INDEPENDENT EXTERNAL REVIEW OF THE WORLD INTELLECTUAL PROPERTY ORGANIZATION´S TECHNICAL ASSISTANCE IN THE AREA OF COOPERATION FOR DEVELOPMENT

2017-2022

Inception Report

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ACRONYMS

ASPAC	Asia and the Pacific
CDIP	Committee on Development and Intellectual Property
FIT	Funds-in-Trust
ICT	Information Communication Technology
IOD	Internal Oversight Division
IP	Intellectual Property
IPR	Intellectual Property Rights
IPTIs	Intellectual Property Training Institutions
LAC	Latin America and the Caribbean
LDCs	Least Developed Countries
MTSP	Medium-Term Strategic Plan
NGOs	Non-Governmental Organizations
SDGs	Sustainable Development Goals
SMEs	Small and Medium-Sized Enterprises
TA	Technical Assistance
UN	United Nations
UNEG	United Nations Evaluation Group
WIPO	World Intellectual Property Organization

Contents

1. INTRODUCTION

1.1. Context

1. This is the inception report of an Independent External Review of the Word Intellectual Property Organization's (WIPO) Technical Assistance in the Area of Cooperation for Development. It is undertaken following a decision by the Committee on Development and Intellectual Property (CDIP) at its thirtieth session and based on the Terms of Reference contained in document [CDIP/30/3](#). This review is a follow up of the last review, which was undertaken in 2011 and covered the period 2008-2010.

2. Since the last Review in 2011, several developments have taken place, which have brought the need for this Independent External Review of WIPO Technical Assistance Activities in the Area of Cooperation for Development. These include:

   a. Changing frameworks for inter-institutional collaboration within the United Nations (UN) system and relevant international organizations.

   b. Adoption and implementation of the Sustainable Development Goals (SDGs) in 2015 and the United Nations Sustainable Development Cooperation Framework.

   c. Increasingly complex and diverse landscape of innovation ecosystems.

   d. Impact of digital transformation, which is revolutionizing economies and societies, and the increased use of new digital technologies in the conduct of technical assistance activities.

   e. More prominent role of stakeholders from the public and private sectors (such as non-governmental organizations (NGOs), businesses, universities, and project leaders) in matters IP, and

   f. Increased involvement of WIPO in emerging areas, such as advanced technologies and artificial intelligence.

3. Technical assistance is the cornerstone of WIPO's work. WIPO's technical assistance activities are provided to a wide variety of stakeholders that include governmental institutions, IP-rights holders, Member States of the academia, and the private sector, amongst others.

4. For the purposes of this Review, technical assistance refers to WIPO's activities group under the following six pillars: (a) national IP policies and strategies; (b) technical and administrative infrastructure (solutions for IP offices, databases); (c) capacity building; (d) legislative assistance; (e) development agenda-related projects; and (f) Public-Private partnerships (multi-stakeholder platforms). These pillars are briefly described below.

   a. *National Intellectual Property Strategies:* WIPO assists developing and Least Developed Countries (LDCs) to prepare national intellectual property strategies that positively impact economic development, innovative and creative capacity, and vitality of enterprises. In this, WIPO draws on its unique global expertise to help countries to develop national IP strategies in line with their social, cultural, and economic development goals and priorities.

b. *Technical and Administrative Infrastructure (Solutions for IP Offices, Databases)*: This assistance focuses on providing support to IP Offices business systems for national and regional institutions in developing countries and LDCs, enabling them to participate effectively in the global IP system. It aims to help IP Offices deliver better services to their stakeholders through online services, including search, registry and filing systems; efficient and standardized business processes for IP administration; integration into regional and international IP systems to enable the digital exchange of data and documents.

c. *Capacity Building:* WIPO provides capacity building on: (a) industrial property administration and management; (b) copyright administration and management; (c) IP assets creation, use and management by Small and Medium-Sized Enterprises (SMEs), universities, and research organizations; and (d) IP enforcement. Capacity building also includes IP teaching at national and regional levels, as well as distance learning activities from WIPO Academy.

d. *Policy and Legislative Assistance:* WIPO provides a wide range of policy and legislative assistance to its Member States, upon request from the national authorities. Policy assistance may include activity related to IP policy formulation and tailor-made consultations with government officials, which helps to bring government officials and IP experts at WIPO to work on key policy topics. Legislative advice is given in areas, such as copyright, patents, trademarks, industrial design, geographical indications, utility models, layout design of integrated circuits, trade secrets and Intellectual Property rights (IPR) enforcement. The support may include revision of existing legislation or development of new law or regulations.

e. *Development Agenda-related Projects:* These are specific initiatives, which are approved and monitored by the CDIP. They may be proposed by the Secretariat or Member States. Their results are reported within the CDIP and they are evaluated by external evaluators.

f. *Public-Private Partnerships:* these are initiatives that bring together the enterprise sector and civil society to work around global problems. Some of these initiatives include Patent Information Initiative for Medicines (Pat-INFORMED), the Accessible Books Consortium (ABC), WIPO Green, WIPO Alert, Access to Research for Development and Innovation (ARDI), Access to Specialized Patent Information (ASPI), WIPO Match and WIPO for Creators.

5. Although technical assistance is delivered by most of the Sectors of WIPO (Copyright and Creative Industries, Brands and Designs, Patents and Technology, Global Challenges and Partnerships, Infrastructure and Platforms, and IP and Innovation Ecosystems Sectors), the Regional and National Development Sector, its five Regional Divisions have a crucial role in providing technical assistance and in coordinating the work delivered by other areas of the Organization.

6.   The work of technical assistance in WIPO is guided by the framework of the Development Agenda approved at the 2007 General Assembly. The 45 Recommendations touch upon prioritization of technical assistance and increase of funds for Development Cooperation, promotion of IP culture, support to SMEs, making norm-setting inclusive, preserving public domain, facilitating technology transfer, discussing Information Communication Technology (ICT), conducting impact studies, making governance more transparent and aligning IP enforcement with development goals.

1.2.   Purpose

7.   The purpose of this Review is to suggest ways for improving the delivery of WIPO's technical assistance activities, including how to strengthen its results-based management framework to facilitate the monitoring and evaluation of the impact of these activities on development, taking into consideration the SDGs, WIPO's Medium-Term Strategic Plan (MTSP) for 2022-2026, and the DA Recommendations.

8.   More specifically, the Review will assess, at a macro level, WIPO's technical assistance activities in cooperation for development, measuring their relevance, coherence, effectiveness, efficiency, sustainability, and impact. It will also assess whether the existing internal coordination mechanisms are suitable for these types of activities, given that the Review will be conducted at a time of significant change in the way the Organization operates and delivers its services, in line with the new strategic direction of the Senior Management.

1.3.   Scope and Duration

9.   The Review will cover WIPO's technical assistance activities in cooperation for development, implemented from 2017 to 2022. The Review will take into consideration the assistance provided by all relevant WIPO Sectors and through all types of activities. It will also take into consideration activities delivered in all geographic regions, the tools and methodologies established and used in delivering such assistance, and the shift in the delivery approach necessitated by the COVID-19 pandemic.

10. The Review is expected to be undertaken within eight months between January and September 2024.

2.   REVIEW INCEPTION

2.1.   Activities Undertaken

11. The review design phase kicked off in January 2024. This was followed by a three-month inception period. During this period, the consultants undertook the following:

   a. conducted preliminary desk review;
   b. conducted preliminary Interviews with key stakeholders;
   c. identified documents to be reviewed;

d. reviewed WIPO's Result Based Management Framework;
e. reviewed the questions;
f. developed a Theory of Change;
g. mapped the stakeholders and identified those that will be interviewed;
h. prepared data collection tools; and
i. prepared the review matrix.

