Daniel P. Keller

Backstopping & Evaluations
In Development Cooperation

Chemin sur Beaumont 6
CH-2533 Evilard
Switzerland

Phone: +41 (79) 927 42 26
Email: dkeller@evalco.ch
Web: www.evalco.ch

Report on the Consultations held in the context of the Development Agenda (DA) Project on Tools for Successful DA Project Proposals

Background

The focal group consultations had been organized in the context of the Development Agenda (DA) project on *Tools for Successful DA Project Proposals*, to discuss the existing methodology for developing DA project proposals, the process of their development and submission, and to collect and make recommendations for potential improvements. The consultations were structured around the concept note developed by Mr. Daniel Keller[1]. The concept note is contained in Annex I to this document.

The focal groups consisted of the following stakeholders: WIPO Member States who have experience in proposing DA projects to the CDIP; WIPO staff members (relevant divisions, DA project managers and project officers); and external experts which included former DA project evaluators, project management experts, as well as development experts.

The consultations mainly focused on the following:

(a) Analyzing the identified challenges in DA projects preparation (concept note, Chapter II)

(b) Reviewing the outline for the support material (concept note, Chapter III)

(c) Reviewing the process of preparing DA projects (concept note, Chapter IV).

Participation

Forty-five (45) participants contributed to the discussion during the consultations: 19 Member States, 15 WIPO staff members, 7 external experts, and the project team that consisted of 4 members. The list of participants is contained in Annex II to this document. Participants contributed to the discussion during the virtual meeting and in some cases, they sent their contributions in writing.

Key points from the consultation meetings

1. Consultations with WIPO Member States (27 July 2020, 14:30 – 16:30)

[1] Mr. Daniel P. Keller, External Consultant, EvalCo, Switzerland

General comments:

i. Overall, the concept note was found comprehensive, clear and of good quality.

ii. The planned online searchable Catalogue of ongoing and completed DA projects (Output 2 of the Project) was considered useful, not only as a source of inspiration, but also to avoid duplications and overlaps.

iii. Proposals submitted to the CDIP needed to show the potential impact of DA projects and sustainability of results. Covering this in project documents would require specific expertise, which could be provided by the Secretariat.

Challenges:

i. Drafting project documents was found challenging, due to the lack of knowledge and resources. The new support material should not replace the possibility of requesting assistance from the Secretariat.

ii. Budgeting personnel and non-personnel resources was also a challenge. The input of the Secretariat to drafting the budget for DA projects remained important.

Process / Support material:

i. Setting clear procedures for submitting clear and complete DA project proposals to the CDIP was important. Nonetheless, the Secretariat should not acquire the power or ability to reject project proposals by Member States. The decision-making power should remain with the CDIP exclusively.

ii. The proposed procedure should not impose additional burdens on Member States wishing to submit DA project proposals. Notwithstanding the proposed procedure, Member States should still have the possibility to submit their proposals to the CDIP in any format they deem appropriate.

iii. Appointing DACD as a single focal point for Member States wishing to submit proposals to the CDIP was welcomed. In addition, some Member States also emphasized the importance of internal coordination within the Secretariat (between DACD, Regional Bureaus, substantive divisions, etc.). A collaborative approach between Member States and the Secretariat was needed during the project design phase.

2. Consultations with WIPO Staff Members (28 July 2020, 14:00 – 15:30)

General comments:

i. The suggested process for preparing DA projects was found concrete and well-structured.

ii. The proposed structure of the support material was seen as well worded.

Challenges:

i. Occasionally, divisions deal with requests that were not directly related to their work. Participants highlighted that DACD had a comprehensive overview of the internal WIPO structure, procedures and processes. DACD was well positioned to advise Member States on how to ensure consistency between their proposal and internal processes.

ii. Limited time for providing inputs by substantive divisions. Often, they were called upon to provide inputs right before the projects were about to be approved by the CDIP.

iii. Lack of additional resources foreseen in DA projects.

iv. Lack of a defined collaboration mechanism with national partners during the project design phase.

v. Difficulty in responding swiftly to changing circumstances, due to the need of their approval by the CDIP (often through Progress Reports). A simplified mechanism for the management of change would be welcomed.

vi. The existing internal procedures of the Secretariat (e.g. for hiring personnel) were time consuming and often not flexible.

