



Internal Oversight Division

Reference: EVAL 2018-03

Evaluation Report

Meta-Evaluation Synthesis Report of WIPO Evaluation Products

November 22, 2018

TABLE OF CONTENTS

LIST OF ACRONYMS.....3

EXECUTIVE SUMMARY.....4

1. INTRODUCTION.....6

 (A) EVALUATION QUESTIONS AND SCOPE.....7

 (B) EVALUATION APPROACH AND METHODOLOGY7

2. DESCRIPTIVE ANALYSIS OF THE PORTFOLIO8

 (A) EVALUATION TYPE8

 (B) GEOGRAPHIC PORTFOLIO.....9

 (C) EVALUATION BY YEAR10

 (D) EVALUATION BY PROGRAM.....11

 (E) EVALUATION BY STRATEGIC GOAL.....12

 (F) EVALUATION BY SECTOR13

 (G) EVIDENCE GAP MAP BY NUMBER OF IOD EVALUATIONS PER WIPO
PROGRAMS AND STRATEGIC GOAL14

3. SYNTHESIS OF FINDINGS, CONCLUSIONS AND RECCOMENDATIONS15

 (A) RELEVANCE15

 (B) EFFECTIVENESS.....16

 (C) EFFICIENCY17

 (D) IMPACT18

 (E) SUSTAINABILITY19

 (F) CONCLUSIONS.....20

4. RECCOMENDATIONS21

5. TABLE OF RECOMMENDATIONS23

ANNEXES.....25

LIST OF ACRONYMS

CDIP	Committee on Development and Intellectual Property
IOD	Internal Oversight Division
IP	Intellectual Property
IT	Information Technology
LAC	Latin American Countries
RBLAC	Regional Bureau Latin America and the Caribbean
WIPO	World Intellectual Property Organization

EXECUTIVE SUMMARY

1. Over the last six years the Internal Oversight Division (IOD) has produced a large supply of evaluative evidence in the form of findings, conclusions and recommendations from evaluations that have informed decision-making and policy. However, the growth in the production of evaluative evidence, also presents challenges in the use and application of evaluation results. The purpose of this meta-evaluation/synthesis is to facilitate the strategic use of scarce evaluation resources and enhance the potential for future evidence from evaluations by identifying good practices and key “gaps” in the available evidence, thus indicating where future evaluations should be focused.
2. The analysis of the evaluation portfolio in the last six years provides an interesting opportunity to take a look back and analyze what type of evaluations subjects have been covered by IOD, Evaluation Section and how this coverage has been undertaken.
3. At the Programmatic level, thirty-six per cent of WIPO Programs have been covered by evaluations while the remaining fifty-eight per cent have been covered by audits. Twelve Programs have been subject of an evaluation with the highest number of evaluations (nine) concentrated in Programs 8 and 9. The remaining Programs were covered by one evaluation except for Human Resources that was evaluated twice.
4. Regarding WIPO Strategic Goals, the portfolio of evaluations has covered eight of the nine WIPO Strategic goals. Strategic Goal 5 - *World Reference Source for IP Information and Analysis* - remains to be evaluated.
5. In terms of sector wide and administrative coverage: all WIPO sectors have been covered by, at least, one evaluation except for the Brands and Design Sector that has indirectly been evaluated through crosscutting evaluations.
6. Regarding geographic coverage: three country evaluations (Kenya, Thailand and Chile) and one regional evaluation in Latin America and the Caribbean (LAC) have been completed. A more in-depth approach richer in IP substantive findings and recommendations connected to impact might be needed to fulfil the organizational information demands at geographic level. On crosscutting evaluations, two have been completed; one in 2014 on Knowledge Management and a second on Capacity Development in 2018. Both have been relevant from the standpoint of measuring the ability of the organization to work together.
7. The report also includes a synthesis of the most recurrent topics found in the evaluation report in the form of findings, conclusions and recommendations:
 - (a) Relevance: A high number of evaluations described the Programs evaluated as relevant with a concentration on the topic of the benefits and/or the importance of WIPO services to the applicable key stakeholders and the need for improvement in certain areas, among which the need for implementation of gender policies stands out;
 - (b) Effectiveness: The criteria reflects the nature of the issues covered under the effectiveness criteria that relates to the delivery of IP Program outputs and results. In terms of managerial findings, the limited use by managers of result-based frameworks and smart indicators in planning and executing their activities is a recurring matter. Moreover, the management of internal and external communications, internal coordination as well as internal information management are important topics that are highlighted;
 - (c) Efficiency: The report found that Programs needed to be more proactive in efficiency terms, such as anticipating Human Resources, financial needs and workload during the year. There was room for improvement in the administrative and financial coordination among divisions within WIPO. The section also points out the untapped

potential for synergies among Programs in sharing information and practices in financial and Human Resources management;

(d) Impact: Evidence on long-term substantive IP effects of Programs is quite limited in the current portfolio of evaluations and does not provide sufficient information at impact level;

(e) Sustainability: There is one outstanding topic considered from both a substantial and a managerial standpoint: the need for securing government-supported exit strategies at different levels (financing, development, innovation) and periodic revisions of country plans; and

(f) Gender mainstreaming: Improvements in gender equality is one of the key elements present in all the five evaluation criteria either as finding or as recommendation.

8. Based on the above findings and conclusions, the meta-evaluation/synthesis makes the following recommendations:

Recommendation 1 – IOD, Evaluation Section should prioritize, when possible, coverage of WIPO Programs, strategic goals and sectors not yet evaluated as per the findings of the report. This approach should include geographic coverage as one of the elements to make such a decision. Crosscutting evaluations should be carefully selected; ensuring topics are organization-wide relevant.

Closing criteria - (i) Ensure that at least one evaluation from a non-evaluated Program and from a non-evaluated geographic scope are included in the annual work plan of IOD Evaluation Section. (ii) Produce an organizational strategic question map with crosscutting evaluation questions relevant at organization-wide level.

Recommendation 2 - IOD Evaluation Section should improve the number and quality of substantive findings and conclusions on IP in relation to long-term effects and impact of Programs.

Closing criteria - Incorporate improved and more specific evaluation questions on impact in the Terms Of Reference (TOR) of evaluations and reinforce evaluation teams with substantive IP experts to improve the quantity and quality of substantive findings and recommendations on IP.

Recommendation 3 - IOD Evaluation Section should reinforce its measures to improve and introduce gender sensitive elements in a manner consistent with WIPO gender policies and UNSAWP.

Closing criteria - Include additional and strengthen current specific measures in the evaluation Terms of References and Inception report sections on methodology to account for gender mainstreaming in data collection, analysis and reporting.

1. INTRODUCTION

9. Over the last six years IOD has produced a large supply of evaluative evidence in the form of findings, conclusions and recommendations from evaluations that have informed decision-making and policy. However, the growth in the production of evaluative evidence, also presents challenges in the use and application of evaluation results. How can decision-makers get an overview of the existing evidence on a certain topic when it is scattered around in different reports, recommendations etc.? Furthermore, how can it be ensured that evidence is presented in a format, which is useful and accessible for a technical and non-technical audience? How can we best ensure limited resources are spent efficiently and important evidence gaps are prioritized? To respond to these questions, the Evaluation Section developed various tools and methods suitable to conduct a meta-evaluation synthesis of IOD evaluations and produce an evidence-gap map.

10. An evidence-gap map presents a visual overview of existing evaluations in an organization schematically representing the types of interventions evaluated and outcomes reported and evaluation results.

11. Evidence-gap maps enable policy-makers and practitioners to explore the findings and quality of the existing evidence and facilitate informed judgment and evidence-based decision making in organizational policy and practice. This tool also identifies key "gaps" where little or no evidence from evaluations and systematic reviews is available and where future evaluation efforts should be focused. Thus, gap maps are a useful tool for developing a strategic approach to building the evidence base on a particular topic.

12. There is also a need to ensure existing evaluations are available and accessible in a format that is useful for decision-making, and to develop tools to support an efficient and strategic approach to commission evaluations informed by the existing evidence base.

13. This meta synthesis is included in IOD 2018 Oversight Plan as Meta-Evaluation Synthesis Report of WIPO Evaluation Products (EVAL 2018-03).

14. The purpose of this meta-evaluation/synthesis is to facilitate strategic use of scarce evaluation resources and enhance the potential for future evidence from evaluations by identifying good practices and key "gaps" in the available evidence, thus indicating where future evaluations should be focused. Furthermore, if necessary, provide recommendations on the way forward for the Evaluation Section, including an evaluation evidence-gap map that contributes to better-targeted evaluation exercises and provides a tool that improves the quality of decision-making at WIPO.

15. This meta-evaluation/synthesis aims to:

- (a) Analyze and synthesize findings and recommendations of evaluations undertaken from 2011 to 2017.
- (b) Contribute to close the evidence feedback loop for planners and managers of the Organization by identifying the knowledge translation potential of evaluative evidence into strategic substantive thematic and crosscutting recommendations.
- (c) Visualize the evidence-gaps and consolidated information for easy access and use by clients of the meta-evaluation synthesis.
- (d) Identify the most suitable or new approaches for enhancing learning, communication of evaluation results to various stakeholders and utilization of evaluation results.

(A) EVALUATION QUESTIONS AND SCOPE

16. The meta-evaluation/synthesis covers all evaluations completed and published by IOD from 2011 to December 2017 (22 evaluations).
17. The analysis of the evaluation gap in the portfolio includes the 22 evaluation reports published by IOD and is presented in section 2 of the report
18. The synthesis of findings, conclusions and recommendations presented in section 3 of the report covers 20 evaluations as two evaluations were conducted but not published during the analysis period.
19. The meta-evaluation/synthesis on IOD evaluation portfolio covers the following questions:
 - (a) What organizational evidence-gaps were found?
 - (b) What are the key findings, conclusions and recommendations coming from the analysis of evaluative evidence?
 - (c) How can IOD improve in closing the gap of evaluative evidence?
 - (d) How can IOD best ensure limited resources on evaluation are spent efficiently?

(B) EVALUATION APPROACH AND METHODOLOGY

20. The first step consisted in developing and populating a data base representing the universe of evaluations findings, conclusions and recommendations linking them to WIPO's main planning framework and more specifically WIPO strategic objectives, Programs and sectors.
21. The team analyzed findings, conclusions and recommendations from the evaluations reports against these frameworks:
 - (a) The major areas of WIPO's work and type of evaluations;
 - (b) All administrative sectors of the organizations;
 - (c) Organization strategic goals and Programs; and
 - (d) Geographic and thematic coverage of evaluations.
22. The team analyzed the data by identifying and extracting each finding, conclusion recommendation from the 20 evaluation reports. Each finding, conclusion, recommendation and evaluation question was coded and linked to one of the five evaluation criteria. They also were attributed independently by the two members of the evaluation team to one of three following categories: **substantive** - when the topic presented IP related substance, **managerial** - when the main topic described a Programmatic or procedural issue and **crosscutting** - when its nature encompasses more than one issue alone.
23. Additionally, the data and information was stratified by attributes such as evaluation criteria, geographic, thematic and organizational/type of intervention criteria. The evaluation team described the quantitative and qualitative characteristics of the evaluative evidence synthesizing findings, conclusions and recommendation to respond to the evaluation questions.

