

CHILE COUNTRY PORTFOLIO EVALUATION 2010 - 2014

Internal Oversight Division
EVAL 2014 - 05
January 30, 2015



Level 6: IP Commercialization Advisory Services

Ministries and IP end users require IP commercialization services

Level 1: Legal and Policy Framework

WIPO assisted in positioning Chile within the International IP System



Level 2: Institutional Development

WIPO contributed to modernise the National IP Institute (INAPI) & the nomination of ISA/IEPA



Level 5: Dissemination of Information and Outreach to the IP Community

Wider dissemination strategies and outreach to IP users are still required



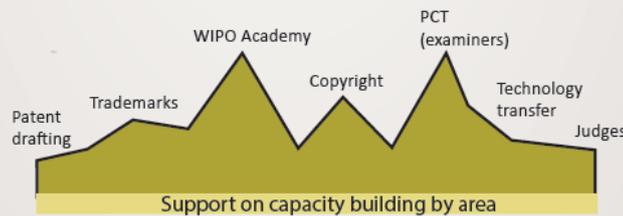
Level 4: IP Research and Information Services

WIPO studies used to influence policy modification at the Chilean congress

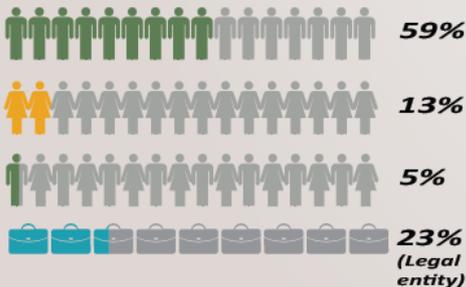


Level 3: Build IP National Capacities

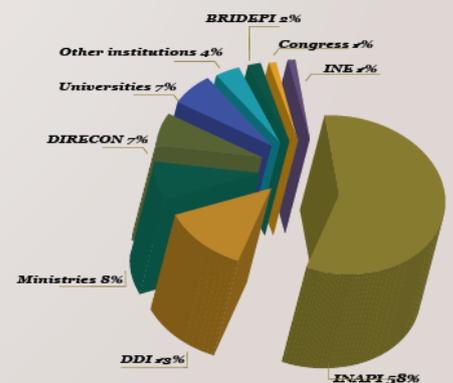
44% of activities dedicated to build national IP capacities



Copyright Registration by gender in Chile*



WIPO'S support to different stakeholders



* Source: Gender-based exploratory survey, DDI, Chile, 2010.

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LIST OF ACRONYMS

ACHIPI	Chilean Association of Intellectual Property
BRIDEPI	Investigation Brigade of Chile
CDIP	Committee on Development and Intellectual Property
CERLARLC	The Regional Center for the Promotion of Books in Latin America and the Caribbean
CMO	Collective Management Organization
CNCA	The National Council of Culture and the Arts
CONICYT	The National Commission for Scientific and Technological Research
CORFO	Corporation for the Promotion of Production
CPE	Country Portfolio Evaluation
DDI	Department of Intellectual Property
DIRECON	General Directorate for International Economic Relations / Ministry of Foreign Affairs
EPO	European Patent Office
ERP	Enterprise Resource Planning
FAO	Food and Agriculture Organization
FIA	Foundation for Agrarian Innovation
GDA	Copyright Voluntary Registration Systems
ICG	Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore
INAPI	National Institute of Industrial Property
INE	National Institute of Statistics
IOD	Internal Oversight Division
IP	Intellectual Property
IPAS	Industrial Property Automation System
IPEA	International Preliminary Examining Authority
IPRI	International Property Rights Index
IPRs	International Property Rights
ISA	International Searching Authority
ISP	Internet Service Provider
IT	Information Technology
KPI	Key Performance Indicator
LAC	Latin America and the Caribbean
LDCs	Least Developed Countries
NGO	Non-Governmental Organization
OECD	Organization for Economic Co-operation and Development
OEPM	Spanish Patent and Trademark Office
P&B	Program and Budget
PCT	Patent Cooperation Treaty
SIPAM Chiloé	Globally Important Agricultural Heritage Systems, GIAHS for inventive worldwide agricultural heritage
SME	Small and Medium Enterprise
SMT	Senior Management Team
TKT	Technology Knowledge Transfer
TPP	Trans Pacific Partnership
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNESCO	United Nations Educational, Scientific and Cultural Organization
USA	United States of America
WIPO	World Intellectual Property Organization
WTO	World Trade Organization

EXECUTIVE SUMMARY

This evaluation presents results of WIPO activities implemented in Chile between 2010 and 2014. It was conducted in late 2014 and came up with the following findings and conclusions:

Key results achieved

WIPO's services to the National Institute of Industrial Property (INAPI) and the Department of Intellectual Property (DDI) have been highly relevant. Activities implemented in Chile have partially contributed to the achievement of 5 out of 9 WIPO Strategic Goals and to one out of eight components of Chile's National Innovation Policy. The key elements that contributed to this success were:

- a) WIPO's partnership with the Government of Chile, which played an important role in the modernization of the institutional framework of the national Industrial Property System;
- b) Industrial Property Automation System (IPAS) support which resulted in reduced backlogs, abolition of manual digitization work leading to decreased time required for applications, among other benefits;
- c) WIPO Academy and Summer School, which facilitated the use of IP for development and the capacity building of more than 180 people; and
- d) WIPO's economics studies, which were used to influence policy modification at the Congress level.

Despite these positive results, the evaluation identified some areas in need of improvement:

Country plans design

WIPO has met INAPI's infrastructure and capacity building needs, which has been a key country priority. However, other users of the IP system have been unable to benefit from WIPO's services and expertise. WIPO should :

- a) Inform Chile about WIPO's priorities for the country before initiation of the planning process. The needs and priorities of end-users, including those identified in this report, should be considered in collaboration with all country partners; and
- b) Set up clear selection criteria for the provision of services, including relevance and sustainability aspects.

Collaboration with potential partners and synergies identification

The limited collaboration with partners outside the government impedes the identification of synergies and the multiplying effects of results. Therefore, WIPO should:

- a) Identify synergies in collaboration with key country stakeholders including the UN system, multilateral and potential donors working in the country; and
- b) Promote participatory processes among the various national IP key players or through the respective coordination focal points.

Additionally, WIPO should, as part of its country plans, identify synergies with institutions working on gender issues in the IP area and implement joint activities aimed at reducing the inequality in the access to IP between men and women.

Implementation of activities

Overall, WIPO could increase its efficiency levels by making better use of its resources. In the case of Chile, WIPO has invested 56% of its resources on output-based activities rather than outcome and impact oriented ones. The current country results-based framework and indicators limit the measurement of results. This hinders strategic decision making to address country needs.

Therefore, WIPO should continue its efforts to improve the quality of results-based frameworks with clearer linkages between activities, outputs and outcomes through SMART indicators and in collaboration with their country partners.

Access to the IP System for women

Chile is working on reducing existing gender disparities in the area of IP through several initiatives promoting the inclusion of women in the IP system. WIPO has not yet taken full advantage of available knowledge on assisting women in the use of IP e.g. for commercialization purposes.

WIPO should ensure country plans:

- a) Include activities, as part of the country plans, aimed at reducing the inequality in the access to IP between men and women; and
- b) Identify synergies and implement joint activities with institutions working on gender issues in the IP area.

Long-term sustainability

1. The inexistence of service level agreements and exit strategies for activities developed in Chile negatively affects the sustainability of interventions. Despite the financial obligations and commitment that service level agreements imply to the agency, these are required to guarantee sustainability and accountability once WIPO withdraws its support. Therefore, WIPO should:

- a) Develop clear exit strategies and shared responsibilities adapted to the different types of services.
- b) Include business continuity plans specifying the contribution of each partner.
- c) For all IP infrastructure service level agreements, a “license agreement” should be included specifying the requirements for software modification and conditions.
- d) For all knowledge transfer services, the duration of such services should be specified.

1. BACKGROUND

(A) INTRODUCTION

2. This report contains the results of the Chile Country Portfolio Evaluation, an assessment of WIPO's overall performance in the country over the period 2010-2014. The Internal Oversight Division (IOD) conducted this evaluation from September to December 2014. The design and methodology outlined in the Terms of Reference further guided this exercise.

(B) WHY CHILE?

3. As part of IOD's 2014 Oversight Plan, Chile was selected after an analysis based on the following criteria and considerations:

- a) The WIPO "Activity Level"¹: WIPO undertook 131 missions² in Chile to either provide in country services or support between 2009 and 2014. This ranks Chile 14 of 37 countries used as the sample³ for the analysis;
- b) Chile features highest on the category of Intellectual Property (IP) Filings (resident and abroad, including regional) in Latin America and the Caribbean with 2,520 Patent filings, 127,628 Trademarks and 550 Industrial Designs (between 2009-2012)⁴;
- c) Chile ranks 28 of 130 countries monitored globally in 2012⁵ compared to 34 out of 125 countries monitored in 2010⁶;
- d) The existence of a national innovation policy; and
- e) The replication potential that could emanate from the lessons learned in Chile.

(C) NATIONAL CONTEXT

4. According to the Global Competitiveness Report⁷, "Chile remains the most competitive economy in Latin America. This privileged position is due to:

- a) Its institutional setup with low levels of corruption and an efficient government;
- b) Solid macroeconomic stability with a balanced public budget and low levels of public debt; and

¹ WIPO Technical Assistance Database. Available at <http://www.wipo.int/tad/en/>

² Number of missions extracted from E-work

³ A first screening process included all WIPO Member States (186 Member States). Criteria for first shortlisted included UN security level, World Bank list of Economies. After applying the criteria, priority was given to the 37 countries.

⁴ Statistical Country Profiles, Chile, WIPO Intellectual Property Statistics
http://www.wipo.int/ipstats/en/statistics/country_profile/profile.jsp?code=CL

⁵ 2012 International Property Rights Index Report
http://americansfortaxreformfoundation.org/userfiles/ATR_INDEX_mar20.pdf

⁶ 2010 Report International Property Rights Index
[http://americansfortaxreformfoundation.org/userfiles/2010_IPRI\(1\).pdf](http://americansfortaxreformfoundation.org/userfiles/2010_IPRI(1).pdf)

⁷ The Global Competitiveness Report 2013–2014: Full Data Edition is published by the World Economic Forum within the framework of The Global Competitiveness and Benchmarking Network. 2013f

- c) Well-functioning markets with high levels of domestic competition and openness to foreign trade, which allows for an efficient allocation of available resources”.
5. Weaknesses identified in the Global Competitiveness Report are in:
- a) The quality of the “educational system which does not provide companies with a workforce with the necessary skills to upgrade their production or embark on innovative projects;
- b) Low innovation investments, especially in the private sector, result in an overall poor innovation capacity, which can jeopardize Chile’s necessary transition toward a knowledge-based economy”.
6. In 2010, the Chilean Parliament approved changes to its intellectual property law. By enacting the Intellectual Property Law⁸ Chile became the first country in Latin America to regulate the liability of Internet Service Providers (ISPs). The new law also strengthens the tools and penalties available for prosecuting copyright piracy and includes certain limitations and exceptions for the benefit of libraries and persons with disabilities, among others.⁹ Membership of WIPO Treaties, Agreements and Conventions can be found in Annex 1.
7. Chile is currently negotiating the Trans Pacific Partnership (TPP), alongside with the United States of America, Australia, Brunei Darussalam, Canada, Malaysia, Mexico, New Zealand, Peru, Singapore, Japan and Vietnam.
8. The appointment of the National Institute of Industrial Property (INAPI) as International Searching Authority and International Preliminary Examining Authority (ISA/IPEA) and the financial stability of the country, as well as its convenient location will contribute to boost the use of the PCT in Chile. The government aims at turning Chile as a regional holder of innovation, which has also enhanced the PCT strategy.
9. The number of public policy decisions towards the creation of an adequate environment for the implementation of cooperation activities.

2. WHAT IS BEING EVALUATED?

(A) EVALUATION OBJECTIVES

10. This evaluation aims to:
- a) Assess and report on performance results (outputs, outcomes and impact) of WIPO activities implemented in Chile for the period of 2010-2014 in line with WIPO’s mandate and in response to the country’s needs;
- b) Analyze the factors that accounted for the achievements or lack thereof;
- c) Determine the reasons for observed changes; and
- d) Draw lessons from WIPO’s implementations.
11. The evaluation reports to WIPO Director General, the Regional Bureau for Latin American and Caribbean (LAC), WIPO Senior Management Team (SMT) and Program Managers.

⁸ Law No. 20 435 which amends Law No. 17.336

⁹ WIPO Magazine: Chile Breaks New Ground in Regulating IP Liability, June 2010
http://www.wipo.int/wipo_magazine/en/2010/03/article_0009.html

12. IOD will publish the evaluation report on the WIPO website, as per WIPO’s Internal Oversight Charter.

(B) SCOPE, METHODOLOGY AND LIMITATIONS OF THE EVALUATION

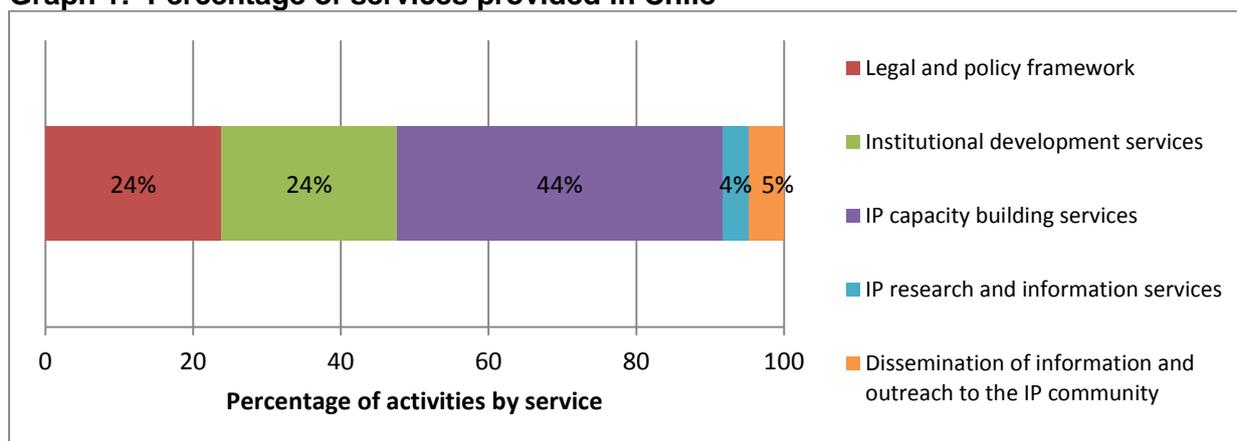
13. For the purpose of this evaluation, WIPO support services have been categorized as follows:

Figure 1: Service category chain



14. Through the implementation of 68% of its activities, WIPO has supported the country in building its institutional capacity and infrastructure, as presented in Graph 1 below.

Graph 1: Percentage of services provided in Chile¹⁰



15. Intellectual Property in Chile refers only to Copyrights and Related Rights while Industrial Property covers patents, trademarks, designs, geographical indications, etc. For consistency reasons this report will use these definitions whenever necessary.

16. The evaluation applied the following **evaluation criteria**:

- a) **Relevance:** The extent to which WIPO’s services were consistent with the beneficiaries’ requirements, country needs, WIPO’s priorities and country’s policies;
- b) **Efficiency:** How resources/inputs were converted into results;
- c) **Effectiveness:** The extent to which objectives were achieved, or are expected to be achieved, taking into account their relative importance. The evaluation also looked into

¹⁰ Information provided by WIPO’s program managers. This included list of activities and mission reports.

the outcomes and potential impacts. As a basis, results reported by the programs are validated and assessed against key performance indicators defined in the program, where possible; and

d) **Sustainability:** assessed the likelihood of continuation of project benefits after the assistance has been completed.

17. The use of mixed-methodologies by the evaluation team included in-depth institutional review of existing literature, structured and semi-structured individual interviews, structured and semi-structured workshops with focal groups, surveys and direct observation. Overall, the evaluation consulted 37 WIPO staff members and 92 national stakeholders. The evaluation included an exhaustive assessment of each of the 83 activities carried out during the period covered by the evaluation. It is to note that many of the activities include multiple missions that contribute to a larger project. Thus, the number of projects or deliverables is considerably less than the 83 activities. The evaluation did not focus on the definition of activity vs. projects but the evaluators were aware of existing inconsistencies in terms of project management practices and considered these during the analysis.

(C) KEY STAKEHOLDERS

18. The following groups of stakeholders were consulted during the evaluation:

a) In WIPO: LAC Bureau, Program Managers and their delegates working either directly or indirectly with Chile;

b) In Chile: The team considered a wide stakeholder consultation and involvement. It required meeting government ministries/institutions, such as INAPI and the Department of Intellectual Property (DDI) officials, research institutions, civil society and private sector representatives, UN agencies, multilateral institutions, bilateral donors, regional partners, end-users, etc.

19. A national IP expert did further develop the stakeholders' list in preparation for the fieldwork phase. The final list of stakeholders is provided in Annex 2.

3. FINDINGS AND ASSESSMENTS

(A) HAS WIPO ADDRESSED THE IP NEEDS OF CHILE?

20. This section illustrates the extent to which:

- a) WIPO's plans, activities and results framework are aligned with the country, institutional and end-users needs and priorities;
- b) WIPO has positioned itself as a strategic partner;
- c) WIPO's future priorities are in line with WIPO's works; and
- d) WIPO could support in country gender-related initiatives.

Finding 1: Stakeholders consider WIPO a key strategic partner thanks to the provision of highly relevant and unique services. Moreover, WIPO has met INAPI's infrastructure and capacity building needs, which has been a key country priority. However, the support provided to other stakeholders has been insufficient in meeting their needs. Partners were not always familiar with WIPO's goals and priorities. In addition, WIPO does not use standardized selection criteria for the provision of services. (Linked to Conclusion 1 and Recommendation 1)

(i) Is WIPO's support relevant to the Government?

21. WIPO implemented 83 activities in Chile, from which 58% were implemented in collaboration with INAPI and 13% in collaboration with DDI. WIPO's work has been relevant and contributed, in collaboration with INAPI and DDI to:

- a) one out of the eight components of Chile's National Innovation Policy, namely dissemination of knowledge and technology transfer¹¹.
- b) two out of four of the objectives of the Ministry of Economy, Development and Tourism (see Figure 2 below¹²).

22. The main reasons for a continued successful collaboration in Chile are:

- a) The national level coordination of IP activities undertaken by the Ministry of Foreign Affairs (DIRECON), which are planned within the Interministerial Committee of IP, has ensured that activities proposed to WIPO are consistent with the country's national plans and institutional strategies;
- b) The commitment and support IP is receiving from the different Ministries and IP institutions, as well as from the Permanent Mission of Chile to the WTO, WIPO and other trade related organizations in Geneva and from DIRECON;
- c) The various IP institutional policies Chile has developed including the "National Innovation Policy 2010-2014"¹³; and

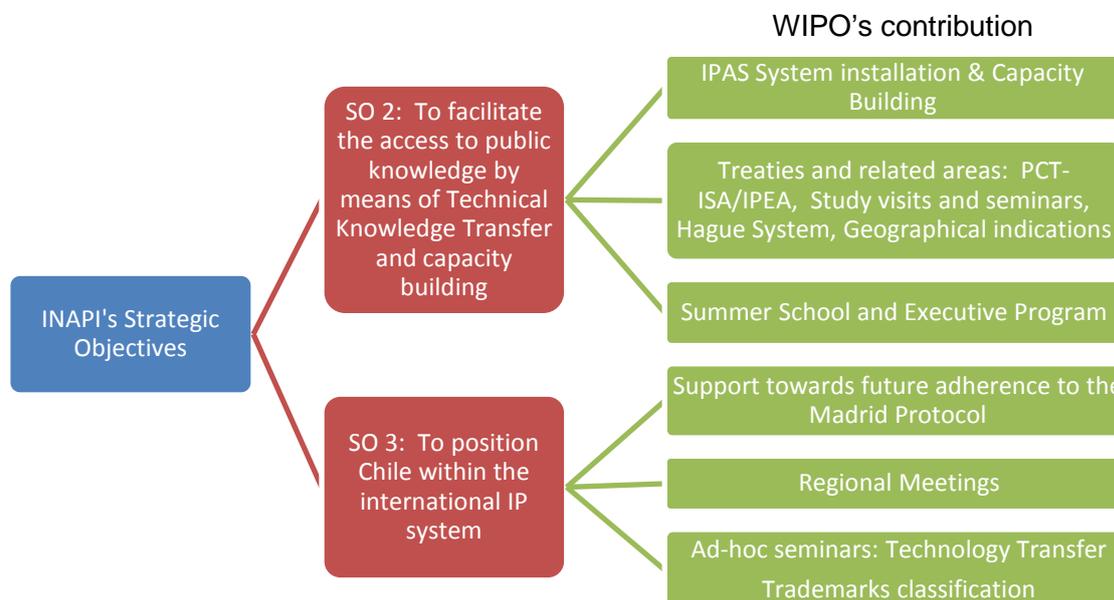
¹¹ Dissemination of knowledge and technology transfer forms component 7 of the Chilean National Innovation Plan 2010 -2014

¹² Source: 2012-2014 Strategic definition of the National IP Institute, Ministry of Economy

¹³ Política Nacional de Innovación 2010 – 2014, Chile Polo de Innovación de Latinoamérica. Ministerio de Economía, Fomento y Turismo, Gobierno de Chile

d) The several institutions such as the Corporation for the Promotion of Production (CORFO), the National Commission for Scientific and Technological Research (CONICYT), and the Foundation for Agrarian Innovation (FIA), among others have worked on fostering innovation and have contributed to the implementation of the National Innovation Policy.

