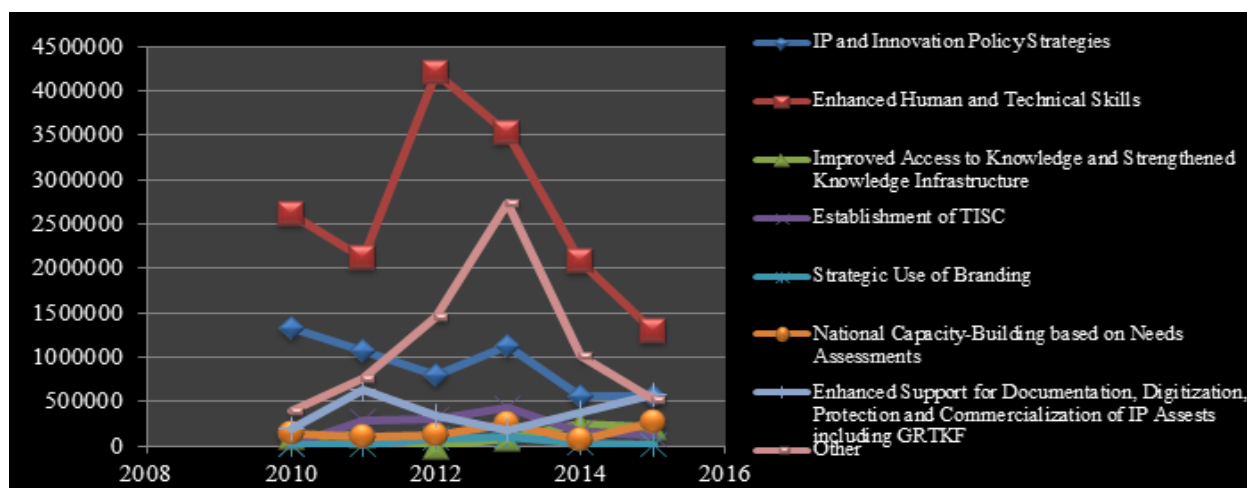
100. A breakdown of the amount of funds spent on each deliverable for each year indicates that the maximum expenditure has taken place during the biennium of 2012-2013. The total expenditure has increased by 43 percent from 2011 to 2012 and reduced by 46 percent from 2013 to 2014.¹⁶ The surge in expenditure from 2011 to 2012 may be explained as a result of IPoA, which came into actionable measures after its signature in 2011. Figure 12 displays the trends of the expenditure under each deliverable over 2010-2015¹⁷ (see Annex I for detailed financial figures).

¹⁵ It should be noted that the category 'Other' includes activities such as committee sessions and assemblies of MS. It should be noted that costs included do not include the cost of the staff time spent on the activity.

¹⁶ It should be noted that expenditure on activities where WIPO coordinated with external agencies could not be extracted from the in house database and hence have not been included in the analysis of expenditures. However, these activities have been included in analysis by 'number of activities'.

¹⁷ Please note that each activity has been assigned to one primary deliverable only.

Figure 12: Trend of WIPO’s expenditure in the support provided to LDCs



WIPO’s Expected Results (ERs)

101. The majority of expenditures over 2010-2015 was undertaken for activities aligned to ER III.2 (61 percent of the total share of expenditure). This highlights the extensive cross cutting training and capacity building activities that are conducted in LDCs. ER IV.4 has received approximately 10 percent of the total expenditure. Program 15, Program 9 and Program 3 mainly fund activities under ER IV.4 in LDCs. An expanded version of Figure 13 is presented in Annex I.

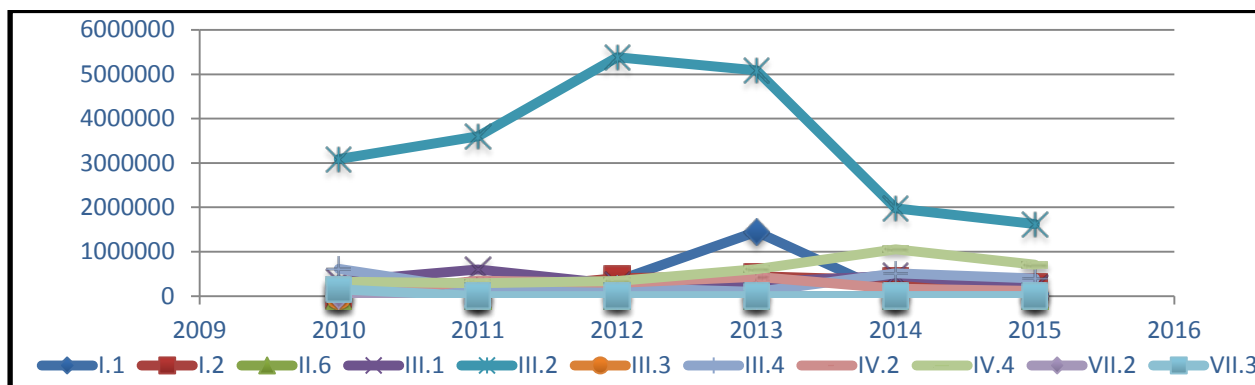
Figure 13: Expenditure by expected result and year:

ER	Percentage of total expenditure (2010-15)	Percentage of total number of activities (2010-15)
I.1	6%	3%
I.2	5%	4%
II.6	0%	0%
III.1	7%	7%
III.2	62%	61%
III.3	0%	0%
III.4	6%	7%
IV.2	4%	5%
IV.4	10%	13%
VII.2	0%	0%
VII.3	0%	0%

102. ER I.1, I.2, III.2 and IV.2 have their highest expenditure figures and number of activities conducted in the biennium of 2012-2013. The nature of activities linked to an increase in total expenditure in the biennium on 2012-2013 for ER I.2 include ‘Assemblies of member states’, ‘High level policy forums on implementation of WIPO Deliverables and the IPoA for Least Developed Countries’ as well as ‘sub regional seminars for African Organization of Intellectual Property (OAPI) member states on promoting respect for IP’. These activities have had a high level of participation and have taken up significant amount of resources.¹⁸ Activities under ER IV.4 and III.4 are greater in terms of expenditure and in terms of number in the last biennium of 2014-2015 in comparison to 2013-2014. Figure 14 presented below illustrates these trends.

¹⁸ Information as provided by the department of program and planning and the activity list provided by the LDC Division.

Figure 14: Trend of total expenditure on LDC activities for each Expected Result over 2010-2015



Conclusion 6: An integrated management reporting on total expenditure per country is required to conduct a comprehensive assessment on value for money of WIPO’s activities whilst developing an IP system in the country.

Linked to Finding 6 and Recommendation 2

Recommendation 2

The Development Sector should conduct financial tracking of LDCs expenditure in an integrated way to balance the allocation of resources between the levels of services that are required to develop national IP systems. The methodology and figures of the present report could be used as a basis of how to monitor resource distribution and expenditures by activities.

Closing criterion: Submission by the relevant Program of at least one document that reports on country expenditure, broken down by type (level) of activity and resources (personnel and non-personnel) allocated to it. Such tables will allow the Programs to conduct their contribution to the benefit of LDCs -efficiency analyses by type of activities and to reallocate resources if necessary.

(ii) Measuring progress

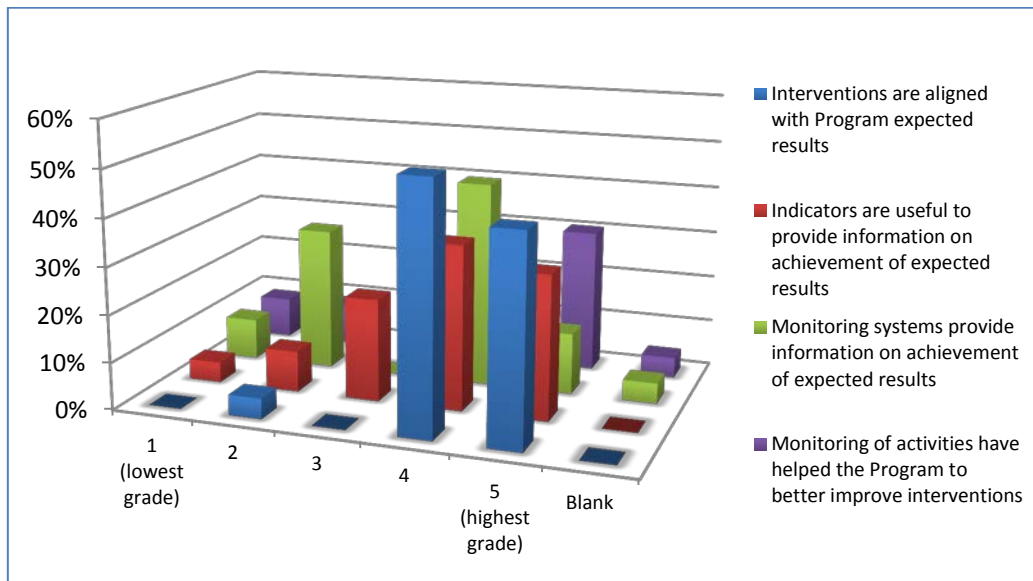
Finding 7: Monitoring of progress of deliverables is conducted individually by each specific Program. WIPO staff positively rates current progress of activities and their contribution to WIPO’s Expected Results.

Linked to Conclusion 7 and Recommendation 1

103. Activities for each deliverable are conducted under a project-based approach and thus specific tracking systems are utilized to measure progress mainly through *ad hoc* indicators and project-based monitoring tools. Despite their diverse nature, 90 percent of activities conducted under each deliverable fall within the scope of WIPO’s Expected Results as per the analysis of WIPO’s programmatic documents. This finding is validated by 95 percent of the relevant WIPO staff consulted on the linkage between implemented activities and the program ERs.

104. Consulted staff have indicated the extent tracking information at the level of activities helps measure the achievement of their respective ERs. Monitoring tools, frequently used by the Programs, are satisfaction surveys sent out just after the events on the content, the usefulness and the tentative application of acquired knowledge. This is mostly applied in the case of awareness raising and training activities. In some instances monitoring of information is also collected through counterparts tracking and accountability processes, especially while working in projects that request quarterly feedback, as in the case of TISCs activities.

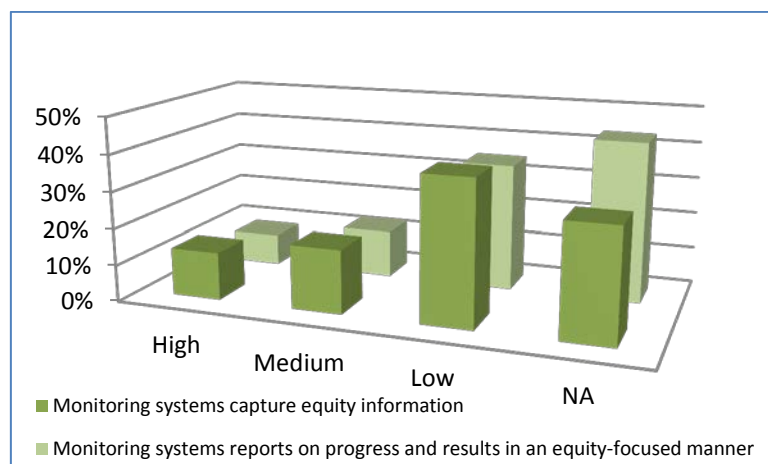
Figure 15: Staff ratings on monitoring systems and indicators



105. Mission reports are also used to keep track on progress, and to reorient activities whenever needed. Overall, the monitoring of activities have helped to identify recommendations for future improvement (56 percent of positive responses to the evaluation survey), such as introduction of a broader portfolio of skill development activities and further development of training content.

106. Monitoring systems set up for each deliverable do not capture equity information and do not report progress towards results in an equity manner, except for projects were women are a target group.

Figure 16: WIPO staff perception on the extent monitoring tools are gender sensitive



Conclusion 7: The development of adequate tracking systems are leading towards reorienting the activities conducted under the WIPO deliverables to better respond to national needs and priorities.

Linked to Finding 7 and Recommendation 1

(iii) Do WIPO's coordination mechanisms work?

Finding 8: Coordination with national counterparts is overall positive despite there remain some areas in need for improvement. Internal coordination among WIPO Regional Bureaus and the LDCs Division and with the substantive technical programs is working well. Coordination within the Development Sector between the Bureaus and the LDCs Division is deficient. Overlaps between the programmatic responsibilities of the Regional Bureaus and the LDCs Division have occurred and measures to solve this have been reported.

Linked to Conclusion 8 and Recommendation 3

107. Coordination with national counterparts is overall positive. Most IP offices consulted showed satisfaction with regard to their collaboration with WIPO and found communication to be effective and timely. Survey results indicate that:

- (a) Overall 60 percent of national stakeholder groups reported participating in the assessment of needs in a significant or some extent;
- (b) Thirty-seven percent indicated participating in the management of activities; and
- (c) Forty percent perceived playing a leadership role during the implementation of WIPO's activities.

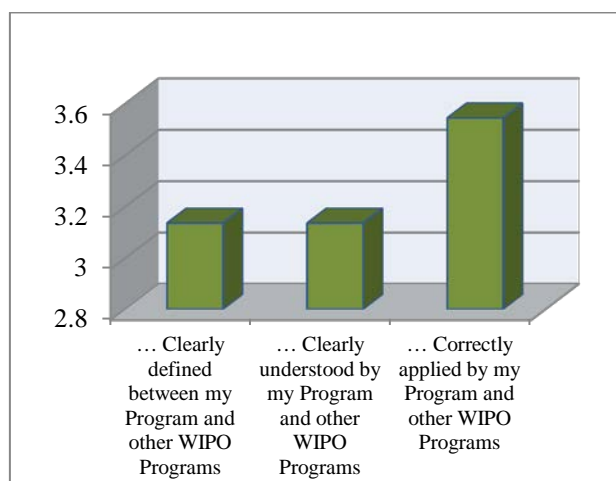
108. Most governmental authorities positively rated WIPO's synergies with other organizations. In many LDCs, WIPO has collaborated with regional associations, Non-Governmental Organizations (NGOs), universities and the press to bring added value and generate awareness. Inclusion of NGOs and direct beneficiaries in seminars is reported to have added an IP focus in civil society initiatives. WIPO has also collaborated with universities as well and has invited university professors to participate in seminars.

