



Internal Oversight Division

Reference: EVAL 2019-03

Evaluation Report

Evaluation of Program 17

Capacity Strengthening on Building Respect for Intellectual Property

March 31, 2020

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Evaluation of Program 17

Building Respect for IP

Expected Result III.2

The evaluation of Building Respect for Intellectual Property, Program 17, focused on expected result 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, least developed countries, and countries with economies in transition”.

What are the conclusions and Recommendations of the Evaluation?



Conclusion 1 & 2

The relevance of expected result III.2 is unquestionable and the effectiveness is well established with minor adjustments to improve in the delivery of seminars and workshops including emerging good practices and lessons.



Recommendation 1



Program 17 should strengthen the processes, through which the relevance and effectiveness of capacity building activities are assessed by revising key performance indicators and the post-workshop evaluation questionnaire.

Recommendation 2



Program 17 should fine-tune the seminar/workshop delivery method with a focus on its relevance to context and participants.

Conclusions 3 & 4

There is an efficient use of inputs and operational activities by coordinating internally and externally, benefiting from synergies with Bureaus. There are examples that contribute to intermediate and potential long-term effects of the delivery of expected result III.2.



84%

Have applied the learning into their work

LIST OF ACRONYMS

ACE	Advisory Committee on Enforcement
BRIP	Building Respect for Intellectual Property
ERS	Extreme Response Style
IOD	Internal Oversight Division
IP	Intellectual Property
LDC	Least Developed Countries
LE	Law Enforcement
MS	Member States
WIPO	World Intellectual Property Organization

EXECUTIVE SUMMARY

1. This report presents the results of the evaluation of the World Intellectual Property Organization's (WIPO) Building Respect for Intellectual Property (BRIP), Program 17, for the expected result 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, least developed countries (LDCs) and countries with economies in transition". The assessment was conducted between October 2019 and January 2020. The Internal Oversight Division (IOD) has applied a participatory approach and assured, whenever appropriate, the inclusion of internal and external stakeholders during all phases of the evaluation process. Key evaluation findings and conclusions include the following:

2. There is an increasing appreciation among Advisory Committee on Enforcement (ACE) Member States (MS) that tackling Intellectual Property (IP) crime is worthy of greater emphasis and resources and that capacity building activities are one method of helping address relevant enforcement issues and challenges. An indicator of the relevance of the BRIP capacity building activities lies in the number of MS requests for these activities, where demand outstrips the resources of Program 17 to deliver all the requests.

3. The performance indicators linked to the usefulness and relevance of the expected result used different descriptive/categorical variables in the baseline versus the ones used in the target. Although this has subsequently been addressed at an organizational level (2018) the terminology continued to be used in the post-seminar/workshop evaluation questionnaires. Overall, the workshop/seminar material is broadly relevant and useful to most participants (over 85 per cent) of the Program 17 capacity building activities.

4. The structure and division of time within the workshops and seminars is generally quite good. An appreciable number of participants have suggested that more time should be allowed to encourage and develop 'informal networks' among the participants. Another request was for more discussions in smaller groups during the seminars/workshops. This could also be used to promote the informal networks.

5. The success of the current capacity building activities relies heavily upon the relationships built between the WIPO Regional Bureaus and Program 17 staff. This is crucial for two key reasons. Firstly, close communication is required to ensure that capacity building requests are directed through the appropriate Regional Bureaus. Secondly, the roles and responsibilities of the Regional Bureaus and Program 17 staff in delivering those activities are agreed and well understood. It is to the credit of those involved that this relationship appears strong. In general, the professionalism and dedication of Program 17 staff is often highlighted both in-house and by external partners.

6. Another aspect is the effectiveness of the selection of (i) the type of capacity building activity to provide; (ii) the type of participants to invite; and (iii) the country that will receive/host the activity. The BRIP Program 17 capacity building workshops and seminars are run at national, sub-regional or regional levels for (mainly) Law Enforcement (LE) officials, prosecutors and judges. The selection of which type of training to conduct and the type of participants to invite is done in collaboration with the beneficiaries, relevant WIPO Regional Bureaus and Program 17 staff. This process for determining the best workshop type and whom to invite appears to work well. Program 17 selects the countries to deliver training through a consultation process with the Regional Bureaus and MS. The current use of the criteria to prioritize some countries over others appears to be working well. The process and use of the criteria is contingent to the context and adapts according to its development.

7. Overall, the effectiveness of Program 17 in the delivery of output III.2 is well established. Minor adjustments could be made to increase the potential effectiveness in the delivery of

seminars/workshops including considering emerging good practices and lessons learned identified during the evaluation. The current process to prioritize which countries receive what type of capacity building assistance is based on a demand method which in turn limits to accommodate all the demands in a systematic and comprehensive manner.

8. The activities themselves are efficiently run. Communication and coordination of Program 17 staff works exceptionally well with both internal and external partners and stakeholders, thus increasing economic efficiency, bringing synergies and ensuring smooth delivery of capacity building activities. The model of running back-to-back workshops has gained traction over the period this evaluation covers, and there appears to be real benefit in this approach. It allows for time and money resources to be more efficiently utilized but also provides WIPO staff with a longer time 'in-country/in-region' to develop closer working relationships with national partners.

9. Program 17 builds good relationships with national partners, which help overcome barriers to the potential application of the capacity building learning thereby improving the likelihood of positive impact. There appears to be positive impact at an individual participant level, which then translates into multiplied impacts as the learning is cascaded by those participants to their peers.

10. The evaluation of Program 17 identified examples that contribute to intermediate and potential long-term effects (impact) of the delivery of output III.2. The qualitative evidence from past participants has highlighted national impact in areas of awareness raising, legal improvements and cascaded training for LE officials, prosecutors and judges. Moreover, the evaluation identified good practice examples including the development of tailored training manuals, which are then used as the basis for workshops and seminars on tackling IP within the national environment. There may be merit however, in considering other capacity building approaches, which could complement the seminars and workshops such as WIPO academy E-Learning and/or the use of Program 17 mentors in-country.

Recommendations

1. Program 17 should strengthen the processes, through which the relevance and effectiveness of capacity building activities are assessed by revising key performance indicators and the post-workshop evaluation questionnaire, and focus analysis of their contents. Program 17 should work with PPBD on the proposed questionnaire to create a Program 17 specific and complementary questionnaire.
2. Program 17 should fine-tune the seminar/workshop delivery method with a focus on its relevance to context and participants.

1. INTRODUCTION

11. This is the evaluation report of the WIPO Program 17 for the expected result 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”. Program 17 calls for international cooperation on building respect for IP and it seeks to address different and emerging challenges and vulnerabilities.