2. DESCRIPTIVE ANALYSIS OF THE PORTFOLIO

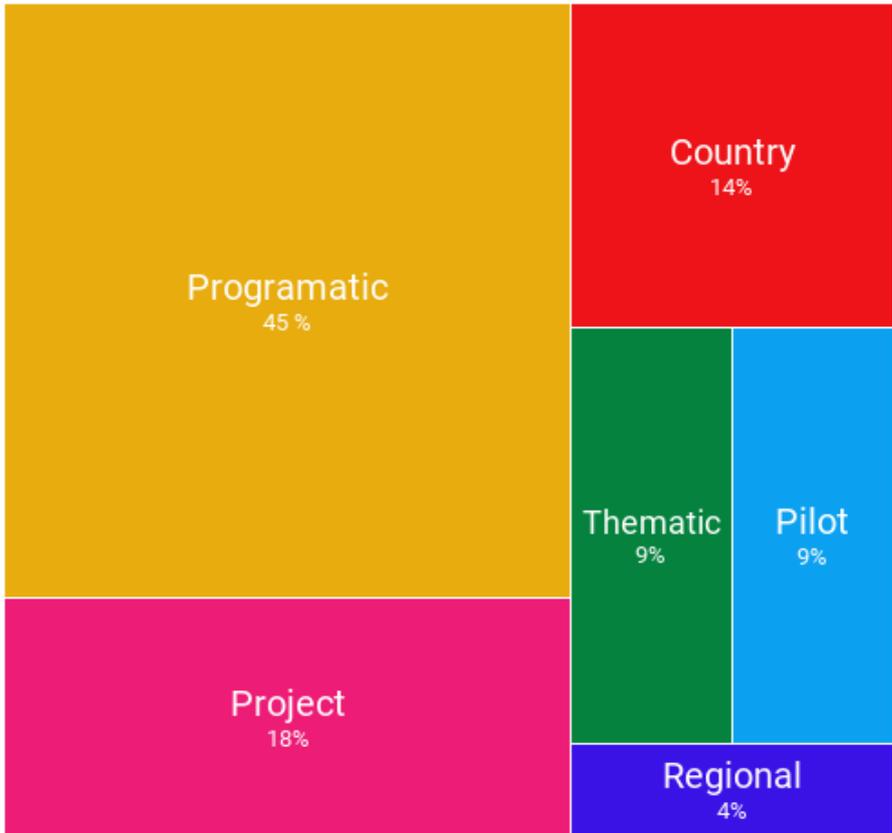
(A) EVALUATION TYPE

24. Programmatic evaluations predominate in IOD’s evaluation portfolio, almost half of the portfolio (45%) is devoted to them. This is coherent with the structure and architecture of the organization divided into 32 Programs and nine strategic goals. Projects evaluations were important in the early years of operation of the Evaluation Section when IOD commissioned five evaluations related to Committee on Development and Intellectual Property (CDIP) projects executed under the Development Agenda coordination. The rest of the portfolio comprises an initial interest in measuring impacts at country level with three evaluations at country level and one covering a regional area. Two thematic and two pilot evaluations complete the evaluation portfolio over the last seven years.

Exhibit 1- Source: IOD data

Evaluations by Type in IOD 2011-2017

% of Evaluation Type by total of IOD Portfolio (Total=22 Evaluations)



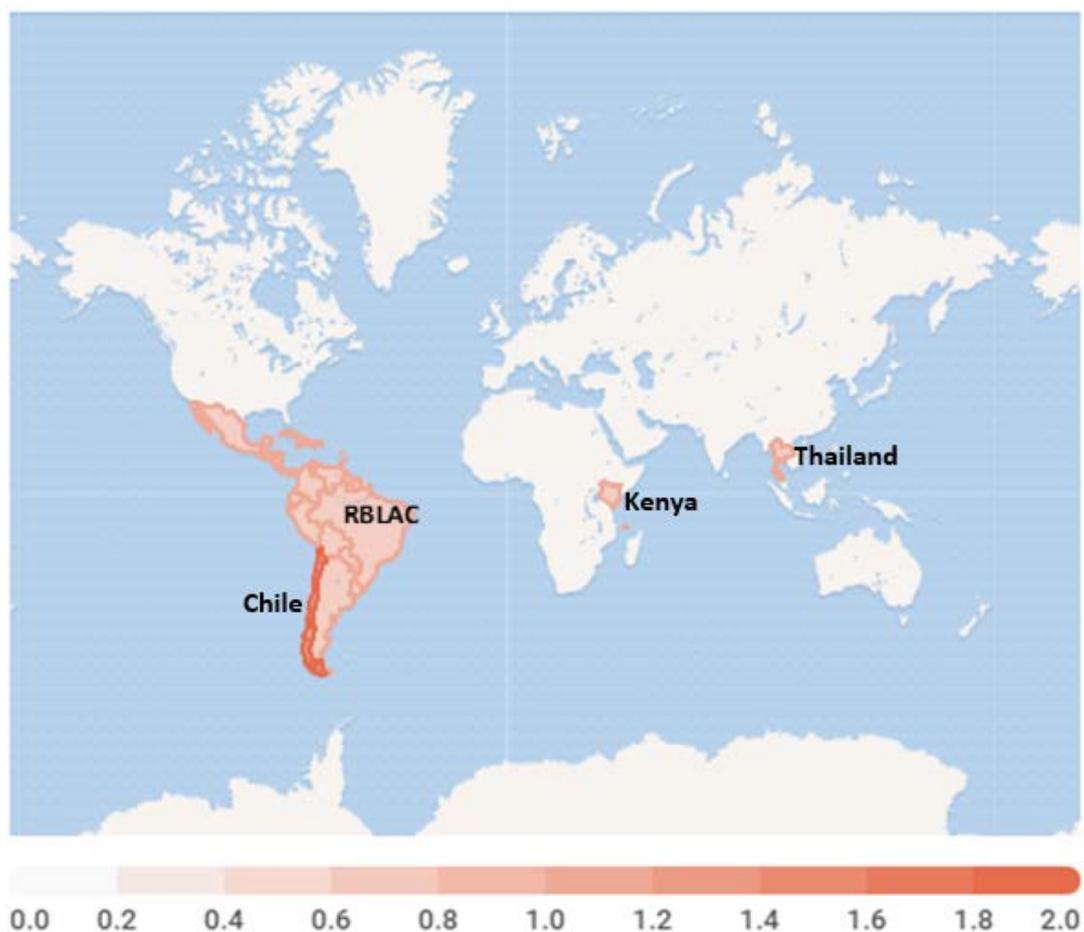
(B) GEOGRAPHIC PORTFOLIO

25. The geographic coverage of IOD evaluation portfolio started with a focus at country level as early as 2012, with a country evaluation in Kenya followed by another, in 2014, in Thailand. The country series stopped with a country evaluation in Chile published in 2015. The geographic series resumed two years later, in 2017 with the commission of the evaluation of the Regional Bureau for Latin America and the Caribbean. The geographic approach is part of a work in progress with an ongoing evaluation of the Regional Bureau of Asia and the Pacific. IOD plans in 2019 and 2020 strive to cover the rest of geographic regions where WIPO operates.

Exhibit 2- Source: IOD data

IOD Geographic Evaluations

Country and Regional Evaluations Undertaken by IOD 2011-2017



(C) EVALUATION BY YEAR

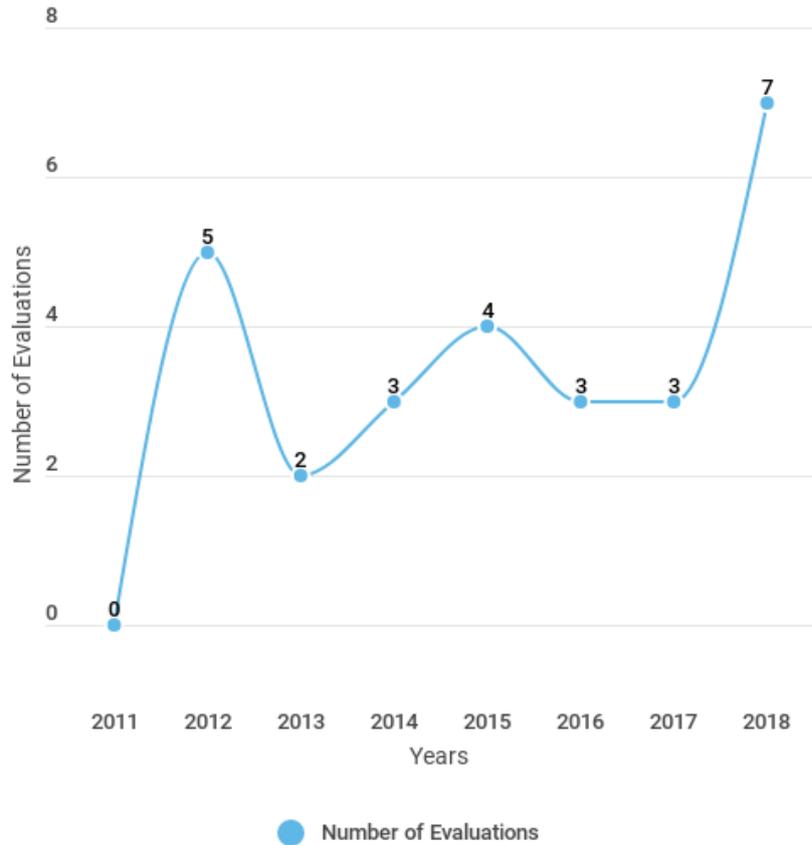
26. 2011 was the starting year for the Evaluation Section when only one staff was available and produced a number of normative documents and preparatory work necessary to start operations (evaluation policy, manual, evaluation templates, etc.). The fluctuations in the number of evaluations per year is explained partly by the length and the start date of the evaluations process covering a specific period of months comprising two years.

27. It is important to note that 11 additional outputs were produced during these years that are not strict evaluation reports but normative evaluation products. Finally, it is worth to note a fluctuation in the number of staff available in the Evaluation Section for extended periods of time might have affected the ability to produce higher number of outputs. The year 2018 is included as an anticipated result of the completion of the work plan.

Exhibit 3- Source: IOD data

IOD Evaluations per Year

Number of IOD evaluations per year (2011-2017)



This graph includes the anticipated number of evaluations completed in 2018 as well as the evaluation of UPOV

(D) EVALUATION BY PROGRAM

28. Twelve Programs have been subject of an evaluation with the highest number of evaluations (nine) concentrated in Programs 8 and 9. This is coherent with the nature of evaluation as a discipline closer to social science and the benefit it brings to answer certain type of questions on relevance, impact and sustainability that development Programs demand. This concentration is also partially explained the focus of the early work of the Evaluation Section on CDIP Projects coordinated by the Development Agenda. Finally, it is worth to note that two evaluations covered Pilot Program Initiatives under the auspices of Human Resources and two important crosscutting issues for the Organization, Capacity Development and Knowledge Management. Programs not evaluated have been covered by audits during the period 2011-2017.