2.2. Preliminary Interviews

12. During the inception phase, 12 interviews were conducted with stakeholders from different WIPO Departments and Member States engaged in the CDIP (see Annex 3 for list of interviewees). These interviews helped to guide this inception report, review questions and select the cases studies. Box 1 provides a summary of specific demands and guidance provided by stakeholders consulted during the inception phase.

Box 1. Specific demands and guidance of key stakeholders consulted during the inception phase

a. Stakeholders expect the review to be evidence-guided.

b. WIPO Regional Divisions will be key in guiding the review team on the potential stakeholders for interviews.

c. In selecting the potential respondents to be interviewed, consideration should be given to inclusivity and regional balance. Furthermore, the stakeholders should be mapped to the 6 pillars for each technical assistance area and then for each pillar, samples for interviews can be drawn.

d. The review should start with a clear understanding of the baseline, what has been done and its impact.

e. Interviews with key persons responsible for delivery of TA is recommended.

f. Stakeholders to be reached should include Member States, Heads of IP Offices, Consultants, Diplomatic community, NGOs and donor countries providing Funds-in-Trust (FIT).

g. The report should be short, with clear findings, conclusions, and recommendations. The recommendations should be backed by clear evidence.

h. National IP policy and strategy is a good tool to demonstrate the link between technical assistance and the national interests of the beneficiaries – this ensures that the technical assistance activities are demand-driven.

i. Double check what was heard through play back to validate the evidence. Interviewing various people, hearing different views, and then playing back to validate and enhance ownership.

j. Consider that there are a lot of positive advancements that have taken place since last review. These include stronger cooperation within WIPO, results are being achieved jointly with other organizations, there is a stronger view of Results Based Management and there is now a clearer vision on who is doing what.

k. The review should indicate how technical assistance can be provided by WIPO in a more effective and efficient manner, it should also recommend on how to better deal with its recipients, help identify how the beneficiaries perceive technical assistance, identify how to scale up the positive results obtained through technical assistance, document success stories and also failures to learn from, identify benefits of technical assistance to the recipient countries – what are they currently doing that they could not do before.

l. Provide options for WIPO in terms of policy advice but not be overly prescriptive in terms of specific recommendations (how to do it).

m. Incorporate both donor and recipient perspective of technical assistance.

n. Assess to which extent the promotion of multiple meetings and conferences lead to actual results.

o. Assess to which extent technical assistance have had a clear strategy and focus instead of promoting ad hoc activities.

p. Critically review reporting mechanisms and how transparent information is to Member States.

2.3. Review Questions

13. This exercise will be guided by 24 review questions. The review questions proposed by the Terms of Reference were reviewed by the review team for the purpose of enhanced clarity and consistency. Additional words and items were added in relation to the Results Based Framework, Monitoring and Evaluation Mechanisms. The reviewed questions are available in the Table 1.

14. The five dimensions considered for this review were Relevance, Coherence, Effectiveness, Efficiency, Sustainability, and Impact. These are the classical Evaluation Dimensions proposed by the Development Assistance Committee of the Organization for Economic Cooperation Development (DAC/OECD):

a) Relevance: it will explore to which extent the technical assistance provided is relevant to Member States if it addresses their needs and is aligned with WIPO's policies.

b) Coherence: this dimension will look to which extent there is internal coherence within the different types of Technical Assistance activities being provided by WIPO.

c) Effectiveness: this will address the results being achieved by Technical Assistance interventions, its lessons learned, areas of improvement, its relationship with the Medium-term Strategic Frameworks, SDGs and the Development Agenda.

d) Efficiency: this will explore the relationship between inputs and outputs, the results achieved in relation to the resources allocated and the monitoring and evaluation mechanisms in place. It will focus on the operational side of the technical assistance.

e) Sustainability: sustainability will touch upon the prospects of continuation of results overtime in terms of capacity built, institutions strengthened, and national ownership of the interventions promoted.

f) Impact: this dimension covers to which extent the activities promoted were able to achieve higher level results in terms of policy, institutional strengthening, capacity built and its impact over a scenario of enhanced IP system.

The table 1 lists the Review Questions under each dimension being investigated.

Table 1. Review Questions

| Dimension	Review Questions
Relevance	EQ1: To what extent has WIPO's technical assistance complemented the implementation of the national development plans of Member States?
	EQ2: To what extent did WIPO identify the right needs and audiences for its technical assistance interventions?
	EQ3: To what extent have technical assistance interventions addressed the needs of the various national actors, notably, policy makers, line Ministries, IP Offices, and other relevant stakeholders?
	EQ4: To what extent were the technical assistance interventions aligned with WIPO's DA Recommendations in Cluster A (Technical Assistance and Capacity Building)?
	EQ5: Did technical assistance interventions address gender balance issues in accordance with WIPO's 2014 Policy on Gender Equality? If so, how?
Coherence	EQ6: To what extent WIPO's technical assistance activities were designed with a view to ensuring policy coherence for development?
Effectiveness	EQ7: To what extent was WIPO's technical assistance approach effective, considering its 6 different areas of work (National IP Policies, Technical and Administrative Infrastructure, Capacity Building, Policy and Legislative Assistance, Development-Agenda Related Projects, and Public-Private Partnerships)?
	EQ8: To what extent did WIPO's technical assistance interventions contribute to improving and maximizing the transfer of knowledge, skills, and capacities to Member States for the enhancement of institutional capacity in countries to administer, manage and use IP?
	EQ 9: What types and areas of technical assistance support were the most effective in strengthening the IP system and developing capacity in beneficiary countries?
	EQ10: To what extent did technical assistance activities contribute to achieving WIPO's Expected Results in its Medium-Term Strategic Plans (MTSP) of 2016-2021 and 2022-2026?
	EQ11: To what extent was the Organization able to respond to requests by Member States to assist them in achieving the SDGs? Were there any unintended effects?

Efficiency	EQ12: To what extent were technical assistance interventions organized efficiently and on time? Were the results achieved on time? Were the right adaptations made during the pandemic?
	EQ13: To what extent did WIPO plan, budget and make staff resources available for its technical assistance activities in a consistent and cost-efficient manner?
	EQ14: To what extent was WIPO's approach to technical assistance activities in line with the objectives it pursued?
	EQ15: What were the strengths and weaknesses of technical assistance interventions?
	EQ16: What were the mechanisms in place for tracking the allocation of resources and results for development-related activities considering the Results Based Management Framework of WIPO? Are monitoring and reporting mechanisms effective and transparent?
	EQ17: To what extent were the right means used to achieve the objective of technical assistance for sustainable development?
Sustainability	EQ18: To what extent were the effects of WIPO's technical assistance interventions sustainable since its delivery to date?
	EQ19: To what extent was technical assistance provided by WIPO retained and integrated into the work of the relevant countries and organizations?
	EQ20: What did WIPO do to build a critical mass of expertise with the relevant capacities in a sustainable manner?
Impact	EQ21: Did technical assistance interventions have any positive or negative impact on policy, legal, institutional, and human resource skill levels?
	EQ22: What were the factors and conditions that enhanced or limited the effectiveness and impact of technical assistance interventions locally?
	EQ23: Did any technical assistance interventions result in unintended consequences or impact?
	EQ24: What was the role of other stakeholders (such as Government, IP Offices, universities, research and development institutions, NGOs, and civil society) in achieving the impact?

3. METHODOLOGICAL APPROACH

3.1. Overall Methodological Approach and Design

15. The methodology will respond to the indicators proposed for each review question (See Annex 1). A mixed method approach is proposed. Triangulation will be key to contrast different sources and reach a common ground which is based on evidence. Triangulation will take place using a variety of information sources: official WIPO documents, WIPO staff, National governments engaged from different agencies and partner organizations (Universities, Enterprises, Civil Society Organizations etc).