Figure 2: Contribution to the national Strategic Objectives for 2012-2014



23. WIPO has partially addressed the needs of the copyright area through the voluntary registration system (GDA)¹⁴, technical assistance and participation in regional meetings.

24. Despite these positive achievements, several government institutions working on IP have not yet had the opportunity to collaborate with WIPO, for instance:

- a) Other institutions dealing with copyright issues such as: the National Council of Arts & Culture, the Ministry of Education, other partners of the UN system such as UNESCO and the end-users of the copyright system.
- b) The Ministry of Agriculture highlighted the importance of IP in its activities but collaboration with WIPO has been minimal. Nevertheless, this Ministry is jointly working with INAPI in the implementation of the Program called “Sello de Origen” from the Ministry of Economy, which includes activities in the area of geographical indications, genetic resources, and capacity building in agricultural and rural communities.
- c) The support provided to improve the capacity of judges, lawyers and the Police Investigation Brigade of Chile (BRIDEPI) has proved to be insufficient and their needs still prevail.

25. Collaboration with the above departments and ministries was limited by the following factors:

- a) WIPO’s limited financial resources and the need to serve other country’s priorities;

¹⁴ GDA (“Gestión de Derecho de Autor”): essential infrastructure built on OSS for copyright voluntary registration systems in Latin America

- b) Some of the services provided came to an end abruptly, e.g. GDA service was discontinued with a notice of 6 months; and
- c) Strategic objectives of ministries such as the Ministry of Health, Education and Agriculture do not include IP in their plans for the year 2012-2014.

26. Overall, Ministries in Chile would like to increase the collaboration with WIPO¹⁵ on the particular areas identified in this chapter and in Annex 3.

(ii) What are the views of WIPO's users?

27. Universities in Chile account for the largest¹⁶ share of resident patent applications. They support early innovation stages through a systematic incubation process that includes IP services, technology transfer and commercialization of IP. The Chilean government supports research and development including commercialization through various funds.

28. WIPO invited Universities working on the area of innovation in Chile to participate in a PCT seminar and introduced them to the "WIPO University Initiative". Both activities were done in collaboration with INAPI. While the information obtained through these activities was useful for the universities, this has not produced major effects at the country level.

29. IP Civil society organizations indicated that WIPO has neither addressed the needs of end-users nor has worked with them in identifying solutions for existing limitations in the area of IP. According to them, WIPO could do more of the following:

- a) Increase understanding of the benefits of the IP system by potential users and organizations working on IP issues;
- b) Reach end-users through IP associations and identify areas for future collaboration;
- c) Better and wider dissemination strategies: WIPO has developed several educational materials, which are available on the internet, but existing dissemination strategies are insufficient to reach the IP audience, e.g. the study done by WIPO on "The Use of Intellectual Property in Chile" has yet to be widely disseminated. Moreover, this information is mostly in English;
- d) Work with the DDI and in-country associations to improve the legal support services provided to performers, writers and Collective Management Organizations (CMOs), among others;
- e) Provide support with the alignment of national law to international treaties and monitor the infringement of the treaties; and
- f) Work with INAPI on the improvement of the quality of services provided by external examiners.

30. Individual inventors indicated that the support provided by their government is difficult to access. WIPO's work has mainly focused on improving the registration system without considering the existing IP barriers. More specifically, according to individual inventors met, WIPO has done less in:

¹⁵ From all activities conducted from 2010-2014 only 1% of WIPO's interventions have been related to the area of IP and Health.

¹⁶ WIPO Statistical Country Profile: Six out of the top ten PCT applicants are Universities, http://www.wipo.int/ipstats/en/statistics/country_profile/profile.jsp?code=CL

- a) Supporting end-users of the IP system with commercialization of IP and business development;
- b) Presenting examples on how other countries have developed alternative innovation and financing tools to provide direct support to end-users of the IP system towards facilitating its use (see Story 1);
- c) Facilitating access to IP services e.g. in Chile, individual inventors pay the same tariffs as a medium size company or university. Therefore, more and more inventors use informal protection instruments or abandon their applications because they cannot afford to use the formal protection mechanisms. This also limits the commercialization of the invention;
- d) Improving communication with end-users of the IP system. WIPO communicates using legal jargon, which is difficult to understand for the average IP user (see Story 2 below);

Story 1: Inventor's experience with business incubators

An Inventor from Chile used the services of a university business incubator financed by the government. The inventor decided to apply for a government grant through the University since he needed the advice and IP service from an experienced institution. Unfortunately, the University did neither provide him any IP services nor advice. The University only focused on monitoring the funds expenditure. Additional services included the identification of potential clients for the inventor. At the end, the inventor got a list of potential clients and the project was finalized.

Story 2: Inventor's difficulties when filing an international application in WIPO

An inventor from Chile filed an international application in Spanish at INAPI. WIPO's response to the inventor was in English using a complicate legal terminology. The cost of a legal advisor for the registration was approximately USD 1,300, to which he had to add extra legal advice to "decode" WIPO's correspondence. Below is an abstract of the text:

ATTENTION: For any designated Office(s), for which the time limit under Article 22(1), as in force from 1 April 2002 (30 months from the priority date), **does not apply**, please see Form PCT/IB/308 (First Notice) issued previously.

Notice is hereby given that the following designated Office(s), for which the time limit under Article 22(1), as in force from 1 April 2002, **does apply**, has/have requested that the communication of the international application, as provided for in Article 22(1) effected under Rule 93bis.1. The International Bureau has effected that communication on the date indicated below:
24 October 2013 (24 10 2013)

- e) Undertaking research on how other countries have managed to reduce hidden/extra costs that come with the filing of applications and too cumbersome registration processes; and
- f) Raising awareness to the end-users of the various IP tools available on the WIPO website such as PATENTSCOPE or Patent Landscapes, among others.
- (iii) What is to be done?

31. Based on the above findings, the evaluation assessed whether WIPO has met stakeholders' needs categorized by their relevance in the IP scenario¹⁷ (see Graph 2 below). As illustrated, WIPO has been working with three main groups of stakeholders:

- a) The first group includes highly relevant stakeholders whose needs have been partially or barely met. It comprises the Ministry of Education, Ministry of Health and the Ministry of Agriculture, as well as the universities, the DDI, the National Council of Culture

¹⁷ The assessment is based on outcomes from the evaluation overall analysis on the contribution of WIPO's activities to the stakeholders needs. Outcomes from interviews with WIPO staff members and stakeholders in the country served as a basis for the evaluation team to classify stakeholders' relevance at the national IP level.

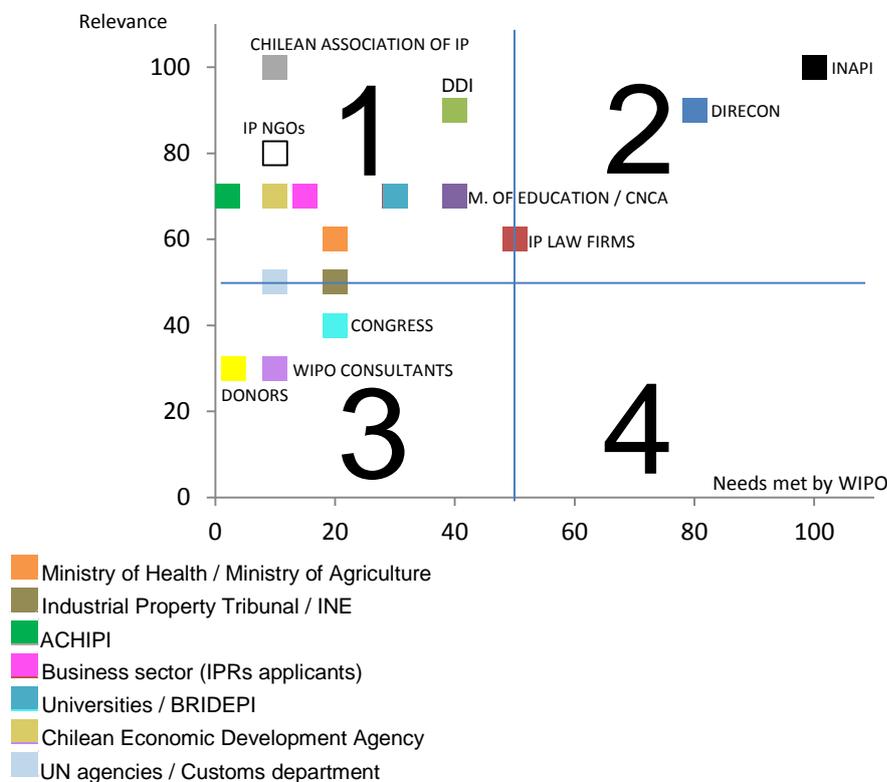
and the Arts (CNCA), the business sector and the IP Non-Governmental Organizations (NGOs) among others. This category represents the niche WIPO’s support could cover in the future;

b) The second group comprises highly relevant stakeholders that received a continuous and intensive support. INAPI stands out in this section;

c) The third group includes reasonably relevant stakeholders whose needs have been hardly met, such as the Congress, donors and other UN agencies; and

d) The fourth category would refer to WIPO’s response to needs of stakeholders that are less relevant in terms of IP. None of the Chilean institutions consulted fall into this category.

Graph 2: Stakeholders clustered by relevance in the field of IP by relevance and support received¹⁸



32. Stakeholders indicated the need for more involvement of WIPO with the work of other ministries. They highlighted some of their future priorities in the area of intellectual and industrial property in Table 1 below. The complete list can be found in Annex 3.

¹⁸ Institutions sharing the same rating have been grouped and a color code has been assigned according to the level of relevance/needs met.

Table 1: Key stakeholder high priorities identified during the evaluation

Current Needs	Stakeholders
Level 1: International Framework	
Inform donors, UN and multilateral organizations on WIPO's work in the country.	Potential External Partners
Enforce International Property Rights (IPRs) in the area of traditional knowledge and cultural heritage with a focus on commercialization.	Ministry of Agriculture
Continue support on international framework through participation to WIPO's committee meetings.	INAPI and DDI
Level 2: Services to improve IP institutional infrastructure	
Provide timely and efficient IPAS maintenance services, including an effective action to overcome the language difference.	INAPI
Level 3: Services dedicated to build the IP national capacity	
Increase knowledge in the area of geographical indications, and appellations of origin.	Ministry of Agriculture
Build capacity on IP activities related to IP system and infringement of the laws.	BRIDEPI
Build capacity on IP enforcement.	Judges
Further improve the capacity and knowledge of examiners in more technical areas.	Examiners
Level 5: Dissemination of Information and outreach to the IP community	
Outreach campaigns of the added value of IP.	Ministry of Economy
Foster creativity by educating authors, inventors, artists and other users on IPRs.	Ministry of Education
Build capacity programs in rural communities and raising awareness on IPR's protection.	Ministry of Agriculture
Disseminate better and wider IP information, research and free of charge services and databases to the IP community including civil society.	End-users
Categorize information on the WIPO Public website according to the different information needs of users.	End-users
Increase the understanding of the international frameworks for copyrights including treaties such as the Beijing Treaty among others.	End-users
Level 6: IP commercialization advisory services	
Increase support to initiatives in the area of technology transfer and its link with commercialization.	Ministry of Agriculture and End-users
Provide the government evidence based research on the impact of tools for innovation to make IP work for development and commercialization, especially for end-users of the system such as individual innovators, performers and writers, among others.	End-users

(iv) What could WIPO do to become a more strategic IP partner in the country?

33. WIPO is currently positioned as a key strategic partner for INAPI and DDI thanks to the provision of unique services, such as:

- a) IPAS, GDA and IP capacity building activities;
- b) Awareness raising in IP related areas, especially in patents and trademarks; and
- c) Provision of materials for awareness raising and dissemination.

34. Nonetheless, WIPO could expand its work to other areas such as agriculture, education and health, by backing up the advisory services provided by Ministries/Agencies, in the context of their legal functions.

35. Public and private universities acknowledge the existence of WIPO as a potential strategic partner. However, they place the Organization as an intermediate key player between INAPI and themselves. IP users' perception is that the current services provided by the Organization are far from responding to their most urgent needs.

36. The current process for service requests is often initiated by the country through different channels, especially mails or letters. WIPO selects activities from the list provided by the country according to the criteria indicated in Box 1.

37. The LAC bureau prepares a work plan for industrial property activities based on country requirements and aforementioned selection criteria. In the case of Chile, services were requested to WIPO without prior knowledge of WIPO's priorities. Country stakeholders indicated that knowing WIPO's strategic goals and priorities in advance would enable them to better plan and align activities based on both WIPO's goals and national objectives.

38. Having well-developed country plans in order to address the national needs according to the level of development of their IP system is necessary. Cluster A and B of Development Agenda Recommendations could guide this process:

a) *"WIPO technical assistance shall be, inter alia, 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...."* (Development Agenda Cluster A)

b) *"Norm-setting activities shall take into account different levels of development; take into consideration a balance between costs and benefits"* (Development Agenda, Cluster B).

39. **Conclusion 1:** Even though WIPO's services to INAPI have been highly relevant, other users of the IP system have been unable to benefit from WIPO's services and expertise. (Linked to Finding 1 and Recommendation 1)

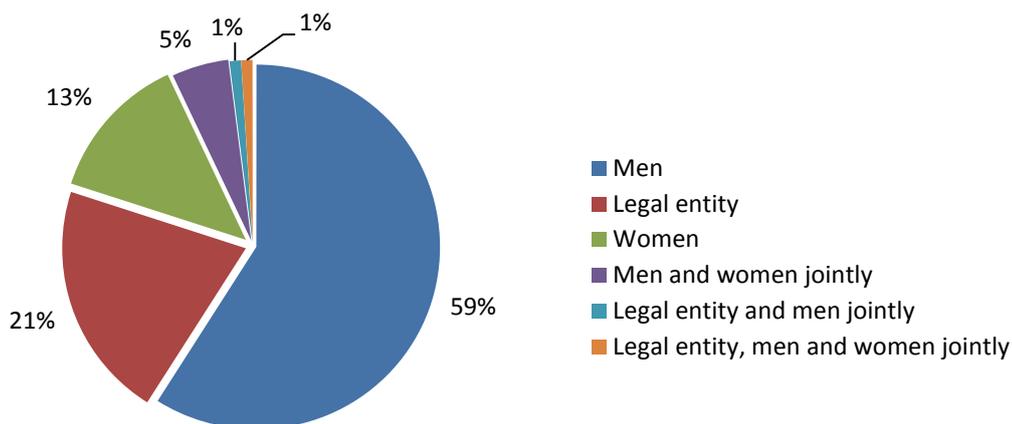
(v) Why does gender equality matter for IP?

Finding 2: Despite in-country gender data demonstrates an existing gender gap in Chile, WIPO is of the impression that there is gender equality in accessing IP services in the country. The Chilean Government has developed several initiatives to address existing gender unbalances in the IP system. (Linked to Conclusion 2 and Recommendation 2)

40. According to 87.5% of WIPO staff members working with Chile, men and women are equally benefiting from the results achieved in IP. However, a recent study of the DDI reveals that in 2010, 13% of women did register their copyrights against 59% of men (as shown in Graph 3). Existing disparities among men and women reflect the need to further support the gender-based work undertaken by institutions.

Box 1: WIPO selection criteria for the provision of services, as indicated by Program staff members:

- (a) First come, first serve basis
- (b) Number of requests received from a particular country and level of persistence
- (c) Maintain a regional balance, identifying regional shared interests
- (d) Unit's goals, WIPO's goals and eventually country goals
- (e) Available resources
- (f) Efficiency issues (visits to neighboring countries during a mission)
- (g) Level of communication with stakeholders
- (h) Regional coordinator's advice

Graph 3¹⁹: Copyright registration by gender / 2010

41. Inventors and performers indicated that the IP system is an elitist system since not everybody has the necessary financial resources to access it. This limitation affects especially women. According to the 2012 World Development Report on Gender Equality and Development, women represent 40% of the world's workforce but hold just 1% of the world's wealth. Table 2 below provides an overview of the existing income disparities between men and women²⁰ in Chile.

Table 2: Average monthly Income in Chilean pesos by gender - Chile

	HOUSEHOLD	PER CAPITA
TOTAL	884,743	297,727
Women	686,480	261,368
Men	1,020,237	322,575

42. The role of women in the Chilean society is still a traditional one, which limits the empowerment of women, especially in non-traditional areas such as innovation, performance, commercialization of their creations, among others. There are still major gender disparities in the IP system and more remains to be done in order to increase the participation of women in non-traditional areas.

43. The country is working on reducing existing gender disparities in the area of IP through several initiatives towards promoting the inclusion of women in the IP system such as the awareness campaign for gender inclusion²¹ launched by the DDI. The Ministry of Economy indicated that in the area of innovation more men than women are participating in innovation development programs.

44. At the civil society level, "Hacer Chile" foundation is working with the National Museum of Women in the Art in assisting women in the use of IP for commercialization purposes.

Conclusion 2: The country is working towards reducing gender disparities and it is ready to work on IP gender related issues in collaboration with International Organizations. This will

¹⁹ Source: gender-based exploratory study with regards to copyright registration in Chile, Department of Intellectual Property, Chile.

²⁰ Encuesta de Presupuestos Familiares Subdirección Técnica, National Institute of Statistics, September 2013

²¹ [Link to awareness campaign for gender inclusion](#)

require WIPO to increase efforts in identifying and collaboratively tackling gender disparities with Chile considering that the country is advanced in factoring gender into IP. (Linked to Finding 2 and Recommendation 2)

Recommendation 1

The Development Sector should develop an Organization wide country plan in coordination with WIPO's programs and the country's coordination focal point and before initiation of the planning cycle:

- a) Inform Chile about WIPO's priorities for the country. These should consider the needs and priorities of end-users, including those identified in this report, in collaboration with the country partners;
- b) Promote participatory processes among the various national IP key players or through the respective coordination focal point;
- c) Apply the DA principles of "*Cluster A on all technical assistance and capacity building*" and "*B on norm-setting, flexibilities, public policy and public domain*" to all WIPO activities;
- d) Identify synergies in collaboration with WIPO's substantive program and key country stakeholders including UN, multilateral and donor potential partners working in the country; and
- e) Set up clear selection criteria, including relevance and sustainability aspects, for the provision of services.

Priority Level: High (Linked to Finding 1 and Conclusion 1)

Recommendation 2

In accordance with WIPO's Policy on Gender Equality²², the Development Sector, in coordination with Program Managers of the substantive programs and WIPO's Gender and diversity specialist, should ensure that country plans:

- a) Include activities contributing to facilitate equal access to the IP system for men and women and reducing existing inequalities; and
- b) Identify synergies and implement joint activities with institutions working on gender issues in the IP area.