Exhibit 4- Source: IOD data

IOD Evaluations by Program

IOD Evaluations 2011-2017 period



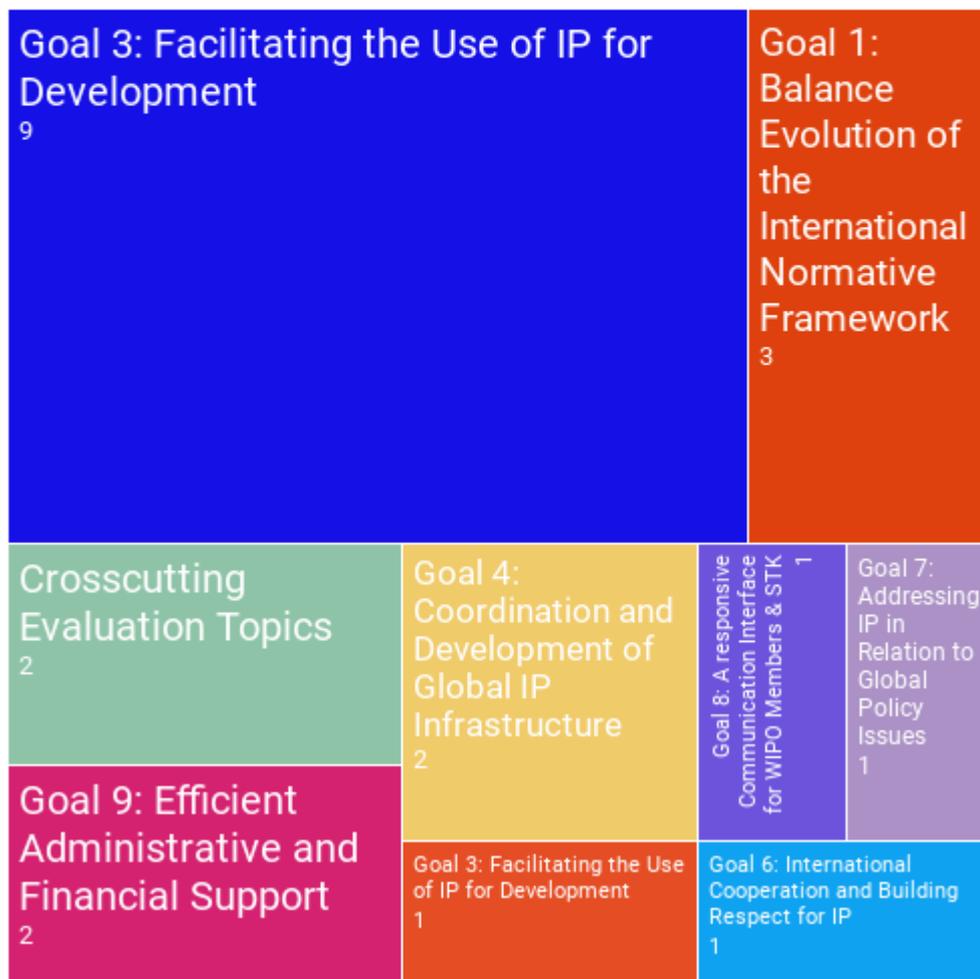
(E) EVALUATION BY STRATEGIC GOAL

29. The portfolio of IOD evaluations has covered eight strategic goals of the Organization. Only one is missing, Goal 5 - *World Reference Source for IP Information and Analysis*. The concentration of evaluations under certain goals follows the same rationale as explained in the previous section on evaluations by Program. It is a reflection of the Programs that were evaluated based on the early work of Evaluation Section with CDIP projects and the added value of evaluation as a discipline closer to the social science and able to answer certain type of questions on relevance, impact and sustainability.

Exhibit 5- Source: IOD data

Evaluations & WIPO's Strategic Goals

Of evaluations completed by WIPO Strategic Goal 2011-2017



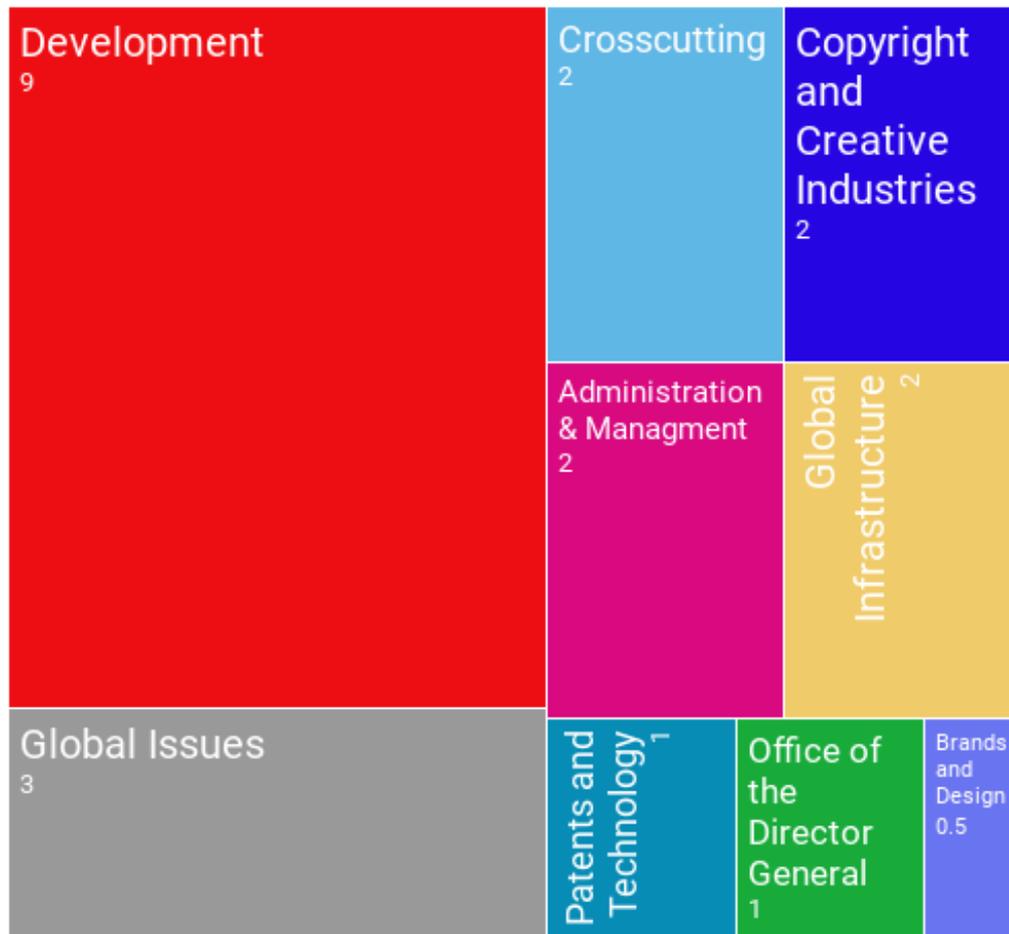
(F) EVALUATION BY SECTOR

30. The portfolio of IOD evaluations have covered all WIPO sectors except Brands and Design that has been partially and indirectly evaluated through crosscutting evaluations. However, Brands and Design sector has been covered by internal and external audits. Again, the concentration on certain sectors is explained by the same reasons as there was a concentration on Program of evaluation. It is a reflection of the Programs that were evaluated based on the Evaluation Section early work of CDIP Projects and the added value of evaluation to answer certain type of questions on relevance, impact and sustainability

Exhibit 6- Source: IOD data

Evaluations by WIPO Sector

IOD Evaluations by Sector 2011-2017



(G) EVIDENCE GAP MAP BY NUMBER OF IOD EVALUATIONS PER WIPO PROGRAMS AND STRATEGIC GOAL

The portfolio of IOD evaluations have covered 36 % of WIPO Programs with six per cent of them evaluated between three and five times. The remaining portfolio has been covered by audits.

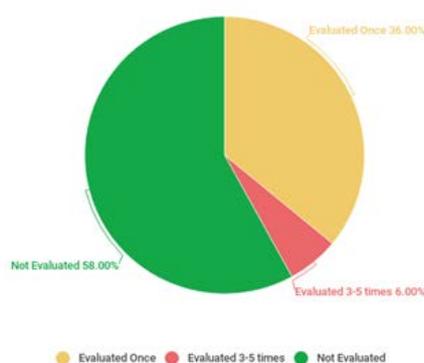
Exhibit 7- Source: IOD data

WIPO Programs	#	WIPO Strategic Goal	# Evaluations
Development Agenda	8	Goal 3: Facilitating the Use of IP for Development	5
Regional Bureaus & LDC	9	Goal 3: Facilitating the Use of IP for Development	4
Human Resources Management & Dev	23	Goal 9: Efficient Administrative and Financial Support	2
Crosscutting evaluations	N/A	N/A	2
Patent Law	1	Goal 1: Balanced Evolution of the International Normative Framework for IP	1
Copyright	3	Goal 1: Balanced Evolution of the International Normative Framework for IP	1
Traditional Knowledge	4	Goal 1: Balanced Evolution of the International Normative Framework for IP	1
International Classification & Standards	12	Goal 4: Coordination and Development of Global IP Infrastructure	1
Global Databases	13	Goal 4: Coordination and Development of Global IP Infrastructure	1
Building Respect for IP	17	Goal 6: International Cooperation on Building Respect for IP	1
IP and Global Challenges	18	Goal 7: Addressing IP in Relation to Global Policy Issues	1
Communications	19	Goal 8: A Responsive Communication Interface between WIPO Its Members & Stk	1
SMEs & Entrepreneurship	30	Goal 3: Facilitating the Use of IP for Development	1
Trademarks	2	Goal 1: Balanced Evolution of the International Normative Framework for IP	
PCT System	5	Goal 2: Provision of Premier Global IP Services	
Madrid System	6	Goal 2: Provision of Premier Global IP Services	
Arbitration and Mediation Center	7	Goal 2: Provision of Premier Global IP Services	
Transition & Develop Countries	10	Goal 3: Facilitating the Use of IP for Development	
WIPO Academy	11	Goal 3: Facilitating the Use of IP for Development	
Access to Information & Knowledge	14	Goal 4: Coordination and Development of Global IP Infrastructure	
Business Solutions for IP Offices	15	Goal 4: Coordination and Development of Global IP Infrastructure	
Economics and Statistics	16	Goal 5: World Reference Source for IP Information and Analysis	
External Relations, Partnerships and External Office	20	Goal 8: A Responsive Communication Interface between WIPO Its Members & Stk	
Executive Management	21	Goal 9: Efficient Administrative and Financial Support	
Program and Resource Management	22	Goal 9: Efficient Administrative and Financial Support	
General Support Services	24	Goal 9: Efficient Administrative and Financial Support	
Information & Communication Technology	25	Goal 9: Efficient Administrative and Financial Support	
Internal Oversight	26	Goal 9: Efficient Administrative and Financial Support	
Conference & Language Services	27	Goal 9: Efficient Administrative and Financial Support	
Information Assurance, Safety & Security	28	Goal 9: Efficient Administrative and Financial Support	
The Hague System	31	Goal 2: Provision of Premier Global IP Services	
Lisbon System	32	Goal 2: Provision of Premier Global IP Services	