Process / Support Material:

i. Having DACD act as a single-entry point would ensure better coordination and internal work coherence. It would reduce the workload of other divisions in dealing with requests, which do not always result in a DA project.

ii. It was important to consult Regional Bureaus during the project design phase, as they were able to provide information on the local context and ongoing activities in their respective regions.

iii. The selection process of beneficiary countries needed to be transparent and based on clear criteria. An assessment of beneficiary countries was needed, potentially followed by an exchange of a partnership agreement which clearly explained the role and responsibilities of each Party, i.e. WIPO and the beneficiary country.

iv. An assessment matrix or model could be developed as part of the support material, to assess candidate countries' absorption capacity to implement the project once approved. This could help choose the beneficiary countries in a harmonized manner, which could consequently contribute to reducing the differences in progress in participating countries.

v. Involving the right partners at the national level was important. Relevance of the project to national partners needed to be ensured. This required consultations directly at the country level, in particular with the IP offices.

vi. While it was unrealistic to expect impact and sustainability within the short duration of DA projects, project documents should include a pathway towards lasting benefits.

vii. Developing some sustainability/impact assessment templates (as part of a potential sustainability strategy, as mentioned in the concept note) at an early stage, could also be very beneficial for measuring results in mainstreamed projects and reporting on them to the CDIP, since in some cases, results in medium- and long-term were very positive in quantitative and qualitative terms.

viii. Having in place logical frameworks would encourage result-based thinking, particularly in clarifying the difference between objectives and activities. Often, proposals defined project activities before identifying the overall project objectives.

ix. An initial brainstorming with DACD should be possible even before submitting a concept of a project proposal. During that initial discussion, key issues such as coherence with the DA recommendations and principles could already be explored.

x. Ensure that DA projects hold on to their development component throughout the duration of the project implementation, as well as after they are mainstreamed.

xi. DACD should become the competence center for implementation of DA projects and ensure that DA projects adhere to the Organization's RBM system.

3. Expert Consultations (29 July, 14:30 – 16:00; and 23 July 14:00 – 15:00)

General comments:

i. The concept note was fully endorsed by experts. The outline of the support material was found comprehensive and in line with best practices.

ii. CDIP delegates were not always IP experts and often had multiple functions. Assistance in drafting DA project proposals was pivotal and needed to be reinforced. There was often a missing link or lack of communication between the Geneva-based diplomats and the IP offices in capitals.

iii. Enhancing the DACD's coordination role was appropriate, however involvement of the Regional Bureaus and the substantive divisions remained important.

iv. The process, generally, should be simple to be applied.

Challenges:

i. Lack of familiarity by Member States with WIPO's prior work.

ii. Overlaps with work of other development actors (national, regional and international development agencies).

iii. Lack of a clear strategy to ensure sustainability of results.

iv. Lack of a clear concept for mainstreaming the project outputs/activities (if that was an objective).

v. Project objectives did not always match existing national capacities.

vi. Lack of harmonized project-management terminology.

vii. The linkages to other projects were not sufficiently explored.

viii. Remote evaluation did not allow to fully assess the results of the projects in the field.

Process/Support material:

i. Mainstreaming did not automatically lead to sustainability at a Member State level. An exit strategy was needed for results that were expected to be achieved in the beneficiary countries.

ii. It was important that future project managers were involved more in the project preparation/design phase. DA projects needed to be anchored internally and internal ownership was important especially for potential future mainstreaming.

iii. Ownership by the beneficiary Member States was equally important. A mechanism of assessing absorption capacities and ownership when selecting which countries to work in was needed.

iv. Enhanced contribution by the DACD in avoiding overlaps between a proposed project and an existing activity and to ensure that the identified synergies were exploited.

v. The support material should envisage a link to the online searchable Catalogue.

vi. Having templates (project preparation, reporting) was important, and those should be annotated (concept note, project document, logframe).

vii. Having practical examples (e.g. objectives, indicators, good and bad examples/“do” and “don’t”) for illustration purposes was important.

viii. Explaining the pathway of project identification was important.

ix. Mentioning the “theory of change” as a basis for the logframe (intervention theory).

x. Maintaining Progress Reports as they showcased what has been implemented.

xi. Adding examples of similar past projects in the project document for reference.

xii. Including an exit strategy into the template for project proposals.

xiii. Adding a glossary of project terminology.

xiv. Better describing the responsibilities of different stakeholders.

xv. Project evaluation must contribute to accountability and organizational learning, which were the core objectives of an evaluation. It must also be clear how evaluation results were used.

xvi. Consider including links to more general, cross-cutting development objectives in line with UN practices in the logframe.

xvii. Coaching, or providing support, by the DACD of Member States wishing to submit project proposals remained important.

xviii. The e-learning course should be self-standing in addition to the support material and tailored to the needs of a specific target audience (project managers, member states, etc.). Apart of the e-learning course and the support material, DACD should also ensure awareness raising activities, to increase the interest of users to apply them.

xix. For projects which were implemented in a second phase, it was important to ensure that the recommendations of evaluations were integrated.

