



**Internal Oversight Division**

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**Evaluation of Program 18: IP and Global Challenges**

Final Report

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**LIST OF ACRONYMS**

<b>BVGH</b>	BIO Ventures for Global Health
<b>COP</b>	Conference of the Parties
<b>DAC</b>	Development Assistance Committee
<b>IOD</b>	Internal Oversight Division
<b>IP</b>	Intellectual Property
<b>MTSP</b>	Medium Term Strategic Plan
<b>NTD</b>	Neglected tropical disease
<b>OECD</b>	Organization for Economic Co-operation and Development
<b>PPR</b>	Program Performance Report
<b>P&amp;B</b>	Program and Budget
<b>R&amp;D</b>	Research and development
<b>SDG</b>	Sustainable Development Goal
<b>TB</b>	Tuberculosis
<b>UNEG</b>	United Nations Evaluation Group
<b>UNFCCC</b>	United Nations Framework Convention on Climate Change
<b>WHO</b>	World Health Organization
<b>WIPO</b>	World Intellectual Property Organization
<b>WTO</b>	World Trade Organization

## EXECUTIVE SUMMARY

1. This report presents the results of an evaluation of the World Intellectual Property Organization's (WIPO's) Program 18 – IP and Global Challenges, through which WIPO engages with Intellectual Property (IP)-related global public policy debates, with a particular focus on health, climate change, and – to a lesser extent – food security. The Program's work is mainly based on three activity areas:

(a) **Trilateral Cooperation** between WIPO, the World Health Organization (WHO) and the World Trade Organization (WTO), bringing together these organizations to work on common areas of interest in the domain of health, trade, and IP;

(b) **WIPO Re:Search** which aims to catalyze the development of medical products for neglected tropical diseases (NTDs), malaria and tuberculosis through the facilitation of knowledge sharing and collaborations, particularly between pharmaceutical companies and researchers/institutions that are based in or focused on developing countries; and

(c) **WIPO GREEN** which aims to promote the diffusion of green technologies by facilitating connections between service providers and institutions that are seeking to develop and implement green technology, particularly within developing country contexts.

2. The evaluation aimed to assess the results delivered by Program 18 during the period 2010-2017 and to identify lessons and recommendations for strengthening current and future activity. The evaluation was conducted between October 2017 and January 2018. Evaluation findings and conclusions were derived from data gathered and triangulated both by source and by method with the main data gathering tools being interviews with internal and external stakeholders, online surveys targeted at Program 18 stakeholders, and review of Program 18 related documentation. The assessment was undertaken against the internationally recognised United Nations Evaluation Group (UNEG) and Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) evaluation criteria of relevance, effectiveness, efficiency, impact, and sustainability.

### Findings

3. **Relevance:** The Program's overarching rationale – improving the level and depth of WIPO's engagement within global public policy discussions – is still highly relevant. External stakeholders greatly value the Program's past and ongoing contributions to IP-related policy discourse. The approach to facilitating collaborations between IP asset 'providers' and 'users' has been broadly relevant, with WIPO Re:Search's partnership-focused work being particularly relevant to stakeholders<sup>1</sup>. While survey results indicated that the databases are useful and relevant for the users, interviewed stakeholders indicated that the databases in their current form are not serving the purpose or in some cases the purpose was not clear enough.

4. The evaluation also found that Program 18's expected results and indicators (as defined within WIPO Program and Budget (P&B) documentation) often have limited relevance to the Program's overarching rationale and higher-level objectives. Crucially, these misaligned results and indicators may have had a negative influence on the program strategy, and on internal perceptions of the program.

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<sup>1</sup> Stakeholders, as defined in the DAC/OECD Glossary, are agencies, organizations, groups, or individuals who have a direct or indirect interest in the development intervention or its evaluation. WIPO Re:Search stakeholders include members, providers, users, supporters, fellows, and fellowship hosts. WIPO GREEN stakeholders consists of partners, database users, and matchmaking event participants; for the Trilateral Cooperation, representatives from the WHO and WTO; and Program 18 donors.

5. **Effectiveness:** Program 18 has delivered clear contributions to WIPO strategic goals, with a close correlation between the relevance and effectiveness of its work: those inputs that were most relevant to WIPO's mandate and the needs and priorities of external stakeholders were also the most effective.
6. The Program was most effective when engaging with and supporting IP-related global public policy debates. Partnership, matchmaking and capacity building activities were also relatively effective, especially within WIPO Re:Search.
7. The Program's online databases contribution towards the Program's goals and objectives have been limited: the WIPO GREEN online database, in particular, was found to have only limited value for external stakeholders. Overall Program 18 has developed a very good basis of communications material but more needs to be done in order to disseminate this information to the right audiences and create a sense of inclusiveness among key external stakeholders.
8. **Efficiency:** The analysis of financial and human resources suggests that Program 18 has been efficient. Despite Program 18's challenges in recent years, including a decrease in financial and professional staff resources paralleled with a demand to meet an increased number of performance indicators and new outputs. The Program has continued to deliver significant results on its planned activities making substantial contributions to WIPO strategic goals, particularly through inputs to public policy debates.
9. While the WIPO Medium Term Strategic Plan (MDSP) 2016/21 and the P&B documents provided strategic direction in addressing IP in relation to global policy, the absence of a sufficiently detailed, cross-Program strategy and guiding 'message' for the planning of program activities may also have limited its efficiency. Although allowing WIPO Re:Search and WIPO GREEN to evolve as independent projects has had clear benefits. But, this independence, like in the case of the databases, has sometimes resulted in work that did not have a sufficiently clear link to IP-related gaps or challenges.
10. **Impact:** The evaluation validated several intermediate outcomes attributable to the Program, primarily relating to IP-related policy discourse, research capacity development, and the establishment of new partnerships/collaborations.
11. Given the lengthy Research and development (R&D) timeframes associated with, for example, 'big' results such as medical product development or novel energy technologies and considering that WIPO Re:Search has only been operational for seven years and WIPO GREEN for four years, it is understandable that broader, long-term results have not been delivered yet, as such advances would not be expected at this stage of the Program. At the same time, Program stakeholders did assess the potential for delivering longer-term impacts as being relatively positive.
12. **Sustainability:** Assuming no further decreases or instabilities within the staff team, many of Program 18's current results are likely to be sustained, particularly: its valuable contributions to public policy debates, and work to initiate IP-related partnerships and collaborations. However, it would be beneficial for Program 18 to deepen its collaborations with other WIPO business units to increase the likelihood of contributing to major longer-term sustainable results (particularly for developing countries).
13. Sustainability will be further increased if external stakeholders are better aware of WIPO's full package of support. For this to happen, the broader WIPO institution could also improve the way it communicates the message of where and how its various Programs support Member States throughout the innovation chain.

## Conclusions and recommendations

14. Program 18 delivers a central, effective contribution to WIPO's strategic goal of addressing IP in relation to global policy issues. The Program has greatly increased WIPO's visibility and engagement within important IP-related policy debates, in turn helping to improve the quality and objectivity of those discussions.

15. The Program's approach of using multi-sectoral partnerships as a means for understanding and addressing IP-related problems has also been effective, allowing WIPO to directly explore and learn from the practical challenges that are inherent to the higher-level policy issues that the Program is engaged with. There is clear evidence that partnerships established through the Program – and particularly through WIPO Re:Search – have resulted in collaborations that are likely to be sustained in the long term.

16. The models of collaboration being explored and demonstrated through the Program have also been important. The Trilateral Cooperation was frequently identified as Program 18's single most valuable contribution. WIPO Re:Search's development was also regularly commended for the genuinely substantive, practical collaboration between the UN system and the private sector by the majority of interviewees.

17. While the general assessment of the Program was positive, the evaluation also identified aspects of the Program's work that could be strengthened. To that end, four recommendations have been made:

(a) **The Program strategy** that guides the ongoing development of all Program 18 activities should be supplemented with a **Five-year strategy** for WIPO GREEN, with the process supported by an expert advisory group.

(b) **WIPO should improve the deployment of resources to close the existing competency gap of Program 18's staff in WIPO Green** to support the Program's climate change work.

(c) **Consider strengthening the Trilateral Cooperation model with WHO and WTO** in deepening the collaborations with key multilateral, international and/or other UN organizations.

(d) **Strengthen on-going collaboration support and monitoring** of Program 18 triggered partnerships, to improve the potential for measuring and achieving long term impact.

## 1. BACKGROUND

18. This report presents the results of an evaluation of WIPO's Program 18 - IP and Global Challenges. The evaluation was commissioned, planned and led by the Evaluation Section of WIPO's Internal Oversight Division (IOD), as part of WIPO's 2017 Oversight Plan.

19. Program 18 is one of the primary means through which WIPO engages with and addresses global public policy debates and challenges as they relate to innovation and IP, with a particular focus on health, climate change, and – to a lesser extent – food security.

20. Member States approved the new Program 18 in December 2008 with the revised P&B 2008/09. The program was initiated in 2009/10 against a backdrop of debates within international public policy circles, with discussions often underpinned by a prevalent perception that the global IP system was proving to be a barrier to the resolution of major global challenges. WIPO's involvement in those debates – and in international policy circles more generally – was somewhat limited, and there were concerns that policies, approaches, and attitudes towards IP were being shaped without the full benefit of the objective, empirical evidence, and experience that WIPO had built over decades of work.

21. Program 18 was originally developed to improve the level and depth of WIPO's engagement within global public policy discussions, particularly in the domains of health, climate change, and food security. This increased engagement was to be supported by work to consolidate and make more accessible the evidence base on IP's role, through identification and facilitation of IP-focused collaborations between e.g. large companies and developing country research institutions; and by demonstrating in practice how IP could be applied to tackle specific global challenges.

22. Since the Program's initiation, its work has been mainly based within three activity areas:

(a) **Trilateral Cooperation** between WIPO, WHO and WTO, which brings these organizations together to work on common areas of interest in the domain of health, trade, and IP. The work includes delivery of joint symposia and workshops, and production of joint publications; most notably the 2012 study Promoting Access to Medical Technologies and Innovation.

(b) **WIPO Re:Search** which aims to catalyze the development of medical products for NTDs, malaria and tuberculosis through the facilitation of knowledge sharing and collaborations, particularly between pharmaceutical companies and researchers/institutions that are either based in or focused on developing countries.

WIPO Re:Search's membership includes some of the largest pharmaceutical companies in the world, many of whom have contributed relevant IP assets on a *pro-bono* basis via WIPO Re:Search's online database.

(c) The work is also supported by a Partnership Hub, which is managed by a results-oriented non-profit organization BIO Ventures for Global Health (BVGH). This Partnership Hub focuses on identifying and facilitating NTD and IP-related research and development collaborations, typically between companies/institutions in developed countries and institutions in developing countries. It also identifies and facilitates fellowships, placing developing country based researchers on sabbaticals within developed country companies/institutions.

(d) **WIPO GREEN**, an interactive marketplace that connects technology and service providers with those seeking innovative solutions, was established by WIPO in 2013. WIPO GREEN consists of an online database and network that brings together a wide range of players in the green technology innovation value chain, and connects owners of new technologies with individuals or companies who might be looking to commercialize,



license or otherwise distribute a green technology. In this way, it helps not only to accelerate innovation and diffusion of green technologies, but also contribute to the efforts of developing countries in addressing climate change<sup>2</sup>.

WIPO GREEN operates an online database that lists green technology solutions (from 'providers') and green technology needs (from 'users'), with a view to supporting the identification of matches and potential collaborations between 'providers' and 'users'.

(e) WIPO GREEN also periodically organizes face-to-face matchmaking events, bringing together technology providers and seekers working within a specific sector (e.g. water).

23. Health and climate change have been the main global challenges that Program 18 has focused on to date, but from the outset, food security was also identified as a focal theme. However, substantive work on food security has not been possible, primarily due to planning and resource reasons. Nevertheless, food security is still a potential area of work for Program 18 in the future, and some preliminary studies have been undertaken.