109. However, a common pattern among national stakeholders evidenced the need for WIPO to address the following areas:

- (a) The challenge faced by IP offices in the lack of availability of information on the portfolio of services provided by WIPO to LDCs;
- (b) The cumbersome procedure that needs to be followed by WIPO for contacting IP offices. This has sometimes led to delays in provision of information to IP offices. Organizations such as NGOs or research organizations are required to contact WIPO through the national IP Office and fill multiple forms which make the procedure time consuming and burdensome;
- (c) The turnover of personnel: managers who have been trained with WIPO's support often get replaced with officials who do not have experience in IP and this hampers the communication process and implementation of activities. When the focal point in the IP offices is replaced, previously built capacity is lost; and
- (d) The cooperation with other United Nations (UN) organizations and international agencies that are conducting similar interventions in the LDCs should be strengthened.

110. The assessment of the internal coordination between WIPO divisions has shown some areas of strength.

Figure 17: Average of ratings provided by staff on the clarity of roles and responsibilities in assisting LDCs (scale: 1 to 5)



111. There is good cooperation from both the WIPO Regional Bureaus and the Division for Least Developed Countries with the various WIPO technical programs conducting activities in the LDCs. The WIPO Regional Bureaus have been able to provide to the programs strategic frameworks for scheduled activities and have played a key role in the coordination of joint activities with external organizations such as OAPI and Association of Southeast Asian Nations (ASEAN). The LDCs Division has been able to provide them with an expert advice on the procedures to be followed by LDCs for graduation from the LDC Group and in the centralized coordination of WIPO's implementation of IPoA activities. There is a reported need for all relevant WIPO programs with regard to LDCs to map out which projects have been implemented in an LDC and how synergies can be effectively exploited to build action plans in an integrated manner.

112. Coordination between the Regional Bureaus and the LDCs Division requires improvement, especially at the level of information sharing. There is a need for further clarity in defining the roles, responsibilities and precise portfolio of activities in relation to Program 9 implementation strategies for both the Bureaus and the LDCs Division.¹⁹ Internal progress has been reported with regard to definition of clearer responsibilities. Yet, the review of the 2016-2017 Program and Budget shows a higher ambiguity in this particular area when compared to previous Program and Budgets, where the share of responsibilities among the Bureaus and LDCs Division for the implementation of Program 9 portfolio of activities was specifically indicated.

113. Additionally, further efforts need to be made to bring the internal expertise and capacities of the technical teams to its full potential. The Development Sector's main assets are:

- (a) The LDC Division is strategically positioned to provide WIPO with the particular and unique expertise and knowledge on LDCs, which thus complements the work of the Bureaus by providing informed advice on the context of LDCs and factors facilitating or hindering IP developments in specific cases;
- (b) This expertise of the LDC Division allows ensuring that there is a coordinated approach towards the LDCs and that the entry and exit mechanisms of WIPO's technical assistance activities are developed in a coordinated manner; and
- (c) The Regional Bureaus develop unified IP strategies adapted to the IP capacities and needs for their region. Systematic coordination is required to ensure that the

¹⁹ The recent update of the tasks for the LDCs Division assigns to this Division the full portfolio of activities regarding the Appropriate Technology projects, as well as the continuation of activities already conducted by them, which fell into identified overlaps with some areas of work of the Regional Bureaus and other technical WIPO programs. The tasks related to the Regional Bureaus assigns to them the design and implementation of new IP strategies.

Bureaus' work on IP development plans for a country is complemented not only by other substantive divisions for the specific IP areas, but also by the LDC Division for the sake of better coherence and adaptation to particular needs of LDC.

Conclusion 8: There is a need for a horizontal interdisciplinary coordination and a holistic approach towards assistance provided to the LDCs.

Despite the progress made towards better defining programmatic responsibilities of the Regional Bureaus and the Division for the Least Developed Countries, the Program and Budget document for the current biennium does not display a clear delineation of roles and responsibilities amongst them. These risks limiting the capacity of national stakeholders to better understand where to address their requests in terms of technical assistance. This situation - added to the restricted internal coordination and information sharing between the Regional Bureaus and the LDCs Division - could lead to repeating past practices that led to overlaps²⁰ in the implementation of activities with regard to LDCs. The current definition of programmatic responsibilities for the Division for Least Developed Countries does not capture its expertise with regard to LDCs, and thus there is a high risk of it being exercised informally by others or eventually lost.

Linked to Finding 8 and Recommendation 3.

²⁰ Previous oversight work has already identified this issue. See EVAL 2012-03, EVAL 2013-02 and EVAL 2014-05.

Recommendation 3

The Development Sector should:

- (a) Establish mechanisms to enhance the collaboration of the LDCs Division with the Bureaus in alignment with the central role of the LDCs Division to coordinate IPoA activities in the LDCs;
- (b) Define a clearer delineation of responsibilities between the Bureaus and the LDCs Division taking into account country specific expertise and knowledge. The responsibilities for the LDCs Division should incorporate the expertise of the Division on how the provision of IP support can strategically boost the development of LDCs*; and
- (c) Simplify the communication lines between WIPO and the LDCs through a clear definition of where to request support.

**An example would be for the LDCs division to look at IP areas that are cross cutting to all LDCs no matter their location or region. That is to say, the Division could focus among others on producing policy studies and success factors, stories and mechanisms to overcome challenges when implementing projects in LDCs.*

Closing criteria: Submission by the Development Sector of documents that report on:

- (a) Further elaboration of the mandate of the LDCs Division on building existing mandates for the Division for Least Developed Countries and a definition of specific deliverables for the LDCs Division linked to Program 9 specific expected results that will be integrated in the Program and Budget for 2018-2019;*
- (b) Definition of communication and collaboration modalities between the Regional Bureaus, other Divisions and Sections, and the LDCs Division, particularly reinforcing the coordination during the preparation of country development plans for LDCs; and*
- (c) A clear identification of the WIPO contact point for LDCs to address request. This could be done through a list to be shared with LDCs on where (unit, division, bureau) to address their specific technical assistance requests to WIPO, division, bureau) to address their specific technical assistance requests to WIPO.*

(E) WHAT REMAINS AT THE END?

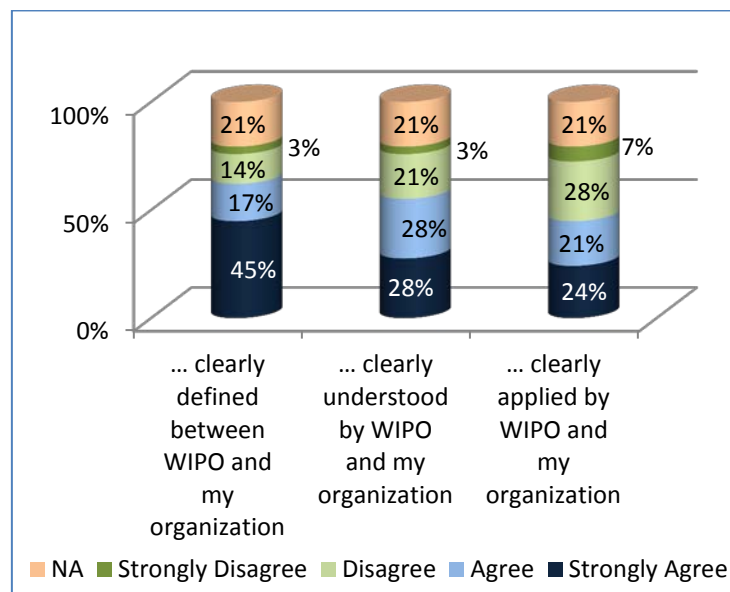
Finding 9: The definition of roles and responsibilities with regard to exit strategies have already been defined with national counterparts for some projects. All national stakeholder groups agree on the need to continue collaborating with WIPO to achieve the goals of the deliverables. Overall, WIPO's work in the LDCs is not yet producing tangible results to be sustained overtime although progress towards results is made in relation to the various deliverables

Linked to Conclusion 9 and Recommendation 4

(i) National follow-up on results

114. Overall, WIPO's activities are still in an early stage when it comes to empowering the countries in the strategic use of IP for their development. So far WIPO programs are working to the extent possible with the most important decision makers in the countries, and trying to identify priorities of work and ways to address future challenges.

Figure 18: National stakeholders' perception on roles and responsibilities during the provision of a service been...



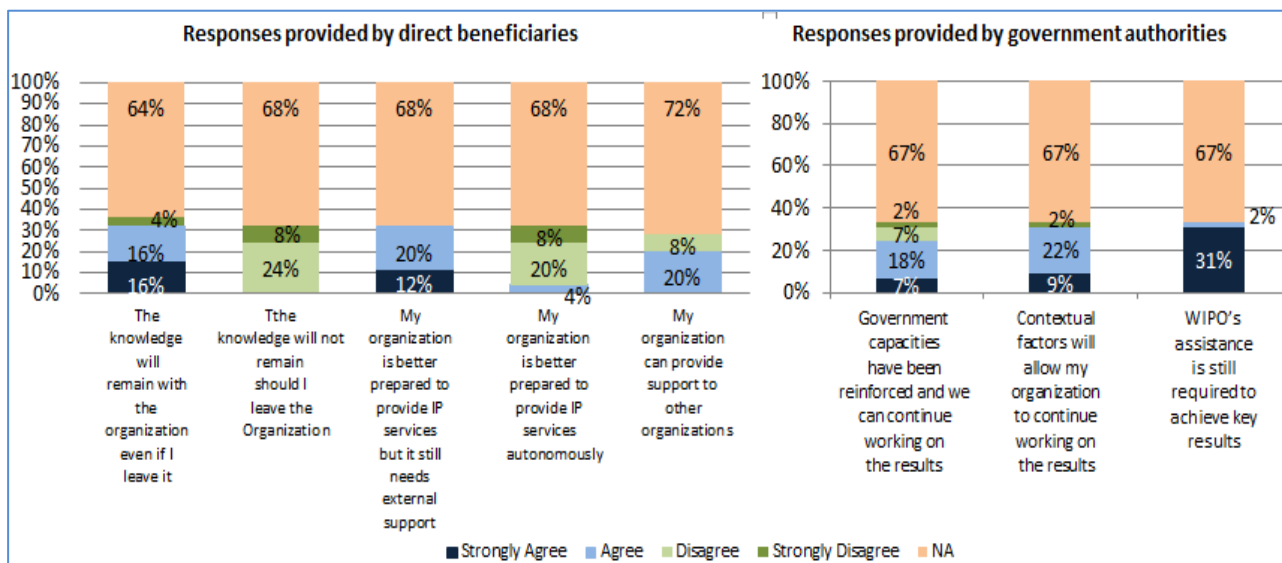
115. Two scenarios have been found concerning the clear definition of the roles and responsibilities of national counterparts once WIPO’s support is withdrawn. On one hand, agreements on shared responsibilities at the termination date of WIPO’s support were generally made with WIPO at the early stage of the project life. This clarity has been highlighted by the national counterpart as beneficial since it has allowed them to ensure continuation of the activity through the identification of local capacities to sustain the project (Figure 18).

116. Other national stakeholders have indicated the absence of formal cooperation agreements with WIPO, generally referring to Memorandum of Understanding (MoU). Despite of this fact, understanding by consulted national counterparts of the importance for them to take ownership and pro-activeness has been confirmed by about half of the consulted national counterparts.

117. Whereas 95 percent of consulted WIPO staff are of the opinion that capacities are reinforced for national organizations to further work on sustaining important results, 45 percent to 62 percent of national stakeholders had the perception of a clear definition, understanding and application of roles and responsibilities in this regard.

118. There is a clear pattern among consulted national stakeholders on the need to continue the collaboration with WIPO (see Figure 19). Yet in some LDCs national counterparts are already closely working with public funds to organize awareness raising and capacity building activities on their own, especially seminars with the police, judges, and stakeholders from the copyright sector such as artists, CMOs and the film industry. Local initiatives have also been reported with regard to SMEs aimed to raise awareness in the benefits of using the IP assets.

Figure 19: National stakeholders' perception on their reinforcement of capacities



Conclusion 9: The success of WIPO in achieving tangible results remains an essential factor to boost the necessary leadership from the government and direct beneficiaries to sustain operations.

Linked to Finding 9 and Recommendation 4

Recommendation 4

The relevant Programs conducting activities in LDCs in cooperation with the Division for Least Developed Countries should define sustainability strategies at the level of activities that include:

- (a) The clear definition with the national counterparts of the shared responsibilities at all stages of the project life (design, implementation and closure); and
- (b) Given the nature of the project an agreement on the continuous follow up of the status of the results achieved after the completion of the implementation of specific projects so that WIPO can still advise national counterparts on the ways to further work on the impact and sustainability of results.

Closing criteria: Submission to the relevant Program of at least one agreed strategy that:

- (a) defines shared responsibilities with national counterparts to continue working on the activity conducted; and
- (b) includes any follow-up activities which may be necessary to ensure the success of the activity conducted.

(F) WHAT REMAINS TO BE DONE?