Conclusions

1. General Considerations when developing the support material

a. **The support material must reflect the existing internal processes of the Secretariat**: The support material must be aligned to the internal principles and processes of the Secretariat, especially the principles and terminology of the RBM, as those have been agreed by the General Assembly and are binding for the CDIP.

b. **The support material must be, in addition, aligned to the UN practices** in planning, monitoring, and evaluating development interventions.

c. **The support material must respond to the needs of target users most of whom are not development practitioners:** Most target users (Member States, users within the WIPO Secretariat) are not development practitioners. The content of the support material needs to focus on what they need to understand to contribute to the preparation, management, and evaluation of DA projects. The material needs to be presented in the form of practical examples, with annotated templates.

d. **Size and limited scope of DA projects:** Project management methodology needs to be adapted to the specific nature of DA projects (including management cost considerations).

e. **The revised process must enable the Secretariat to strengthen its support to Member States, while at the same time easing the workload of Member States to submit proposals**. Notwithstanding Member States’ right to directly submit proposal to the CDIP without consulting the Secretariat, a clear process and format for proposals allows the Secretariat to provide the best possible assistance.

f. **DACD as single-window for Member States who seek support**: The DACD should act as a competence center on DA project management and as a single window for Member States who wish to, either informally consult the Secretariat, or obtain support in preparing DA project proposals for the CDIP. This would ensure the ease of access and quality of service Member States receive.

g. **DACD as an internal coordinator within the Secretariat**: The DACD would ensure that during the entire process, all relevant internal stakeholders, including WIPO Bureaus and substantive areas, are consulted. Enrolling internal stakeholders at an early stage would ensure that the Secretariat fully capitalizes on internal technical and regional expertise. Moreover, the DACD would ensure to promote internal ownership, which contributes to its up-taking and sustainability.

h. **Cross-cutting issues**: DA recommendations that guide DA projects do not directly refer to cross-cutting issues. A possibility would be, in future project proposals, to refer to some of the cross-cutting development issues related to WIPO's mandate (similar to the existing link between DA projects and WIPO Programs). A systematic coverage of cross-cutting development related topics seems to be beyond the current scope of the DA.

2. Recommendations on the content of the support material

a. Ensure that the support material is of practical use, easy to understand and contains a lot of examples and annotated templates.

b. Provide an explanation of the concept of "Theory of Change" in the support material, which is the basis of a clear intervention logic.

c. Ensure that, in addition to an enhanced coordination role, the DACD will ensure that DA recommendations and principles are clearly reflected in the project planning, as well as when mainstreamed. The DACD will also clearly define special characteristics of a DA project and inform project stakeholders on how the project is framed within the WIPO DA.

d. Ensure consistency of technical terms and add a definition of terms.

e. Ensure that the support material includes the following:

- Guidance on how to identify possible topics for DA projects;
- Guidance on how to select beneficiary countries based on objective criteria (ownership, absorption capacity). That could be done in the form of an assessment matrix (which could be adapted to specific projects);
- A section on sustainability into the project document (ensure that results were maintained, both at the WIPO and national levels);
- A template developed for proposals of follow-up phases, which will include a section on follow-up on recommendations of evaluations;
- A glossary of project management terminology.

[Annex I follows]

ANNEX I

Draft Concept Note for Support Material

Project CDIP /24/14_rev (Tools for Successful DA Project Proposals)

(Project Code DA_01_05_01)

June 16, 2020

I. INTRODUCTION

2. The Development Agenda (DA) Project, CDIP/24/14/Rev. on *Tools for Successful DA Project Proposals,* ("the Project") aims to facilitate the elaboration and implementation of DA project proposals. The main deliverable of the Project is to produce support material with a detailed step-by-step process to follow when developing a DA project proposal, including:

a) An annotated template with key components to include in the proposal and an associated guidance;
b) A list of contacts within the WIPO Secretariat who are available to provide targeted support throughout the proposal development process;
c) Best practices, including common mistakes and how they can be avoided; and
d) Additional information on DA project implementation.

3. The support material will be drafted based on the challenges identified during the desk review, experiences collected from MS when preparing DA Project proposals, as well as consultations with other internal and external stakeholders.

4. The purpose of this concept note is to (a) guide the consultation process with the selected stakeholders, and (b) review the proposed structure and content of the support material. The consultation process will mainly focus on the following:

a) Analyzing the identified challenges in DA Projects preparation (Chapter II);
b) Reviewing the outline for the support material (Chapter III);
c) Reviewing the process of preparing DA projects (Chapter IV).

5. The outline of the support material (Chapter III) reflects the key notions on project management methodology to be used for DA projects. Chapter IV lists the steps to follow in the process of proposing a DA project (Chapter IV).

6. This concept note presents the substance and process of elaborating and managing effective DA projects. It has been prepared based on the analysis of challenges in preparing DA projects drawn from the desk study and initial interviews with support by an external consultant specialized in results-based management.[2] The concept note will constitute the basis for the preparation of the support material.

II. CHALLENGES IN PREPARING DA PROJECTS

A. CHALLENGES RELATED TO THE PROCESS

7. Good quality of project preparation contributes significantly to the achievement of relevant and sustainable results. Only complete and clear project documents enable the CDIP to (a) take well-informed decisions on DA project proposals, (b) to monitor progress of DA projects towards achieving results and (c) to evaluate DA projects.