24. Program 18 consists of three budgetary units: the office of the Assistant Director General (ADG), the office of Intellectual Property and Competition Policy Division( IP & CP) and the Global Challenge Division. Up until 2016, the whole Program was managed by the ADG for Global Issues. From 2016 onwards, the Program is managed by the Global Challenges Division, which is located within WIPO's Global Issues Sector. At the time of writing, the Global Challenges Division's staffing structure comprised 10 posts. The Program's biennial budget from 2010-2019 is presented in table 1.

**Table 1: Program 18 budget 2010-2019**

Biennium	Total WIPO Budget after Transfers (CHF)	Global Challenges Division Budget after Transfers (CHF)	Global Challenges Division proportion of WIPO total budget
2010/11	618,637,000	3,295,892	0.53%
2012/13	648,411,000	3,317,604	0.51%
2014/15	673,993,000	3,617,672	0.54%
2016/17	707,036,000	3,919,799	0.55%
2018/19*	725,857,000	3,711,450	0.51%

\*Figures from the Draft Proposed Program and Budget 2018/19. Budget after transfer is not a category used in 2018/19 biennium.

<sup>2</sup> As described in the WIPO website: <https://www3.wipo.int/wipogreen/en/aboutus/>

## 2. WHAT IS BEING EVALUATED?

### (A) EVALUATION PURPOSE AND OBJECTIVES

25. The purpose of this evaluation is **to help WIPO make evidence-based strategic decisions regarding Program 18**. To achieve this – and as is standard for many evaluations – the assessment has an accountability objective (identifying results) and a learning objective (improving actions):

(a) **Evaluation Objective 1 (accountability/results):** Assess Program 18's results, including its contribution towards addressing major IP-related global policy issues as they relate to (i) health and (ii) climate change.

(b) **Evaluation Objective 2 (learning/improvement):** Identify lessons and recommendations for strengthening current and future Program 18 activity and results.

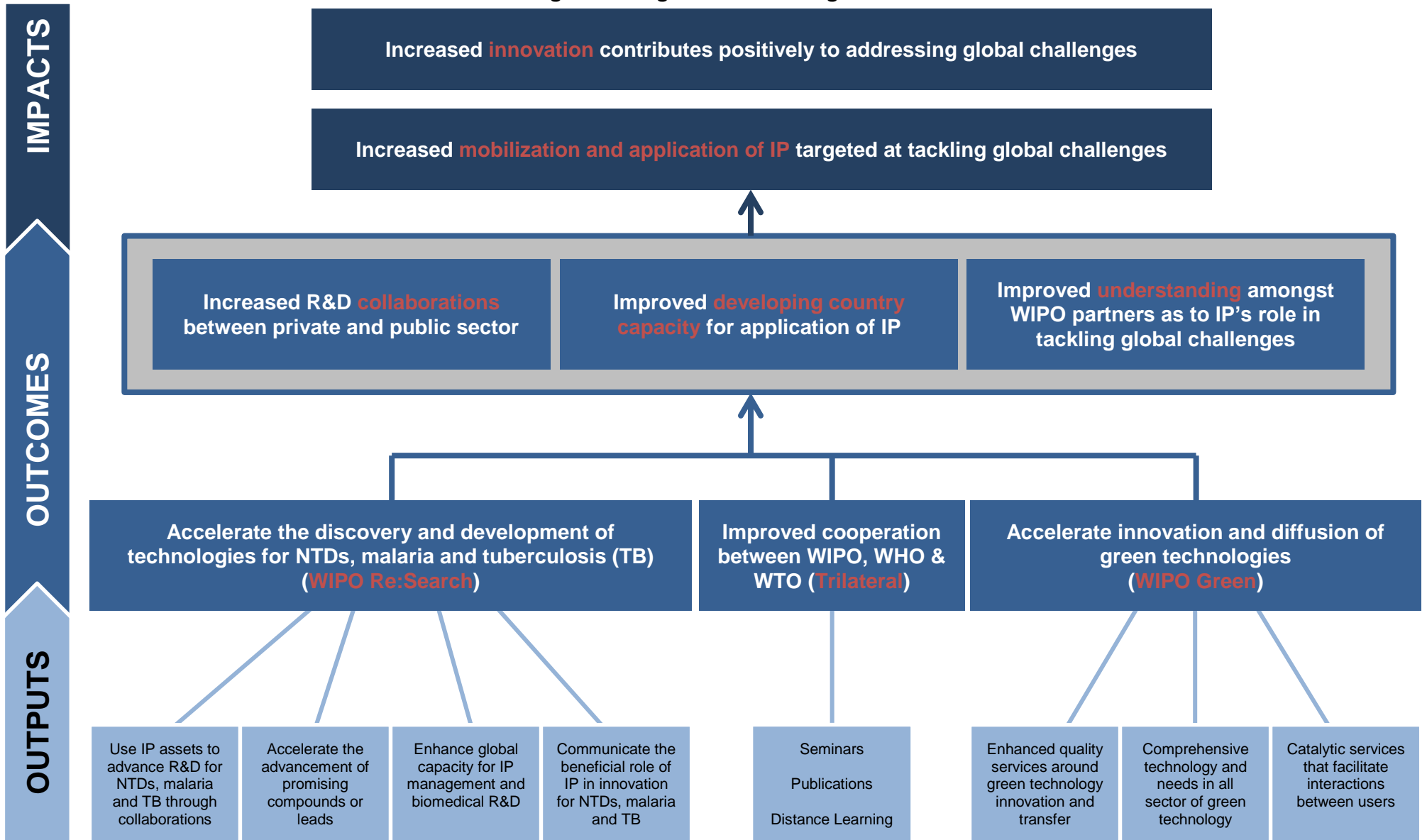
### (B) SCOPE AND METHODOLOGICAL APPROACH

26. The evaluation scope covers activities and results delivered during the period 2010–2017, essentially covering Program 18 since its inception. The evaluation focuses particularly on the three primary activity areas – WIPO Re:Search, WIPO GREEN, and Trilateral Cooperation – all of which are reviewed against both evaluation objectives. Program 18's work on food security is at an early stage, with no substantive activities delivered to date. Consequently, this work is not assessed against the first evaluation objective (results). However, food security is not entirely excluded from the scope and, where appropriate, the evaluation analyses and provides recommendations relating to Program 18's development of this theme.

27. The evaluation applied a mixed methods approach, using a variety of tools to gather qualitative and quantitative data. Evaluation findings were derived through triangulation of data from multiple sources and methods, contributing to ensure the internal validity of the assessment.

28. An initial step in the evaluation process was the development of a logic model for the Program. Logic models are a common management tool expressing the basic rationale behind an intervention. They describe the results an intervention is aiming to achieve, how the intervention works towards those results, and the main assumptions behind the intervention's approach. In turn, logic models also support the identification of key elements that should – in due course – be evaluated. As such, they are frequently used as the starting point for developing evaluation approaches, and for identifying evaluation questions against which an intervention should be assessed. The model developed for Program 18 (Figure 1) was based on the Program's expected results (as defined within WIPO's Results Framework), project-level documentation and early discussion with Program 18 staff and stakeholders.

Figure 1: Logic Model for Program 18



29. The logic model – along with the evaluation scope, purpose, and objectives – provided the basis for the evaluation framework, which in turn underpinned the evaluation’s methodological approach. The framework is structured against the standard UNEG OECD-DAC criteria<sup>3</sup> agreed for the evaluation (relevance, effectiveness, efficiency, impact, sustainability) and identifies key evaluation questions, supported by more detailed sub-questions and potential data sources. The key evaluation questions are presented in Figure 2, with the full framework presented in Annex III.

**Figure 2: Key evaluation questions**

**Relevance:**

- Does Program 18 meet the needs of its partners, users and national counterparts, according to national priorities and in line with WIPO’s mandate?

**Effectiveness:**

- How has Program 18 contributed to WIPO’s strategic goals and expected results, and to the delivery of WIPO’s mandate?
- To what extent – and how – could Program 18 contribute to the Sustainable Development Goals (SDGs)?

**Efficiency:**

- Are there better ways to allocate available resources to achieve the Program’s goals and expected results?

**Impact:**

- What direct and indirect impact has Program 18 delivered?

**Sustainability:**

- To what extent are Program 18’s results likely to be sustained in the long term?

30. Guided by the evaluation framework, several tools were applied to gather and analyse qualitative and quantitative information. The use of multiple tools and sources allowed for triangulation of evidence and findings. The primary tools were:

(a) **Interviews:** 52 individuals were interviewed, either in-person or remotely, with a balance of WIPO staff, Permanent Missions in Geneva, and external stakeholders. Across the interviews with external stakeholders there was approximately equal coverage of WIPO GREEN stakeholders and WIPO Re:Search stakeholders. This included WIPO Re:Search Members, Fellows, and Fellowship Hosts; WIPO GREEN partners, database users, and matchmaking event participants; for the Trilateral Cooperation, representatives from the WHO and WTO; and Program 18 donors.

(b) **Desk review:** A comprehensive desk/literature review analyzed all relevant documentation, including Program 18 publications, WIPO P&B documentation (including Program Performance Reports), and relevant external reports. The desk review (and the evaluation more broadly) also benefited from recent, relatively detailed pieces of work undertaken for WIPO Re:Search, namely the Strategic Review of WIPO Re:Search (Mahoney, 2015) and the WIPO Re:Search Strategic Plan 2017-2021. Both of these secondary sources were particularly useful for triangulating and validating a number of evaluation findings.

(c) **Online surveys:** Three separate surveys were conducted, targeted at: (i) WIPO Re:Search Members; (ii) WIPO GREEN partners, matchmaking event attendees, and

<sup>3</sup> <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

database providers & users; and (iii) Geneva-based Permanent Missions of WIPO Member States. Surveys included branching logic, which ensured that all questions were well-targeted at specific respondent sub-groups: for example, questions relating to the WIPO GREEN database were only presented to respondents that had used the database, questions relating to WIPO Re:Search collaborations were only targeted at respondents that had participated in a collaboration. Survey populations and response rates are presented in table 2, with full survey results presented in Annex I.

**Table 2: Online survey response rates**

Survey	Population	Responses	Response rate
WIPO Re:Search	105	12	11%
WIPO GREEN	1,390	139	10%

31. The primary target audiences for the evaluation are management and decision-makers within WIPO and Program 18. However, the report is also likely to be of interest to broader Program 18 stakeholders, including WIPO Member States, Program 18 partners, and participants in WIPO Re:Search, WIPO GREEN, and the Trilateral Cooperation.

32. The evaluation was commissioned and undertaken by the Evaluation Section of IOD, with the support of one external independent consultant. Feedback on the evaluation outputs was provided by a Reference Group comprised of WIPO staff that had good familiarity with Program 18.

### (C) LIMITATIONS

33. The evaluation collected and analysed quantitative and qualitative data. As with many evaluations, a considerable amount of this (particularly qualitative data) was based on individual perceptions and opinions. Findings are triangulated across sources, and across methods (interviews, surveys, etc.) to mitigate any subjective bias. Where a potentially significant finding has been identified, but it has not been possible to triangulate (e.g. data/finding provided by a single source), this is explicitly noted in the evaluation report.

34. The number of responses to the WIPO Re:Search survey was low (12), with some questions only answered by three respondents. Consequently, findings associated with this survey should be treated with caution: this point is reiterated whenever Re:Search survey data is discussed in the report. Responses to the Permanent Missions survey were even more limited, with only one complete response from a population of 235 invitations: consequently, this data has not been used as a source within the evaluation. The WIPO GREEN survey attracted considerably more responses (139), so findings here are more robust. Evaluation findings derived from the WIPO Re: Search and WIPO GREEN survey results have been triangulated through other methods (interviews, document review etc.).