16. This review will be non-experimental, it will benefit from a case study design, and it will have a participatory approach. The case study design, referred as "deep dives" in this document, and choices will be specifically defined in the process of data collection as more stakeholders are consulted in the process. As for the participatory approach, stakeholders were consulted during the inception phase. The design will be presented to Member States and other stakeholders, providing an opportunity to share their comments and also to participate via surveys and focus group discussions.

17. The review design will be: a) Theory-Based; and b) Utilization-focused. A Theory of Change has been designed and proposed in this inception report. The rationale of the Theory of Change is to map the results chain of Technical Assistance for Development Cooperation in WIPO and structure the rationale so that it can be tested to see whether the strategic and institutional choices are bearing the intended results. This Theory of Change was developed based on the desk review, interviews and the Management Response to the External Review of WIPO Technical Assistance in the area of Cooperation for Development (DOCUMENT CDIP/8/INF/1). It looked at the Mid-term Strategic Plans of the Organizations for the two periods considered (2016-2021 and 2022-2026). The grey circles are the assumptions, which will be tested during the review. The Theory of Change can be read from bottom-up, if inputs/activities are properly managed, they lead to the outputs, which will lead to the outcomes, which will follow to the long-term outcome and ultimately lead to the impact. Figure 1 shows the Theory of Change developed to help guide this exercise.

Figure 1. Theory of Change of Technical Assistance in Cooperation for Development at WIPO
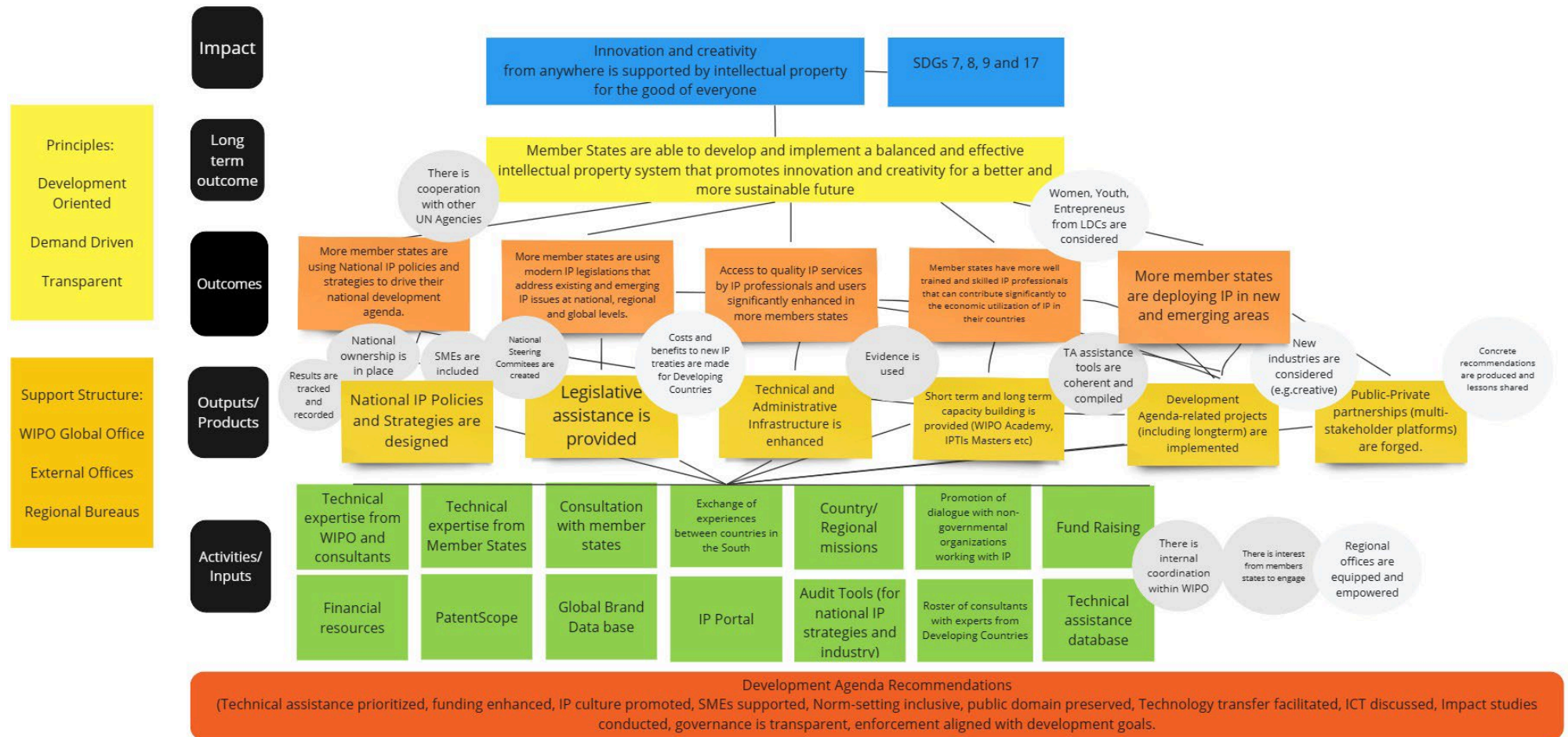
18. The Theory of Change establishes the Development Agenda Recommendations at the bottom (foundation) as an overall framework guiding the exercise. A summary of the Development Agenda Recommendations was added, which will be useful to include in the data collection tools (mainly the survey). These are: a) Technical assistance prioritized; b) Funding enhanced; c) IP Culture promoted; d) SMEs supported; e) Norm-setting inclusive; f) Public Domain preserved; g) Technology transfer facilitated; h) Information Community Technology (ICT) discussed; i) Impact studies conducted; j) Governance being transparent; k) Enforcement aligned with development goals.

19. Some key activities and inputs of the technical assistance were listed for illustration (the list is not exhaustive). They include: Technical expertise from WIPO and consultants, Technical expertise from Member States, Consultation with Member States, Exchange of experiences between countries in the South, Country/Regional mission, Promotion of dialogue with non-governmental organizations working with IP, Fund raising, Financial resources, PATENTSCOPE, Global Brand Database, IP Portal, Audit Tools, Roster of Consultants with experts from Developing Countries, Technical Assistance Database. At the level of activities and inputs, three assumptions were considered: a) There is internal coordination within WIPO; b) There is interest from Member States to engage; c) Regional Divisions are equipped and empowered.

20. At the level of outputs/products, the 6 areas of technical assistance were identified: 1) National IP Policies and Strategies are designed; 2) Legislative Assistance is provided; 3) Technical and Administrative Infrastructure is enhanced; 4) Short term and long term capacity building is provided (e.g. WIPO Academy, IPTIs, Master's programs etc); 5) Development Agenda-related projects are implemented; 6) Public-Private partnerships (multistakeholder platforms) are forged. The assumptions identified at this level were: a) Results are tracked and recorded; b) National ownership is in place; c) SMEs are included); d) National Steering Committees are created; e) Cost and benefits to new IP treaties are made for Developing Countries; f) Evidence is used; g) Technical Assistance tools are coherent and compiled; h) New industries are considered (e.g. creative economy); i) Concrete recommendations are produced and lessons shared.

21. The outcomes are directly linked to the outputs and they refer to the actual results the later should produce and they are: 1) More Member States are using National IP policies and strategies to drive their national development agenda; 2) More Member States are using modern IP legislations that address existing and emerging IP issues at national, regional and global levels; 3) Access to quality IP services by IP professionals and users significantly enhanced in more Member States; 4) Member States have more well-trained and skilled IP professionals that can contribute significantly to the economic utilization of IP in their countries; and 5) More Member States are deploying IP in new and emerging areas.