Exhibit 8- Source: IOD data

% Coverage of Evaluation in WIPO Programs

% OF WIPO PROGRAMS EVALUATED DURING 2011-2017



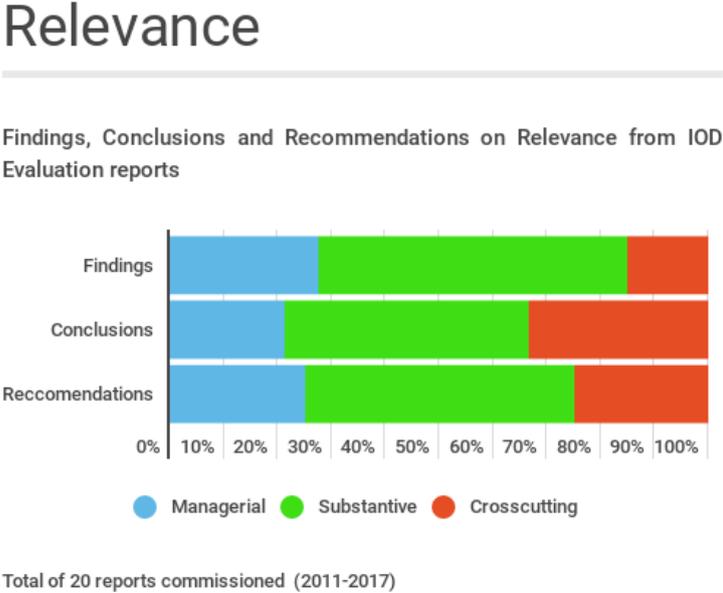
3. SYNTHESIS OF FINDINGS, CONCLUSIONS AND RECCOMENDATIONS

(A) RELEVANCE

31. In terms of relevance criteria, the total amount of findings, conclusions and recommendations sum up to 89 for 20 evaluation reports analyzed covering 2011-2017. In these reports, approximately half of all the findings, conclusions and recommendations refer to substantial topics, most significantly addressing the benefits and/or the importance of WIPO services to the applicable key stakeholders and the need for improvement in certain areas, among which the need for implementation of gender policies stands out.

32. The remaining findings, conclusions and recommendations refer to purely managerial or crosscutting topics. Among those, several findings, conclusions and recommendations stress on the need for harmonized tools, procedures and mechanisms in order to serve the goals of the organization better, as well as certain deficiencies in the system/budget for measuring achievements over time, and in communications. It should be pointed out, however, that the 20 reports analyzed reflect an evolution in recent years *vis-á-vis* such topics.

Exhibit 9- Source: IOD data



33. Slightly more than half of the 75 findings and conclusions in the 20 reports analyzed are of a substantial nature (53%), the rest being managerial (24%) or cross-cutting (22,7%). The recurring substantial findings and conclusions are aimed to determine whether WIPO’s services have been relevant or beneficial to countries and other applicable key stakeholders, in many cases giving a plain positive answer. Among those, there are findings and conclusions more specifically related to certain WIPO services, such as WIPO Global Databases, pointing out both their relevance and the need for their improvement and an increased visibility in order to foster such relevance. Additionally, it is worth noting that among these substantial findings and conclusions an increased attention is being paid over the years to the need for implementation of gender policies.

34. The managerial and crosscutting findings and conclusions in this sub-category present two distinctive issues related to increasing relevance. One, the improvement of harmonized or

standardized tools, procedures and mechanisms, among which communications stand out. The second refers to the visibility of the services, databases and achievements actually procured.

35. This sub-category of analysis presents 50 per cent of substantive issues, 25 per cent of managerial and 25 per cent crosscutting, adding up 13 recommendations. The substantial recommendations under this sub-category towards relevance focus on three issues. Firstly, on the need for improvement of the communication tools of WIPO Global Databases. Secondly on the consolidation of a capacity development framework to design, implement, monitor, manage and assess capacity development in WIPO Programs. Thirdly, on the need to include gender sensitive indicators in RBLAC results-based management that are coherent with WIPO corporate gender policy.

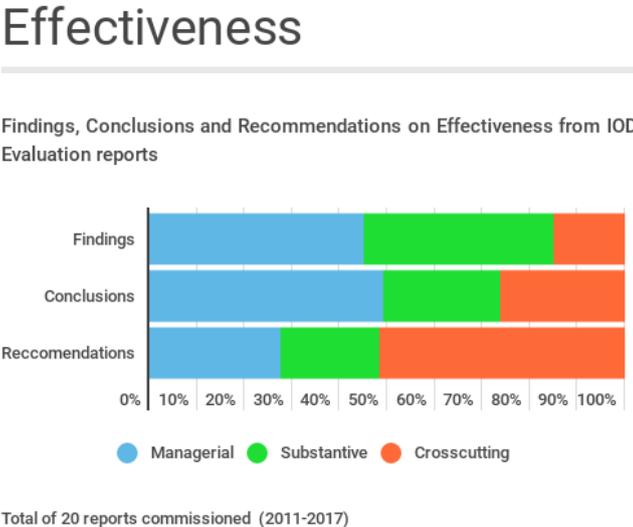
36. The three crosscutting recommendations on relevance deal with the stabilization of the Organizational Structure and Improvement of a performance framework and assessment, and with establishing protocols and procedures for communication and response to demands/requests from the countries.

37. The managerial recommendations on relevance are more Program-oriented than the other recommendations. In particular, they refer to the development of more extensive and customized online platforms for Program 30, to supplementing Program 18 activities with a five-year strategy for WIPO GREEN. Also, it is recommended that the Development Sector should take leadership for consolidated biannual and annual work planning as well as needs prioritization, working with other WIPO sectors developing activities in the country

(B) EFFECTIVENESS

38. There are 176 findings, conclusions and recommendations under the effectiveness criteria. The majority of findings, conclusions and recommendations cover managerial topics although substantive and crosscutting issues closely follow. This reflects the nature of the issues covered under the effectiveness criteria that relates to the delivery of IP Program outputs and results. In terms of managerial findings, the limited use by managers of result-based frameworks and smart indicators in planning and executing their activities is a recurring matter. Moreover, the management of internal and external communications, internal coordination as well as internal information management are important topics for this subcategory.

Exhibit 10- Source: IOD data



39. Although there is not a clear homogeneity on the topics related to substantive findings and conclusions, as it would be expected from the diversity on IP issues of Programs evaluated. It is worth to point out some of the most frequent findings among them; to the uneven involvement at country level of national stakeholders; the limited use of technology and learning for a better delivery and monitoring of beneficiaries and the low use of gender and equity principles in Program implementation.

40. Consistent with the findings and conclusions described above, the recommendations under the effectiveness criteria cover the same topics already mentioned in this section. The recommendations strived to broaden the stakeholder support at national level using inclusive criteria and reach out activities. Recommendations also advise for increasing internal cooperation among divisions and Programs including the use of on-line and IT solutions for better information management. Finally, recommendations point out towards the need to develop and make effective use of results based frameworks in planning and executing activities including measures to improve gender mainstreaming and equity in WIPO Programs.

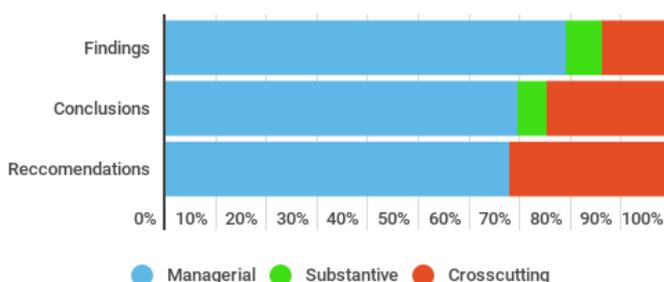
(C) EFFICIENCY

41. In terms of efficiency, the total amount of findings, conclusions and recommendations sum up to 110. The majority of findings, conclusions and recommendations cover managerial topics, as it would be expected for an evaluation criterion closely link to operational topics such as financial expenditure, Human Resources, coordination and delivery of activities.

Exhibit 11- Source: IOD data

Efficiency

Findings, Conclusions and Recommendations on Efficiency from IOD Evaluation reports



Total of 20 reports commissioned (2011-2017)

42. Regarding managerial findings and conclusions, the study found that Programs needed to be more proactive in efficiency terms such as anticipating Human Resources, financial needs and workload during the year.

43. Substantive and crosscutting findings and conclusions showed that there was room for improvement in the administrative and financial coordination among divisions within WIPO. It also points out the untapped potential for synergies among Programs including in the area of financial practices such as, in the case of Funds in Trust where divisions can share information and know-how to ensure efficient utilization of resources.

44. It is worth to point out that there are no recommendations covering IP substantive matters under efficiency. Out of the total, 78 per cent cover managerial topics and 22 per cent crosscutting issues. The managerial recommendations under this sub-category present three distinctive topics aiming to enhance efficiency:

- (a) Improvement of the design and monitoring of projects in the form of using logical frameworks, baselines, indicators and other results based management techniques;
- (b) Internal coordination among business units as well as external partners; and
- (c) Recommendations point out to a better use of resources, analyzing resource gaps and by taking better advantage existing IT tools or developing new ones.

45. The crosscutting recommendations present the same three types of topics already mentioned under the managerial sub-category. The difference resides in that these crosscutting recommendations refer to a broader group of stakeholders beyond the circle of the evaluand. Sometimes extending them to the whole Organization such as the creation of an IT architecture that brings together the current isolated databases on capacity development.

(D) IMPACT

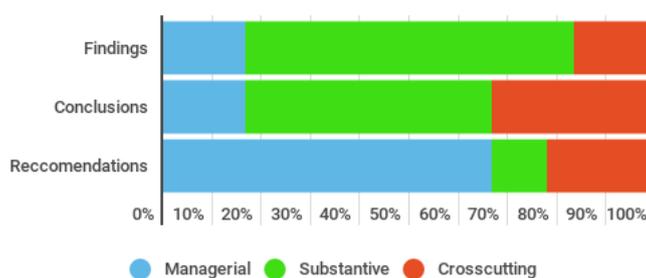
46. Regarding the impact criteria, the total amount of findings, conclusions and recommendations add up to 28. From this limited number of findings, conclusions and recommendations, it would appear that more attention needs to be brought to produce a higher number of findings and conclusions under these evaluation criteria.