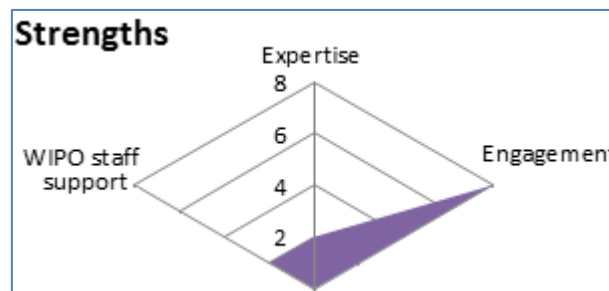
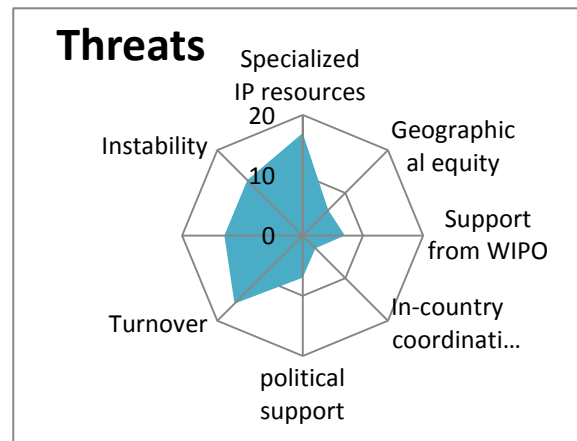
Finding 10: Emerging challenges as well as strengths and good practices are identified for WIPO to further focus throughout the implementation process of technical assistance in LDCs.

Linked to Conclusion 10 and Recommendation 5

(i) Strengths, weaknesses and threats

119. As part of the evaluation an analysis has been conducted of the Strengths, Weaknesses, Opportunities and Threats (SWOT) based on internal and external inputs that include MS representatives from the LDCs, direct beneficiaries, other organizations as well as WIPO staff.

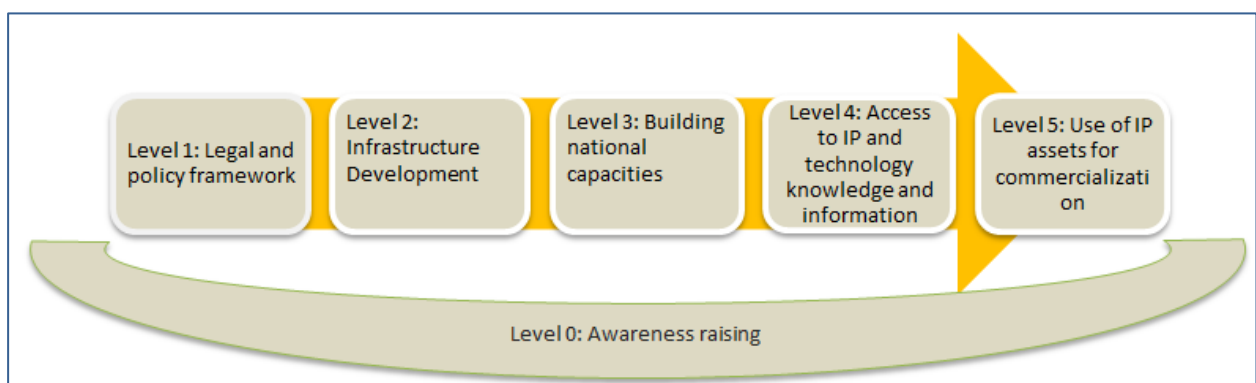
120. WIPO’s expertise as an impartial source of IP knowledge and the staff commitment in defining the most effective methods to achieve expected results under each deliverable are identified strengths.



121. The role WIPO played in bringing together all relevant stakeholder groups for the first time translates into an increased interest of a wider range of national stakeholders on IP related matters. This has ensured a smooth implementation of activities and a better response to their needs. In some instances, the participatory approach applied during the project document preparation has been acknowledged by national stakeholders as a driver to a more structured approach to carrying activities.

122. Yet, the following factors have been identified in need of further focus and with regard to each of the programmatic levels (Figure 20) to develop IP systems in LDCs:

Figure 20: Programmatic approach to developing IP systems in a given country



123. **Level 0:** Awareness on Intellectual Property plays a strong role as a positive factor for an efficient delivery of results since it ensures that the stakeholders are fully invested in the success of the project and are motivated to meet timelines. Despite the progress made in introducing in LDCs a solid basis to link the legal IP protection with the economic benefit from the IPR exercise, a joint work still needs to be conducted on increasing national stakeholder’s awareness on how critical IP issues are. In some instance delayed decision making processes were identified at the national level due to a limited knowledge on IP related matters. Also IP awareness is required to widen the coverage of IP systems in the countries, spreading it from the policy level (currently the main focus of WIPO’s work in the LDCs) to the lower levels.

124. **Level 2 and Level 4:** WIPO needs to continue providing support towards the equipment of IP offices and research centers. This needs to be conducted balancing the support with the availability of IT material that facilitates the achievement of results. Additional focus remains to be given in harmonizing internal operational procedures with organizational practices.

125. **Level 3:** Skills development activities that need to be addressed are:

- (a) To continue providing training on the various IP areas (patent, trademark, copyright, etc.) to achieve a deep understanding of IP legal subjects by personnel of the IP and copyright offices;
- (b) To engage with a wider range of stakeholders other than government authorities and IP officials in capacity building activities, and more precisely with technical experts, lawyers, creators, customs, universities, research organizations and users of the IP and copyright system (e.g., broadcasting industry) to continue expanding IP awareness among these groups; and
- (c) To follow on the knowledge sharing activities with such regularity that it allows an update of the evolving trends in the IP field. Study visits to offices where systems are operational have also been highlighted as of relevant added value to better understand IP technicalities, such as the procedures to file and register in the IP office.

126. **All levels:** The support provided to the LDC needs to be analyzed and decisions need to be made taking into consideration the following factors and contextual boundaries:

- (a) WIPO's activities are focused on the capitals, which has been identified as hindrance for the access of the provinces to WIPO's support. Results of the activities are thus limited to urban areas, with the consequent effect of incomplete engagement with relevant IP right holders at the national level;
- (b) A follow up from WIPO is required at the level of guiding on the implementation of activities and in guiding on given recommendations in the scope of particular projects;
- (c) An insufficient or delayed support from WIPO has been identified, with the negative effect of the exclusion of some LDC representatives from events organized by WIPO. This element is also linked to an expressed dissatisfaction with regard to a poor communication between MS and WIPO. Despite being infrequent, some consulted MS perceive this situation as a hindrance in knowing what to expect from WIPO;
- (d) A national lack of the necessary physical and technical infrastructure, which has already limited the progress towards achieving results and has reduced time efficiency in the implementation of activities. Although the number of countries with IP offices is increasing, some countries do not have one yet, which thus leads national stakeholders to rely on WIPO to follow up on the support provided;
- (e) Only a reduced number of in-country specialized staff exists in the field of IP. This scenario is threatening the sustainability of the activities, since the shortage on the quality of human resources limits the local capacity to understand the outputs achieved and take ownership over them. National counterparts perceived that once this shortage of technical capacities is overcome, it would be possible for them to manage and sustain projects;
- (f) High turnover rate of a national focal point (normally relying on individuals) and other key stakeholders, which results in an inconsistent relationship between WIPO and the national counterparts, as well as in an inconsistent national leadership. Currently WIPO's operations with the LDCs mainly rely on one person. The turnover rate therefore plays an important role for effectiveness and sustainability with regard to both knowledge transfer and capacity building processes;
- (g) IP offices lack political support, which harms implementation and development of IP related matters, since there is also a reduced IP awareness (as presented in this

section). This is closely linked to a reduced financial support, which is needed to facilitate the implementation and most importantly the sustainability factors of the IP strategies currently being designed and implemented; and

- (h) The implementation of some activities has also been hindered by instability (elections, war, etc...). The institutional framework built by WIPO is thus acknowledged by most consulted stakeholders as being fragile.

(ii) What have we learned as good practices?

127. The consultation process has identified the following good practices that could be incorporated in the provision of further support to the LDCs:

- (a) To identify country partners and other international organizations other than focal points with the capacity to provide joint support in the cooperation with LDCs (e.g., national expert groups and consultation groups, etc.). This would lead to diversifying national indirect recipients of WIPO's contribution to the country and to build on a stronger national ownership through the diversification of national agents of change;
- (b) To identify national stakeholders (e.g., NGO or national associations) capable to widespread WIPO's work among the population, thus increasing the chances for sustainable awareness raising processes in the countries;
- (c) To continue working in a multi-stakeholder approach with the dual objective of building national ownership and leadership and a better understanding of purpose and objectives of WIPO's activities in the LDCs;
- (d) To continue assessing needs of countries, and whenever possible conducting them in the country to increase ownership for the implementation and sustainability stages; and
- (e) For WIPO to continue shifting towards operating under the scope of holistic strategies for the development of IP systems in the LDCs, whereby combined efforts by all programs can contribute to wide-rangingly changing the IP situation in LDCs.

Conclusion 10: Continuing with the development of IP systems in LDCs is challenged by contextual boundaries that could limit achieving envisaged results. It is essential to plan for long lasting effects through an approach towards contributing to building sustainable IP systems. This can be achieved by incorporating actionable measures that address the threats identified at each programmatic level.

Linked to Finding 10 and Recommendation 5

Recommendation 5

The Regional Bureaus supporting LDCs should provide in cooperation with the Division for Least Developed Countries integrated national roadmaps that entail:

- (a) Moving from single projects towards country comprehensive assistance in order to develop IP systems in LDCs that take into account other WIPO programs' plans, providing space for gap analysis;
- (b) The conduct of initial needs assessment in evolving contexts and the monitoring of activities in the countries to re-orient the support provided in response to emerging needs and to ensure that the use of IP for development and the building of IP institutions and systems are sustainable in the respective LDC; and
- (c) The identification of cooperation partners (UN Organizations and other organizations) to improve efficiency by mobilizing common resources.

Closing criteria: Submission by the relevant Sector of at least one document that reports on:

- (a) An integrated WIPO roadmap to assist LDC in developing their use of IP for development and to build IP institutions and systems to be prepared by the Division for Least Developed Countries and the relevant Regional Bureau or other Divisions and Sections in cooperation with the concerned country;*
- (b) An assessment of WIPO's activities in LDCs that contributed to poverty allocation, wealth creation, employment generation and ultimately for the graduation from the Group of LDCs; and*
- (c) A list of cooperation partners in such country.*

128. Annexes follow with detailed financial information as well as achievements obtained.

ACKNOWLEDGMENT

IOD wishes to thank all relevant staff members for their assistance, cooperation and interest during this assignment, which has permitted conducting the evaluation process successfully.

Prepared by: Ms. Patricia Vidal Hurtado, Evaluation Officer, Ms. Linda Mngola, Evaluation Officer, and Ms. Srishti Kumar, Intern IOD.

Reviewed by: Claude Hilfiker, Head Evaluation Section.

Approved by: Tuncay Efendioglu, Acting Director IOD.

TABLE OF RECOMMENDATIONS

Recommendation #	Accepted / Rejected (indicate reason for rejecting)	Person(s) Responsible	Deadline	Management Comments and Action Plan
<p>Recommendation 1</p> <p>The WIPO programs providing support to LDCs should include a focus on equity by:</p> <ul style="list-style-type: none"> (a) Continuing conducting activities aimed to sensitize both men and women on the importance of the protection and practice of IPRs for the economic growth and development; (b) Continuing including all the relevant stakeholders in a given project with regard to gender, disability, social class, and geographical factors; and (c) Assessing equity gaps by country. <p><i>Closing criteria: Submission by the relevant Program of at least one report which documents and assesses:</i></p> <ul style="list-style-type: none"> <i>(a) the activities engaging and sensitizing various stakeholder groups on the IPRs protection with regard to gender equity, geographical diversity, disability and social class; and</i> <i>(b) factors affecting social and gender equity and geographical diversity.</i> 	Accepted	K. Shenkoru	24 months	Closing criteria agreed

Recommendation #	Accepted / Rejected (indicate reason for rejecting)	Person(s) Responsible	Deadline	Management Comments and Action Plan
<p>Recommendation 2</p> <p>The Development Sector should conduct financial tracking of LDCs expenditure in an integrated way to balance the allocation of resources between the levels of services that are required to develop national IP systems. The methodology and figures of the present report could be used as a basis of how to monitor resource distribution and expenditures by activities.</p> <p><i>Closing criterion: Submission by the relevant Program of at least one document that reports on country expenditure, broken down by type (level) of activity and resources (personnel and non-personnel) allocated to it. Such tables will allow the Programs to conduct their contribution to the benefit of LDCs -efficiency analyses by type of activities and to reallocate resources if necessary.</i></p>	Accepted	K. Shenkoru	24 months	Closing criteria agreed
<p>Recommendation 3</p> <p>The Development Sector should:</p> <ul style="list-style-type: none"> (a) Establish mechanisms to enhance the collaboration of the LDCs Division with the Bureaus in alignment with the central role of the LDCs Division to coordinate IPoA activities in the LDCs; (b) Define a clearer delineation of responsibilities between the Bureaus and the LDCs Division taking into account country specific expertise and knowledge. The responsibilities for the LDCs Division should incorporate the expertise of the Division on how the provision of IP support can strategically boost the development of LDCs*; and (c) Simplify the communication lines between WIPO and the LDCs through a clear definition of where to request support. 	Accepted	K. Shenkoru	24 months	Closing criteria agreed

Recommendation #	Accepted / Rejected (indicate reason for rejecting)	Person(s) Responsible	Deadline	Management Comments and Action Plan
<p><i>*An example would be for the LDCs division to look at IP areas that are cross cutting to all LDCs no matter their location or region. That is to say, the Division could focus among others on producing policy studies and success factors, stories and mechanisms to overcome challenges when implementing projects in LDCs.</i></p> <p><i>Closing criteria: Submission by the Development Sector of documents that report on:</i></p> <ul style="list-style-type: none"> <i>(a) Further elaboration of the mandate of the LDCs Division on building existing mandates for the Division for Least Developed Countries and a definition of specific deliverables for the LDCs Division linked to Program 9 specific expected results that will be integrated in the Program and Budget for 2018-2019;</i> <i>(b) Definition of communication and collaboration modalities between the Regional Bureaus, other Divisions and Sections, and the LDCs Division, particularly reinforcing the coordination during the preparation of country development plans for LDCs; and</i> <i>(c) A clear identification of the WIPO contact point for LDCs to address request. This could be done through a list to be shared with LDCs on where (unit, division, bureau) to address their specific technical assistance requests to WIPO, division, bureau) to address their specific technical assistance requests to WIPO.</i> 				