22.   The Long-term outcome identified was "Member States are able to develop and implement a balanced and effective intellectual property system that promotes innovation and creativity for a better and more sustainable future (MTSP 2021-2024)". Two assumptions were identified between outcomes and this long-term outcome: a) There is cooperation with other UN Agencies; and b) New stakeholders are considered as there is a strong focus here on promoting IP for a better and more sustainable future.

23.   At the level of Impact, it was identified that Innovation and creativity from anywhere is supported by intellectual property for the good of everyone, which is linked to SDGs 7, 8, 9 and 17, as described in MTSP 2021-2024.

24.   On the left three overarching principles were identified: TA should be a) Development-Oriented; b) Demand-Driven; and c) Transparent and there should also be a proper support structure through the WIPO Headquarters, the External Offices, and the Regional Divisions.

25.   To see if the technical assistance is utilization-focused, the review team proposes to focus the work on producing results that are useful for WIPO. As part of this approach, during the inception interviews, the review team has asked the key stakeholders about their expectations to ensure that the focus of the review responds to the actual needs of WIPO and its stakeholders. Their answers have guided the design of this document. More information will be secured during the actual review.

3.2. Data Collection

26.   The methods of the proposed review will include the following: 1) Desk Review; 2) Key Informant Interviews; 3) Focus Group Discussions (providers and beneficiaries of Technical Assistance, other stakeholders); 4) A survey sent to all Member States and key partners; 5) Deep dives, which are case studies detailed in this section. These methods are presented in Figure 2.

Figure 2. Methods for Data Collection

| Desk Review | Key Informant Interviews | Focus Group Discussions | Survey | Deep Dives |
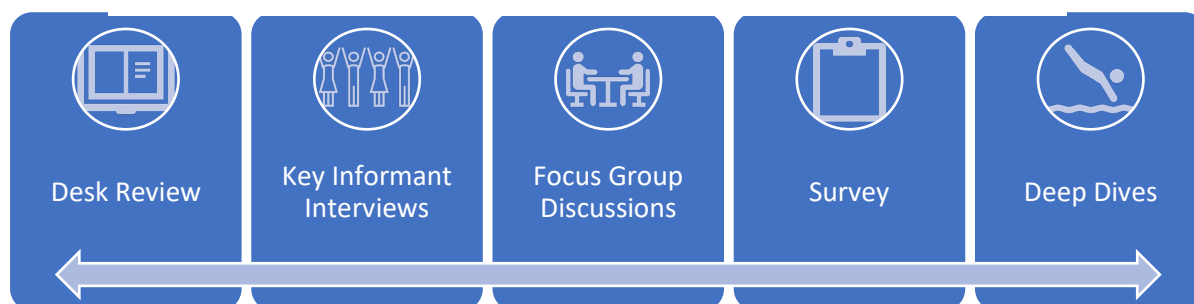
27.   **Desk review of relevant documents:** The initial desk review has considered all the key background documents related to WIPO: The 45 Adopted Recommendations under the WIPO Development Agenda, External Review of WIPO Technical Assistance in the Area of Cooperation for Development, Medium-Term Strategic Plan

for 2022/26, Medium-Term Strategic Plan for 2016/21, Program of Work and Budget from 2016/2017 up to 2022, WIPO Performance Report 2016 to 2022, Internal Oversight Division (IOD) Validation of the WIPO Performance Report 2020/21, WIPO Technical Assistance database, WIPO Roster of Consultants, Catalogue of DA Projects and Outputs and Development Stories – IP for Impact. These documents were initially reviewed, but they will be reviewed and analysed in more detail during the data collection process. The whole review process will include a continuous review of relevant documents as they are shared by stakeholders and as new evidence comes up and require digging deeper into certain issues and questions (see Annex 6).

28. **Remote Key Informant interviews (KII):** A list of possible interviewees will include WIPO staff, representatives of national governments, international organizations, and partner organizations, such as universities and businesses. All interviews with stakeholders will be carried out remotely.

29. **Focus Group Discussions (FGD):** Three types of Focus Group Discussions are being proposed for this exercise. The Focus Group methodology allows for a debate and to see the power dynamics, consensus, and disagreements around topics of interest. The three groups proposed for FGD are: 1) Stakeholders at a national level (from different government organizations); 2) Regional Focus Group Discussions to allow for feedback to be given by different countries; 3) Partners of specific projects of the deep dives; 4) UN partner Agencies; 5) Other stakeholders (copyright organizations, universities, NGOs and others who have been actively engaged in WIPO discussions).

30. **Survey:** A survey will be carried out for this review exercise with the purpose of having a global perspective on the implementation of TA in the Organization and to have the perspective of partners outside the Organization. The survey should be guided by the dimensions of the review, namely: Relevance, Coherence, Efficiency, Effectiveness, Impact and Sustainability. The following stakeholder groups will be invited to be part of the survey: 1) WIPO staff; 2) National IP Offices; 3) Other UN Organizations; 4) Other international governmental organizations (Regional Groupings, etc); 5) Private Sector/Association representing private sector interests actively engaged in WIPO discussions; 6) Non-governmental organizations actively involved in WIPO; 7) Universities and Research and Development Centers engaged in WIPO's Technical Assistance activities.

31. **Deep Dives:** for each area of TA, one or two deep dives will be selected. The purpose of the deep dives is to help give nuance and perspective to the global findings. It is important to go into details of some of the results and processes undertaken so that more relevant recommendations can be crafted. The final selection will be done in consultation with stakeholders during the presentation of the inception report and at the beginning of the review process.

3.3. Sampling

During the inception process, the team prepared a list of stakeholders, considering who the major actors are and their role in TA at WIPO, as to identify who should take part in the review - purposive sampling. In addition to this initial list, during the data collection, actors will be asked to refer to other relevant stakeholders who should be considered in the process (snowball sampling).

3.4. Methods of Analysis

32.   The review will use two methods of analysis: 1) Content analysis during desk review and processing of qualitative data; and 2) Descriptive statistics. The review team will review the qualitative data by review criteria and questions and will first manually identify and categorize the large review trends and responses. Later, the team will summarize the data collected, identify relevant quotes and supporting evidence.

33.   The team will share an excel sheet with the key areas of analysis where key findings of the interviews will be inserted so that answers will be systematically contrasted and analysed, and quotes identified.

34.   Descriptive statistics will be used to process survey data. The Dynamic Table resource in Excel will be used for this purpose. This tool will help to identify and summarize the relevant data to answer the review questions posed. There will be open questions in the survey, which will be analysed through thematic coding. Once the codes are identified, the answers will be provided by percentage and order or relevance.

3.5. Review Timeline

Table 2. Review Timeline

	MAIN ACTIVITIES	PERIOD IN MONTHS											
		J	F	M	A	M	J	J	A	S	O	N	D
1.	**Project Inception**	■	■	■	■	■	■	■	■	■	■	■	■
1.1.	Kick-off meeting	■											
1.2	Literature review	■	■										
1.3.	Mapping of potential respondents			■									
1.3	Preliminary interviews		■	■									
1.4.	Preparation of data collection tools			■									
1.5	Preparation of the inception report			■									
1.6.	Submission of the draft report to WIPO			■									
1.7.	Submission of the final inception report			■									
1.8	First briefing session with Member States				■								
2	**Data collection**	■	■	■	■	■	■	■	■	■	■	■	■
2.1.	Desk review			■	■	■							
2.2.	Online interviews			■	■	■	■	■					
2.3.	Online administration of questions			■	■	■	■	■					
2.4.	Case studies				■	■	■	■					

3.	Preparation of the review report
3.1.	Data analysis
3.2.	Preparation of the draft report
3.3.	Submission of the draft report for internal review
3.4.	Second briefing session with Member States
3.5.	Preparation and submission of the final report
3.6.	Presentation to the CDIP

3.6. Review Ethics

35. The review will be based on the ethical principles set by the United Nations Evaluation Group which are integrity, accountability, respect and beneficence and they are presented below as per UNEG´s definition (UNEG, 2020. Ethical Guidelines for Evaluations: UNEG, NY).