8. Desk review and initial interviews concluded that Member States (MS), especially Developing Countries and Least Developed Countries (LDCs), lack resources and know-how to draft a full project document that serves as a sound basis for project implementation. Anecdotal evidence suggests that MS find it challenging to express their project idea through a full project document with a clear intervention logic. For this reason, several MS emphasized that any support material and revised process shall not replace the assistance of WIPO Secretariat to MS in project preparation.

[2] Daniel Keller, Co-Founder and President of EvalCo Sàrl, Evilard-Leubringen, Switzerland.

9. The purpose of the support material and clarification on the process to be proposed under document CDIP/24/14 Rev. must thus be to strengthen rather than replace the assistance of the WIPO Secretariat to MS in preparing DA Projects.

10. The CDIP agreed on a project-based methodology approach for the implementation of the WIPO DA in 2009. Initially most projects were prepared by the WIPO Secretariat. However, after a few sessions, MS started preparing and submitting their proposals to the CDIP.

11. Currently, both DACD and the future Project Manager (appointed by the Director General following the receipt of the proposal) assist MS in preparing the proposals for the CDIP. The DACD is responsible for input relating to managerial issues and to coordinate the substantive inputs from and with the relevant areas in WIPO.

12. At their own initiative, MS often seek informal advice or help of relevant divisions before the official submission of the project proposal. In those cases, there is an evidence of duplication and inconsistencies of information that proponent MS receive. Moreover, the process of working with different interlocutors within the WIPO Secretariat is more time-consuming than with a single focal point.

13. A desk review of the process indicates room for enhancing assistance to MS by:

a) An initial brainstorming process on an idea by a MS for a potential project proposal with the DACD as focal point and explore together ways for developing it into a project. The DACD will also be responsible for consulting and reaching out to relevant internal colleagues.
b) Simplifying the standard format for DA Project proposals (a project concept rather than full project document, following a template that will be developed accordingly).
c) Leading the process of drafting a full project document based on the initial simplified proposal submitted to the DACD. The drafting process will take into consideration consultations with the relevant areas and the potential Project Manager (rather than just reviewing and commenting on the draft project document submitted by MS).
d) Including logical frameworks (displaying the intervention logic) into the standard format for project documents.
e) Strengthening the responsibility to assist MS in DA project preparation by enhancing the role of the DACD as a single, dedicated focal point (rather than separating between assistance in substantive matters through the substantive areas or the potential Project Manager and assistance in project design matters through the DACD).

14. The Project Manager would assume his/her “official” function once the DA Project is formally approved. That would allow the WIPO Secretariat to appoint the Project Manager based on the following criteria: (i) knowledge of the substantive area covered by the project; (ii) enhanced understanding of the DA principles and objectives; (iii) experience in development cooperation; and (iv) knowledge of project management.

15. The proposed process is outlined in Chapter IV of this concept note and will be part of the support material, which is described in Chapter III of this concept note.

B. CHALLENGES RELATED TO THE QUALITY OF PROPOSALS

16. Initial interviews and desk reviews of (a) evaluation reports on DA projects, (b) existing templates/planning tools and (c) WIPO’s results-based management (RBM) principles resulted in the following initial findings:

a) The CDIP discusses and rejects some proposals for DA projects multiple times, because proposals are unclear or are not meeting the CDIP's quality requirements.
b) Shortcomings of project proposals are repeated in subsequent proposals for other DA projects.
c) The criteria the CDIP applies in considering proposals are not collected and publicized. Not all MS are thus aware of the criteria the CDIP applies.
d) There is no formal step-by-step process to check proposals against the CDIP's quality requirements before they are submitted to the CDIP for consideration.
e) While the DA Recommendations include some quality criteria for DA projects[3], the CDIP applies additional criteria to the consideration of DA project proposals, including:

i. Alignment of the DA project proposal with one or several DA recommendations;
ii. Coherence with prior DA projects and WIPO's existing services (no duplication with work of prior DA projects and support already provided under WIPO's regular programs)[4];
iii. Does the DA project proposal clearly state the benefits (e.g. expected positive changes) of the proposed DA project? It is common to state capacity building as an objective. Capacity building is however, a tool to achieve objectives, not an objective per se.
iv. Is the approach to achieve the expected objectives clear? Does the proposal explain what support is needed to achieve the objectives and how the support will translate into the expected benefits?[5]
v. Are the expected benefits realistically achievable within the proposed budget and timeframe?
vi. Is the support to be provided through the DA project replicable in multiple countries or otherwise scalable? How does replication of support lead to the expected wider benefits?
vii. How will the benefits generated by the DA project be maintained after the DA project ends (sustainability of results)?