Recommendation #	Accepted / Rejected (indicate reason for rejecting)	Person(s) Responsible	Deadline	Management Comments and Action Plan
<p>Recommendation 4</p> <p>The relevant Programs conducting activities in LDCs in cooperation with the Division for Least Developed Countries should define sustainability strategies at the level of activities that include:</p> <ul style="list-style-type: none"> (a) The clear definition with the national counterparts of the shared responsibilities at all stages of the project life (design, implementation and closure); and (b) Given the nature of the project an agreement on the continuous follow up of the status of the results achieved after the completion of the implementation of specific projects so that WIPO can still advise national counterparts on the ways to further work on the impact and sustainability of results. <p><i>Closing criteria: Submission to the relevant Program of at least one agreed strategy that:</i></p> <ul style="list-style-type: none"> <i>(a) defines shared responsibilities with national counterparts to continue working on the activity conducted; and</i> <i>(b) includes any follow-up activities which may be necessary to ensure the success of the activity conducted.</i> 	Accepted	K. Shenkoru	24 months	Closing criteria agreed

Recommendation #	Accepted / Rejected (indicate reason for rejecting)	Person(s) Responsible	Deadline	Management Comments and Action Plan
<p>Recommendation 5</p> <p>The Regional Bureaus supporting LDCs should provide in cooperation with the Division for Least Developed Countries integrated national roadmaps that entail:</p> <ul style="list-style-type: none"> (a) Moving from single projects towards country comprehensive assistance in order to develop IP systems in LDCs that take into account other WIPO programs' plans, providing space for gap analysis; (b) The conduct of initial needs assessment in evolving contexts and the monitoring of activities in the countries to re-orient the support provided in response to emerging needs and to ensure that the use of IP for development and the building of IP institutions and systems are sustainable in the respective LDC; and (c) The identification of cooperation partners (UN Organizations and other organizations) to improve efficiency by mobilizing common resources. <p><i>Closing criteria: Submission by the relevant Sector of at least one document that reports on:</i></p> <ul style="list-style-type: none"> (a) <i>An integrated WIPO roadmap to assist LDC in developing their use of IP for development and to build IP institutions and systems to be prepared by the Division for Least Developed Countries and the relevant Regional Bureau or other Divisions and Sections in cooperation with the concerned country;</i> (b) <i>An assessment of WIPO's activities in LDCs that contributed to poverty allocation, wealth creation, employment generation and ultimately for the graduation from the Group of LDCs; and</i> (c) <i>A list of cooperation partners in such country.</i> 	Accepted	K. Shenkoru	24 months	Closing criteria agreed

ANNEXES

Annex I.	Technical and financial figures regarding WIPO's support to LDCs from 2010 to 2015
Annex II.	Contribution of WIPO Programs to Deliverables
Annex III.	List of stakeholders consulted
Annex IV.	Detailed list of evaluation questions
Annex V.	Terms of Reference

[Annex I follows]

ANNEX I: Technical and financial figures regarding WIPO’s support to LDCs from 2010 to 2015

A. Number of Activities Conducted under each Deliverable in each country and respective trends in activities conducted under each deliverable for 2010-2015²¹

2010-15	IP and Innovation Policy Strategies	Enhanced Human and Technical Skills	Improved Access to Knowledge and Strengthened Knowledge Infrastructure	Establishment of TISC	Strategic Use of Branding	National Capacity-Building based on Needs Assessments	Enhanced Support for Documentation, Digitization, Protection and Commercialization of IP Assets including GRTKF	Other	Total
Country									
Afghanistan	3	11	0	0	0	1	2	8	25
Afghanistan Trend by deliverable (2010-15)	3	11				1	2	8	
Angola	8	11	0	1	0	2	5	13	40
Angola Trend by deliverable (2010-15)	8	11		1		2	5	13	
Bangladesh	17	61	10	2	0	2	17	28	137
Bangladesh Trend by deliverable (2010-15)	17	61	10	2		2	17	28	
Benin	9	24	0	5	0	0	3	17	58
Benin Trend by deliverable (2010-15)	9	24		5			3	17	
Bhutan	12	48	3	2	0	3	2	12	82
Bhutan Trend by deliverable (2010-15)	12	48	3	2		3	2	12	
Burkina Faso	14	34	1	6	0	7	10	15	87
Burkina Faso Trend by deliverable (2010-15)	14	34	1	6		7	10	15	
Burundi	11	30	2	4	0	1	3	8	59
Burundi Trend by deliverable (2010-15)	11	30	2	4		1	3	8	
Cambodia	22	86	11	5	0	3	23	27	177
Cambodia Trend by deliverable (2010-15)	22	86	11	5		3	23	27	

²¹ Trend lines have not been presented where activities were not conducted in consecutive years.

2010-15	IP and Innovation Policy Strategies	Enhanced Human and Technical Skills	Improved Access to Knowledge and Strengthened Knowledge Infrastructure	Establishment of TISC	Strategic Use of Branding	National Capacity-Building based on Needs Assessments	Enhanced Support for Documentation, Digitization, Protection and Commercialization of IP Assets including GRTKF	Other	Total
Country									
Central African Republic	10	17	0	7	0	2	1	13	50
Central African Republic Trend by deliverable (2010-15)	10	17		7		2	1	13	
Chad	10	16	3	0	0	1	2	10	42
Chad Trend by deliverable (2010-15)	10	16	3			1	2	10	
Comoros	4	7	0	1	0	2	2	10	26
Comoros Trend by deliverable (2010-15)	4	7		1		2	2	10	
Democratic Republic of Congo	7	14	2	6	0	3	0	8	40
Democratic Republic of Congo Trend by deliverable (2010-15)	7	14	2	6		3		8	
Djibouti	6	18	0	0	0	0	4	11	39
Djibouti Trend by deliverable (2010-15)	6	18					4	11	
Timor Leste	1	0	0	0	0	1	0	1	3
Equatorial Guinea	5	9	0	0	0	3	1	11	29
Equatorial Guinea Trend by deliverable (2010-15)	5	9				3	1	11	
Eritrea	1	1	0	0	0	0	0	3	5

2010-15	IP and Innovation Policy Strategies	Enhanced Human and Technical Skills	Improved Access to Knowledge and Strengthened Knowledge Infrastructure	Establishment of TISC	Strategic Use of Branding	National Capacity-Building based on Needs Assessments	Enhanced Support for Documentation, Digitization, Protection and Commercialization of IP Assets including GRTKF	Other	Total
Country									
Ethiopia	15	44	3	5	2	2	9	22	102
Ethiopia Trend by deliverable (2010-15)	15	44	3	5	2	2	9	22	
Gambia	11	24	2	0	0	3	13	12	65
Gambia Trend by deliverable (2010-15)	11	24	2			3	13	12	
Guinea	6	19	1	4	0	0	2	13	45
Guinea Trend by deliverable (2010-15)	6	19	1	4			2	13	
Guinea-Bissau	6	11	0	0	0	1	1	13	32
Guinea-Bissau Trend by deliverable (2010-15)	6	11				1	1	13	
Haiti	3	16	0	0	0	1	2	10	32
Haiti Trend by deliverable (2010-15)	3	16				1	2	10	
Kiribati	3	3	0	0	0	0	2	1	9
Kiribati Trend by deliverable (2010-15)	3	3					2	1	
Lao People's Democratic Republic	22	56	10	3	0	4	20	19	134
Lao People's Democratic Republic Trend by deliverable (2010-15)	22	56	10	3		4	20	19	
Lesotho	10	30	0	0	0	4	11	10	65
Lesotho Trend by deliverable (2010-15)	10	30				4	11	10	
Liberia	12	24	0	0	0	0	3	12	51
Liberia Trend by deliverable (2010-15)	12	24					3	12	

2010-15	IP and Innovation Policy Strategies	Enhanced Human and Technical Skills	Improved Access to Knowledge and Strengthened Knowledge Infrastructure	Establishment of TISC	Strategic Use of Branding	National Capacity-Building based on Needs Assessments	Enhanced Support for Documentation, Digitization, Protection and Commercialization of IP Assets including GRTKF	Other	Total
Country									
Madagascar	8	28	1	8	0	1	6	15	67
Madagascar Trend by deliverable (2010-15)	8	28	1	8		1	6	15	
Malawi	10	47	2	2	0	2	13	17	93
Malawi Trend by deliverable (2010-15)	10	47	2	2		2	13	17	
Mali	11	35	1	3	0	0	5	14	69
Mali Trend by deliverable (2010-15)	11	35	1	3			5	14	
Mauritania	5	21	1	2	0	2	2	20	53
Mauritania Trend by deliverable (2010-15)	5	21	1	2		2	2	20	
Mozambique	11	45	1	4	0	1	13	14	89
Mozambique Trend by deliverable (2010-15)	11	45	1	4		1	13	14	
Myanmar	19	54	7	4	1	3	12	16	116
Myanmar Trend by deliverable (2010-15)	19	54	7	4	1	3	12	16	
Nepal	16	43	4	1	0	3	7	21	95
Nepal Trend by deliverable (2010-15)	16	43	4	1		3	7	21	
Niger	8	21	1	7	0	0	3	14	54
Niger Trend by deliverable (2010-15)	8	21	1	7			3	14	
Rwanda	12	49	1	6	3	1	14	11	97
Rwanda Trend by deliverable (2010-15)	12	49	1	6	3	1	14	11	
Sao Tome and Principe	4	11	1	5	0	3	2	12	38
Sao Tome and Principe Trend by deliverable (2010-15)	4	11	1	5		3	2	12	

2010-15	IP and Innovation Policy Strategies	Enhanced Human and Technical Skills	Improved Access to Knowledge and Strengthened Knowledge Infrastructure	Establishment of TISC	Strategic Use of Branding	National Capacity-Building based on Needs Assessments	Enhanced Support for Documentation, Digitization, Protection and Commercialization of IP Assets including GRTKF	Other	Total
Country									
Senegal	14	36	1	10	0	5	3	28	97
Senegal Trend by deliverable (2010-15)	14	36	1	10		5	3	28	
Sierra Leone	9	24	1	0	0	1	3	10	48
Sierra Leone Trend by deliverable (2010-15)	9	24	1			1	3	10	
Solomon Islands	6	1	0	0	0	2	1	3	13
Solomon Islands Trend by deliverable (2010-15)	6	1				2	1	3	
Somalia	4	4	0	0	0	0	1	2	11
Somalia Trend by deliverable (2010-15)	4	4					1	2	
Sudan	9	44	2	2	1	1	6	20	85
Sudan Trend by deliverable (2010-15)	9	44	2	2	1	1	6	20	
Togo	6	20	1	5	0	1	1	17	51
Togo Trend by deliverable (2010-15)	6	20	1	5		1	1	17	
Tuvalu	2	1	0	0	0	0	0	1	4
Tuvalu Trend by deliverable (2010-15)		1						1	
Uganda	13	58	3	1	7	2	9	19	112
Uganda Trend by deliverable (2010-15)	13	58	3	1	7	2	9	19	
Tanzania	21	57	1	6	8	1	20	17	131
Tanzania Trend by deliverable (2010-15)	21	57	1	6	8	1	20	17	
Vanuatu	4	8	0	0	1	4	0	2	19
Vanuatu Trend by deliverable (2010-15)	4	8			1	4		2	
Yemen	3	21	1	0	0	0	3	7	35
Yemen Trend by deliverable (2010-15)	3	21	1				3	7	
Zambia	15	54	6	7	0	3	20	23	128
Zambia Trend by deliverable (2010-15)	15	54	6	7		3	20	23	
LDC (Total)	438	1296	84	124	23	82	282	610	2939

(A) Analysis by WIPO deliverable

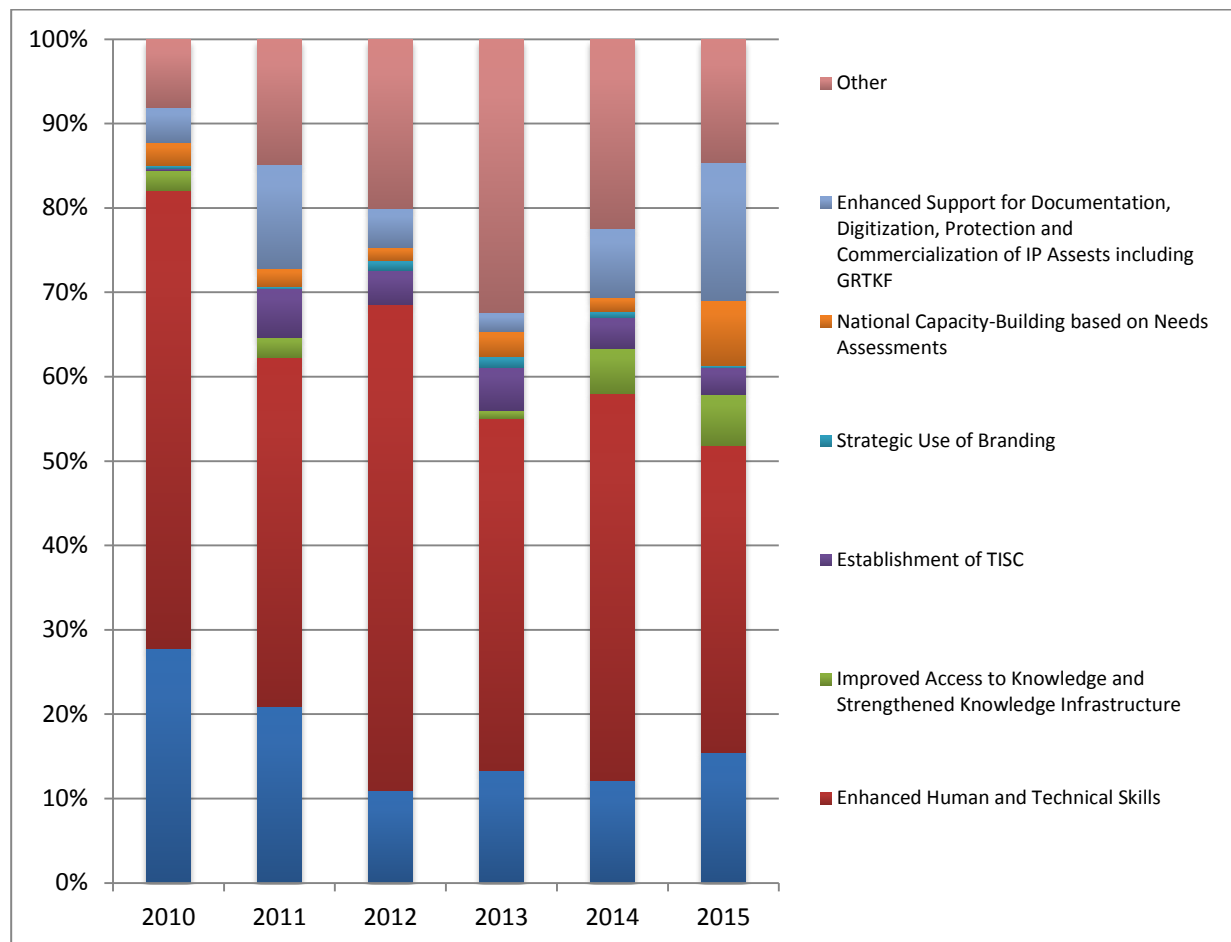
(a) Break down of funds spend on each deliverable

