



Internal Oversight Division

Reference: EVAL 2015-02

Evaluation of WIPO's assistance to Least-Developed Countries (LDCs)

Final Report

May 2, 2016

TABLE OF CONTENTS

LIST OF ACRONYMS	4
EXECUTIVE SUMMARY	5
1. BACKGROUND	6
(A) INTRODUCTION.....	6
(B) WHY LDCS?	6
(C) OVERVIEW.....	6
2. WHAT IS BEING EVALUATED?	7
(A) EVALUATION OBJECTIVES	7
(B) SCOPE, METHODOLOGY AND LIMITATIONS OF THE EVALUATION.....	7
(C) KEY STAKEHOLDERS	9
3. FINDINGS AND ASSESSMENTS	10
(A) IS WIPO ADDRESSING THE NEEDS OF LDCS?	10
(i) Consistency of the Deliverables with identified needs in LDCs	10
(ii) Contribution to national strategies and policies in the area of IP	12
(iii) Mainstreaming equity in the support provided to LDCs	13
(iv) Is there a specific niche for WIPO?	14
(B) WHAT HAS WIPO DELIVERED TO LDCS?	15
(i) What has been provided to LDCs?	15
(ii) Other support provided to the LDCs	21
(C) WHAT DIFFERENCES HAS WIPO'S SUPPORT MADE IN LDCS?.....	22
(i) Benefits of receiving WIPO's support.....	22
(ii) Unintended effects.....	24
(D) HAS WIPO INVESTED ITS RESOURCES EFFICIENTLY?	25
(i) How were WIPO's resources distributed?	25
(ii) Measuring progress	28
(iii) Do WIPO's coordination mechanisms work?	30
(E) WHAT REMAINS AT THE END?	33
(i) National follow-up on results.....	33
(F) WHAT REMAINS TO BE DONE?.....	35
(i) Strengths, weaknesses and threats	36
(ii) What have we learned as good practices?	38
ACKNOWLEDGMENT	40
TABLE OF RECOMMENDATIONS	41
ANNEXES	46

EXECUTIVE SUMMARY

This evaluation presents the results of the World Intellectual Property Organization (WIPO) assistance to the Least Developed Countries (LDCs) for the period of 2010-2015. The evaluation was conducted between September 2015 and April 2016.

The following achievements and further areas for improvement have been identified:

A. Key achievements

- (a) The assistance provided to LDCs through the seven WIPO deliverables of the Istanbul Declaration and Programme of Action (IPoA)¹ is raising national stakeholders' awareness of the strategic use of Intellectual Property (IP), as well as creating the basic conditions to incorporate IP into the national agendas. Timely feedback and acceleration of consultation processes are driving factors towards increasing ownership of outputs by national authorities;
- (b) Adequacy of the WIPO systems in monitoring work plan activities is improving to better respond to national needs and priorities; and
- (c) Expected results (ER) which have been mainly focused on the development of human and technical skills of stakeholders in the countries, have been achieved. Quality of WIPO's activities may be assessed as moderate to high level. WIPO Deliverables which are identified as useful by both direct recipients and the IP end-users, are contributing to eleven expected results and five Strategic Goals (SGs) directly provided by nine WIPO programs.

B. Areas for improvement

WIPO's assistance is still required to complete the objectives set under the seven WIPO deliverables. The following areas have been identified as critical for WIPO programs conducting activities in LDCs:

- (a) Clearly defining the shared responsibilities throughout the project lifespan and continuously follow up on the results to advise counterparts on the work to be done on the impact and sustainability of results. Equity factors need to be incorporated in the planning and implementation of IP support to ensure equal chances in the protection and use of Intellectual Property Rights (IPRs).
- (b) Practices that led to overlaps in the implementation of activities with regard to LDCs need to be removed by better defining programmatic responsibilities of the Regional Bureaus and the LDCs Division, as well as by implementing horizontal interdisciplinary collaboration and enhanced information sharing.
- (c) Effective information gathering and tracking of expenditures per country would greatly assist programs to better allocate resources needed for developing national IP systems. The information included in this report could be used as a basis for developing management information and monitoring systems for better resource allocation and expenditures by activities and per country.
- (d) The Regional Bureaus in cooperation with the LDCs Division should work on integrated national roadmaps which include country comprehensive assistance, conduct of country needs assessment, monitoring of activities and identification of cooperation partners to improve efficiency in mobilizing common resources.

¹ WIPO's assistance to LDCs is clustered in seven main areas of action named the WIPO deliverables under the Istanbul Program of Action.