35. While there are indications that Program 18 supports SDG 3, SDG 17 and SDG 7 and other SDG goals, the IOD Evaluation Team could not find sufficient evidence to respond to the question 3 of the Terms of Reference of the Evaluation; “to what extent – and how – could Program 18 contribute to the SDGs?”. As such, it has been excluded from the scope of the analysis, but should be considered for future evaluations or reviews.

### 3. FINDINGS

#### (A) RELEVANCE

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

36. The section analyzes four dimensions of program’s relevance; public policy debates; partnerships, online databases and elements of the program design.

#### EVALUATION QUESTION 1:

Does Program 18 meet the needs of its partners, users and national counterparts, according to national priorities and in line with WIPO’s mandate?

**Finding 1:** The overarching rationale is still highly relevant and that internal and external stakeholders greatly value Program 18’s past and ongoing contributions to IP-related policy discourse.

**Finding 2:** The Program’s approach to facilitating collaborations between IP asset ‘providers’ and ‘users’ has been relevant, with WIPO Re:Search’s partnership-focused work meeting the needs of its stakeholders.

**Finding 3:** While survey results indicated that the databases are useful and relevant for the users, interviewed stakeholders indicated that the databases in their current form are not serving the purpose or in some cases the purpose was not sufficiently clear.

**Finding 4:** The evaluation also found that the Program’s expected results and indicators (as defined within WIPO Program and Budget documentation) are mostly relevant to the Program’s overarching rationale and higher-level strategic goals and objectives. The online databases are useful but not serving the purpose of the program.

#### (i) Program 18 meets a clear need for IP-related inputs to public policy debates

37. The evaluation identified unanimous consensus amongst consulted internal and external stakeholders – and across both the health and climate change domains – that:

(a) There is a clear, ongoing need for WIPO’s close engagement within IP-related public policy debates.

(b) The Program had provided and continues to provide a positive, constructive contribution to public policy discourse: Program 18 ‘fills the gap’ that existed prior to 2009/10. This was the unanimous view of interviewees that had been involved in IP-related discussions before Program 18’s inception.

38. In summary, the original rationale and primary driver for Program 18 – namely to improve the level and depth of WIPO’s engagement with global public policy discussions – is still relevant. The Program’s contributions are welcomed and encouraged by external stakeholders, and it is likely that the kind of inputs that Program 18 provides will be required indefinitely. To paraphrase one internal interviewee: *“if Program 18 didn’t already exist, we would have to invent it”.*

39. Two specific contributions to policy dialogues were repeatedly identified by internal and external evaluation interviewees as being highly relevant:

(a) The Program's overall inputs on health were viewed as generally relevant, timely and valuable. One quote is illustrative of the general perception across virtually all stakeholders: Program 18's contributions "*really took the heat out of the debate*".

(b) Program's activities in the climate change area, including organization of side events during United Nations Framework Convention on Climate Change (UNFCCC) Conference of Parties (COPs) were repeatedly identified by consulted stakeholders as being highly relevant.

(ii) Work to identify and facilitate IP-related partnerships is broadly relevant

40. The Program often engages directly in public policy discourse through 'standard' channels such as seminars and research contributions. However, a central and arguably more important strategy adopted by the Program has been to engage with and address public policy challenges through the nurturing of partnerships. The core activity for both WIPO Re:Search and WIPO GREEN has been the identification and/or facilitation of IP-related collaborations between entities that have IP assets to provide, and entities that require support to access and/or apply IP assets. Collaborative work can be R&D focused (typical for WIPO Re:Search), or undertaken with a view to actual deployment of technology (as aimed for by WIPO GREEN).

41. Data gathered through interviews and surveys provided diverse views. Some of the good practices identified by consulted stakeholders include:

(a) The overarching strategy of using partnerships as a means for understanding and developing not just *solutions* but also the *processes* required to address public policy challenges was relevant and appropriate. While the approach was acknowledged as relatively innovative for a UN agency, most interviewees and survey respondents were highly supportive of the approach, noting the *practical* challenges inherent to the policy issues that Program 18 was engaged with.

(b) More than 60 per cent of interviewees supported the Partnership Hub's alignment with WIPO, citing WIPO's considerable convening power, with WIPO's involvement attracting far broader participation than would otherwise be possible. One interviewee noted that "*if WIPO were not involved, there wouldn't be a program*": the Partnership Hub and BVGH's work is important, but WIPO's overall ownership, management and 'badge' of support is *essential*.

(c) Their support to the *concept* of WIPO GREEN's matchmaking work, and the underlying rationale to understand and address practical challenges through partnerships.

42. While stakeholders were appreciative of the work done by the program, they also had the following concerns:

(a) Companies operating in the sector actively seek partners as a matter of course and are generally capable of identifying potential collaborations independent of any support.

(b) Regarding WIPO GREEN, interviewees queried whether there were any specific IP-related challenges, barriers or market failures in the green technology sector. Consequently, it was not clear to those interviewees whether WIPO GREEN-mediated partnerships were relevant or necessary.

(c) As to whether it was relevant or appropriate for a UN agency to be so closely involved in identifying and establishing partnerships within the green technology sector and for WIPO Re:Search. Several interviewees queried whether there was any need for matchmaking within the green technology sector.

(d) While the outsourcing of WIPO Re:Search's Partnership Hub to BVGH was acknowledged as an appropriate solution, some interviewees believed that – now that the partnership work was well established – the whole operation could be separated entirely from WIPO Re:Search, thereby allowing Program 18 to concentrate more on 'standard' UN activity such as norm-setting. These views are not shared by some WIPO staff who indicated that partnership with BVGH has been critical for the success of the consortium.

43. Notwithstanding these reservations around the strategic relevance of Program 18's matchmaking activities, the evaluation found that – at the level of individual collaborations – the Program's partnership work was relevant to the needs and priorities of the organizations and individuals that participated in collaborations (see Figure 1 of Annex I for survey and weighted score).

44. The assessment by events' participants is positive, particularly for WIPO Re:Search, although the very low response rate on the WIPO Re:Search survey means that findings need to be treated with caution. However, this survey data is supported by observations gathered during interviews: notwithstanding any concerns around the strategic relevance of collaborations and WIPO GREEN matchmaking events were relevant and useful to events' participants, suggesting that this work has been well targeted.

(iii) Online databases are useful in general terms but not effective in serving the purpose of the Program

45. In addition to nurturing collaborations, another central activity for both WIPO Re:Search and WIPO GREEN has been their online databases. In broad terms, these databases are used to host and promote IP assets, and – by doing so – provide a marketplace that can trigger connections and collaborations between IP 'providers' and IP 'seekers'. Both databases have also served – at least in part – as a marketing 'hook': an easy-to-understand entry-point for potential stakeholders to learn about and get involved in the work.

46. The WIPO GREEN database is more explicitly geared towards facilitating collaboration, as it allows seekers to specify and upload their individual technology needs, providers to offer their technologies as well as experts to offer their services, allowing both users to identify opportunities for collaboration.

47. The WIPO Re:Search database served another function, with the establishment of a pool of NTD-relevant IP assets signalling that large pharmaceutical companies were willing to make available their IP resources and know-how for collaborations in support of NTD-focussed R&D efforts.

48. While survey results indicated that the databases are useful and relevant for the users, interviewed stakeholders indicated that the databases in their current form are not serving the purpose or in some cases the purpose was not sufficiently clear. Interviewed stakeholders found the databases in their current form were:

- (a) Useful as a hook and entry point (about 80 per cent of evaluation interviewees);
- (b) Useful to signal support from pharmaceutical companies;
- (c) Limited in their practical value and not particularly relevant to the broader Program 18 objectives;
- (d) Not clear about its purpose and relevance: for WIPO GREEN database (More than 60 per cent of the interviewees); and
- (e) Did not fulfil any overarching market gap or failure to address within the green technology sector, and certainly no fundamental IP-related barrier to address.



49. Interviewees suggested that a WIPO-managed database could be relevant and valuable, if they were linked explicitly to – and tightly focused on – specific sectors and/or technologies where clear, IP-related challenges have been identified.

(iv) Expected results and indicators are not well aligned to Program 18’s work

50. Since its inception, Program 18 has been consistently and most closely aligned with WIPO’s Results Framework. More specifically with strategic goal VII (Addressing IP in relation to global policy issues) and to a lesser extent strategic goal III (Facilitating the use of IP for development). These goals are certainly the most relevant and appropriate for Program 18.

The Program’s alignment with WIPO expected results has also been reasonably consistent, but the emphasis on – and resources allocated towards – specific results has shifted over the years:

**Figure 3: Program 18 expected results, by biennium**

2012/13	2014/15	2016/17	2018/19
<b>VII.1:</b> Enhanced understanding among policymakers on the interface between global challenges and innovation and IP as a basis for improved policy decision making	≈ <b>IV.2:</b> Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity		
<b>VII.2:</b> WIPO established as a credible source of support, assistance, and reference for information on innovation and IP in relevant public policy processes	≈ <b>VII.2:</b> IP-based databases and tools are used for knowledge transfer, technology adaption and diffusion from developed to developing countries particularly least developed countries, to address global challenges		
		<b>III.2:</b> Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, Least Developed Countries and countries with economies in transition	

51. The Program originally adopted a mix of both output-focused results (databases and tools, HR capacities) and outcome/impact-focused results (WIPO credibility, promotion of innovation). From 2016 onwards, Program 18 has moved away from reporting outcome-focused results, and consequently:

- (a) The weight placed on the Program’s output-focussed activity, such as number of database users or number of partners, risks the Program being misrepresented and misinterpreted, particularly through the biennial Program Performance Reports (PPRs).
- (b) Readers of the biennial PPRs do not see all important aspects of Program 18’s work reflected in the expected results. This has potentially undersold the work and achievements of the Program. For example: Program 18’s work to build the engagement and credibility of WIPO within public policy debates or to nurture and promote innovation as a means for tackling global challenges.

52. Expected results are partly relevant to – and coverage of – the broad range of Program 18’s work. Consequently, indicators will also be partly relevant.

53. In contrast, the expected results that were discontinued from PPRs in 2016/17 are those results to which the Program has made the clearest, most effective contributions.

## (B) EFFECTIVENESS

*“The extent to which development intervention’s objectives were achieved, or are expected to be achieved, taking into account their relative importance”*

This section analyzes the evidence on program’s effectiveness on four domains: public policy debate; collaborations and matchmaking work; and program visibility.

**EVALUATION QUESTION 2:**

How has Program 18 contributed to WIPO’s strategic goals and expected results, and to the delivery of WIPO’s mandate?

**Finding 1:** The Program was most effective when engaging with and supporting IP-related global public policy debates.

**Finding 2:** Partnership, matchmaking and capacity building activities were also relatively effective, especially within WIPO Re:Search.

**Finding 3:** But the Program’s online databases have not been as effective: the WIPO GREEN database, in particular, was found to have only limited value for external stakeholders.

**Finding 4:** Program 18 has been reactive in its communication and dissemination approach and less strategic.

54. Program 18 has delivered clear contributions to WIPO SGs, with a close correlation between the relevance and effectiveness of its work: those inputs that were most relevant to WIPO’s mandate and the needs and priorities of external stakeholders were also the most effective.

- (i) Clear, effective and important contributions made to global public policy debates

55. Virtually all interviewees identified Program 18’s engagements with IP-related public policy discourses as being the Program’s most effective work and contribution. The Trilateral Cooperation with WHO and WTO was particularly well-regarded, viewed as a critical development that has greatly improved coordination and cooperation in an area that was previously fragmented. Regarding this key improvement brought about by the Trilateral Cooperation, one interviewee’s observation is representative of the general view: *“now, the default way of working is collaborative”*.