Year	IP and Innovation Policy Strategies	Enhanced Human and Technical Skills	Improved Access to Knowledge and Strengthened Knowledge Infrastructure	Establishment of TISC	Strategic Use of Branding	National Capacity-Building based on Needs Assessments	Enhanced Support for Documentation, Digitization, Protection and Commercialization of IP Assets including GRTKF	Other	Total for each Year	% Change in expenditure
2010	1.33	2.6	0.11	0.01	0.02	0.13	0.2	0.39	4.79	0.00
2011	1.07	2.11	0.12	0.29	0.01	0.11	0.63	0.76	5.11	6.68
2012	0.8	2.37	0	0.3	0.08	0.12	0.33	3.3	7.31	43.05
2013	1.12	3.52	0.08	0.43	0.11	0.25	0.18	2.74	8.43	15.32
2014	0.55	2.08	0.24	0.17	0.04	0.08	0.37	1.02	4.54	-46.14
2015	0.55	1.3	0.22	0.11	0.01	0.27	0.59	0.52	3.58	-21.15
Total for each deliverable	5.43	13.99	0.72	1.37	0.27	0.96	2.3	8.73		

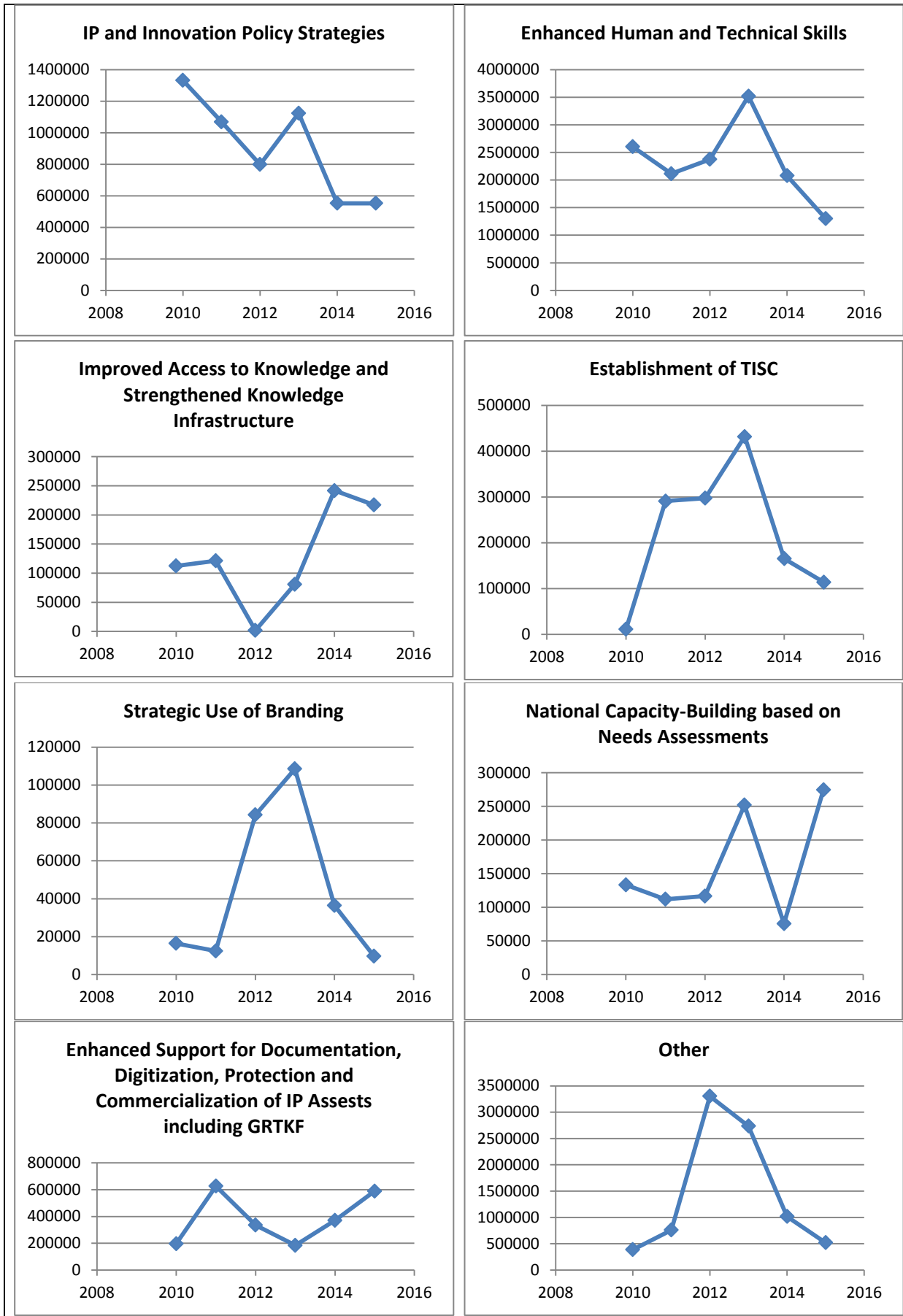
(b) Break down of the total number of activities conducted by year and by deliverable

Year	IP and Innovation Policy Strategies	Enhanced Human and Technical Skills	Improved Access to Knowledge and Strengthened Knowledge Infrastructure	Establishment of TISC	Strategic Use of Branding	National Capacity-Building based on Needs Assessments	Enhanced Support for Documentation, Digitization, Protection and Commercialization of IP Assets including GRTKF	Other
2010	69	207	17	3	3	9	27	47
2011	113	246	14	24	7	12	51	138
2012	74	261	5	28	5	18	28	126
2013	101	234	16	47	4	21	29	159
2014	49	241	14	13	2	5	83	102
2015	28	116	18	15	2	19	65	52
	434	1305	84	130	23	84	283	624

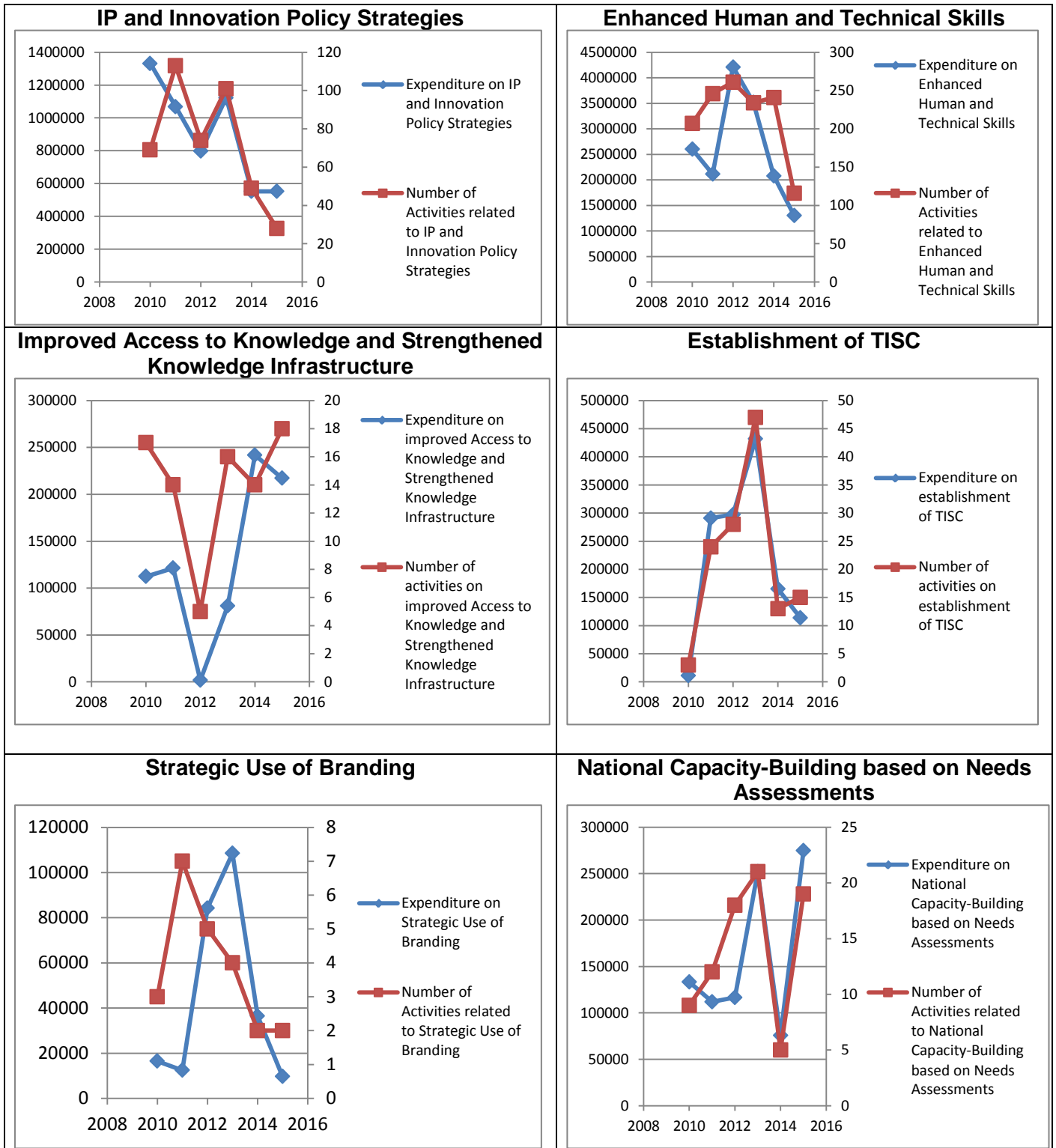
(c) Representation of expenditure on deliverables as a proportion of total expenditure for each year



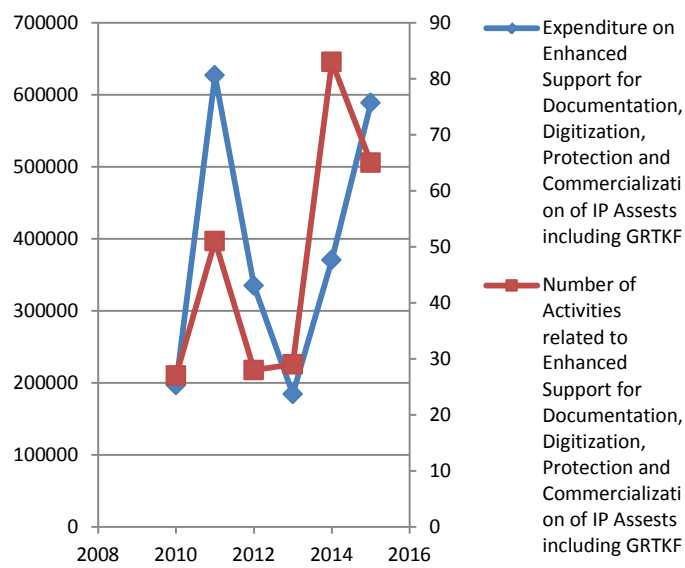
(d) Evolution of expenditure per deliverable and year



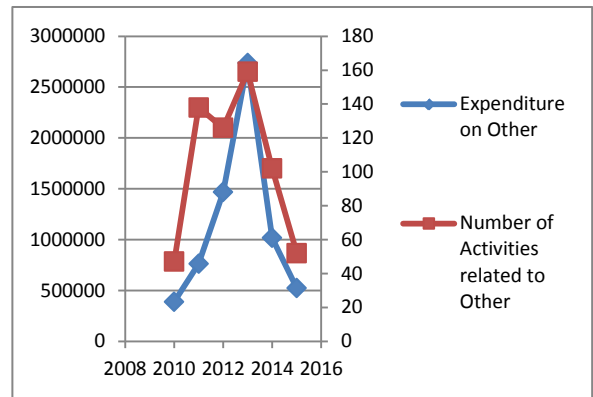
(e) Comparison of trends for Expenditure and number of activities conducted for each deliverable



Enhanced Support for Documentation, Digitization, Protection and Commercialization of IP Assets including GRTKF



