



Internal Oversight Division

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Evaluation Report

Program 30:
Small and Medium-sized Enterprises and Innovation

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LIST OF ACRONYMS

CEIPI	Center for International Intellectual Property Studies
CERN	European Center for Nuclear Research
DA	Development Agenda
EC	European Commission
FIT	Funds in Trust
ICT	Information, Communication and Technology
IOC	Internal Oversight Charter
IOD	Internal Oversight Division
IP	Intellectual Property
IPR	Intellectual Property Rights
ISS	Innovation Structures Section
JRC	Joint Research Centre
KIPO	Korean Intellectual Property Office
KWIA	Korea Women Inventors Association
LDCs	Least-Developed Countries
MS	Member States
MTSP	Medium-Term Strategic Plan
OECD-DAC	Organization for Economic Co-operation and Development - Development Assistance Committee
PCT	Patent Cooperation Treaty
PPR	Program Performance Report
R&D	Research and Development
RBM	Result-based management
SESD	SME and Entrepreneurship Support Division
SG	Strategic Goal
SMEs	Small and Medium-sized Enterprises
STL	Successful Technology Licensing
TDC	Transition and Developed Countries
ToR	Terms of Reference
ToT	Training of Trainers
U-FE	Utilization-Focused Evaluation
UN	United Nations
UNEG	United Nations Evaluation Group
WB	World Bank
WIPO	World Intellectual Property Organization
WTO	World Trade Organisation

EXECUTIVE SUMMARY

Program 30 has the objective of enabling “the greater and more effective use of IP asset management strategies by SMEs for strengthening their competitiveness, especially in developing countries, LDCs and countries with economies in transition”¹. It aims to contribute to evidence based policy-making for strengthening innovation systems, building effective IP management and innovation strategies in Small and Medium Sized Enterprises (SMEs), universities and public research institutions.

PROCESS AND METHODOLOGY

The findings and conclusions of this evaluation were obtained following a thorough analysis of a large documentation proactively provided by Program 30 management and staff, through semi-structured interviews and meetings with 37 internal and external key stakeholders (39% of which women), along with two surveys delivered to direct beneficiaries of SME trainings and Program 30’s products and services (using the population of SME English newsletter subscribers). It is worth mentioning the cooperative and constructive spirit of WIPO’s senior management, Program 30 managers and staff, and beneficiaries which contributed significantly to the completion of this evaluation in an iterative and participatory approach.

MAIN CONCLUSIONS AND RECOMMENDATIONS

Contribution of Program 30 to the Strategic Goals (SG), in particular to SG III is substantial and was considered relevant. Expected results were achieved in line with what was reported in the Program Performance Reports (PPR) since 2010.

Generally, the Program has experienced some management challenges and shortcomings that affected its performance. Over the period under evaluation, SME support and Innovation has been hosted in various parts of the Organization and recent structural changes have been made and witnessed during the evaluation. It is recommended that the organizational structure of the Program is stabilized as soon as possible and that its performance is re-assessed on the basis of a revised and more accurate performance framework.

Program objectives were considered relevant to the target beneficiaries and stakeholders. It is recommended that the Program develops more extensive online platforms for better reach and cost-effectiveness.

Despite progress over the period evaluated, **there is still room for improvement in Program design and monitoring** within the Results-Based Management framework. It is recommended to develop a more complete logical framework with more specific indicators and better defined links between outputs and outcomes and their attributions to expected results. All the Program’s activities should be monitored and reported on in a more systematic way.

The Program has generally achieved its expected outputs. Substantive changes in the indicators and overlaps have been identified. There has been little overlap internally in serving SME needs, except in the area of training of trainers where there was substantive overlap with the trainings provided by the WIPO Academy. Better coordination and communication with other WIPO Departments is recommended, in particular regarding centralization of training requests and regular briefing notes and updates, as well as newsletters with country-specific information to be shared with Regional Bureaus and Member States’ (MS) capitals highlighting activities and progress.

¹ http://www.wipo.int/export/sites/www/sme/en/documents/pdf/program_30.pdf

The Program's outcomes have been difficult to assess due to shortcomings in the performance framework, for example too few outcome indicators which are not specific enough.

Outcomes that could be assessed were considered satisfactory. It is recommended to enhance performance monitoring by developing in-house databases and by using country-specific baseline data. In training of trainers, better targeting and customization to different audiences and business sectors is suggested.

Cooperation of Program 30 with internal and external stakeholders has been good in terms of service-orientation and responsiveness. More can be done on in-country coordination between IP actors and with other institutions and organizations. Where the work is done in partnership with others, it is recommended to formalize cooperation arrangements and joint projects.

The Program's results stand a good chance to have sustainable effects lasting beyond the duration of the activities. Consolidation of medium to longer-term objectives of the Program is still required to ensure stability. Some shortcomings in terms of reach and awareness on the support and materials available have been identified by beneficiaries. To keep SME, entrepreneurship and innovation support in a Department that can provide service to all MS is key to ensure that these can be offered on an equal opportunity basis. Sustainability could be further enhanced through better exploiting of synergies within the Department and with the requesting countries.