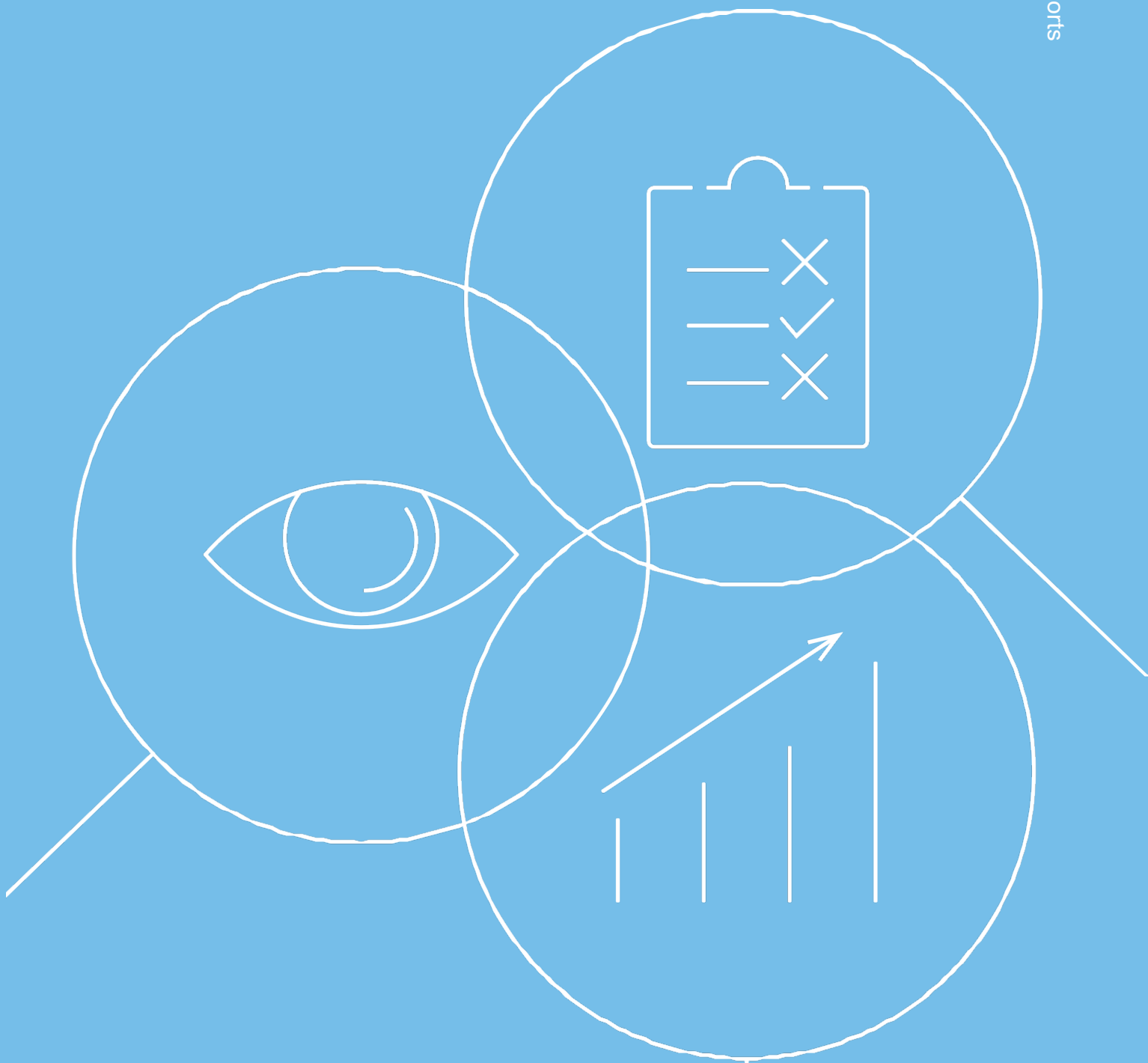


Meta-Synthesis of Regional Divisions Evaluations

Internal Oversight Reports



IOD Ref: EVAL 2021-04
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Evaluation Section

TABLE OF CONTENTS

LIST OF ACRONYMS	3
EXECUTIVE SUMMARY	4
1. INTRODUCTION	6
2. PURPOSE, OBJECTIVES AND SCOPE	6
3. APPROACH AND METHODOLOGY	7
4. ETHICAL CONSIDERATIONS, LIMITATIONS AND MITIGATION MEASURES	8
5. FINDINGS OF THE META-SYNTHESIS	9
(A) OVERALL FINDINGS ON EFFECTIVENESS AND EFFICIENCY	9
(B) FINDINGS ON SYSTEMIC ISSUES HINDERING ADDITIONAL PROGRESS IN TERMS OF EFFECTIVENESS AND EFFICIENCY.....	10
(i) Delivery modality	10
(ii) Inclusion	11
(iii) Planning process	12
(iv) Resources and capacities.....	12
(v) Internal coherence and collaboration	13
(vi) Partnerships	14
(vii) Monitoring and evaluation.....	14
(viii) Communication and knowledge management	15
6. FORWARD-LOOKING CONCLUSIONS IN VIEW OF THE MTSP 2022-2026	16
(A) STRATEGIC GUIDANCE	16
(B) SYSTEMIC ISSUES IN THE FRAMEWORK OF THE MTSP 2022-2026	17
(i) Delivery modality	17
(ii) Inclusion	18
(iii) Planning process	18
(iv) Resources and capacities.....	19
(v) Internal coherence and collaboration	19
(vi) Partnerships	20
(vii) Monitoring and evaluation.....	21
(viii) Communication and knowledge management	21
7. RECOMMENDATIONS	21
ANNEXES	30

LIST OF ACRONYMS

CDIP	The Committee on Development and Intellectual Property
DLDCs	Division for Least-Developed Countries
FIT	Funds-in-trust
IOD	Internal Oversight Division
IP	Intellectual Property
MTSP	WIPO Medium-Term Strategic Plan
QCPR	Quadrennial Comprehensive Policy Review
RDAf	Regional Division for Africa
RDAC	Regional Division for the Arab Countries
RDASPAC	Regional Division for Asia and the Pacific
RDLAC	Regional Division for Latin America and the Caribbean
RNDS	Regional and National Development Sector
SDG	Sustainable Development Goal
ToR	Terms of Reference
UN	United Nations
UNDS	United Nations Development System
UNEG	United Nations Evaluation Group
UN-OHRLLS	The United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
WIPO	World Intellectual Property Organization

EXECUTIVE SUMMARY

1. This report documents the findings of the meta-synthesis of the evaluations of the World Intellectual Property Organization's (WIPO) Regional Divisions and provides conclusions in line with the framework of the Medium-Term Strategic Plan (MTSP) 2022-2026. Building on this "looking back to look forward" exercise, this report provides recommendations to improve the relevance, effectiveness and efficiency of the Regional Divisions' work.

2. While recognizing that each Regional Division has its own challenges and stories of success, this exercise focused on general crosscutting systemic issues, without drawing direct comparisons. The Internal Oversight Division (IOD) observed the United Nations Evaluation Group's (UNEG) Norms, Standards, and Ethical Guidelines for Evaluations throughout the entire process.

Main findings

3. The Regional Divisions are an impartial and credible source of the Intellectual Property (IP) knowledge. In particular, they are: (i) knowledgeable of regional and national contexts and partners; (ii) committed to devise methods and approaches to promote IP for development at regional and national levels; and (iii) largely responsive to the Member States' demands.

4. Within the limits of their resources and capacities, Regional Divisions contributed to organizational results significantly, in terms of awareness raising, capacity development, technical assistance and knowledge sharing through the South-South exchange. Likewise, they contributed to the formulation, validation and implementation of National IP Strategies in developing countries.

5. In addition to these positive results, Regional Divisions face several systemic challenges and opportunities – some of which are not exclusively found in the realm of the Regional Divisions but have an effect in the relevance, effectiveness and efficiency of their operations. , These opportunities include:

- (a) Room for improvement in the coherence, consistency and collaboration across Regional Divisions, and with other Units and Sectors within WIPO;
- (b) Growth potential to developing partnerships with non-conventional stakeholders in the regional and national IP ecosystems;
- (c) Opportunities for enhancing the design and delivery of strategic and programmatic initiatives with long-term objectives due to insufficient resources and capacities;
- (d) Scope for development and increasing monitoring, evaluation and learning practices; and
- (e) Development potential in communication and knowledge management, both internally and externally.

6. Departing from WIPO's renewed commitment to the United Nations Development System (UNDS) and to the 2030 Agenda for Sustainable Development, the MTSP 2022-2026 introduces many opportunities to continue and even increase the Regional Divisions' relevance, effectiveness and efficiency in the coming years, including by addressing the key systemic issues identified in the meta-synthesis. Furthermore, it offers opportunities for the Regional Divisions to enhance their function and strategic positioning within and outside WIPO in order to contribute to more impactful and sustainable results at regional and country levels.

Recommendations

7. While recognizing that the Regional and National Development Sector and the Regional Divisions do not have the competencies or the capacities to resolve all these systemic issues

alone, the report proposes three recommendations that could support an enabling environment for the fulfillment of their roles in the framework of the MTSP 2022-2026:

- (a) *Recommendation 1.* To strengthen coherence and consistency of management practices across Regional Divisions as well as collaboration among them;
- (b) *Recommendation 2.* To define and communicate common principles and services to both internal and external stakeholders in order to enhance collaboration; and
- (c) *Recommendation 3.* To develop mechanisms and approaches to establish and maintain partnerships, and to improve reaching out to non-conventional stakeholders in the regional and national IP ecosystems.

1. INTRODUCTION

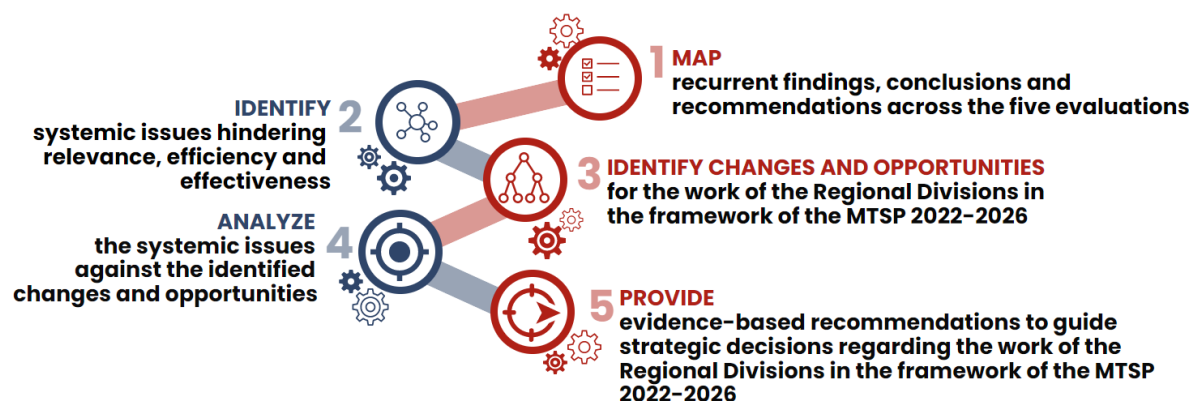
8. This report documents the findings of the meta-synthesis of the evaluations of the WIPO Regional Divisions, hereinafter referred to as meta-synthesis.¹ Based on these findings and as stated in the evaluation terms of reference, the report also provides conclusions on opportunities for the Regional Divisions in the framework of the MTSP 2022-2026.