Table 3. UNEG´s Ethical Guidelines for Evaluations

Ethical Principle	UNEG Definition
Integrity	Active adherence to moral values and professional standards, which are essential for responsible evaluation practice.
Accountability	The obligation to be answerable for all decisions made and actions taken; to be responsible for honouring commitments, without qualification or exception; and to report potential or actual harms observed through the appropriate channels
Respect	Involves engaging with all stakeholders of an evaluation in a way that honours their dignity, well-being and personal agency while being responsive to their sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity, and ability and to cultural, economic and physical environments.
Beneficence	Striving to do good for people and planet while minimizing harms arising from evaluation as an intervention.

Source: UNEG, 2020. *Ethical Guidelines for Evaluations*: UNEG, NY.

36. In addition, this review will use as guidance the document "Norms and Standards for Evaluation", which has served as a landmark document for the United Nations and beyond. The UNEG guidelines for Integrating Human Rights and Gender Equality in Evaluations will also be used in the process. All the participants will be briefed about the confidentiality of the information, which will only be used upon the direct authorization of each stakeholder. In addition, the participants will also be informed that they have the right not to answer questions they do not feel comfortable with or to stop the interview at any time.

37. The UNEG principles are detailed below to ensure they are truly incorporated in the review process from the beginning to the end. They are as follows:

a) **Utility:** the review will serve the different stakeholders involved with the purpose of helping with decision making and answering the questions posed by the commissioning organizations.

b) **Necessity:** the review will be conducted bearing in mind that it is needed for WIPO to enhance learning and accountability. It will not be arbitrary and will respect time and resources devoted to it.

c) **Independence:** the review shall be free of bias. The review team will exercise her Independence, attributing value to WIPO´s work based on evidence and not only on any personal interest of any kind. If this becomes compromised by any pressure, the review team will report accordingly.

d) **Impartiality:** every initiative has its own merit and setbacks. The review will aim to be balanced in terms of showing both sides of what has taken place during Project implementation. To ensure this, different perspectives will be heard and incorporated in the report. The review team will be very mindful of her own cultural and social background as to avoid bias based on her own profile.

e) **Credibility:** the review will be based on rigor design, data collection, observation, and analysis so that it is credible and of high quality. Arguments should be coherent, structured, and logical as to allow clarity and comprehensiveness.

f) **Conflicts of Interest:** the review team has no conflict of interest in the evaluation. But, if any conflict of interest arises, it shall deal with it openly and honestly.

g) **Honesty and Integrity:** the review team is experienced with evaluations for the United Nations and will work considering their capacity. They will openly point at the limitations of the evaluation in the report and be honest about the results she finds.

h) **Accountability:** the review team is committed to completing the review within the timeframe and budget agreed as per signed in the contract.

i) **Information protection:** this review will inform everyone about data management and protect the confidentiality of the Information provided by stakeholders and other actors involved in the evaluation.

j) **Respect for Dignity and Diversity:** the review team will consider and respect the differences in culture, local customs, religious beliefs and practices, disability, age and ethnicity, respecting all the individuals who are part of the review process.

k) **Respect for individual will and sensitivity towards vulnerability:** individuals will be respected in their right to participate or not in the review. The review will also seek to hear the ones who are more vulnerable and ensure their inputs are included in the review report. Special care will be taken in the case of participation of children and young people.

l) **Redress:** stakeholders will be informed if they want to seek redress for any problem suffered during the review or the actions it covers.

m) **Confidentiality:** participants will be briefed about their right to provide Information in confidence. Information in the report will be disclosed in a way not to reveal the identity of informants.

n) **Avoidance of Harm:** the review will seek to minimize risks and burdens on the participants of the review.

o) **Accuracy, Completeness and Reliability:** the review team will seek to present the most accurate, complete and reliable report she is able to, according to her capacity and in her best will and faith.

p) **Transparency:** the review team will make the commissioners of the review informed of all the review procedures and steps during the review.

q) **Reporting:** the review team will make the review report available for the commissioning organizations and encourage them to share with the other stakeholders.

r) **Omissions and wrongdoing:** if the review team finds evidence of any wrong-doing or unethical conduct they will inform the Review Manager.

38.   Lastly, it is important to note that the data from this review will be stored in the review team's Personal Computers with passwords and this raw data will not be shared to any parties outside WIPO. Data in the report will be anonymized.

ANNEXES

ANNEX 1: REVIEW MATRIX

Table 4. Review Matrix

Evaluation criteria	Key question(s)	Indicator(s) data/Criteria	Data Collection method(s)	Data source	Method for Data Analysis
Relevance	EQ1: To what extent WIPO's technical assistance complemented the implementation of the national development plans of Member States?	1.1. Evidence of complementarity between TA and national development plans	Desk Review Survey KII	Member States WIPO Staff Other partners	Content Analysis Descriptive Statistics
	EQ2: To what extent did WIPO identify the right needs and audiences for its technical assistance interventions?	2.1. Evidence of TA being demand driven and fit for context.	KII Survey		
	EQ3: To what extent technical assistance interventions addressed the needs of the various national actors, notably, policy makers, line Ministries, IP offices and other relevant stakeholders?	3.1. Evidence of TA´S alignment with needs of national stakeholders	Survey Kii		
	EQ4: To what extent technical assistance interventions were aligned with WIPO's DA Recommendations in Cluster A (Technical Assistance and Capacity Building)?	4.1. Evidence of TA being development-oriented, demand-driven, and transparent. 4.2. Evidence of TA being directed to LDCs.	Survey KII		
	EQ5: Did technical assistance interventions address gender balance issues in accordance with WIPO's 2014 Policy on Gender Equality? If so, how?	5.1. Evidence of TA incorporating gender equality.	Desk review Survey KII		

Coherence	EQ6: To what extent WIPO's technical assistance activities were designed with a view to ensuring policy coherence for development?	6.1. Evidence of TA being implemented in dialogue with other policies beyond IP. 6.2. Evidence for support of SMEs 6.3. Evidence of transparent governance 6.4. Evidence of enforcement aligned with development goals.	Survey KII	Member States WIPO Staff Other partners	Content Analysis Descriptive Statistics
Effectiveness	EQ7: To what extent WIPO's technical assistance approach was effective, considering its 6 different areas of work (National IP Policies, Technical and Administrative Infrastructure, Capacity Building, Policy and Legislative Assistance, Development-Agenda Related Projects and Public-Private Partnerships)?	7.1. Number of National IP Policies implemented. 7.2. Evidence of technical and administrative infrastructure enhancing capacity of beneficiary countries. 7.3. Evidence of capacity built in IP for beneficiary countries. 7.4. Evidence of policy and legislative assistance leading to enhanced national frameworks. 7.5. Evidence of results delivered of Development-Agenda related projects. 7.6. Evidence of results of Public-Private Partnerships.	Desk Review Survey KII FGD		Content Analysis Descriptive Statistics
	EQ8: To what extent WIPO's technical assistance interventions contributed to improving and maximizing the transfer of knowledge, skills, and capacities to Member States for the enhancement of institutional capacity in countries to administer, manage and use IP?	8.1. Evidence of acquired knowledge and skills being used to Improve IP In Member States.	KII Survey FGD		Content Analysis Descriptive Statistics
	EQ 9: What types and areas of technical assistance support were the most effective in strengthening the IP system and developing capacity in beneficiary countries?	N/A			
	EQ10: To what extent did technical assistance activities contribute to achieving WIPO's Expected Results in its Medium-Term Strategic Plans (MTSP) of 2016-2021 and	10.1. Assessment of Member States in the contribution of TA	KII Survey FGD		