56. Beyond the Trilateral Cooperation – and as noted above – Program 18’s WIPO GREEN and related activities in the climate change domain and through WIPO Re:Search were also regularly cited as vital, highly effective contributions. Even the more sceptical interviewees acknowledged that WIPO’s increased engagement (via Program 18) had improved the quality and objectivity of IP-related debates. Another quote is again illustrative of the general views amongst external interviewees: *“WIPO were not involved where they should have been, they needed to get involved, [Program 18] got them involved, and we are all the better for it”*.

- (ii) Collaboration and matchmaking work has been effective

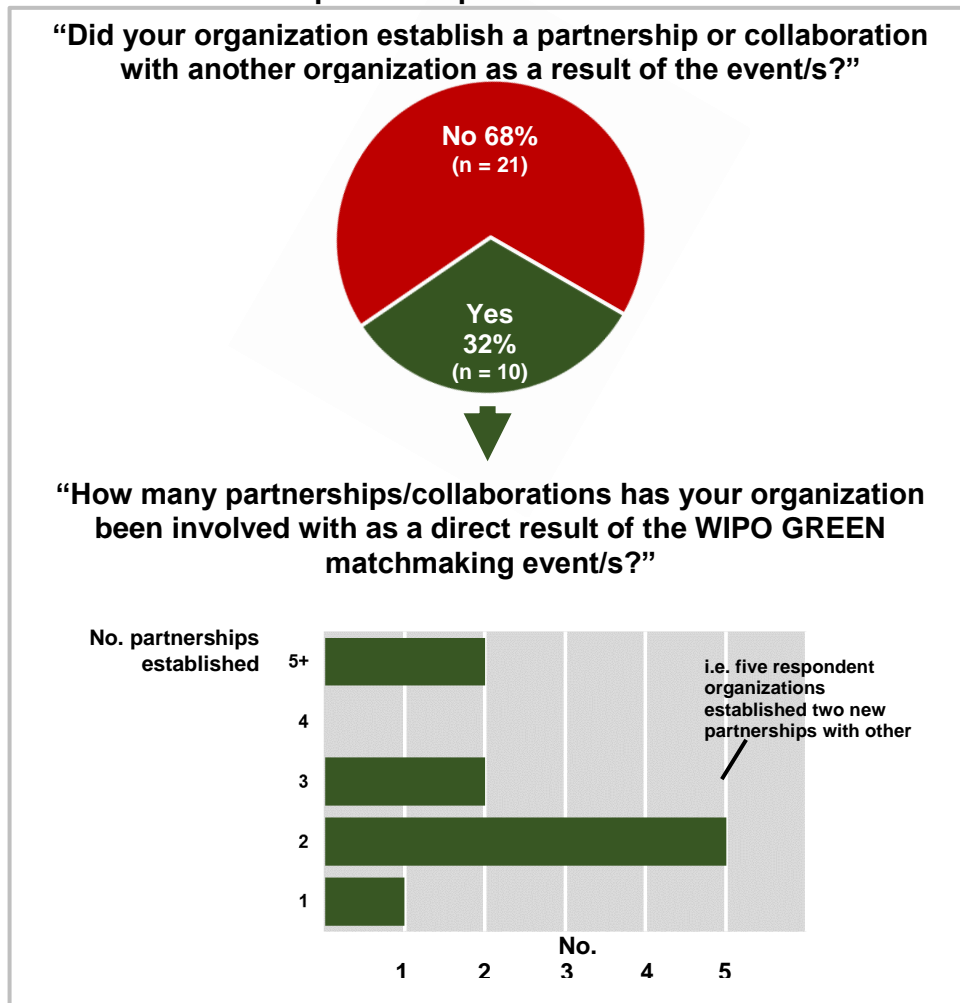
57. The evaluation found that Program 18 has been effective at achieving the immediate and short-term objectives of its collaboration and matchmaking focused work. The Program has

certainly helped to at least establish new partnerships and collaborations that would not otherwise have existed.

58. WIPO Re:Search has brought new partners together and has facilitated several fellowships, all of which appear to have resulted in longer-term, post-fellowship collaborations.

59. The WIPO GREEN matchmaking events have also been reasonably effective at generating new partnerships. The evaluation survey asked attendees of WIPO GREEN matchmaking events whether they had established a partnership as a result of the event. For those respondents that had established a partnership, the survey then asked how many partnerships they had established:

**Figure 4: WIPO GREEN survey responses on number of partnerships established**



60. Once collaborations are established, a further objective for the Program is to support capacity development for partners, and – in line with WIPO’s Development Agenda – particularly individuals and institutions based in developing countries. A degree of capacity development is inherent to any Program 18 collaboration (a core *raison d’être* of the work is the sharing and transfer of IP assets and know-how), but sometimes capacity development is the explicit, primary focus of the Program’s work, as for WIPO Re:Search fellowships.

61. Evaluation interviews and documentation review confirmed that the WIPO Re:Search fellowships:

- (a) Had been effective at developing the individual capacities of fellows;
- (b) Consistently resulted in the development of professional relationships and research collaborations that are ongoing and likely to be maintained in the long-term, including between researchers (fellows) based in developing countries and researchers (hosts) based in industrialised nations; and
- (c) Only limited evidence was identified of – for example – fellows delivering structured training for colleagues to share/disseminate their new know-how.

62. It should be noted that institutional level capacity development was not part of the initial fellowship program design. Therefore, the evaluation did not identify evidence of systemic, institutional-level capacity developments being realized subsequent to any given fellowship. It remains unclear whether the fellowships were effective at improving institutional capacities.

63. WIPO Re:Search has identified this institutional-level capacity development gap. Therefore, the second tranche of WIPO Re:Search fellowships are more tightly aligned with Re:Search's broader work on collaborations, in turn placing greater emphasis on building institutional (as opposed to individual) links and capacities.

64. Establishing collaborations and building capacities are only the first, immediate objectives of the partnership-focussed work: ultimately, the actual outputs, outcomes, and impacts of these partnerships also need to be assessed.

65. Instead, the evaluation surveys asked project stakeholders to assess (i) the effectiveness of the more immediate objective of capacity development; and (ii) the potential that their collaborations had to develop promising leads and/or to establish longer-term partnerships (see Figure 3 in Annex I for survey results and weighted score).

66. Again, results relating to WIPO Re:Search should be treated with caution given the very low number of responses. However, these survey results are supported by the data gathered during evaluation interviews: respondents generally thought that WIPO Re:Search mediated collaborations were more likely to be effective than for WIPO GREEN, largely due to the specific R&D problem that Re:Search collaborations were founded on.

(iii) Effectiveness of online databases has been limited

67. While survey results indicated that users found the databases relevant to their work (see Figure 2 in Annex I), the same users rated the effectiveness of those databases relatively poorly (see Figure 4 in annex I for survey results and weighted score).

68. These results are in line with findings from evaluation interviews which are as follows:

- (a) Both databases provided a tangible, useful 'hook' to attract new stakeholders to GREEN and Re:Search, but the practical value of the databases was seen as very limited.
- (b) For WIPO GREEN, more than 60 per cent over half of the interviewees were sceptical as to the very concept of using online databases as a means for establishing collaborations. One quote is illustrative of the general view: "this is not how partnerships happen". Certainly, there is no evidence to suggest that any single collaboration or partnership has arisen as a result of database interaction alone.
- (c) The databases' content hosting and provision were rated as having limited effectiveness. In particular, database accessibility and user-friendliness were often seen as areas in need of improvement.

(d) There was also a general perception that the content on both databases was relatively static, which discouraged repeat visits.

(e) About 40 per cent of the interviewees were particularly concerned about the limited quality assurance of WIPO GREEN content, and the very broad-brush approach to content, whereby seemingly any green technology could be uploaded.

69. While the databases were meant to be a network hook and the technical limitations of both databases are acknowledged by Program 18, and some work is in progress to improve database functionality and user-friendliness. Options for improving quality assurance of WIPO GREEN content are also being explored.

(iv) Reactive communication and dissemination approach and less strategic

70. Program 18, in collaboration with WIPO's Communications Division, had developed website sections for WIPO Re:Search and WIPO Green. It has made publicly available reports produced by the Program, the databases, the networks and other outputs produced by the Program. In addition the Program organized various events which count with the participation of key stakeholders. These provided the basis for disseminating information to its stakeholders. WIPO staff was fully aware of the Program and its constituent activities.

71. While communication plans exist for WIPO Green and will be developed for WIPO Re:Search, these are not sufficiently detailed and need to be further strategized.

72. Evaluation findings and stakeholders (25 per cent) indicate that the Program communication's outputs are welcomed but some improvements could further contribute to increasing the Program effectiveness such as:

(a) Improving existing communication approach for inclusiveness: About 25 per cent of the interviewees expressed concern about the relatively low visibility and awareness of Program 18 both externally and within WIPO. Some interviewees cited instances of ostensibly key audiences – for example, medical research networks and institutions – that were oblivious to WIPO Re:Search's existence. The Program could be missing opportunities to draw in more support and resources and to increase effectiveness particularly where key audiences were unaware of the work;

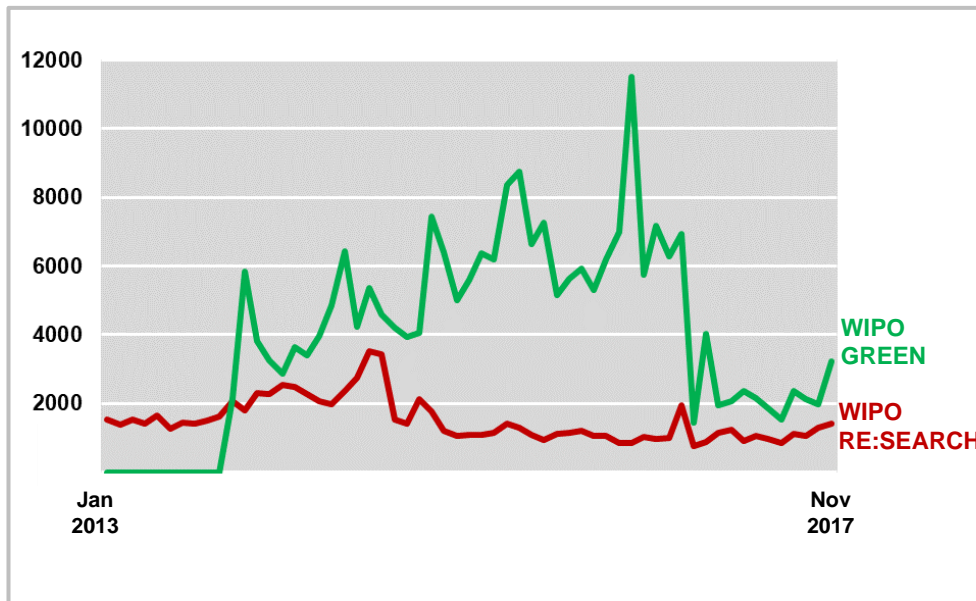
(b) Being more strategic: Interviewees judged the Program to be good at responding quickly to unplanned outreach opportunities, but that there was now a need for this responsive approach to be underpinned by a more strategic, longer-term communications and outreach plan, potentially supported by additional resources explicitly allocated to delivery of that plan;

(c) Increase awareness around the precise purpose of each activity; and

(d) Dissemination of information: visibility via the WIPO website has been limited. During the period January 2013 to November 2017, web traffic (measured as unique monthly page views) to the WIPO Re:Search site represented 0.049 per cent of all traffic to WIPO sites. Similarly, between November 2013 and November 2017, WIPO GREEN's traffic also represented 0.16 per cent of all traffic to WIPO sites. Notwithstanding this proportionately low volume of traffic, absolute traffic to both sites during the period January 2013 to November 2017 is presented below, with notable traffic spikes following key Program 18 events<sup>4</sup>:

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<sup>4</sup> Events include: Seminars, launches, symposiums, workshops, conferences, fora, among other, as per dedicated website <https://www3.wipo.int/wipogreen/en/events/>

**Figure 5: Unique monthly page views of Program 18**

Source: WIPO Green data analytics provided by P18

### (C) EFFICIENCY

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

This section analyses and further discusses the evidence on program’s efficiency in three domains: financial resources, human resources and program-wide strategy.