9. Building on this “looking back to look forward” exercise, this report provides recommendations to improve the relevance, effectiveness and efficiency of the Regional Divisions’ work.

2. PURPOSE, OBJECTIVES AND SCOPE

10. The purpose of this exercise was twofold: to generate organizational learning and to provide suggestions to improve WIPO’s work at regional and national levels. Specific objectives of this exercise are listed in Figure 1.

Figure 1: Objectives of the exercise



11. To meet these objectives, the meta-synthesis reviewed and analysed the five evaluations of the WIPO Regional Divisions conducted between 2015 and 2020; i.e. Regional Division for Africa (RDaf), Regional Division for Arab Countries (RDAC), Regional Division for Asia and the Pacific (RDASPAC), Regional Division for Latin America and the Caribbean (RDLAC) and Division for Least-Developed Countries (DLDCs).² Together, they covered the period between 2010 and 2020. To the extent possible, the meta-synthesis documented the Regional Divisions’ progress in implementing the evaluations’ recommendations.³

12. It is worth noting that the meta-synthesis does not compare Regional Divisions but synthesizes key findings across evaluations, with a particular focus on areas for improvement; therefore, its findings only reflect the main converging issues as per the evaluation reports. Specific findings and details concerning individual Regional Division are available in each evaluation report.⁴

13. The scope of the exercise builds on the meta-synthesis’ findings and a forward-looking analysis vis-à-vis the recent WIPO’s restructuring processes, the MTSP 2022-2026, the 2030 Agenda for Sustainable Development (2030 Agenda) and other relevant international agendas,

¹ For further details on the rationale behind the conduct of this exercise, please refer to the Terms of Reference (Annex 1).

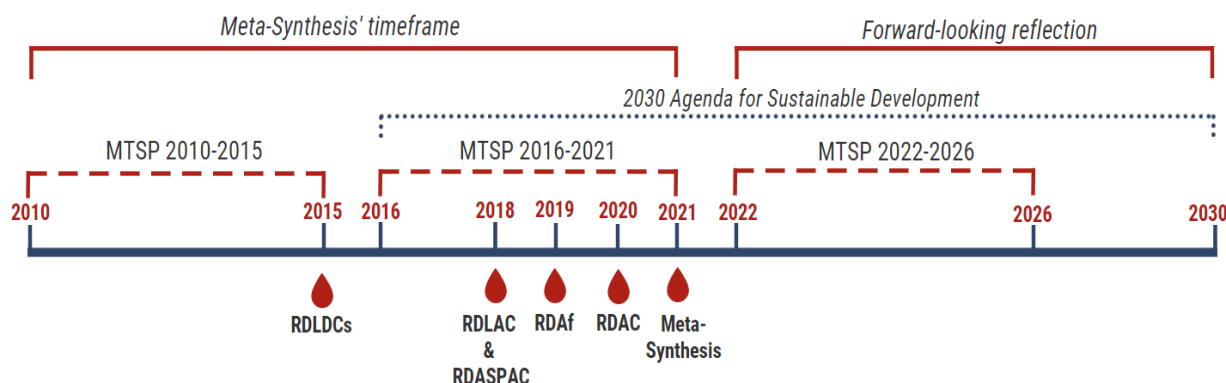
² At the time of the evaluations, the Regional Divisions were referred to as “Regional Bureaus”; however, for the purpose of this exercise, their current terminology will be used.

³ However, evaluating the progress in implementing the evaluations’ recommendations was not comprised within the scope of the meta-synthesis.

⁴ Evaluation reports are available at: <https://www.wipo.int/about-wipo/en/oversight/iaod/evaluation/>

plans and strategies. All these elements were taken into consideration to conduct the meta-synthesis to draw conclusions on opportunities and persistent challenges for the work of the Regional Divisions.⁵ Figure 2 illustrates the scope of the exercise in terms of time and substance.

Figure 2: Scope of the exercise



3. APPROACH AND METHODOLOGY

14. In line with its purpose and objectives, this exercise was designed to address the following guiding questions and sub-questions (Figure 3):

Figure 3: Guiding questions

1 **What are the systemic issues affecting effectiveness and efficiency of the Regional Division's work?**

What are the key findings, conclusions and recommendations from the five evaluations?





What are the main converging and diverging findings, conclusions and recommendations across the five evaluations?

What has worked/has not worked? What aspects of the regional division's work were particularly effective?

2 **How would these systemic issues influence the implementation and achievement of the MTSP 2022-2026?**

15. The mixed methods for data collection and analysis are summarized in Figure 4.⁶ Triangulation of methods and sources certified validity and impartiality of findings.

Figure 4: Methods and sources for data collection

-  **Structured review of the five evaluation reports and related documents (management reports, progress reports, etc.)**
-  **Structured review of: WPRs, performance data, performance indicators, financial data, reports of the WIPO Assemblies, reports of the CDIP, Technical Assistance Database, Program and Budget 2012/13 to 2022/23, MTSP 2010-15 to 2022-26**
-  **Semi-structured interviews with Regional Division's Directors and teams, and with key internal stakeholders**
-  **Structured review of UN documents and of data provided by the Regional Divisions**

16. A framework to structure data analysis for the meta-synthesis (Q1) was developed following the review of the evaluation reports of the five WIPO's Regional Divisions. In addition to mapping findings on relevance, effectiveness and efficiency, data analysis identified eight

⁵ Contributing to the achievement of the Sustainable Development Goals (SDGs) is embedded in WIPO's mission as an UN Agency, which has been reinforced in the MTSP 2022-2026.

⁶ List of documents reviewed and profile of people consulted are available in Annex 2.

systemic issues; i.e. those issues hindering further relevance, effectiveness and efficiency that have emerged in the evaluations of at least two Regional Divisions (Figure 5).

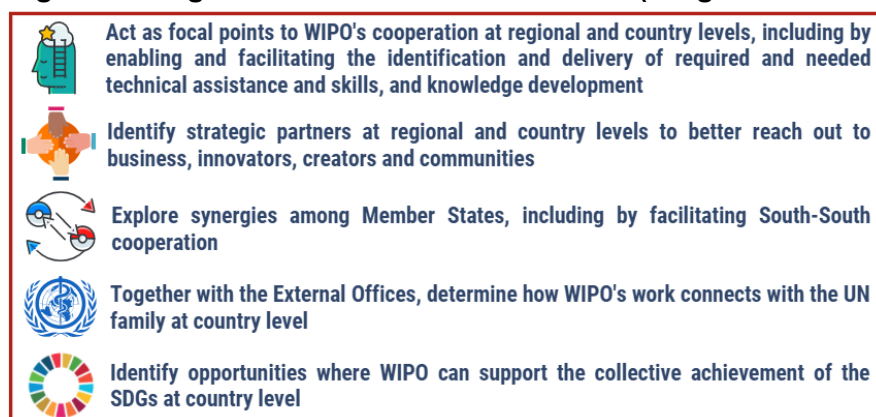
Figure 5: Identified systemic issues



17. The methods listed in Figure 4 complemented the structured review of the evaluation reports, particularly the semi-structured interviews and the documentary review of internal documents, having contributed to explain some of the issues documented in Section 5.

18. To draw forward-looking conclusions building on the meta-synthesis (Q2), IOD considered the current roles and responsibilities of the Regional Divisions in the framework of the MTSP 2022-2026 and the Program and Budget for the 2022/23 biennium (Figure 6).⁷

Figure 6: Regional Divisions' main activities (Program and Budget 2022/23)



19. The meta-synthesis also benefited from the review of normative instruments mentioned throughout the text; e.g., WIPO Development Agenda, 2030 Agenda, 2020 Quadrennial Comprehensive Policy Review of the United Nations (UN) system operational activities (QCPR) and Doha Programme of Action.

20. The report is structured around the two key guiding questions displayed in Figure 3. Section 5 presents a synthesis of the systemic issues identified across the evaluations of the Regional Divisions, complemented by semi-structured interviews and documentary review (Q1). Section 6 presents forward-looking conclusions on opportunities and challenges for the Regional Divisions in the framework of the MTSP 2022-2026 (Q2). The report also provides recommendations for strengthening the Regional Divisions in the current organizational and global contexts (Section 7). The supporting documents to the findings, conclusions and recommendations included in this report can be consulted in the annexes.

4. ETHICAL CONSIDERATIONS, LIMITATIONS AND MITIGATION MEASURES

21. The meta-synthesis adhered to the UNEG [Norms and Standards](#) and [Ethical Guidelines for Evaluations](#). Limitations encountered throughout the process and related mitigation measures are described in Table 1.

⁷ For further details on the evolution of the roles and responsibilities of the Regional Divisions, refer to Annex 3.

Table 1: Limitations and Mitigation Measures

Limitation	Description	Mitigation measures
Availability	<ul style="list-style-type: none"> • Delays in data collection and analysis • Lack of disaggregated data in WIPO systems 	<ul style="list-style-type: none"> • Extensive desk research and flexible deadlines • Access to original data
COVID-19	<ul style="list-style-type: none"> • Challenges to ensure a participatory process without having face-to-face meetings, combined with a widespread online fatigue 	<ul style="list-style-type: none"> • Use of different online platforms and flexible approach, including by allowing for contributions by email

5. FINDINGS OF THE META-SYNTHESIS

22. The present section documents the key findings of the meta-synthesis of the evaluation of the WIPO Regional Divisions. As explained above [para. 16], only findings that have emerged in at least two evaluations were considered within the scope of this exercise. While recognizing that each Regional Division has its own particularities, challenges and stories of success, the meta-synthesis focused on general systemic issues that extrapolate the individual competence and capacity of the Regional Divisions, without drawing direct comparisons.⁸ These findings were complemented by the other evaluation methods listed in Figure 4.

(A) OVERALL FINDINGS ON EFFECTIVENESS AND EFFICIENCY⁹

23. Member States perceived Regional Divisions as an impartial and credible source of IP knowledge. In particular, the Regional Divisions were assessed as being: (i) knowledgeable of regional and national contexts and partners; (ii) committed to devise methods and approaches to promote IP for development at regional and national levels; and (iii) responsive to the Member States' demands, within the limits of their resources and capacities. These strengths were instrumental to ensure the strategic relevance of the Regional Divisions over the years, both to Member States and to WIPO's Strategic Goal III (MTSP 2016-2021).