Priority Level: High (Linked to Finding 2 and Conclusion 2)

²² Policy on Gender Equality²², defined in Office Instruction No. 47/2014

(B) HAS WIPO INVESTED ITS RESOURCES EFFICIENTLY?

Finding 3: At the Organizational level, complete and reliable financial data (i.e. expenditures against budget by activities) was not available for any of the activities implemented in Chile. This not only limited the efficiency analysis but also the efficient utilization of resources within the Organization. (Linked to Conclusion 3 and Recommendation 1)

45. This section presents findings and conclusions based on other efficiency indicators such as:

- a) Resources management;
- b) Client satisfaction;
- c) Quality of monitoring and evaluation tools; and
- d) External and internal coordination.

(i) Where do WIPO's resources go?

46. Incomplete country financial data limited a full-fledged cost effectiveness analysis for the period 2010-2014: The evaluation could not find data on expenditures by results for any of the activities developed in Chile. Programs such as the LAC Bureau, the Global Infrastructure Sector, and the Development Agenda, among others provided cost estimates information. Cost estimates and expenditure by results per country will be available in the future with the full implementation of the new Enterprise Resource Planning (ERP) system.

47. The evaluation also found that existing criteria for selecting activities²³ do not provide a good basis for selecting activities in an efficient and sustainable manner. Consequently, 56%²⁴ of WIPO's activities were output rather than outcome and impact oriented. This data indicates that WIPO is not yet investing all its resources in the most efficient manner.

48. For the other 44% of the activities, the evaluation found that WIPO is making efforts in maximizing resource utilization e.g.:

- a) The WIPO Academy and the Copyright Development Division are creating synergies among the regional pool of experts in order to make use of national experts as much as possible;
- b) The IP Office Business Solutions Division in partnership with INAPI has co-financed the installation of IPAS with a reduced number of human resources; and
- c) The Economics and Statistics Division identified synergies with national offices in order to make use of already existing in-country data for the implementation of the Committee on Development and Intellectual (CDIP) 5/7²⁵ Project.

(ii) Are WIPO's clients satisfied with WIPO's work?

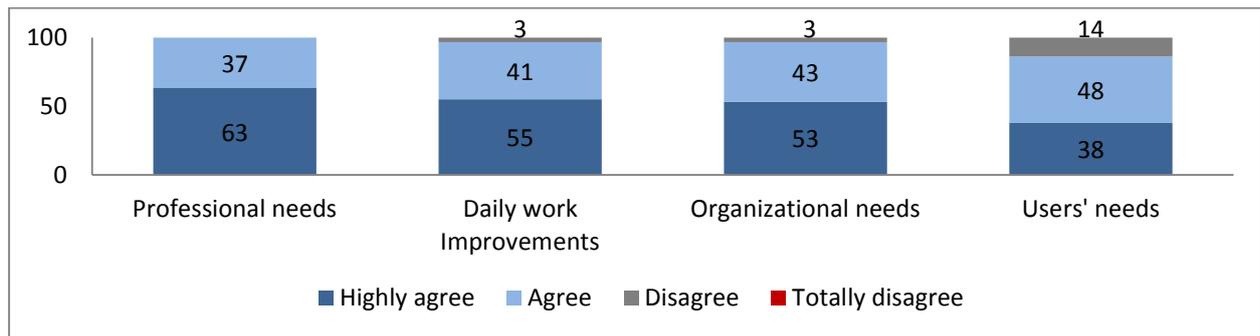
49. When rating the positive added value of WIPO's interventions, 100% of respondents to the survey indicated WIPO's work contributed to their professional needs. Similarly, 96% of the respondents considered WIPO's work contributed to improve their daily work and their organizational needs (96%). (See Graph 4 and Annex 6)

²³ See Page 16 Box 1 for identified WIPO selection criteria for activities

²⁴ The complete list of activities vs sustainability can be found in Annex 7.

²⁵ CDIP/11/INF/4 Intellectual property and socio-economic development country study Chile, CDIP/14/INF/3 Trademarks Squatters: Evidence from Chile, and foreign pharmaceutical patenting.

Graph 4: WIPO’s coordination and partnership perception by stakeholders²⁶



50. About 70% of beneficiaries considered WIPO’s coordination and partnership positive for the achievement of results in WIPO’s goals, as indicated in Graph 5.

(iii) How are WIPO managers monitoring the work?

51. Seventy five per cent²⁷ of WIPO programs implementing activities in Chile are using monitoring tools on a monthly or bimonthly basis. Nonetheless, the Organization does neither have standardized systems for monitoring activities nor designated resources for this purpose.

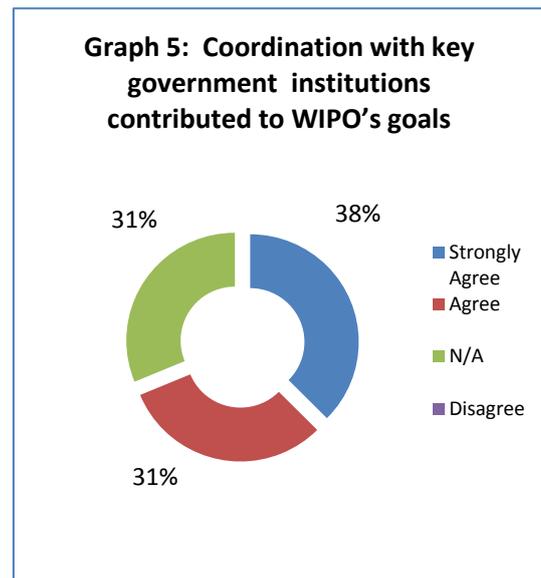
52. The following good practices within and outside WIPO were identified throughout the evaluation process and are included below for learning purposes:

- a) The Copyright Development Division introduced monthly reports as a monitoring tool, as well as capacity building evaluations of how participants apply their newly acquired knowledge in the working place;
- b) The Patent Law Division and the Academy use satisfaction surveys of seminars and workshops, which are key for planning future activities;
- c) Programs working on IP infrastructure monitor their external experts, which helps to diversify knowledge, and bring the knowledge closer to the agency; and
- d) The DDI gathers gender related statistics.

53. Some programs have doubts about the benefit of implementing monitoring tools to trace performance of specific activities since they directly measure the contribution to the expected results through the indicators established in the Program and Budget (P&B).

54. WIPO does not sufficiently explore ways of using monitoring data available from their partners which could reduce the amount of monitoring work done by WIPO, for instance:

- a) Government agencies in Chile request mission reports from their staff members;



²⁶ Source: WIPO/IOD survey of the CPE-Chile

²⁷ Source: WIPO/IOD survey of the CPE-Chile

- b) Other government agencies already prepare monitoring reports for other UN partners; and
- c) INAPI collects data for reporting against the national strategic goals.

55. **Conclusion 3:** WIPO could increase its efficiency levels by making better use of its resources, especially in relation to output oriented activities. The current monitoring of the P&B Key Performance Indicators (KPI) is insufficient for providing valuable information on the achievement of results. (Conclusion linked to Finding 3, Recommendation 1)

(iv) Do WIPO's coordination mechanisms work?

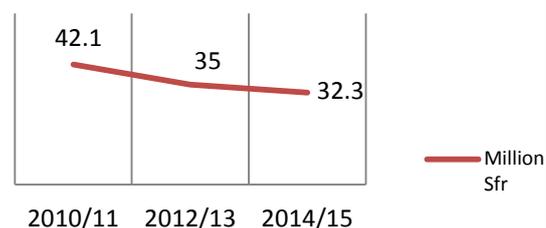
Finding 4: WIPO staff members are satisfied with existing internal coordination systems. For outsiders, it is not clear who in the Organization is acting as a focal point for coordination of activities, which provides a fragmented picture of WIPO to its clients. Collaboration between WIPO and external partners is limited. (Linked to Conclusion 4 and Recommendation 1)

56. The Regional Bureaus and the Copyright Development Division are the main focal point for coordination and development of technical assistance. They are responsible for responding to requests from Member States. Nonetheless, country stakeholders indicated there is an indistinct focal point for coordination of all WIPO activities.

57. Operations with the country rely on personal relations. The government has a clear understanding of the procedure to officially request WIPO's service. Other stakeholders such as universities, private sector, and civil society are unaware of the mechanism for addressing demands to WIPO.

58. The Regional Bureaus and Copyright Development Division resources have continuously decreased since the biennium 2010/11²⁸ (See Graph 6). In order to fulfill their role, they had to intensify collaboration with the various programs, especially when sharing resources and capacities.

Graph 6: Regional Bureaus Budget



59. Some of the key processes valued by those consulted were:

- a) Overall, 87% of interviewed WIPO staff indicated the easy access to information about lessons learned and other experiences;
- b) External stakeholders positively valued the delivery of services by WIPO;
- c) Sixty-nine per cent²⁹ of interviewed staff indicated that their unit's goals were achieved through government partners as shown in Graph 5; and
- d) The excellent collaboration which WIPO has developed with governmental bodies such as INAPI and the DDI, who were involved in the vast majority of activities (71%) undertaken.

²⁸ WIPO Program and Budget Document 2010/11, 2012/13 and 2014/15

²⁹ Source: WIPO survey of the CPE-Chile

60. In terms of improvements stakeholders indicated the following:

- a) The Organization should better coordinate and standardize its operations among units. The common process for requesting a service places the Bureau as the addressee and distributor of requests made by the country to the concerned program. In practice, other activities such as Copyright, the Academy, and the PCT are dealt directly and independently with the Member State; and
- b) More involvement of other stakeholders: Other Ministries and organizations such as Universities, Foundations, and Associations had marginally participated in activities implemented in the country with the support of INAPI, as in the case of the WIPO Summer School and the WIPO University Initiative.

Story 3: Coordination Success

“The Program works closely with the Latin America and the Caribbean (LAC) bureau, and law and legislative unit is always copied for information purposes. The request of services may come either through the LAC bureau or directly to the unit. That is why coordination between us is crucial” (The Brands and Designs Sector)

“The unit keep constant coordination with the bureau, and also usually with patents, trademarks and economics. Whenever we draft a study, it is provided to these departments for revision and comments, so communication is key not to delay the whole process” (The Global Issues Sector)

61. WIPO’s collaboration with other UN Organizations has been limited to interactions within the 16th to 28th edition³⁰ of the Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore (ICG).

62. Otherwise, WIPO has had limited collaboration with other Member States, UN and multilateral organizations working on IP issues in Chile. The evaluation identified IP areas in which some of these potential partners are currently working:

- a) The United States of America (USA) Embassy and the World Bank are implementing activities in the area of innovation, capacity building and Intellectual Property Rights (IPRs) enforcement;
- b) In the field of agriculture, the Food and Agriculture Organization (FAO) is currently working on technological development of rural communities, and in the area of geographical indications. An example of this work is the FAO initiative of SIPAM Chiloé (Globally Important Agricultural Heritage Systems, GIAHS for inventive worldwide agricultural heritage); and
- c) The Ministry of Education has worked with the United Nations Educational, Scientific and Cultural Organization (UNESCO) raising awareness of IP to children. Some of their joint initiatives are with the UNESCO-DDI and The Regional Center for the Promotion of Books in Latin America and the Caribbean (CERLALC) for the creation of a website on IP information for children named “Yo creo, tú creas, ellos crean”. UNESCO has also created a guide of authors’ rights, a guide on copyright law, and a study on “Piracy: current trends and non-legislative measures to counteract it”.

63. WIPO has collaborated with regional counterparts through the organization of regional meetings with institutions such as the Spanish Patent and Trademark Office (OEPM) and the European Patent Office (EPO). This collaboration contributed to set the grounds for a better information sharing system benefiting all the participants.

³⁰ This activity was undertaken by WIPO in collaboration with UNESCO, the World Trade Organization (WTO), FAO and the United Nations Conference on Trade and Development (CNUCD)

64. **Conclusion 4:** The existent discrepancies between external and internal coordination generates miscommunication and limits the continuity of collaboration due to staff turnover rates in the country and in WIPO. The limited collaboration with external partners outside the government impedes the identification of synergies and the multiplying effects of results. (Linked to Finding 4 and Recommendation 1)

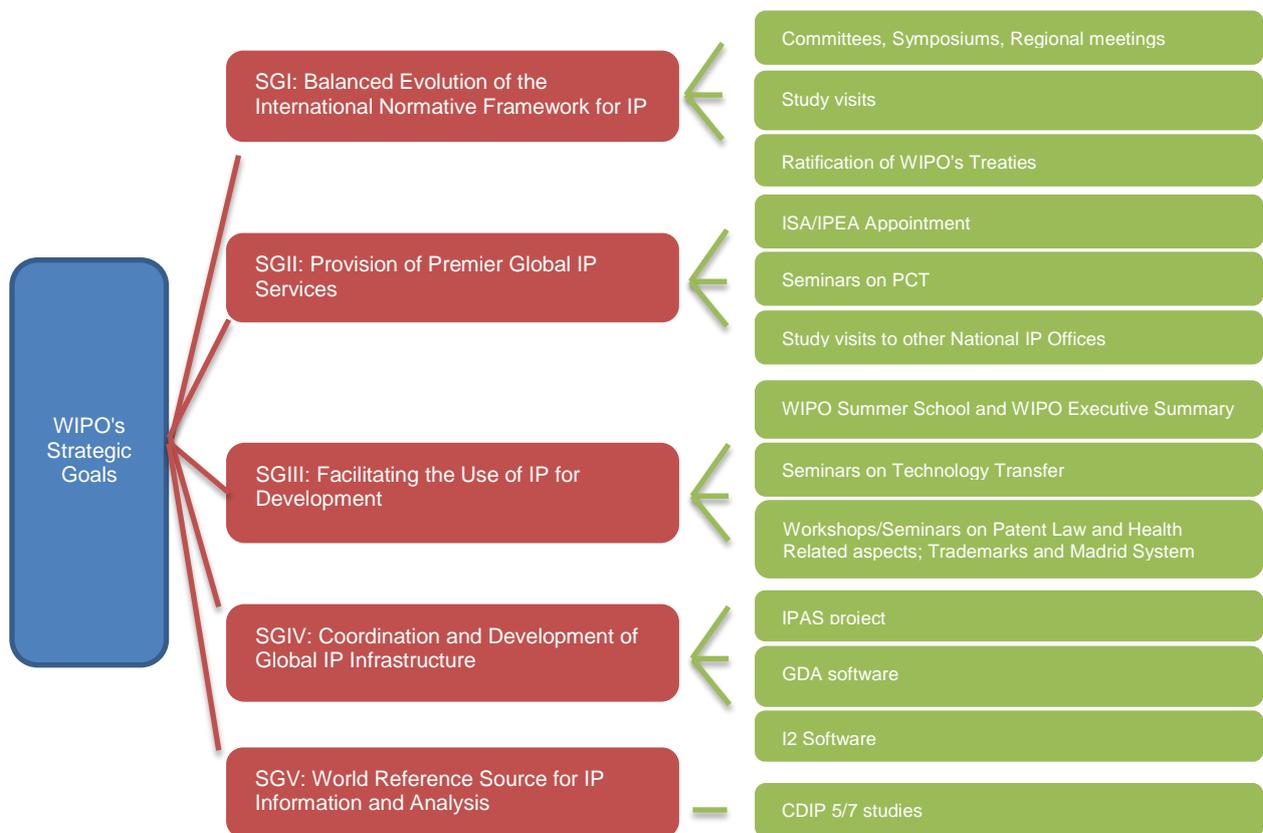
(C) WHAT HAS WIPO ACHIEVED?

Finding 5: Based on the analysis conducted by the evaluation, activities implemented in Chile have partially contributed to the achievement of 5 out of 9 WIPO Strategic Goals. The quality of the country results-based framework for 2010-2014 is inadequate for measuring results beyond the output level. (Linked to Conclusion 5 and Recommendation 3)

65. This section details the main findings and conclusions resulting from the evaluation on the contribution towards the achievement of WIPO’s goals. The evaluation team reconstructed a country results framework based on the in-depth analysis (see Annex 4), since a country framework was not available.

(i) What has been the contribution to WIPO’s strategic goals (see figure 3 below)?

Figure 3: Contribution to WIPO’s Strategic Goals

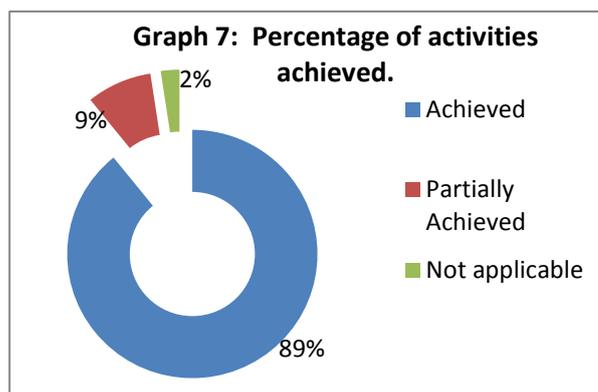


66. WIPO’s mission is “to lead the development of a balanced and effective international intellectual property system that enables innovation and creativity for the benefit of all”. WIPO’s Strategic Goals are designed to contribute towards this mission.

67. In the last four years, the IP system and its level of development have improved and have made a difference to the country.

68. The evaluation team assessed effectiveness for each of the 83 activities reported by the various WIPO units. Results from this assessment are the following (see Graph 7):

- a) Implementation of activities³¹ have partially contributed to 5 out of 9 Medium Term Strategic Goals;
- b) 74 out of 83 activities (89%) have contributed to results achievement and 7 partially contributed (9%); and
- c) Not applicable activities represent interventions for which no information is available (2 activities out of 83).



WIPO’s contribution to Strategic Goal I: Balanced Evolution of the International Normative Framework for Intellectual Property	Partially contributed
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69. While referring to the administration of treaties, stakeholders within the government positively perceive the efforts WIPO makes towards encouraging countries to ratify treaties.

70. WIPO has supported Chile’s participation in various committee meetings in order to:

- a) Increase the understanding of the international normative IP framework;
- b) Facilitate engagement of Chile to reach agreements on legislative and practical measures in areas of common interest; and
- c) Adjust to the existing international IP framework.

71. Chile joined five Treaties within the period covered by the evaluation with a recognized significant WIPO contribution (see Annex 1).

72. The evaluation has found evidence for the need to maintain WIPO’s efforts to support Chile in the implementation of treaties, such as those regarding copyrights, and appellations of origin, among others.

73. Civil society stakeholders indicated that in their views WIPO has not assisted the country in balancing its normative framework. In their views, WIPO’s major aim was to increase the number of signatory countries to its treaties without sufficiently clarifying their rights and obligations. They also highlighted that WIPO, as an international IP authority should monitor national compliance with international treaties, as other international organizations do.

WIPO’s contribution to Strategic Goal II: Provision of Premier Global IP Services	Partially contributed
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74. The LAC Bureau and the Global Infrastructure Sector have contributed to increase the effective use of the IP services by:

- a) Supporting the country in reducing the backlog and increasing the efficiency of the IP registration system; and

³¹ The full list of activities carried out during the period covered by the evaluation is included as Annex 5.

b) Supporting the modernization and nomination of INAPI as ISA/IPEA. The appointment, as well as the country's strategic location, will boost the interest in the use of the PCT in Chile and the region. The government's aim to turn Chile into a regional hub for innovation has contributed to enhance the PCT strategy.

75. The National Industrial Property Office (INAPI) has evolved since 2009 from a Department of Industrial Property within the Ministry of Economics to a government agency with approximately 180 staff members. The nature of the support provided allowed INAPI to become a state of the art International Search Authority/ International Preliminary Examining Authority in the Region. Not all this success would have been possible without the support of the LAC Bureau, the Global Infrastructure Sector among other WIPO programs.

76. The WIPO Secretariat in partnership with the Government of Chile has played a very important role in the modernization of the institutional framework of the national Industrial Property system. The government commitment towards making INAPI a regional success provides the basis for replication in other countries and regions.