12. In the current period, MS have set three main orientations for the work of the Organization on the topic:

- (a) Facilitating information exchanges among MS - conducted primarily through the ACE and include sharing of national experiences in relation to awareness raising campaigns and institutional arrangements concerning IP enforcement, among others;
- (b) Providing legislative and capacity building assistance - legislative advice on draft or current laws, as well as assistance in creating new regulatory solutions; and capacity building activities to support national institutions and guidance to develop education and awareness initiatives; and
- (c) Cooperating on joint activities with other international actors to achieve cohesion and to maximize the impact of WIPO’s work by coordinating work with intergovernmental and non-governmental organizations, industry associations and academic institutions.

13. IOD conducted in 2014 an evaluation of Strategic Goal VI, which had as a key purpose to assess whether WIPO, mainly through Program 17, addressed comprehensively and effectively they key objectives of Strategic Goal VI and the relevance of activities developed.

(A) PURPOSE

14. The overall purpose for this evaluation is formative in nature, aimed at assessing the expected results and activities carried out for the implementation of Program 17, with a focus on processes, implementation modalities and effectiveness of its activities under output III.2. This output has the objective of ensuring “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.”

(B) SCOPE

15. The evaluation covers the following:

- (a) Analysis of the expected result 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 between 2016 and 2019”;
- (b) Efficiency analysis for the period under review, including a description of how the program is operating and an assessment of how well it performs its intended functions; and
- (c) Identification of factors that have contributed to the performance and results of Program 17 result III.2 to capture experiences by both the program staff and other relevant stakeholders.

2. APPROACH AND METHODOLOGY

16. The evaluation was conducted with the support of a consultant specialized in training delivery and evaluation in LE context, and applied a utilization focus evaluation approach. The process was participatory and consultative whenever appropriate, involving key stakeholders during the phases of the evaluation. This involvement is based on suitable methodologies, focusing on interviews, consultations, meetings, surveys, reference group meetings, data analysis and document reviews.

17. In terms of methodology, the evaluation included a mixed methods design with both qualitative and quantitative methods, which drew on both primary and secondary sources of data and involved multiple means of analysis. Qualitative and quantitative data was triangulated by source and/or by method to summarize and produce the reported findings.

18. Qualitative data refers to the data that provides insights and understanding about a particular problem. It can be approximated but cannot be computed. The nature of qualitative data is descriptive. This type of data can be classified into categories based on physical attributes and properties of the object. The data is interpreted as spoken or written narratives rather than numbers. The methods used by this exercise to collect qualitative data included: 27 interviews of WIPO staff as well as seven interviews of staff from IP offices, with whom program 17 works with.

19. Moreover, the evaluation reviewed the relevant documentation available related to the activities aimed to strengthen the capacity of MS and the achievement of Program 17 goals including performance reports, program and budget documents, strategy documents, program reviews, lists of activities, memos, e-mails, mission reports, outcomes of activities for the way forward, training materials and ACE reports.

20. Quantitative data refers to the data, which computes the values and counts and can be expressed in numerical terms. The methods used in this exercise included a set surveys in five languages (Spanish, English, French, Arabic and Russian) administered to attendees of trainings delivered by Program 17 during the period of the evaluation from 2016 to 2019. The survey response rate was 22 per cent and responses came from 44 countries.

21. The methodological framework is structured against the United Nations Evaluation Group Norms and Standards, the Organization for Economic Co-operation and Development / Development Assistance Committee evaluation criteria (relevance, effectiveness, efficiency, impact, and sustainability) and identifying key evaluation questions matrix, supported by more sub-questions that are detailed, indicators, and potential data sources.

3. EVALUATION FINDINGS

(A) RELEVANCE OF OUTPUT III.2 OF THE PROGRAM BUILDING RESPECT FOR IP

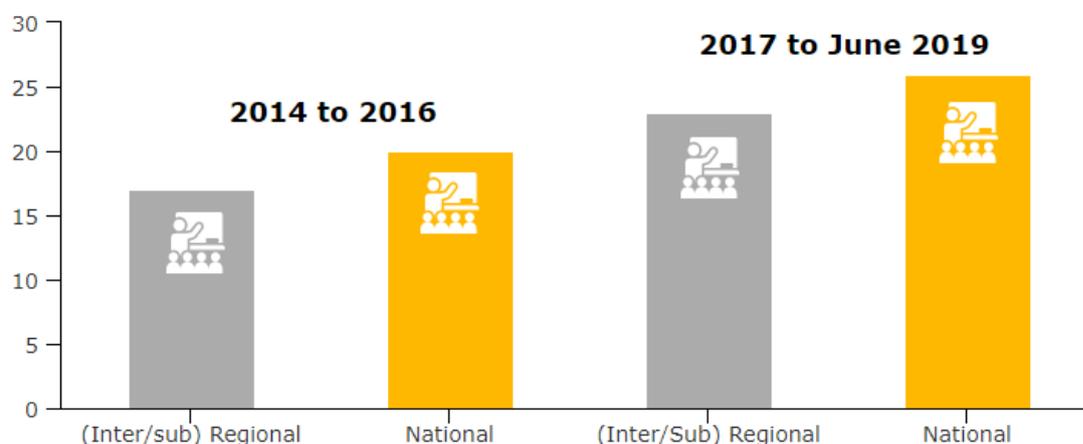
22. The terms of reference of the evaluation include a question of the relevance of output III.2: "To what extent were the design of trainings and delivery strategies appropriate to strengthen the capacity of MS in the context of program 17?"

23. In 2014, the IOD conducted an evaluation of Strategic Goal VI, which had as a key purpose to assess whether WIPO, mainly through Program 17 addressed comprehensively and effectively the key objectives of Strategic Goal VI and the relevance of activities developed. Since the publication of that evaluation the relevance of BRIP to the MS appears to have increased. The relevance of output III.2 has been assessed by an analysis of organizational

documents and activities conducted by Program 17. In particular, the relevance for the Program's activities to enhance human resources capacities has been determined by the following indicators:

- (a) The increased time, effort, and resources dedicated to discussions during the ACE, which since 2016, has seen a growth in numbers of active participants engaged in discussions on IP enforcement strategies, including an expansion of WIPO and Program 17's roles¹. The interviews conducted with both the Regional Bureaus and Program 17 staff confirmed that the relevance of output III.2 has been reflected not only in ACE discussions but also in the implementation of activities; and
- (b) The increasing number of requests made directly to Program 17 staff and to the relevant Regional Bureaus for capacity building activities in building respect for IP. Figure 1 below details the increase in the Program activities related to capacity building since 2014. It should be further noted that the driver for national workshops was often the provision of a regional or sub-regional workshop.