47. The most abundant (57%) findings and conclusions are those related to substantive matters. Positive impacts have been found in the usage of the Global Databases, participation in IP policy dialogues and WIPO capacity development work. However, it would appear that the potential for measuring longer-term impacts in WIPO is still to be worked out.

Exhibit 12- Source: IOD data

Impact

Findings, Conclusions and Recommendations on Impact from IOD Evaluation reports



Total of 20 reports commissioned (2011-2017)

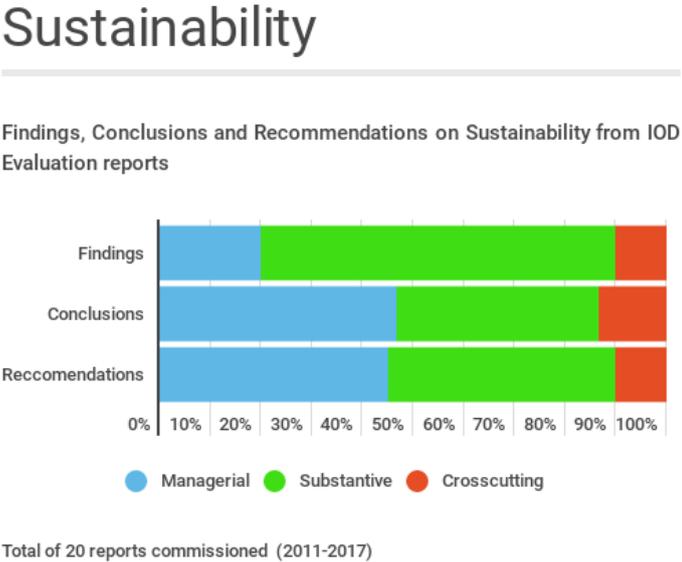
48. There are only nine recommendations under this subcategory, 66 per cent of which are purely managerial. The mostly managerial nature of the recommendations made in the analyzed reports is unexpected, considering that this evaluation criterion (impact) refers to primary and secondary long-term effects produced by the interventions made. Among the very

few topics included in the recommendations, strengthening cooperation, training and partnership models along with the knowledge sharing policy is a topic worth mentioning, as it is included in the studied reports from different perspectives (substantial, managerial and cross-cutting). A mention to the need for enhancing gender sensitive approaches is also included in these recommendations.

(E) SUSTAINABILITY

49. In terms of the sustainability criteria the study found 39 findings, conclusions and recommendations. Most of the topics have a substantial nature, which is consistent with the evaluation criterion considered in this section as it studies whether sustained or continued long-term benefits persist after a given intervention has been fully completed.

Exhibit 13- Source: IOD data



50. Out of the 26 findings and conclusions related to the evaluation criterion “sustainability”, 54 per cent correspond to substantial topics. The rest are divided between managerial (35%) and cross-cutting topics (11%). Most findings and conclusions explore from different perspectives (substantial, managerial or cross-cutting) one single topic, namely the impact of external factors, such as national policies, strategies, priorities, financing, etc. which may affect sustainability in an adverse manner.

51. Only 13 recommendations affecting this sub-category of analysis have been included in the 20 reports analyzed. Slightly less than 70 per cent of them explore topics of a substantial nature, while crosscutting and managerial topics represent 15 per cent each over the total. It is worth noting that, in line with the findings and conclusions related to the sustainability criteria, there is one outstanding topic considered from both a substantial and a managerial standpoint: the need for securing government-supported exit strategies at different levels (financing, development, innovation) and periodic revisions of country plans. Also, worth mentioning is the recommendation to include gender aspects in activities and develop gender-sensitive indicators to address gender perspectives in a sustainable manner.

(F) CONCLUSIONS

52. **Programmatic:** 36 per cent of WIPO Programs have been covered by evaluations while the remaining 58 per cent have been covered by frequent audits. Twelve Programs have been subject of an evaluation, the highest number of evaluations (nine) concentrated in Programs 8 and 9. This is coherent with the nature of evaluation as a discipline closer to social sciences and the added value it brings to answer certain type of questions on relevance, impact and sustainability that Programs 8 and 9 demanded. Although some parts of the remaining portfolio might be considered less prone for evaluation approaches, it would be worth to explore to cover a portion of it by harnessing the untapped potential of joint audit and evaluation exercises.

53. **Strategic Goals:** The portfolio of evaluations have covered eight strategic goals of the organization out the nine WIPO goals. Goal 5 remains to be evaluated - *World Reference Source for IP Information and Analysis*.

54. **Sector and administrative coverage:** All WIPO sectors have been covered by at least one evaluation except for the Brands and Design Sector that has indirectly been evaluated through crosscutting evaluations.

55. **Geographic Coverage:** There is still room for improvement in the coverage of the evaluation gap at the geographic level currently being tackle by regional evaluations. However, a more in-depth approach richer in IP substantive findings and recommendations connected to impact might be needed to fulfil the organizational information demands.

56. **Crosscutting evaluations:** Two crosscutting evaluations have been completed, one in 2014 on Knowledge Management and a second on Capacity Development in 2018. Both have been relevant from the standpoint of measuring the ability of the Organization to work together. The future crosscutting topics selected for evaluation could benefit for a systematic, strategic (organization-wide) and participatory map of priorities.

57. **Gender mainstreaming:** Improvements in gender equality continues one of the key elements present in all the five evaluation criteria either as finding or as a recommendation.

58. **IP Substantive and impact criteria:** Evidence on long-term substantive IP effects of Programs is quite limited in the current portfolio of evaluations and does not provide sufficient information at impact level.

4. RECCOMENDATIONS

Recommendation 1: IOD Evaluation Section should prioritize, when possible, coverage of WIPO Programs, strategic goals and sectors not yet evaluated as per the findings of the report. This approach should include geographic coverage as one of the elements to make such a decision. Crosscutting evaluations should be carefully selected; ensuring topics are organization-wide relevant.

(Priority Medium)

Closing criteria: (i) Ensure that at least one evaluation from a non-evaluated Program and from a non-evaluated geographic scope are included in the annual work plan of IOD Evaluation Section. (ii) Produce an organizational strategic question map with crosscutting evaluation questions relevant at organization-wide level.

Recommendation 2: IOD Evaluation Section should improve the number and quality of substantive findings and conclusions on IP in relation to long-term effects and impact of Programs.

(Priority: High)

Closing criteria: Incorporate improved and more specific evaluation questions on impact in the TOR of evaluations and reinforce evaluation teams with substantive IP experts to improve the quantity and quality of substantive findings and recommendations on IP.

Recommendation 3: IOD Evaluation Section should reinforce its measures to improve and introduce gender sensitive elements in a manner consistent with WIPO gender policies and UNSAWP.

(Priority Medium)

Closing criteria: Include additional and strengthen current specific measures in the evaluation TORs and Inception report sections on methodology to account for gender mainstreaming in data collection, analysis and reporting.

ACKNOWLEDGMENT

IOD wishes to thank all relevant members of staff for their assistance, cooperation and interest during this assignment.

Prepared by: Mr. Adan Ruiz Villalba and Ms. Marta Garcia with the assistance of Mr. Tihomir Andonov

Reviewed by: Mr. Rajesh Singh, Director, Internal Oversight Division

Approved by: Mr. Rajesh Singh, Director, Internal Oversight Division

5. TABLE OF RECOMMENDATIONS

No	Recommendations	Priority	Person(s) Responsible	Management Comments and Action Plan	Deadline
1.	<p>Recommendation 1 – IOD Evaluation Section should prioritize when possible coverage of WIPO Programs, strategic goals and sectors not yet evaluated as per the findings of the report. This approach should include geographic coverage as one of the elements to make such a decision. Crosscutting evaluations should be carefully selected; ensuring topics are organization-wide relevant. (Priority Medium)</p> <p>Closing Criteria: (i) Ensure that at least one evaluation from a non-evaluated Program and from a non-evaluated geographic scope are included in the annual work plan of IOD Evaluation Section. (ii) Produce an organizational strategic question map with crosscutting evaluation questions relevant at organization-wide level.</p>	Medium	IOD Evaluation Section Head	Accepted	December 2019
2.	<p>Recommendation 2- IOD Evaluation Section should improve the number and quality of substantive findings and conclusions on IP in relation to long-term effects and impact of Programs (Priority: High)</p> <p>Closing Criteria: Incorporate improved and more specific evaluation questions on impact in the TOR of evaluations and reinforce evaluation teams with substantive IP experts to improve the quantity and quality of substantive findings and recommendations on IP</p>	Medium	IOD Evaluation Section Head	Accepted	December 2019

No	Recommendations	Priority	Person(s) Responsible	Management Comments and Action Plan	Deadline
3.	<p>Recommendation 3-: IOD Evaluation Section should reinforce its measures to improve and introduce gender sensitive elements in a manner consistent with WIPO gender policies and UNSAWP. (Priority Medium)</p> <p>Closing criteria: Include additional and strengthen current specific measures in the evaluation TORs and Inception report sections on methodology to account for gender mainstreaming in data collection, analysis and reporting.</p>	Medium	IOD Evaluation Section Head	Accepted	December 2019

ANNEXES

Annex I.	Evaluation TOR
Annex II.	Evaluation List
Annex III.	Screen Shots of Data Base for Meta-evaluation Synthesis

[Annex I follows]

ANNEX 1: META-EVALUATION –SYNTHESIS TERMS OF REFERENCE



Internal Oversight Division

Reference: EVAL 2018-03

TERMS OF REFERENCE

Meta-Evaluation Synthesis Report of WIPO's Evaluative Evidence

July 17, 2018

LIST OF ACRONYMS

IOD	Internal Oversight Division
IP	Intellectual Property
ToR	Terms of Reference
UNEG	United Nations Evaluation Group
WIPO	World Intellectual Property Organization

INTRODUCTION

1. The Terms of Reference (ToR) present an overview of the requirements and expectations of the Meta-Evaluation Synthesis.
2. The core Evaluation Team consists in:
 - (a) Mr. Adan Ruiz Villalba – Head of Evaluation, Internal Oversight Division (IOD) and Evaluation Leader;
 - (b) One short-term analyst and substantive expert in Intellectual Property (IP) consultant, 15 days (name will be confirmed after the selection).
3. The Meta-Evaluation Synthesis, EVAL 2018-03, is included in IOD work plan for 2018 and will be conducted between September and October 2018.