17. Most of the CDIP's formal and informal quality criteria are essentially good project management practices, which are also reflected by WIPO's Results-Based Management (RBM) principles[6]. Applied to the preparation of DA projects, WIPO's RBM principles that are relevant to project identification and preparation include the following step-by-step approach:

a) Define the specific problems that need to be solved to address the development challenge and how the DA will contribute to solving them;
b) Based on the problem analysis, define relevant, realistic, and measurable objectives (activities are not objectives, but means to achieve objectives);
c) Outline an intervention strategy to achieve objectives, including clearly described activities;
d) Define sequencing and timing of support (activities);
e) Estimate a realistic budget;

[3] "(…) WIPO technical assistance shall be, *inter alia*, development-oriented, demand-driven and transparent, taking into account the priorities and the special needs of developing countries, especially LDCs, as well as the different levels of development of MS and activities should include time frames for completion. In this regard, design, delivery mechanisms and evaluation processes of technical assistance programs should be country specific. (…)"
[4] It seems that some proposed DA projects overlap with the services provided under WIPO's regular programs. Existing support/services (e.g. studies, trainings, training tools) are not analyzed. MS are not aware of how to identify what is already available.
[5] Technical term: Intervention logic, theory of change with a clearly defined results chain.
[6] As, *inter alia*, presented in WIPO's RBM course for project managers.

f) Develop a phase out and sustainability strategy (how to ensure continuation or upscaling of benefits beyond the DA project[7]).

18. Many shortcomings of DA project proposals, which lead the CDIP to reject proposals, could thus be addressed by consistently applying WIPO's RBM principles.

19. Sometimes, lower quality of DA project proposals not only leads to their multiple rejections by the CDIP, but also influences project implementation, monitoring of progress towards results, and evaluations. Well drafted proposals will thus not only facilitate the CDIP's approval process, but also strengthen the CDIP's role in monitoring and evaluating DA projects.

20. Enhancing DA project proposals requires thus, *inter alia*:

a) Collecting and publicizing the CDIP's practices in considering DA project proposals, including quality requirements for proposals;
b) Publicizing information on past DA projects[8] and on services already available within the secretariat (link to an online Catalogue);
c) Revising and formalizing the process of preparing and submitting proposals to the CDIP to ensure implementation of quality criteria;
d) Capacity building in basic project management skills (in a broader sense), based on WIPO's existing RBM principles and practices.

21. *The DACD would like to invite internal and external stakeholders to comment on the above analysis and recommended solutions.*

III. OUTLINE OF THE PROPOSED SUPPORT MATERIAL

22. This chapter outlines the content of the support material.

23. The support material provides detailed information on the methodology to be followed when designing and implementing a DA project. The material will incorporate WIPO's good practices on RBM[9] and other good practices in project preparation, monitoring and evaluation.

24. Chapter 1 of the support material: WIPO's Development Agenda

Chapter 1 of the support material provides an introduction on the DA framework, including:

a) Purpose and background of the DA
b) The DA recommendations[10]
c) The CDIP and its responsibilities[11]
d) Procedural rules[12]

[7] DA Projects often remain pilot activities. Achieving broader impact objectives assumes a replication and/or upscaling of benefits that have been created, but there is no strategy in place that explains how and with what resources this will be done.
[8] This is output 2 of the project CDIP/24/14_rev (Tools for Successful DA Project Proposals): Output 2 – Comprehensive information on completed and ongoing DA projects made available in searchable and user-friendly format.
[9] Source: WIPO, Project Management in a results-based environment (slides of the course).
[10] Relevant provisions of the Decision of the General Assembly on Coordination Mechanisms and Monitoring, Assessing and Reporting Modalities, see https://www.wipo.int/ip-development/en/agenda/coordination_mechanisms.html
[11] See: https://www.wipo.int/policy/en/cdip/
[12] Basic rules are stipulated in decision of the CDIP/1/2 Rev. (7 July 2008)

e) Roles and responsibilities of the DACD (under the Development Sector)[13]

f) Description of the preparation and approval process for DA projects (from the submission of a draft proposal until the decision of the CDIP) with reference to the forms to be used. The proposed process is outlined in Chapter IV below.

25. Chapter 2 of the support material: Preparing project proposals

Chapter 2 of the support material provides a description of basic steps of preparing a project proposal. The reader understands what a project is and has acquired practical knowledge to prepare a project proposal.

26. Chapter 2.1 of the support material: What is a DA project?

Learning objective: MS representatives enhance their understanding on the concept of a project versus other forms of activities and the project lifecycle (initiation, planning, implementation, closure).

Projects are a temporary undertaking to generate a specific product, service, or result of the DA;

a) Projects are constrained by scope, time, and resources;
b) Activities under a project are planned, coordinated, and managed towards specific project objective(s);
c) The project triangle: scope, resources, and time as constraints;
d) The project lifecycle (initiation, planning, implementation, closure).