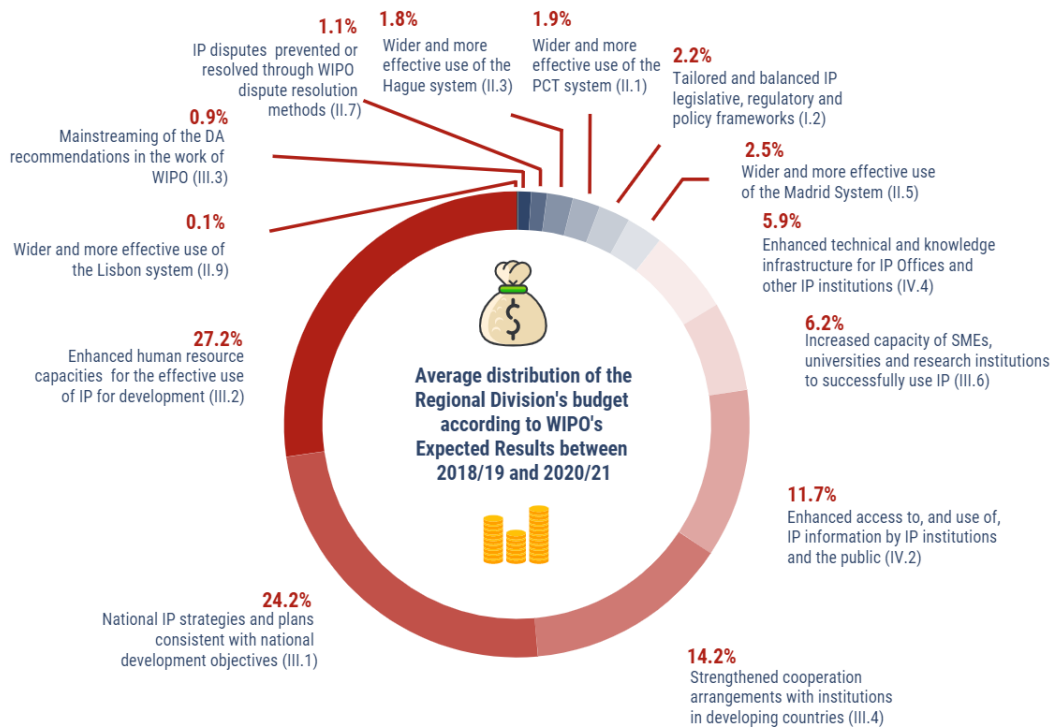
24. Bearing in mind the limited resources and capacities, the Regional Divisions contributed to significant results at regional and country levels within the framework of the MTSP 2010-2015 and the MTSP 2016-2021, mostly in terms of awareness raising, capacity development, technical assistance and knowledge sharing through the South-South exchange. The Regional Divisions also contributed to the formulation, validation and implementation of National IP Strategies.¹⁰ These results achieved by the Regional Divisions reflect the budget allocation. (Figure 7)

⁸ However, differences in dealing with these general systemic issues within the framework of the meta-synthesis were acknowledged to support the recommendations related to better coherence and coordination, without mentioning particular Regional Divisions. Differences regarding the status of implementation of evaluation recommendations were not acknowledged, considering the distinct deadlines as per the management responses.

⁹ The meta-synthesis could not find enough evidence to bring up an analysis of (likelihood of) sustainability. Moreover, it did not come across an official definition of sustainability in relation to the work of the Regional Divisions.

¹⁰ Yet, policy-related results across the regions were uneven, partly because of external and contextual factors outside the Regional Divisions' sphere of control.

Figure 7: Allocation of Regional Divisions' budget to some of WIPO's Expected Results



25. Furthermore, the Regional Divisions had made worthwhile progress in achieving their WIPO performance indicators. In the 2018/19, for example, 69 per cent of their performance indicators were achieved, representing an increase of nine per cent compared with the previous year. They had also made an adequate utilization of the approved budget in the period covered by the meta-synthesis, neither overspending nor underspending it significantly.¹¹

(B) FINDINGS ON SYSTEMIC ISSUES HINDERING ADDITIONAL PROGRESS IN TERMS OF EFFECTIVENESS AND EFFICIENCY

26. Despite these noteworthy achievements, the meta-synthesis found areas that could have contributed to increasing the Regional Divisions' effectiveness and efficiency further. These areas are pondered below.

EFFECTIVENESS

(i) Delivery modality

27. The Regional Divisions adopted a demand-driven approach to deliver activities at regional and country levels. Despite the relevance of such an approach, they were unable to fully respond to the existing demand, mainly due to insufficient resources, capacities and collaboration (both internally and externally). As a result, they leaned towards a more reactive business model, addressing immediate priorities with one-off activities.

28. Generally, Member States were well satisfied with these activities. Nevertheless, they noted that the criteria for prioritizing both activities and beneficiary countries were not always well communicated, slightly affecting their perceptions in terms of transparency, resource management and collaborative approaches.¹²

¹¹ Exception is made to 2020, when the entire world was affected by the COVID-19 pandemic.

¹² Resource allocation is shared with Member States at the WIPO Program and Budget Committee, as per internal rules.

29. The combination of high demand with insufficient resources, capacities and collaboration also affected the Regional Divisions' ability to design and deliver more strategic and programmatic initiatives with long-term objectives. Consequently, very few project-based interventions were implemented between 2010 and 2020, with an uneven distribution across regions. The evaluations found this to be an issue of concern and recommended the Regional Divisions to transition into a project-based approach, stressing the need to focus on the achievement of outcomes rather than on the delivery of activities. It is worth noting that Regional Divisions actually made a paramount effort to transition into a project-based sustainable business model.

30. While the meta-synthesis documented progress in this regard, it also noted that this recommendation has not been systematically implemented, mostly because the same systemic issues persist; i.e. resources, capacities, internal coherence and partnerships.

(ii) Inclusion

31. According to the UN System Shared Framework for Action on Leaving no One Behind (2017), UN agencies should combat inequalities among and within countries, noting the disadvantageous situation of least developed countries, landlocked developing countries and small island developing states.

32. Reducing inequalities among countries in terms of and through IP is a part of WIPO's mandate. It is at the core of the WIPO's Development Agenda - hence at the core of the Regional and National Development Sector (RNDS) and the Regional Divisions' work. As documented in Section 5.1 above, there is evidence confirming that the Regional Divisions contributed to strengthening IP ecosystems in developing and least developed countries, though not possible to estimate quantitatively their actual contributions to reducing inequalities among countries.

33. Additionally, overall contributions of regional teams of the UNDS to address specific development challenges in-countries were acknowledged in the QCPR 2020. More specifically, the United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (UN-OHRLS) recognized the relevance of institutional mechanisms within the UNDS to provide support to the least developing countries, acknowledging the contributions of the WIPO DLDCs to the implementation of the Istanbul Program of Action.

34. Regarding inequalities within countries, the Regional Divisions did not consistently and systematically mainstream vulnerable groups into their initiatives within the scope covered by the meta-synthesis.¹³ The evaluations found this to be an issue of concern and recommended the Regional Divisions to start integrating these groups into their plans and interventions systematically.

35. Progress has thus far been noted in terms of both awareness raising and deliverables, with examples of specific interventions targeting woman, youth and indigenous peoples. Moreover, gender and youth focal points were identified to ensure gender mainstreaming into their work plans.

36. It is worth noting that limited mainstreaming of vulnerable groups extrapolates the Regional Divisions. This was a recurrent and widespread problem visible across the Organization in the MTSP 2010-2015 and the MTSP 2016-2021.¹⁴ In fact, these previous MTSPs did not lay emphasis on the importance of promoting inclusion through WIPO interventions in order to increase their effectiveness. The organizational commitment to this issue is likely to change as showed the framework of the MTSP 2022-2026 and analyzed in Section 6.

¹³ The most vulnerable people are defined as "all children, youth, persons with disabilities, people living with HIV/AIDS, older persons, indigenous peoples, refugees and internally displaced persons and migrants" [paragraph 23 of the 2030 Agenda for Sustainable Development]. Likewise, women are also included in the concept of "leave no one behind" [SDG5].

¹⁴ See: Evaluation-Audit Report of WIPO's Policy on Gender Equality, 2019.

EFFICIENCY

(iii) Planning process

37. The meta-synthesis found that planning processes were sub-optimal. In addition to the issues documented under “delivery modality” that have affected the ability of the Regional Divisions to design and deliver interventions strategically, it noted the absence of a functional framework to coordinate WIPO’s work at regional and country levels.

38. The previous MTSP 2016-2021 stressed that the Development Sector should have been responsible for coordinating “*the various inputs of the Organization into coherent plans and projects to be delivered in a coherent manner*” [p.13]. In this context, a specific tool merits attention: the country plans, as they were originally developed to fulfil this purpose.

39. As highlighted in the Program and Budget for the 2016/17 biennium, the country plans’ goal was to improve the delivery and coherence of WIPO’s technical cooperation [p.72]. However, the meta-synthesis found that their use to this end was limited. Despite observing the needs and realities of recipient countries, they lacked key elements to guide a programmatic delivery of WIPO’s interventions towards long-term outcomes such as comprehensive logical frameworks and connected monitoring and evaluation indicators.

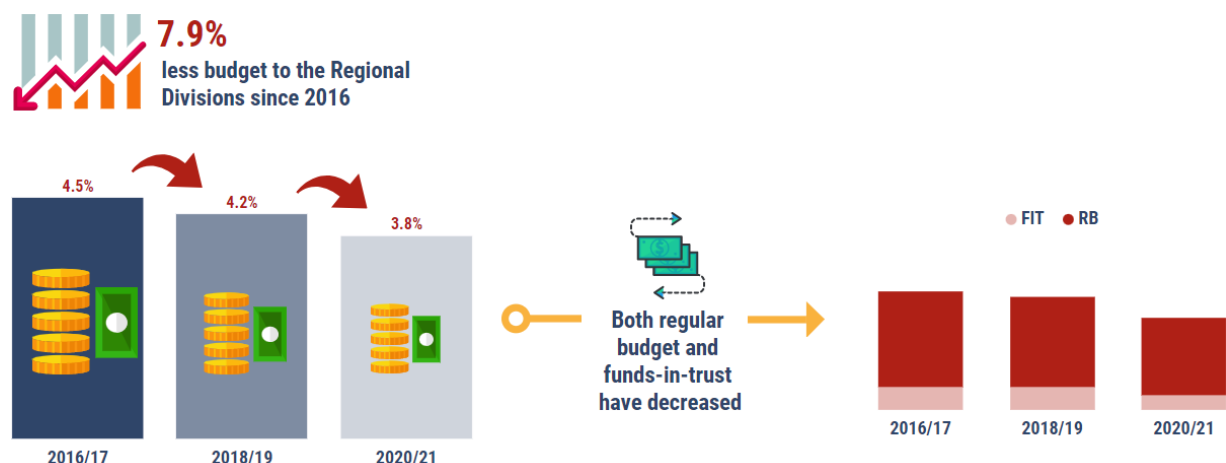
40. Furthermore, country plans were supposed to be defined and implemented together with internal and external stakeholders. In practice, they were mostly defined and implemented by the Regional Divisions in consultation with IP Offices. Limited knowledge and ownership by other Programs have limited their utility.

