

Committee on Development and Intellectual Property (CDIP)

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EVALUATION REPORT OF THE DEVELOPMENT AGENDA (DA) PROJECT ON TOOLS FOR SUCCESSFUL DA PROJECT PROPOSALS

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1. The Annex to the present document contains an external independent Evaluation Report of the Development Agenda (DA) project on Tools for Successful DA Project Proposals, undertaken by Dr. Glenn O'Neil, Founder, Owl RE, Geneva.

2. *The CDIP is invited to take note of the information contained in the Annex to this document.*

[Annex follows]

Table of contents

Executive Summary	2
I. Introduction	5
II. Description of the Project	5
III. Overview of Evaluation Criteria and Methodology	5
IV. Key Findings	6
A. Project design and management	6
B. Effectiveness	8
C. Sustainability	10
D. Implementation of Development Agenda (DA) Recommendations	11
V. Conclusions and Recommendations	11

Appendixes

Appendix I: Persons interviewed/consulted	1
Appendix II: Documents consulted	3
Appendix III: Inception report (Attached separately)	

List of Acronyms Used

CDIP	Committee on Development and Intellectual Property
DA	Development Agenda
DACD	Development Agenda Coordination Division
IP	Intellectual Property
WIPO	World Intellectual Property Organization

EXECUTIVE SUMMARY

1. This report is an independent evaluation of the Development Agenda (DA) Project (Project Code: DA_01_05_01) on Tools for Successful DA Project Proposals. The project duration was from January, 2020 until June, 2022.

2. The project aimed to facilitate the development of DA project proposals for the consideration of the Committee on Development and Intellectual Property (CDIP). Key outputs included increased understanding of the methodology, challenges, questions, and best practices regarding the elaboration and management of DA projects, an online searchable catalogue of DA projects, a written Handbook (“Guidebook”) on how to prepare a DA project and a distance learning course.

3. The aim of this evaluation was to learn from experiences during project implementation. This included assessing the project management and design, including monitoring and reporting tools, as well as measuring and reporting on the results achieved to date and assessing the likelihood of sustainability. The evaluation utilized a combination of methods, including a document review and interviews with 12 staff at the WIPO Secretariat in Geneva (in-person and telephone), as well as telephone interviews with 10 stakeholders: two consultants who supported the project and eight Member States’ representatives.

Project design and management

4. **Finding 1:** The project document provided a description of the delivery strategy, activities and schedule, budget and monitoring indicators. It also contained a clear rationale for the project. The project document was found to be sufficient in guiding the overall implementation and assessment of the project progress. As the project was based on firstly taking stock of the challenges and best practices of putting together project proposals (Output 1), it was understandable that the consequent outputs and deliverables would need to be adapted.

5. **Finding 2:** The project monitoring tools were appropriate for reporting to Member States at the CDIP on the overall progress of the project. The Secretariat presented only one Progress Report, although it was understood that the COVID-19 pandemic meant that the reporting to the CDIP had to align to its adapted and reduced schedule. Several other updates were also provided to the CDIP. The project’s objectives had three indicators set at the outcome level, for two of which it was too early to report on and it would be important to evaluate them in the future.

6. **Finding 3:** The activities of this project were managed by the Development Agenda Coordination Division (DACD) of the Regional and National Development Sector with the support of other entities within the Secretariat, notably, the Solutions Design and Delivery Section for the creation of the online catalogue (Output 2) and the WIPO Academy for the creation of the distance learning course (Output 3). Further, the activities of the project had broad participation across the Secretariat as it involved past, current and future project managers of DA projects, including staff from all WIPO Sectors.

7. **Findings 4-5:** The initial project document identified two risks for the project. The project documentation described a mitigation response and these risks did not pose any significant barriers to the project’s implementation. The main external force that the project had to respond and adapt to was the COVID-19 pandemic. This was considering that the project was implemented during the peak of the pandemic during 2020 and 2021. Aside from delaying the project completion by six months, the project adapted well to the situation created by the pandemic, with no major negative impact on the project seen.

Effectiveness

8. **Findings 6-7:** The tools and resources, as foreseen by the Project Proposal, were all developed and launched successfully during the project's implementation: an online searchable catalogue, the Guidebook and the Distance Learning Course on "Successful DA projects". In addition, two short videos and three infographics were produced.