27. Chapter 2.2 of the support material: Preparing DA project proposals (briefs)

Learning objective: MS representatives can prepare a project proposal (project brief)

a) Identifying specific needs (within the framework of DA recommendations) – practical examples;
b) Define objectives and a result chain (inputs – activities - outputs – outcomes – impact). Understand the difference between outputs, outcomes, impact – practical examples;
c) Alignment with WIPO's strategic goals and expected results;
d) Delivery strategy (how will the objectives be achieved) – practical examples;
e) Proposed activities and deliverables, what activities are needed to achieve the project objectives (outcomes);
f) Who needs to be involved? Direct beneficiaries, indirect beneficiaries, who will deliver the proposed activities.

28. Chapter 3 of the support material: Preparing DA project documents

Learning objective: MS representatives have acquired practical knowledge to actively contribute to translating the project proposal into a full project document (or supervise the drafting by IP and project management specialists), applying the basic principles of results-based management (RBM) and other good practices used in international cooperation.

29. Chapter 3.1 of the support material: What is a project document?

[13] Main functions are: Acting as the Secretariat of the Committee on Development and Intellectual Property (CDIP), coordinating the implementation of the Development Agenda recommendations through activities and projects, ensure the effective mainstreaming of the Development Agenda into WIPO programs, enhancing understanding of the Development Agenda principles by MS and other interested parties.

Learning objective: MS representatives enhance their understanding on the purpose and the different elements of a full project document. This chapter briefly introduces the purpose and content of the different sections of a project document.

30. Chapter 3.2 of the support material: The logical framework

Learning objective: MS representatives enhance their understanding on the logical framework approach and can translate the key elements of a project proposal into a logical framework, including:

a) Introduce the logical framework tool to summarize results chain, indicators to measure results, means of verification, and assumptions;
b) How to define SMART[14] indicators to measure achievement of objectives, difference between quantitative and qualitative indicators – practical examples;
c) Select means of verification: Define data collection methods and means of verification (including considerations on resources needed to measure results and the question of whether external data, e.g. government statistics, are available);
d) Identify assumptions (external factors that must be in place to allow outputs to translate into the expected outcomes and outcomes into impact).[15]

31. Chapter 3.3 of the support material: Risks and mitigation

Learning objective: MS representatives can actively contribute to the identification of possible project-related threats, assess their potential impact on the achievement of project results, and contribute to the development and implementing of mitigation strategies.

a) The concept of event – cause – impact;
b) The concept of risk (assessing the likelihood that a threat will materialize and its potential impact);
c) Risk mitigation (accept, reduce, mitigate, transfer the risk), contingency plan.

32. Chapter 3.4 of the support material: Project scheduling

Learning objective: MS representatives can actively contribute to the establishment of a project implementation schedule (in the form of a Gantt chart).

a) Purpose: sequencing, planning of activities, monitoring progress in delivering activities;
b) Difference between monitoring activities and measuring achievement of objectives;
c) Implementation schedule;
d) Milestones (key events marking a significant stage);
e) Gantt chart (a horizontal bar chart showing project activities against time).

33. Chapter 3.5 of the support material: Project management structure

Learning objective: MS representatives can actively contribute to the establishment of a project management structure.

a) Standard project management structure of DA projects;
b) The role of the CDIP ("project board");
c) The role of the Project Manager;
d) The role of the DACD.

34. Chapter 3.6 of the support material: Resource planning

[14] Specific, measurable, achievable, relevant, and time-bound (linked to a deadline).
[15] The results chain plus the assumptions result in a theory of change (ToC).

Learning objective: MS representatives enhance their knowledge on how to provide input to resource planning (non-personnel costs).

a) Difference between personnel and non-personnel costs;
b) Examples of non-personnel costs;
c) Responsibilities for budgeting.

35. Chapter 4 of the support material: Monitoring and evaluation (M&E)

Learning objective: MS representatives enhance their understanding on monitoring and evaluating reports prepared by the Secretariat, including the underlying principles.

a) The difference between monitoring (continuous function) and evaluation (assessment of performance at a point of time);
b) Purpose of M&E and evaluation;
c) M&E as part of the project document (including budget for date collection);
d) Monitoring of project work plans (inputs, activities, and outputs) and monitoring of performance data (outcomes);
e) Basic principles of evaluation (according to WIPO's evaluation guidelines): independence of the evaluator, methodological principles (evaluation criteria, data collection through different tools, cross-validation of data, conclusions and recommendations derived from findings, participation of stakeholders);
f) Responsibilities (project manager for monitoring, CDIP with support of independent evaluation experts for evaluation);
g) Selection of evaluation experts.

36. Chapter 5 of the support material: Managing change

Learning objective: MS' enhanced understanding on the principles of managing change

a) Purpose: adapting a project to changed external circumstances
b) Change management procedure.