Figure 1: Number of capacity building activities by type



Source: WIPO/ACE/11/10 June 2016 p.3 and BRIP List of activities 2017 – 2019 inclusive

24. Workshops and seminars form the vast majority of the capacity building activities (between 19 to 21 per year) and Program 17 staff have contributed to them in a variety of ways. Notably, not only by arranging their own workshops and seminars but also by contributing expertise to other partner activities. For example, the participation of WIPO/BRIP in the United States Department of Justice – the African Regional Intellectual Property Organization led sub-regional train-the-trainers workshop for police and investigators in Botswana in 2019. In Colombia, in July 2018 the Program provided a speaker for the Colloquium on the Andean Industrial Property Regime.

25. Thus, at the strategic level there is an increasing awareness of the importance of building respect for IP at national, regional and global levels through the implementation of training and capacity building activities. This is combined with an appreciation that WIPO and Program 17 staff have the experience to assist in achieving these objectives. From an analysis of the mission reports since 2016, Program 17 staff is often requested to provide additional support directly upon the conclusion of an activity for capacity building.

26. There is a legitimate need and desire to build respect for IP, as shown by the interest and discussions during the ACE meetings and the increase in the number of activities carried out by Program 17. This has been further recognized by the same participants of the capacity building

¹ ACE Minutes, 2016 – 2019 inclusive.

workshops and seminars, who indicated through our online survey, that they found them to be very useful (86.2 per cent).

27. The results of the on-line survey reflect the usefulness for participants after a certain period elapsing since the seminar. The average time since completion of the workshop/seminar was 13 months for respondents. It should be noted that this figure at 86.2 per cent is still above the minimum of 85 per cent target set under the performance indicator (Table 1) to measure the usefulness of the workshop/seminar. The fact that this score is still achieved after a substantial period has elapsed since participants attended the event is encouraging.

28. Supplementing this data is the feedback received from interviews with different MS on the usefulness and relevance of the material, which was in line with the survey results. For example, interviews highlighted that the collaboration with Program 17 has allowed them to make valuable contributions to capacity building in the field of copyright enforcement and to the development and enhancement of the copyright sector in their country.

29. The usefulness of the workshop/seminar appears to be related to the relevance of the material, which is another baseline and target used for the performance indicator of expected result III.2. On average, survey respondents gave the rating of 85.55 per cent over 100 per cent to different aspects of the workshops or seminar.

30. The 'relevance of the material' score of the workshop/seminar stays just above the target of 85 per cent set under the relevance target of the performance indicator III.2. It should also be noted that many of the participants have found the workshops and seminars to have real, practical value. Figure 2 demonstrates a remarkable consistency of scoring across four key aspects of delivery of a capacity building workshop or seminar.

31. These results have been backed through the face-to-face and telephone interviews conducted for this evaluation. Some of the interviews include examples of learning and using the knowledge acquired in modifying the enforcement-related provisions of the Patent Law; enabling to provide informed policy advice on how to enforce Copyright or how to work with Collective Management Organizations and how to keep relation with creators. These comments demonstrate the importance of not relying on a single numerical indicator for usefulness and/or satisfaction. Furthermore, it also shows the importance of assessing these aspects after a period of time has elapsed upon completion of the workshop/seminar and to include the word 'relevance' into the Key Performance Indicator questions.

Figure 2: Weighted average with the average rating for each answer choice



Source: Online survey

32. A critical aspect of the relevance of the capacity building material is the extent, to which it continues to update and address current and emerging trends. Program 17 staff does appear sensitive to these issues. For example, the annual joint workshops by WIPO and the Ministry of Culture, Sports and Tourism of the Republic of Korea have evolved since 2016. Whilst utilizing many of the same speakers, Program 17 ensured that the materials delivered had been updated and were tailored for each workshop. There is an obvious evolution of the material as the needs of the trainees were upgraded and became more specific over the years, e.g. the introduction of mock trials in the 2019 iteration of the workshop.

33. The performance indicators linked to the relevance of the expected result use different categorical variables in the baseline (satisfaction and usefulness) compared with the one in the targets (relevance and usefulness), thus breaking the causal linkage to define relevance and satisfaction adequately.

Figure 3: Expected Result III.2 and Performance Indicator

Expected Result	Performance Indicator	Baseline	Targets
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	Level of satisfaction of participants in WIPO training and capacity-building activities	Average rate of usefulness: 95% Average rate of satisfaction: 95% (2018)	Relevance: > 85% Usefulness: > 85%

Source: Program and Budget 2018/19

34. An analysis of a random sample of program evaluation workshop/seminar post-training evaluations showed cases of Extreme Response Style (ERS). This is 'a tendency for survey respondents to answer categorical rating scales in the extreme, end-most intervals, across a wide range of item content'². For example, in one training, the evaluation observed 10 out of 12 evaluation forms scored maximum points for each of the 15 questions within the evaluation questionnaire³. The issue needs further attention to determine the extent of the phenomena and the potential causes and effects on the overall scores.

Finding 1: There is an increasing appreciation among ACE MS that building respect for IP is worth greater emphasis and resources and that capacity building activities are one method of helping address relevant enforcement issues and challenges.

Finding 2: The workshop/seminar material is broadly relevant and useful to most participants (over 85 per cent) of the Program 17 capacity building activities.

Finding 3: The usefulness of the workshop/seminar appears to be related to the relevance of the material, scoring of the workshops/seminar stays just above the target of 85 per cent set under the relevance target of the performance indicator III.2.

Finding 4: The evaluation identified cases of ERS in the metrics used for post seminar/workshop evaluation.

Conclusion 1: The overall relevance of output III.2 in Program 17 is unquestionable at organizational, interregional, regional, sub regional and national level.

² Encyclopedia of Survey Research Methods, Paul J. Lavarkas 2008

³ Evaluation Returns Zimbabwe 2018

(B) EFFECTIVENESS OF OUTPUT III.2 OF THE PROGRAM BUILDING RESPECT FOR IP

35. The terms of reference of the evaluation includes two questions on the effectiveness of output III.2:

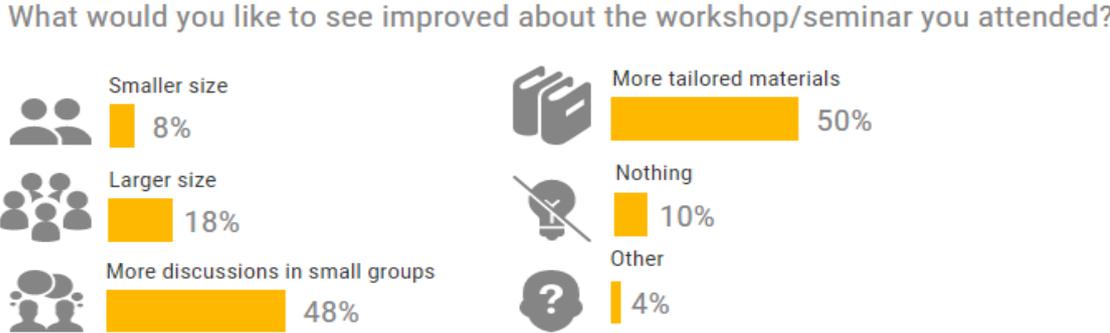
“To what extent did program 17 achieve its expected result III.2 ‘Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition’?”