77. WIPO has also assisted INAPI and DDI in building their capacities through technical assistance.

78. Some stakeholders indicated the following limitations:

- a) WIPO does disclose IP information but current dissemination strategies are insufficient for enabling technology transfer;
- b) Services provided to end-users are not always user-friendly and in accordance with national conditions, especially regarding language (see Story 2 under Relevance Section); and
- c) They are not fully aware of the existence of WIPO's services in other areas such as geographical indications, patent data bases services, IP advice services, among others. WIPO has not fully explored the existing potential for increasing demand at national level yet.

WIPO's contribution to Strategic Goal III: Facilitating the Use of IP for Development	Partially Contributed
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79. The WIPO Academy, including the WIPO Summer School, has contributed to:

- a) Facilitating the use of IP for development by building the national IP capacities. In INAPI alone, around 180 staff members have been trained through a WIPO Academy activity and reported use of skills acquired;
- b) The exchange of in-depth knowledge on IP matters;
- c) The exchange of experience among experts from other fields related to IP, both at the national and the international level; and
- d) Better networking among IP experts. After the WIPO Summer School, students initiated an online network to share their IP experiences and knowledge.

80. Even though some work was initiated as part of the WIPO University Initiative³², no results have been achieved yet. The initiative has been inactive during 2014. The evidence indicates

³² <http://www.wipo.int/uipc/en/>

that internal constraints in WIPO were the main cause of blocking the implementation of the initiatives in the field. The support provided to universities and civil society including end-users has been limited due to the following:

- a) Changes in WIPO management: The Department in charge of SMEs and Innovation within WIPO has undergone several structural changes over the years, the most recent one in 2014. This instability has affected the work in this area and limited the impact at the national level;
- b) Lack of communication partly due to WIPO’s internal transfers; and
- c) Evolving needs of identified institutions.

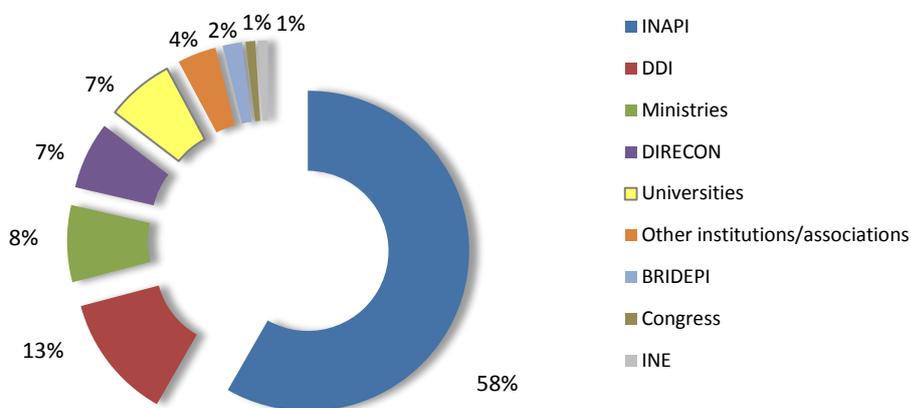
81. Universities working on IP issues are key channels for technology transfer and commercialization in Chile. The government has developed several programs such as CORFO aiming to support innovation and technology transfer. Whereas the government is working in this area, WIPO could intensify its support to the government and individual end-users of the IP system in order to make IP work for development.

Box 2: Identified course proposals

1. *Advanced course on Patent request drafting*
2. *Advanced course on search strategies for examiners*
3. *Trademark case studies*
4. *Advanced online course (general)*
5. *Training on genetic resources at national level (through international seminars)*
6. *Additional trainings on geographical indications*
7. *Capacity building programs on patent in the pharmaceutical field*

82. Graph 8 presents the support delivered to different stakeholders. WIPO’s support has mainly focused on the IP registration system and its related activities. WIPO implemented 58% of its activities in Chile in collaboration with INAPI. This contrasts with a reduced amount of activities in the area of copyright, global issues, and facilitating the access to the IP system to individual inventors, among others.

Graph 8: WIPO’s support delivered to different stakeholders



83. Chile’s current capacity to provide services to other IP offices and institutions in the region is an indicator of success both for the country and the region. This south-south cooperation is one of the current main goals of the LAC Bureau and the Copyright Development Sector, which aims at enabling the sustainability and development of regional IP systems.

Contribution to WIPO's Strategic Goal IV: Coordination and Development of global IP infrastructure	Partially contributed
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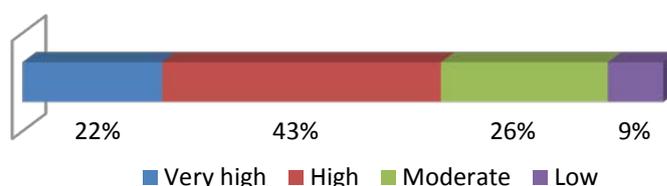
84. IPAS related activities done in partnership with INAPI have contributed to WIPO's Strategic Goal IV and increased INAPI's efficiency levels in the operations and services they provide to users as evidenced by:

- a) Reduced pendency times, and reduced backlogs at INAPI;
- b) Increased number of trademark registrations online (70% of all trademark registrations are done online);
- c) Abolition of the manual digitization work which has led to better use of INAPI's human resources;
- d) Decreased time required for application and registration of patents; and
- e) Improved electronic management of applications.

85. Identified key success factors were the following:

- a) Commitment and support of INAPI, who sourced funding from donor agencies and committed its own resources to the development of on-line services;
- b) The urgent need and timely support of the Global Infrastructure Sector: WIPO initiated the implementation of the IPAS project when INAPI was having serious difficulties with the implementing an old registration system;
- c) The technical support provided by WIPO and the expertise of consultants.

Graph 9: Perception on IPAS service (more details can be found in Annex 6)



86. IPAS capacity building activities undertaken are positively rated. Contents, instructors, and timing of the trainings were also positively valued. Additional measures to take into consideration are:

- a) The need to increase the number of trainings of an advanced level, either online or as residential courses; and
- b) IPAS incident management services work with a ticketing system to manage the response of WIPO focal points and the Geneva-based support team. The country stakeholders consulted are concerned that the language difference and translations required for communication with the Geneva-based support team would present a limitation to the efficient response to a problem and affect the end users of the IPAS system, apart from the possible difficulties that could result from the geographical

distance. However, the WIPO focal point is always appointed taking into account the appropriate language skills to manage the communications between the IP office and the Geneva-based support and development teams."

87. Users of the IP system highlighted the following:

- a) While most processes can be automatized, a certain level of flexibility could make the system more effective, especially for cases requiring more detailed legal analysis;
- b) There should be a better balance between the automation and direct client support. The new technology has brought several benefits but it has also come with less direct support to clients. Users of the IP system were of the view that more direct advice is needed in order to improve the understanding of the patent registration system, especially in a country with a reduced number of users of the patent registration system;
- c) Examiners are not always familiar with the technicalities presented in applications, which affect the quality of the examination reports;
- d) The existence of IT experts dedicated to customize the IPAS and GDA system according to the institutional needs facilitated the implementation process;
- e) BRIDEPI was very satisfied with the provision of the I2B Software. However, there was no agreement on the continuation of this type of support. Currently the software is considered outdated; and
- f) WIPO provided DDI the GDA system. Even though the system had some limitations, it did fulfill the needs of a small copyright office. Until now, it is not clear to the users why WIPO decided to end the provision of this service.

WIPO's contribution to Strategic Goal V: World Reference Source for IP Information and Analysis	Partially Contributed
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88. WIPO's economics studies have increased availability of accurate and up-to-date IP information and analysis that are responsive to the needs of stakeholders.

89. Stakeholders rated positively the economic studies within the CDIP 5/7 projects. Outcomes of the main study CDIP/11/INF/4 have been used to influence policy modification at the Congress level. It has also improved the visibility of IP in Chile by increasing the focus of policies (such as entrepreneurship and innovation policies) in the area of IP.

90. Stakeholders from Universities have also positively valued other technical studies conducted by WIPO. While presenting an in-depth technical content, the common absence of national experts' engagement has been highlighted.

91. All stakeholders interviewed during the evaluation process indicated the benefit of WIPO studies, which bring general knowledge of the international momentum in the area of IP, for their daily work through citations, case studies (mainly in the case of Universities) and preparation of laws (Ministry of Economy). However they indicated the following limitations:

- a) Search and retrieve functions on the WIPO public website: Users are unable to retrieve information until they are previously informed about its existence;
- b) WIPO has yet to be recognized by the IP community as the key source of expertise through better and wider dissemination of studies, IP information, and global data bases to the end-users;

- c) Highly technical communication style was seen as a barrier for immediate action by stakeholders; and
- d) The structure, classification of information and services on the WIPO website could be user friendlier e.g. information could be classified by user groups.

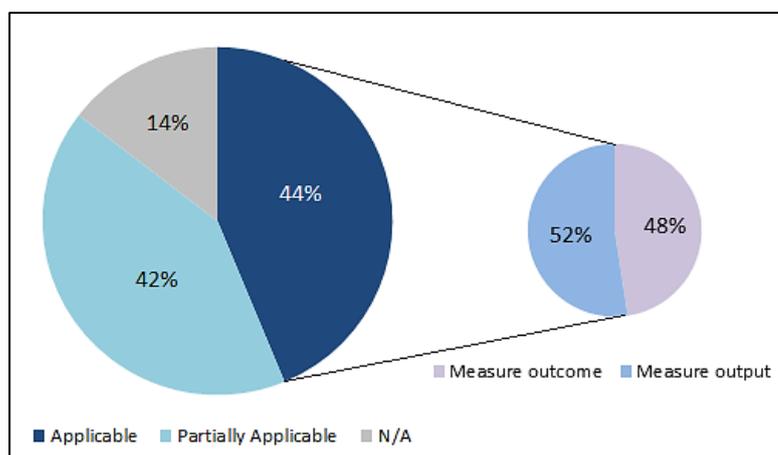
(ii) What else do we need to do to achieve more?

92. Even though 89% of the activities contributed to results achievement, the deeper effectiveness analysis of the country results-based framework³³ conducted by the evaluation team reveals that:

a) 21 out of the total of 48 indicators (44% as illustrated in Graph 10) are SMART³⁴,

b) 20 out of 48 indicators (42% as per Graph 10) partially measure performance of activities since they present deficiencies, such as being broadly formulated and not being easily measurable (e.g. *% of participants in WIPO workshops who apply the skills learned in their work/enterprise*); and

c) 7 out of 48 indicators (14% as per Graph 10) are not useful to measure level of performance of activities.



93. At the level of measurement of achievement of expected results and/or Strategic Goals, the effectiveness analysis reveals the following:

a) Only 10 out of the 21 (48%) SMART performance **Graph 10: Quality of indicators** regarding the achievement of Strategic Goals (outcome),

b) The remaining 11 SMART indicators (52%) provide information up to the accomplishment of expected results (output), which leads to the impossibility of setting clear causal linkages in the process of achieving Strategic Goals. Staff perception is that WIPO's intervention can only be assessed at the level of immediate results, since many other factors influence the achievement of goals and impact, which falls out of the scope of WIPO's interventions.

94. Moreover, the indicators analysis conducted through the evaluation process shows that targets remain static over the years, even after they were achieved, e.g.: "*number of offices using better IP infrastructure*", where the target was constant over two biennia³⁵, even after achieving the expected result.

95. All the above-mentioned impacts the country results-based framework the following way:

Graph 11: Logic sequence in the results-based framework

³³ See Annex 4

³⁴ SMART: Specific, Measurable, Achievable, Relevant, and Time bound

³⁵ Source: PPR 12/13, PPR 14/15

- a) Measuring achievement of expected results is not possible for 40% of activities since existing indicators do not provide enough information. Graph 11 includes an example of a randomly selected activity, whose indicator does not bring the necessary and sufficient data to measure the achievement of the expected result³⁶; and
- b) Six activities have been implemented without a clear link to their Program expected results.

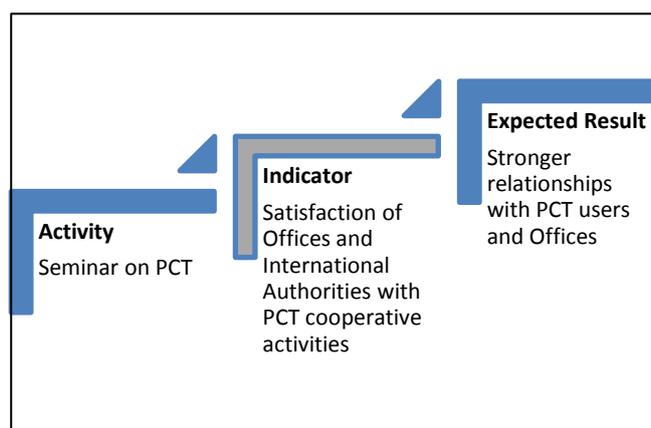
96. The Validation of the Program Performance Report for 2012/2013³⁷ has identified similar issues and has already issued a recommendation on implementing “a *quality assurance process of the Program Performance Framework during the 2014/2015 biennium*”.

97. **Conclusion 5:** The work undertaken in Chile has partially contributed to WIPO’s strategic objectives. Existing deficiencies in the country results-based framework limits the measurement of results (outputs) and outcomes achievement, which hinders strategic decision making to address country needs. (Linked to Finding 5 and Recommendation 3)

Recommendation 3

The Regional Bureaus in collaboration with each program and country partners should ensure that future country plans are developed with results-based frameworks and clearer linkages between activities, outputs and outcomes through SMART indicators

Priority Level: High (Linked to Finding 5 and Conclusion 5)



³⁶ Source : P&B 2012-2013

³⁷ Reference: VALID 2014-01

(D) WHAT REMAINS AT THE END?

Finding 6: The implementation of activities without considering their medium and long term results, the absence of in country service level agreements and of exit strategies have reduced the capacity of WIPO's interventions to become self-sustainable over time. The unlimited provision of services is not accompanied by long term financial planning. (Linked to Conclusion 6 and Recommendation 4)

98. This section illustrates main findings and conclusions concerning WIPO's partners' viability and capacity to maintain introduced activities and infrastructure once WIPO withdraws its support. The findings are:

- a) The majority of WIPO's interventions (56%) have been activities developed at the demand of Chile; isolated interventions without a formalized continuation strategy (see Annex 7). Through consultations, the evaluation has identified that 44% of the activities carried out included a sustainability component.
- b) Due to the nature of normative work discussions, the 56% of activities included participations of Member States to Committee Meetings that will continue to be financed by WIPO, as part of their commitment to the countries. Therefore, the sustainability aspect on these activities has not been considered.
- c) Stakeholders and WIPO have not yet agreed on how to make interventions sustainable over time;
- d) Partners roles and responsibilities are unclear in sustaining the activities to maintain their effects and be able to replicate them;
- e) Even though WIPO does have a general Cooperation Agreement with INAPI, more detailed Service Level Agreements or similar agreements with clearer terms, conditions and exit strategies is not a standardized practice within WIPO. In the case of IPAS, a SLA proposal was made but was not accepted by the countries;
- f) Appropriate exit strategies and the duration of knowledge transfer processes have yet to be included in WIPO's service level agreement (SLA) specially for infrastructure and capacity building programs, among others;
- g) In some cases, the provision of services is continuous, only reducing the intensity on the level of support over time. However, according to P&B 14-15: *"programs of technology and innovation support centers (TISCs), IPAS, WIPOCOS and the summer schools need to become, ultimately, self-sustaining. This will liberate resources that can, in turn, be applied to other countries that have not yet benefited from those Programs (and the demand on the part of such other countries is high)."* This principle remains to be implemented;
- h) There is an unclear situation concerning the future work under the IPAS project at the national IP institute, particularly in the area of IPAS incident management, knowledge transfer and its sustainability;

Story 4: Why are some of our activities not sustained over time?

GDA deployment, which was being successfully conducted, ended abruptly. After a notification letter, WIPO provided the software source code and relevant documentation to DDI. However, in country officials did not have the technical know-how to modify the WIPO software in order to customized it accordingly. In view of this situation, the software might need to be replaced otherwise it will get outdated.

- i) Activities implemented without clear SLA do some times end abruptly not only leaving the partners without option but also damaging the reputation of WIPO as in the case of GDA (see story 4 above); and
- j) Capacity building is internally considered to ensure sustainability by itself and the evaluators did not identified inclusion of sustainability criteria as part the country results' framework...

99. **Conclusion 6:** The inexistence of service level agreements and exit strategies negatively affect the viability of sustainable interventions. Knowledge transfer is crucial to ensure user's autonomy once main activities finalized. Despite the financial obligations and commitment that service level agreements imply to the Organization³⁸, these are required to guarantee sustainability and accountability once WIPO withdraws its support. (Linked to Finding 6 and Recommendation 4)

Recommendation 4:

The Office of the Legal Counsel should ensure that Service Level Agreements between WIPO and government institutions, as prepared and submitted by the substantive sectors, include:

- a) Clear exit strategies and shared responsibilities adapted to the different types of services;
- b) Business continuity plans specifying the contribution of each partner;
- c) For all IP infrastructure service level agreements, a "license agreement" should be included specifying the requirements for software modification and conditions;
- d) For all knowledge transfer services, the duration of such services should be specified; and
- e) The conditions on the provision of incident management services should be specified and its cost should be included in future Program and Budget Documents.

Priority Level: High (Linked to Finding 6 and Conclusion 6)

³⁸ As per internal comments to recommendation 2 - Thailand CPE

ACKNOWLEDGMENT

IOD wishes to thank the Chilean government institutions for all its support and valuable contributions during this evaluation. We also thank you all relevant members of staff for their assistance, cooperation and interest during this assignment.