9. **Findings 8-10:** The resources and tools were developed through a collaborative process with input from Member States and other stakeholders. Member States were very satisfied with the support received so far from the DACD in assisting them in preparing project proposals and requested that this level of support continue. They were also supportive of further efforts to promote the tools and resources.

10. **Findings 11-13:** The project's initial Output 1 set out to document the methodology, challenges, questions, and best practices regarding the elaboration and management of DA projects. These aspects were further analyzed and reflected in the resources and tools developed. The project also added a supplementary step of developing a Project Concept before the Project Proposal document. The analysis and accompanying know-how was shared with the Project Managers within WIPO that manage DA projects through a workshop held in April, 2022. The workshop was assessed by project managers as very useful and helpful.

Sustainability

11. **Findings 14-15:** The tools and resources developed will remain available for Member States and other stakeholders to use in the design, implementation and evaluation of DA projects. The distance learning course is planned to be integrated within the available WIPO Academy courses and it is tentatively scheduled to be given annually.

12. **Findings 16-17:** The continuation of the use of resources and tools developed by the project is also dependent upon their mainstreaming through ongoing support and promotion by the DACD. Member States' support and use of the resources and tools will be important for their sustainability. Within WIPO, the support of the Project Managers of DA projects will also contribute to their sustainability.

Implementation of Development Agenda (DA) Recommendations

13. **Findings 18-19:** This project has made a significant contribution to achieving the DA Recommendation 1, focused on WIPO's technical assistance being demand-driven and transparent, through providing transparency to the project proposal process and further information to support Member States in conceptualizing their demands for DA projects. The project also directly responds to the DA Recommendation 5, requiring that general information on all of WIPO's technical assistance activities be available on its website, through the development of an online catalogue of all DA projects and the supporting resources on developing DA projects, such as the Guidebook, promotional videos and infographics.

Conclusions and Recommendations

14. **Conclusion 1 (Ref: Findings 1-19).** The project has successfully delivered the key outputs set out in the project document, notably, the online catalogue, the Guidebook and the distance learning course. These resources and tools were developed in a collaborative manner, incorporating feedback and input from Member States, WIPO staff and other stakeholders, increasing their potential effectiveness and usefulness.

15. **Conclusion 2 (Ref: Findings 6-13).** The project showed positive progress towards achieving its objectives, with initial progress seen in greater transparency on the DA project proposal process, easier access to information on past and current DA projects and increased understanding of the challenges and solutions to the project lifecycle of DA projects. It is too early to assess the project's impact on the quality of DA project proposals, although this evaluation would conclude that a positive impact does seem likely.
16. **Conclusion 3 (Ref: Findings 14-17).** The likelihood of success for project's objectives will depend upon the continual support of the Secretariat and Member States. The DACD has already started to mainstream and integrate the tools and resources within its activities and will need to ensure that resources (staff and budget) are available to update and promote the tools and resources. The Completion Report sets out a number of promotional and follow-up activities that are fully supported by this evaluation. Project managers of DA projects will also need to ensure that they align with the DA project proposal process. For Member States, the tools and resources have mainly been designed for their use and therefore their ongoing support is key.
17. **Recommendation 1 (Ref: Conclusion 1 & 3, Findings 14-17).** To continue to mainstream and promote the project's tools and resources, the DACD will need to ensure the availability of staff and budget.
18. **Recommendation 2 (Ref: Conclusion 2, Findings 6-19).** To complement the planned follow-up and dissemination activities as part of its mainstreaming into the DACD activities, it is suggested to give priority to annual in-person and remote briefings for Member States' representatives in Geneva and from capitals, as well as to an annual workshop for WIPO project managers of DA projects.
19. **Recommendation 3 (Ref: Conclusion 2, Findings 6-19).** It is recommended to DACD to keep the project's tools and resources updated, and in their next iterations consider the modifications suggested.
20. **Recommendation 4 (Ref: Conclusion 2, Findings 6-19).** It is suggested to DACD to budget and plan a small-scale review of the project's success in 2024 and report the findings to the CDIP, using the existing project outcome indicators and additional suggested qualitative and quantitative indicators.
21. **Recommendation 5 (Ref: Conclusion 3, Findings 14-17).** It is recommended to Member States, their permanent missions, national IP and copyright offices and other entities to continue to support the adoption and use of the project's resources and tools with the aim of improving the DA project proposal process and project lifecycle.