	2022-2026?	for facilitating the use of IP for Development			
	EQ11: To what extent was the Organization able to respond to requests by Member States to assist them in achieving the SDGs? Were there any unintended effects?	11.1. Capacity of WIPO to respond to demands of Member States for TA related to achieving the SDGs. 11.2. Capacity of WIPO to deliver TA to the institutions/individuals with the greatest needs (effective and equitable targeting)	KII Survey FGD KII Survey FGD KII Survey		
Efficiency	EQ12: To what extent were technical assistance interventions organized efficiently and on time? Were the results achieved on time?	12.1. Extent to which TA Interventions were Implemented within the planned framework. 12.2. Level of coordination of TA within WIPO.	Desk Review FGD KII	Member States WIPO Staff Other partners	Content Analysis Descriptive Statistics
	EQ13: To what extent WIPO planned, budgeted and made staff resources available for its technical assistance activities in a consistent and cost-efficient manner?	13.1. Level of alignment between demands of Member States and provision of TA 13.2. Adequacy of structure of Regional Offices to provide TA.			
	EQ14: To what extent WIPO's approach to technical assistance activities was in line with the objectives it pursued?	14.1. Level of coherence between planned and Implemented TA			
	EQ15: What were the strengths and weaknesses of technical assistance interventions?	N/A			

	EQ16: What were the mechanisms in place for tracking the allocation of resources and results for development-related activities considering the Results Based Management Framework of WIPO? Are monitoring and reporting mechanisms effective and transparent? EQ17: To what extent were the right means used to achieve the objective of technical assistance for sustainable development?	16.1. Adequacy of tracking mechanisms for development related activities. 16.2. Adequacy of reporting for accountability 17.1. Adequacy of the different channels for TA delivery (consultants, missions, conferences, webinars, databases, projects etc)			
Sustainability	EQ18: To what extent were the effects of WIPO's technical assistance interventions sustainable since its delivery to date? EQ19: To what extent technical assistance provided by WIPO was retained and integrated into the work of the relevant countries and organizations? EQ20: What did WIPO do to build a critical mass of expertise with the relevant capacities in a sustainable manner?	18.1. Evidence of continuation of TA efforts after Implementation of activities 19. Evidence of TA being Incorporated by Member States. 20. Evidence of national Institutions being able to provide capacity building on IP.	Desk Review FGD KII	Member States WIPO Staff Other partners	Content Analysis Descriptive Statistics
Impact	EQ21: Did technical assistance interventions have any positive or negative impact on policy, legal, institutional, and human resource skill levels? EQ22: What were the factors and conditions that enhanced or limited the effectiveness and impact of technical assistance interventions locally? EQ23: Did any technical assistance interventions result in unintended consequences or impact? EQ24: What was the role of other stakeholders (such as Government, IP Offices, universities, research and development institutions, NGOs, and civil society) in achieving the impact?	21.1. Evidence of capacity built in national IP Professionals leading to Impact. 22.1. Evidence of lessons learned in delivering TA. 23.1. Evidence of unintended consequences for TA. 24.1. Evidence of participation of other stakeholders in promoting IP for development in TA activities.			Content Analysis Descriptive Statistics

ANNEX 2: DATA COLLECTION INSTRUMENTS

Survey

Introductory note

This survey is part of the Review of Technical Assistance in Cooperation for Development in WIPO 2017-2022. Cooperation for Development in WIPO is guided by the principles of the Development Agenda launched in 2007. The Development Agenda states that Technical Assistance in WIPO should be 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 Member States.

The deadline for completing this survey is ….

Thank you very much for your collaboration.

Further information can be obtained with the team lead, Melissa Andrade Costa at melissa.andrade@nikeconsultoria.com.br

Part I. Identification of Stakeholders

1. Please, identify which group of stakeholders you belong to:

a) WIPO Staff

b) Member States (Representation in Geneva, National IP Office, Other government departments)

c) Other UN Organization

d) Other international governmental organizations (Regional Groupings, etc.)

e) Private Sector/Association representing private sector interests

f) Non-governmental organization/Social movement

g) Universities and Research and Development Centers

h) Other

Part II. Relevance and Coherence

2. Please, assess the work of WIPO in proving Technical Assistance in Cooperation for Development in the following items (consider 1 as the lowest and 5 as the highest grading):

Question	1	2	3	4	5	I don´t know/ Not applicable
Complementarity of WIPO´s technical assistance to the national development plans of Member States						
Technical Assistance is driven by demands of Member States						
Technical Assistance is relevant for stakeholders						
Technical Assistance is development-oriented						
Technical Assistance is transparent						
Technical Assistance interventions address gender balance issues (through gender sensitive data, implementing initiatives						

for girls and women on training, mentoring, awareness raising etc)						
Technical Assistance is implemented in dialogue with other policies beyond IP						
Technical Assistance gives support to SMEs (via targeted training, legislation, resources etc)						
Technical Assistance helps to promote enforcement aligned with development goals						
Technical Assistance considers South-South Cooperation						

3. In your opinion, to which extent WIPO´s technical Assistance in Cooperation for Development is relevant and aligned with Member States actual needs?

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_____

Part III. Effectiveness and Impact

4. How do you rate the performance of the Technical Assistance in Cooperation for Development at WIPO in the following activities/projects (consider 1 as the lowest and 5 as the highest grading):

Question	1	2	3	4	5	I don´t know/ Not pplicable
Building of National IP Policies						
Technical and Administrative Infrastructure (databases etc)						
Capacity Building (IPTIs, Masters Programmes etc)						
Policy and Legislative Assistance						
Development-Agenda Related Projects						
Public-Private Partnership (WIPO Green, Libraries for the Blind etc)						

5. In your opinion, what have been the greatest achievements of WIPO in Technical Assistance in Cooperation for Development from 2016 until 2022?

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Part IV. Efficiency

6. Please, rate each one of the following items in relation to WIPO's Technical Assistance in Cooperation for Development: (consider 1 as the lowest/worst and 5 as the highest/best grading):

Question	1	2	3	4	5	I don´t know/ Not pplicable
Capacity of WIPO to deliver TA efficiently and on time.						
Adequacy of resources available for Technical Assistance.						
Adequacy of reporting mechanisms for accountability to Member States.						
Adequacy of tracking mechanisms for development-related activities.						
Level of coordination of TA within WIPO.						
Level of alignment between demands of Member States and provision of TA.						
Adequacy of structure of Regional Offices to provide TA.						