Prepared by: Mrs. Julia Engelhardt - Senior Evaluator, Ms. Patricia Vidal - Associate Evaluator and Mr. Salvador Bustamante - Associate Evaluator

Reviewed by: Mr. Claude Hilfiker - Head of the Evaluation Section and Mr. Marco Morales - National IP Expert

Approved by: Mr. Thierry Rajaobelina, Director IOD

4. TABLE OF RECOMMENDATIONS

Recommendation #	Responsible unit/manager	Deadline for implementation	Management comment and action plan
<p>Recommendation 1</p> <p>The Development Sector should develop an organization wide country plan in coordination with WIPO's programs and the country's coordination focal point and before initiation of the planning cycle:</p> <ul style="list-style-type: none"> a) Inform Chile about WIPO's priorities for the country. These should consider the needs and priorities of end-users, including those identified in this report, in collaboration with the country partners; b) Promote participatory processes among the various national IP key players or through the respective coordination focal point; c) Apply the DA principles of "Cluster A on all technical assistance and capacity building" and "B on norm-setting, flexibilities, public policy and public domain" to all WIPO activities; d) Identify synergies in collaboration with WIPO's substantive program and key country stakeholders including UN, multilateral and donor potential partners working in the country; and e) Set up clear selection criteria, including relevance and sustainability aspects, for the provision of services. <p>Priority Level: High (Linked to Finding 1 and conclusion 1)</p>	<p>Mr. Mario Matus DDG, Development Sector</p>	<p>Before the end of 2015</p>	<p>In order to address Recommendation 1, the Development Sector through the Latin American and the Caribbean Bureau (LAC Bureau) will implement the following actions:</p> <p>Actions: the LAC Bureau will develop a wide country plan for Chile which will include all planned cooperation activities to take place in the country during 2015. For this purpose, the LAC Bureau will further engage in consultations with WIPO's relevant programs and the country's coordination focal point, namely, the Permanent Mission of Chile in Geneva. The preparation of the wide country plan will be based on the formal request for cooperation activities already submitted by H.E. Hector Casanueva, Ambassador, Permanent Mission of Chile in Geneva. The wide country plan will incorporate each of the aspects referred in Recommendation 1 points a), b), c), d) and e), and will guide the activities scheduled to take place in country during the period concerned.</p> <p>Estimated date of implementation: following consultations with the Permanent Mission of Chile and WIPO substantive sectors, it is expected that country plan will be finalized by March 2015. The wide country plan for the next cycle 2016 will be finalized by December, 2015.</p>

Recommendation #	Responsible unit/manager	Deadline for implementation	Management comment and action plan
			<p>Responsible: Mr. Juan Antonio Toledo, Senior Director, Mr. Victor M. Guízar, Project Officer, LAC Bureau.</p>
<p>Recommendation 2</p> <p>In accordance with WIPO's Policy on Gender Equality³⁹, the Development Sector, in coordination with Program Managers of the substantive programs and WIPO's Gender and diversity specialist, should ensure that country plans:</p> <p>a) Include activities contributing to facilitate equal access to the IP system for men and women and reducing existing inequalities; and</p> <p>b) Identify synergies and implement joint activities with institutions working on gender issues in the IP area.</p> <p>Priority Level: High (Linked to Finding 2 and Conclusion 2)</p>	<p>Mr. Mario Matus DDG, Development Sector</p>	<p>Before the end of 2015</p>	<p>To attend Recommendation 2, the LAC Bureau will implement the following actions:</p> <p>Actions: in line with WIPO's Policy on Gender Equality (Office Instruction No. 47/2014) the LAC Bureau will ensure that the wide country plan for Chile includes activities aimed at reducing the inequality in the access to IP between men and women, and will seek the implementation of joint activities with institutions working on gender issues in the IP area.</p> <p>To achieve this objective, the LAC Bureau will work together with the Permanent Mission of Chile and WIPO relevant sectors during the planning cycle as well as during the implementation of the activities.</p> <p>Estimated date of implementation: all year.</p> <p>Responsible: Mr. Juan Antonio Toledo, Senior Director, Mr. Victor M. Guízar, Project Officer, LAC Bureau.</p>

³⁹ Policy on Gender Equality³⁹, defined in Office Instruction No. 47/2014

Recommendation #	Responsible unit/manager	Deadline for implementation	Management comment and action plan
<p>Recommendation 3</p> <p>The Regional Bureaus in collaboration with each program and country partners should ensure that future country plans are developed with results-based frameworks and clearer linkages between activities, outputs and outcomes through SMART indicators</p> <p>Priority Level: Very high (Linked to Finding 5 and Conclusion 5)</p>	<p>Mr. Mario Matus DDG, Development Sector</p>	<p>Before the end of 2015</p>	<p>To address Recommendation 3, the LAC Bureau will implement the following actions:</p> <p>Actions: during the preparation of the wide country plan above mentioned, the LAC Bureau will ensure that it is results-based with clearer linkages between activities, outputs and outcomes through SMART indicators.</p> <p>Estimated date of implementation: March 2015 for cycle 2015, and December 2015 for cycle 2016.</p> <p>Responsible: Mr. Juan Antonio Toledo, Senior Director, Mr. Victor M. Guízar, Project Officer, LAC Bureau.</p>
<p>Recommendation 4:</p> <p>The Office of the Legal Counsel should ensure that Service Level Agreements between WIPO and government institutions, as prepared and submitted by the substantive sectors, include:</p> <ul style="list-style-type: none"> a) Clear exit strategies and shared responsibilities adapted to the different types of services; b) Business continuity plans specifying the contribution of each partner; c) For all IP infrastructure service level agreements, a “license agreement” should be included specifying the requirements for 	<p>Mr. Edward Kwakwa, Office of the Legal Counsel</p>	<p>Before the end of 2015</p>	<p>Action: The OLC will ensure, on a continuous basis, that all Service Level Agreements submitted to their office comply with recommendation 4 of this report.</p> <p>Estimated date of implementation: starting 2015 and on a continuous basis.</p> <p>Responsible: Mr. Edward Kwakwa and Mr. Denis Cohen.</p>

Recommendation #	Responsible unit/manager	Deadline for implementation	Management comment and action plan
<p>software modification and conditions;</p> <p>d) For all knowledge transfer services, the duration of such services should be specified; and</p> <p>e) The conditions on the provision of incident management services should be specified and its cost should be included in future Program and Budget Documents.</p> <p>Priority Level: High (Linked to Finding 6 and Conclusion 6)</p>			

ANNEXES

Annex 1.	Membership of WIPO Treaties, Agreements and Conventions
Annex 2.	List of stakeholders consulted
Annex 3.	Key stakeholders' priorities identified during the evaluation
Annex 4.	Country results-based framework
Annex 5.	Survey to WIPO Staff
Annex 6.	Survey to Users
Annex 7.	Implemented activities vs sustainability

ANNEX 1: MEMBERSHIP OF WIPO TREATIES, AGREEMENTS AND CONVENTIONS

Berne Convention for the Protection of Literary and Artistic Works (1970)
Agreement between the United Nations and the World Intellectual Property Organization (1974)
Rome Convention for the Protection of Performers, Producers of Phonograms and Broadcasting Organizations (1974)
Convention Establishing the World Intellectual Property Organization (1975)
Convention for the Protection of Producers of Phonograms Against Unauthorized Duplication of Their Phonograms (1977)
Nairobi Treaty on the Protection of the Olympic Symbol (1983)
Paris Convention for the Protection of Industrial Property (2002)
WIPO Performances and Phonograms Treaty (2002)
WIPO Copyright Treaty (2002)
Patent Cooperation Treaty (2009)
Trademark Law Treaty (2011)
Brussels Convention Relating to the Distribution of Programmed-Carrying Signals Transmitted by Satellite (2011)
Budapest Treaty on the International Recognition of the Deposit of Micro-organisms for the Purpose of Patent Procedure (2011)
Beijing Treaty on Audiovisual Performances (Signed June 26, 2012)
Marrakesh Treaty to Facilitate Access to Published Works for Persons Who Are Blind, Visually Impaired or Otherwise Print Disabled (Signed June 28, 2013)

ANNEX 2: STAKEHOLDERS CONSULTED

#	STAKEHOLDER NAME	FUNCTION	DEPARTMENT/ ORGANIZATION
Administration and Management Sector			
1	Ms. Maya Bachner	Director	Program Performance and Budget Division
Brands and Designs Sector			
2	Mr. Marcus Höpperger	Director	Law and Legislative Advice Division
3	Ms. Betty Berendson	Senior Information Officer	Information and Promotion Section
Culture and Creative Industries Sector			
4	Ms. Michelle Woods	Director	Copyright Law Division
5	Ms. Geidy Lung	Senior Counsellor	Copyright Law Division
6	Mr. Simon Ouedraogo	Deputy Director and Senior Advisor	Copyright Infrastructure Division
7	Ms. Lorena Bolaños	Senior Program Officer	Copyright Development Division
Development Sector			
8	Mr. Juan Antonio Toledo Barraza	Senior Director	Regional Bureau for Latin America and the Caribbean
9	Mr. Oswaldo Girones Jordá	Counsellor	Regional Bureau for Latin America and the Caribbean
10	Mr. Victor Guizar López	Project Officer	Regional Bureau for Latin America and the Caribbean
11	Ms. Neema Nyerere Drago	Senior Program Officer	Regional Bureau for Africa
12	Mr. Irfan Baloch	Director	Development Agenda Coordination Division
13	Mr. George Ghandour	Senior Program Officer	Development Agenda Coordination Division
14	Mr. Marcelo di Pietro Peralta	Director	Office of the Director of the Academy
15	Ms. Karen Lee Rata	Head	Academic Institutions and Executive Program
Economics and Statistics			
16	Mr. Carsten Fink	Chief Economist	Economics and Statistics Division
17	Mr. Julio Raffo	Senior Economic Officer	Economics Section
Global Infrastructure Sector			
18	Mr. William Meredith	Director	IP Office Business Solutions Division
19	Mr. Paulo Agostinho	Project Manager	IP Office Business Solutions Division
20	Ms. Beatriz Amorim	Deputy Director	WIPO Brazil Office
21	Mr. Gabriel Berlicki Lorenzo	Data Administrator	Project Deployment Section
22	Mr. Yee Moon Andrew Tu	Senior Deployment and Business Support Manager	Product Development Section
Global Issues Sector			
23	Mr. Nuno Pires de Carvalho	Director	Intellectual Property and Competition Policy Division

#	STAKEHOLDER NAME	FUNCTION	DEPARTMENT/ ORGANIZATION
24	Mr. Jude Perera	Counsellor	Office of the Deputy DG (GIS)
Human Resources Management Department			
25	Ms. Kaori Saito	Gender and Diversity Specialist	Human Resources Management Department
Innovation and Technology Sector			
26	Mr. Philippe Baechtold	Acting Director	PCT Operations Division
27	Mr. Rolando Hernández	Head	PCT International Cooperation Division Offices Services Section
28	Mr. Marco Aleman	Acting Director	Patent Law Division
29	Mr. Ewald Glantschnig	Head	Budapest Treaty Section
30	Mr. Claus Matthes	Director	PCT Business Development Division
31	Mr. Thomas Marlow	Policy Officer	PCT Business Development Division
32	Mr. Paul Halfpenny	Counsellor	Office of the Assistant Director General (GIS)
33	Ms. Giulia Ragonesi	Assistant Legal Officer	Legislative and Policy Advice Section
34	Ms. Lien Verbauwhede	Senior Program Officer	Small and Medium-Sized Enterprises (SMEs) Section
35	Ms. Olga Spasic	Head	Innovation Structures Section
36	Ms. Patricia de Paula Freitas Simao Sartorius	Program Officer	Innovation Structures Section
37	Ms. Elnara Novruzova	Head	Administrative Support Section
Stakeholders consulted in Chile			
38	Mrs. Marcela Paiva	Counselor	Permanent Mission of Chile to the WTO
39	Ms. Luz Sosa	Head	Intellectual Property Department General Directorate of International Economic Relations
40	Ms. Paulina Nazal	Director	Intellectual Property Department General Directorate of International Economic Relations (DIRECON)
41	Mr. Martin Correa	Head Intellectual Property Department	Intellectual Property Department General Directorate of International Economic Relations (DIRECON)
42	Mr. Felipe Ferreira	Legal Counselor	Intellectual Property Department General Directorate of International Economic Relations (DIRECON)
43	Ms. Tatiana Larredonda	Counselor	Intellectual Property Department General Directorate of International Economic Relations (DIRECON)
44	Mr. Maximiliano Santa Cruz	National Director	National Institute of Industrial Property (INAPI)
45	Mr. Sergio Escudero	Head, Department of International and Public Policies	National Institute of Industrial Property (INAPI)
46	Mr. Álvaro González López	Deputy Director of Operations	National Institute of Industrial Property (INAPI)
47	Ms. Carolina Belmar	Head, Trademarks Department	National Institute of Industrial Property (INAPI)
48	Mr. Esteban Figueroa	Head, Patents Department	National Institute of Industrial Property (INAPI)

#	STAKEHOLDER NAME	FUNCTION	DEPARTMENT/ ORGANIZATION
49	Mr. Octavio Montecinos	Head, TIC-IT Department	National Institute of Industrial Property (INAPI)
50	Ms. María José García	Head, Knowledge Transfer Department	National Institute of Industrial Property (INAPI)
51	Ms. Lorena Mansilla	Encargada del Departamento Jurídico de Marcas.	National Institute of Industrial Property (INAPI)
52	Mr. Cristóbal Jara	Chief of Staff	
53	Ms. Loreto Trejo	Coordinator, Oposiciones y nulidades	National Institute of Industrial Property (INAPI)
54	Mr. Jorge Labbé	Coordinator, Exámenes de Fondo	National Institute of Industrial Property (INAPI)
55	Ms. Claudia Paredes	Coordinator, Exámenes de Forma	National Institute of Industrial Property (INAPI)
56	Ms. Gabriela Alegría	Coordinator, Marcas Registradas	National Institute of Industrial Property (INAPI)
57	Mr. Juan Marcelo Valencia	Departamento de gestión y control de procesos	National Institute of Industrial Property (INAPI)
58	Mr. Darío Sánchez	Head, Calidad de los Servicios	National Institute of Industrial Property (INAPI)
59	Mr. Javier Heresi	Head, Gestión Documental	National Institute of Industrial Property (INAPI)
60	Mr. Carlos Rodríguez	Professional, Estrategia Institucional	National Institute of Industrial Property (INAPI)
61	Ms. Eileen Frodden	Professional, Internacional y Políticas Públicas	National Institute of Industrial Property (INAPI)
62	Ms. Pilar Trivelli	Professional, Internacional y Políticas Públicas	National Institute of Industrial Property (INAPI)
63	Ms. Denis Pérez	Lawyer, Internacional y Políticas Públicas	National Institute of Industrial Property (INAPI)
64	Mr. Felipe Welch	Engineer	National Institute of Industrial Property (INAPI)
65	Mr. Ernesto Manríquez	Head, Examen de patentes	National Institute of Industrial Property (INAPI)
66	Ms. Mónica Reyes	Head, Departamento jurídico de patentes	National Institute of Industrial Property (INAPI)
67	Ms. Viviana Sepúlveda	Patent Examiner	National Institute of Industrial Property (INAPI)
68	Ms. María Pilar Rivera	Professional, PCT	National Institute of Industrial Property (INAPI)
69	Mr. Henry Crew	Head, PCT Department	National Institute of Industrial Property (INAPI)
70	Ms. Carolina Maldonado	Trademarks Examiner	National Institute of Industrial Property (INAPI)
71	Ms. Alejandra Osorio	Professional, Subdirección jurídica	National Institute of Industrial Property (INAPI)
72	Ms. Raúl Hormazábal	Patent Examiner	National Institute of Industrial Property (INAPI)
73	Ms. Liliana Quezada	Civil Servant, Operations	National Institute of Industrial Property (INAPI)
74	Ms. Tatiana Tobar Aravena	Head, Pharmaceutical Politics and Medical professions Department	Ministry of Health
75	Ms. Aisen Etcheverry	Counselor, Innovation	Ministry of Economy

#	STAKEHOLDER NAME	FUNCTION	DEPARTMENT/ ORGANIZATION
		Department	
76	Ms. Magdalena Fernández	Lawyer	Ministry of Education
77	Mr. Claudio Ossa	Head	Department of Intellectual Property
78	Mr. Jose Cortez	Lawyer	Department of Intellectual Property
79	Ms. Carla Foitzick	Lawyer	Consejo Nacional de la Cultura y de las Artes (CNCA)
80	Mr. Jorge Mahú Baeza	Director	Sociedad Chilena del Derecho de Autor
81	Ms. Bárbara Negrón	Executive Director	Unión Nacional de Artistas
82	Mr. Marco Arellano	President	IP Tribunal
83	Ms. Marta Araya	Lawyer	IP Tribunal
84	Ms. Esperanza Silva	President	ChileActores
85	Ms. José Ochoa	President	Asociación de Inventores de Chile
86	Mr. Leandro Ramos	Inventor	Asociación de Inventores de Chile
87	Mr. Nelson Jesus Silva Comte	Inventor	Asociación de Inventores de Chile
88	Mr. Chistian Raab Camalez	Inventor	Asociación de Inventores de Chile
89	Mr. Gonzalo Sánchez	President	Fundación Hacer Chile
90	Ms. María José Arancibia	Lawyer	Fundación Hacer Chile
91	Mr. Hernán Gómez	President	Asociación Nacional de Peritos de Propiedad Industrial
92	Mr. Cristóbal Porzio	President	Asociación Chilena de la Propiedad Intelectual (ACHIPI)
93	Mr. Santiago Ortúzar	Board Member	Asociación Chilena de la Propiedad Intelectual (ACHIPI)
94	Ms. Loreto Bresky	Board Member	Asociación Chilena de la Propiedad Intelectual (ACHIPI)
95	Mr. Ernesto Ramírez	President	Club de Inventores de Chile
96	Ms. Carmen Flores Ramos	Representative AG Pymes	Club de Inventores de Chile
97	Mr. Daniel Álvarez	Professor	Universidad de Chile - Centro de Estudios de Derecho Informático (CEDI)
98	Ms. Marcela Ríos	Lawyer	Laboratorio Chile
99	Mr. Claudio Ruíz	Director	ONG Derechos Digitales
100	Mr. Sergio Cedano	President	Asociación Industrial de Laboratorios Farmacéuticos (ASILFA)
101	Mr. Jaime Palma	Engineer	Asociación Industrial de Laboratorios Farmacéuticos (ASILFA)
102	Mr. Elmer Torres	Manager	Asociación Industrial de Laboratorios Farmacéuticos (ASILFA)
103	Mr. Rodrigo León	President	Licensing Executives Society Chile (LES Chile)
104	Mr. Hermes Torres	Secretario General	Licensing Executives Society Chile (LES Chile)
105	Mr. Rodrigo Puchi	Tesorero	Licensing Executives Society Chile (LES Chile)

#	STAKEHOLDER NAME	FUNCTION	DEPARTMENT/ ORGANIZATION
106	Mr. Brian Dunford	Counselor	Licensing Executives Society Chile (LES Chile)
107	Ms. Daphne Loannidis	Subdirector IP	Pontificia Universidad Católica - Dirección de Transferencia y Desarrollo
108	Mr. Nestor Gonzales	Head	Brigada Investigadora de Delitos de PI (BRIDEPI)
109	Ms. Helene Bombrun	Counselor	Oficina de Estudios y Políticas Agrarias (ODEPA)
110	Ms. Pilar Eguillor	Office of Studies and Agricultural Policies	Oficina de Estudios y Políticas Agrarias (ODEPA)
111	Mr. Francisco Díaz	Coordinator	Fundación Innovación Agropecuaria (FIA)
112	Mr. Carlos Fernández	Director, Technology Management	Instituto de Investigaciones Agropecuaria (INIA)
113	Mr. Felipe Claro	President	International Association for the Protection of IP (AIPPI)
114	Mr. Patricio Poblete	Director	Universidad de Chile - Network Information Center Chile (NIC Chile)
115	Ms. Margarita Valdés	Legal and Commercial Director	Universidad de Chile - Network Information Center Chile (NIC Chile)
116	Mr. Bernabé L. Rivas Quiroz	Vice-Director	Universidad de Concepción - Vicerrectoría de Investigación y Desarrollo
117	Ms. Ximena Sepúlveda	Head	Universidad de Concepción - Vicerrectoría de Investigación y Desarrollo
118	Mr. Javier Ramírez	Director	Universidad de Chile - Dirección de Innovación
119	Mr. Fernando Venegas	Head	Universidad de Chile - Dirección de Innovación
120	Mr. Eduardo Soto	President Commission of IP	Universidad de Chile - Dirección de Innovación
121	Mrs. Olga Moreno	Director of the Patents Division	Jarry IP
122	Mrs. Gabriela Paiva Hantke	Lawyer	Paiva & CIA
123	Mr. Jose Alberto Ochoa	President	Cooperacion de Inventores e Innovacion Tecnologica de Chile
124	Mr. Rodrigo Aguila	Director General	Chile Actores
UN Organizations and Donors			
125	Ms. Eve Crowley	Deputy Regional Representative for Latin America and the Caribbean; and FAO Representative in Chile	Food and Agriculture Organization of the United Nations
126	Mr. Ángel R. Garrasi	Human Resources	United Nations Development Program
127	Mr. Alexander T. Bryan	First Secretary, Economic Affairs	Embassy of the United States of America
128	Mr. Javier Zuleta	Representative	World Bank
129	Mr. Angel Garrasi	Human Resources	UNDP
130	Mr. Jorge Sequeira	Director	UNESCO Santiago

ANNEX 3: Key stakeholders' priorities identified during the evaluation

Activities	Stakeholders	Priority level
Level 1: International Framework		
Keep donors, UN and multilateral organizations informed about WIPO's work in the country.	Potential partners	High
To enforce IPRs in the area of traditional knowledge and cultural heritage with a focus on commercialization.	Ministry of Agriculture	High
Continue support on international framework through participation to WIPO's committee meetings.	INAPI and DDI	High
Level 2: Services to improve IP institutional infrastructure		
Provide timely and efficient IPAS maintenance services, including an effective action to the language difference.	INAPI	High
Level 3: Services dedicated to build the IP national capacity		
To increase knowledge in the area of geographical indications, appellations of origin.	Ministry of Agriculture	High
Invite BRIDEPI to capacity building activities related to understand the IP system and infringement of the laws.	BRIDEPI	High
Build capacities of Judges on IP enforcement.	Judges	High
To assist government agencies in further improving the capacity and knowledge of examiners, especially in more technical areas.	Examiners	High
Advanced and/or customized IP training programs.	Ministry of Economy	Medium
To build capacities of staff within the Ministry on the role IP and Education plays.	Ministry of Education	Medium
To integrate IP concepts into the curricula.	Ministry of Education	Medium
To build capacities of the regional sanitary authorities, where a reduced knowledge of the link between IP and health has been identified.	Ministry of Health	Medium
To expand technical assistance and capacity building activities in the area of pharmaceutical patents, protection of undisclosed information, and licenses.	Ministry of Health	Medium
To increase knowledge in the field of IP and genetic resources.	Ministry of Agriculture	Medium
Advanced Academy course such as the WIPO Summer School.	Government, INAPI, Universities among others	Medium
Study visits to learn from other countries experiences.	INAPI and DDI	Low

Activities	Stakeholders	Priority level
Level 4: IP research and information services		
Research information on IP worldwide trends aim at identifying fields for investment and guidance for policy makers. A regional coordination between member states was suggested as mechanism.	Ministry of Education	Low
Level 5: Dissemination of Information and outreach to the IP community		
Outreach campaigns of the added value of IP.	Ministry of Economy	High
To foster creativity by educating on IPRs for authors, inventors, artists and other users.	Ministry of Education	High
To build capacities in rural communities, as well as raise awareness on the IPR's protection.	Ministry of Agriculture	High
Disseminate information and research on international patents.	End-users	High
Make the WIPO website more user-friendly. Categorize information according to the users. Inventors, performers, universities and government need different information.	End-users	High
Increase the understanding of the international frameworks for copyrights including treaties such as the Beijing Treaty among others.	End-users	High
To foster investigation and innovations through IP outreach campaigns.	Ministry of Health	Medium
Raise awareness of arbitration tools and databases especially in the copyrights area.	End-users	Low
Level 6: IP commercialization advisory services		
To increase the number of initiatives in the area of technology transfer and its link with commercialization.	Ministry of Agriculture	High
Support national and regional activities with focus on commercialization of IP.	End-users	High
Disseminate information through outreach campaigns or dedicated section for users on WIPO and partners websites about WIPO's free of charge services.	End-users	High
Provide the government evidence based research on the impact of tools for innovation to make IP work for development and commercialization, especially for end-users of the system such as individual innovators, performers, and writers, among others.	End-users	High
Improve the efficiency of public domain data bases.	End-users	Medium

ANNEX 4: COUNTRY RESULT-BASED FRAMEWORK

The country results framework for this evaluation has been developed by the IOD Evaluation Section using the theory of change model.