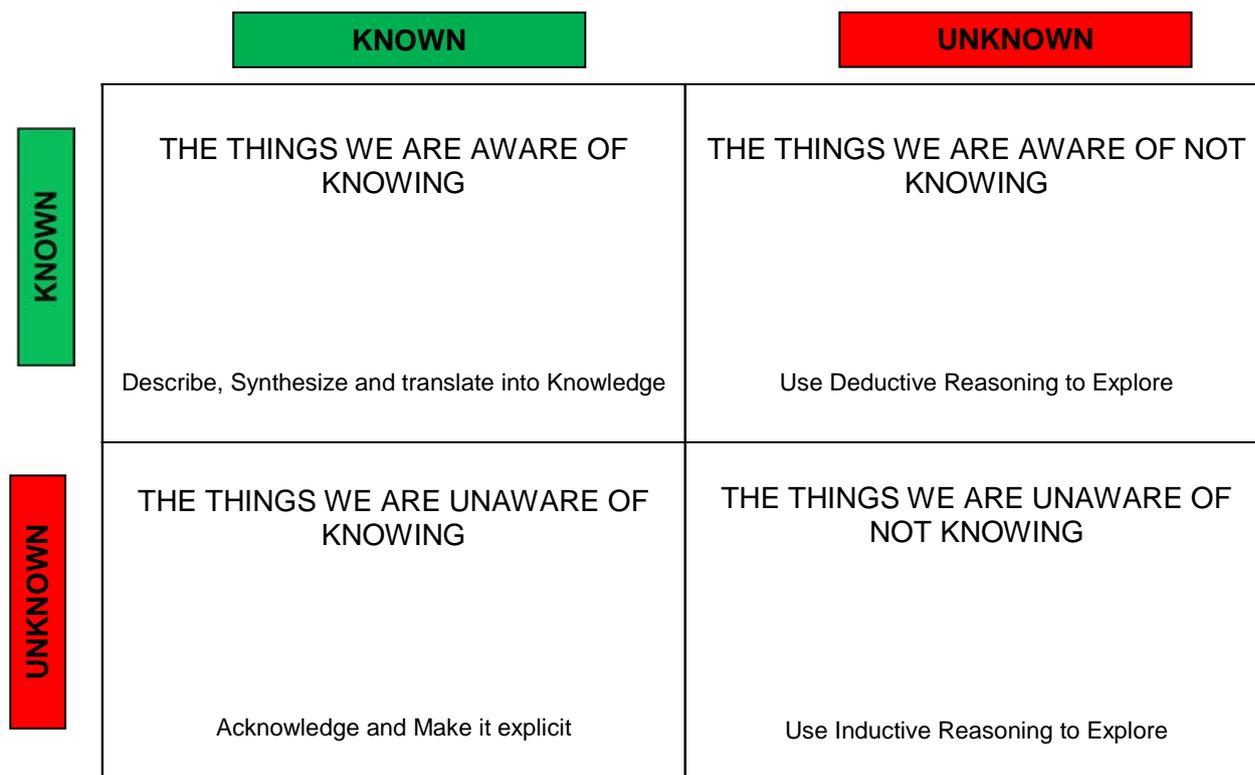
(A) BACKGROUND AND RATIONALE

4. Over the last decade there has been an increase in the supply of evaluative evidence in the form of findings and recommendations from evaluations that have informed decision making and policy. However, the growth in the production of evaluative evidence, also presents challenges. How can decision makers get an overview of the existing evidence on a certain topic when it is scattered around in different reports, recommendations etc.? Furthermore, how can it be ensured that evidence is presented in a format which is useful and accessible for a technical and non-technical audience? And how can we best ensure that limited resources are spent efficiently and important Evidence Gaps are prioritized? To respond to these questions, the Evaluation Section will draw various tools and methods suitable to conduct a Meta-Evaluation Synthesis of all evaluations done so far that includes an Evidence-Gap Map.
5. An Evidence-Gap Map presents a visual overview of existing evaluations in an Organization schematically representing the types of interventions evaluated and outcomes reported and evaluation results. An Evidence-Gap Map presents an additional tool to support evidence-informed decision and policy making.
6. Evidence-Gap Maps enable policy makers and practitioners to explore the findings and quality of the existing evidence and facilitate informed judgment and evidence-based decision making in international policy and practice. This tool also identifies key “gaps” where little or no evidence from evaluations and systematic reviews is available and where future evaluation efforts should be focused. Thus, Evidence Gap Maps are a useful tool for developing a strategic approach to building the evidence base on a particular topic.
7. There is also a need to ensure existing evaluations are available and accessible in a format that is useful for decision making, and to develop tools to support an efficient and strategic approach to commission evaluations informed by the existing evidence base.

PURPOSE, OBJECTIVES, SCOPE, AND QUESTIONS

(A) PURPOSE AND OBJECTIVES

8. The purpose of this Meta-Evaluation Synthesis is to facilitate strategic use of scarce evaluation resources and enhance the potential for future evidence from evaluations by identifying good practices and key “gaps” in the available evidence, thus indicating where future evaluations should be focused. Furthermore, if necessary, provide recommendations on the way forward for the Evaluation Section, including an Evaluation Evidence-Gap Map that contributes to better targeted evaluation exercises and provides a tool that improves the quality of decision-making at WIPO.

Fig 1. Graphic representation of the evaluative evidence universe knowledge gap

9. This evaluation aims to:

- (a) Analyze and synthesize findings and recommendations of all evaluations undertaken by the Evaluation Section since its inception.
- (b) Contribute to close the evidence feedback loop for planners and managers of the Organization by identifying the knowledge translation potential of evaluative evidence into strategic substantive thematic and crosscutting recommendations.
- (c) Visualize the Evidence-Gaps and consolidated information for intuitive easy access and use by clients of the Meta-Evaluation Synthesis.
- (d) Identify the most suitable or new approaches for enhancing learning, communication of evaluation results to various stakeholders and utilization of evaluation results.

(B) SCOPE

10. The evaluation will cover all evaluations completed and issued by IOD from January 2008 to July 2018.

(C) EVALUATION QUESTIONS

11. The evaluation should cover the following questions:

- (a) What are the substantive synthesis of key findings, conclusions and recommendations coming from the analysis of evaluative evidence?
- (b) What is the Key Evidence-Gaps found?
- (c) How can IOD improve in closing the gap of evaluative evidence and identify topics we are unaware of knowing and not knowing?

- (d) How can IOD best ensure limited resources on evaluation are spent efficiently and important evidence gaps are prioritized?

APPROACH AND METHODOLOGY

12. The first step will consist of developing a framework representing the universe of type of interventions and outcomes of the Organization encompassing, Sectors and Strategic Objectives.
13. The Team will plot the questions from Evaluation ToR, as well as findings, conclusions and recommendations from the Evaluations Reports against these frameworks to visualize questions and answers on the different topics:
- (a) The major areas of WIPO's work (Categories or Types of Interventions);
 - (b) All administrative Sectors of the Organizations work (organigram);
 - (c) Organization Strategic Goals (Planning and Budget Biennium goals);
 - (d) Geographic and thematic coverage of evaluations; and
 - (e) Any other frame considered useful for the Meta-Evaluation Synthesis.
14. The analysis of the data will proceed according to the following steps:
- (a) Identify and extract each finding, conclusion recommendation and evaluation question from the 20 Evaluation Reports.
 - (b) Each finding conclusion recommendation and evaluation question will be coded using a summative approach.
 - (c) Each finding, conclusion, recommendation and evaluation question will be attributed independently by two members of the Team to one of three following categories (substantive, managerial and crosscutting) using the definition established in the meta-synthesis protocol.
 - (d) Additionally the data and information will be linked to other attributes such as evaluation criteria, geographic, thematic and organizational/type of intervention criteria.
 - (e) The resulting information will be used by the team to populate a data base created for this purpose.
 - (f) The Meta-Evaluation Team will describe the quantitative and qualitative characteristics of the evaluative evidence using an inductive methodology to synthesize findings conclusions and recommendations from the evaluation in a succinct report and graphic report.
15. The Meta-Evaluation Team will produce a clear visualization of the evaluative evidence in the form of an Evidence-Gap Map (hard copy and on-line) that can be consulted by different types of stakeholders.
16. The Evaluation team will further elaborate the details of the methodology and evaluation tools during the desk research phase.
- (A) Evaluation design and review phase
17. During this phase, the evaluation will develop the methodological and analytic collection tools.

(B) Reporting phase

18. The Meta-Evaluation Team will prepare a Meta-Evaluation Synthesis Report following the United Nations Evaluation Group (UNEG) Norms and Standards.

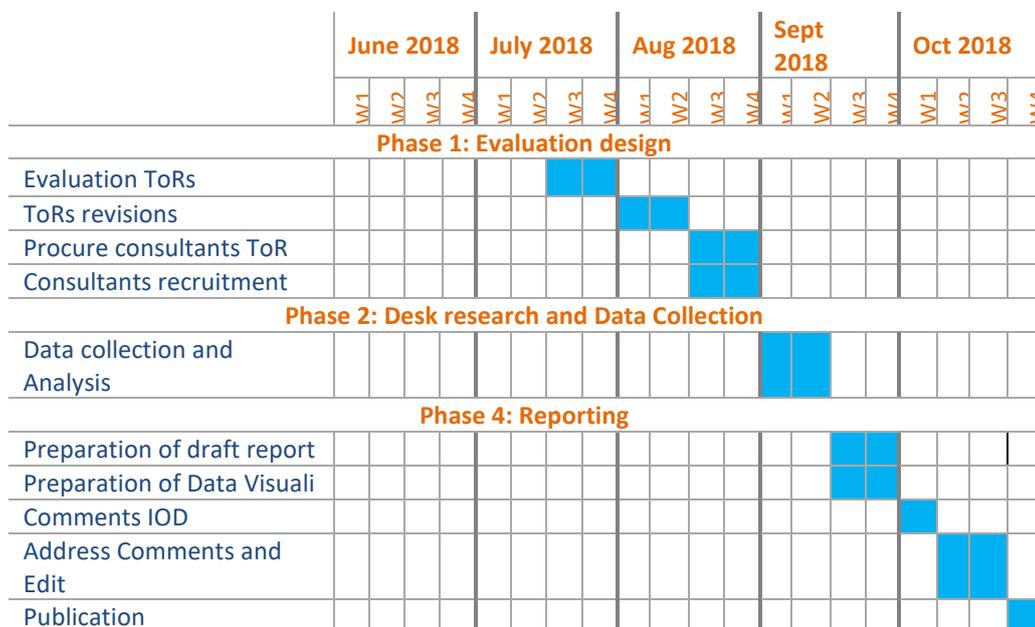
19. In collaboration with the graphic designer consultant the Meta-Evaluation Team will prepare various graphic devices including a visualization of the Evidence-Gap Map and other user friendly visual tools to disseminate the report.

20. IOD will make the Final Meta-Evaluation Report available for publication, as per the WIPO Oversight Charter. The Director, IOD shall publish the final evaluation report on the WIPO website within 30 days of its issuance. If required to protect security, safety or privacy, the Director, IOD may, at his discretion, withhold a report in its entirety or redact parts of it.