(iv) Resources and capacities

41. Limited financial resources is an organizational problem. The MTSP 2016-2021 acknowledged the “*excess of demand over supply*” as one of the main challenges faced by the Organization in the period, indicating that WIPO’s resources were insufficient to address the Member States’ requests, particularly “*those related to national situations*” [p.18].

42. As documented under “delivery modality”, limited resources affected the ability of the Regional Divisions to deliver more impactful and sustainable results. Notwithstanding the increasing demand from Member States, the Regional Divisions’ budget had decreased in the framework of the previous MTSP (Figure 8).

Figure 8: Regional Divisions' budget trend in the framework of the MTSP 2016-2021



43. In the same period, all the Regional Divisions received similar resources from the regular program, regardless of the countries covered by their activities both in terms of number and in

terms of needs; nevertheless, it is worth noting that many countries covered by RDAf and RDASPAC were also covered by DLDCs, somewhat minimizing the burden on their budgets.¹⁵

44. The Regional Divisions also enlisted funds-in-trust (FIT); however, the ability to mobilize FIT through partnerships was uneven across the Regional Divisions. Both mobilization and use were commonly associated with donors' own priorities, which every so often did not align with the Regional Divisions' work plans and/or with the rationale of project-based approach.

45. Moreover, there had been little organizational support to the Regional Divisions in FIT mobilization, with the previous MTSP 2016-2021 not even mentioning the mechanism. The Regional Divisions encountered some difficulties in managing these funds: reporting, evaluation and communication of progress and milestones achieved were not up to par to increase efficiency and attract more donors.¹⁶

46. There are indications that insufficient FIT directly affected the capacity of the Regional Divisions to deliver additional and more coherent interventions (see "delivery modality"). Regional Divisions could spend up to 70 per cent of their regular budget with staff, whereas those with more extra-budgetary resources had higher shares of non-staff budget (up to 50 per cent) - hence more able to give further steps towards implementing project-based intervention and achieving more long-term results. This finding concurs with one of the conclusions of the Evaluation of WIPO's Partnerships: "*FIT provides financial resources to implement activities*" [p.37].

47. Although a large share of the Regional Divisions' financial resources was used to fund their staff, the meta-synthesis found that the existing capacities were neither sufficient to deal with the increasing demand nor fully adequate to support the transition to a project-based approach. While their staff had unquestionable knowledge of the regions/countries as well as political and diplomatic expertise, further skills in the following areas were missing: technical knowledge on specific IP-related matters, project management, monitoring and evaluation.

(v) Internal coherence and collaboration

48. Internal coherence was a major systemic issue within the timeframe of the meta-syntheses, being reported at two different levels: (i) among Regional Divisions; and (ii) between Regional Divisions and other WIPO Units and Sectors.

49. Despite being located under the same Sector and Program, synergies, coordination and consistencies across Regional Divisions were limited and *ad hoc*. Internal collaboration happened on the Regional Divisions' own initiative rather than at Sector level, and so happened the attempt to fix some of the systemic issues pointed out in the regional evaluations; i.e. those described in the present section.¹⁷ This limited coherence affected the ability of the Regional Divisions to address common challenges systematically and was particularly challenging for the work in least developed countries, as some countries fell under the scope of two Divisions.

50. Collaboration with other Units and Sectors within WIPO also occurred extemporaneously, owing to the limited corporate guidance, governance structure and/or strategic tools. The Regional Divisions were expected to coordinate the delivery of WIPO's technical assistance in-countries and attempted to use country plans for this purpose. In practice, Units and Sectors had flexibility to implement their own activities, sometimes bypassing the competence of the Regional Divisions.

51. Although not scoped with the purpose of evaluating progress, the meta-synthesis noted that the Regional Divisions have hitherto made efforts to build synergies among themselves and to enhance cooperation with other Units and Sectors in order to promote a coherent delivery of WIPO's technical assistance. Over the past two years, they have enhanced

¹⁵ As highlighted in the interviews. The meta-synthesis did not collect solid evidence to assess the extent to which this equal distribution affected effectiveness and efficiency.

¹⁶ See also: IOD Audit Report FIT, 2018.

¹⁷ For instance: RASPAC and RDLAC requested IOD's support to strengthen their internal M&E systems.

consultation, collaboration and information sharing with a few examples of joint initiatives, including between DLDCs and RDASPAC, DLDCs and RDAf, and RDAC and RDAf.¹⁸ Nevertheless, there are limits in how much they can improve internal coherence alone.

52. The Committee on Development and Intellectual Property (CDIP) has been reinforcing the need to strengthen synergies and coordination within WIPO through the Regional Divisions, but working in silos is a widespread organizational issue, as confirmed by the Assessment Report of the Performance Management and Staff Development System (2021). This structural issue has not been thoroughly addressed in the framework of the previous MTSP 2016-2021.¹⁹

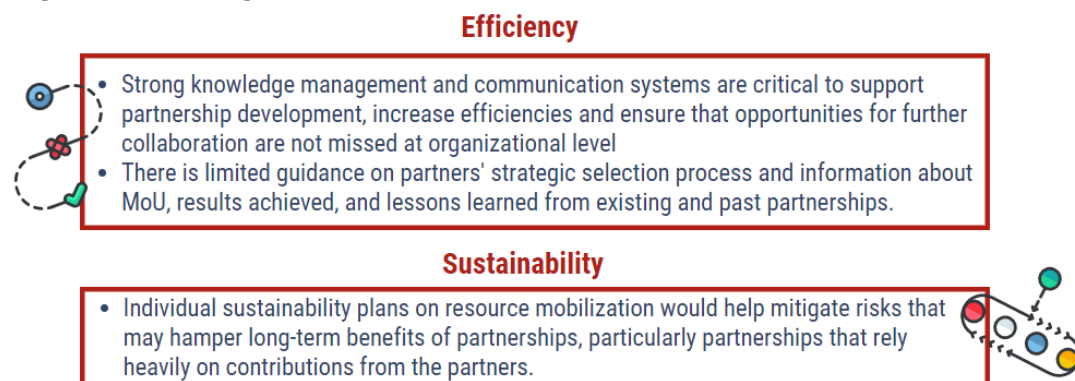
(vi) Partnerships

53. Partnerships were key drivers of WIPO's Strategic Goals and central to the delivery of technical assistance at regional and country levels. The meta-synthesis found that the Regional Divisions have established fruitful relationships with WIPO's traditional partners, mainly national IP Offices and donors of voluntary contributions through FIT. While noting the existence of partnerships with non-conventional regional and sub-regional partners such as academia, non-governmental organizations, intergovernmental organizations, business associations, regional bodies and multilateral organizations, the meta-synthesis found that there is still scope for leveraging them.

54. The following issues, which extrapolate the competence of the Regional Divisions, hindered further partnerships, particularly with the private sector and international organizations working in IP at regional and national levels such as the World Bank and The United Nations Conference on Trade and Development: (i) rigid and time-consuming processes; (ii) inconsistent practices in partnership's planning, monitoring and reporting across the Organization; and (iii) limited capacities across the Regional Divisions to build, manage and sustain partnerships. It is also worth noting that the previous MTSP (2016-2021) neither emphasized the importance of partnerships to deliver results nor elevated them to the level of enablers of WIPO's work.

55. In terms of efficiency and sustainability, the meta-synthesis' findings concur with the conclusions of the recent evaluation of WIPO Partnerships (Figure 9).²⁰

Figure 9: Findings from the 2018 Evaluation of WIPO Partnerships



56. Therefore, even though the Regional Divisions could have put more efforts into establishing, formalizing and maintaining partnerships with non-conventional partners, the core of the problem was structural and exceeded their capacities.

(vii) Monitoring and evaluation

57. Within the timeframe of the meta-synthesis, monitoring and evaluation were not done in a consistent and systematic manner, with each Regional Division having its own practices and

¹⁸ For instance: Cambodia country plan, exchange of work plans to consult and identify areas for coordination/synergy (2021), and the CAPI Program.

¹⁹ Despite recognizing the coordination role of the Development Sector (III.2).

²⁰ Evaluation Report, Evaluation of WIPO's Partnerships, Reference: EVAL 2018-04, published on 4 September 2019.

tools. The Regional Divisions also lacked consistent and coherent approaches to monitor and evaluate their contributions in and across countries. In spite of this, Regional Divisions have engaged in a vast effort to create monitoring and self-evaluation systems, including the development of SMART²¹ indicators and Information Technology platforms to conduct a proper monitoring and measurement of their results.

58. Moreover, the existing practices were not comprehensive enough to promote better results as well as to identify relevant results and impacts extensively, both intended and unintended. Overall, the monitoring and evaluation practices concentrated in the Regional Division's specific initiatives in-countries instead of covering the entirety of WIPO's work in the region, and were often not fully encompassing relevant results. Consequently, they did not allow for an estimation of the Regional Divisions' total contribution to both Member Countries and WIPO's Strategic Goals, including through their facilitation/coordination role; therefore, it is possible that the results achieved by the Regional Divisions in the period of the meta-synthesis were underreported.

59. Finally, the meta-synthesis concluded that the existing practices barely included a learning component, which combined with insufficient monitoring and evaluation capacities, prevented further course corrections, internal improvements and knowledge management.

60. The evaluations recommended the Regional Divisions to invest resources to establish more comprehensive, inclusive and strategic monitoring and evaluation systems. Among others, they need to: (i) build on existing frameworks; (ii) automate monitoring and evaluation tools; (iii) monitor the implementation of interventions and follow-up results after their completion; and (iv) explore additional means for measuring performance, results and impacts.

61. The meta-synthesis noted that progress in the implementation of these recommendations very much depend on the Regional Divisions' own initiatives, resources and capacities.²² Despite being a systemic challenge, each Regional Division continues to monitor and evaluate its own contributions using its individual practices and approaches. The meta-synthesis did not come across any strategic guidance or consistent approach instituted at the level of the RNDS.

(viii) Communication and knowledge management

62. Internally, insufficient communication and knowledge management involving the roles, responsibilities, initiatives and partnerships of the Regional Divisions prevented further visibility within the Organization.