“To what extent were direct beneficiaries of the trainings satisfied with the services delivered?”

36. Program 17 identifies that workshops and seminars are the most effective method of building capacity to improve the enforcement response to tackling IP infringements. The success of this approach is measured through one performance indicator for expected result III.2 with two baselines which are the (i) average rate of usefulness; and (ii) average rate of satisfaction. These are then measured through the use of post-workshop/seminar evaluation questionnaires, where a minimum 85 per cent usefulness and minimum 85 per cent relevance score is deemed to prove success.

37. As already mentioned, participants are satisfied (86.08 per cent) with the workshops/seminars and they find them useful (86.2 per cent) for their work. Still, they have also indicated that there are certain areas, where the participants would like to see greater focus or improvement, with just under 50 per cent of them suggesting an improvement in more discussions in small groups and more tailored materials for the workshop/seminar. The even split between those wanting either fewer people or more people attending the workshops/seminars and the relatively low percentage requesting larger or smaller groups suggests the size of the workshops/seminars is about right. Program 17 staff in liaison with the relevant bureaus by-and-large manage to attract the optimum number of participants to each event.

Figure 4: Workshop/seminar improvements

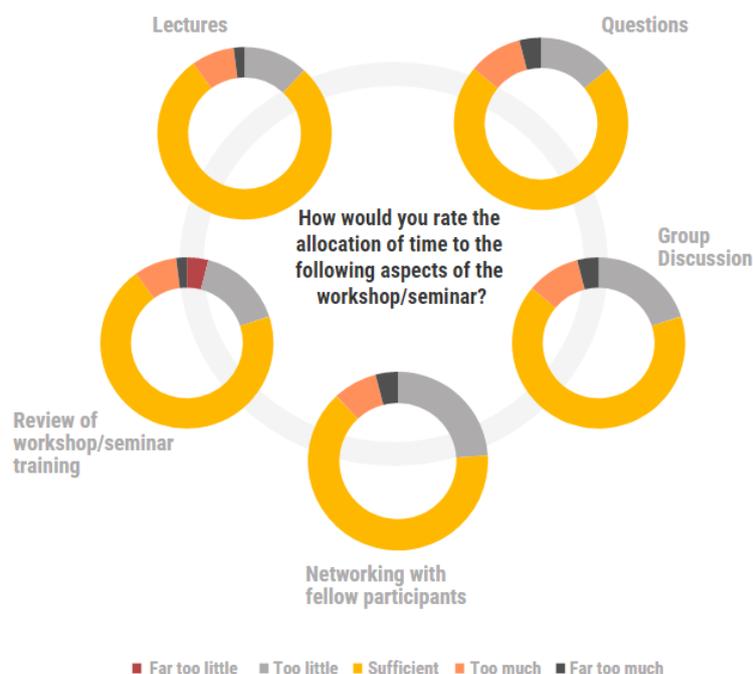


Source: Online survey

38. With regard to tailored materials, some respondents highlighted for example, the specific adapted examples relatable for specific geographic contexts and audiences. Again, it must be stressed that this so-called ‘limited tailored material’ is relative as it applies more at the regional and sub-regional levels, where tailored material is more difficult to provide. It has already been identified that much of the training has proved relevant to many participants and has been applied in real-life situations to good effect. Thus, the recommendation in this area is aimed at taking what is already a well-functioning process and highlighting the fundamental need to keep the material tailored and relevant.

39. Figure 4 also highlights a strong desire for more discussions in smaller groups which is also supported by the results shown in Figure 5. There is a correlation from the survey data between those wanting smaller group discussions and those wanting more time for networking opportunities. By manipulating the participant make-up of these smaller group discussions and any tasks set for the group (e.g. discussing the practical aspects of information sharing), there will be an opportunity for the organic growth of an informal network among those participants which in turn feeds into the desire for more networking opportunities.

Figure 5: Allocation of workshop/seminar time



Source: Online survey

40. In terms of the type of workshop or seminar that the Program organizes, they fall into one of four broad areas, namely, (i) national, (ii) sub-regional, (iii) regional or (iv) interregional. It was interesting to note that from both the Program evaluation forms and the survey results there was no significant difference between the perceived usefulness and effectiveness of one type of workshop or seminar over another.

41. This does not mean that the level of effectiveness of each type of workshop/seminar is always broadly the same. The effectiveness appears to rest on the most appropriate type of workshop being selected dependent upon the needs of the MS requesting capacity building activity.

42. Program 17 selects the countries to deliver training through a consultation process with Regional Bureaus and MS. The current use of the criteria to prioritize some countries over others appears to be working well. The process and use of the criteria are contingent to the context and adapt according to its development.

43. Currently, demand for these activities outstrips the capacity of the Program to service those demands, thus selections have to be made. To date this 'ad-hoc' approach has worked well and is likely to continue to work in the short to medium term. The only risk is of key staff (Regional Bureaus and/or Program 17) leaving and taking their institutional knowledge with them.

44. As part of the good practices identified, the evaluation found an example regarding the effectiveness of capacity building activity, the South African approach. A 'Training Manual on

BRIP for Senior LE Officials' was developed and launched at a workshop in 2016. The following year training on the Manual was delivered for senior LE Officials, and in 2018 two workshops were run, which included commercial court prosecutors, public prosecutors, senior LE officers and other detectives. The Mission Report states that "In order to qualify for the WIPO/CIPC Certificates, the knowledge of students was properly tested through both written and oral exams. The results of the written examinations [in both cities] were excellent".⁴ This approach demonstrates the importance of ensuring that materials are properly tailored to the environment as well as highlight the value of pre and post training knowledge testing.

45. Another example of a good practice is the understanding of Program 17 staff of building upon previous capacity building work in the country or region. This is reflected, for example, in the approach followed in Algeria, in which different parts of the IP enforcement architecture (2017 for judges, 2018 for LE and 2019 for IP offices on awareness raising) was expanded from national to regional workshops.