#### **EVALUATION QUESTION 3:**

Are there better ways to allocate available resources to achieve the Program’s goals and expected results?

**Finding 1:** A central management challenge for Program 18 has been maintaining an adequate staff base to deliver the Program adequately.

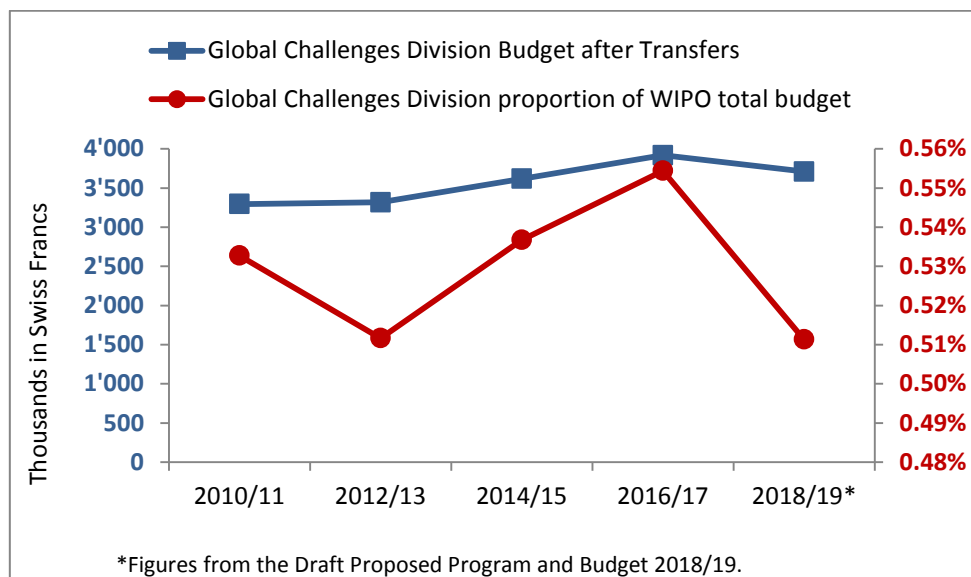
**Finding 2:** A significant competency gap is the limited additional substantive technical expertise on green technologies and business development or related field of relevance for WIPO GREEN

**Finding 3:** Program work linkages to IP-related gaps or challenges required more clarity.

(i) Financial Resources

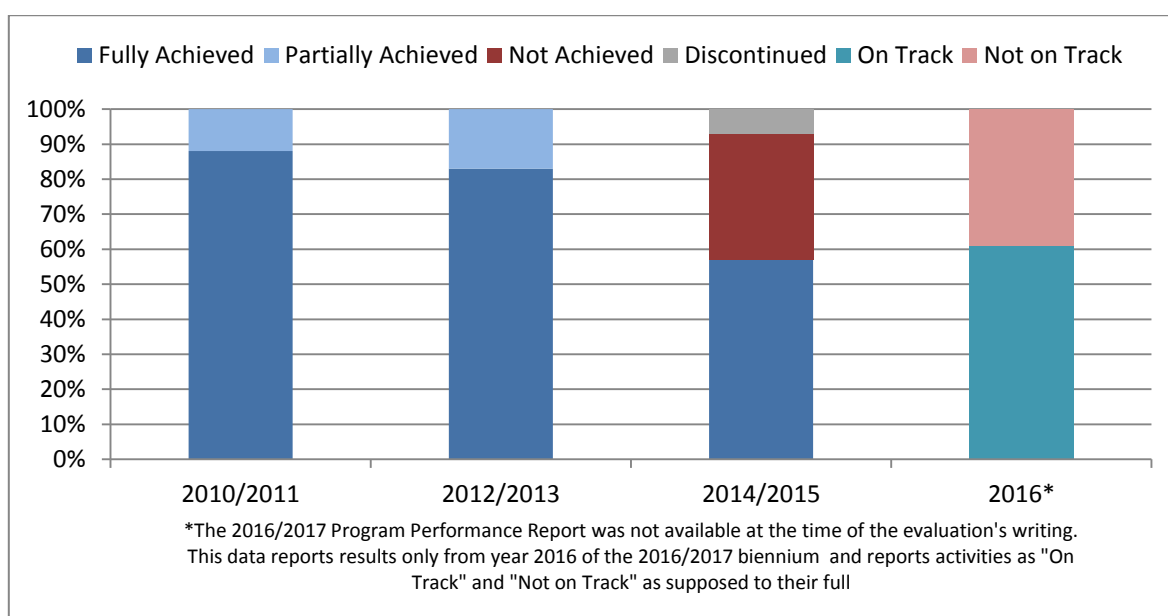
73. Since 2010 the Program’s biennial budget has fluctuated between 0.51 per cent and 0.55 per cent of WIPO’s total budget after transfers (Figure 6). Program 18’s upcoming 2018/19 budget represents the largest budget drop to date, representing only 0.511 per cent of WIPO’s total budget (approximately 3.7 million Swiss Francs) making it lower than the 2012/13 budget proportion of 0.512 per cent.

**Figure 6: Program 18 budget as a percentage of total WIPO Budget after Transfers**



74. Beginning in 2012/13 there is a decrease in the number of activities reported as “Fully Achieved”, notably with a 26 per cent decrease between the 2012/13 and 2014/15 biennia. In 2014/15, approximately 36 per cent of activities were reported as “Not Achieved” (Figure 7). This decrease in activity achievement is coupled by an increase in the number of performance indicators for Program 18 by approximately one-third between the 2010/11 and 2016/17 biennia. As reported in the 2016 PPR, nearly 40% of activities are “Not on Track” to be completed by the end of the biennium.

**Figure 7: Program Performance Report for Strategic Goal VII (2010/2011 to 2016)**



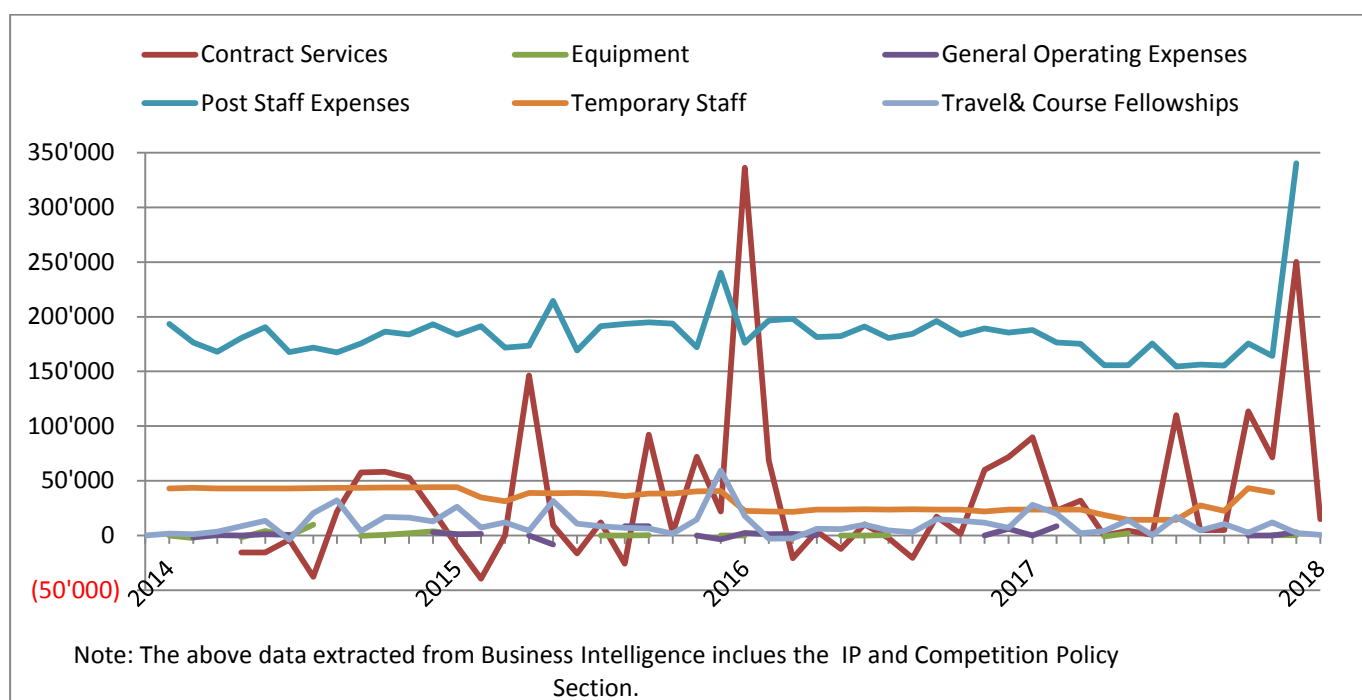
Source: WIPO Program Performance Report 2010/2011; 2012/2013; 2014/2015; 2016

75. Out of the 11 performance indicators Program 18 used to assess its 2014/15 activities, six remain the same in the Draft Proposed Program and Budget 2018/19. The remaining five performance indicators were discontinued and replaced in subsequent years. Figure 7 shows that, in recent years, Program 18 was tasked with delivering results on not only a larger number of performance indicators (from eight performance indicators in 2012/13 to 12 in 2016/17). Moreover, the Program faced the challenge of meeting targets and outputs for new indicators that the Program had never measured before with less financial resources. Therefore this demonstrates that overall the program was able to maintain its efficiency despite significant resource challenges (Figure 6, 7). For a time series graph of the evolution of Program 18 expected results see Annex IV.

(ii) Human resources

76. The allocation of financial resources by category shows a distribution where the major categories of expenses are found in human resources and contractual services. These types of expenditures reflect the specific nature of the outputs produced by a program (e.g. IT databases, specific technical reports and events that demand an external support and specific technical expertise). The patterns of spikes in expenditures in contractual services at the end of each year are also notable, which may suggest some room for improvement in terms of financial and procurement planning (Figure 8).

**Figure 8: Program 18 Expense Analysis (2014-2018)**

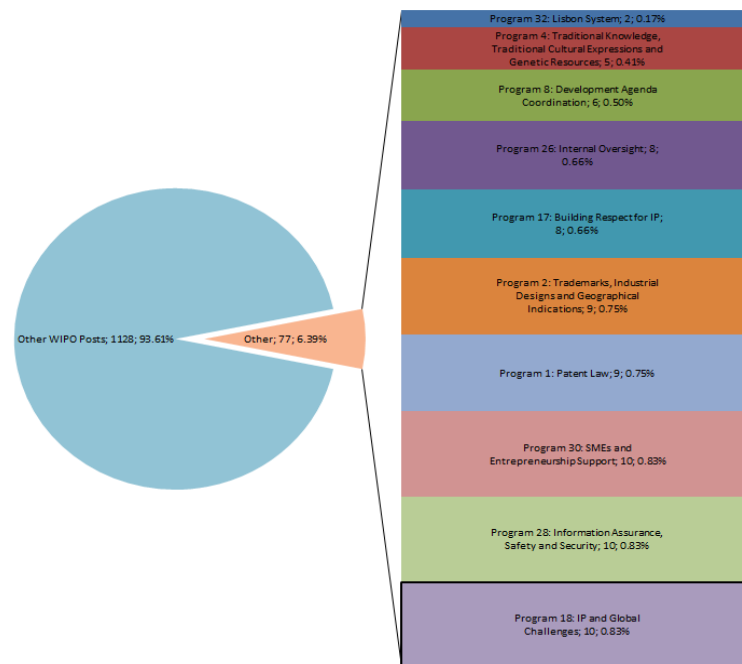


Source: WIPO Business Intelligence, retrieved January 2018



77. In 2017, the human resources allocated to Program 18 represented less than one per cent of all WIPO Program (Figure 9). Program 18 has a total of 10 posts from 2014 to 2018. The number of Professional posts has fluctuated between 3 and 4 posts in the period under consideration due to staff illnesses and the transfer of a staff member out of the Division. Currently, the Program is undergoing a change in Directorship. The number of Professional posts in the budget after transfers 2016/17 and the P&B 2018/19 amounts to 4. With a team of 10 Staff, Program 18 is one of the 10 smallest Program teams at WIPO.

