



**Internal Oversight Division**

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**Evaluation Report**

Meta-Evaluation Synthesis Report of WIPO Evaluation Products

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**LIST OF ACRONYMS**

<b>CDIP</b>	Committee on Development and Intellectual Property
<b>IOD</b>	Internal Oversight Division
<b>IP</b>	Intellectual Property
<b>IT</b>	Information Technology
<b>LAC</b>	Latin American Countries
<b>RBLAC</b>	Regional Bureau Latin America and the Caribbean
<b>WIPO</b>	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.