TIMEFRAME AND PROCESS

21. The evaluation will take place between September and October 2018. The Figure 2 below includes a tentative plan for the upcoming evaluation:

Figure 2: Tentative evaluation timeframe



ANNEXES to TORs

Annex 1: List of Evaluations by preliminary categories of analysis 2010-July 2018

EVALUATIONS UNDERTAKEN BY IOD 2010- July 18 by Sector and Organizational Strategic Objective

	1.Balance Evolution of the International Normative Framework for IP	2.Provision of Premier Global IP Services	3.Facilitating the use of IP for Development	4.Coordination and Development of Global IP Infrastructure	5.World Reference Source of IP Information and Analysis	6.International Cooperation and building Respect for IP	7.Addressing IP in Relation to Global Policy Issues	8.Efficient Administrative And Financial Support to Structure to enable WIPO deliver its Programmes	9.Crosscutting Organizational
Office of the Director General									
Brands and Design									
Copyright and Creative Industries									
DDG Development									
Patents and Technology									
Administration and Management									
Global Infrastructure									
Global Issues									
Crosscutting Organizational Programmatic									

[Annex 2 to follow]

Annex 2: SUGGESTED TABLE TO ORGANIZE EVALUATIONS BY TOPICS (topics taken from website)

	1-Balance Evolution of the International Normative Framework for IP	2-Provision of Premier Global IP Services	3-Facilitating the use of IP for Development	4-Coordination and Development of Global IP Infrastructure	5-World Reference Source of IP Information and Analysis	6- International Cooperation and building Respect for IP	7- Addressing IP in Relation to Global Policy Issues	8-Efficient Administrative And Financial Support to Structure to enable WIPO deliver its Programmes	9-Crosscutting & Organizational
International Legislation									
Policy									
Cooperation									
Development									
Knowledge									
Innovation									
IP Services and Protection									
Resolving Disputes									
Training									
Information Resources									
Crosscutting									

[End of the annexes and of the document]

[Annex II follows]

ANNEX 2: EVALUATION LIST

#	Evaluation Title
1	Independent Report on Evaluation of the Pilot Project for the Establishment of "Start-Up" National IP Academies
2	Independent Evaluation Report of the Project on Specialized Databases Access and Support
3	Pilot Country Portfolio Evaluation: WIPO Kenya
4	Independent Evaluation of the Project on Developing Tools for Access to Patent Information
5	Independent Evaluation of the Project on Improvement of National, Sub-regional and Regional IP Institutional and User Capacity
6	Program 1 (Patent Law)
7	Evaluation Report on Support Services to the Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore
8	Country Portfolio Evaluation Thailand,
9	Knowledge Sharing in WIPO
10	Evaluation Report on Strategic Goal VI: International Cooperation on Building Respect for Intellectual Property
11	Chile Country Portfolio Evaluation 2010-2014 Report
12	Evaluation Report on WIPO Rewards and Recognition Program
13	Evaluation of Program 30: Small and Medium-sized Enterprises and Innovation
14	Evaluation of Program 3 Copyright and Related Rights 2010-2015
15	Evaluation of WIPO's assistance to Least-Developed Countries (LDCs)
16	Evaluation of WIPO's Pilot Project on the Professional Development of Women
17	Evaluation of the WIPO Global Databases Division
18	Evaluation of Program 12: International Classifications and Standards
19	Evaluation of the WIPO's corporate communications activities and their contributions to WIPO's brand and reputation
20	Evaluation of the Regional Bureau for Latin America and the Caribbean
21	Evaluation of Program 18: IP and Global Challenges
22	Evaluation of Capacity Development of Intellectual Property Skill

[Annex III follows]

ANNEX 3: META-EVALUATION –SYNTHESIS DATA BASE

ID <table border="1"> <tr><td>2011-01</td><td>2012-01</td><td>2012-02</td></tr> <tr><td>2012-03</td><td>2012-08</td><td>2012-09</td></tr> <tr><td>2013-05</td><td>2013-06</td><td>2014-02</td></tr> <tr><td>2014-04</td><td>2014-05</td><td>2015-01</td></tr> <tr><td>2015-02</td><td>2016-01</td><td>2016-02</td></tr> <tr><td>2016-05</td><td>2017-01</td><td>2017-02</td></tr> <tr><td>2017-03</td><td>2017-04</td><td>2017-05</td></tr> </table>	2011-01	2012-01	2012-02	2012-03	2012-08	2012-09	2013-05	2013-06	2014-02	2014-04	2014-05	2015-01	2015-02	2016-01	2016-02	2016-05	2017-01	2017-02	2017-03	2017-04	2017-05	Focus <ul style="list-style-type: none"> 150 countries+ 151 countries+ Colombia, DR, Peru, Tu... Country Developing Countries ... DR, Kyrgystan, Moroccc... IGC International LDCs Not Specified Regional Bureau for Lat... Single Country UPOV WIPO WIPO Internal 	Dimen... <ul style="list-style-type: none"> 1 2 3 4 6 7 8 9 10 	Type <ul style="list-style-type: none"> C F R (blank) 	Nature <ul style="list-style-type: none"> C M S (blank) 	Criteria <ul style="list-style-type: none"> EFFECT EFFIC IMP REL SUS 	Program # <ul style="list-style-type: none"> 4 7 8 9 11 12 14 18 19 23 30 crosscutting UPOV 0 20 	Evaluation Type <ul style="list-style-type: none"> Country Pilot Programatic Project Regional Thematic (blank) 	Time Scope <ul style="list-style-type: none"> 1 2 3 4 5 7
2011-01	2012-01	2012-02																											
2012-03	2012-08	2012-09																											
2013-05	2013-06	2014-02																											
2014-04	2014-05	2015-01																											
2015-02	2016-01	2016-02																											
2016-05	2017-01	2017-02																											
2017-03	2017-04	2017-05																											

Narrative ▼

Despite some attribution challenges, WIPO is credited with contributing to some positive changes in the legislative framework and IP awareness in Kenya.

1

During the period 2005-10, WIPO tended to work independently of other UN agencies in Kenya. For most of the evaluation review period, there was limited effective coordination between WIPO Sectors and the Africa Bureau in Kenya. WIPO's decision to move towards a country approach increases the needs for greater internal WIPO coordination at the country level in Kenya. In keeping with corporate practices during the evaluation review period, WIPO Technical Sectors and the Africa Bureau focused mainly on implementing activities in Kenya. They placed modest emphasis on monitoring, evaluating or reporting on the results of funded activities at the individual or country level. In keeping with its corporate practices at the time, WIPO support to Kenya from 2005 to 2010 was driven by ad hoc requests and opportunities rather than a country strategy, program or plan. WIPO's planned country program approach has important implications for how future WIPO-Kenyan cooperation will be implemented. The interviewed WIPO stakeholders in Kenya were generally happy with the quality and type of services provided by WIPO. Some highlighted a few areas for improvement. Preparatory services were found to be efficient and effective with IGC participants rating key services between 69-96% positively³. Improvements to services were identified in the e-updates provided, website, the registration process and publications. (Linked to conclusion 1 and recommendation 1) The Traditional Knowledge Division (TKD) should take the lead in adjusting the preparatory support services with improvements to pre-session updates and publications/reports. In more detail there is evidence that WIPO contributions to building the IP capacity of individuals and national IP offices are generally being sustained. Noted shortcomings include some orphaned WIPO projects in Kenya as well as the need to ensure government support, develop exit strategies, and support the sustainability of WIPO projects. WIPO should continue its support in Kenya and make its future investments strategically in recognition of the evolving IP landscape and emerging needs. WIPO should enhance the sustainability of its activities by developing government-supported exit strategies, supporting the development of CMOs, and supporting IP capacity building in universities and research institutions. WIPO should make efforts to improve its efficiency by improving its program design and coordination, adopting a monitoring and evaluation system and building synergy with other partners. Initial although not yet systematic steps towards enhancing sustainability at the level of Member States were taken. WIPO's support towards achieving objectives of Strategic Goal VI was generally well managed^[1] [1] Please note that this conclusion could also be placed under column 9, depending on whether the focus is more substantive or management-oriented. The Secretariat provided the right type of high quality and relevant support towards the achievement of Strategic Goal VI. WIPO's support to Strategic Goal VI achieved its planned objectives. Despite some progress, the proper application of BRM principles both in designing WIPO's activities and monitoring results under Strategic Goal VI leaves room for further improvement.