37. Chapter 6 of the support material: Project closure

Learning objective: MS's enhanced understanding on project closure reports.

a) Purpose and content of self-evaluation.

38. *The DACD would like to invite internal and external stakeholders to comment on the proposed content of the support material.*

IV. PROPOSED ENHANCED PROCESS FOR PREPARING DA PROJECTS

A. CORE RECOMMENDATIONS

39. The core recommendations for an enhanced process for preparing DA projects are:

a) DACD's role as a single desk of the WIPO Secretariat and focal point for Member States to help in the preparation of DA Projects;

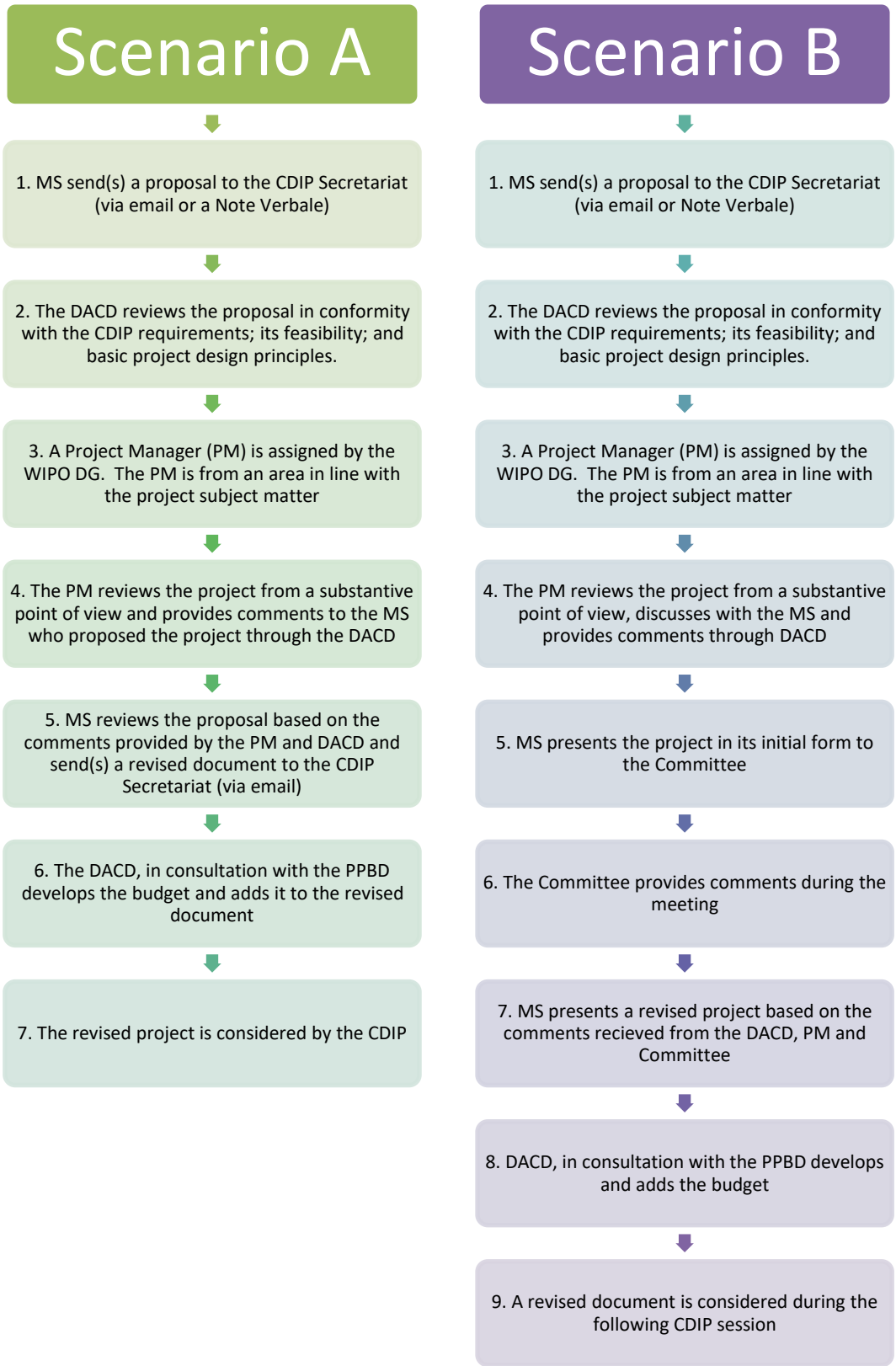
b) DACD will coordinate internally to obtain inputs from other divisions (PPBD[16], substantive input, coordination with existing programs, etc.) needed for the project preparation process;
c) Simplify the template for project proposals for Member States (include only the core elements of the planned project, such as background, rationale, its objectives and how to achieve them);
d) Based on the initial simplified proposal (with clarifications if needed), DACD will, on demand, support the proposing Member State(s) to draft a full project document before the Member State(s) submit it to the CDIP;
e) Add the logical framework tool as an annex to the project document (to ensure an alignment on a clear intervention logic and theory of change);
f) DACD will coordinate with Member States during the CDIP meeting the integration of agreed modifications proposed by Member States.
g) A potential Project Manager will be involved in the development / drafting of the project, through coordination with the DACD.