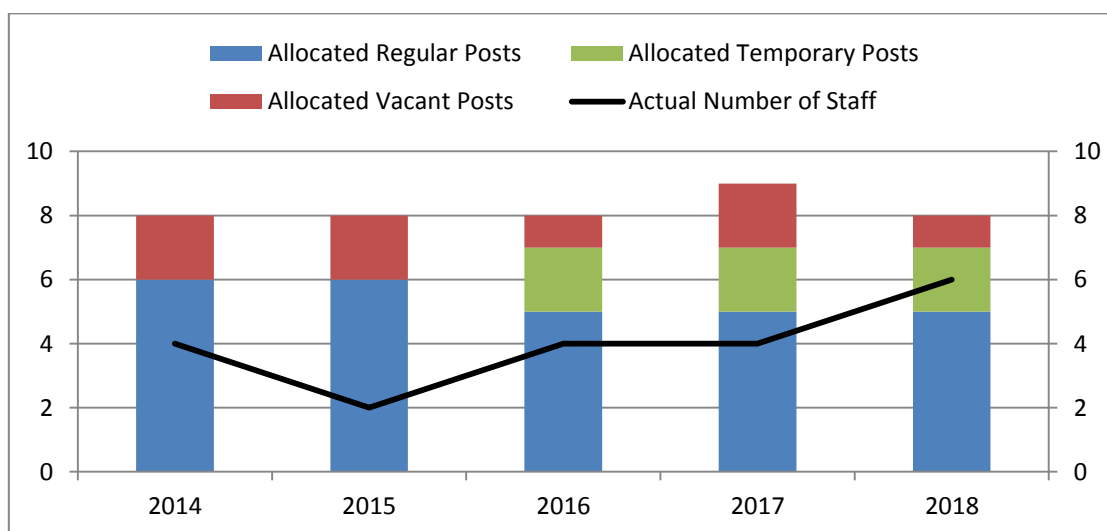
**Figure 9: 10 Smallest Program Teams at WIPO (2016/2017)**



Source: WIPO Program and Budget 2016/2017

78. Two temporary posts were introduced beginning in 2016 (Figure 10). In all four years, the Program was not operating at its maximum human resources capacity, with three critical positions being left vacant (D1 left in December 2017, one Head professional vacant position and a G6 post).

**Figure 10: Global Challenges Division Staff Allocation and Actuals by Post as of January 1 (2014-2018)**



Source: Allocated totals taken from WIPO Enterprise Performance Management (EPM) – retrieved January 2018, and Actual totals taken from WIPO Business Intelligence – retrieved January 2018

79. The findings reflected in the above analysis were strongly reflected in the vast majority of interviews conducted with WIPO Staff. For example, over 80 per cent of internal evaluation interviewees (i.e., WIPO staff) thought Program 18's achievements were even more significant given the Program's resource limitations when compared to other WIPO operations. Moreover, many internal interviewees also noted that Program 18 had delivered effective contributions with what was a very limited staff base.

80. Even though Program 18's timely interventions in the climate change domain were cited as vital and highly effective contributions, this evaluation finds that a significant gap acknowledged internally – and recognized externally – is the limited in-substantive technical expertise on green technologies and business development. As shown by a review of the terms of reference of Program 18 staff, the Program has benefited with extensive in-house health sector expert profiles in the team but not in the climate change area. Interviewees consistently identified a well-connected, technically sound health expert 'in-house' resource as being one of the most important factors in WIPO Re:Search's initial success.

81. Given the thematic nature of the objectives of Program 18 in climate change - "*Accelerate Innovation and Diffusion of Green Technologies*" - it is only natural that an in-house expert ideally with deep experience of IP-related challenges in the climate change and green technologies and with extensive knowledge in the management of networks would increase the likelihood of success to progress on the attainment of this program objective. Notwithstanding this limitation on specific expertise, interviewees regularly commended staff working on WIPO GREEN for their capability, professionalism and achievements.

82. Based on the above explained rationale, an analogous claim on the need to integrate specific in-house expertise for the domain of food security is to be made. Programme 18 is more likely to deliver impact in the domain of food security if its work is supported by an experienced, well-connected team member.

(iii) Program work linkages to IP-related gaps or challenges required more clarity

83. Since its inception, Program 18's main activities have essentially operated as relatively independent projects. Most evaluation interviewees (>80 per cent) thought that this approach had probably been beneficial during the Program's initial years, providing flexibility for each project to 'find its niche' within what are – after all – two sectors (health and climate change) with distinct needs, priorities and stakeholders.

84. For WIPO GREEN, in particular, a considerable proportion of respondents felt that at times the Program work linkages to IP-related gaps or challenges required more clarity. Several respondents did not see any connection between WIPO GREEN and IP-related problems or that there were even any IP-related problems in the green technology sector to address.

85. While the WIPO MTSP 2016/21 and the Program and Budget documents provided strategic direction in addressing IP in relation to global policy, this was not seen as sufficiently detailed, as it did not include any stakeholders' analysis, sector analysis, and context analysis using tools such as SWOT (Strength, Weaknesses and Threats and Opportunities) or sustainability analysis among other. Moreover, these documents were not a particularly effective tool for communicating the Program to external audiences.

86. Therefore, it would be beneficial to supplement Program 18 strategy with the development of detailed independent strategies for each thematic area and more specifically for WIPO Green and Food security.

87. The analysis of financial and human resources suggests that despite Program 18's challenges in recent years, including a decrease in financial and staff resources paralleled with a demand to meet an increased number of performance indicators, the Program has continued to deliver significant results on its planned activities particularly through inputs to public policy debates.

(D) IMPACT

*“Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended”*

The section analyzes and further discusses the evidence on the Program's impact in quality and objectivity of IP-related public policy discourse, connections, collaborations and partnerships, capacity for individual researchers, long-term impact, new operating models.

**EVALUATION QUESTION 4:**

What direct and indirect impact has Program 18 delivered?

**Finding 1:** The evaluation validated several intermediate outcomes attributable to the Program, primarily relating to IP-related policy discourse, research capacity developments, and the establishment of new partnerships/collaborations.

**Finding 2:** Broader, long-term outputs, outcomes, and impacts – such as the catalyzation of the development of NTD medical products or deployment of new green technologies – have not been delivered yet.

**Finding 3:** WIPO Re:Search has only been operational for seven years and WIPO GREEN for four years, the lack of such longer-term impacts is understandable given the lengthy R&D timeframes associated.

**Finding 4:** Project stakeholders did assess the potential for delivering longer-term impacts as being relatively positive.

(i) Improving the quality and objectivity of IP-related public policy discourse

88. As noted in the foregoing analysis, more than half of interviewees (>60 per cent) identified the Program's primary achievement as being its contributions to IP-related public policy debates.

(ii) Establishing connections, collaborations, and partnerships

89. Both WIPO Re:Search and WIPO GREEN have generally been effective at supporting the establishment of new partnerships: the Partnership Hub report (2016) indicates that 108 collaborations have been established via WIPO Re:Search and survey results suggest that nearly a third of WIPO GREEN matchmaking event attendees established some form of collaboration. The evaluation's survey results indicate that at least some of these connections have resulted in longer-term. In particular the Program has been effective at generating NTD-related research and publications, which in turn are helping to build the evidence base around NTDs.

90. Establishing connections and undertaking research is just a first step towards impact. At the time of the evaluation, WIPO GREEN did not yet have a monitoring system in place to

identify potential outcomes arising from collaborations that were initiated through matchmaking events. Establishing and maintaining such monitoring systems will be vital for measuring Program 18's longer-term influence and impact.

(iii) Building capacity for individual researchers

91. It should be noted that institutional level capacity development was not part of the initial fellowship program design. Therefore, the evaluation did not identify evidence of systemic, institutional-level capacity developments being realized subsequent to any given fellowship. The evaluation found that WIPO Re:Search fellowships have been highly effective at developing research capacities and professional relationships at an individual level, including between researchers based in developing countries and researchers based in developed countries.

92. Considering that capacity building efforts should go beyond building individual skills, WIPO Re:Search is now placing greater emphasis on using fellowships and collaborations to build organizational and systemic capacities, rather than just individual skills.

(iv) Stakeholders assess progress towards long-term impact as positive

93. Again, longer-term impacts would generally not be expected at this relatively early stage of Program 18's development. However, WIPO GREEN and WIPO Re:Search stakeholders do at least assess the progress against – and potential for – such impacts in a relatively positive light. Survey respondents were asked to assess progress against some of Program 18's hypothesized outcomes (as articulated in the logic model, Figure 1) (see Figure 5 in Annex I for survey results and weighted score).

94. While the low number of WIPO Re:Search survey responses means that results need to be treated with caution, WIPO Re:Search stakeholders did rate progress against outcomes markedly more positively than WIPO GREEN stakeholders. Notably high scores were returned against the statements “*WIPO Re:Search is helping to accelerate the discovery and development of medical responses*” and the project “*is helping to build developing country capacity*”. This implies that – from a stakeholders perspective – WIPO Re:Search has certainly helped to establish a reasonable foundation for addressing NTDs.

(v) Demonstrating new operating models

95. Interviewees frequently identified a major – albeit less tangible – outcome of Program 18's work as being the demonstration of new ways of working both within the UN system, and between the UN system and the private sector.

96. An impact coming from the Trilateral Cooperation with WHO and WTO reported by some interviewees is that – by showing how UN agencies with divergent mandates and specializations could work together – the Trilateral Cooperation was demonstrating to *national governments* potential ways of establishing and improving collaboration between disparate ministries and offices (IP, trade, health) within their own countries.

97. Respondents were most positive about the operating model established through WIPO Re:Search, and in particular the way that private sector companies had been centrally involved with the work. Several interviewees (25 per cent) reported that this was one of very few instances of genuine, meaningful, practical and potentially impactful collaboration between the UN system and the private sector.

## (E) SUSTAINABILITY

*“The probability of continued long-term benefits after the intervention has been completed”*

The section analyses and further discusses the evidence on the Program’s sustainability in two dimensions: likelihood of sustained results and increase probabilities to have longer-term results.

**EVALUATION QUESTION 5:**

To what extent are Program 18’s results likely to be sustained in the long term?

**Finding 1:** Many of Program 18’s current results are likely to be sustained, particularly its valuable contributions to public policy debates, and work to initiate IP-related partnerships and collaborations.

**Finding 2:** Program 18 has only focused on the early stages of R&D and innovation, but achieving longer-term results (e.g. being a catalyser of the development of NTD-focused products, deployment of green technology) needs a broader package of support that draws on resources from other areas of WIPO, and from external partners.

(i) Current results are likely to be sustained

98. The Program should be able to continue delivering its valuable contributions to global public policy debates, including through its Trilateral Cooperation work. But all these policy inputs are to an extent dependent on the learning and credibility generated through the Program’s “on-the-ground” activities, as delivered through WIPO Re:Search and WIPO GREEN. Consequently, the continued delivery of effective, informative policy inputs is at least partly reliant on maintaining the other Program 18 activities. However as noted above, the decreasing budget and staffing complications have meant that maintaining these activities has been particularly challenging in recent years.

