

Committee on Development and Intellectual Property (CDIP)

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PROJECT PROPOSAL BY BRAZIL, CANADA, INDONESIA, POLAND AND THE UNITED KINGDOM ON TOOLS FOR SUCCESSFUL DEVELOPMENT AGENDA PROJECT PROPOSALS

prepared by the Secretariat

1. The Annex to this document contains a project proposal by the Delegations of Brazil, Canada, Indonesia, Poland, and the United Kingdom, received by the Secretariat through a communication dated September 30, 2019.

2. *The CDIP is invited to consider the Annex to the present document.*

[Annex follows]

**DEVELOPMENT AGENDA RECOMMENDATIONS 1, 5
PROJECT PROPOSAL FROM THE DELEGATIONS OF BRAZIL, CANADA, INDONESIA,
POLAND, AND THE UNITED KINGDOM**

PROJECT DOCUMENT

1. SUMMARY	
<u>Project Code</u>	DA_01_05_01
<u>Title</u>	<i>Tools for Successful DA Project Proposals</i>
<u>Development Agenda Recommendations</u>	<p>Recommendation 1: WIPO technical assistance shall be, <i>inter alia</i>, development-oriented, demand-driven and transparent, taking into account the priorities and the special needs of developing countries, especially LDCs, as well as the different levels of development of Member States and activities should include time frames for completion. In this regard, design, delivery mechanisms and evaluation processes of technical assistance programs should be country specific.</p> <p>Recommendation 5: WIPO shall display general information on all technical assistance activities on its website, and shall provide, on request from Member States, details of specific activities, with the consent of the Member State(s) and other recipients concerned, for which the activity was implemented.</p> <p>*Note that the Handbook and additional resources, once developed, would have the potential to support the implementation of other Development Agenda Recommendations by facilitating the development of new DA project proposals.</p>
<u>Brief Description of Project</u>	<p>The proposed project aims to facilitate the elaboration of project proposals for the consideration of the CDIP and to increase the initial thoroughness of proposals presented to the CDIP.</p> <p>This would be accomplished through the elaboration and dissemination of a Handbook and additional resources, which would serve as reference materials to support Members States interested in elaborating new DA project proposals. The Handbook would consist of, among other elements: a detailed step-by-step process to follow when developing a project proposal; an annotated template with key components to include and associated guidance; a list of WIPO Secretariat contacts available to provide targeted support throughout the proposal development process; and a list of best practices, including common mistakes and how they can be avoided. Additional resources would include a searchable catalogue of past and ongoing DA projects containing additional information on each project and its evaluations, as well as online training materials, as</p>

	<p>appropriate. Once developed, the Handbook and additional resources would be disseminated to maximize their use by Member States wishing to elaborate and present new proposals to the CDIP.</p> <p>The proposed project has the potential to increase the knowledge base surrounding the key elements of a successful DA project proposal; to drive the demand-driven approach to the implementation of the Development Agenda Recommendations by encouraging more Member States to submit new, comprehensive project proposals; to accelerate or streamline the adoption of new proposals by the CDIP; as well as to ultimately increase the sustainability of implemented DA projects.</p>
<u>Implementing Program</u>	Program 8
<u>Links to other related Program(s)/ DA Project(s)</u>	Links to all Programs that are related to DA recommendations, i.e. 1, 2, 3, 4, 5, 6, 9, 10, 11, 14, 15, 16, 17, 30, 31 and 32. / Linked to all approved DA projects ¹
<u>Links to Expected Results in the Program and Budget</u>	E.R. III.3: Mainstreaming of the DA in the work of WIPO
<u>Project Duration</u>	24 months
<u>Project Budget</u>	210 000 Swiss Francs

2. PROJECT DESCRIPTION

2.1. Introduction to the issue

A results-oriented project methodology underpins the practical implementation of most Development Agenda Recommendations (DARs).² In this regard, the consideration and adoption of project proposals by the Committee on Development and Intellectual Property (the CDIP or Committee) is one of the most efficient ways to ensure that WIPO's technical assistance is "development-oriented" and "demand-driven", and that it appropriately takes into account the "priorities", "special needs", and "different levels of development" of Member States (in accordance with DAR 1). Since its establishment in 2007, the CDIP has already approved 39 project proposals (as of end of 2018) that were developed and introduced by