I. INTRODUCTION

22. This report is an independent evaluation of the Development Agenda (DA) Project (Project Code: DA_01_05_01) on Tools for Successful DA Project Proposals. The project was approved during the 24th session of the Committee on Development and Intellectual Property (CDIP) (document CDIP/24/14 REV.), held in Geneva, in November, 2019. The project duration was from January, 2020 until June, 2022.

II. DESCRIPTION OF THE PROJECT

23. **Objectives:** The project aimed to facilitate the development of project proposals for the consideration of the CDIP and to increase the initial thoroughness of proposals presented to the CDIP, through:

- (a) Gaining a better understanding of the methodology, challenges, questions, and best practices regarding the development of DA project proposals;
- (b) Making available additional and more easily-accessible information on completed and ongoing DA projects, so as to inspire interested Member States and support synergies between new demand and existing projects;
- (c) Developing a written Handbook, translated in all official United Nations (UN) languages, as well as other useful resources, such as online webinars or e-learning course (as appropriate), to provide Member States with a clearer understanding of how to prepare a project proposal, the steps involved, and critical factors for enhanced implementation of an approved project; and
- (d) Disseminating and encouraging the use of the Handbook and additional resources by Member States through updates to the WIPO website and designated workshops or other relevant activities.

24. **Outputs:** The project document set out the following four main outputs of the project:

- (a) Output 1 – Increased understanding of the methodology, challenges, questions, and best practices regarding the elaboration and management of DA projects.
- (b) Output 2 – Comprehensive information on completed and ongoing DA projects made available in searchable and user-friendly format.
- (c) Output 3 – Development of a written Handbook and other resource materials that provide Member States with a clearer understanding of how to prepare a project proposal, the steps involved, and critical factors for enhanced implementation of an approved project.
- (d) Output 4 – Disseminated Handbook and use of the additional resources encouraged.

25. Within WIPO, this project has been managed by the Development Agenda Coordination Division (DACD), Regional and National Development Sector.

III. OVERVIEW OF EVALUATION CRITERIA AND METHODOLOGY

26. The aim of the evaluation was to assess the project's performance, including project design and management, coordination, coherence, implementation and results achieved. The

evaluation also aimed to provide evidence-based evaluation information to support the decision-making process as a mainstreamed program of WIPO.

27. The evaluation was organized around nine evaluation questions split into four areas: Project Design and Management, Effectiveness, Sustainability and Implementation of Development Agenda Recommendations. These questions are responded to directly in the section “Key findings” below.

28. The evaluation utilized a combination of methods. In addition to a review of all relevant documentation, project outputs and available monitoring data, interviews were conducted with 12 staff at the WIPO Secretariat in Geneva (in-person and telephone), as well as telephone interviews with 10 stakeholders: two consultants who supported the project and eight Member States’ representatives.

IV. KEY FINDINGS

29. This section is organized on the basis of the four evaluation areas. Each evaluation question is answered directly under the headings of each area.

A. PROJECT DESIGN AND MANAGEMENT

Appropriateness of the initial project document as a guide for project implementation and assessment of results achieved.

30. **Finding 1:** The project document provided a description of the delivery strategy, activities and schedule, budget and monitoring indicators. It also contained a clear rationale for the project. The project document was found to be sufficient in guiding the overall implementation and assessment of the project progress. However, as the project was based on firstly taking stock of the challenges and best practices of putting together project proposals (Output 1), it was understandable that the consequent outputs and deliverables would need to be adapted. Ultimately, the main deliverables corresponded closely to what was foreseen in the proposal document, with some additional deliverables produced due to budget savings (brief video clips and infographics) and activities adapted due to the COVID-19 pandemic (see finding 5 below).

The project monitoring, self-evaluation and reporting tools and analysis of whether they were useful and adequate to provide the project team and key stakeholders with relevant information for decision-making purposes.