46. It should be noted that workshops and seminars are only one approach to capacity building. The BRIP division allocated funds at the end of 2017 to work with the WIPO Academy on a Distance Learning Course on IP Enforcement to be run through the WIPO Academy. The development of this as of March 2020 is on-going. There may be additional advantages that can be gained from combining workshop/seminar delivery with distance/E-learning platforms and engaging more closely with the WIPO Academy. Participants could be asked to complete a 'basic' course on IP enforcement to ensure all participants arrive with a basic knowledge. It is understood that in some LDCs the technical requirements may provide challenges but a mobile/WhatsApp friendly course may help.

47. Another potential approach to capacity building could entail to identify the appropriate national training institutions and embed building respect for IP training into those courses, as mentioned in some mission reports. Thus, basic training courses for law enforcement investigators and other areas of the justice system could include a WIPO/Program 17 developed module on building respect for IP.

48. Some countries may benefit from a much closer collaboration with in-country mentoring being offered to investigators and prosecutors by their more experienced and Program 17 trained peers as they work through specific IP investigations and prosecutions.

Finding 5: The seminars/workshops are broadly effective but could be improved through smaller working and discussion groups and greater scope to encourage the development of informal networks among participants.

Finding 6: Identified good practices showed that Program 17 has potential to include in their planning alternative options for capacity building activities.

Conclusion 2: Overall, the effectiveness of Program 17 in the delivery of output III.2 is well established. Minor adjustments are continuously being made and could still further be made to increase the potential effectiveness in the delivery of seminars/workshops including considering emerging good practices and lessons learned identified during the evaluation.

(C) EFFICIENCY OF OUTPUT III.2 OF THE PROGRAM BUILDING RESPECT FOR IP

49. The terms of reference of the evaluation includes three questions of the efficiency of output III.2:

⁴ Mission Report Cape Town March and Nelspruit April 2018

“How economically were financial, human resource and other inputs translated into outputs? Are there any potential efficiency improvements to be made?”

“How was the quality of the content, materials, and methods used to deliver the trainings?”

“How were gender equality and relevant human rights principles included in the delivery of the training activities?”

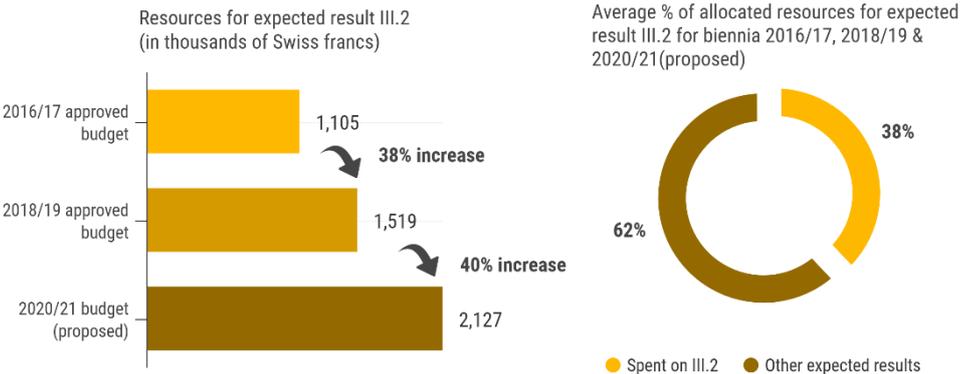
50. The budget for expected result III.2 has been steadily increasing since 2016 by 39 per cent per biennium. This increase has put a greater focus on capacity building, including outreach activities (for the period of 18/19). It is also a reflection of the strengthening of the delivery of capacity building and technical assistance provided (as highlighted for the 20/21 program and budget).

51. In terms of expenditure, on average, about 38 per cent of Program 17 resources are spent on expected result III.2. These resources have been allocated in two sets of grouped activities: organizing and participating in building respect for IP capacity-building meetings and workshops; and preparation and publication of relevant studies, training materials and tools, including training modules in cooperation with WIPO Academy, for substantive training on building respect for IP (including IP enforcement and awareness-raising).

52. Expected result III.2 is where most of the resources are allocated per biennium closely followed by expected result VI.2, which is the systematic, effective and transparent cooperation and coordination between the work of WIPO and national and international organizations in the field of Building Respect for IP.

53. Furthermore, Program 17 also receives funds from a Fund-in-Trust from the Republic of Korea, which has seen an increase in expected contributions. The contributions for expected result III.2 rose from about 126 thousand Swiss francs in the 2016/17 period to about 295 thousand Swiss francs for the 2019/20 period, thus more than doubling the contribution of the FIT to Program 17 expected results III.2.

Figure 6: Resources of expected result III.2 (in thousands of Swiss francs) FIT RoK BRIP not included



Source: Program and budget 2016/17, 2018/19 and 2020/21

54. Program 17 staff recognizes the importance of efficient delivery of capacity building workshops/seminars, and that a good cooperation with both internal and external partners is key to ensure it. A first indication of efficiency was corroborated by the positive feedback gathered from internal and external, face-to-face and telephone interviews conducted during the

evaluation. All the interviews confirmed the commitment of Program 17 staff for their dedication and willingness to engage in meaningful and productive communication and cooperation.

55. The importance of these relationships for increasing efficiency should not be understated, particularly because Program 17 closely collaborates, both technically and financially, with the Regional Bureaus. In terms of technical collaboration, Program staff and the Bureaus often work together on setting up the capacity building activities. From discussing with MS on the best training opportunities and speakers, to logistical support to arrange and host them.

56. Moreover, Regional Bureaus sometimes co-fund Program 17 trainings. The amount of resources dedicated by the Regional Bureaus varies from Bureau to Bureau. In some cases, the costs are split on a 50/50 basis. In most cases, the Bureau will arrange all logistical matters including travel and accommodation for all participants and Program 17 might cover all speakers' costs and the cost of their own participation. This approach is a strong indication of the efficient use of resources.

57. Efficiency has also increased by arranging 'back-to-back' workshops and seminars for investigators, prosecutors/judges. In the first six months of 2019, five back-to-back workshops were arranged compared to three in 2016. Aside from the obvious per-head financial savings of running consecutive workshops and seminars in the same country/region, there appears to be additional gains (spillovers) from a broader WIPO perspective of holding these workshops/seminars.

58. The mission report for the 2019 back-to-back seminars held in Uganda in March 2019 demonstrates the value of Program 17 staff in observing and contributing advice after having had first-hand exposure to both the law enforcement and judicial capacity of Uganda in tackling IP crime. The BRIP staff were able to encourage the appropriate local partners to "seek WIPOs assistance in developing a curriculum for police training, the creation of teaching materials and the holding of training-the-trainers workshop"⁵. Similar approach saw the Customization of the training manual for investigators and prosecutors following workshops in Harare, Zimbabwe in July 2018. Apart from this, there could be merit in encouraging some participant crossover between workshops and seminars. Where possible there are potential advantages to be gained from having investigators/prosecutors share in judge's workshops and vice-versa. Encouraging an understanding of the different aspects of tackling IP crime may bring closer and more effective cooperation between national and regional partners.