7. Do you have any suggestions on how to improve Technical Assistance from an operational perspective?

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Part V. Sustainability

8. How do you assess the following items of WIPOs work on TA in Cooperation for Development: (consider 1 as the lowest/worst and 5 as the highest/best grading):

Question	1	2	3	4	5	I don´t know/ Not applicable
Incorporation of TA lessons/projects by Member States after the end of the planned activities by WIPO						
Level of technical expertise developed which stays within Member States						
National institutions strengthened by Technical Assistance, which are maintained by national budgets						

9. Please, use this space for any additional comments or suggestions you would have for future implementation of TA in Cooperation for Development at WIPO:

_____

_____

Interview Guide for Stakeholders

Dimensions	Questions	WIPO Staff	Member States	Other partners
Relevance	Do you think WIPO's technical assistance has complemented the implementation of the national development plans of Member States? Please, give concrete examples of this complementarity	x	x	
	Do you think WIPO´s TA is demand driven and really fit for the context? Is it targeting the right audience?	x	x	x
	Do you think TA has been addressing the needs of the various national actors, notably, policy makers, line Ministries, IP offices and other relevant stakeholders?	x	x	x
	Do you think WIPO's TA is development-oriented and transparent?	x	x	x
	In your view, are technical assistance interventions addressing gender balance issues? If so, how?	x	x	x
Coherence	Do you think WIPO´s TA activities are being promoted in dialogue with other policy/development areas? - Probe for support of SMEs; - Probe for transparent governance; - Probe for enforcement aligned with development goals.	x	x	x
Effectiveness	What do you think have been the key results of WIPO's technical assistance in your area of work? (Adapt according to each stakeholder, keep in mind the different areas of work: National IP Policies, Technical and Administrative Infrastructure, Capacity Building, Policy and Legislative Assistance, Development-Agenda Related Projects and Public-Private Partnerships)	x	x	x
	To which extent do you think WIPO's technical assistance interventions have contributed to improving and maximizing the transfer of knowledge, skills, and capacities to Member States to administer, manage and use IP? Please, give specific examples of acquired capacity, knowledge and skills.	x	x	x
	To which extent do you think TA activities have facilitated the use of IP for development?	x	x	x
	To which extent has WIPO been able to respond to requests by Member States to assist them in achieving the SDGs?	x	x	
Efficiency	Do you think technical assistance interventions organized have been efficient and on time? Has there been coordination within WIPO to deliver TA?	x	x	x
	Is the structure in place for providing TA adequate to current needs and demands? - Probe for resources available at Regional Offices to provide TA.	x	x	x
	Do you see coherence in terms of planned and implemented TA activities?	x	x	x
	What were the strengths and weaknesses of technical assistance interventions in your view?	x	x	x
	Do you think the mechanisms in place for tracking the allocation of resources and results for development-related activities are adequate?	x	x	
	Do you think the tools being used to provide TA are adequate (consultants, missions, conferences, webinars, databases, projects etc)? Would you have any suggestions on other means to provide TA?	x	x	x

Impact	Can you mention any relevant positive or negative impact of TA on policy, legal, institutional, and human resource skill levels? Did any technical assistance interventions result in unintended consequences or impact? - Probe for capacity built leading to impact	x	x	x
	In your view, what were the factors and conditions that enhanced or limited the effectiveness and impact of technical assistance interventions locally? What are the lessons learned?	x	x	x
	What was the role of other stakeholders (such as Government, IP Offices, universities, research and development institutions, NGOs, and civil society) in achieving the impact of TA activities?	x	x	x
Sustainability	To what extent do you think the effects of WIPO's technical assistance interventions have been sustainable? Do you have any examples of initiatives that have continued over time?	x	x	x
	To what extent do you think technical assistance provided by WIPO was retained and integrated into the work of the relevant countries and organizations? Do you have any examples?	x	x	x
	Are you aware of what WIPO did to build a critical mass of expertise within Member States? - Probe for national institutions being strengthened/created to provide capacity building on IP.	x	x	x

Guide for Focus Group Discussions

(to be adapted for each group of stakeholders)

Introduction

Briefing on context of review, timeframe and confidentiality of data

Relevance

- Do you think WIPO's technical assistance is demand-driven and implemented in dialogue with national development plans of Member States? Is it aligned with the needs of Member States and involving various stakeholders?

Effectiveness

- What do you think have been the key results of WIPO's technical assistance in your area of work? (Adapt according to each stakeholder, keep in mind the different areas of work: National IP Policies, Technical and Administrative Infrastructure, Capacity Building, Policy and Legislative Assistance, Development-Agenda related Projects, and Public-Private Partnerships)
- To which extent do you think TA activities have facilitated the use of IP for development?

Efficiency

- Do you think technical assistance interventions organized have been efficient and on time? Has there been coordination within WIPO to deliver TA?
- Do you think the structure in place for providing TA is adequate for current needs and demands?

Sustainability

- To what extent do you think the effects of WIPO's technical assistance interventions have been sustainable? Do you have any examples of initiatives that have continued over time?
- To what extent do you think technical assistance provided by WIPO was retained and integrated into the work of the relevant countries and organizations? Do you have any examples of that?

ANNEX 3: LIST OF PEOPLE CONSULTED DURING INCEPTION PHASE

1. Ms. Beatriz AMORIM-BORHER, WIPO Director of the Division for Latin America and the Caribbean (Regional and National Development Sector (RNDS), as well as supervisor of the RNDS Project Team;

2. Mr. Andrew CZAJKOWSKI, WIPO Director of the Technology and Innovation Support Division (IP and Innovation Ecosystems Sector)

3. Mr. Georges GHANDOUR, WIPO Senior Counsellor, Development Agenda Coordination Division, RNDS

4. Ms. Maya BACHNER, WIPO Director, Program Performance and Budget Division (Administration, Finance and Management Sector).

5. Mr. Sherif SAADALLAH, WIPO Executive Director, WIPO Academy, RNDS

6. Mr. Adán RUIZ VILLALBA, WIPO Head of Evaluation, Internal Oversight Division

8. Mr. Marcelo DI PIETRO, WIPO Awards

9. Ms. Marina LAMM, Attaché for the US Permanente Mission to the United Nations in Geneva

10. Ms. ZHANG Chan, Program Officer, International Cooperation Department, China National Intellectual Property Administration (CNIPA), Beijing

11. Ms. Marion "Amy" DIETTERICH, WIPO Director of the Global Challenges Division

12. Mr. Wend WENDLAND, WIPO Director Traditional Knowledge Division

ANNEX 4: RISKS, CONSEQUENCES AND MITIGATION STRATEGIES

Table 5. Risks and Mitigation Strategies

Risk Factor/Cause	Consequence for the review	Mitigation
The review may raise sensitivities from the WIPO staff responsible for conducting technical assistance	Feelings of pressure, stress, or anxiety about their performance being reviewed. Concerns about confidentiality.	Highlight positive effects of the review. Be transparent. Ensure confidentiality.
Inadvertently not consider certain stakeholders	Incomplete and biased results. Disengagement and loss of credibility of the findings. Perception of unfairness.	Need to identify stakeholders concerned and make sure for each activity sampled that different category of stakeholders have been interviewed and their views taken into consideration.
Frequent turnover of authorities and staff in Geneva and capitals may make it difficult to arrive to conclusions	Loss of institutional memory. Difficulty and inconsistency in obtaining data.	Use different means of collecting data. Be flexible and adaptable.
WIPO's broad Membership (193 Member States)	May make it difficult to assess the results of technical assistance	Use different methods for collecting data, beyond interviews, such as focus groups, surveys, and analysis of documentation
No single unit in charge of coordinating and delivering technical assistance	May make it difficult to collect data on technical assistance	Focusing on persons who have been directly involved in the provision of technical assistance. Use different methods for collecting data, beyond interviews, such as focus groups, surveys, and analysis of documentation
Recipients of technical assistance do not sufficiently report progress (e.g., TISC project and performance management platform- TPPM not being used)	Insufficient data may lead to incomplete results	Use other means of analysis beyond documentation.
Large number of technical assistance activities to be	May lead to incomplete and partial analysis to time constraints, as the	Use an analytical framework (Theory of Change). Prioritization of key elements. Sample activities

assessed in a short period of time	review team may feel overwhelmed with the volume of data and activities.	trying to cover all WIPO's work so that they are representative.
Relatively recent change in management (2020) during the period of review may have shifted priorities and caused disruptions	Changes in administration and priorities may complicate the comparison of the pre- and post-election years. Inconsistency in data collection, recording and reporting practices. There may be gaps in information.	Involve persons that have been present before and after the change in administration. Standardize data collection. Address potential bias by using different sources of information.
Long period of review (2017-2022)	Data overload may lead to a report that is too extensive, making it difficult to process the results. Changes in personnel and responsibilities. Loss of interest in activities carried on years ago.	Concise (less is more), and well-structured report (e.g., table of contents). Use sampling. Manage expectations of the results.
Impossibility of traveling and of having in-person interviews and focus groups	Incompleteness of data. Reduced engagement and participation of stakeholders. Limited observation of results.	Use of technology (e.g., virtual platforms). Use other means of colleting data.
Some results of the technical assistance are confidential	Incompleteness of data and partial results.	Ensure that data will be protected and there will not be attributions.