63. Externally, Member States were overall satisfied with the degree of communication with the Regional Divisions; however, communication was often *ad hoc* and through informal channels. Provision of information regarding planning, criteria for prioritizing beneficiary countries and/or activities as well as reporting of results at country level were uneven across the Regional Divisions, not being consistently provided.

64. Management and sharing of knowledge and good practices among countries (South-South exchanges) were highly appreciated by Member States. Nevertheless, the approach to these initiatives did not occur systematically and varied across Regional Divisions. This, in turn, prevented the formalization of further partnerships.

65. The regional evaluations called for institutionalization of these communication and knowledge management approaches to increase transparency and access to WIPO's services as well as to attract more partners. However, limited progress has been made to date. Both communication with national stakeholders and management of knowledge and practices

²¹ Specific, Measurable, Achievable, Relevant, and Time-Bound

²² The meta-syntheses noted the efforts put in place by RDASPAC (Performance Management Plan) and RDLAC (digitized solution piloted in four countries).

continue to be largely done *ad hoc* and through informal channels, with no strategic guidance and/or coordination at the level of the RNDs.²³

66. According to the evaluation of WIPO Partnerships (2018), external communication and knowledge management is a widespread problem across the Organization.

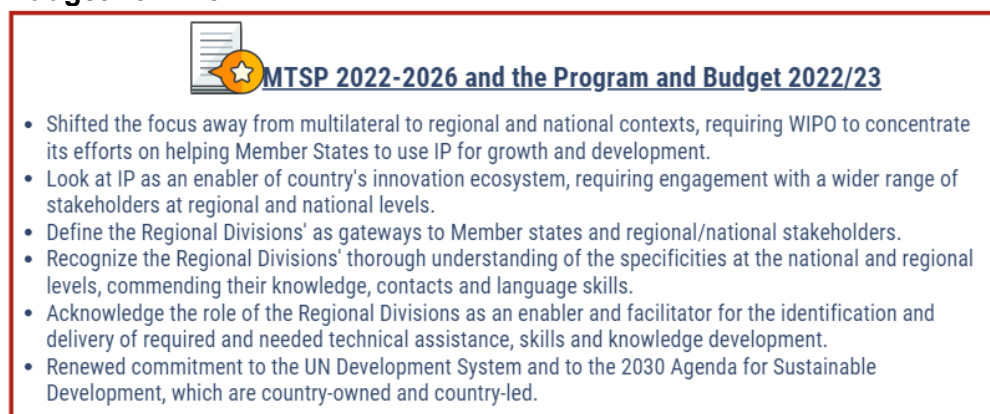
6. FORWARD-LOOKING CONCLUSIONS IN VIEW OF THE MTSP 2022-2026

67. The present section builds on the meta-synthesis' findings to provide forward-looking conclusions on opportunities and persistent challenges for the work of the Regional Divisions in the framework of the new MTSP. Through the structured and systematic review of strategic documents such as the MTSP 2022-2026, the Program and Budget for the 2022/23 biennium and the 2030 Agenda, it identified some areas for further reflection and action.

(A) STRATEGIC GUIDANCE

68. The MTSP 2022-2026 acknowledges the Regional Divisions' key strengths identified in the meta-synthesis and provides a framework upon which the Regional Division can (re)shape their work to better position themselves within and outside WIPO (Figure 10).

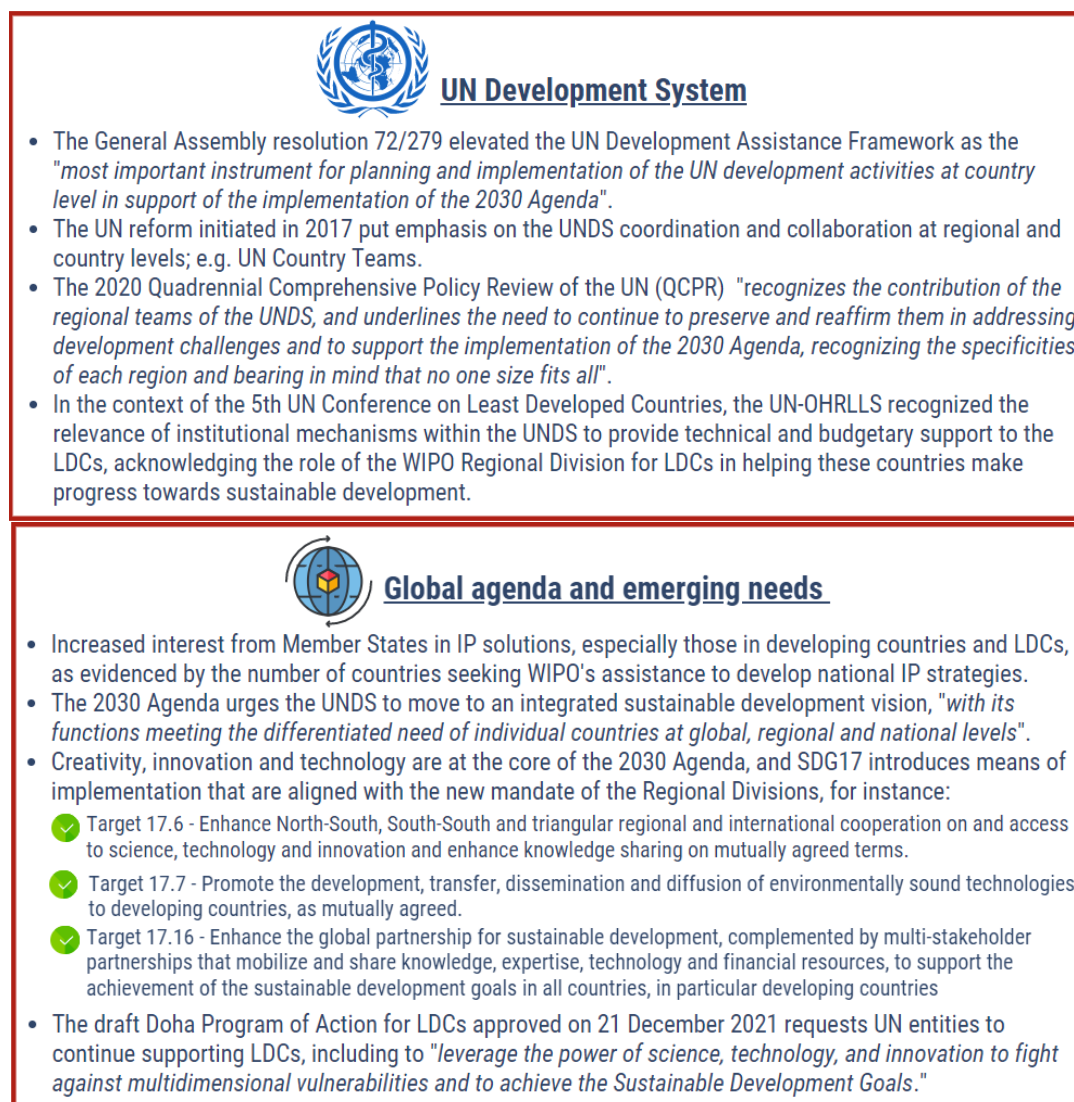
Figure 10: The WIPO Regional Divisions in the MTSP 2022-2026 and the Program and Budget 2022/23



69. Departing from WIPO' renewed commitment to the UNDS and to the 2030 Agenda, there are many opportunities to continue and even increase the Regional Divisions' relevance and effectiveness in the coming years, all of them within the framework of the MTSP 2022-2026 (Figure 11).

²³ The meta-synthesis noted two positive practices that have been adopted as response to the evaluations: i) a top-down and one-way approach in the regular briefing sessions that are interactive and witness a lot of dialogue and discussions with MS Permanent Missions and National IP Offices; and ii) an informal attempt within some Regional Divisions to build in-house communication capacity to balance knowledge sharing, considering the need to minimize potential overlaps in the approaches used with external organizations/ potential partners and in the areas of work.

Figure 11: Opportunities to enhance the relevance of the Regional Divisions in the context of the MTSP 2022-2026



70. These examples show that there is momentum to raise the profile of the Regional Divisions both within and outside WIPO, which in turn could be beneficial to the Organization both in terms of strategic positioning and in terms of promoting larger impacts in-countries.

71. The MTSP 2022-2026 offers substantial indications to affirm that the same systemic issues found in the meta-synthesis will continue hindering greater effectiveness and efficiency, as they are encompassed within the foundation of the WIPO Strategy House. Nonetheless, it also provides the Organization with opportunities to overcome them (see Section 6.2).

(B) SYSTEMIC ISSUES IN THE FRAMEWORK OF THE MTSP 2022-2026

(i) Delivery modality

72. The MTSP 2022-2026 calls WIPO to shift its work towards a project-based approach, prioritizing quality over quantity in order to maximize the impact of the Organization's activities on individuals, businesses and the whole IP ecosystem. It also recognizes that favoring projects over one-off initiatives will require stakeholder engagement and long-term commitment of partners [para.95].

73. While the regional evaluations recommended the Regional Divisions to implement more projects, it is no longer realistic to hold them accountable for making this transition into project-

based approach alone. In addition to resources and capacities constraints, both the WIPO restructuring process and the MTSP 2022-2026 have placed the Regional Divisions as focal points to – or coordinators of WIPO’s technical cooperation at regional and country levels as opposed to project implementers (Annex 3).²⁴

74. Therefore, their contributions to the corporate adoption of such delivery modality would likely be focused on supporting other Units and Sectors through the following activities: (i) enabling and facilitating the identification and delivery of technical assistance and knowledge development; (ii) identifying strategic partners to better reach out to business, innovators, creators and communities; and (iii) exploring synergies among Member States.

75. Although these activities can greatly contribute to this critical organizational shift towards a project-based approach, some structural and other systemic issues would need to be addressed; i.e. improve internal coherence and collaboration, develop and strength partnership building capacities develop coherent and consistent planning process, formalize communication and knowledge management.

(ii) Inclusion

76. By picturing a “*world where innovation and creativity from anywhere are supported by intellectual property for the good of everyone*” [p.6], the MTSP 2022-2026 places the principle of “leave no one behind” at the forefront of the WIPO’s Strategy House. It reinforces WIPO’s commitment to the recommendations of the Development Agenda and to the collective achievement of the 2030 Agenda, and commits to reach out to those previously overlooked in WIPO’s initiatives such as small and medium-sized enterprises, youth, women, indigenous communities and people with disability [Pillar 4].

77. The Regional Divisions have a relevant and strategic role to play in this regard. In line with Figure 6, they are expected to: (i) enable and facilitate the identification and delivery of technical assistance and knowledge development; (ii) identify strategic partners to better reach out to business, innovators, creators and communities; (iii) determine how WIPO’s work connects with the UN family; and (iv) identify opportunities to support the collective achievement of the SDGs.