59. A key aspect of efficiency concerns the quality of content, materials and methods used to deliver the trainings. As noted in Figure 2 the participants rate both the quality of content, and the lecturers delivering that content, with a satisfaction level above 85 per cent. A review of the agendas and teaching materials from 2016 onward confirms that overall methods and materials are adequate in assisting Program 17 Result III.2 to achieve its objective.

60. These workshops/seminars are also a space to encourage participation and gender representation. The Program's invitations to workshops and seminars stress the importance of female representation, and the Program staff has managed an equitable gender distribution within their activities. During the evaluation interviews, it was also recognized that even in areas, where culture plays a significant role in female participation, staff are expected to encourage gender equality. For example, looking at the gender distribution of the online survey respondents, 44 per cent were female and 56 per cent male suggesting that there is a relatively high proportion of female respondents in what is often a male dominated enforcement environment.

⁵ Mission report on the back-to-back WIPO-URSB National Workshop on Building Respect for IP for Law Enforcement Officials and the WIPO-URSB Sub-regional Workshop on Building respect for IP for Members of the Judiciary, Kampala, Uganda, February 2019, p.4

Finding 7: Communication and coordination of Program 17 staff works exceptionally well with both internal and external partners and stakeholders, thus increasing economic efficiency, bringing synergies and ensuring smooth delivery of capacity building activities.

Finding 8: Back-to-back workshops bring efficiency savings, and, where the activities are in the same country, additional advantage can be gained from WIPO/BRIP staff spending longer with key local partners.

Conclusion 3: Program 17 seems to use efficiently inputs and operational activities by making an effort to coordinate internally and externally and making the necessary linkages to benefit from synergies with regional bureaus to produce output III.2.

(D) IMPACT

61. The terms of reference of the evaluation includes one question on the impact of output III.2:

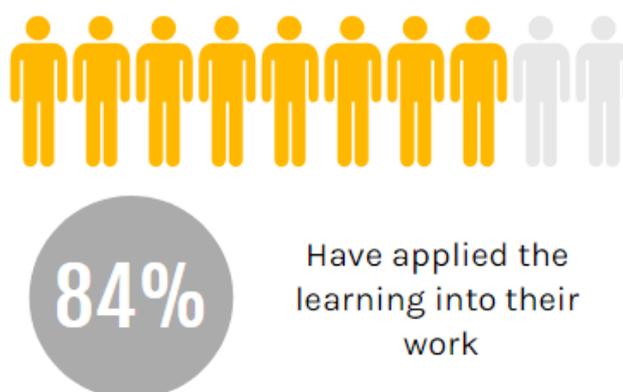
“To what extent have the training activities delivered contributed to behavioral or institutional improvements?”

62. It should be recognized that many factors, which contribute to the impact of Program 17 capacity building activities lie outside the direct control of the capacity provider. WIPO and Program 17 have attempted to identify barriers and challenges that might negatively affect impact and mitigate these.

63. One of the strategies to increase the likelihood of the impact is the effort that Program 17 puts into developing a strong relationship with appropriate national agencies as showed in the mission reports and interviews with country stakeholders. This allows Program 17 to understand the specificities of that particular environment, where the workshops/seminars will be delivered including cultural and language specificities.

64. The survey data coming from the evaluation depicted below in Figure 7 provides an indication of the high percentage of participants that have been able to apply the learning into their work.

Figure 7: Application of Learning



Source: Online survey

65. The quantitative information from the survey converges with the narrative provided by seminar/workshop participants that demonstrates the breadth of impact at different levels

including making comparative studies on case decision and sentencing; and the development of content and materials when teaching at universities.

66. Moreover, other qualitative impacts identified in the course of this evaluation had to do with the increased dissemination of the information on the enforcement of copyright and related rights to a great variety of stakeholders in different countries. The use of the knowledge acquired in the seminars to modify enforcement-related provisions of patent law at country level and the increase of the quality of policy advice on how to enforce copyright in African States as well as improving the approach to increase the awareness of the consumers about the general harm caused by the "fake" (counterfeit trademark) goods.

67. The face-to-face/telephone interviews and survey questions responded by supervisors on the improvement of attendees to the workshops/seminars are largely positive. It has been observed that after attending the workshops, the contents of the participants' statements and the documents prepared by them are more specific and show awareness of the problem how to protect and respect IP.

68. Overall, it appears the biggest impact across the board was the understanding by participants of the risks for the public if IP is not respected and adequately protected by the rule of law. This shows particularly in countries that have not had a long tradition of IP systems and the concept was alien. These observations are illustrated by one example of a judge who participated in Program 17 workshops and shortly after, a handbook was commissioned and written to process cases on IP that became a standard teaching tool in various national judicial academies.

69. The evidence collected shows that the impact is greatest when it reflects current relevance and is informed by studies within the framework of ACE, e.g. disposal of material (environmentally friendly) studies commissioned, and that is then reverberated in capacity building activities. There is also increasing impact when awareness raising within the public then triggers LE attention.

Finding 9: Program 17 builds good relationships with national partners, which helps overcome barriers to the potential application of the capacity building learning thereby improving the likelihood of positive impact.

Finding 10: There appears to be positive impact at an individual participant level, which then translates into multiplied impacts as the learning is cascaded by those participants to their peers.

Conclusion 4: The evaluation of Program 17 identified examples that contribute to intermediate and potential long-term effects (impact) of the delivery of output III.2.

Recommendations

1. Program 17 should strengthen the processes, through which the relevance and effectiveness of capacity building activities are assessed by revising key performance indicators and the post-workshop evaluation questionnaire. Program 17 should work with PPBD on the proposed questionnaire to create a Program 17 specific and complementary questionnaire and focus analysis of their contents.

(Priority: Medium)

Closing criteria: Development of a revised process to assess relevance and effectiveness comprising of:

- (a) Revision and/or inclusion of improved key performance indicators;
- (b) A post-training test to determine the level of knowledge and understanding change;
- (c) A follow-up questionnaire after 6 months assessing key aspects for results and intermediate impacts; and
- (d) Deeper analysis of the responses coming from evaluation forms in the adaptation and design of new trainings, as a continuation of the current practice.

2. Program 17 should fine-tune the seminar/workshop delivery method with a focus on its relevance to context and participants

(Priority: Medium)

Closing criteria: Fine tuning of the seminar/workshop delivery method by considering:

- (a) Providing greater time and opportunity for informal networking at the request and in agreement with the recipient Member State;
- (b) Allowing more time for smaller group discussions, at the request and in agreement with the recipient Member State;
- (c) Completing the work begun in 2017 to introduce an accompanying E-Learning course administered through the WIPO Academy; and
- (d) Deploying in-country, Program 17 trained participants as peer mentors to assist investigators, prosecutors and judges, at the request and in agreement with the recipient Member State, as per the domestic legal framework.