40. *The DACD would like to invite internal and external stakeholders to comment on the proposed content of the support material (see also graph below).*

[16] The Program Performance and Budget Division is responsible for facilitating the planning and budgeting, implementation and monitoring, and assessment of the performance of WIPO's programs in accordance with WIPO's Results-Based Management (RBM) framework and the Financial Regulations and Rules.

B. REVISED PROCESS (DACD STEP 1 – 4 AND STEP 7)

ANNEX 1: CURRENT PROCESS (provided by DACD)



ANNEX II

List of attendees during the consultations in the context of the DA Project on Tools for Successful DA Project Proposals

July 27, 2020 – Member States of WIPO

PARTICIPANTS	Country
Indra Rosandry (Ms)	Indonesia
Erry Prasetyo (Mr)	Indonesia
Azizah Alhammadi (Mr)	United Arab Emirates
Shaima Alakel (Ms)	United Arab Emirates
Mireille Sougouri Kabore (Ms)	Burkina Faso
Ditya Nurdianto (Mr)	Indonesia
Gabrielle Dolgoy (Ms)	Canada
Saida Aouididi (Ms)	Canada
Jan Walter (Mr)	United Kingdom
. Nancy Pignataro (Ms)	United Kingdom
. Marina Lamm (Ms)	United States of America
. Alicia Vilca (Ms)	Peru
. Cristobal Melgar (Mr)	Peru
. Ray Meloni (Mr)	Peru
. Fausto Vienrich (Mr)	Peru
. Karla Quevedo (Ms)	Peru
. Maria del Pilar Escobar Bautista (Ms)	Mexico
. Elmary Buis (Ms)	South Africa
. Kerry Faul (Ms)	South Africa

July 28, 2020 – WIPO staff members

PARTICIPANTS	Title
Marc Sery-Kore (Mr)	Director, Department for Africa and Least Developed Countries
Walid Abdelnasser (Mr)	Director, Regional Bureau for Arab Countries
Marco Aleman (Mr)	Director, Patent Law Section
Beatriz Amorim-Borher (Ms)	Director, Regional Bureau for Latin American and the Caribbean
Andrew Czajkowski (Mr)	Director, Technology and Innovation Support Division; DA Project Manager
Carsten Fink (Mr)	Senior Director, Department for Economics and Data Analytics; DA Project Manager
Andrew Michael Ong (Mr)	Director, Regional Bureau for Asia and the Pacific
Dimiter Gantchev (Mr)	Deputy Director and Head, Copyright Management Division; DA Project Manager
Tamara Nanayakkara (Ms)	Counsellor, SMEs and Entrepreneurship Support Division; DA Project Manager
. Julio Raffo (Mr)	Head, Innovation Economics Section
. Violeta Ghetu (Ms)	Legal Officer, Policy and Legislative Advice Section, Department for Trademarks, Industrial Designs and Geographical Indications
. María Daniela Lizarzaburu Aguilar (Ms)	Program Officer, Academic Institutions and Executive Program, WIPO Academy
. Nathalie Montillot (Ms)	Program Officer, TISC Development Section, Technology and Innovation Support Division
. Efua Halm (Ms)	Associate Project Officer, TISC Development Section, Technology and Innovation Support Division
. Cristina Martinez Limon (Ms)	Associate Program Officer, Development Agenda Coordination Division

July 29, 2020 – External Experts

INVITED PARTICIPANTS	Title
Peter Yu (Mr)	IP and Development Expert
Irene Lorisika (Ms)	Project Management Expert
Catherine Monagle (Ms)	Evaluation Expert
Maria Anez (Ms)	Program Officer, UN Office on Drugs and Crime, Vienna
Adan Ruiz Villalba (Mr)	Head, Evaluation Section, WIPO

Additional Consultations (July 23, 2020 – External Experts)

PARTICIPANTS	Title
Glenn O'Neil (Mr)	Evaluation Expert
Lois Austin (Ms)	Evaluation Expert

Project Team

INVITED PARTICIPANTS	Title
Daniel Keller (Mr)	External Consultant
Irfan Baloch (Mr)	Director, Development Agenda Coordination Division, WIPO
Georges Ghandour (Mr)	Counsellor, Development Agenda Coordination Division, WIPO
Kristen Livshin (Ms)	Senior Manager Operations/Program Performance, Program Performance and Budget Division
Mihaela Cerbari (Ms)	Associate Program Officer, Development Agenda Coordination Division, WIPO