78. In summary, they will be challenged to “put a human face to IP” in order to address the needs of a much broader audience of non-IP professionals in a coherent and comprehensive manner. While the Regional Divisions would possibly have the knowledge, capacities and network to identify those left behind and their needs, mainstreaming them into WIPO’s interventions to the full potential would require leadership commitment within all Units and Sectors. Moreover, inclusion should ideally cut across the other systemic issues raised in this report.

(iii) Planning process

79. The Program and Budget 2022/23 does not explicitly mention planning tools to coordinate WIPO’s work at regional and country levels as it did in the past (e.g., Program and Budget 2016/17). However, it requires the Regional Divisions to act as focal points for WIPO’s cooperation, enabling and facilitating “*the identification and delivery of required and needed technical assistance and skills and knowledge development*” [p.39].

80. This requirement combined with the strategic directions of the MTSP 2022-2026 in terms of internal collaboration and focus on project-based approach open up a breach for the creation of such a tool. Instead of developing one from the scratch, the Regional Divisions have an opportunity to revisit the purpose of the country plans in order to strengthen their relevance and enhance their use as a strategic instrument for WIPO’s cooperation.

²⁴ The new RNDS Projects team will be responsible for exploring ways of implementing projects in Member States, in close collaboration with the Regional Divisions and External Offices (see: IC 6/2022)

81. In addition to converging resources and capacities to realize the WIPO's Strategy House, they could help to bring together diverse initiatives and partners to promote higher impacts and sustainability at country level. They could also map key stakeholders in national IP ecosystems, identifying those groups often left behind. If well developed, this tool could contribute to the fulfilment of the RNDS and the Regional Divisions' mandates, consequently to the achievement of the WIPO Strategy House (Annex 3).

82. Nevertheless, promoting their revision and uptake would require strategic thinking within the Regional Divisions and the RNDS to assess both feasibility and capacities as well as to promote commitment across WIPO Units and Sectors on their use.

(iv) Resources and capacities

83. The MTSP 2022-2026 permits the Regional Divisions to be strategic in terms of resource management. By pushing for internal coherence and collaboration, it opens up an opportunity for the Regional Divisions to redefine their priorities according to the available resources and to concentrate their efforts on strengthening the current capacities.

84. In principle, the Regional Divisions are expected to coordinate and facilitate the work of the Organization at regional and country levels as opposed to continue implementing activities. Nevertheless, if they need to expand their teams and/or deliver activities that would require non-staff resources, they might need to rely on voluntary contributions. The allocation of regular budget to their work will not increase in the 2022/23 biennium and, if it follows the recent trends presented in Figure 8, it is unlikely to increase in the forthcoming biennium.²⁵

85. However, while the MTSP 2022-2026 encourages Member States to continue using the FIT mechanism to support the advancement of WIPO's work, the meta-synthesis demonstrated that the Regional Divisions have neither strategic guidance nor sufficient capacities to mobilize and make an optimal management of FIT.

86. Regarding capacities, the MTSP 2022-2026 emphasizes that talent management will be an integral part of WIPO's HR approach and that it will focus on "*a deeper understand of our organizational needs, as well as the nurturing of in-house skills*" [par. 131]. However, it is worth noting that not every capacity can be developed internally through WIPO's initiatives.

87. Capacities required in the framework of the Program and Budget 2022/23 will revolve around the following (Figure 6): diplomatic skills, partnership building and management (including through South-South cooperation), knowledge of socio-economic and political contexts, general knowledge of IP-related issues, research and analytical skills to identify countries' priorities and needs, strategic planning and reporting, effective communication and knowledge management.

88. The meta-synthesis found that some of these capacities are already in place, leaving the Regional Divisions with a few other capacities to develop and/or strength, e.g. strategic planning, partnership building and South-South cooperation, taking into account both the needs and the existing capacities and partners in the region. It is worth noting that capacities take time to develop; therefore, the Regional Division might need to continue outsourcing some capacities to address immediate needs.

(v) Internal coherence and collaboration

89. The MTSP 2022-2026 requires WIPO to strengthen its internal coherence through more collaboration to make an efficient, effective and strategic use of the Organization's resources and capacities. In addition to placing internal collaboration at the core of the Strategy House's foundation, it structures WIPO's work around four Strategic Pillars, stimulating everyone to collaborate towards the achievement of common goals.²⁶

²⁵ See: Program and Budget for the 2022/23 biennium.

²⁶ See, for instance, the foundation of the Strategy House [p.22].

90. The RNDS could adopt some principles and practices to improve collaboration within the Sector (see Section 7), but there is a limited amount of actions that both the RNDS and the Regional Divisions could put in place to improve coherence and collaboration with other Units and Sectors across WIPO. However, while the RNDS alone cannot change the organizational culture of working in silos, it could adopt practices to enable a more supporting environment for the work of the Regional Divisions (see Section 7), building on the foundation of the WIPO Strategy House.

(vi) Partnerships

91. The main global challenges can only be tackled with strong partnerships and collaboration, and this is highly recognized by the MTSP 2022-2026.²⁷ In addition to emphasizing that IP should no longer be looked from a mere technical perspective, it reinforces that IP is not a matter of concern for IP professionals alone, calling WIPO to “*pay closer attention to broader group of stakeholders within the innovation and creative ecosystems*” [par. 17].

92. Moreover, the MTSP 2022-2026 stresses that WIPO needs to work more closely with other partners in the international system, including “*fellow UN agencies, international organizations, and non-governmental organizations, in order to contribute to finding holistic solutions to the global challenges*” [par. 16]. It also notes that moving towards a project-based approach would require more and stronger engagement with partners.

93. However, partnerships is an area for greater improvement within WIPO, and the Regional Divisions have a relevant and strategic role to play in this regard. The MTSP 2022-2026 and the Program and Budget 2022/23 assign them with the responsibility of fostering partnerships with a variety of stakeholders in national IP ecosystems to enable WIPO to: (i) improve collaboration with a view of delivering more impacts in-countries; (ii) reach out to the most vulnerable groups within countries; and (iii) increase sustainability of WIPO’s initiatives.

94. In line with Figure 6, the Regional Divisions are expected to: (i) identify strategic partners at regional and country levels to reach out to business, innovators, creators and communities; (ii) determine how WIPO’s work connect with the UNDS at country level; and (iii) identify opportunities where WIPO can support the collective achievement of the SDGs at country level.

95. In delivering these activities, the Regional Divisions could both observe and contribute to SDG 17 (targets 6, 7 and 16) and other normative instruments within and outside WIPO that underscore partnerships as drivers of sustainable changes at regional and country levels (Figure 12):

Figure 12: Other normative instruments for the attention of the WIPO Regional Divisions

UN QCPR (2020)

“Reiterates the call to the United Nations development system to further its synergies and inter-agency efforts to maximize the efficient use of the offices and resources on the ground and to avoid duplications and overlaps, including between the United Nations development system, national institutions and other relevant stakeholders, while also strengthening support for capacity-building to national institutions in order to improve their use and sustainability, while acknowledging the progress made in this regard”

WIPO Development Agenda

Recommendation 40: “WIPO to intensify its cooperation on IP related issues with United Nations agencies, according to Member States’ orientation, in particular UNCTAD, UNEP, WHO, UNIDO, UNESCO and other relevant international organizations, especially the WTO in order to strengthen the coordination for maximum efficiency in undertaking development programs.”

Recommendation 41: “To conduct a review of current WIPO technical assistance activities in the area of cooperation and development.”

96. Nevertheless, in addition to strengthening their internal capacities in partnership building, fulfilling this strategic role would require some structural changes that may go beyond the

²⁷ In the MTSP 2022-2026, partnerships cut across the four Strategic Pillars, being particularly underlined in Pillar 2. Partnership for development is highlighted in key global documents such as the 2030 Agenda for Sustainable Development (including SDG17) and Addis Ababa Action Agenda.

competence of the Regional Divisions; e.g. improved internal coherence and functional Organization-wide knowledge management system.

(vii) Monitoring and evaluation

97. The MTSP 2022-2026 emphasizes that “*transformative use of data analytics will help WIPO embed more sophisticated decision-making processes into the delivery of its internal and external products and services*” [para. 136], mentioning the importance of delivering expected results and impacts for Member States [para.118].

98. This, in turn, creates a need for the development of a coherent monitoring and evaluation system that, following from the Organization’s Results Based Management, could account for the variety of activities delivered by and with the support of the Regional Divisions at regional and country levels, and for the diversity of contexts where they operate.

99. The meta-synthesis identified that some Regional Divisions have already taken large steps in this regard. There is an opportunity for the RNDS to promote cross-sectoral exchanges for learning, improvement and coherence.

(viii) Communication and knowledge management

100. The MTSP 2022-2016 states that WIPO will “*strengthen internal communications to support the development of a dynamic culture where staff work collaboratively and innovatively*” [par.35], providing momentum to strategically communicate the mandate of the Regional Divisions across WIPO and to develop knowledge management strategies targeting WIPO’s initiatives at decentralized levels with the intention of enhancing internal collaboration.

101. According to the evaluation of WIPO Partnerships (2018), external communication and knowledge management is a widespread problem across the Organization. The MTSP 2022-2026 calls for more effective and diversified communication to “*raise awareness of and increase understanding about the potential of IP to improve the lives of everyone, everywhere*” [Pillar 1] and for advanced knowledge management capabilities that take advantage of key external and internal datasets to enable the Organization to achieve its goals [para. 136].

102. The MTSP 2022-2026 affirms that WIPO will “*engage more deeply with regional media outlets and delivering content that is customized to different regions, communities, partners and non-expert audiences*”, seeking to deliver customized content that is “*accessible to a more diverse readership in local languages*” [para. 34]. Moreover, it reinforces WIPO’s role in strengthening horizontal cooperation among Member States at regional and inter-regional levels, particularly by identifying, documenting and sharing knowledge and good practices [para.94].

103. In line with Figure 6, the Regional Divisions have a relevant and strategic role to play in this regard. Among others, they are expected to: (i) enable and facilitate the identification and delivery of knowledge development; and (ii) explore synergies among Member States, including by facilitating South-South cooperation.

104. It is worth noting that fulfilling this strategic role would require structural changes that may go beyond the competence of the Regional Divisions, requiring an organization-wide approach englobing internal and external communication and knowledge management. Nevertheless, there are some practices that the RNDS could adopt to create a more enabling environment for the Regional Divisions (see Section 7).

7. RECOMMENDATIONS

105. The Regional Divisions have a relevant and strategic role to play in the implementation of the WIPO Strategy House. In addition to enabling them to be more focused building on their current strengths and resources, the MTSP 2022-2026 introduces opportunities for the Regional Divisions to enhance their function and strategic positioning within and outside of WIPO in order to contribute to more impactful and sustainable results. However, the meta-

synthesis identified systemic issues that could hinder further relevance, effectiveness and efficiency of the Regional Divisions.