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ANNEXES

Annex I.	Priority of Recommendations
Annex II.	Data Collection Instruments
Annex III.	BRIP Capacity Building Activities from 2016 to June 2019

ANNEX I: PRIORITY OF RECOMMENDATIONS

The recommendations are categorized according to priority, as a further guide to WIPO management in addressing the issues. The following categories are used:

Priority of Recommendations	Nature
High	Requires Urgent Management Attention. This is an internal control or risk management issue that could lead to: <ul style="list-style-type: none">• Substantial financial losses.• Loss of controls within the organizational entity or process being reviewed. Serious violation of corporate strategies, policies, or values. <ul style="list-style-type: none">• Reputation damage, such as negative publicity in national or international media.• Adverse regulatory impact, such as public sanctions or immaterial fines.
Medium	Requires Management Attention. This is an internal control or risk management issue, the solution to which may lead to improvement in the quality and/or efficiency of the organizational entity or process being audited. Risks are limited. Improvements that will enhance the existing control framework and/or represent best practice

[Annex II follows]

ANNEX II: DATA COLLECTION INSTRUMENTS – Interview Protocols**Program Staff**

Q1. How is the relevance of the workshop / seminar material and associated meetings ensured?

Q2. Outside of the post-training evaluation forms what feedback have you received about the effectiveness of the Program?

Q3. What would you change to improve the efficiency of the Program?

Q4. What can the Program do to try and improve gender mainstreaming and achieve gender balance in Program activities?

Q5. What is the most significant change you have seen as a direct result of this Program?

Non-Program Staff

Q1. What is your understanding of the objective(s) of Program 17?

Q2. How does your collaboration with Program 17 promote effective capacity building activities in BRIP?

Q3. What barriers or challenges have you encountered when developing or maintaining that collaboration?

Q4. In your opinion, how could the effectiveness of Program 17 Result III.2 capacity building activities be improved?

Q5. What is the most significant change you have seen as a direct result of this Program?

Survey Questions

Q1. Please indicate your gender

Q2. What is your job / role?

Q3. In what year did you attend the WIPO workshop / seminar?

Q4. Was this your first WIPO workshop / seminar?

If you answered 'No' please specify where and when you attended previous training

Q5. How would you assess the following aspects of the workshop / seminar?

The organization of the course
The quality of the speakers
The relevance of the material
The content of the lectures

Q6. How would you rate the allocation of time to the following aspects of the workshop / seminar?

Lectures
Questions
Group discussion
Networking with fellow participants
Review of workshop / seminar learning

Q7. What would you like to see improved about the workshop / seminar you attended? You can select more than one option.

- Smaller size
- Larger size
- More discussions in small groups
- More tailored materials (handouts, worksheets etc.)
- Nothing
- Other

If you answered 'Other' please specify

Q8. Have you applied what you learned from the workshop / seminar into your work?

Q9. On a sliding scale of 0 to 100 where 0 is 'not at all' and 100 is 'fully', to what extent were you satisfied with the workshop / seminar?

Q10. On a sliding scale of 0 to 100 where 0 is 'not at all' and 100 is 'fully', to what extent did you find the workshop / seminar useful?

[Annex III follows]

ANNEX III: CAPACITY BUILDING ACTIVITIES FROM 2016 TO JUNE 2019

YEAR	TYPE	TITLE	COUNTRY	Beginning	End
2016	NATIONAL	National Workshop on Enforcement of Intellectual Property Rights for Law Enforcement Officials	Oman	16/05/2016	17/05/2016
2016	REGIONAL	Interregional Workshop on Intellectual Property Enforcement	Morocco	17/05/2016	19/05/2016
2016	REGIONAL	Workshop on the Importance of Protection and Strategic Management of Intellectual Property Assets for Small and Medium-sized Enterprises / Industries (PMES / PMIS) for Competitiveness and Job Creation	Ivory Coast	31/05/2016	02/06/2016
2016	NATIONAL	National Workshop on Building Respect for Copyright	Albania	08/06/2016	09/06/2016
2016	NATIONAL	Workshop on Enforcement of Intellectual Property Rights for Law Enforcement Officials	Dominica	07/07/2016	08/07/2016
2016	NATIONAL	Colloquium on Enforcement of Intellectual Property Rights for the Judiciary	Dominica	08/07/2016	08/07/2016
2016	NATIONAL	Workshop on Enforcement of Intellectual Property Rights for Law Enforcement Officials	St. Lucia	11/07/2016	12/07/2016
2016	NATIONAL	Colloquium on Enforcement of Intellectual Property Rights for the Judiciary	St. Lucia	12/07/2016	12/07/2016
2016	NATIONAL	Workshop to launch the South African IP Training Manual on BRIP for Senior LE Officials	South Africa	16/08/2016	18/08/2016
2016	REGIONAL	Sub-regional Workshop on BRIP	Turkmenistan	20/09/2016	21/09/2016
2016	NATIONAL	National Training for Judges on Intellectual Property Rights Protection	Latvia	21/09/2016	22/09/2016
2016	REGIONAL	Sub-Regional Colloquium on Building Respect for Intellectual Property	Jordan	21/09/2016	22/09/2016
2016	REGIONAL	Regional Workshops on IP for SMEs and BRIP	Ukraine	18/10/2016	19/10/2016
2016	NATIONAL	Enforcement of Intellectual Property Rights for Law Enforcement Agencies	Moldova	02/11/2016	02/11/2016
2016	NATIONAL	Building Respect for Intellectual Property (IP) for Members of the Judiciary	Moldova	03/11/2016	04/11/2016
2016	REGIONAL	Sub-regional Capacity Building Workshop for Magistrates and Court Officers on Promoting Respect for Intellectual Property	Madagascar	29/11/2016	30/11/2016
2016	REGIONAL	Sub-regional capacity-building workshop for law enforcement officers on the promotion of respect for intellectual property	Madagascar	01/12/2016	01/12/2006
2016	REGIONAL	Interregional Workshop on Copyright Enforcement	Republic of Korea	05/12/2016	09/12/2016
2016	NATIONAL	National Workshop on BRIP for members of the judiciary	UAE	07/12/2016	08/12/2016