¹ The list of approved DA projects is available at: <https://www.wipo.int/ip-development/en/agenda/projects.html>

² WIPO, Development Agenda for WIPO, <https://www.wipo.int/ip-development/en/agenda/>, consulted on August 15, 2019.

interested Member States.³ In 2016, the *Report on the Independent Review of the Implementation of the Development Agenda (DA) Recommendations* aimed to reinforce this practice by encouraging Member States, “in light with their national needs, to formulate new project proposals for the consideration of the CDIP.”⁴

Yet, Member States may sometimes struggle to find inspiration for new DA projects and to develop strong project proposals, and there are often great variations amongst the proposals that are presented to the Committee. From the inception of a proposal to its presentation in complete form and adoption, numerous steps are involved. Among them, targeting a Member’s needs, identifying clear objectives and delivery steps, and working with the WIPO Secretariat to outline a budget and implementation timeline, are usually the most challenging.

Looking first at the earliest stage of this process, the demand-driven nature of WIPO’s technical assistance explains the importance of accurately identifying a Member State’s needs and objectives. Drawing inspiration from successful projects, both completed and ongoing, is conducive to such demand. However, the information on prior DA projects that are currently available on the WIPO website is limited or not easily accessible, with no intuitive means to search through projects. Given WIPO’s limited resources, avoiding duplication and looking for synergies between past projects and new proposals are crucial for demand to be met. Making available additional information regarding DA projects in a readily accessible and user-friendly format could provide a clearer overview of the existing “project landscape”. The aim would be to highlight overlaps, where demand may already exist by expanding existing projects, outcomes, as well as lessons learned from past evaluations.

More broadly, project proposals sometimes attempt to overextend a project to address a very large issue in a single project, which can lead to vague proposals that fail to define their objectives or to target issues that are not specifically relevant to the CDIP. Additionally, it is not uncommon for project proposals to be considered incomplete when they are first introduced in the Committee, resulting in proposals returning for discussion multiple times before they are approved. This is understandable, as the lack of consistency in standards and expectations makes it difficult for Member States to assess beforehand if their proposal fully meets all the essential attributes necessary to be considered by the Committee prior to approval. The absence of an established process to request helpful advice from the Secretariat also means that most Member States only receive support following their proposal’s first presentation to the Committee.

Despite these challenges, all Member States can recognize the importance of presenting sound, thorough proposals that can be approved quickly. The process of reviewing and re-submitting incomplete or unclear proposals takes time and resources from the Secretariat, from the sponsors, and from the Committee. In addition, given the six-month time span between CDIP meetings, the constantly changing global environment, and the evolution of

³ Director’s General Report on the Implementation of the DA (CDIP/23/2) at para. 58; WIPO, Projects for Implementation of Development Agenda Recommendations, <https://www.wipo.int/ip-development/en/agenda/projects.html>, consulted on August 15, 2019.

⁴ “Report on the Recommendations of the Independent Review” (document CDIP/19/3), Annex I at p. 5; referring to document CDIP/18/7.

development issues, projects that must be re-submitted multiple times face the risk of losing their relevance and becoming obsolete.

Logically, the collection of guidelines and best practices would provide Member States with a clearer understanding of what constitutes a successful project proposal and of the steps involved in the process. Increased direction and support could ultimately result in the development of project proposals that are more targeted and relevant to the implementation of the DARs, that are more likely to be accepted by the CDIP in a timely manner, and that are sustainable in the long term.

