



Internal Oversight Division

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Evaluation Report

Evaluation of the Regional Bureau for Latin America and the Caribbean

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LIST OF ACRONYMS

ASIPI	Inter-American Association of Intellectual Property
BI	Business intelligence
CATI	Technology and Innovation Support Centers
DNPI	National Directorate for Industrial Property
EPO	European Patent Office
ER	Expected Result
FIT	Funds-In-Trust
GR	Genetic Resources
IMPI	Mexican Institute of Industrial Property
INPI	National Institute of Industrial Property
IOD	Internal Oversight Division
IP	Intellectual Property
IPAS	Industrial Property Automation System
IPO	Intellectual Property Office
KIPO	Korean Intellectual Property Office
KPIs	Key Performance Indicators
LAC	Latin America and the Caribbean
LDC	Least Developed Countries
MTSP	Medium-Term Strategic Plan
MoU	Memorandum of Understanding
NIPS	National Intellectual Property Strategies
PAI	Inventor Assistance Program
OECD	Organisation for Economic Co-operation and Development
PPR	Program Performance Report
RBF	Results Based Framework
RBLAC	Regional Bureau for Latin America and the Caribbean
R&D	Research & Development
SG	Strategic Goals
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
TTIPO	Trinidad & Tobago Intellectual Property Office
UNEG	United Nations Evaluation Group
WIPO	World Intellectual Property Organization
WTO	World Trade Organization

EXECUTIVE SUMMARY

1. This report presents the results of the evaluation of World Intellectual Property Organization's (WIPO's) Regional Bureau for Latin American and the Caribbean (RBLAC). The evaluation was conducted between October 2017 and February 2018. Consultations included interviews with 27 staff members, 15 Geneva-based Permanent Missions, eight Intellectual Property Offices (IPOs), 33 national stakeholders in Colombia, 37 in Mexico and 63 in Trinidad and Tobago. Overall, 57 staff members and 33 national stakeholders from 20 countries responded to the survey. The evaluation reviewed existing documentation, monitoring data, work planning process, Funds-in-Trust (FITs), Memorandum of Understanding (MoUs), and strategic documents among other. Some of the key evaluation findings and conclusions include the following:

2. RELEVANCE¹

(a) The RBLAC services and activities are considered relevant and bring added value to the countries it serves. The process of consultation between member states and WIPO has improved in quality (structure) and quantity, especially since 2016. Country interventions are clearly within WIPO's mandate and congruent with its Strategic Planning.

(b) The introduction of work plans with more inclusive planning processes has resulted in a positive perception among stakeholders about the services provided by WIPO. However, the absence of clearly defined criteria for prioritizing activities could create a negative effect on the existing positive perceptions among stakeholders.

(c) The evaluation has found that while there is a WIPO gender policy, there is no specific strategy to implement it at regional or country level. The absence of a defined Gender strategy and plan might limit participation.

(d) Overall, the responsiveness of the regional office is highly satisfactory but is based on management practices that are not codified and could, therefore, be lost if not institutionalized.

3. EFFECTIVENESS²

(a) The RBLAC's activities have delivered clear contributions to the achievement of WIPO Strategic Goals (SG) I, II, III, and IV as measured by Key Performance Indicators (KPIs).

(b) Overall, indicators are partly well aligned with Expected Results (ERs). However, the evaluation found that the RBLAC has to report against some indicators for which they are not directly responsible, and in others cases, they are underreporting results. Having indicators misaligned with ERs and indicators for which the RBLAC is not directly responsible for the delivery, risks in some cases misrepresenting results and underreporting on the effectiveness of the RBLAC activities.

(c) Currently, there is no systematic and coherent monitoring framework for measuring the effectiveness of capacity building activities, as well as follow-up and continuity plan. Furthermore, complete monitoring data disaggregated by country was not available within the Organization. The current lack of systematic monitoring and evaluation of RBLAC activities makes it difficult to evaluate their effectiveness and limits the extent to which evidence-based data can be used for program management and planning decisions

¹ The extent to which the objectives of an intervention are consistent with beneficiaries' requirements, country needs global priorities and partners' and donors' policies.

² The extent to which development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance

- (d) Follow-up and progress reports are primarily conducted through e-mail, phone calls, and instant messenger channels. The RBLAC's existing communications channels with the Member States are insufficient not only for effective monitoring and evaluation but also to inform the Member States on progress in the implementation of the activities and results from achievements in the region and by country.
- (e) There is evidence that good IP practices have been replicated in the region, for example: regular ministerial meetings from Caribbean and Central America Countries, key meetings between the IP offices heads, policy makers and other key stakeholders. However, knowledge sharing is not happening systematically within the Regional Bureau. The absence of a systematic approach to knowledge sharing limits the exchange of information and good practices.
4. EFFICIENCY³
- (a) While the RBLAC resources are managed in synchronization with WIPO's strategic goals and results, resources allocation within the Development Sector are insufficiently linked to the results achievements of the Bureaus; and contexts, needs, and levels of development of the countries and regions;
- (b) While FITs resources do contribute to the achievement of SG III and SG IV, the existing levels of underutilization of resources limit the efficient implementation of activities.
5. Based on the above findings and conclusions, the evaluation recommends the following:
- (a) The RBLAC should ensure that gender component is a factor in activities where the gender component could have an impact and include gender sensitive indicators in RBLAC Results Based Framework (RBF) in coherence with WIPO corporate gender policy.
- (b) The RBLAC should institutionalize response capacity by establishing protocols and procedures for communication and response to demands/requests from the countries.
- (c) The RBLAC in collaboration, whenever possible, with the Program Performance and Budget Division and Member States should systematize existing work planning, results framework and monitoring system.
- (d) The RBLAC should establish a clear knowledge management strategy.
- (e) The Development Sector should establish basic criteria for budget and transfer good practices from other FITs when reviewing, in collaboration with the donors, existing contractual conditions for FITs to ensure efficient utilization of resources.

³ A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.