ANNEX 5: TECHNICAL ASSISTANCE IN COOPERATION FOR DEVELOPMENT AT WIPO IN MTSP 2016-2021 AND 2022-2026

Table 6. Approach of TA for Development at WIPO in MTSP 2016-2021 and 2022-2026

Approach/Medium Term Strategic Plans (MTSP)	MTSP for 2016-2021	MTSP for 2022-2026
Specific Goals	STRATEGIC GOAL III: Facilitating the Use of IP for Development Strategies: (1) coordination of the inputs of the Secretariat for the achievement of coherent delivery of effective, **demand-driven** technical assistance and development cooperation. (2) Consolidation and advancement of the progress achieved in the implementation of the **Development Agenda**, with attention to the findings of the review of the implementation of the Development Agenda. (3) Strengthening the quality of services delivered by the Secretariat by mapping the areas in the **innovation process and the creative industries**. (5) The further development of the **Academy** as a center of excellence for capacity building and continued focus on distance learning, cooperation with universities and national authorities in the joint conduct of masters' programs, summer schools and establishment of IP training academies in Member States. (6) Support for the implementation of **the SDGs and 2030** Agenda for Sustainable Development within the mandate of the Organization and in relation to innovation in SDG 9.	Pillar 4: Support Governments, Enterprises, Communities, and Individuals to use Intellectual Property as a tool for Growth and Sustainable Development. Strategies: 4.1 More effective use of IP to support growth and development of all States and their relevant regions and sub-regions, including through the mainstreaming of the **Development Agenda recommendations.** 4.2 Development of balanced and effective IP, **innovation and creative ecosystems** in Member States 4.3 Increased **IP knowledge and skills** in all Member States 4.4 More **innovators, creators, SMEs, universities, research institutions** and **communities** leverage IP successfully. 4.5 Enhanced **IP infrastructure** for IP offices

	(7) Coordination with External Offices in the delivery of **development cooperation programs.**	
Programmes/Areas	Programme 8: Development Agenda Coordination Programme 9: Africa, Arabia, Asia and The Pacific, Latin America and the Caribbean Countries, Least Developed Countries Programme 10: Transition and Developed Countries Programme 11: The WIPO Academy Programme 30: Small and Medium Sized Enterprises (SMEs) and Entrepreneurship Support	Expected Results 4.1, 4.2, 4.3, 4.4, 4.5. described above.
Indicators	46 indicators spread across different programmes in WIPO	26 indicators followed by different sectors
Overall Approach	- Focus on development of national IP strategies and plans; - Provision of advice and assistance in relation to the legal and regulatory framework for IP; - Provision of technical infrastructure for the effective administration of IP and use of IP in the economic sector; - Human capacity building, especially through the WIPO Academy; - The implementation of the Development Agenda. - Emphasis on technical assistance to LDCs, guided by the seven WIPO Deliverables contained in the Istanbul Program of Action for LDCs 2010–2020, adopted at the Fourth United Nations Conference on the Least Developed Countries in 2011.	- IP must be seen as a powerful tool for meeting the global challenges that we collectively face, for growth and development, and as a matter of everyday interest to everyone, everywhere (IP taken from a broader development perspective). - Closer attention to a broader group of stakeholders within the innovation and creative ecosystems (SMEs, for example). - Youth as an additional focus of attention as future innovators, creators and entrepreneurs.

ANNEX 6: DOCUMENTS REVIEWED

1)   Terms of Reference for an Independent External Review of WIPO's Technical Assistance in the Area of Cooperation for Development. CDIP/30/3. February 13, 2023, https://www.wipo.int/meetings/en/doc_details.jsp?doc_id=600012

2) The 45 Adopted Recommendations under the WIPO Development Agenda https://www.wipo.int/ip-development/en/agenda/recommendations.html

3) An External Review of WIPO's Technical Assistance in the Area of Cooperation for Development https://www.wipo.int/meetings/en/doc_details.jsp?doc_id=182842

4) Medium Term Strategic Plan for 2022/26 https://www.wipo.int/meetings/en/doc_details.jsp?doc_id=541373

5) Medium Term Strategic Plan for 2016/21 https://www.wipo.int/meetings/en/doc_details.jsp?doc_id=347516

6) Program of Work and Budget for 2024/25 https://www.wipo.int/export/sites/www/about-wipo/en/budget/pdf/budget-2024-2025.pdf

7) Program of Work and Budget for 2022/23 https://www.wipo.int/export/sites/www/about-wipo/en/budget/pdf/budget-2022-2023.pdf

8) Program of Work and Budget for 2020/21 https://www.wipo.int/edocs/pubdocs/en/wipo_pub_360_pb20_21.pdf

9) Program of Work and Budget for 2018/19 https://www.wipo.int/export/sites/www/about-wipo/en/budget/pdf/budget_2018_2019.pdf

10) Program of Work and Budget for 2016/17 https://www.wipo.int/export/sites/www/about-wipo/en/budget/pdf/budget_2016_2017.pdf

11) WIPO Performance Report 2022 https://www.wipo.int/meetings/en/doc_details.jsp?doc_id=598353

12) WIPO Performance Report 2020/21 https://www.wipo.int/meetings/en/doc_details.jsp?doc_id=568514

13) WIPO Performance Report 2020 https://www.wipo.int/meetings/en/doc_details.jsp?doc_id=540851

14) WIPO Performance Report 2018/19 https://www.wipo.int/meetings/en/doc_details.jsp?doc_id=506751

15) WIPO Performance Report 2018 https://www.wipo.int/meetings/en/doc_details.jsp?doc_id=438200

16) WIPO Performance Report 2016/17

https://www.wipo.int/meetings/en/doc_details.jsp?doc_id=411030

17) Internal Oversight Division (IOD) Validation of the WIPO Performance Report 2020/21
https://www.wipo.int/meetings/en/doc_details.jsp?doc_id=568515

18) Internal Oversight Division (IOD) Validation Report of the WIPO Performance Report 2018/19
https://www.wipo.int/meetings/en/doc_details.jsp?doc_id=507933

19) Internal Oversight Division (IOD) Validation Report of the WIPO Performance Report 2016/17
https://www.wipo.int/meetings/en/doc_details.jsp?doc_id=410994

20) WIPO Technical Assistance database
https://www.wipo.int/tad/en/

21) WIPO Roster of Consultants
https://www.wipo.int/roc/en/index.jsp#:~:text=The%20WIPO%20Roster%20of%20Consultants,in%20the%20field%20of%20Intellectual

22) Catalogue of DA Projects and Outputs
https://dacatalogue.wipo.int/projects

23) Development Stories – IP for Impact
https://www.wipo.int/pressroom/en/stories/

24) Internal Oversight Division Evaluation Manual, Edition 2019. IOD/EM/2019. April 4, 2019

25) Internal Oversight Division Evaluation Policy, Second Edition / 2016-2020. IOD/EP/2016. February 19, 2016

26) Proposal by the African Group for an Independent External Review of WIPO Technical Assistance in the Area of Cooperation for Development. CDIP/29/9, https://www.wipo.int/meetings/en/doc_details.jsp?doc_id=582427