31. **Finding 2:** The project monitoring tools were appropriate for reporting to Member States at the CDIP on the overall progress of the project. Several observations were made about the reporting and analysis tools:

- (a) The Secretariat presented one Progress Report to Member States at the 26th session of the CDIP, held in July, 2021. For a project with a duration of 30 months, this was possibly the minimal reporting required, although it was understood that the COVID-19 pandemic meant that the reporting to the CDIP had to align to its adapted and reduced schedule during this period (*i.e.* only one session held in 2020 and in a hybrid format). Several other updates were provided to the CDIP, as described in the next paragraph.
- (b) In addition to the above Progress Report, the project’s Concept Note, that summarized the initial consultations and conclusions of Output 1, was made

available to Member States.¹ The findings of the questionnaire of Member States (also part of Output 1), were also made available, as an annex to the above-mentioned Progress Report. Further, the Proof of Concept of the online searchable catalogue (Output 2), explaining its design and features, was presented to the 25th session of the CDIP in 2020.² These additional pieces of information gave an opportunity for interested Member States to monitor the project's progress, as well as provide feedback and inputs.

- (c) The project's objectives had three indicators set at the outcome level, for two of which it was too early to report on,³ as also confirmed by the Project's Completion Report. These indicators would be important to evaluate in the future to assess the success of the project (see Conclusions and Recommendations below).

The extent to which other entities within the Secretariat have contributed and enabled an effective and efficient project implementation.

32. **Finding 3:** The activities of this project were managed by the DACD of the Regional and National Development Sector with the support of other entities within the Secretariat. Other entities within the Secretariat contributed to the project's deliverables, notably: the Solutions Design and Delivery Section for the creation of the online catalogue (Output 2) and the WIPO Academy for the creation of the distance learning course (Output 3). Further, the activities of the project had broad participation across the Secretariat as it involved past, current and future project managers of DA projects, including staff from all WIPO Sectors. This broad consultation and support for the project's deliverables of other WIPO entities were positive contributions to the project's success, according to interviewees.

The extent to which the risks identified in the initial project document have materialized or been mitigated.

33. **Finding 4:** The initial project document identified two risks for the project. The project documentation described a mitigation response as listed below. These risks did not pose any significant barriers, as described in the following table.

¹The Report on the Consultations held in the context of the project can be found at: https://dacatalogue.wipo.int/projectfiles/DA_01_05_01/CDIP_24_2/EN/Report_Virtual_Consultations.pdf

² The Proof of Concept of a Searchable Online Catalogue for Development Agenda Projects and Outputs can be found at: https://www.wipo.int/meetings/en/doc_details.jsp?doc_id=474805

³ "a) At least 50% of Member States, who present project proposals for the consideration of the CDIP within two years following the availability of the Guidebook and additional resources, reported that these tools had helped them through their proposal elaboration process. b) At least 50% of individuals, who participated in a webinar (if convened) or who took the distance learning course, reported that their understanding of the elaboration and management of DA projects had improved."

Identified risk and mitigation response	Analysis
<p><i>Risk 1: The project partly relies on Member States' willingness to share their opinions and experiences with respect to the development and adoption of DA project proposals.</i></p> <p>Mitigation 1: The project manager will undertake careful consultations, and as appropriate, will request the involvement of consulted parties in the elaboration of the Handbook and additional resources. It should be noted that the participation of Member States and the information they provide will allow the Handbook and additional resources to be more specifically tailored to their needs.</p>	<p>As part of Output 1 (that supported the consequent outputs), the project carried out a broad consultation with Member States, WIPO staff and experts (DA project evaluators and development experts), in addition to a survey of Permanent Missions in Geneva and Intellectual Property and Copyright Offices of WIPO Member States (31 response received). Consequently, there was a willingness of Member States (and other stakeholders) to share their opinions and experiences, which were integrated within the development of the project's outputs.</p>
<p><i>Risk 2: Member States may not be interested in the final Handbook and additional resources, and may choose to follow their own process instead.</i></p> <p>Mitigation 2: When disseminating the Handbook and additional resources, the project manager will emphasize the benefits of following its guidelines and the impact this should have on the chances of a project proposal being accepted and sustainably implemented.</p>	<p>To date, Member States have shown support for the handbook (referred to as the "Guidebook") and other resources developed by the project. The process proposed by the Guidebook for the development of project proposals is recommended (and not mandatory) so there is a possibility that Member States will still follow their own processes. However, as the Guidebook has only been available since early 2022, it is still too early to determine if this risk will pose an eventual issue for the acceptance of the project's outputs.</p>

Table 1: Risks, mitigation and analysis

The project's ability to respond to emerging trends, technologies and other external forces.