RELATED ACTIVITIES	INDICATOR	COMMENTS ON FRAMEWORK	SMARTness of Indicator	Contribution to measure strategic goal
STRATEGIC GOAL I: BALANCED EVOLUTION OF THE INTERNATIONAL NORMATIVE FRAMEWORK FOR INTELLECTUAL PROPERTY				
EXPECTED RESULT 1: Better understanding among Member States of different existing approaches to the protection and use of geographical indications and the legal, administrative, socio-cultural and economic issues underlying to the implementation of such approaches				
1.1 WIPO finances participation of one INAPI officer to attend the Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications: Twenty-Fourth Session	1.1 Member States feedback on the issues paper on geographical indications to be presented for discussion at the SCT	Narrow indicator to measure expected result Proposed: Number of presentations/memos/debriefing activities conducted after participation; overall knowledge of INAPI'S non-participant officers about the issues discussed	N/A	N/A
1.2 International Symposium on the Protection of Industrial Designs, Santiago of Chile	1.2 Member States feedback on the issues paper on geographical indications to be presented for discussion at the SCT	Narrow indicator to measure expected result	Applicable	No
1.3 WIPO finances speaker from INAPI for the Worldwide Symposium on Geographical Indications, Lima	N/A	No relevant indicator available for this type of activities	N/A	N/A

RELATED ACTIVITIES	INDICATOR	COMMENTS ON FRAMEWORK	SMARTness of Indicator	Contribution to measure strategic goal
EXPECTED RESULT 2: Enhanced cooperation among Member States on development of balanced international normative frameworks for IP and agreement on specific topics on which international instruments are agreed				
2.1 WIPO will finance attendance to the Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications: Thirty-Second Session	2.1 Progress towards agreement on current issues on the SCT Agenda		Partially applicable	N/A
2.2 Invitation of Chilean delegate to attend the WIPO Sub-regional workshop on the Patent System - Panama	2.2 % of satisfied participants in targeted workshops/seminars/conferences held on specific patent-related topics	Additional indicators could more reliably indicate level of measurement for expected result	Partially applicable	N/A
EXPECTED RESULT 3: Enhanced cooperation/ greater consensus among Member States on further developing balanced policy and normative frameworks for the international patent system, trademarks, industrial designs, geographical indications, copyright and related rights, TK, TCEs and GRs				
3.1 Regional meeting for Heads/Directors of the copyright offices in Latin America (San Salvador) (WIPO finances the participation of the Head of the Chilean Copyright Office)	3.1/3.2 Conclusions agreed by Member States in each session of the SCCR		Partially applicable	N/A
	3.1/3.2 Progress towards agreement on current issues on the SCCR agenda		Partially applicable	N/A

RELATED ACTIVITIES	INDICATOR	COMMENTS ON FRAMEWORK	SMARTness of Indicator	Contribution to measure strategic goal
<p>3.2 WIPO finances speaker from INAPI to attend the Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications: Twenty-Ninth Session</p> <p>3.3 Finance of the Head of Copyright Office in Chile to attend the INDAUTOR (Mexico's national copyright institute)</p> <p>3.4 One Chilean officer was invited to participate in the Study Visit to Korea's Copyright Commission, in Seoul, Korea.</p> <p>3.5 WIPO finances speaker from INAPI for the Worldwide Symposium on Geographical Indications, Bangkok</p>	<p>N/A</p>	<p>No specific PI included in P&B for these types of activities</p>	<p>N/A</p>	<p>N/A</p>
<p>EXPECTED RESULT 4: 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</p>				
<p>4.1 Workshop on Copyright limitations and exceptions</p>	<p>4.1 / 4.2 / 4.3 / 4.3 / 4.4 % of participants' positive rating of the usefulness of copyright related capacity building workshops</p>	<p>Proposed: perception on usefulness after 6 months, No. of presentations/memos/debriefing activities conducted after participation; overall knowledge of relevant non</p>	<p>Applicable</p>	<p>No</p>
<p>4.2 Chile was invited to participate in a regional seminar on the ratification and implementation of the Beijing and Marrakesh VIP Treaties in Dominican Republic</p>	<p>4.1 % of participants' rating of usefulness of copyright related workshops and practical use of knowledge six months after the workshop</p>	<p>participant officers of the ministry about the issues discussed</p>	<p>Applicable</p>	<p>No</p>
<p>4.3 A senior official from Chile was invited to participate in the Forum on Copyright Creativity and Development to take place in China</p>				

RELATED ACTIVITIES	INDICATOR	COMMENTS ON FRAMEWORK	SMARTness of Indicator	Contribution to measure strategic goal
4.4 Chile's participation in Sub-regional workshop on copyright and related rights, Colombia - Knowledge and understanding of the National Directorate of Copyright in Colombia	4.2 No. of national copyright and related rights initiatives started directly related to the themes of workshop 4.4 No. of Member States that take initiatives to improve their use of the copyright and related rights system to exploit the economic potentials of their cultural works and products	Additional indicators could more reliably indicate level of measurement for expected result.	Applicable Partially applicable	No N/A
EXPECTED RESULT 5: Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders.				
5.1 The Head of the Copyright Office in Chile collaborates with WIPO in organizing a study visit for two Brazilian Officers The study facilitated Brazil's evaluation of potential use of GDA at their Office (implemented until 2014)	5.1 No. of Institutions using WIPO copyright infrastructure systems (WIPOCOS and GDA)	Additional indicators could more reliably indicate level of measurement for expected result	Partially applicable	N/A
EXPECTED RESULT 6: Increased awareness and capacity of Member States in copyright and related rights.				
6.1 WIPO finances the participation of a Chilean Officer at the WIPO-IFFRO-CERLALC Training Course on Copyright and collective management organization in Panama	6.1 / 6.2 No. of meetings/conferences/seminars by organization and country where WIPO was invited to disseminate information related to copyright and related rights	Indicator does not measure the achievement of the result Proposed: Number of Presentations/Memos/debriefing activities conducted after participation; overall knowledge of INAPI'S non-participant	Applicable	No

RELATED ACTIVITIES	INDICATOR	COMMENTS ON FRAMEWORK	SMARTness of Indicator	Contribution to measure strategic goal
6.2 WIPO finances the participation of the HEAD of the Copyright Office at the WIPO Regional meeting for heads/director of the Copyright offices in Latin America (in Lima)		officers about the issues discussed		
EXPECTED RESULT 7: Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity.				
7.1 WIPO sends a collection of copyright books and publications in Spanish to the IP Office in Chile	N/A	There is no indicator/result included in the PPR that measure the achievement of this activity	N/A	N/A
EXPECTED RESULT 8: Tailored and balanced IP legislative, regulatory and policy frameworks.				
8.1 Budapest treaty on the International Recognition of the Deposit of Microorganisms for the Purposes of Patent Procedure - Chile, Peru and Panama	8.1 Percentage of satisfied participants	Current indicator is limited to measure the satisfaction of the activity rather than knowledge	N/A	N/A
8.2 Study visit of two officials from Chile to the Leibniz Institute - German Collection of microorganisms and cell cultures	8.2 % of satisfied participants in targeted study visit		N/A	N/A
8.3 Invitation of two Chilean delegates to attend the seminar for Certain Latin American and Caribbean countries on the Implementation and Use of several patent related flexibilities – Colombia	8.3 % of satisfied participants in targeted workshops/seminars held on specific patent-related questions	The indicator does not measure the level of achievement of the result	Partially applicable	N/A

RELATED ACTIVITIES	INDICATOR	COMMENTS ON FRAMEWORK	SMARTness of Indicator	Contribution to measure strategic goal
STRATEGIC GOAL II: PROVISION OF PREMIER GLOBAL IP SERVICES				
EXPECTED RESULT 1: Stronger relationships with PCT users and Offices				
1.1 Training for examiners on ISA/IPEA 1.2 Seminar on PCT 1.3 Training for INAPI examiners at the Canadian IP Office 1.4 Visit to INAPI 1.5 PCT seminar at INAPI 1.6 PCT meeting with INAPI officials	1.1/1.2/1.3/1.4/1.5 Satisfaction of Offices and International Authorities with PCT cooperative activities 1.6 Increased feedback from PCT users on overall system performance	Measurement of results could be enhanced by adding additional indicators, not only focusing on client satisfaction	Partially applicable Applicable	N/A No
EXPECTED RESULT 2: Enhancement of overall PCT system				
2.1 Seminars on the PCT: presentation of PCT as tool for patent protection. 2.2 PCT working session with IP tribunal	2.1 Further progress towards implementation of the recommendations endorsed by the PCT Working Group in 2010 on how to improve the functioning of the PCT	Indicator not specific enough. While the activity has contributed to better understand the PCT, more information in this area is still required	N/A	N/A

RELATED ACTIVITIES	INDICATOR	COMMENTS ON FRAMEWORK	SMARTness of Indicator	Contribution to measure strategic goal
EXPECTED RESULT 3: 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				
3.1 PCT Seminar in the context of becoming ISA/IPEA office	3.1 % of participants in WIPO events who express satisfaction with the content and organization of these events; and % of participants in WIPO workshops who apply the skills learned in their work/enterprise		Applicable	No
EXPECTED RESULT 4: Increased use of the PCT route for filing international patent applications				
4.1 Training two INAPI examiners on ISA/IPEA procedures in Australia	4.1 Level of satisfaction of PCT users with user-focused information and training services; and 4.1 Satisfaction of Offices and International Authorities with PCT cooperative activities	Additional indicators could more reliably indicate the level of achievement of expected result	Partially applicable	N/A
EXPECTED RESULT 5: Increased awareness of the Hague System				
5.1 Consultation with Chilean government to promote the Hague system 5.2 Seminar on the Hague System as international registration of industrial designs	5.1/5.2 TBD		N/A	N/A

RELATED ACTIVITIES	INDICATOR	COMMENTS ON FRAMEWORK	SMARTness of Indicator	Contribution to measure strategic goal
EXPECTED RESULT 6: Increased awareness of the Madrid and Lisbon Systems				
6.1 WIPO Mission to brief Chilean Government Officials on the Characteristics and Advantages of the Madrid Protocol	6.1 % of participants in Lisbon/Madrid System related events who are satisfied and report enhanced awareness post seminars/ workshops		Applicable	No
EXPECTED RESULT 7: Intensified cooperation with, and improved coordination of activities of, PCT Offices and Authorities covering, inter alia, operational, technical, procedural, legal and training issues				
7.1 Seminar to representatives of Santiago-based law firms concerning PCT entry into the national phase. 7.2 PCT-related discussions with officials of INAPI, with special emphasis on detailed procedures for and processing of PCT applications 7.3 1-day seminar for staff of INAPI on PCT 7.4 Two INAPI officials visit IMPI (Mexico)-designated and elected office under PCT	7.1/7.2/7.3/7.4 Feedback from Member States on the successful implementation of cooperation activities carried out "on request" or under formal cooperative work programs (joint International Bureau/Office evaluation)		Applicable	No
STRATEGIC GOAL III: FACILITATING THE USE OF IP FOR DEVELOPMENT				
EXPECTED RESULT 1: Clearly defined a coherent national innovation and IP policies, strategies and development plans consistent with national development goals and objectives.				
1.1 Expert mission to support the process of elaboration of a roadmap/strategic plan for the (SIC) - Colombia (financing expert from INAPI and IMPI)	1.1/1.2/1.3 No. of countries in which activities/projects have been carried out that contribute to the formulation of IP strategies/policies	Relevant, but not specific enough Proposed: Number of new/modified IP strategies/policies in line with national development goals as a result of activities/group of	Applicable	Yes

RELATED ACTIVITIES	INDICATOR	COMMENTS ON FRAMEWORK	SMARTness of Indicator	Contribution to measure strategic goal
<p>1.2 Official mission to ministries and the Intellectual Property office in Chile: -Inauguration of INAPI's new Office -Discuss on PROSUR's developments -Review and update the work plan -Discuss cooperation arrangements for the publication of INAPI's book -Discuss industrial design survey requests by WIPO's specialized sectors</p> <p>1.3 WIPO's participation in meetings with government officials from various public agencies in charge of implementing IP related activities</p>		<p>related activities % variation vs last year Inclusion/modification on work plan/agenda as a result of discussions during the visit. Cooperation agreements achieved</p>		
<p>1.4 WIPO meeting with the INAPI department for technology transfer and five Chilean Universities participating in the WIPO University Initiative</p>	<p>1.4 No. of national IP strategies which includes an innovation and technology component</p>	<p>Relevant, but not specific enough Proposed: No. of new/modified national IP strategies which includes an innovation and technology component directly linked to activities implemented</p>	<p>Applicable</p>	<p>No</p>
<p>EXPECTED RESULTS 2: Enhanced access to, and use of, IP information and knowledge by IP institutions and the public to promote innovation and increased access to protected creative works and creative works in the public domain.</p>				
<p>2.1 Successful technology licensing (STL) course</p> <p>2.2 Preparation of needs assessment reports within the WIPO University Initiative Program</p>	<p>2.1/2.2 No. of Member States that have developed their IP framework and established TTOs</p>	<p>Indicators not linked to the measurement of activity result</p>	<p>Partially applicable</p>	<p>N/A</p>

RELATED ACTIVITIES	INDICATOR	COMMENTS ON FRAMEWORK	SMARTness of Indicator	Contribution to measure strategic goal
EXPECTED RESULT 3: 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.				
3.1 Summer School 2014	3.1 Improved access to higher education on IP on the part of developing countries, LDCs and CETs		Applicable	Yes
	3.1 Number of universities in developing countries, LDCs and CETs, offering new teaching programs on IP		Applicable	Yes
	3.1 Progressive establishment of a network of IP experts in developing countries, LDCs and CETs		Applicable	Yes
3.2 Executive Program: strategic use of IP to fuel innovation (organized with Universidad Adolfo Ibanez)	3.2 % of IP office trainees that report satisfaction with the training provided	Additional indicators could more reliably indicate level of measurement for expected result; proposed: % of IP office trainees that report satisfaction with the training provided after 6 months % of trainees that report actual use of the acquired skills in their job after 6 months	Applicable	No
	3.2 % of trainees that report actual use of the acquired skills in their job		Partially applicable	No
	3.2 % of supervisors attesting to satisfactory application of acquired skills after one year of training		Partially applicable	No
3.3 Discussion of logistics for the Executive Program	N/A		N/A	
3.4 WIPO Patent Drafting Workshop	3.4 % of participants		Partially applicable	N/A

RELATED ACTIVITIES	INDICATOR	COMMENTS ON FRAMEWORK	SMARTness of Indicator	Contribution to measure strategic goal
3.5 Regional seminar on Technology transfer and IP policies for universities and research institutions	3.5 / 3.6 % satisfied with the quality of workshops and seminars on innovation and its commercialization		Applicable	No
3.6 WIPO Patent Drafting Workshop				
3.7 WIPO finances mission of INAPI officer concerning the INAPI-Proyecta project in the office of Costa Rica	3.7/3.9 No. of national IP trainers/national experts (Latin America and the Caribbean)		Partially applicable	N/A
3.9 WIPO finances participation of an officer from the Ministry of Agriculture of Chile in the Symposium of Geographical indications in Thailand	3.7/3.8/3.9 No. of structured national training programs (Latin America and the Caribbean)	There is no clear link between this activity and the results included in PPR	Partially applicable	N/A
3.8 WIPO Sub-regional workshop on patent law and policy and its connection with health related matters				
EXPECTED RESULT 4: Enhanced institutional capacity of universities, R&D centers and other private sector stakeholders in order to effectively manage IP				
4.1 WIPO's contribution for the organization of a seminar on Technology transfer	4.1 Up to 12 institutions with functioning structures for the management of IP	Additional indicators could more reliably indicate level of measurement for expected result; proposed: IP management evolution of participant institutions (number of request, type, quality, etc.)	Partially achieved	N/A
EXPECTED RESULT 5: Modernized service-oriented IP administrations with strengthened infrastructure				
5.1 Training program for patent examiners of INAPI in Brazil and Mexico	5.1/5.2/5.3/5.4/5.5 Up to five countries with modernized IP administration and extending value added IP services to the users	5.1 Additional indicators could more reliably indicate level of measurement for expected result	5.1 Partially	5.1 N/A
5.2 Regional-WIPO's support to the PROSUR: Regional seminar of Patent Examiners – Santiago			5.2 Applicable	5.2 Yes

RELATED ACTIVITIES	INDICATOR	COMMENTS ON FRAMEWORK	SMARTness of Indicator	Contribution to measure strategic goal
5.3 WIPO contribution to the organization of roving Seminars on Trademarks Classification		5.3 Result for that biennium does not match activity goals	5.3 N/A	5.3 N/A
5.4 Study visit to the National Directory of IP DNPI of Uruguay			5.4 Applicable	5.4 Yes
5.5 International Symposium on Industrial Designs		5.5 Result for that biennium does not match activity goals	5.5 N/A	5.5 N/A
5.6 WIPO support the acquisition of the software i2 iBase SSE	5.6 Up to four IP offices using newly developed tools and mechanisms within the global IP infrastructure to actively access IP technological information	5.6 Result/indicator adequately modified after biennium 10/11	5.6 Applicable	Yes
EXPECTED RESULT 6: National IP legal framework consistent with development goals and public policy, strengthened IP technical and administrative infrastructure				
6.1 WIPO regional meeting of Head of IP and Copyright offices of Latin America in Santiago	6.1/6.2/6.3 Up to five countries with modernized IP legal framework	Activity not linked to any of the expected results for LAC bureau for 10/11	Partially achieved	N/A
6.2 Regional meeting with the IP and Copyright directors in Latin America				
6.3 Study visit of members of the Congress of Chile to WIPO's HQ (within the cooperation project of Propiedad Intelectual desarrollo e innovación: Chile en la economía del conocimiento)		Activity not linked to any of the expected results for LAC bureau for 10/11		