YEAR	TYPE	TITLE	COUNTRY	Beginning	End
2017	REGIONAL	Sub-Regional Colloquium for the Judiciary on Building Respect for Intellectual Property Rights	Rwanda	24/01/2017	04/07/2017
2017	REGIONAL	WIPO/JPO Training Course on the enforcement of IPR.	Japan	17/04/2017	23/09/2017
2017	NATIONAL	National Workshop for BRIP for Judiciary	Algeria	23/05/2017	14/12/2017
2017	NATIONAL	National Seminar on IP Protection and Enforcement relating to the Automotive Spare Parts	Romania	25/05/2017	26/01/2017
2017	NATIONAL	National Workshop on Enforcement of IP Rights for LE Officials	St. Vincent and the Grenadines	29/06/2017	01/11/2017
2017	NATIONAL	National Workshop on Enforcement of IP Rights for Magistrates	St. Kitts and Nevis	03/07/2017	30/06/2017
2017	REGIONAL	Interregional Workshop on Copyright Enforcement	Republic of Korea	22/09/2017	29/11/2017
2017	NATIONAL	National Workshop on BRIP Combatting Counterfeiting and Piracy in the Digital Environment	Belarus	18/10/2017	13/12/2017
2017	NATIONAL	National Workshop on BRIP for members of the judiciary	Morocco	19/10/2017	10/11/2017
2017	REGIONAL	Sub-Regional Seminar on BRIP	Tajikistan	24/10/2017	14/11/2017
2017	NATIONAL	Workshop on the South African IP Training Manual on Investigation and Prosecution of IP Crime for Senior LE Officials	South Africa	01/11/2017	25/10/2017
2017	REGIONAL	Regional Workshop on the Enforcement of Rights in Distinctive Signs	Peru	09/11/2017	14/11/2017
2017	NATIONAL	National Workshop on IP Enforcement.	Paraguay	13/11/2017	25/05/2017
2017	REGIONAL	Sub-regional Workshop on IP Enforcement for Customs Officials	Turkmenistan	13/11/2017	23/11/2017
2017	NATIONAL	National Workshop on BRIP for members of the judiciary	UAE	21/11/2017	22/10/2018
2017	NATIONAL	National Workshop on BRIP for members of the judiciary	Kuwait	27/11/2017	20/10/2017
2017	NATIONAL	National Workshop on IP enforcement for LE Officials	Georgia	12/12/2017	20/04/2017
2017	REGIONAL	Sub-regional Seminar on BR for Copyright and Combatting Counterfeiting and Piracy in the Digital Environment	Azerbaijan	13/12/2017	19/10/2017

YEAR	TYPE	TITLE	COUNTRY	Beginning	End
2018	REGIONAL	Sub-regional workshop on IPR for Magistrates	Morocco	22/01/2018	04/05/2018
2018	NATIONAL	National Workshop on BRIP for Senior LE Officials and Public Prosecutors	South Africa	27/03/2018	05/04/2018
2018	NATIONAL	National Workshop on BRIP for Senior LE Officials and Public Prosecutors	South Africa	03/04/2018	27/07/2018
2018	REGIONAL	Iterregional Workshop on Copyright Enforcement	Republic of Korea	30/04/2018	29/03/2018
2018	REGIONAL	Sub-Regional Workshop on BRIP	Azerbaijan	03/05/2018	28/06/2018
2018	REGIONAL	Regional Seminar on IPR Enforcement	Moldova	06/06/2018	26/01/2018
2018	NATIONAL	National Workshop on BRIP for IP for LE Officials	Algeria	27/06/2018	04/05/2018
2018	NATIONAL	National WORKSHOP on BRIP for Senior Police Officials and Public Prosecutors	Botswana	27/06/2018	29/06/2018
2018	NATIONAL	National Workshop on BRIP for Magistrates	Botswana	29/06/2018	01/08/2018
2018	REGIONAL	Training-the-Trainers Workshop on IP Enforcement for Police from ARIPO MS	Zimbabwe	02/07/2018	03/04/2019
2018	REGIONAL	Sub-regional Colloquium on Enforcement of Intellectual Property (IP) Rights for the Judiciary	St. Lucia	26/07/2018	31/07/2018
2018	NATIONAL	National Workshop on Enforcement of Intellectual Property Rights for Law Enforcement Officials	Trinidad and Tobago	30/07/2018	09/10/2018
2018	REGIONAL	Regional Seminar on Enforcement of IPR for Judges and Officials with Judicial Powers	Columbia	31/07/2018	29/11/2018
2018	NATIONAL	National Annual Training for Judges in the field of IP	Latvia	11/09/2018	07/06/2018
2018	NATIONAL	National Workshop on BRIP in the Digital Environment for Police Officials	UAE	08/10/2018	11/10/2018
2018	NATIONAL	National Workshop on BRIP in the Field of Trademark and Copyright for LE Officials	UAE	10/10/2018	22/11/2018
2018	NATIONAL	National Workshop on BRIP for Copyright for Judges, Prosecutors and Lawyers	Albania	22/10/2018	22/10/2018
2018	NATIONAL	National Training Workshop for Market Inspectors	Albania	22/10/2018	28/06/2018
2018	REGIONAL	Sub-Regional Seminar on IP Enforcement for Judges	Kazakhstan	31/10/2018	12/09/2018
2018	REGIONAL	Sub_Regional Workshop on BR for Copyright and Combating Counterfeiting and Piracy in the Digital Environment	Tajikistan	21/11/2018	03/07/2018
2018	REGIONAL	Advanced Training Course on the Enforcement of IPR for Judges	Japan	27/11/2018	01/11/2018

YEAR	TYPE	TITLE	COUNTRY	Beginning	End
2019	NATIONAL	National Workshop on BRIP for IP for LE Officials	Uganda	27/02/2019	01/03/2019
2019	REGIONAL	Sub-Regional Workshop on BRIP for members of the judiciary	Uganda	28/02/2019	01/03/2019
2019	REGIONAL	Inter-Regional Workshop on Copyright Enforcement	Republic of Korea	25/03/2019	25/06/2019
2019	REGIONAL	Regional Seminar for Heads of Industrial Property Offices on BR for Industrial Property through Awareness Raising	Algeria	02/04/2019	03/05/2019
2019	REGIONAL	Sub-Regional Workshop on the Enforcement of IP for LEAs	Panama	25/04/2019	29/03/2019
2019	NATIONAL	National Workshop on BRIP for Judiciary and Enforcement Officials	Jamaica	01/05/2019	08/05/2019
2019	NATIONAL	National Workshop on BRIP for Law Enforcement Officials	St. Johns, Antigua and Barbuda	07/05/2019	26/04/2019
2019	REGIONAL	Regional Seminar on IPR Enforcement	Moldova	05/06/2019	27/02/2019
2019	NATIONAL	National Seminar on BRIP	Malaysia	25/06/2019	06/06/2019

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