34. **Finding 5:** The main external force that the project had to respond and adapt to was the COVID-19 pandemic. This was considering that the project was implemented during the peak of the pandemic during 2020 and 2021. Given that the Project Proposal was approved prior the pandemic (in November 2019), it implied that activities had to be adapted accordingly.

35. For example, the initial consultative workshop with Member States and stakeholders (Output 1) could not be held in-person and was instead replaced by a series of online consultations held in July, 2020. The pandemic was also the main reason why the project needed to be extended for addition six months, from its planned timeline of 24 months. Further, the project had an underspend of 30%, due to the use of remote rather than in-person consultations and events. According to interviewees, the project adapted well to the situation created by the pandemic, with no major negative impact on the project seen, aside from its delayed completion.

B. EFFECTIVENESS

The effectiveness and usefulness of the tools and resources developed in the context of the project, in order to facilitate the elaboration of project proposals by Member States for the consideration of the CDIP and increasing their initial thoroughness.

36. **Finding 6:** The tools and resources as foreseen by the Project Proposal were all developed and launched successfully during the project's implementation:

- (a) **The online searchable catalogue** was launched initially in English in October, 2021 and then in all six UN languages in May, 2022. The catalogue is publicly accessible

from the WIPO website⁴ and allows users to search by beneficiary country, keyword, project code, IP rights, IP themes, status and DA Recommendations. The DACD staff is responsible for keeping the catalogue updated (*i.e.* adding new DA projects and updates) through a customized back-office. Interviewees who had used the catalogue found it very useful and user-friendly, believing it would contribute to increasing the quality of DA project proposals, notably through allowing Member States and other stakeholders to have immediate access to information on past and current DA projects. The initial success of the catalogue was seen in its number of visits: 420 between October, 2021 to June, 2022 (against an initial target of 40, combined with the Guidebook). Member States' representatives had several suggestions for future iterations of the catalogue, as described in the Recommendations below.

- (b) **The Guidebook for the preparation, implementation and evaluation of Development Agenda projects** was launched in late 2021 and was the culmination of the consultative process that was the basis for its development. The Guidebook sets out the process of developing project proposals and their approval by the CDIP. This is complemented by further information on project implementation, monitoring and evaluation. The Guidebook was seen by both Member States' representatives and WIPO project managers as being key in making transparent the steps for preparing project proposals. They believed it will support the development of more thorough project proposals, if used consistently. Several Member States' representatives suggested that it should be further promoted and should include more examples of best practices (see Conclusions and Recommendations below).
- (c) **The Distance Learning Course on “Successful DA projects”** was developed in collaboration with the WIPO Academy, with a trial session held from May to August, 2022 for some 30 Member States' representatives and WIPO staff. The self-paced and tutored course was developed in parallel with the Guidebook and provides further insights and practical advice on developing DA project proposals. The course requires an estimated 24 hours of dedicated learning for participants. As the course was still in its trial phase, it was too early to determine its contribution to increasing the quality of project proposals. However, initial feedback was positive, according to interviewees. Some Member States' representatives suggested offering more concise briefings to complement the course (see Conclusions and Recommendations below).

37. **Finding 7:** In addition to the above three tools and resources, two short videos, explaining step-by-step how to develop a DA project proposal and have it approved by the CDIP, were produced in the 6 official UN languages,⁵ in addition to three infographics highlighting important elements from the Guidebook: (i) the DA project lifecycle and its particularity; (ii) key terms and project management notions; and (iii) a list of “DOs and DON'Ts”.⁶ Only a few interviewees had seen these videos and infographics. They had found them useful and informative.

38. **Finding 8:** The resources and tools were developed through a collaborative process, for example, the distance learning pedagogic expert could provide inputs into the Guidebook, improving its didactic aspects and ensuring close alignment between the resources. The consultations and input from Member States and other stakeholders, as described above, also were seen as strengthening the resources and tools.