RELATED ACTIVITIES	INDICATOR	COMMENTS ON FRAMEWORK	SMARTness of Indicator	Contribution to measure strategic goal
EXPECTED RESULT 7: National IP strategies and development plans formulated and/or adopted				
7.1 Coordination meeting with Government of Chile for joint collaboration aiming at reinforcing existing public policies in the field of innovation, industrial development, respect for IP, education, and strengthening INAPI	7.1 Up to three new countries which have formulated and/or adopted national IP/policies, strategies and plans	Proposed: New initiatives/modification of policies concerning innovation, industrial development, respect for IP, education as a result of the activity	Applicable	
EXPECTED RESULT 8: Tailored and balanced IP legislative, regulatory and policy frameworks				
8.1 11th session Working group on the legal development of the Madrid System for the international registration of Marks	N/A	There is no indicator available to measure the level of accomplishment. Proposed: No. of new/modified national IP strategies which includes an innovation and technology component directly linked to activities implemented	N/A	N/A
8.2 One day consultation on the initiative to amend the Industrial Property Law of Chile (linked to workshop on patent law and policy in health related matters)	8.2 No. and types of legislative advice provided to Member States related to patents, utility models, trade secrets and integrated circuits	The indicator could be modified to measure the quality of legal advice provided by the Program. Proposed: Number of modifications/inclusions on amendment to the industrial property law related to consultation	Partially applicable	N/A

RELATED ACTIVITIES	INDICATOR	COMMENTS ON FRAMEWORK	SMARTness of Indicator	Contribution to measure strategic goal
STRATEGIC GOAL IV: COORDINATION AND DEVELOPMENT OF GLOBAL IP INFRASTRUCTURE				
EXPECTED RESULT 1: Enhanced efficiency of IP institutions through automation of business processes				
1.1 IP Automation system mission to INAPI: detailed discussion of IPAS system functionality and technology	1.1 Increased efficiency in 42 IP offices during the 2010/11 biennium; this will be achieved by providing the automation assistance package and training Efficiency will be measured based on agreed efficiency criteria		Applicable	Yes
EXPECTED RESULT 2: Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders				
2.1 IP Automation system implementation	2.1 No. of Offices with fully automated vs. partially automated IP administration systems provided by WIPO		Applicable	Yes

RELATED ACTIVITIES	INDICATOR	COMMENTS ON FRAMEWORK	SMARTness of Indicator	Contribution to measure strategic goal
<p>2.2 Revise and fix work flows in the area of Patents and Trademarks seeking the changes requested by INAPI (and in line with the changes in the IP legislation); implementation of IPAS EDMS (electronic management of documents)</p> <p>2.3 Support on IPAS and Knowledge transfer</p>	<p>2.2/2.3 No. of offices using WIPO Infrastructure Platforms</p>	<p>Additional indicators to measure level of sustainability should complement these type of activities</p>	<p>Partially applicable</p>	<p>N/A</p>
<p>EXPECTED RESULT 3: IP institutions with capability to access and use global resources through use of standardized electronic data exchange systems</p>				
<p>3.1 PCT Seminar in the context of becoming ISA/IPEA office</p>	<p>3.1 % of participants in WIPO events who express satisfaction with the content and organization of these events</p> <p>3.1 % of participants in WIPO workshops who apply the skills learned in their work/enterprise</p>		<p>Applicable</p> <p>Applicable</p>	<p>No</p> <p>No</p>
<p>EXPECTED RESULT 4: Increased use of the PCT route for filing international patent applications</p>				
<p>4.1 Activities concerning the implementation of IPAS for Trademarks</p>	<p>4.1 20 Madrid member IP Offices will be able to electronically access and download Madrid international applications, designated for them, using the IPAS Madrid Module</p>		<p>Applicable</p>	<p>Yes</p>

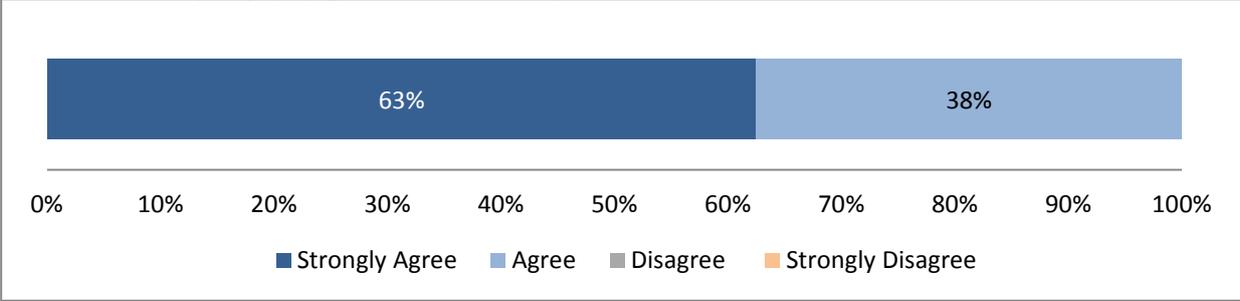
RELATED ACTIVITIES	INDICATOR	COMMENTS ON FRAMEWORK	SMARTness of Indicator	Contribution to measure strategic goal
STRATEGIC GOAL V: WORLD REFERENCE SOURCE FOR IP INFORMATION AND ANALYSIS				
EXPECTED RESULT 1: Improved information, analysis and statistics on the use of IP systems worldwide				
1.1 CDIP Project 5/7 -Consultation with Chilean Government of the study's scope and implementation terms -Discussion with national counterparts of the technical details -Collection of technical and background information -Meeting with officials at INE	1.1 Number of IP publications	Additional indicators could more reliably indicate the level of achievement of expected result. Since they are revising their set of indicators, no further comments.	Partially applicable	N/A
EXPECTED RESULT 2: Increased usage of WIPO statistical information on the performance of the international IP system				
2.1 Meeting on preliminary results of WIPO CDIP Project 5/7 in Chile: construction of the WIPO-INAPI database for statistical and economic analysis.	2.1 No. of downloads of two main statistical reports No. of data downloads		N/A	N/A
EXPECTED RESULT 3: To Be Defined (TBD)				
3.1 Speaking at the seminar on the economics of counterfeiting and piracy and at the roundtable on the economics effects of IP protection	3.1 TBD	There is no clear link between this activity and its result	N/A	N/A

ANNEX 5: SURVEY TO WIPO STAFF

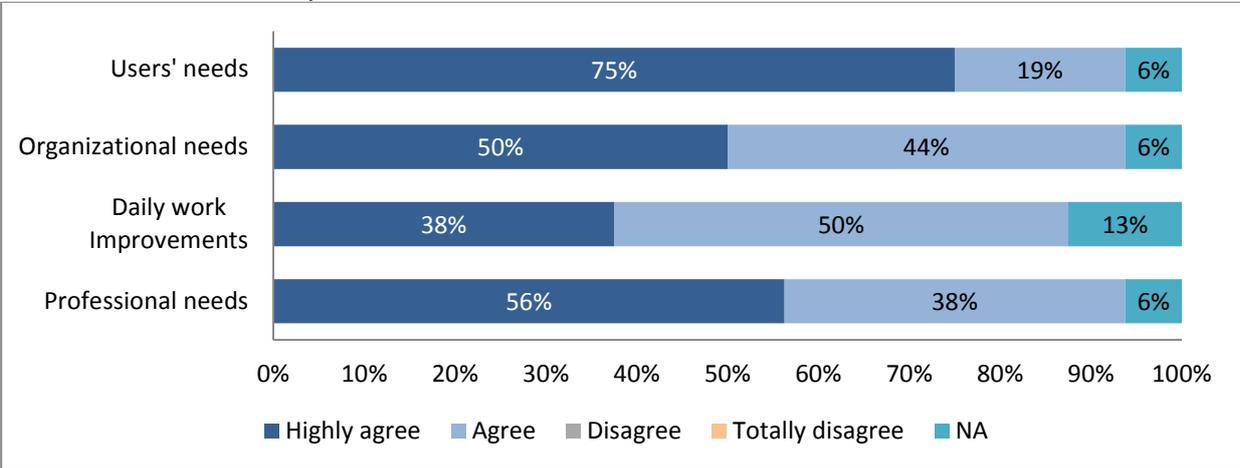
DETAILED ANALYSIS OF THE VALUES⁴⁰

(A) HAS WIPO ADDRESSED IP NEEDS OF CHILE?

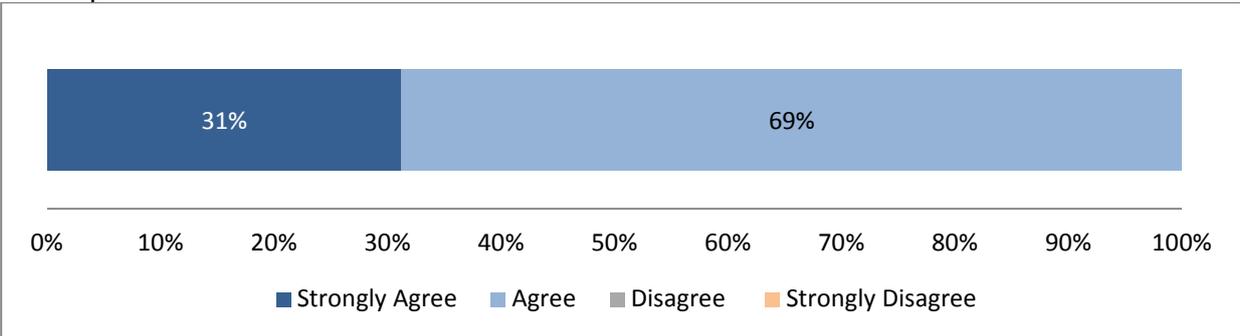
1. WIPO’s support through my Program is relevant for the achievement of Chile’s overall Intellectual Property (IP) goals/national IP plan



2. WIPO’s services responded to:

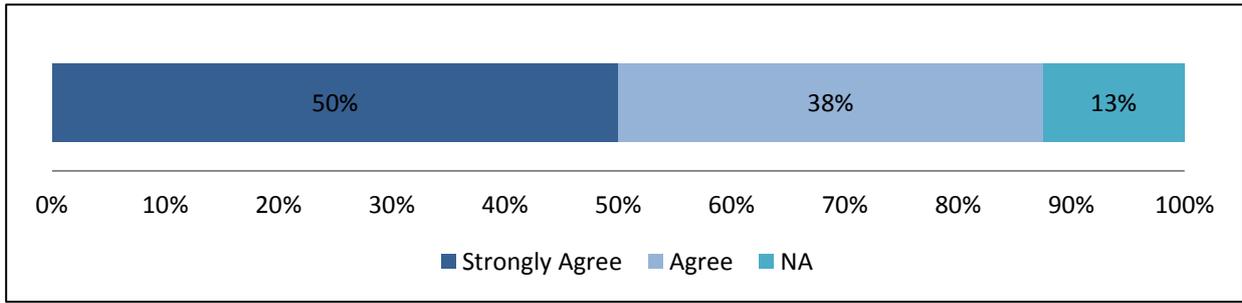


3. Analysis of national IP issues or use of existing studies would help the Program to better define priorities between countries



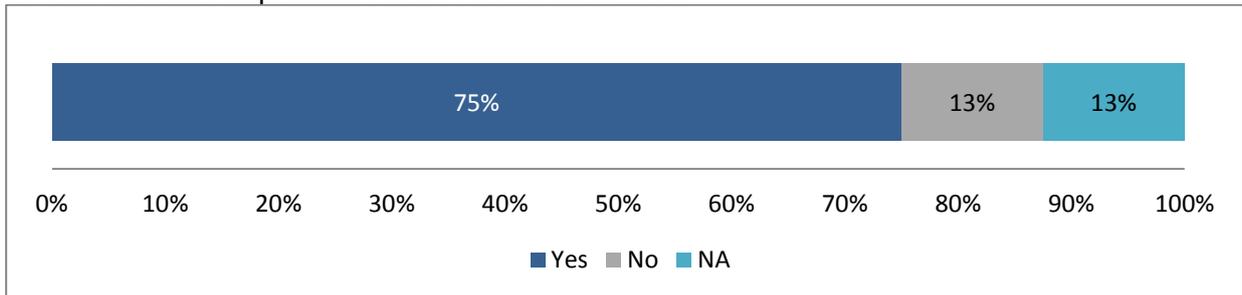
⁴⁰ Twenty Staff Members consulted

4. Among the group of IP users, men and women are equally benefiting from the results achieved

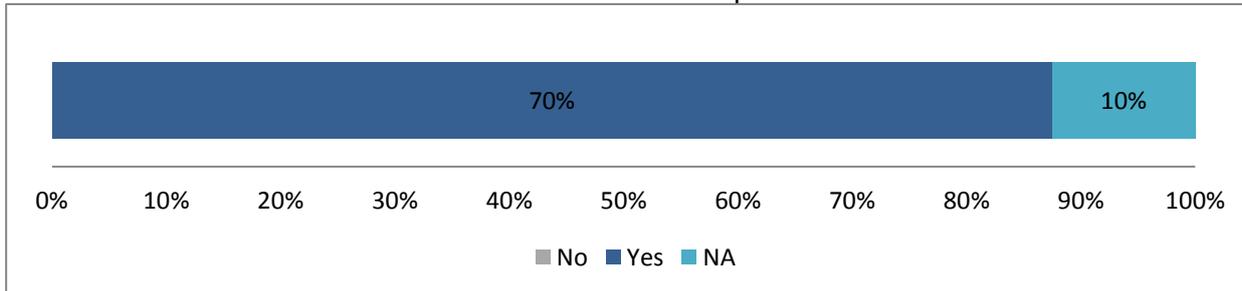


(B) HAS WIPO INVESTED RESOURCES EFFICIENTLY?

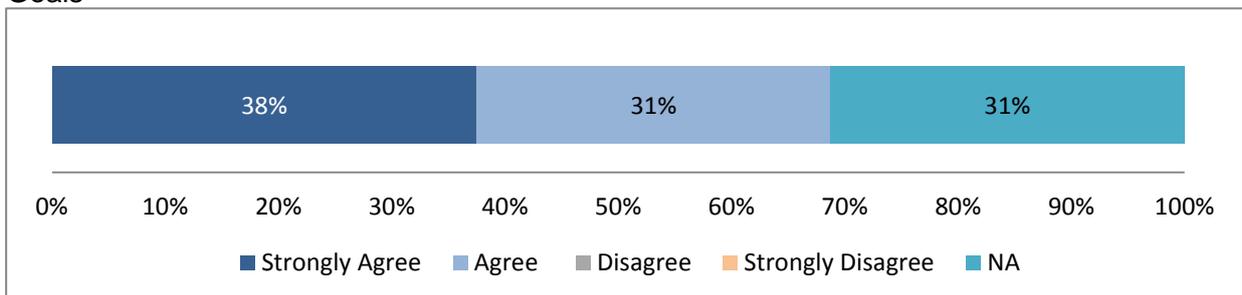
5. The activities implemented have been monitored:



6. While implementing activities in Chile, your Program had easy access to both internal and external information about lessons learned and other experiences that enriched the intervention

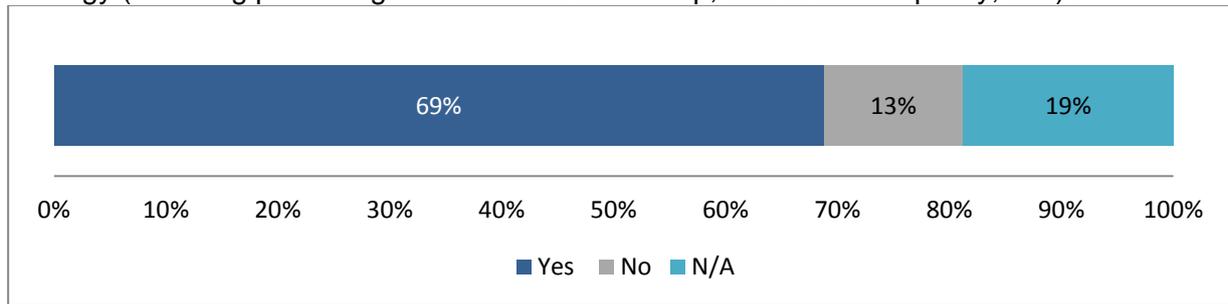


7. Coordination with external parties (partnerships) contributed to the achievement of WIPO's Goals

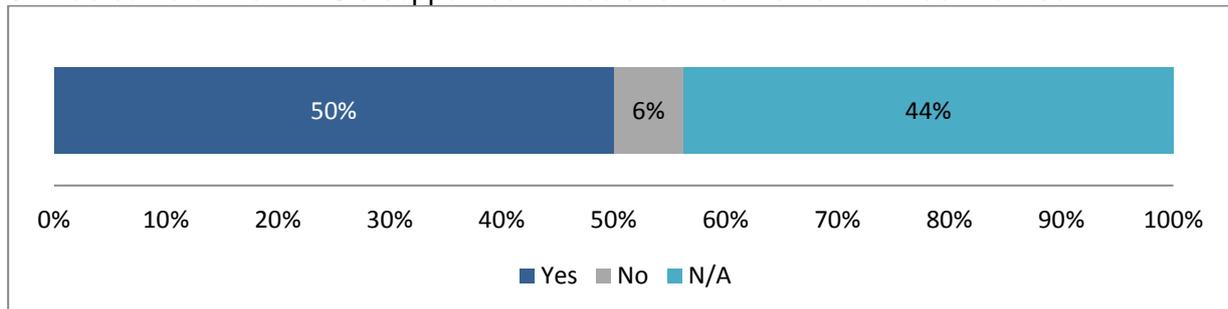


(C) WHAT REMAINS AT THE END?

8. Did the intervention you held with WIPO include an appropriate sustainability and exit strategy (including promoting national/local ownership, use of local capacity, etc.)?



9. Has some of the WIPO's support continued after the intervention was finalized?

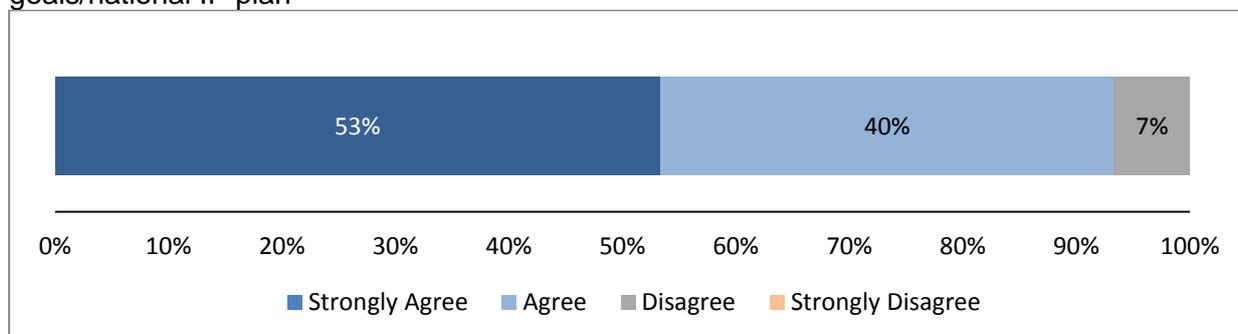


ANNEX 6: SURVEY TO USERS

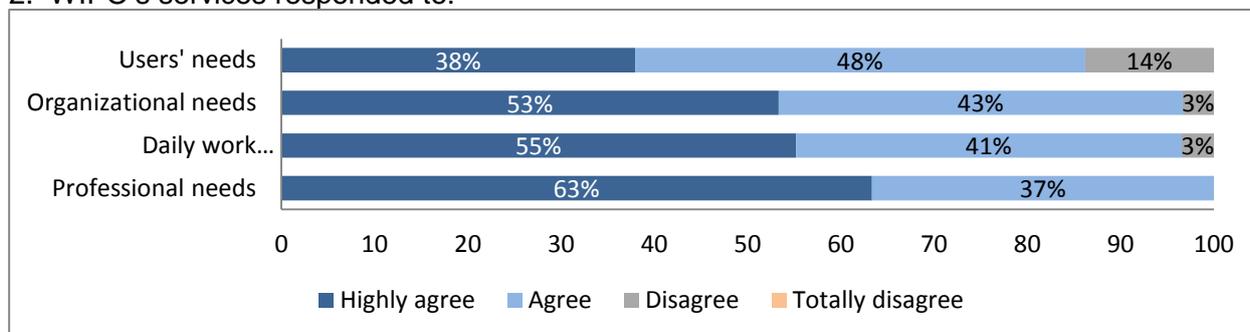
DETAILED ANALYSIS OF THE VALUES⁴¹

(D) HAS WIPO ADDRESSED IP NEEDS OF CHILE?