Other



(B) Analysis by Expected Results

(a) Expenditure by expected result

ER		Total Expenditure	Percentage	Total Number of Activities	Percentage
I.1	I.1. Enhanced cooperation among Member States on development of balanced international normative frameworks for IP and agreement on specific topics on which international instruments are agreed	2,054,072.68	6.16%	64	2.89%
I.2	I.2. Tailored and balanced IP legislative, regulatory and policy frameworks	1,541,593.96	4.62%	94	4.24%
II.6	II.6. Wider and better use of the Madrid & Lisbon systems, including by developing countries and LDCs	0.00	0.00%	0	0.00%
III.1	III.1. National innovation and IP strategies and plans consistent with national development objectives	2,171,932.43	6.51%	158	7.13%
III.2	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	20,760,262.36	62.26%	1344	60.68%
III.3	III.3. Mainstreaming of the DA recommendations in the work of WIPO	36,500.63	0.11%	2	0.09%
III.4	III.4. Strengthened cooperation mechanisms and programs tailored to the needs of developing countries and LDCs	1,939,799.97	5.82%	156	7.04%
IV.2	IV.2. Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	1,368,398.07	4.10%	107	4.83%
IV.4	IV.4. Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders	3,322,578.84	9.96%	285	12.87%
VII.2	VII.2. IP-based platforms and tools are used for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	0.00	0.00%	0	0.00%
VII.3	VII.3. Growing credibility of WIPO as a forum for analysis of issues in the field of IP and competition policy	149,381.76	0.45%	5	0.23%
		33344520.7		2215	

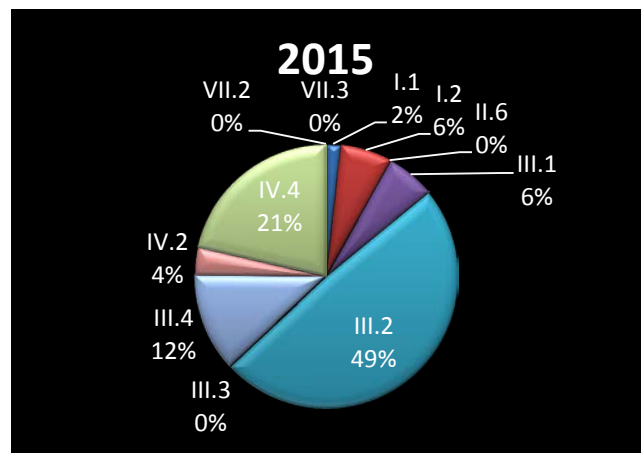
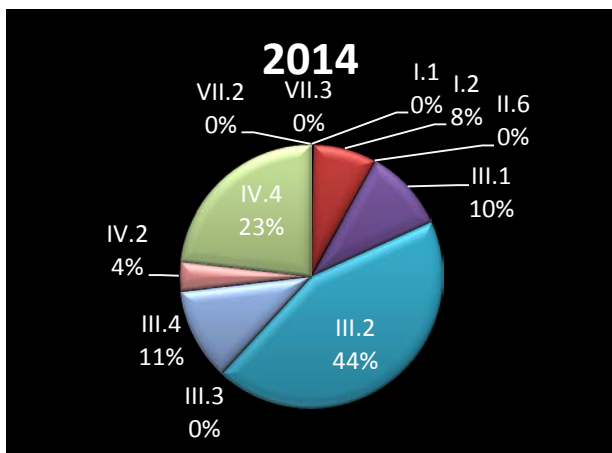
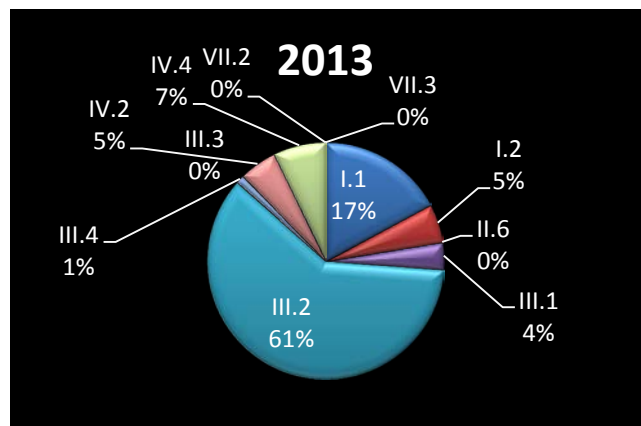
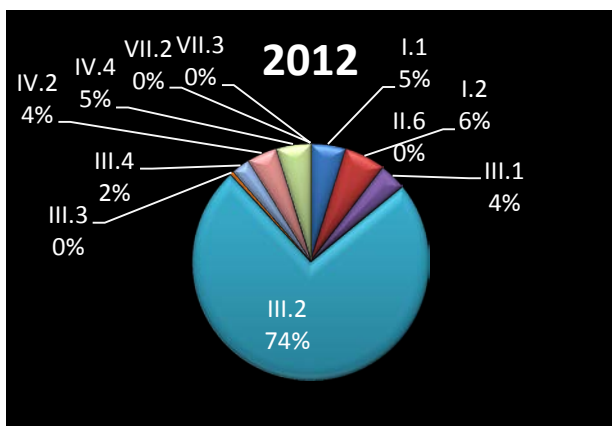
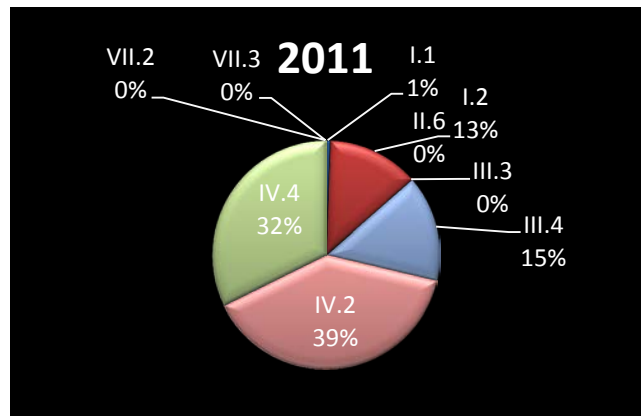
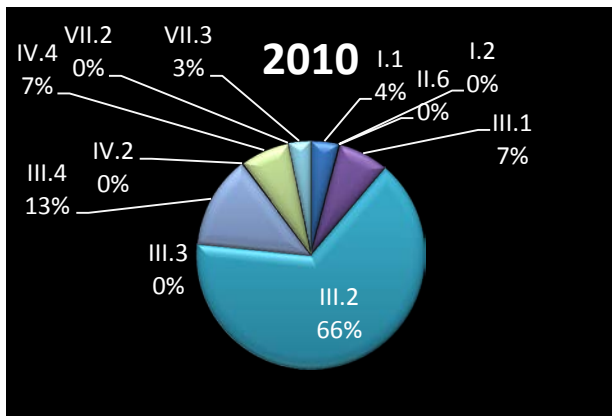
(b) Total expenditure on activities for LDCs under each ER by year

ER	2010	2011	2012
I.1	185,860.87	5,416.18	345,583.44
I.2	9,111.90	115,990.28	407,346.62
II.6	0.00	0.00	0.00
III.1	334,479.05	599,876.29	267,844.29
III.2	3,086,623.71	3,600,796.15	5,382,735.86
III.3	0.00	0.00	36,500.63
III.4	615,086.34	135,118.46	184,527.71
IV.2	11,195.46	348,911.59	297,343.42
IV.4	328,001.21	288,905.10	339,985.08
VII.2	0.00	0.00	0.00
VII.3	149,381.76	0.00	0.00
ER	2013	2014	2015
I.1	1,447,649.57	12,374.81	57,187.81
I.2	445,708.20	354,095.87	209,341.09
II.6	0.00	0.00	0.00
III.1	310,958.79	459,224.63	199,549.38
III.2	5,088,233.18	1,979,105.25	1,622,768.21
III.3	0.00	0.00	0.00
III.4	92,980.70	512,136.97	399,949.79
IV.2	431,893.15	165,278.74	113,775.71
IV.4	605,319.46	1,050,772.62	709,595.37
VII.2	0.00	0.00	0.00
VII.3	0.00	0.00	0.00

(c) Total number of activities for LDCs under each ER by year

ER	2010	2011	2012
I.1	14	2	7
I.2	4	17	25
II.6	0	0	0
III.1	31	36	19
III.2	209	282	296
III.3	0	0	2
III.4	6	48	11
IV.2	2	28	23
IV.4	24	45	29
VII.2	0	0	0
VII.3	5	0	0
ER	2013	2014	2015
I.1	39	1	1
I.2	20	21	7
II.6	0	0	0
III.1	28	29	15
III.2	263	193	101
III.3	0	0	0
III.4	26	35	30
IV.2	33	12	9
IV.4	44	90	53
VII.2	0	0	0
VII.3	0	0	0

(d) Breakdown of Expected Results by proportion of total expenditure undertaken for each year:



[End of Annex I, Annex II follows]

ANNEX II: CONTRIBUTION OF WIPO PROGRAMS TO DELIVERABLES²²**Program 2**

According to the Program performance reports, Program 2 contributed to Deliverable 5 through the implementation and evaluation of the project on IP and Product Branding for Business Development in Developing Countries and LDCs.

Program 3

According to Program Performance Reports between 2010 and 2014, Program 3 has contributed to:

- Deliverable 1 by encouraging adoption of appropriate IP policies and strengthening the legal framework;
- Deliverable 2 by engaging in activities which have improved awareness of the relevance and importance of copyright among different stakeholders; and
- Deliverable 6 and 7 by enhancing the institutional and human capacity of copyright offices and rights management organizations in these countries.

Program 4

Program 4 contributes to Deliverable 2 by conducting trainings to enhance capacities to understand and use IP principles, systems and tools for the protection of TK and TCEs, and for management of the interface between IP and GRs.

Program 5

According to Program performance reports, Program 5 has contributed to Deliverable 1 by providing technical assistance on implementation of PCT and helped advance toward Deliverable 2 by conducting seminars and workshops for training purposes.

Program 6

Program 6 contributed to Deliverable 2 through organization of workshops for IP Offices that have provided training on operational procedures in the Madrid System.

Program 9

According to Program Performance reports, Program 9 has supported progress towards:

- Deliverable 1 for LDCs in design, development and implementation of National IP strategies that are consistent with the country's overall development plans;
- Deliverable 2 by conducting tailored programs for capacity building and awareness generation in LDCs;
- Deliverable 3 through programs such as aRDi, Access to Specialized Patent Information (ASPI) program, and "Capacity-Building in the Use of Appropriate Technology-Specific Technical and Scientific Information as a Solution for Identified Development Challenges";
- Deliverable 4 by supporting the establishment of TISCs;

²² Please note that the activities listed are not a comprehensive list. The findings have been made based on the Program Performance Reports from 2010 to 2014.

- Deliverable 5 through its projects on “IP and Product Branding for Business Development in Developing Countries and LDCs”; and
- Deliverable 7 by supporting national IP offices through introduction of tools such as IPAS and WIPOScan along with enhancements to existing systems such as the WIPO Electronic Document Management System (EDMS) and the WIPO Digital Access Service (DAS).

Program 11

According to Program performance Reports, Program 11 has contributed to Deliverable 2 through a combination of a diversified range of training and teaching activities to meet the capacity building requirements of LDCs.

Program 14

According to Program Performance Reports, Program 14 has contributed to Deliverable 3 through its program on ASPI. It has also provided LDCs with two patent information services, namely, Patent Information Services (WPIS) and International Cooperation for the Examination of Inventions (ICE, formerly ICSEI).

Program 15

Program 15 has contributed to Deliverable 7, through by providing modernization services to IP offices in LDCs and technical assistance to improve their ICT based systems.

Program 18

Program 18 contributes to Deliverable 2 through activities such as provision of support for hosting of developing country scientists. It contributes to Deliverable 3 by providing support to LDCs to become members of IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion such as WIPO Re:search.

Program 30

Program 30 has contributed to Deliverable 2 and Deliverable 6 through activities such as SME related seminars, workshops or training of trainers programs on IP management.

[End of Annex II, Annex III follows]

ANNEX III: LIST OF STAKEHOLDERS CONSULTED

#	STAKEHOLDER NAME	FUNCTION	DEPARTMENT/ ORGANIZATION
Internal staff			
Brands and Designs Sector			
1	Ms. Martha Friedli	Head	Trademark Law Section
Culture and Creative Industries			
2	Ms. Michele Woods	Director	Copyright Law Division
3	Ms. Carole Croella	Senior Counsellor	Copyright Law Division
4	Mr. Paolo Lanteri	Legal officer	Copyright Law Division
5	Mr. Rafael Ferraz Vazquez	ICS	Copyright Law Division
6	Ms. Hang Gao	Director	Copyright Development Division
7	Ms. Sonia-Anne Cruickshank	Senior Program Officer	Copyright Development Division
8	Ms. Ola Zahran	Senior Counsellor	Copyright Development Division
Global Issues Sector			
9	Mr. Simon Legrand	Counsellor	Department For Traditional Knowledge And Global Challenges
10	Ms. Fei Jiao	Associate Program Officer	Department For Traditional Knowledge And Global Challenges
11	Ms. Olga Begoña Venero Aguirre	Senior Counsellor	Department For Traditional Knowledge And Global Challenges
Development Sector			
12	Mr. Mario Matus	Deputy Director General	
13	Mr. Marc Sery-Kore	Director	Regional Bureau for Africa
14	Mr. Yves Ngoubeyou	Senior Program Officer	Regional Bureau for Africa
15	Ms. Neema Nyerere	Senior Program Officer	Regional Bureau for Africa
16	Mr. José Antonio Nosoliny	Counsellor	Regional Bureau for Africa
17	Ms. Loretta Asiedu	Senior Counsellor	Regional Bureau for Africa
18	Ms. Francesca Toso	Senior Advisor	Special Projects Division
19	Mr. Andrew Michael Ong	Director	Regional Bureau for Asia and the Pacific
20	Mr. Ye Min Than	Senior Program Officer	Regional Bureau for Asia and the Pacific
21	Mr. Manisekaran Amasi	Counsellor	Regional Bureau for Asia and the Pacific
22	Ms. Carol Simpson	Head, Caribbean Section	Regional Bureau for Latin America and the Caribbean
23	Mr. Kiflé Shenkoru	Director	Division For Least Developed Countries
24	Mr. Md. Daniul Islam	Counsellor	Division For Least Developed Countries
25	Ms. Olgatte Abdou	Counsellor	Division For Least Developed Countries
26	Mr. Irfan Baloch	Director	Development Agenda Coordination Division