⁴ The catalogue is available at: <https://dacatalogue.wipo.int/projects>

⁵ The videos can be found at: <https://www.wipo.int/ip-development/en/agenda/>

⁶ The list can be accessed at: <https://www.wipo.int/ip-development/en/agenda/>

39. **Finding 9:** Member States' representatives interviewed highlighted that the resources and tools developed by the project need to be complemented by the support of the DACD staff in advising and providing guidance on putting together DA project proposals. Member States were very satisfied with the support received so far from the DACD in this respect and requested that this level of support continue.

40. **Finding 10:** Member States' representatives interviewed were not all aware of the resources and tools developed by the project and were supportive of further efforts by the WIPO Secretariat to promote them. Several interviewees struggled to locate the resources and tools online; although they are prominently featured on the Development Agenda webpage (<https://www.wipo.int/ip-development/en/agenda/index>), they are not visible on the CDIP webpage (<https://www.wipo.int/policy/en/cdip/>).

The effectiveness of the project in increasing the understanding of the methodology, challenges, questions, and best practices regarding the elaboration and management of DA projects.

41. **Finding 11:** The project's initial Output 1 set out to document the methodology, challenges, questions, and best practices regarding the elaboration and management of DA projects. These aspects were further analyzed and reflected in the resources and tools developed as described above.

42. **Finding 12:** Through analyzing these aspects, the project also modified the project proposal process, notably, by adding an additional step of developing a Project Concept before the Project Proposal document. The initial use of the Project Concept step in recent project development has proven to be effective, according to the DACD staff. Further, the project proposal forms were adapted based on the above analysis.⁷

43. **Finding 13:** This analysis and accompanying know-how was also shared with the Project Managers within WIPO that manage DA projects through a workshop held in April, 2022, where the new tools and resources, in addition to the adapted project proposal process, were presented and discussed. According to the Project Managers who attended, the workshop was very useful and helpful, and they suggested it be repeated annually (see Conclusions and Recommendations below).

C. SUSTAINABILITY

The likelihood of the continuation of the use of resources and tools developed in the context of the project to ensure better design, implementation and evaluation of DA projects

44. **Finding 14:** Two key outputs of the project, the online catalogue and Guidebook, are available online, in addition to the videos and infographics. Therefore, these resources will remain available for Member States and other stakeholders to use in the design, implementation and evaluation of DA projects.

45. **Finding 15:** The distance learning course is planned to be integrated within the available WIPO Academy courses, with the course now planned to be given annually, with the next course tentatively scheduled for January, 2023. Therefore, this resource will continue to be available to support the design, implementation and evaluation of DA projects, providing it receives the necessary support from the WIPO Academy and the DACD.

⁷https://dacatalogue.wipo.int/projectfiles/DA_01_05_01/Forms/EN/guide_development_agenda_with%20cover%20page_EN_rev.pdf

46. **Finding 16:** The continuation of the use of resources and tools developed by the project is also dependent upon their mainstreaming through ongoing support and promotion by the DACD. As the resources and tools are supporting and improving the processes managed by the DACD, this ongoing support should be assured, according to interviewees, presuming that appropriate budget and resources are available (see Conclusions and Recommendations).

47. **Finding 17:** Sustainability of the project's achievements is not only dependent on the DACD; Member States' support and use of the resources and tools will be important for their sustainability, according to interviewees. Within WIPO, the support of the Project Managers of DA projects will also contribute to their sustainability.

D. IMPLEMENTATION OF DEVELOPMENT AGENDA (DA) RECOMMENDATIONS

The extent to which the DA Recommendations 1 and 5 have been implemented through this project.

48. **Finding 18:** The DA Recommendation 1 is focused on WIPO's technical assistance being demand-driven and transparent. The DA Recommendation 5 is concerned with general information on all of WIPO's technical assistance activities being available on its website.

49. **Finding 19:** This project has made a significant contribution to achieving both of these Recommendations. In supporting the DA Recommendation 1, the project has provided transparency to the project proposal process and made available further information to support Member States in conceptualizing their demands for DA projects. The project also directly responds to the DA Recommendation 5, notably, with the development of the online catalogue of all DA projects and the supporting resources on developing DA projects, such as the Guidebook, promotional videos and infographics.

V. CONCLUSIONS AND RECOMMENDATIONS

50. **Conclusion 1 (Ref: Findings 1-19).** The project has successfully delivered the key outputs of the project, notably, the online catalogue, the Guidebook and the distance learning course. These resources and tools were developed in a collaborative manner, incorporating feedback and input from Member States, WIPO staff and other stakeholders, increasing their potential effectiveness and usefulness.