1. WIPO's support is relevant for the achievement of Chile's overall Intellectual Property (IP) goals/national IP plan

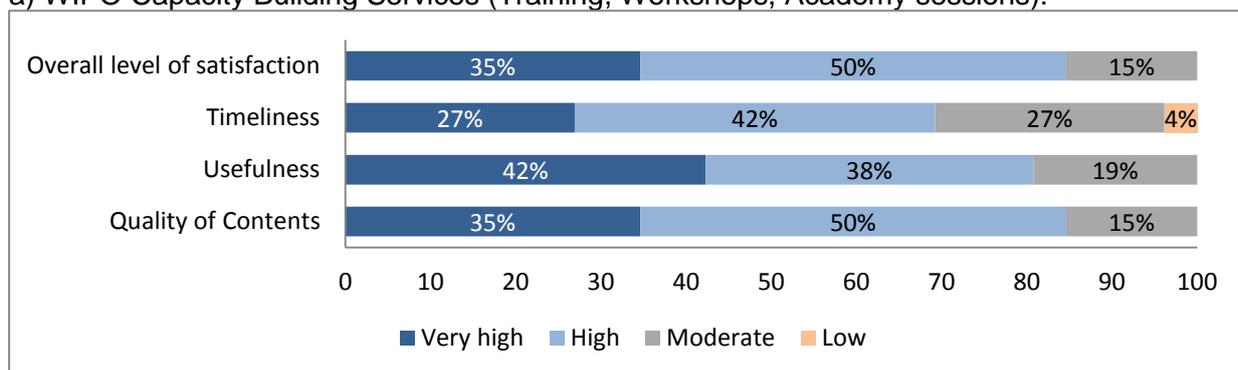


2. WIPO's services responded to:



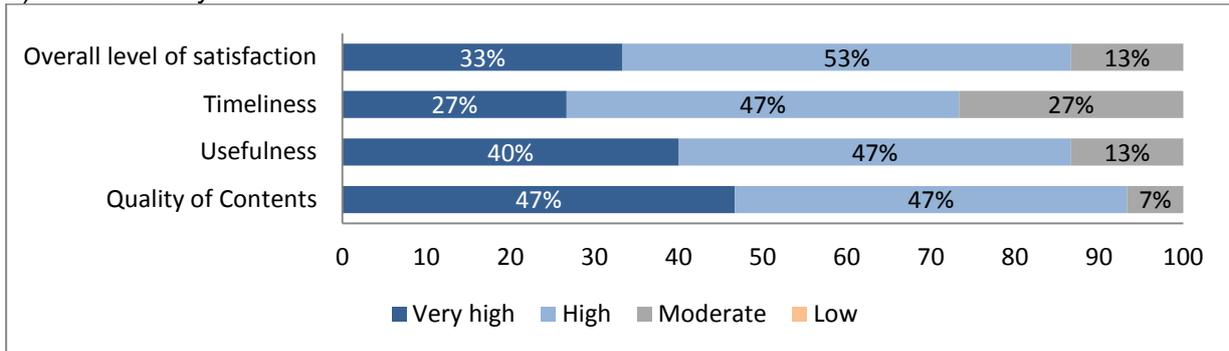
3. Please rate only the services that have been provided to you:

a) WIPO Capacity Building Services (Training, Workshops, Academy sessions):

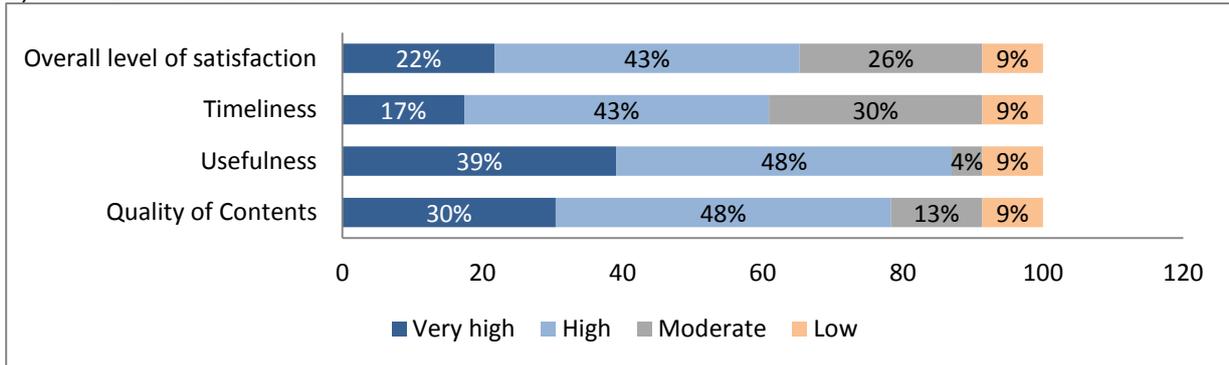


⁴¹ Thirty stakeholders consulted

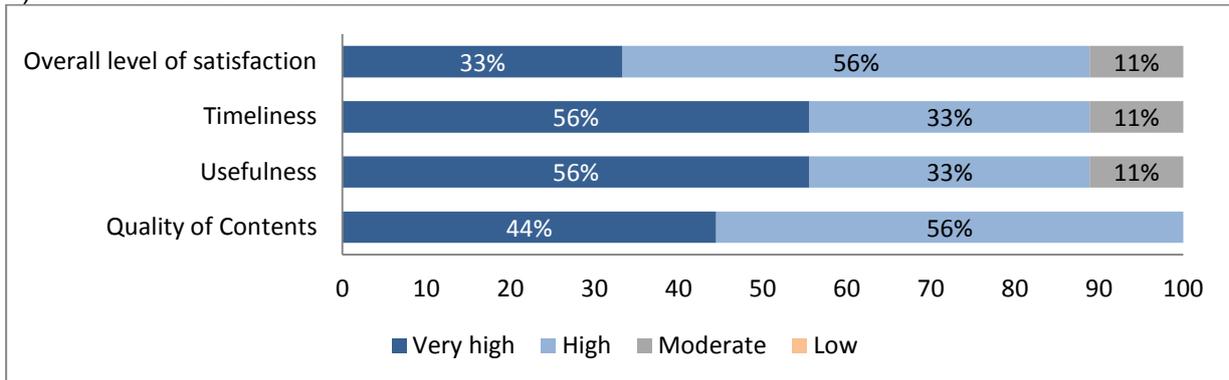
b) WIPO Study Visits



c) WIPO IPAS related services

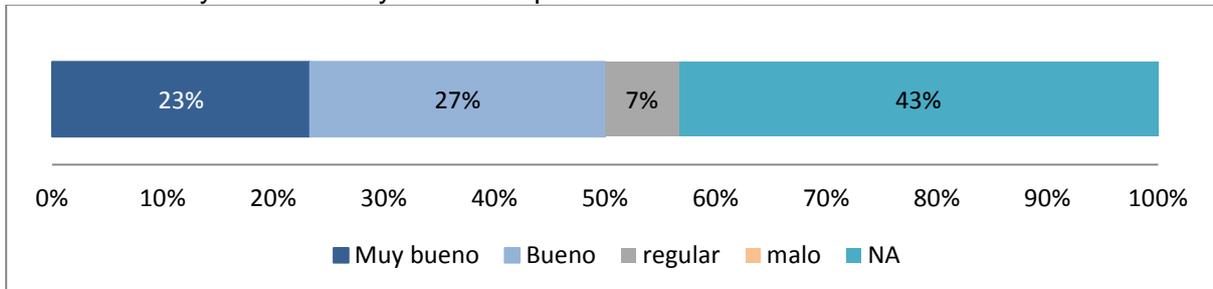


d) WIPO Research services



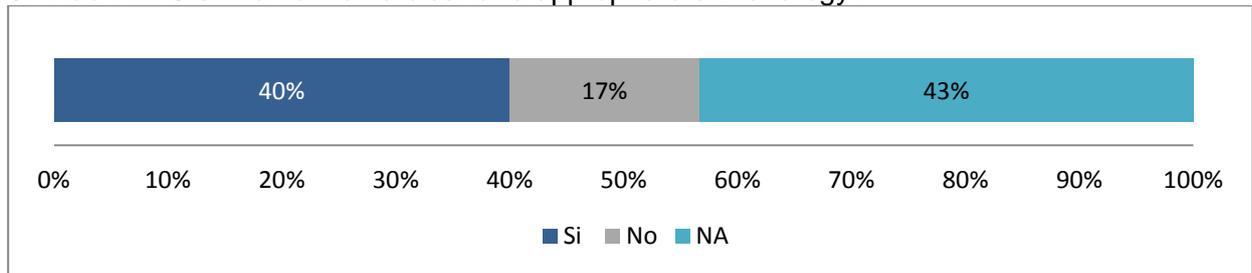
(E) HAS WIPO INVESTED ITS RESOURCES EFFICIENTLY?

4. How would you rate the system to request services to WIPO?



(F) WHAT REMAINS AT THE END?

5. Had WIPO's intervention a clear and appropriate exit strategy?



ANNEX 7: IMPLEMENTED ACTIVITIES VS SUSTAINABILITY

Activity	Indication of sustainability
Training for examiners on ISA/IPEA procedures (INAPI requests for USPTO as facilitator) Seminar on PCT Training for INAPI examiners at the Canadian IP Office	YES
Visit to National Institute of Industrial Property of Chile (INAPI), Santiago, April 25 and 26, 2012 Purpose: to discuss appointing INAPI as ISA/IPEA	YES
PCT seminar at INAPI PCT meeting with INAPI officials	YES
Seminars on the PCT: presentation of PCT as tool for patent protection	N/A
PCT working session with IP tribunal	N/A
WIPO finances participation of one INAPI officer to attend the Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications: Twenty-Fourth Session	N/A
WIPO finances speaker from INAPI for the Worldwide Symposium on Geographical Indications, Lima	N/A
Expert mission to support the process of elaboration of a roadmap/strategic plan for the Superintendencia Industria y Comercio (SIC) - Colombia (financing expert from INAPI and IMPI)	N/A
Official mission to ministries and the Intellectual property office in Chile: -Inauguration of INAPI's new Office -Discuss on PROSUR's developments -Review and update the work plan -Discuss cooperation arrangements for the publication of INAPI's book -Discuss industrial design survey requests by WIPO's specialized sectors	YES
WIPO's participation in meetings with government officials from various public agencies in charge of implementing IP related activities	N/A
WIPO meeting with the INAPI department for technology transfer and five Chilean Universities participating in the WIPO University Initiative (to assess the current technology transfer situation in universities and set up a clear coordination relation between WIPO, INAPI and the university coordinators)	N/A
WIPO will finance attendance to the Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications: Thirty-Second Session	N/A
Invitation of Chilean delegate to attend the WIPO Sub-regional workshop on the Patent System - Panama	N/A
Regional meeting for Heads/Directors of the copyright offices in Latin America (San Salvador) (WIPO finances the participation of the Head of the Chilean Copyright Office)	YES
Finance of the Head of Copyright Office in Chile to attend the INDAUTOR (Mexico's national copyright institute) in the spirit of the south-south cooperation and in order to learn from the Chilean experience in the implementation of the "Internet Treaties" Mr. Ossa was sent as expert	N/A
One Chilean officer was invited to participate in the Study Visit to Korea's Copyright Commission, in Seoul, Korea	N/A
WIPO finances speaker from INAPI for the Worldwide Symposium on Geographical Indications, Bangkok	N/A
WIPO finances speaker from INAPI to attend the Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications: Twenty-Ninth Session	N/A

Activity	Indication of sustainability
IP Automation system mission to INAPI: detailed discussion of IPAS system functionality and technology	YES
Preparation of IPAS for Trademarks project	YES
Initiation of activities for the implementation of IPAS for TM (data migration, work flow design and system integration)	YES
Continuation of IPAS for Trademarks project	YES
Data migration, system integration and digitalization	YES
Continuation of IPAS for Trademarks project and planning for IPAS patents	YES
Data migration, system integration, capacity building, work flow and project discussions	YES
Project continuation	YES
Project continuation	YES
IP Automation system mission to INAPI: processes control. Switching from Trademarks (Wang system) to Patents	YES
To revise results of the deployment IPAS trademarks module and to define guidelines for the IPAS patents module deployment project	YES
Initiate the preparation of the IPAS implementation in the Patents area	YES
Post-deployment of the Patent IPAS mission to Chile	YES
Mission to confirm fully adoption of IPAS by INAPI's Office: Revision of the work flow for IPAS trademarks, installation of IPAS EDMS, training on IPAS designer, revision of IPAS for patents	YES
Revise and fix work flows in the area of Patents and Trademarks seeking the changes requested by INAPI (and in line with the changes in the IP legislation); implementation of IPAS EDMS (electronic management of documents)	YES
Support on IPAS and Knowledge transfer	YES
Summer School 2014 (organized with INAPI)	N/A
Executive Program: strategic use of IP to fuel innovation (organized with Universidad Adolfo Ibanez)	N/A
Discussion of logistics for the Executive Program	N/A
11th session Working group on the legal development of the Madrid System for the international registration of Marks (WIPO finances participation of representative from Chile)	N/A
Workshop on Copyright limitations and exceptions	N/A
Chile's participation in Sub-regional workshop on copyright and related rights, Colombia - Knowledge and understanding of the National Directorate of Copyright in Colombia	N/A
Chile was invited to participate in a regional seminar on the ratification and implementation of the Beijing and Marrakesh VIP Treaties in Dominican Republic	N/A
WIPO Patent Drafting Workshop, Santiago	YES
Regional seminar on Technology transfer and IP policies for universities and research institutions - Santiago	N/A
WIPO Patent Drafting Workshop, Santiago	YES
Successful technology licensing (STL) course	N/A
WIPO's contribution for the organization of a seminar on Technology transfer - Santiago (WIPO finances a speaker)	N/A
WIPO finances mission of INAPI officer concerning the INAPI-Proyecta project in the office of Costa Rica (Registro de la Propiedad Intelectual) and Colombia (Superintendencia de Industria y Comercio)	N/A
The objective of INAPI-Proyecta is to provide useful and friendly-user instruments to promote IP and knowledge transfer.	N/A

Activity	Indication of sustainability
The Head of the Copyright Office in Chile collaborates with WIPO in organizing a study visit for two Brazilian Officers. The study facilitated Brazil's evaluation of potential use of GDA at their Office (implemented until 2014)	N/A
Training two INAPI examiners on ISA/IPEA procedures in Australia	YES
WIPO Sub-regional workshop on patent law and policy and its connection with health related matters	N/A
<p>Launching the CDIP Project 5/7</p> <ul style="list-style-type: none"> -Consultation with Chilean Government of the study's scope and implementation terms -Discussion with national counterparts of the technical details -Collection of technical and background information -Meeting with officials at INE 	YES
WIPO finances the participation of a Chilean Officer at the WIPO-IFFRO-CERLALC Training Course on Copyright and collective management organization in Panama	N/A
WIPO finances the participation of the HEAD of the Copyright Office at the WIPO Regional meeting for heads/director of the Copyright offices in Latin America (in Lima)	YES
Consultation with Chilean government to promote the Hague system	YES
Consultation with Government Officials and Seminar on the Hague System as international registration of industrial designs	YES
WIPO Mission to Brief Chilean Government Officials on the Characteristics and Advantages of the Madrid Protocol	YES
<p>Request by INAPI that WIPO:</p> <ul style="list-style-type: none"> - Gave a seminar to representatives of Santiago-based law firms concerning PCT entry into the national phase. - Held PCT-related discussions with officials of INAPI, with special emphasis on detailed procedures for and processing of PCT applications - Gave a 1-day seminar for staff of INAPI on PCT generally <p>PCT also participates in ASIPI in Chile</p>	N/A
INAPI requests PCT that two INAPI officials visit IMPI (Mexico) as it is the designated and elected office under PCT	N/A
Training program for patent examiners of INAPI in Brazil and Mexico	YES
WIPO support the acquisition of the software i2 iBase SSE along with the maintenance services used by BRIDEPI	N/A
Regional-WIPO's support to the PROSUR system (sistema de cooperación sobre aspectos de información operacional y de Propiedad industrial) project: Regional seminar of Patent Examiners - Santiago	N/A
WIPO contribution to the organization of roving Seminars on Trademarks Classification	N/A
Study visit to the National Directory of IP DNPI of Uruguay by Heads of IP offices of Argentina, Brazil, Chile and Mexico, and Participation in the Innovation Forum of the Americas	N/A
International Symposium on Industrial Designs - Santiago (WIPO finances representatives from LAC countries)	N/A
WIPO regional meeting of Head of IP and Copyright offices of Latin America in Santiago	YES
Regional meeting with the IP and Copyright Director in Latin America (in Santiago): analizar la situación y el desarrollo actual del sistema de propiedad intelectual en los países de América Latina, y ofrecer una oportunidad para que los directores de oficinas nacionales y los expertos regionales e internacionales evaluaran conjuntamente temas de actualidad en materia de propiedad industrial y derecho de autor y, en particular, el papel y el impacto	YES

Activity	Indication of sustainability
Coordination meeting with Government of Chile for joint collaboration aiming at reinforcing existing public policies in the field of innovation, industrial development, respect for IP, education, and strengthening INAPI --> Assisting in the implementation of the program "Propiedad Intelectual, desarrollo e innovación: Chile en la economía del conocimiento" (foreseen by the government as relevant to the existing national strategies for industrial and technological development)	YES
Study visit of members of the Congress of Chile to WIPO's HQ (within the cooperation project of Propiedad Intelectual desarrollo e innovación: Chile en la economía del conocimiento)	N/A
Budapest treaty on the International Recognition of the Deposit of Microorganisms for the Purposes of Patent Procedure - Chile, Peru and Panama	YES
One day consultation on the initiative to amend the Industrial Property Law of Chile (workshop on patent law and policy in health related matters)	N/A
Study visit of two officials from Chile to the Leibniz Institute - German Collection of microorganisms and cell cultures	N/A
Invitation of two Chilean delegates to attend the seminar for Certain Latin American and Caribbean countries on the Implementation and Use of several patent related flexibilities - Colombia	N/A
PCT Seminar in the context of becoming ISA/IPEA office	YES
WIPO provides support for printing materials	N/A
WIPO Official participation in the Chile IP Day's celebrations, including the national forum on "Propiedad industrial, oportunidades para la Innovación" - Santiago	N/A
WIPO finances participation of an officer from the Ministry of Agriculture of Chile in the Symposium of Geographical indications in Thailand	N/A
WIPO sends a collection of copyright books and publications in Spanish to the IP Office in Chile	N/A
A senior official from Chile will be invited to participate in the Forum on Copyright, Creativity and Development to take place in China (in September, 2014)	N/A
Speaking at the seminar on the economics of counterfeiting and piracy and speaking at the roundtable on the economics effects of IP protection	N/A
Meeting on preliminary results of WIPO CDIP Project 5/7 in Chile: construction of the WIPO-INAPI database for statistical and economic analysis	YES
International Symposium on the Protection of Industrial Designs, Santiago of Chile	N/A
WIPO cooperation with the Foundation for Agricultural Innovation Institute for research on agriculture on IP related issues	YES
Preparation of needs assessment reports within the WIPO University Initiative Program, namely: -National Institute of Agricultural research -Pontificia Universidad Católica de Valparaíso -Universidad de Concepción -Universidad de la Frontera -Pontificia Universidad Católica de Chile	N/A

[End of annex 7 and of report]