106. Some of these systemic issues are not exclusive to the Regional Divisions but are organizational issues. However, to fully exploit the competence and capacities of the Regional Divisions, the following actions could be implemented to create a more enabling environment for the fulfillment of their roles:

Recommendations

- 1. To strengthen coherence and consistency of management practices across Regional Divisions as well as collaboration among them.** The RNDS leadership, in collaboration with the Regional Directors, should develop approaches to strengthen coherence and consistency of management practices across the Regional Divisions, with a view to address some of the existing systemic issues.

(Priority: Medium)

Closing criteria:

- To guide a strategic reflection on the roles, responsibilities and value added of the Regional Divisions in the framework of the MTSP 2022-2026 and the 2030 Agenda, culminating in an operational framework or internal guiding document to be used as a management tool to strengthen coherence and consistency in decision-making processes at the Sector level and across the Regional Divisions²⁸;
- To pilot monitoring and evaluation mechanisms that have already been developed by some Regional Divisions to document strengths and areas for improvement, promoting a cross-divisional approach building on the lessons learned while respecting the regional differences and the special needs of the least developed countries; and
- To identify the capacities needed within each Regional Division in the framework of the MTSP 2022-2026, building a common training plan to gradually develop and strengthen capacities across the Regional Divisions as well as defining strategies to implement this plan.

- 2. To define and communicate common principles and services to both internal and external stakeholders.** The RNDS leadership, in collaboration with the Regional Directors, should develop and communicate a common message and use relevant materials to communicate the value proposition, mandates and services of the Regional Divisions to both internal and external stakeholders.

(Priority: Medium)

Closing criteria:

- Following the internal strategic reflection (recommendation 1), to update and/or develop relevant communication materials highlighting the value proposition of the Regional Divisions to both internal and external stakeholders²⁹; and
- Use relevant materials to ensure that both internal and external stakeholders receive the message on the value proposition of the Regional Divisions in a consistent and coherent manner.

²⁸ This document could reflect the following: (i) the intervention logic underpinning their contributions to the WIPO Strategy House; (ii) clear and realistic definition of “success” resulting from their work to improve the identification and assessment of results achieved; (iii) areas for cooperation and cross-collaboration; (iv) minimum requirements to be observed in their individual planning, implementation and reporting processes; and (v) a framework to operationalize their work in a comprehensive and coherent manner.

²⁹ Communication materials could include: website, brochures, videos, dynamic platforms, etc. Ideally, communication materials should be audience-specific

3. To develop approaches enhancing partnerships, including those reaching out to non-conventional stakeholders in the regional and national IP ecosystems.

The RNDS leadership, in collaboration with the Regional Directors, should develop a common approach to establish and maintain additional partnerships at regional and country levels as well as to reach out to the different stakeholders within the IP ecosystem.

(Priority: Medium)

Closing criteria:

- a. In collaboration with the IT Department, RNDS leadership and Regional Directors to identify existing knowledge management tools to facilitate compilation and dissemination of regional knowledge and practices, both internally and externally, including among Member States through the South-South exchange;
- b. The Regional Divisions to conduct an initial mapping of stakeholders in the regional and national IP ecosystems to be complemented in collaboration with national IP Offices, making them systematically available to other Units and Sectors within WIPO; and
- c. The Regional Divisions to continue enhancing and establishing partnerships with regional and national assets within the UN Development System, identifying opportunities for WIPO in the framework of the United Nations Sustainable Development Cooperation Framework.

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TABLE OF RECOMMENDATIONS

No	Recommendation	Priority	Unit/Responsible Manager	Management Comment and Action Plan	Deadline
1.	<p>To strengthen coherence and consistency of management practices across Regional Divisions as well as collaboration among them. The RNDS leadership, in collaboration with the Regional Directors, should develop approaches to strengthen coherence and consistency of management practices across the Regional Divisions, with a view to address some of the existing systemic issues.</p> <p>(Closing criteria):</p> <p>a. To guide a strategic reflection on the roles, responsibilities and value added of the Regional Divisions in the framework of the MTSP 2022-2026 and the 2030 Agenda, culminating in an operational framework or internal guiding document to be used as a management tool to strengthen coherence and consistency in decision-making processes at the Sector level and across the Regional Divisions.</p> <p>b. To pilot monitoring and evaluation mechanisms that have already been developed by some Regional Divisions to document strengths and areas for improvement, promoting a cross-divisional approach building on the lessons learned while respecting the regional differences and the special needs of the least developed countries.</p> <p>c. To identify the capacities needed within each Regional Division in the framework of the MTSP 2022-2026, building a common training plan to gradually develop and strengthen capacities across the Regional Divisions as well as defining strategies to implement this plan.</p>	Medium	RNDS	<p>Management notes that since the new Administration assumed responsibilities, there has been considerable improvement in the management practices and greatly improved coherence across the Regional Divisions.</p> <p>At the planning level:</p> <ul style="list-style-type: none"> The articulation of the workplans for the Regional Divisions (and, in fact, all Divisions in WIPO) was the result of the most intensive and comprehensive process of collaboration that the Organization has seen. The workplans were discussed between the Divisions and the Deputy Director General of RNDS. This was followed by a review meeting of all RNDS Divisions chaired by the Director General. Subsequently, the Regional Divisions had to present their workplans before all other Sectors in WIPO in a meeting held on November 15 and 16, 2021. Guiding this process was the MTSP 2022-2026. This successful process has become the template for subsequent years. All Regional Divisions are now required to define key projects in a standard template which they will 	8/12/2023

No	Recommendation	Priority	Unit/Responsible Manager	Management Comment and Action Plan	Deadline
				<p>implement to meet the Strategic Objectives of the Organization.</p> <p>At the operational level:</p> <ul style="list-style-type: none"> • For the first time in RNDS, regular coordination meetings are held across the Sector, around once per month. At these meetings, chaired by the Deputy Director General of RNDS, planning and program implementation are discussed, not only among all Regional Divisions, but among all Divisions in the Sector. Colleagues from other Sectors are invited regularly to the these meetings to enhance cross-Sectoral collaboration. • For the first time, bi-monthly reports are now produced for RNDS, which chart program implementation. These reports, which are approved by the Director General, are shared with all Divisions in RNDS and with all Sectors. • Standard Operating procedures (SoPs) have been produced to guide and coordinate work, particularly diplomatic focused work of the Regional Divisions. • Guidelines concerning cooperation and collaboration between RNDS, including Regional Divisions, with other Sectors (IES, CCIS) have been produced and disseminated. 	

No	Recommendation	Priority	Unit/Responsible Manager	Management Comment and Action Plan	Deadline
				<p>With respect to monitoring and evaluation mechanisms, Regional Divisions are piloting approaches to this area and based on their experiences, lessons will be shared across the Sector.</p> <p>Areas of focus for training for the Sector were identified as part of the 2021 workplanning exercise and work has begun to pilot training which will be rolled out across the Sector based on the requirements of the Divisions.</p> <p>In view of the preceding, the following comments are made with respect to the closing criteria:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Criteria (a): Management considers that in light of the considerable improvements made since October 2020 in terms of strategic planning and operational coordination and coherence, this closing criteria has been met. <input type="checkbox"/> Criteria (b): Management considers that this closing criteria has been met. <input type="checkbox"/> Criteria (c): Management considers that this closing criteria has been met. 	

No	Recommendation	Priority	Unit/Responsible Manager	Management Comment and Action Plan	Deadline
2.	<p>To define and communicate common principles and services to both internal and external stakeholders. The RNDS leadership, in collaboration with the Regional Directors, should develop and communicate a common message and use relevant materials to communicate the value proposition, mandates and services of the Regional Divisions to both internal and external stakeholders.</p> <p><i>(Closing criteria)</i></p> <p>a. Following the internal strategic reflection (recommendation 1), to update and/or develop relevant communication materials highlighting the value proposition of the Regional Divisions to both internal and external stakeholders.</p> <p>b. Use the relevant materials developed to ensure that both internal and external stakeholders receive the message on the value proposition of the Regional Divisions in a consistent and coherent manner.</p>	Medium	RNDS	Management accepts the recommendation. Management (Deputy Director General Kleib) will develop a common communications strategy for the Sector by the end of 2022 which will serve as the foundation for common messaging and the development of relevant communication materials.	8/12/2023
3.	<p>To develop approaches enhancing partnerships, including those reaching out to non-conventional stakeholders in the regional and national IP ecosystems. The RNDS leadership, in collaboration with the Regional Directors, should develop a common approach to establish and maintain additional partnerships at regional and country levels as well as to reach out to the different stakeholders within the IP ecosystem.</p> <p><i>(Closing criteria)</i></p> <p>a. In collaboration with the IT Department, RNDS leadership and Regional Directors to identify existing knowledge management tools to facilitate compilation and</p>	Medium	RNDS	<p>Management notes the significant progress made by the Regional Divisions since October 2020 with respect to broadening their outreach to and engagement and partnering with the broader gamut of stakeholders of IP ecosystems.</p> <p>Management further notes that:</p> <ul style="list-style-type: none"> • Regions are specific. As such, development of a common approach to establishing and maintaining partnerships as well as to reaching out 	8/12/2023

No	Recommendation	Priority	Unit/Responsible Manager	Management Comment and Action Plan	Deadline
	<p>dissemination of regional knowledge and practices, both internally and externally, including among Member States through the South-South exchange.</p> <p>b. The Regional Divisions to conduct an initial mapping of stakeholders in the regional and national IP ecosystems to be complemented in collaboration with national IP Offices, making them systematically available to other Units and Sectors within WIPO.</p> <p>c. The Regional Divisions to continue enhancing and establishing partnerships with regional and national assets within the UN Development System, identifying opportunities for WIPO in the framework of the United Nations Sustainable Development Cooperation Framework.</p>			<p>to different stakeholders would not be optimal in terms strengthening partnerships of the different Regional Bureaus.</p> <ul style="list-style-type: none"> • IP ecosystems involve a very wide range of stakeholders at both the national, regional and international levels. As such, the potential resource implications of a mapping exercise of IP ecosystem stakeholders needs to be carefully considered. • Work is ongoing across WIPO in business units to identify and keep up to date lists of partners and customers of the services and tools which the Organization provides. As such, it is important not to duplicate effort. • Engagement with the creative industries in developing and least developed countries is the competence of the Copyright and Creative Industries Sector. • Last year, the Member States decided that WIPO become a member of the UNSDG. WIPO's implementation of this decision is under consideration and is the responsibility of the Global Challenges and Partnership Sector. 	