51. **Conclusion 2 (Ref: Findings 6-13).** The project showed positive progress towards achieving its objectives, with initial progress seen in greater transparency on the DA project proposal process, easier access to information on past and current DA projects and increased understanding of the challenges and solutions to the project lifecycle of DA projects. It is too early to assess the project's impact on the quality of DA project proposals, although this evaluation would conclude that a positive impact does seem likely.

52. **Conclusion 3 (Ref: Findings 14-17).** The likelihood of success for project's objectives will depend upon the continual support of the Secretariat and Member States. The DACD has already started to mainstream and integrate the tools and resources within its activities and will need to ensure that resources (staff and budget) are available to update and promote the tools and resources. The Completion Report ("Follow-up and dissemination") sets out a number of promotional and follow-up activities that are fully supported by this evaluation. Project Managers of DA projects of other WIPO entities will also need to ensure that they align with the DA project proposal process. For Member States, the tools and resources have mainly been designed for their use and therefore their ongoing support is key.

53. **Recommendation 1 (Ref: Conclusion 1 & 3, Findings 14-17).** To continue to mainstream and promote the project's tools and resources (as detailed in Completion Report ("Follow-up and dissemination")), the DACD will need to ensure:

- (a) **Staff:** Availability of staff to: 1) keep the online catalogue and other resources updated; 2) conduct briefings/trainings on the DA project lifecycle for WIPO staff and Member States; and 3) support the distance learning course when conducted (annually) as tutors (in addition to continuing to be available to support Member States during the proposal process).
- (b) **Budget:** Availability of budget for: 1) any additional features needed for the online catalogue; 2) updates to other resources and tools; 3) a review of the project's outcomes in 2024 (see Recommendation 4).

54. **Recommendation 2 (Ref: Conclusion 2, Findings 6-19).** To complement the planned follow-up and dissemination activities as part of its mainstreaming into the DACD activities, it is suggested to give priority to the following activities:

- (a) An annual in-person briefing (2-4 hours) for Member States' representatives in Geneva on DA project proposal process and project lifecycle.
- (b) An annual online briefing (2 hours) for Member States' representatives from capitals on DA project proposal process and project lifecycle.
- (c) An annual workshop (4 hours) for exchange and discussion for past, current and future Project Managers (WIPO staff).

55. **Recommendation 3 (Ref: Conclusion 2, Findings 6-19).** It is recommended to DACD to keep the project's tools and resources updated, and in their next iterations consider the following modifications:

- (a) **Guidebook:** Consider introducing more best practice examples, such as completed forms using realistic examples of: DA Project Concept (form 1), DA Project Proposal (form 2) and Risk Assessment Template (form 3).
- (b) **Online catalogue:** Consider adding extra filters, such as: Year of start; Year of completion; Budget range.

56. **Recommendation 4 (Ref: Conclusion 2, Findings 6-19).** Given it was not yet possible to assess fully the achievement of the project at this stage, it is suggested to DACD to budget and plan a small-scale review of the following project indicators in 2024 and report the findings to the CDIP:

- (a) The existing project outcome indicators: 1) At least 50% of Member States, who present project proposals for the consideration of the CDIP within two years following the availability of the Guidebook and additional resources, reported that these tools had helped them through their proposal elaboration process; 2) At least 50% of individuals, who participated in a webinar [or other briefings/trainings] or who took the distance learning course, reported that their understanding of the elaboration and management of DA projects had improved.
- (b) Additional suggested indicators: 1) a qualitative assessment on the quality of the project proposals before and after the use of the new tools and resources; 2) a quantitative

assessment of the number of revisions (submission and re-submission to the CDIP) required for a project proposal before and after the use of the new tools and resources.

57. **Recommendation 5 (Ref: Conclusion 3, Findings 14-17).** It is recommended to Member States, their permanent missions, national IP and copyright offices and other entities to continue to support the adoption and use of the project's resources and tools with the aim of improving the DA project proposal process and project lifecycle.