2.2. Objectives

The proposed project aims to facilitate the development of project proposals for the consideration of the CDIP and to increase the initial thoroughness of proposals presented to the CDIP, which would be made possible by:

- a) Gaining a better understanding of the methodology, challenges, questions, and best practices regarding the development of DA project proposals;
- b) Making available additional and more easily-accessible information on completed and ongoing DA projects, so as to inspire interested Member States and support synergies between new demand and existing projects;
- c) Developing a written Handbook, translated in all official United Nations (UN) languages, as well other useful resources such as online webinars or e-learning course (as appropriate), to provide Member States with a clearer understanding of what constitutes a successful project proposal and of the steps involved in the process; and
- d) Disseminating and encouraging the use of the Handbook and additional resources by Member States through updates to the WIPO website and designated workshops or other relevant activities.

2.3. Delivery Strategy

The project objectives will be achieved through the following outputs and activities which will be based on, and fully aligned with, the existing project management methodology in use at WIPO:

Output 1 – Increased understanding of the methodology, challenges, questions, and best practices regarding the elaboration and management of DA projects.

Activities:

- a) Take stock of existing templates and resources regarding the elaboration and management of DA projects, as well as organize a workshop with a selection of project managers, former beneficiary Member States, and external evaluators who undertook evaluations of DA projects, in order to review existing DA project

management methodology and tools (project proposal template/document; progress and completion report template; self-evaluation reports; external evaluation reports), and make recommendations for potential improvements.

- b) Collect, through consultations with Member States and the WIPO Secretariat (preferably online), information on the common sources of confusions, challenges and questions faced by Member States wishing to present project proposals; common errors that lead to the rejection of a proposal and suggestions on how these can be avoided; as well as any best practices or lessons learned by Member States that have successfully presented project proposals in the past.

Output 2 – Comprehensive information on completed and ongoing DA projects made available in searchable and user-friendly format.

Activity: Building on and replacing the summary tables currently available on the WIPO DA website⁵, create and make available on the WIPO DA website an online searchable Catalogue of all past and ongoing DA projects together with additional information on each project, including a reference to the beneficiary countries (where applicable), main project activities and outputs, implementation start and end dates, outcomes and achievements, and progress and evaluation reports and recommendations.

Output 3 – Development of a written Handbook and other resource materials that provide Member States with a clearer understanding of what constitutes a successful project proposal and of the steps involved in the process.

Activities:

- a) Develop a written Handbook that consists of the following elements, among others and as relevant:
- a link to the online searchable Catalogue of completed and ongoing DA projects that will be created and made available under Output 2;
 - a detailed step-by-step process to follow when developing a project proposal;
 - a comprehensive annotated template with the key components to include in a project proposal and any associated guidance, including on how to circumscribe the scope of a project proposal (for example by addressing large issues through a multi-phase approach) and how to identify relevant Development Agenda Recommendations;
 - a list of WIPO Secretariat contacts, including potential project managers (as appropriate), who are available to provide targeted support throughout the proposal elaboration process as well as project-specific information such as the proposed budget and timeline; and
 - a list of best practices and Q&As, including on common challenges and how they can be overcome, as well as on how to build support for a project proposal (for example by identifying key supporters, limiting the amount of opposition that the proposal may face, and identifying key stages in the elaboration process when Member State consultations should take place in order to build support for the proposal).

⁵ WIPO, Projects for Implementation of Development Agenda Recommendations, <https://www.wipo.int/ip-development/en/agenda/projects.html>, consulted on August 15, 2019.

- b) Translate the written Handbook in all official UN languages.
- c) Organize on-demand webinars for interested Member States, upon their request, through which the Secretariat could provide guidance on how to elaborate and implement a DA project.
- d) In coordination with the WIPO Academy, develop a primer distance-learning course on the WIPO DA and basic project management, which would be available for Member States, project managers, as well as country focal points.

Output 4 – Disseminated Handbook and use of the additional resources encouraged.

Activities:

- a) Update the WIPO website to provide easy access to, and increase the visibility of, the Handbook and additional resources (including the online searchable Catalogue).
- b) Convene workshops or other events (preferably online, and as needed) and include the promotion of the Handbook and additional resources in existing activities by the International Bureau and individual regional bureaus, so as to encourage the use of the Handbook and additional resources. Provide support to Member States interested in elaborating new DA project proposals.