99. Notwithstanding those resource concerns, the immediate results being generated through WIPO Re:Search – research collaborations, capacity building – are likely to be sustained, with the recently developed five-year strategic plan providing an important foundation for maintaining this work. WIPO GREEN is a younger and consequently less developed initiative than WIPO Re:Search, the outputs, and outcomes delivered by WIPO GREEN are not as extensive yet. Therefore, it is early to assess the sustainability of these results at this stage.

(ii) Increasing the probability of achieving longer-term results

100. The majority of the Program’s intended results are early, intermediate steps towards longer-term, higher-level impacts. While it would be unrealistic and unfair to expect Program 18 to directly deliver, for example, a medical product that cures a specific NTD, the Program is expected to, at least, contribute to such high-level impacts.

101. However, several evaluation interviewees (25 per cent) were concerned that the partnerships triggered by Program 18 WIPO GREEN did not receive adequate support beyond the initial matchmaking, or beyond the lifetime of the initial collaboration. Further, the lack of Program 18’s post-collaboration engagement with key stakeholders was assessed by some respondents as a potentially critical flaw, undermining the Program’s broader attempts to support long-term, ‘big’ impacts. Some respondents felt that the Program should – at the very least – provide a signposting function, whereby collaborators are pointed towards additional areas of support (whether internal or external to WIPO) for taking any given R&D project to the next stage of the innovation chain. These views were not shared by some internal WIPO staff that were of the view if a research trial fails to produce a result then the specific collaboration naturally concludes.

102. Many respondents (internal and external) felt that there was a need for deeper coordination across WIPO, to ensure that Program 18 stakeholders were fully aware of – and better able to access – the full package of support that WIPO provided to the Member States and other external stakeholders. An example given by three separate interviewees referenced WIPO Re:Search fellowships: once a fellow returns from sabbatical to their home institution, what further support could WIPO provide, whether *via* Program 18 or some other WIPO Program? Could other WIPO programs or divisions support the fellow and their institutions to identify and engage with other relevant national actors or processes, whether IP-focused or – in the case of WIPO Re:Search – NTD-focussed?

103. Internal interviewees (including Program 18 staff) noted that, even though some joint work-planning with WIPO Regional Bureaus was undertaken, Program 18 could do more to expose their stakeholders to the broader range of WIPO's work and support. At the same time, many internal and external interviewees (>40 per cent) also felt that WIPO overall could improve its communications in how it supports the Member States and external stakeholders across the whole R&D/innovation chain.

#### **4. CONCLUSIONS AND RECOMMENDATIONS**

104. Program 18 delivers a central, effective contribution to WIPO's strategic goal of addressing IP in relation to global policy issues. The Program has greatly increased WIPO's visibility and engagement within important IP-related policy debates, in turn helping to improve the quality and objectivity of those discussions. The Program's approach of using multi-sectoral partnerships as a means for understanding and addressing IP-related problems has also been effective, allowing WIPO to directly explore and learn from the practical challenges that are inherent to the higher-level policy issues that the Program is engaged with. There is clear evidence that collaborations established through the Program – and particularly through WIPO Re:Search – have resulted in partnerships that are likely to be sustained in the long term.

105. The collaborations established through Program 18 are just a very early step towards achieving the long-term outcomes and impacts that the Program hopes to contribute to. However, project stakeholders are positive about the prospects for impact, and WIPO Re:Search has at least helped to establish a reasonable foundation for addressing NTDs.

106. The models of collaboration being explored and demonstrated through the Program have also been important. The Trilateral Cooperation established between WIPO, WHO and WTO was frequently identified as Program 18's single most valuable contribution. WIPO Re:Search's development of a genuinely substantive, practical collaboration between the UN system and the private sector was also regularly commended.

107. While the general assessment of the Program was positive, the evaluation also identified aspects of the work that could be strengthened. To that end, the following recommendations are listed in order of priority.

##### **(A) SUPPLEMENT PROGRAM STRATEGY WITH A FIVE-YEAR STRATEGY FOR WIPO GREEN**

108. Even though the MTSP 2016/21 makes reference to three criteria established for engagement, these three main areas of work were often viewed as discrete, standalone projects by both internal and external stakeholders. There was often confusion as to what the initiatives had in common, or why they were managed under a single Program.

109. The evaluation identified considerable concerns around the direction and performance of WIPO GREEN, with many interviewees noting that the work had an insufficiently clear link to

IP-related gaps or challenges. The value and effectiveness of the online database was frequently questioned, with concerns often raised about the level of financial and human resources being expended on the work.

110. Program 18 has a program strategy that could be improved and supplemented in the long-term by a Five-year strategy for WIPO GREEN, reviewing the quality of its existing results framework, establishing a clear alignment with WIPO's Medium Term Strategic Goals, ensuring that expected results and indicators are more focused on the Program's higher-level aims and qualitative outcomes, rather than quantitative outputs.

**Recommendation 1:**

The Program strategy that guides the ongoing development of all Program 18 activities should be supplemented with a Five-year strategy for WIPO GREEN, with the process supported by an expert advisory group.

**(B) WIPO SHOULD IMPROVE THE DEPLOYMENT AND USAGE OF RESOURCES TO STABILIZE AND EXPAND PROGRAM 18'S STAFF BASE IN KEY SUBJECT AREAS**

111. Program 18 already operates with a small team, and limited budget preventing any expansion of that staff base. In particular, the Program has limited in-depth experience on climate change: whereas WIPO Re:Search greatly benefited from 'in-house' Program 18 staff with extensive technical experience and strong industry networks. WIPO should improve the deployment and usage of resources to stabilize and expand the Program 18 staff base in key subject areas. Most pressingly, this in-depth support is needed within Program's climate change work, ideally someone with deep expertise in green technologies and business development.

**Recommendation 2:**

WIPO should improve the deployment of resources to close the existing competency gap of Program 18's staff in WIPO GREEN to support the Program's climate change work.

**(C) CONSIDER STRENGTHENING THE TRILATERAL COOPERATION MODEL WITH WHO AND WTO**

112. The Trilateral Cooperation between WIPO, WHO and WTO was frequently identified as the most effective, valuable component of Program 18's work, and represented the clearest route through which the Program contributed to WIPO strategic goals. Moreover, WIPO's inputs to the Trilateral Cooperation have benefited from the experience gained through the Program's practical, 'on-the-ground' work of WIPO Re:Search.

**Recommendation 3:**

Consider strengthening the Trilateral Cooperation model with WHO and WTO, in deepening the collaborations with key multilateral, international and/or other UN organizations in the domains of climate change and food security.

(D) STRENGTHEN THE APPROACH TO POST-COLLABORATION SUPPORT AND MONITORING

113. While Program 18 has been effective at triggering collaborations, the partnerships established through WIPO Re:Search, and WIPO GREEN are just a first step towards 'big' impacts such as NTD-focused medical products or deployment of novel green technologies. Of course, Program 18 cannot be expected to 'hand hold' partnerships throughout the R&D/innovation process, but there are opportunities to improve the potential for achieving higher level impacts.

114. Program 18 should develop a formal process for the provision of basic collaboration support to any partnership established through the Program's activities. This could include signposting to other sources of support within WIPO, facilitating links with relevant external stakeholders, and promoting any outputs (research, technologies) to relevant audiences.

115. The process should also incorporate systematic, long-term monitoring of Program 18-mediated partnerships, to ensure that WIPO captures sufficient data and evidence of any longer-term outcomes and impacts that may arise as a direct or indirect result of partnerships.

**Recommendation 4:**

Strengthen on-going collaboration support and monitoring of Program 18 triggered partnerships, to improve the potential for measuring and achieving long term impact.

This would include the agreement on a few key indicators and/or observable effects that can be documented by partners in time

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## TABLE OF RECOMMENDATIONS

No	Recommendations	Person(s) Responsible	Management Comments and Action Plan	Deadline
1.	<p><b>The Program strategy that guides the ongoing development of all Program 18 activities should be supplemented with a Five-year strategy for WIPO GREEN, with the process supported by an expert advisory group.</b></p> <p><b>(Priority: high)</b></p> <p><b>Closing criteria:</b> A five-year strategy document for WIPO Green developed.</p>	Director, GCD	<ul style="list-style-type: none"> <li>• The Medium-Term Strategic Plan (MTSP) for WIPO for 2016-2021 provides the umbrella for Program 18 under Strategic Goal VII: Addressing IP in Relation To Global Policy Issues provides:</li> <li>• Instead of duplicating the MTSP, it is appropriate to accept the part of the recommendation to develop a Five-year strategic plan for WIPO GREEN.</li> <li>• With regard to the process of developing a Five-year WIPO Green strategy, instead of constituting a new experts advisory group, it is time and resource effective to use the existing WIPO GREEN Advisory Board.</li> </ul>	December 2018
2.	<p><b>WIPO should improve the deployment of resources to close the existing competency gap of Program 18's staff in WIPO GREEN to support the Program's climate change work.</b></p> <p><b>(Priority: medium)</b></p> <p><b>Closing criteria:</b> Planning and strategy for the staffing of Program 18 is adopted in consultation with PPBD and HRMD, including options of outsourcing, temporary and fixed staff.</p>	HRMD, PPBD and GCD	<ul style="list-style-type: none"> <li>• It is planned to advertise for the P4 temporary position. A new Director had assumed her position by the time of the completion of this Report.</li> <li>• With regard to competency, while it is understood that additional areas of expertise are required, this could be expressed in the manner that adds on existing capacities.</li> </ul>	December 2018.

No	Recommendations	Person(s) Responsible	Management Comments and Action Plan	Deadline
3.	<p><b>Consider strengthening the Trilateral Cooperation model with WHO and WTO</b>, in deepening the collaborations with key multilateral, international and/or other UN organizations in the domains of climate change and food security.</p> <p><b>(Priority: medium)</b></p> <p><b>Closing criteria:</b> Areas for practical cooperation identified.</p>	Director, GCD	<ul style="list-style-type: none"> <li>• The recommendation to strengthen this cooperation is most welcome. However, extending the trilateral cooperation model to climate change requires a separate dedicated study. The entities involved are multitude, with intersecting subject matters, and such extension also depends on the decisions of those entities.</li> <li>• Thus, for the time being, we can consider building on the existing trilateral cooperation by identifying some practical areas of cooperation.</li> </ul>	December 2018
4.	<p><b>Strengthen on-going collaboration support and monitoring of Program 18 triggered partnerships, to improve the potential for measuring and achieving long term impact.</b></p> <p><b>(Priority: medium)</b></p> <p><b>Closing criteria:</b> Procedures in place to support and monitor collaborations</p>	Director, GCD	<ul style="list-style-type: none"> <li>• The recommendation is understood to refer to ongoing collaborations rather than past collaborations.</li> </ul>	December 2018

**ANNEXES**

<b>ANNEX I</b>	Survey results
<b>ANNEX II</b>	Interviewees
<b>ANNEX III</b>	Evaluation framework
<b>ANNEX IV</b>	Program 18 Evolution of Expected Results and Performance over Time

[Annexes follow]

**ANNEX I: SURVEY RESULTS**

The complete results of the WIPO GREEN and WIPO Re:Search online surveys are provided in the following graphs

**Figure 1: Survey responses on relevance and usefulness of partnership work, assessed by actual participants**

**“To what extent do you agree with the following statements?”**

		n	Completely disagree	Partly disagree	Neutral	Partly agree	Completely agree	Weighted Average Score <sup>5</sup> (out of 10)
<b>WIPO GREEN</b>	The matchmaking event/s were <b>relevant</b> to our organization’s work	32	3%	0%	16%	47%	34%	7.7
	The matchmaking event/s were <b>useful</b> for our organization	31	3%	3%	16%	45%	32%	7.5
<b>RE:SEARCH</b>	The collaboration/s have been <b>relevant</b> to our organization’s work	3	0%	0%	0%	33%	67%	9.2
	The collaboration/s have been <b>useful</b> for our organization	3	0%	0%	0%	33%	67%	9.2

**Figure 2: Survey responses on relevance and usefulness of partnership work, assessed by actual participants**

**“To what extent do you agree with the following statements?”**

		n	Completely disagree	Partly disagree	Neutral	Partly agree	Completely agree	Weighted Average Score (out of 10)
<b>WIPO GREEN</b>	The database is <b>relevant</b> to our work	56	2%	11%	25%	30%	32%	7.0
	The database is <b>easy to use</b>	57	4%	11%	18%	42%	26%	6.9
	The database content is <b>practical and usable</b>	56	4%	9%	32%	36%	20%	6.5
<b>RE:SEARCH</b>	The database is <b>relevant</b> to our work	3	0%	0%	0%	67%	33%	8.3
	The database is <b>easy to use</b>	3	0%	33%	0%	67%	0%	5.8
	The database content is <b>useful</b> for our organization	3	0%	0%	0%	100%	0%	7.5

<sup>5</sup> Weighted Average Score is calculated by first assigning numeric values to response choices (Completely disagree = 0, Partly disagree = 2.5, Neutral = 5, Partly agree = 7.5, Completely agree = 10), then calculating (weighting) the overall average according to the number/frequency of responses to each choice.