[Appendix I follows]

APPENDIX I: PERSONS INTERVIEWED/CONSULTED

WIPO Staff:

Mr. Andrew Czajkowski, Director, Technology and Innovation Support Division, IP for Innovators Department, IP and Innovation Ecosystems Sector

Ms. Alexandra Grazioli, Director, Lisbon Registry, Department for Trademarks, Industrial Designs and Geographical Indications, Brands and Designs Sector

Mr. Dimitar Gantchev, Deputy Director and Senior Manager, Information and Digital Outreach Division, Copyright and Creative Industries Sector

Mr. Georges Ghandour, Senior Counsellor, Development Agenda Coordination Division, Regional and National Development Sector

Ms. Tamara Nanayakkara, Counsellor, IP for Business Division, IP and Innovation Ecosystems Sector

Ms. Marie-Paule Rizo, Head, Policy and Legislative Advice Section, Department for Trademarks, Industrial Designs and Geographical Indications, Brands and Designs Sector

Mr. Dan Savu, Head, Solutions Design and Delivery Section, Information and Communication Technology Department, Administration, Finance and Management Sector

Ms. Altayework Tedla Desta, Head, Distance Learning Program, WIPO Academy, Regional and National Development Sector

Ms. Mihaela Cerbari, Associate Program Officer, Development Agenda Coordination Division, Regional and National Development Sector

Ms. Christina Martinez Limón, Associate Program Officer, Development Agenda Coordination Division, Regional and National Development Sector

Mr. Nishant Anurag, Fellow, Distance Learning Program, WIPO Academy, Regional and National Development Sector

Mr. Simon Bell, Solutions Design and Delivery Section, Information and Communication Technology Department, Administration, Finance and Management Sector

External:

Experts:

Mr. Daniel Keller, Consultant, EvalCo, Switzerland

Mr. Glyn Martin, Paedogic expert/consultant, The United Kingdom

Member States' representatives:

Ms. Saida Aouididi, Senior Policy Analyst, Policy, International Affairs and Research Office, Canadian Intellectual Property Office (CIPO), Gatineau

Mr. Mohamed Bakir, Coordinator of African Group, First Secretary, Permanent Mission of the People's Democratic Republic of Algeria to the United Nations Office at Geneva and other international organizations in Switzerland

Ms. Pilar Escobar, Counsellor, Permanent Mission of Mexico to the United Nations Office and other international organizations in Geneva

Mr. Cesar Herrera, Coordinator of the Group of Latin American and the Caribbean Countries, Minister-Counsellor, Permanent Mission of the Dominican Republic to the United Nations Office and other international organizations in Geneva

Ms. Garima Paul, Coordinator of Asia and the Pacific Group, First Secretary, Permanent Mission of India to the United Nations Office and other international organizations in Geneva

Mr. Erry Wahyu Prasetyo, Senior Trade Dispute Settlement and Intellectual Property Officer, Directorate General of Multilateral Cooperation, Ministry of Foreign Affairs, Jakarta

Ms. Lais Loredo Gama Tamanini, Second Secretary, Permanent Mission of Brazil to the United Nations Office and other international organizations in Geneva

Mr. Jan Techert, Coordinator of Group B, Counsellor, Permanent Mission of the Federal Republic of Germany to the United Nations Office and other international organizations in Geneva

[Appendix II follows]

APPENDIX II: DOCUMENTS CONSULTED

WIPO (2019), CDIP, *Project Proposal by Brazil, Canada, Indonesia, Poland and the United Kingdom on Tools for Successful Development Agenda Project Proposals*, CDIP/24/14.

Daniel P. Keller (2020), *Report on the Consultations held in the context of the Development Agenda (DA) Project on Tools for Successful DA Project Proposals*.

WIPO (2020), CDIP, *Twenty-Fifth Session, Proof of Concept of a Searchable Online Catalogue for Development Agenda Projects and Outputs*, CDIP/25/INF/2.

WIPO (2021), CDIP, *Twenty-Sixth Session, Progress Reports*, CDIP/26/2.

WIPO (2021), *Guidebook for preparation, implementation and evaluation of Development Agenda projects (and Annex)*.

WIPO (2022), CDIP, *Twenty-Ninth Session, Completion Report of the Development Agenda (DA) Project on Tools for Successful DA Project Proposals*, CDIP/29/4.

[Appendix III is separately attached (in English only)]