No pilot countries will be individually selected for this project. Nevertheless, interested Member States will be encouraged to participate at certain stages (e.g. as part of Activities (a) and (b) under Output 1). Moreover, the Handbook and additional resources, once developed, stand to benefit the community of Member States as a whole.

2.4. Potential risks and mitigating measures

Risk 1: The project partly relies on Member States' willingness to share their opinions and experiences with respect to the development and adoption of DA project proposals.

Mitigation 1: The project manager will undertake careful consultations, and as appropriate, will request the involvement of consulted parties in the elaboration of the Handbook and additional resources. It should be noted that the participation of Member States and the information they provide will allow the Handbook and additional resources to be more specifically tailored to their needs.

Risk 2: Member States may not be interested in the final Handbook and additional resources, and may choose to follow their own process instead.

Mitigation 2: When disseminating the Handbook and additional resources, the project manager will emphasize the benefits of following its guidelines and the impact this should have on the chances of a project proposal being accepted and sustainably implemented.

3. REVIEW AND EVALUATION	
3.1. <u>Project Review Schedule</u>	
The project will be reviewed once a year with a progress report submitted to the CDIP. At the end of the project, an independent evaluation will be carried out and its report will be submitted to the CDIP.	
3.2. <u>Project Self-Evaluation</u>	
<i>Project Outputs</i>	<i>Indicators of Successful Completion (Output Indicators)</i>
1. Increased understanding of the methodology, challenges, questions, and best practices regarding the elaboration and management of DA projects.	A first draft of the stocktaking exercise, as well as reporting on the workshop and consultations outcomes, has been completed within nine months of the start of the project
2. Comprehensive information on completed and ongoing DA projects made available in searchable and user-friendly format.	An online searchable Catalogue of all past and ongoing DA projects has been created and made available on the WIPO DA website within the first three months of the second year of the start of the project
3. Develop a written Handbook and other resource materials that provide Member States with a clearer understanding of what constitutes a successful project proposal and of the steps involved in the process.	<ul style="list-style-type: none"> – A first draft of the written Handbook on the elaboration of DA project proposals has been developed within the first three months of the second year of the project, and translated in all official UN languages within six months of the second year of the project – Subject to demand, at least one webinar on how to develop and implement a DA project has been organized within the second year of the project – A primer distance-learning course on the WIPO DA and basic project management has been developed within six months of the second year of the project
4. Disseminated Handbook and use of the additional resources encouraged.	<ul style="list-style-type: none"> – The WIPO website has been updated to increase access and visibility of the Handbook and additional resources within nine months of the second year of the project – The promotion of the Handbook and additional resources has been included in existing activities by the International Bureau and individual regional bureaus within the second year of the project – The Handbook and Catalogue webpages have been visited at least 40 times within the first year of their availability on the WIPO DA website

<i>Project Objective</i>	<i>Indicators of Success in Achieving Project Objective (Outcome Indicators)</i>
<p>Facilitate the elaboration of MS project proposals for the consideration of the CDIP and increase the initial thoroughness of proposals presented to the CDIP</p>	<ul style="list-style-type: none"> <li data-bbox="687 275 1417 376">– The Handbook and Catalogue webpages have been visited at least 40 times within the first year of their availability on the WIPO DA website <li data-bbox="687 376 1417 577">– At least 50% of Member States who present project proposals for the consideration of the CDIP within two years following the availability of the Handbook and additional resources reported that these tools had helped them through their proposal elaboration process <li data-bbox="687 577 1417 743">– At least 50% of individuals who participated in a webinar (if convened) or who took the distance-learning course reported that their understanding of the elaboration and management of DA projects had improved