ID	Coun	Ye	Location	Focus	Dimention	Type	Type	Natur	Criter	Time Sco	Evaluation Ty	Prograt	Narative
2013-05	1		Thailand	Country	10	R	5	M	EFFIC	5	Country	9	The Development Sector should take the leadership for facilitating information flows and cross-sectoral collaboration within the organization by nominating coordination officers and setting up a Steering Committee for Development A
2013-05	1		Thailand	Country	10	R	6	M	EFFIC	5	Country	9	The Development Sector should take the leadership in enhancing coordination and coherence between WIPO and in-country partners by customizing information, providing guidelines for collaboration partners and planning and adv
2013-05	1		Thailand	Country	10	R	7	M	EFFIC	5	Country	9	The Administration and Management Sector should take the leadership for enhancing the coherence of existing information systems in order to facilitate decision making, planning, implementation and records keeping
2013-05	1		Thailand	Country	10	R	8	M	SUS	5	Country	9	The Development Sector should take the leadership for analyzing the feasibility of activities prior to implementation and move beyond the output level by giving more emphasis on the achievement of relevant and sustainable outcomes
2013-05	1		Thailand	Country	10	R	9	M	IMP	5	Country	9	The Development Sector should work on enhancing long-term benefits of technical cooperation by integrating sustainability into their projects
2013-06	1	2013	International	International	1	F	1	M	EFFECT	4	Programatic	4	Preparatory services were found to be efficient and effective with IGC participants rating key services between 69-96% positively3. Improvements to services were identified in the e-updates provided, website, the registration pro
2013-06	1	2013	International	IGC	1	F	2	M	EFFECT	4	Programatic	4	Preparatory services were found to be efficient and effective with IGC participants rating key services between 69-96% positively3. Improvements to services were identified in the e-updates provided, website, the registration pro
2013-06	1	2013	International	IGC	1	C	1	M	EFFIC	4	Programatic	4	Feedback from IGC participants indicates that, overall, participants are being well supported in their preparation for the IGC sessions. It seems that some adjustments would be needed to the above-mentioned support services to met
2013-06	1	2013	International	IGC	1	R	1	M	EFFIC	4	Programatic	4	The Traditional Knowledge Division (TKD) should take the lead in adjusting the preparatory support services with improvements to pre-session updates and publications/reports. In more detail: (a) Updates: TKD should expedite the sending
2013-06	1	2013	International	IGC	1	F	3	C	EFFIC	4	Programatic	4	Services during the IGC sessions were found to be efficient and effective with IGC participants rating key services between 73-91% positively. Improvements to services were identified in communicating progress during the sessions, webca
2013-06	1	2013	International	IGC	1	C	2	C	EFFIC	4	Programatic	4	Feedback indicated that IGC participants saw as key their ability to follow developments in the drafting process and understand the implications. Therefore, the interpretation services were appreciated as was the rapid turnover of c
2013-06	1	2013	International	IGC	1	R	2	C	EFFIC	4	Programatic	4	The Traditional Knowledge Division (TKD) should take the lead in adjusting the support services provided during the IGC sessions with improvements to communicating progress during the sessions, webcasting and rooms available/
2013-06	1	2013	International	IGC	1	F	4	C	EFFECT	4	Programatic	4	Services provided after the IGC sessions were found to be efficient and effective with IGC participants rating key services at 91 and 94% positively. No specific improvements were identified; participants requested that decisions and appro
2013-06	1	2013	International	IGC	1	C	3	C	EFFECT	4	Programatic	4	The services provided after the IGC sessions corresponded to the main needs of the IGC participants at this stage of the process, i.e. to be able to receive rapidly the decisions and revised texts - and in the translated new versions
2013-06	1	2013	International	IGC	1	F	4	C	EFFECT	4	Programatic	4	Services provided to representatives of indigenous peoples and local communities were found to be efficient and effective with them rating key services from 85% to 93%. Improvements to services were identified in support provid
2013-06	1	2013	International	IGC	1	C	4	C	REL	4	Programatic	4	A genuine effort seems to have been made by WIPO (the Secretariat and the Member States) to incorporate the perspectives of indigenous groups within the IGC process. This was seen as positive by participants and the represen
2013-06	1	2013	International	IGC	1	R	3	C	EFFECT	4	Programatic	4	The Traditional Knowledge Division (TKD) should take the lead in increasing the support services provided to representatives of indigenous people and community groups for the caucus meeting and Indigenous Panel In more detail: (a)Cauc
2013-06	1	2013	International	IGC	1	F	5	C	REL	4	Programatic	4	The overall needs of the IGC were being met by WIPO with a 96% positive rating from participants. In providing the necessary expertise, the Secretariat was found to be playing its role effectively. However, given the current junctur
2013-06	1	2013	International	IGC	1	C	5	C	EFFIC	4	Programatic	4	Positively, the Secretariat has been able to meet the needs of IGC in the support provided, as shown throughout this evaluation. These services and a supportive Chair have created an environment where the text-based negotiations could
2013-06	1	2013	International	IGC	1	R	4	M	EFFICT	4	Programatic	4	The Traditional Knowledge Division (TKD) should continue providing the necessary expertise[1] to the IGC without overstepping its mandate and increase the level of awareness: (a)In Geneva by increasing the number of information briefing
2013-06	1	2013	International	International	1	R	1	M	EFFIC	4	Programatic	4	The Traditional Knowledge Division (TKD) should take the lead in adjusting the preparatory support services with improvements to pre-session updates and publications/reports. In more detail
2014-02	1	2014	Internal	WIPO Internal	6	C	6	C	SUS	4	Thematic	7	Initial although not yet systematic steps towards enhancing sustainability at the level of Member States were taken
2014-02	1	2014	Internal	WIPO Internal	9	C	1	M	EFFIC	4	Thematic	7	WIPO's support towards achieving objectives of Strategic Goal VI was generally well managed[1] [1] Please note that this conclusion could also be placed under column 9, depending on whether the focus is more substantive or mar
2014-02	1	2014	Internal	WIPO Internal	9	C	3	M	EFFECT	4	Thematic	7	The Secretariat provided the right type of high quality and relevant support towards the achievement of Strategic Goal VI
2014-02	1	2014	Internal	WIPO Internal	9	C	4	M	EFFECT	4	Thematic	7	WIPO's support to Strategic Goal VI achieved its planned objectives
2014-02	1	2014	Internal	WIPO Internal	10	C	2	M	EFFECT	4	Thematic	7	Despite some progress, the proper application of RBM principles both in designing WIPO's activities and monitoring results under Strategic Goal VI leaves room for further improvement
2014-02	1	2014	Internal	WIPO Internal	10	C	5	M	EFFIC	4	Thematic	7	Technical assistance was generally delivered efficiently and incorporated the core principles of DA recommendation 45[1].
2014-02	1	2014	Internal	WIPO Internal	10	F	1	M	REL	4	Thematic crosscutting	7	There is an absence of an overall connection of WIPO's policies in the area of knowledge sharing, which would provide a framework for effective practice and processes. Furthermore, roles and responsibilities for making these ex
2014-02	1	2014	Internal	WIPO Internal	10	F	2	M	EFFIC	4	Thematic crosscutting	7	Long tenure of staff combined with an over-specialized approach limits their capacity to develop their careers and creates a protectionist attitude that hinders collaboration and knowledge transfer
2014-02	1	2014	Internal	WIPO Internal	10	F	3	M	EFFECT	4	Thematic crosscutting	7	Staff appreciate learning initiatives in WIPO. These are not always contributing to knowledge sharing and utilization within the Organization.
2014-02	1	2014	Internal	WIPO Internal	10	F	4	M	EFFIC	4	Thematic crosscutting	7	Despite the existence of the Succession Planning Guidelines, there are significant deficiencies in the processes for retaining knowledge, especially when individual staff members change function or leave the Organization
2014-02	1	2014	Internal	WIPO Internal	10	F	5	M	EFFECT	4	Thematic crosscutting	7	WIPO's culture is one of little delegation, key decisions being taken at senior leadership levels in the Organization.
2014-02	1	2014	Internal	WIPO Internal	10	F	6	M	EFFIC	4	Thematic crosscutting	7	Internal communications have improved over the last few years largely due to new initiatives spearheaded by the Communications Division that have been highly appreciated by staff. Nonetheless, challenges still remain at better c
2014-02	1	2014	Internal	WIPO Internal	10	F	7	M	EFFECT	4	Thematic crosscutting	7	Information is pervasive but difficult to use effectively due to an absence of coherent practices for content management despite the introduction in 2013 of a "Records Management and Archiving Policy"
2014-02	1	2014	Internal	WIPO Internal	10	F	8	M	EFFECT	4	Thematic crosscutting	7	Despite positive trends since the introduction of new Communication Initiatives, there remain major challenges to make knowledge sharing more systematic and anchored in the habits of WIPO staff
2014-02	1	2014	Internal	WIPO Internal	10	F	9	M	EFFECT	4	Thematic crosscutting	7	The contribution of initiatives, such as the PMSDS, to encourage continuous performance dialogue in WIPO still co-exists with insufficient top-down feedback mechanisms from managers to staff
2014-02	1	2014	Internal	WIPO Internal	10	F	10	M	EFFECT	4	Thematic crosscutting	7	Whereas new technology applications implemented across the Organization, such as the ERP, the WIKI and the intranet has helped WIPO to address coherent ways of managing information, there remain challenges in accessing to s
2014-02	1	2014	Internal	WIPO Internal	10	C	1	M	REL	4	Thematic crosscutting	7	While it is understandable to have a variety of different policies and procedures such as those listed above, which touch on knowledge sharing, this may result in a lack of clear direction as well as an overload of information
2014-02	1	2014	Internal	WIPO Internal	10	C	2	M	REL	4	Thematic crosscutting	7	Knowledge in WIPO remains within the sectoral borders and there is limited cross-sectoral knowledge exchange within the Organization, which makes WIPO vulnerable to deal with external challenges.
2014-02	1	2014	Internal	WIPO Internal	10	C	3	M	EFFECT	4	Thematic crosscutting	7	Even though general training is seen as a career development enabler, this has in most cases not been the main WIPO objective. Induction training can be improved to address the needs of new comers.
2014-02	1	2014	Internal	WIPO Internal	10	C	4	M	EFFECT	4	Thematic crosscutting	7	Institutional knowledge is lost because of inconsistent process for retaining knowledge such as handover and back up procedures.
2014-02	1	2014	Internal	WIPO Internal	10	C	5	M	EFFIC	4	Thematic crosscutting	7	Even though several efforts are made towards increasing autonomy and participation in the decision making process at the operational level, WIPO is still not at a place where staff can be reassured that they will not be a risk for ma
2014-02	1	2014	Internal	WIPO Internal	10	C	6	M	EFFECT	4	Thematic crosscutting	7	Communication events, such as "What's New?" which are organized on a regular basis for staff and management to learn about current, important news, as well as the information sessions on outcomes of Standing Committees, ha
2014-02	1	2014	Internal	WIPO Internal	10	C	7	M	EFFIC	4	Thematic crosscutting	7	There is an absence of coherent Organization wide tools and processes to facilitate content management.
2014-02	1	2014	Internal	WIPO Internal	10	C	8	M	EFFIC	4	Thematic crosscutting	7	Knowledge Sharing co-exists within a silo culture with a lack of information - coordination between departments. Knowledge needs to be considered as a corporate asset and not an individual one
2014-02	1	2014	Internal	WIPO Internal	10	C	9	M	EFFIC	4	Thematic crosscutting	7	Initiatives implemented towards information sharing still co-exist with limitations for a real bottom-up and cross-organizational communication flows
2014-02	1	2014	Internal	WIPO Internal	10	C	10	M	EFFIC	4	Thematic crosscutting	7	Technology tools and applications are seen in WIPO as a backbone for gathering data and information on crucial processes and activities. Additional efforts need to be made in facilitating the access to information to assist staff in th
2014-02	1	2014	Internal	WIPO Internal	10	R	1	M	IMP	4	Thematic crosscutting	7	WIPO should facilitate the development of a Knowledge Sharing policy and strategy by making a concerted effort by all relevant areas of the Organization Bringing together the elements relevant to knowledge sharing an overall kn
2014-02	1	2014	Internal	WIPO Internal	10	R	2	M	EFFIC	4	Thematic crosscutting	7	WIPO should improve content and internal communications management by Assigning responsibilities for managing content of internal communications 1: Providing a platform for internal communications through the use of a revamped
2014-02	1	2014	Internal	WIPO Internal	10	R	3	M	EFFECT	4	Thematic crosscutting	7	WIPO should create a foundation and improve architecture for the systematic structuring of information, codification of key documents, and content management.
2014-04	1	2014	International	Not Specified	3	C	1	C	EFFECT	4	Programatic	30	Overall, the Program is considered very relevant and delivered on its objectives. There were however some shortcomings and a number of management challenges which negatively affected the implementation of the Program
2014-04	1	2014	International	Not Specified	3	C	2	S	REL	4	Programatic	30	Project objectives and activities were relevant to the target beneficiaries and other stakeholders.
2014-04	1	2014	International	Not Specified	3	C	4	S	EFFECT	4	Programatic	30	At the output level, the Program performed satisfactorily.
2014-04	1	2014	International	Not Specified	3	R	4	C	EFFECT	4	Programatic	30	Program 30 should collaborate more closely with the relevant departments in WIPO. More precisely, the Program should: a) Centralize requests for SME trainings and harmonize its offer for trainings with that of other departments (in partic
2014-04	1	2014	International	Not Specified	3	C	5	C	EFFECT	4	Programatic	30	At the outcome level, the performance of the Program is relevant, albeit harder to establish with the current RBM frameworks and monitoring mechanisms in place.
2014-04	1	2014	International	Not Specified	3	R	5	C	EFFECT	4	Programatic	30	To improve the outcomes and the way they can be measured, please refer to Recommendation 3. Hereunder, IOD makes a few suggestions for further improvement of specific outcomes: a) In ToT, more SME participation ought to be assured

[End of the annexes and of the document]