#	STAKEHOLDER NAME	FUNCTION	DEPARTMENT/ ORGANIZATION
Global Infrastructure Sector			
27	Mr. Alex Riechel	Industrial Property Information Officer	Innovation and Technology Support Section
28	Mr. Ituku Elangi Botoy	Project Officer	Innovation and Technology Support Section
29	Mr. William Meredith	Director	IP Office Business Solutions Division
30	Mr. Juneho Jang	Head	Business Development Section
31	Mr. Gregory Sadyalunda	Project Manager	Project Deployment Section
Department for Transition and Developed Countries			
32	Mr. Christopher Ruggerio	Senior Legal Officer	Section for Coordination of Developed Countries
33	Mr. Ryszard Frelek	Assistant Program Officer	Department for Transition and Developed Countries
34	Mr. Anil Sinha	Head	SMEs Section
35	Ms. Olga Spasic	Head	Innovation Structures Section
36	Ms. Patricia Simao Sartorius	Program Officer	Innovation Structures Section
External stakeholders			
37	Mr. Zakiuilah Amir	Head	Copyright Office Ministry of Information and Culture of the I.R of Afghanistan
38	Mr. Mohammad Sayeedur Rahman	Senior Research Officer	Bangladesh Institute of Management (BIM)
39	Md. Saidur Rahman	Deputy Registrar, Department of Patents, Designs, and Trademarks Coordinator	Ministry of Industries
40	Chowduhry Manzur Morshed	Registrar of Copyright,	Copyright Office, Dhaka
41	Mr. Ahm Rezaul Kabir	Secretary General	Dhaka Chamber of Commerce & Industry (DCCI)
42	Mr. Nazrul Islam	Deputy Permanent Representative & HOC	Bangladesh Permanent mission
43	Mr. Aplogan Jean-Pierre	Director General	National Agency for intellectual Property (ANAPI) Ministry of Industry, Trade and small and medium enterprises
44	Mr. Innocent Assogba	former Director General	formerly at Beninese Copyright Office (Bureau benninois du droit auteur et des droits voisins (BUBEDRA)) Ministry of Culture and Communication
45	Mr. Jambay Yeshe	Chief Industries Officer	Department of Cottage and Small Industry Ministry of Economic Affairs
46	Mr. Donatien Niyungeko	Director General of the Burundi Office of Copyright and Neighbouring Rights	Burundi (Department of Arts and Culture Ministry of Youth, Sports and Culture)

#	STAKEHOLDER NAME	FUNCTION	DEPARTMENT/ ORGANIZATION
47	Mr. René Cishahayo	Chief of Patents Service	Organization for Innovation of Traditional Knowledge
48	Mr. Vianney Niyukuri	Director	Industrial Property Ministry of Commerce and Industry
49	Mr. SIM Sokheng	Deputy Director	Department of Intellectual Property Rights Ministry of Commerce Lot 19-61, MOC Road (113B Road), Phum Teuk Thla, Sangkat Teuk Thla, Khan Sen Sok, Phnom Penh
50	Mr. Joseph Kolegwi-Nzakpe	Head	Ministry of Commerce and Industry
51	Mr. Niounkoun Régis Sissoko	Director General	Central African Republic (Central African Copyright Office (BUCADA) Ministry of Tourism, the Arts and Culture)
52	Mr. Abdel-Hakim Mahamat	Former Director	Chad (Chadian Copyright Office (BUTDRA) Ministry of Culture, Youth and Sports)
53	Mr. Mohamed Ahmed Sultan	Director	Copyright Office Ministry of Culture and Communication
54	Ms. Ouloufa Ismail Abdou	Director	Office Djiboutien De Droit D'Auteur et Droit Voisin (ODDA) Ministry of Commerce and Industry
55	Mr. Ali Jama	Conseiller	Djibouti Permanent Mission
56	Mr. Mukosa Mwilambwe		Ministry of Culture and Arts
57	Mr. Yared Atsbeha	Technology Transfer Support and Advisory Team Leader	Ethiopian Intellectual Property Office (EIPO)
58	Mr. Solomon Mesfin	TISC Focal Point	University of Gondar
59	Mr. Selman M	Focal point TISC	Science and Technology Information Center
60	Ms. Yanit Abera Habtemariam	In charge of WIPO Services	Ethiopia-Permanent Mission to Geneva
61	Mr. Amare Seifu	Head, Department of Technology Transfer	The Food, Beverage and Pharmaceutical Industry Development Institute
62	Mr. Abdoulie Colley	Senior State Counsel	National Intellectual Property Office, Industrial Property Office Ministry of Justice, Banjul
63	Mr. Mamadou Billo Bah	Director General	National Service of Industrial Property Ministry of Trade, Industry, Small and Medium Enterprises
64	Mr. Inacio A. Junior Da Silva		Ministry of Energy and Industry
65	Mr. Ghisler Dugas	Director General	Intellectual Property Service Ministry of Trade and Industry

#	STAKEHOLDER NAME	FUNCTION	DEPARTMENT/ ORGANIZATION
66	Ms. Emmelie Phrophète Milce	Director General	Bureau haïtien du droit d'auteur (BHDA), Ministry of Culture and Communication
67	Ms. Vimontha Khieovongphachanh	Head	Division of Computer Engineering and Information Technology, Faculty of Engineering, Vientiane
68	Mr. Andriamiharimanana Haja Ranjarivo	Director	Madagascar Copyrights Office (OMDA), Ministry of Culture and Arts
69	Narisoa Rabenja	Head	Chief of Industrial designs and Models OMAPI
70	Mr. Chapusa Domino Phiri	Registrar General/head	Registrar General' Department Ministry of Justice and Constitutional Affairs
71	Mr. Chapusa Domino Phiri	Registrar General/head	Registrar General' Department Ministry of Justice and Constitutional Affairs
72	Mr. Memory Doice Chibwana	Counsellor Chargé d'affaires a.i.	Malawi Permanent mission
73	Ms. Sountou Diawara Konaté	Director	(Malian Centre for the Promotion of Industrial Property (CEMAPI) Ministry of Trade and Industry)
74	Mr. Mohamed El Moctar Sid'Ahmed	Head	Copyright and Related Rights Unit, Ministry of Culture, Youth and Sports
75	Mr. Jose Melo Destino Junior	Patent Examiner	Industrial Property Institute (IPI), Maputo
76	Dr. Moe Moe Thwe	Director and Head	IP Section
77	Mr. Ramesh Singh Pradhan	Executive Director	Research Centre for Applied Science and Technology (RECAST), Kathmandu
78	Mr. Babu Ram Gautam	Registrar	Nepal Copyright Registrar's Office
79	Mr. Lakshuman Khanal	Second Secretary	Nepal Permanent Mission
80	Mr. Jérôme Oumarou Trapsida	Director	Direction of Innovation and Industrial property Ministry of Commerce, Industry and Promotion of young entrepreneurs
81	Mr. Idé Sita	Director General	Niger Copyright Office (BNDA) Ministry of Youth, Sport and Culture
82			Université Dan Dicko Dankoulo de Maradi
83	Ms. Myriam Gatsimbanyi	Intellectual Property Officer	Ministry of Trade and Industry, Kigali
84	Mr. Adérito dos Ramos Bonfim	Executive Director	Industrial Property National Service (SENAPI) Directorate of Industry Ministry of Planning and Development

#	STAKEHOLDER NAME	FUNCTION	DEPARTMENT/ ORGANIZATION
85	M. Eulàlia Salvador da Cruz Cunha Afonso	Director	CATAP, Ministry of Agriculture and Rural Development
86	Mr. Ibrahima Diop and Mr. Abdourahmane Fady Diallo	Secretary General and Technical Director	Senegalese Agency of Industrial Property and Technological Innovation (ASPIT)
87	Dr. Ousmane Kane	Président Commission Partenariat	Académie nationale des sciences techniques du Sénégal (ANSTS), Dakar and Sénégal
88	Ms.Loy Mhando	Senior Assistant Registrar	Intellectual Property Division
89	Mr. Georges S Shemdoe	Principal Research Officer	Tanzania Commission for Science and Technology (COSTEC), Dar-es Salaam
90	Mrs. Kanda N'na Sary	Director General	National Institute for Industrial Property and Technology (INPIT) Ministry of Trade, Industry, Transport and Development of the Free Zone
91	Mr. Esohanam Petchezi	First Secretary	Togo Permanent Mission
92	Mr. George Tebagana	Third Secretary	Uganda Permanent Mission
93	Kenneth Musamvu	Registrar of Copyright	Copyright Administration Ministry of Information and Broadcasting Services
94	Mr. Lloyd S. Thole	Former Registrar	Patents and Companies Registration Agency (PACRA), Lusaka

[End of Annex III, Annex IV follows]

ANNEX IV: DETAILED LIST OF EVALUATION QUESTIONS

Relevance: Is WIPO's support needed in the countries? And why?
1. How are the outcomes of activities developed consistent with the Organization's Strategic Goals?
1.1 Are the project objectives aligned with WIPO's SGs?
1.2 How does WIPO adapt its work methods to the various contexts while supporting the development of a technical cooperation portfolio targeting specific outcomes?
2. Are results contributing to national strategies and policies related to the areas of intervention?
2.1 How is the support provided by WIPO contributing to national strategies and Policies?
2.2 What is the specific niche WIPO is covering through its services compared to the services/work of other organizations? (Why and how WIPO's work is different from the work of other organizations?)
3. Has the support met the needs of the various stakeholder groups involved, with special consideration to the equity factor? Were there other alternatives capable of responding to identified needs?
3.1 How are the services provided by WIPO contributing to respond to direct beneficiaries' needs? What else could have been done?
3.2 Is WIPO taking into consideration equity/gender issues when delivering its services?
Effectiveness: Have we contributed to WIPO's goals and expected results?
4. To what extent were the expected results achieved or are likely to be achieved? How are the activities contributing to the expected results?
4.1 To which extent is WIPO's support to LDCs contributing to the attainment of expected results of each project/intervention?
4.2 To what extent are projects carried out by WIPO in LDCs contributing to the achievement of WIPO programs' expected results?
4.3 Has WIPO got the right mix of initiatives to deliver on the key strategic outcomes?
5. What were the major factors influencing the achievement or non-achievement of expected results?
5.1 What are the key factors that facilitate or hinder achievement of results?
6. Which methods were the most effective in achieving the expected results?
6.1 Which specific processes lead to the achievement of results?
7. How adequate is the program design including results framework and monitoring systems for measuring progress and for decision making?
7.1 Are planned expected results leading to the achievement of planned specific objectives and planned general objectives? (vertical coherence)
7.2 Are indicators and sources of information correctly defined to provide information on progress and achievement of outputs and outcomes?
7.3 Has the Program set up monitoring and evaluation mechanisms of the various services (included <i>ad hoc</i>) provided to the countries?
7.4 Are indicators and sources of information correctly defined to provide relevant equity-related information?
8. During the implementation, were there systematic and appropriate efforts to include various groups of stakeholders?
8.1 Are all the relevant stakeholders within an intervention engaged?
9. What have been the unintended effects (positive or negative) of achieved results?
9.1 What have been the unintended effects of WIPO's support on government institutions, other key IP institutions, direct beneficiaries, etc.?

Efficiency: Is WIPO making the best use of available resources?
10 Were the activities adequately resourced (both human and financial) for timely delivery of outputs with a good quality to the relevant stakeholders and for monitoring and evaluating their outcomes?
10.1 Are the outputs achieved within the expected cost and time?
10.2 Have the Programs allocated staff and time for the monitoring and evaluation of achievement of outcomes?
11 Were there efficiency wins through coordination and exploiting synergies and multiplying effects within WIPO and its partners (Member States, multilateral and bilateral)?
11.1 How do you coordinate with the various departments in general? Can you provide evidence of coordination? If not, why not?
11.2 Have the roles and responsibilities for service management and governance been clearly defined? To what extent are they appropriate and used? Is it always been like this?
11.3 Are there synergies created with the government/other public and private Organizations? How is WIPO benefitting from that?
12. Were there any factors that allowed to address upcoming issues efficiently during the implementation?
12.1 Which mechanisms were applied to overcome difficulties in an efficient manner?
Sustainability: to what extent have benefits from program results continued after WIPO's intervention was completed?
13 How likely is it that the benefits of the program continue after WIPO's funding has ceased?
13.1 To which extent are stakeholders capable and reinforced in their capacities to continue with the outputs of the interventions?
13.2 To what extent are WIPO partners multiplying results in the countries?
14 What are the major factors which influenced the achievement or non-achievement of sustainability of the activities?
14.1 What are the key factors that facilitate or hinder sustainability of results?
15 To which extent have the Programs and partners considered sustainability criteria as part of their decisions and during implementation?
15.1 To what extent does WIPO and its partners discuss and agree at the design, implementation and closure of the intervention on factors to work on to sustain the outputs achieved?
Impact: Expected and unexpected positive and negative changes produced after the intervention
16 What has happened as a result of the Secretariat's interventions? What difference have interventions made to the intended direct beneficiaries?
16.1 What changes have there been since the start of the project?
16.2 What difference have these changes made to institutions / beneficiaries (also looking at equity)?
16.3 Where these changes the most needed?
16.4 How can the project change to improve impact in the future?
17 What indirect effects did the interventions have on others?
17.1 To what extent were WIPO's interventions multiplying effects on others?