4. TOTAL RESOURCES BY RESULTS (IN SWISS FRANCS)

Project outputs	2020		2021		Total
	Personnel	Non-personnel	Personnel	Non-personnel	
<p>Output 1– Increased understanding of the methodology, challenges, questions, and best practices regarding the elaboration and management of DA projects:</p> <ul style="list-style-type: none"> • Take stock of existing resources regarding the elaboration and management of DA projects, and organize a workshop to review existing DA project management methodology and tools • Collect information on challenges, questions and best practices based on previous practice of elaborating and / or proposing DA projects 	–	40000	–	–	40000
<p>Output 2 – Comprehensive information on completed and ongoing DA projects made available in searchable and user-friendly format:</p> <ul style="list-style-type: none"> • Develop an online searchable Catalogue 	–	50000	–	–	50000
<p>Output 3 – Develop a written Handbook and other resource materials (as appropriate) that provide Member States with a clearer understanding of what</p>					

constitutes a successful project proposal and of the steps involved in the process:					
<ul style="list-style-type: none"> Develop a Handbook in all official UN languages 	–	–	–	50000	50000
<ul style="list-style-type: none"> Organize on-demand webinars⁶ 	–	–	–	–	–
<ul style="list-style-type: none"> Develop distance learning course 	–	–	–	50000	50000
Output 4 – Disseminated Handbook and use of the additional resources encouraged:					
<ul style="list-style-type: none"> Update the WIPO website⁷ 	–	–	–	–	–
<ul style="list-style-type: none"> Promote and integrate the Handbook and additional resources in outreach activities⁸ 	–	–	–	–	–
Evaluation	–	–	–	10000	10000
Total personnel⁹	–	–	–	–	–
Total non-personnel		100,000		110,000	
Total					210, 000

⁶ There are no costs estimated for this activity during the project implementation. However, any future cost related to this activity (if requested) will be absorbed and reflected in the budget of the Development Agenda Coordination Division (DACD).

⁷ The costs related to this output (if any) will be covered by the budget of the concerned divisions.

⁸ There are no costs estimated for this activity during the project implementation. However, any future cost related to this activity will be absorbed and reflected in the budget of the DACD.

⁹ The personnel devoted to coordinate the work related to the project will be from the DACD.

5. TOTAL RESOURCES BY RESULTS (IN SWISS FRANCS)

Activities	<i>(Swiss francs)</i>							Total
	Travel, Training and Grants			Contractual Services				
	Staff Missions	Third-party Travel	Training and related travel grants	Conferences	Publishing	Individual Contractual Services	Other Contractual Services	
Take stock of existing resources, and organize a workshop to review methodology	-	15000	-	-	-	15000	10000	40000
Collect information based on previous practice of developing and / or proposing DA projects	-	-	-	-	-	10000		10000
Develop an online searchable Catalogue	-	-	-	-	-	50000		50000
Develop a Handbook in all official UN languages	-	-	-	-	15000	10000	25000	50000
Develop distance learning course	-	-	-	-	-	50000	-	50000
Evaluation	-	-	-	-	-	10,000	-	10,000
Total		15,000			15,000	145,000	35,000	210,000

6. IMPLEMENTATION TIMELINE

Activities	Quarters							
	2020				2021			
	1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th
Take stock of existing templates and resources regarding the elaboration and management of DA projects, and organize a workshop to review existing DA project management methodology and tools and make recommendations for potential improvements	x	x	x					
Collect information on the common sources of confusions, challenges and questions faced by Member States wishing to present project proposals; common errors that lead to the rejection of a proposal and suggestions on how these can be avoided; as well as any best practices or lessons learned by Member States that have successfully presented project proposals in the past.	x	x						
Create and make available on the WIPO DA website an online searchable Catalogue of all past and ongoing DA projects		x	x	x	x			
Develop a Handbook			x	x	x			
Translate the written Handbook in all official UN languages						x		
Develop a primer distance-learning course on the WIPO DA and basic project management				x	x	x		
Update the WIPO website to provide easy access to, and increase the visibility of, the Handbook and additional resources						x	x	
Organize on-demand webinars for interested Member States to provide guidance on how to elaborate and implement a DA project ¹⁰								x

¹⁰ This on-demand / upon request activity will continue after the project implementation.

Convene workshops and other event, and include the promotion of the Handbook and additional resources in existing activities by the International Bureau and individual Regional Bureaus ¹¹							x	x
Project Evaluation								x

¹¹ This activity will continue after the project implementation.