**Figure 3: Survey responses on effectiveness of partnership work, assessed by actual participants**

**“To what extent do you agree with the following statements?”**

		n	Completely disagree	Partly disagree	Neutral	Partly agree	Completely agree	Weighted Average Score (out of 10)
<b>WIPO GREEN</b>	The matchmaking event/s improved our organization’s <b>capacity to apply</b> green technologies	30	10%	10%	43%	20%	17%	<b>5.6</b>
	The match/s that we made have resulted in <b>promising leads</b> that we are pursuing / will definitely pursue (whether in collaboration or independently)	8	13%	0%	13%	38%	38%	<b>7.2</b>
	It is likely that a <b>long-term institutional relationship</b> (i.e. more than 5 years) has been established as a result of the match/s	8	25%	0%	13%	25%	38%	<b>6.3</b>
<b>WIPO RE:SEARCH</b>	The collaboration/s have improved our organization’s <b>own capacity</b> for research and development	3	0%	0%	0%	0%	100%	<b>10.0</b>
	The collaboration/s have produced <b>promising leads</b> that we are pursuing / will definitely pursue (whether in collaboration or independently)	3	0%	0%	33%	0%	67%	<b>8.3</b>
	It is likely that a <b>long-term institutional relationship</b> (i.e. more than 5 years) has been established as a result of the collaboration/s	3	0%	0%	0%	33%	67%	<b>9.2</b>

**Figure 4: Survey responses on effectiveness of online platforms, assessed by actual participants**

**“To what extent do you agree with the following statements?”**

		n	Completely disagree	Partly disagree	Neutral	Partly agree	Completely agree	Weighted Average Score (out of 10)
<b>WIPO GREEN</b>	The database has helped us to <b>access knowledge</b> that we would have otherwise been unaware of	54	9%	13%	24%	26%	28%	<b>6.3</b>
	The database has helped us to <b>identify potential partners</b>	54	17%	15%	31%	26%	11%	<b>5.0</b>
	We have <b>initiated our own research and/or development projects</b> as a direct result of knowledge accessed through the database	55	24%	16%	31%	20%	9%	<b>4.4</b>
	We have <b>directly applied technologies and/or services</b> that we identified within the database	53	32%	8%	36%	13%	11%	<b>4.1</b>
<b>WIPO RE:SEARCH</b>	The database has helped us to <b>access knowledge</b> that we would have otherwise been unaware of	3	0%	0%	67%	33%	0%	<b>5.8</b>
	The database has helped us to <b>identify potential research and/or development partners</b>	2	0%	0%	50%	50%	0%	<b>6.3</b>
	We have <b>initiated our own research and/or development projects</b> as a direct result of knowledge accessed through the database	3	0%	67%	33%	0%	0%	<b>3.3</b>

Figure 5: Survey responses on Program 18 outcomes and impact

“To what extent do you agree with the following statements?”

		n	Completely disagree	Partly disagree	Neutral	Partly agree	Completely agree	Weighted Average Score (out of 10)
WIPO GREEN	WIPO GREEN is a useful resource for <b>accessing material, advice and support</b> on the identification and application of IP assets relating to green technologies	77	5%	9%	19%	31%	35%	7.0
	WIPO GREEN is helping to <b>accelerate the innovation and diffusion</b> of green technologies	77	6%	5%	21%	34%	34%	7.1
	WIPO GREEN is helping to <b>improve the quality of debate and understanding</b> as it relates to IP's role in the innovation and diffusion of green technologies	77	5%	8%	26%	29%	32%	6.9
	WIPO GREEN is helping to build <b>developing country capacity</b> to apply IP assets relating to green technologies	75	5%	9%	31%	27%	28%	6.6
	Our organization has <b>benefited</b> from its involvement with WIPO GREEN	76	16%	9%	33%	18%	24%	5.6
WIPO RE:SEARCH	WIPO Re:Search is a useful resource for <b>accessing material, advice and support</b> on the identification and application of IP assets relating to NTDs, malaria and TB	9	0%	0%	22%	33%	44%	8.1
	WIPO Re:Search is helping to <b>accelerate the discovery and development</b> of medical responses for NTDs, malaria and TB	9	0%	0%	11%	11%	78%	9.2
	WIPO Re:Search is helping to <b>improve the quality of debate and understanding</b> as it relates IP's role in tackling NTDs, malaria and TB	9	0%	11%	11%	44%	33%	7.5
	WIPO Re:Search is helping to build <b>developing country capacity</b> to apply IP assets relating to NTDs, malaria and TB	9	0%	0%	11%	22%	67%	8.9
	Our organization has <b>benefited</b> from its involvement with WIPO Re:Search	9	0%	11%	22%	11%	56%	7.8

[Annex II follows]

**ANNEX II: INTERVIEWEES**

<b>Group</b>	<b>Number</b>
Program 18 staff	6
Other WIPO staff	16
Permanent Missions	5
External stakeholders	25

[Annex III follows]



## ANNEX III: EVALUATION FRAMEWORK

Key evaluation questions	Sub-questions	Potential sources
<b>RELEVANCE</b>		
<b>1. Does Program 18 meet the needs of its partners, users and national counterparts, according to national priorities and in line with WIPO's mandate?</b>	1.1 To what extent are Program 18 strategies, activities and outputs relevant to the needs and priorities of its key stakeholders (providers, users, partners, Member States)?	– Interviews – Online surveys
	1.2 How does the Program identify the needs and priorities of its key stakeholders (including potential new partners)?	– Interviews – Desk review – Online surveys
	1.3 To what extent are Program 18's results, targets and indicators relevant to Program 18's strategies?	– Interviews – Desk review
	1.4 How could Program 18 address gender issues?	– Interviews – Desk review
<b>EFFECTIVENESS</b>		
<b>2. How has Program 18 contributed to WIPO's strategic goals and expected results, and to the delivery of WIPO's mandate?</b>	2.1 What contributions did Program 18 make to WIPO results during the period 2010-17?	– Interviews – Desk review – Online surveys
	2.2 How does Program 18 contribute to WIPO's Development Agenda?	– Interviews – Desk review – Online surveys
	2.3 How does Program 18 collaborate with internal (WIPO) and external partners? To what extent did these collaborations contribute to WIPO results?	– Interviews – Desk review – Online surveys
	2.4 How efficient and effective are Program 18's monitoring and evaluation processes?	– Interviews – Desk review
<b>3. To what extent – and how – could Program 18 contribute to the SDGs?</b>	3.1 What SDGs and SDG targets are most relevant to Program 18?	– Desk review – Interviews
	3.2 To what extent can Program 18's current monitoring processes (including indicators) support measurement of SDG contributions?	– Desk review
<b>EFFICIENCY</b>		
<b>4. Are there better ways to allocate available resources to achieve the Program's goals and expected results?</b>	4.1 How cost-effective were each of Program 18's activities?	– Interviews – Desk review
	4.2 To what extent have efficiencies been gained by delivering the main interventions (WRS, WG, trilateral cooperation) under a single WIPO program?	– Interviews
	4.3 To what extent and how have the Program's partnerships (e.g., with BVGH, Australia, Japan) added value to the Program?	– Interviews – Online surveys
	4.4 To what extent could further linkages with other WIPO Programs and activities be developed?	– Interviews
	4.5 What alternative strategies or operating models could have been / could be implemented?	– Interviews
<b>IMPACT</b>		
<b>5. What direct and indirect impact has Program 18 delivered?</b>	5.1 What outcomes and impacts can be directly attributed to Program 18 interventions?	– Interviews – Desk review – Online surveys
	5.2 What broader outcomes and impacts did Program 18 interventions plausibly <i>contribute</i> to?	– Interviews – Desk review – Online surveys
	5.3 Did Program 18 produce any unintended outcomes or impacts, positive or negative?	– Interviews – Online surveys

<b>SUSTAINABILITY</b>		
<b>6. To what extent are Program 18's results likely to be sustained in the long term?</b>	<b>6.1</b> Are current resources (internal and external) adequate to deliver Program 18's strategy and expected results?	– Interviews
	<b>6.2</b> Are any alternative / additional resource mobilization strategies required, appropriate and feasible?	– Interviews
	<b>6.3</b> To what extent have Program 18 interventions established sustainable networks, collaborations, and capacities?	– Interviews – Desk review – Online surveys
	<b>6.4</b> What alternative or comparable initiatives exist? How is Program 18 distinctive from these other initiatives?	– Interviews – Online surveys

[Annex IV follows]

**ANNEX IV: Program 18 Evolution of Expected Results and Performance over Time**

2014/2015 <i>Expected Results</i>	<i>Performance Indicators</i>	2016/2017	2018/2019
III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition		No. of hosting arrangements for developing country scientists  % of participants of the IP and Health DL module who affirm use of IP for development through transfer of knowledge and creation of skills	
IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	No. of countries that verified data and included national essential medicines into WIPO Essential	1.2 Tailored and balanced IP legislative, regulatory and policy frameworks  No. of countries requesting WIPO's specific contribution on IP in relation to competition policy-related issues  No. and diversity of stakeholders (IP offices, competition and authorities, relevant IGOs and NGOs) engaged in dialogue with WIPO	% of participants in training and capacity building activities on IP and Competition policy who apply the enhanced knowledge and upgraded skills in their work
VII.2* IP-based tools are used for knowledge transfer, technology adaption and diffusion from developed to developing countries particularly least developed countries, to address global challenges	Increased contributions to WIPO Re:Search database	Increased in membership in WIPO Re:Search, including from developing countries and LDCs  No. of records in the WIPO Re:Search database	Increased no. of agreements under WIPO Re:Search which lead to new or accelerated R&D in NTDs, Malaria and TB
	No. of established links of WIPO Green to relevant mechanisms, such as Climate Technology Centers and Networks (UNFCCC) and Climate Innovation Centers (infoDev)	No. of WIPO Green Members  No. of records in the WIPO GREEN database  Progress towards an international collaborative framework for effective contribution to food security through consultative process	No. of agreements catalyzed by WIPO Green facilitating knowledge transfer, technology adaptation, transfer and/or diffusion  No. of visits of Global Challenges website
VII.3 Growing credibility of WIPO as a forum for analysis of issues in the field of IP and competition policy	No. of countries requesting WIPO's specific contribution on IP in relation to CP-related issues  No. and diversity of stakeholders (IP offices, competition authorities, relevant IGOs and NGOs) engaged in dialogue with WIPO		No. of visits to the WIPO Re:Search and WIPOGREEN databases

**indicators for Program and Budget 2014/2015, 2016/2017, and 2018/2019**

\*VII.2 changed to VIII.1 in 2018/2019 Program and Budget  
Source: WIPO Program and Budget 2014/2015; 2016/2016; 2018/2019

[End of Annexes and of document]