[End of Annex IV, Annex V follows]

ANNEX V: TERMS OF REFERENCE



Internal Oversight Division

Reference: EVAL 2015-02

Terms of Reference

WIPO'S ASSISTANCE TO LEAST DEVELOPED COUNTRIES

October 21, 2015

TABLE OF CONTENTS

LIST OF ACRONYMS	71
BACKGROUND	72
OBJECTIVES AND SCOPE OF THE EVALUATION	73
(A) OBJECTIVES AND USE OF THE EVALUATION.....	73
(B) SCOPE	73
EVALUATION QUESTIONS (BY EVALUATION CRITERIA)	74
(A) QUESTIONS ON RELEVANCE	74
(B) QUESTIONS ON EFFECTIVENESS.....	74
(C) QUESTIONS ON EFFICIENCY.....	74
(D) QUESTIONS ON SUSTAINABILITY	75
(E) QUESTIONS ON IMPACT	75
METHODOLOGICAL APPROACH	75
(A) EVALUATION DESIGN AND DESK REVIEW PHASE	76
(B) FIELD PHASE	76
(C) REPORTING PHASE.....	76
(D) KEY ISSUES THAT COULD LIMIT THE EVALUATION PROCESS.....	77
DELIVERABLES	77
TIME TABLE	78
EVALUATION MANAGEMENT AND PROCESS	78

LIST OF ACRONYMS

ASPAC	Asia and the Pacific
IAOC	Independent Advisory Oversight Committee
IOD	Internal Oversight Division
IP	Intellectual Property
IPoA	Istanbul Plan of Action
LAC	Latin America and the Caribbean
LDCs	Least Developed Countries
RBMF	Results-Based Management Framework
RG	Reference Group
SG	Strategic Goal
SMT	Senior Management Team
ToR	Terms of Reference
UNEG	United Nations Evaluation Group
WIPO	World Intellectual Property Organization

BACKGROUND

1. These Terms of Reference (ToR) have been developed according to United Nations Evaluation Group (UNEG) Standards and in consultation with the Development Sector, in particular the Division for Least-Developed Countries (LDCs).
2. The WIPO assistance to LDCs aims to promote innovation and creativity for the economic, social and cultural development of all countries including LDCs, through a balanced and effective use of the intellectual property (IP) system. WIPO has emphasized this priority through its Medium-Term Strategic Goal of facilitating the use of IP for social, cultural and economic development, as well as the formal adoption of the seven WIPO Deliverables for Least Developed Countries to be implemented during the period of the Istanbul Plan of Action (IPoA).²³
3. To achieve its mission, WIPO aims to enhance human resource capacity also in LDCs to effectively use IP for development. In this context, WIPO focuses on assisting LDCs in the:
 - a) Design, formulation and implementation of national IP strategies and plans consistent with national development objectives;
 - b) Conduct of capacity building programs targeting specific groups;
 - c) Undertaking of tailored programs to address the thematic priority areas of the WIPO Deliverables;
 - d) Development of innovative and cross-cutting IP based projects, and more precisely on community development, branding for business and appropriate technology transfer.
4. After consulting the Program Manager and Director heading the Division for Least-Developed Countries in the Development Sector, three focus areas have been considered. Besides providing through the evaluation a general review of activities and their outcomes the following areas will be looked at:
 - a) Activities linked to the technology transfer and IP for appropriate technologies;
 - b) Technical development of human resources in the areas of access to technical and scientific information;
 - c) Rest of deliverables produced under the Istanbul Program of Action.
5. As identified to date, the work to assist LDCs is primarily carried out by the LDCs Division and the Africa, Asia and the Pacific (ASPAC), and Latin America and the Caribbean (LAC) Bureau, as well as the WIPO Academy (all Development Sector). Other programs contribute significantly to LDC support: Trademarks, Industrial Designs and Geographical Indications (Program 2); Copyright and Related Rights (Program 3); Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources (Program 4); Services for Access to Information and Knowledge (Program 14); Business Solutions for IP

²³ (a) Intellectual Property and Innovation Policies and Strategies, (b) Enhanced Human Technical Skills, (c) Improved access to knowledge and Strengthened knowledge infrastructure, (d) Establishment of technology and innovation support centers, (e) Strategic use of branding, (f) National capacity building based on needs assessments, (g) Enhanced support for documentation, digitization, protection and commercialization of intellectual property assets including traditional knowledge (TK), traditional cultural expressions and genetic resources

Offices (Program 15); IP and Global Challenges (Program 18) and the Small and Medium-sized Enterprises and Entrepreneurship Support (Program 30).

OBJECTIVES AND SCOPE OF THE EVALUATION

(A) OBJECTIVES AND USE OF THE EVALUATION

6. The primary purpose for this evaluation is to contribute to the accountability of the organization to its constituents through information gathered from primary stakeholders involved in and benefitting from the work undertaken by the Secretariat's technical assistance to LDCs. It will assess the way the assistance to developing countries and LDCs helps their governments to put in place policies for using IP systems to their best advantage.
7. The secondary purpose is to learn about main successes and challenges with a view to improving the delivery of the Secretariat's support to LDCs.
8. The evaluation assesses the performance of the initiatives conducted and will generate evidence on the relevance, effectiveness, efficiency, sustainability and impact of any achieved results and their contribution to WIPO Strategic Goals (SG) I.2, III.1, 2 and 4 and IV.2 and 4.
9. The evaluation results will be used to:
 - a) inform Program Managers and WIPO Senior Management Team (SMT) as well as Member States on the main outcomes and shortcomings;
 - b) analyze success factors for replication throughout the Organization; and
 - c) address identified issues by proposing appropriate measures with the scope of continuous improvement of effectiveness and relevance.
10. Specific recommendations and generic lessons to be learned will be formulated to that effect.

(B) SCOPE

11. The evaluation will cover 2010-2015 and will look at a sample of activities supporting LDCs across the 47 countries covered by the Programs. Additional focus may be given to some countries whenever they represent an information-rich case of any evaluation areas to be looked at, as explained in paragraph 4. While looking at all activities related to assistance to LDCs, the evaluation will analyze the results under the perspective of the LDC Division.
12. An initial analysis of the activities conducted to assist LDCs during the period under evaluation can be found in Annex I of this document.

EVALUATION QUESTIONS (BY EVALUATION CRITERIA)

13. The evaluation will respond to the questions below²⁴ sorted by each criterion and will take into consideration equity issues (including gender, disability, social status and other discriminatory elements), participation, collaboration and inclusion. As for all other information on areas to be evaluated, the evaluation will be able to provide this type of analysis depending on the extent that they were identified in the program planning documents for the period in question.

(A) QUESTIONS ON RELEVANCE

14. The extent to which interventions are aligned with the priorities and policies of the Organization, the target group(s), and the donor(s):

- (a) How are the outcomes of activities developed consistent with / contributing to the Organization's Strategic Goals?
- (b) Are results contributing to national strategies and policies related to the areas of intervention?
- (c) Has the support met the needs of the various stakeholder groups involved, with special consideration to the equity factor? Were there other alternatives capable of responding to identified needs?

(B) QUESTIONS ON EFFECTIVENESS

15. The degree of achievement of expected results contributing to the achievement of the objectives of the Programs and Strategic Goals I, III, and IV:

- (a) To what extent were the expected results achieved or are likely to be achieved? How are the activities contributing to the expected results?
- (b) What were the major factors influencing the achievement or non-achievement of expected results?
- (d) Which methods were the most effective in achieving the expected results?
- (c) How adequate is the program design including results framework and monitoring systems for measuring progress and for decision making?
- (d) During the implementation, were there systematic and appropriate efforts to include various groups of stakeholders?
- (e) What have been the unintended effects (positive or negative) of achieved results?

(C) QUESTIONS ON EFFICIENCY

16. The efficient use of resources deployed to achieve results:

²⁴ Based on these questions, surveys and interview protocols will be developed taking into consideration the various groups of stakeholders.

- (a) Were the activities adequately resourced (both human and financial) for timely delivery of outputs with a good quality to the relevant stakeholders and for monitoring and evaluating their outcomes?
- (b) Were there efficiency wins through coordination and exploiting synergies and multiplying effects within WIPO and its partners (Member States, multilateral and bilateral)?
- (c) Were there any factors that allowed to address upcoming issues efficiently during the implementation?

(D) QUESTIONS ON SUSTAINABILITY

17. The continuation of benefits from program results and activities after the support is withdrawn:

- (a) How likely is it that the benefits of the program continue after WIPO's funding has ceased?
- (b) What are the major factors which influenced the achievement or non-achievement of sustainability of the activities?
- (c) To which extent have the Programs and partners considered sustainability criteria as part of their decisions and during implementation?

(E) QUESTIONS ON IMPACT

18. Expected and unexpected positive and negative changes produced after the intervention:

- (a) What has happened as a result of the Secretariat's interventions? What difference have interventions made to the intended direct beneficiaries?
- (b) What indirect effects did the interventions have on others?

METHODOLOGICAL APPROACH

19. The evaluation will draw on a cross-section of methodologies as appropriate. These will include traditional evaluation methods based on program theory and logical framework approaches, more flexible evaluations methods such as systems thinking and participatory approaches. The evaluation will be thus deductive.
20. The evaluation will apply a sampling strategy to gather information on the various thematic areas through which the assistance to LDC has been provided. The sample will be formed by country interventions that constitute information-rich cases able to manifest the effects of WIPO's support in the respective thematic area of work. The evaluation may focus on a set of countries proposed by LDC division (e.g., Tanzania, Zambia, Bangladesh Cambodia, Laos or Nepal), countries suggested by other Programs and countries of interest according to IOD's own analysis.
21. Data gathering with suitable mixed evaluation techniques will be applied, including document reviews, consultation meetings, key stakeholders semi-structured interviews, as well as surveys, whenever necessary. All tools (surveys, interview protocols, framework for evaluation, etc.) required for data collection will be developed during the design phase.

22. The evaluation will consist of three phases namely: Design and Review Phase, Field Phase and Reporting Phase.

(A) EVALUATION DESIGN AND DESK REVIEW PHASE

23. During this phase, the evaluation team will review and refine the Programs' results-based management frameworks (RBMF).²⁵ The evaluation team will review relevant Programs documents, as well as documents shaping the Programs' strategy. On the basis of the information collected the evaluation team will:
- (a) Develop evaluation questions and sub-questions to be asked to different groups of stakeholders (the so-called matrix of evaluation questions) and prepare evaluation tools including customized questionnaires and interview protocols;
 - (b) Further define the sampling strategies;
 - (c) Finalize the list of internal and external stakeholders in collaboration with focal points of the relevant Programs and members of the Reference Group. A tentative list of stakeholders to be consulted can be found in Annex II.

(B) FIELD PHASE

24. The evaluation team will take necessary measures to ensure adequate contact and consultation with, and involvement of, different internal and external stakeholders in a participatory manner.
25. The evaluation team will use the most reliable and appropriate sources of information and will harmonize data from different sources to allow for accurate analysis.
26. The work plan will be adapted to accommodate any last-minute difficulties.
27. At the end of the field phase, the evaluation team will summarize its fieldwork, discuss the reliability and coverage of data collection, and present its preliminary findings in a meeting with the RG and program staff as needed. In case field missions are undertaken as part of this evaluation, preliminary findings will be presented to national stakeholders as well.

(C) REPORTING PHASE

28. The evaluation team will prepare an evaluation report following the UNEG Norms and Standards and its quality will be assessed by the Director of IOD using the UNEG Quality Checklist for Evaluation Reports. The evaluation team will make sure that its assessments are objective and balanced, its findings are accurate and verifiable, and its recommendations realistic.
29. A draft report approved by the Director, IOD will be presented to the PM and circulated for comments within 10 working days. Comments on the substance of the report may be either accepted or rejected. The evaluation team will revise the draft report as deemed appropriate.

²⁵ The RBMF will be the basis for the assessment of the main evaluation criteria of effectiveness and efficiency. Given its relevance, the RBMF will be thus shared with the Reference Group for their validation during the design phase.

30. Once the report is finalized, the Director, IOD will share the report with the WIPO Director General, the Independent Advisory Oversight Committee (IAOC) and the External Auditor.²⁶ As per the WIPO Oversight Charter,²⁷ the Director of IOD shall publish the evaluation report on the WIPO website within 30 days of its issuance. If required to protect security, safety or privacy, the Director, IOD may at his discretion, withhold a report in its entirety or redact parts of it.

(D) KEY ISSUES THAT COULD LIMIT THE EVALUATION PROCESS

31. The quality and relevance of information gathered will depend on the identification of the most relevant external and internal stakeholders. The evaluation team will refine the stakeholder list (see Annex II) based on information provided by Program staff.
32. The success of any country mission will depend on the support provided by the national counterparts. The more active the national counterparts are the better the evaluation results will be and vice versa.

DELIVERABLES

33. Based on the above, the following deliverables shall be produced by the evaluation team:
- (a) A finalized ToRs including stakeholders' list, RBMF, and the sample of countries.
 - (b) A draft evaluation report with findings, conclusions and if necessary recommendations for improvement.
 - (c) Final evaluation report edited for publication.
34. All deliverables will be in English.

²⁶ In accordance with paragraph 30 of the Internal Oversight Charter.

²⁷ WIPO Financial Regulations and Rules Annex I, page 5, paragraph 39

TIME TABLE

35. The main tentative deadlines for the deliverables are:

Timeframe	Main phases of the evaluation
October to November 2015	<p>Phase 1: Design phase (ongoing)</p> <p>This includes drafting and discussing ToR, preparing the methodology for the main evaluation phase, the RBMF for the programs supporting LDCs, and the expenditures, as well as designing interview protocols and surveys.</p>
November 2015	<p>Phase 2: Field work</p> <p>Field phase (including field missions if appropriate) including interviews in WIPO and at national level, surveys and data gathering.</p>
December 2015	<p>Phase 3: Analysis and Reporting</p> <p>Analysis and triangulation of information. Delivery of the draft evaluation report to the Program Managers by the end of 2015.</p>
January 2016	<p>Comments from Program Managers and Program Manager Alternates will be integrated in the report by mid-January 2016. The evaluation final report will be delivered to the Director General with copies to the IAOC and the External Auditors.</p>

EVALUATION MANAGEMENT AND PROCESS

36. The evaluation will be managed by IOD Evaluation Section with the support from national experts if needed (i.e. in case we conduct in-country missions).

37. A Reference Group with members from all contributing Sectors will be used as sounding board for the evaluation and meet at critical junctures as per detailed schedule (see section 6).

38. The Reference Group (RG) is composed of key stakeholders of an evaluation who have contributed to the work in the area being evaluated. Members of the RG are expected to provide technical inputs and to ensure that information is exchanged on their area of work throughout the evaluation process and to provide feedback to evaluation products.

[End of Annex V and of document]