ANNEXES

Annex I.	Terms of Reference
Annex II.	List of Documents Reviewed and Profile of People Consulted
Annex III.	Evolution of the Regional Divisions' Roles And Responsibilities
Annex IV.	Meta-Synthesis Desk Review Framework

ANNEX 1. TERMS OF REFERENCE

The Terms of Reference for the meta-synthesis of evaluations of the WIPO Regional Divisions can be accessed by clicking on the following icon:



Synthesis ToRs

[Annex II follows]

ANNEX 2. LIST OF DOCUMENTS REVIEWED AND PROFILE OF PEOPLE CONSULTED

Public documents

1. CDPI. 2010. Report of the 5th Session. Available at: https://www.wipo.int/meetings/en/details.jsp?meeting_id=19686
2. CDPI. 2010. Report of the 6th Session. Available at: https://www.wipo.int/meetings/en/details.jsp?meeting_id=19688
3. CDPI. 2011. Report of the 7th Session. Available at: https://www.wipo.int/meetings/en/details.jsp?meeting_id=22206
4. CDPI. 2012. Report of the 9th Session. Available at: https://www.wipo.int/meetings/en/details.jsp?meeting_id=25013
5. CDPI. 2012. Report of the 10th Session. Available at: https://www.wipo.int/meetings/en/details.jsp?meeting_id=25025
6. CDPI. 2013. Report of the 11th Session. Available at: https://www.wipo.int/meetings/en/details.jsp?meeting_id=28845
7. CDPI. 2013. Draft Report of the 12th Session. Available at: https://www.wipo.int/meetings/en/details.jsp?meeting_id=30248
8. CDPI. 2014. Report of the 13th Session. Available at: https://www.wipo.int/meetings/en/details.jsp?meeting_id=32087
9. CDPI. 2014. Report of the 14th Session. Available at: https://www.wipo.int/meetings/en/details.jsp?meeting_id=32093
10. CDPI. 2015. Report of the 15th Session. Available at: https://www.wipo.int/meetings/en/details.jsp?meeting_id=35588
11. CDPI. 2015. Report of the 16th Session. Available at: https://www.wipo.int/meetings/en/details.jsp?meeting_id=35582
12. CDPI. 2016. Report of the 17th Session. Available at: https://www.wipo.int/meetings/en/details.jsp?meeting_id=39002
13. CDPI. 2016. Report of the 18th Session. Available at: https://www.wipo.int/meetings/en/details.jsp?meeting_id=40504
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6. WIPO Regional Division for Africa: https://www.wipo.int/about-wipo/en/activities_by_unit/index.jsp?id=1006
7. WIPO Regional Division for Arab Countries: https://www.wipo.int/about-wipo/en/activities_by_unit/index.jsp?contact_id=110
8. WIPO Regional Division for Asia and the Pacific: https://www.wipo.int/about-wipo/en/activities_by_unit/index.jsp?id=1008
9. WIPO Regional Division for Latin America and the Caribbean: https://www.wipo.int/about-wipo/en/activities_by_unit/index.jsp?id=1009
10. WIPO Division for Least-Developed Countries: https://www.wipo.int/about-wipo/en/activities_by_unit/index.jsp?id=46

Internal documents

- Financial data extracted from WIPO Business Intelligence.
- Follow-up to the recommendations of the evaluations of the WIPO Regional Divisions extracted from IOD internal system (Teammate).
- Updates on the implementation of the recommendations of the evaluations of the WIPO Regional Divisions and supporting evidence provided by the Regional Divisions.
- Information circulars

People consulted

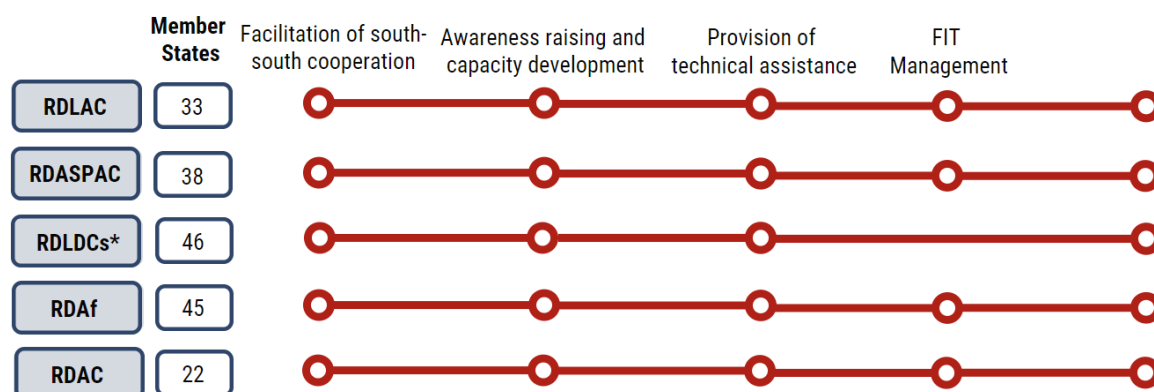
The Evaluation Section consulted 22 internal stakeholders across the five Regional Divisions and the Program Performance and Budget Division. It also consulted the team leaders of the evaluations of the WIPO Regional Divisions.

[Annex III follows]

ANNEX 3. EVOLUTION OF THE REGIONAL DIVISIONS' ROLES AND RESPONSIBILITIES

1. Within the timeframe of the meta-synthesis, the Regional Divisions were mandated to ensure efficient and effective planning and implementation of WIPO's Program 9 in Member States.³⁰ Figure 13 demonstrates the country coverage and main activities delivered by the Regional Divisions between 2010 and 2021.

Figure 13: Regional Divisions' coverage and main activities between 2010 and 2021



*It has a slightly different mandate of coordinating WIPO's activities for the LDCs

2. From 2022, the Regional Divisions are likely to experience changes stemming from both the WIPO's restructuring process (OI 07/2021) and the advent of the MTSP 2022-2026. Figure 14 highlights the changes that affected or have the potential to affect their work directly.

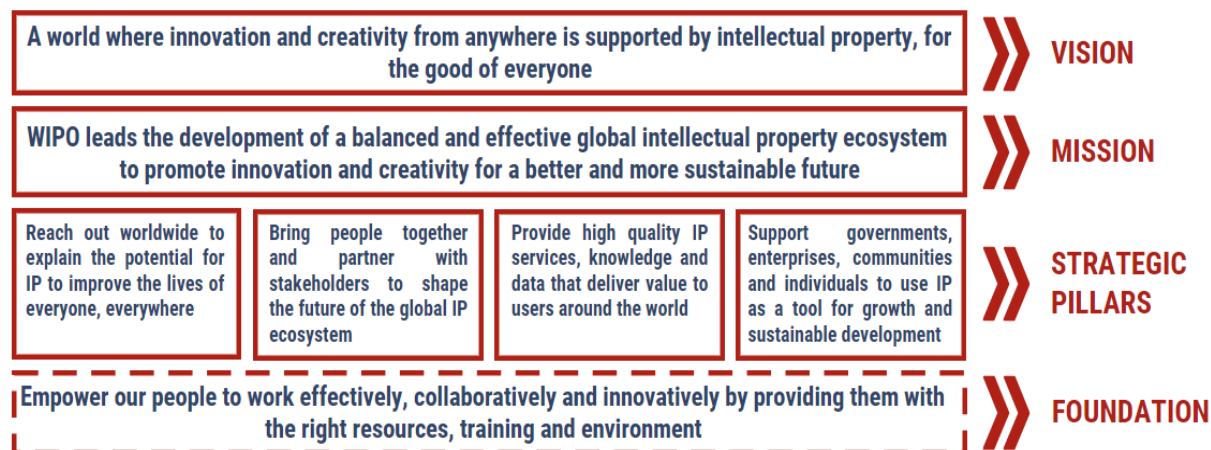
Figure 14: Key organizational changes concerning the Regional Divisions



3. The MTSP 2022-2026 aims to promote higher impacts on people's lives by building on WIPO's strengths while proposing a renewed focus on areas where IP can support innovation and creativity. Its core elements are reflected in the Strategy House (Figure 15).

³⁰ Program 9 - Africa, Asia and the Pacific, Latin America and the Caribbean Countries, Least Developed Countries. In line with the WIPO Development Agenda

Figure 15: WIPO's Strategy House (2022-2026)



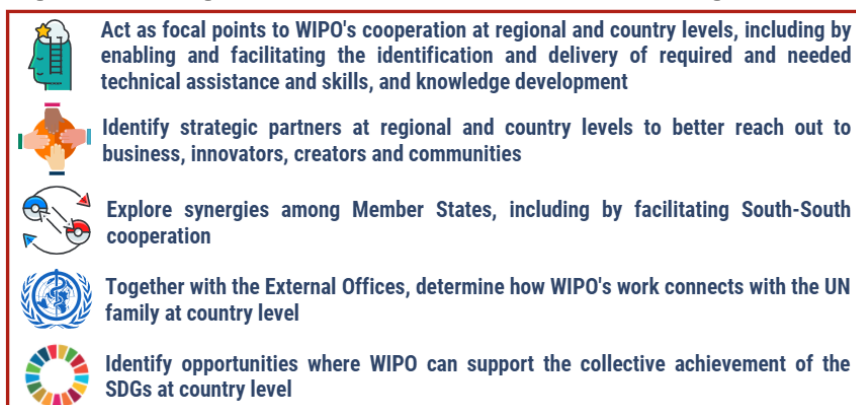
4. Realizing the Strategy House requires greater coordination, coherence and collaboration. WIPO's Sectors and Business Units are expected to work synergistically, building on their main strengths while observing their main weaknesses. Within this rationale, the RNDS has the custodianship of the WIPO Development Agenda and offers its unique knowledge of and engagement with Member States to the Strategy House. In line with the Program and Budget 2022/2023, RNDS's expected results are the following (Figure 16):

Figure 16: Regional and National Development Sector' expected results



5. Located under the RNDS, the Regional Divisions are expected to concur with these results, particularly by delivering the following (Figure 17):

Figure 17: Regional Divisions' main activities (Program and Budget 2022/23)³¹



[Annex IV follows]

³¹ Other Business Units within and outside the RNDS to prioritize activities previously delivered by the Regional Divisions; e.g. WIPO Academy, RNDS Projects team and IP and Innovation Ecosystems Sector.

ANNEX 4. META-SYNTHESIS DESK REVIEW FRAMEWORK

This annex includes the summary findings and recommendations extracted from the WIPO Regional Divisions' evaluation reports that guided further data collection and analysis (Annex 2). Information on progress on the implementation of the evaluations' recommendations was provided by the Regional Divisions together with supporting evidence.

Summary of evaluation findings per Regional Division



WIPO_MetaSynthesis
_RDs_Evaluations Finc

(Please refer to the attachments)



Summary of
evaluation findings

Summary of evaluation recommendations per Regional Division



WIPO_MetaSynthesis
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[End of Annexes and of Document]

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