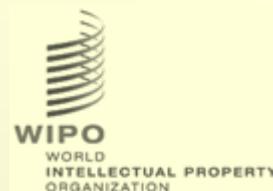


PROGRAM 3 COPYRIGHT AND RELATED RIGHTS EVALUATION 2010-2015



Internal Oversight Division
EVAL 2015-01
December 18, 2015

Level 6: Assistance to right holders and end users

There is direct support and collaboration with Copyright holders and end users



Level 1: Normative Development

WIPO is providing effective and successful norm-setting and legislative advice, with the establishment of new Treaties



Level 5: Awareness Raising

Awareness raising activities are well valued by Member States as a platform for widening the understanding and use of Copyright and Related Rights



Level 2: Infrastructure Development

Technical development and upgrade of Copyright Offices and Collective Management Organization is achieved



Level 4: Studies and Publications

Studies and Publications are considered essential tools for spreading the knowledge on how creative industries can contribute to a country's development



Level 3: Building National Capacities

National capacity building and particularly institutional development services are categories in which the support is needed over time



Share of expenditures at each level

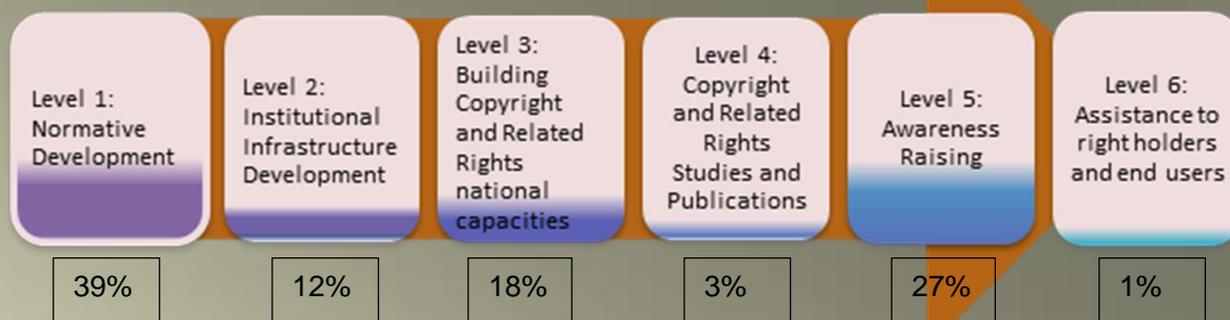


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LIST OF ACRONYMS

ABC	Accessible Book Consortium
CDD	Copyright Development Division
CID	Copyright Infrastructure Division
CLD	Copyright Law Division
CMO	Collective Management Organization
CROs	Copyright Offices
CRR	Copyright and Related Rights
GDA	Gestión de Derecho de Autor
IFFRO	International Federation of Reproduction Rights Organizations
IOD	Internal Oversight Division
IT	Information Technology
ITA	International Trade Association
LDCs	Least Developed Countries
MS	Member States
NORCODE	Norwegian Copyright Development Association
OECD	Organization for Economic Co-operation and Development
P&B	Program and Budget
PM	Program Manager
SCCR	Standing Committee on Copyright and Related Rights
SG / SGs	Strategic Goals
SM	Senior Managers
SWOT	Strengths, Weaknesses, Opportunities, Threats
TAG	A voluntary international quality assurance standard (Transparency, Accountability and Governance)
TIGAR	Trusted Intermediaries Global Accessible Resources
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNESCO	United Nations Educational, Scientific and Cultural Organization
WCC	WIPO Connect
WCT	WIPO Copyright Treaty
WIPO	World Intellectual Property Organization
WIPOCOS	Software for Collective Management of Copyright and Related Rights
WPPC	WIPO Performances and Phonogram Treaty
WTO	World Trade Organization

EXECUTIVE SUMMARY

1. This evaluation presents results of the World Intellectual Property Organization (WIPO) Program 3 activities implemented between 2010 and 2015. The evaluation was conducted between March and December 2015 and came up with the following findings, conclusions and recommendations:

A. Key results achieved:

- (a) WIPO is perceived as key and unique in the provision of services in the area of CRR (Copyright and Related Rights) and is considered to be a vital forum for discussion and consensus building;
- (b) WIPO adequately address needs of member States, right holders and end users when providing tailored services;
- (c) The Program is contributing to four out of nine WIPO Strategic Goals;
- (d) Coordination mechanisms within each division work well although collaboration among the three Program 3 divisions could be enhanced. Coordination with other WIPO programs and external partners is overall positive;
- (e) The Program has been highly efficient in providing satisfactory services with a limited amount of resources; and
- (f) The Program takes into consideration some strategies to ensure sustainable effects, such as training of trainers and distance learning tools.

B. The following areas for improvement were identified:

(i) Development of CRR systems

2. The Programs needs to continue the work in the proactive identification of stakeholders' needs to set up a roadmap of WIPO's country services. In operational terms, this requires:

- (a) The conduct of assessments of national stakeholders' needs jointly with national counterparts and endorsed by them to further develop national copyright systems; and
- (b) The increase of awareness among stakeholders on the equity issues and the assessment of discriminating factors regarding equal access to CRR for both men and women, for people with disabilities, from lower social classes and from different geographical origins.

(ii) Program's results-based framework

3. The information made available through existing indicators does not provide enough evidence on the positive or negative evolution in the achievement of the expected results to which indicators are associated. Current indicators are designed to quantitatively measure only targets of the Program and Budget (P&B) and do not capture information on the extent interventions are triggering the achievement of expected results. Therefore:

- (a) It is recommended that performance indicators should be revised to better enable precise assessments of Program trends for reaching expected results.

(iii) Efficiency gains

4. By the time the evaluation was conducted, twenty-one professionals were covering interventions in more than 150 countries. The increasing portfolio of activities combined with the time spent by staff in administrative work rather than on CRR substance is challenging the Program's capacity to continue providing essential services with high quality. Constraints regarding information sharing within the Program have resulted in efficiency loss. Therefore the following is recommended:

- (a) The periodical conduct of efficiency analysis to balance the allocation of resources between categories of services and to anticipate workloads;
- (b) Improvement of information sharing internally (within the Program 3 divisions and other WIPO Programs) and externally.

(iv) Long-term sustainability

5. Categories of activities where self-sustainability can be very difficult to reach (e.g. capacity building and institutional development) require mid and long-term support to produce sustainable results. The lack of sustainability definitions and exit strategies agreed with Member States affects the extent to which results of an intervention last over time, especially once support is withdrawn. Therefore it is recommended that:

- (a) The Program should integrate sustainability criteria in interventions by conducting periodic revisions of country plans and by defining sustainability and exit strategies.

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