



**Internal Oversight Division**

Reference: EVAL 2018-04

**Evaluation Report**

Evaluation of WIPO's Partnerships

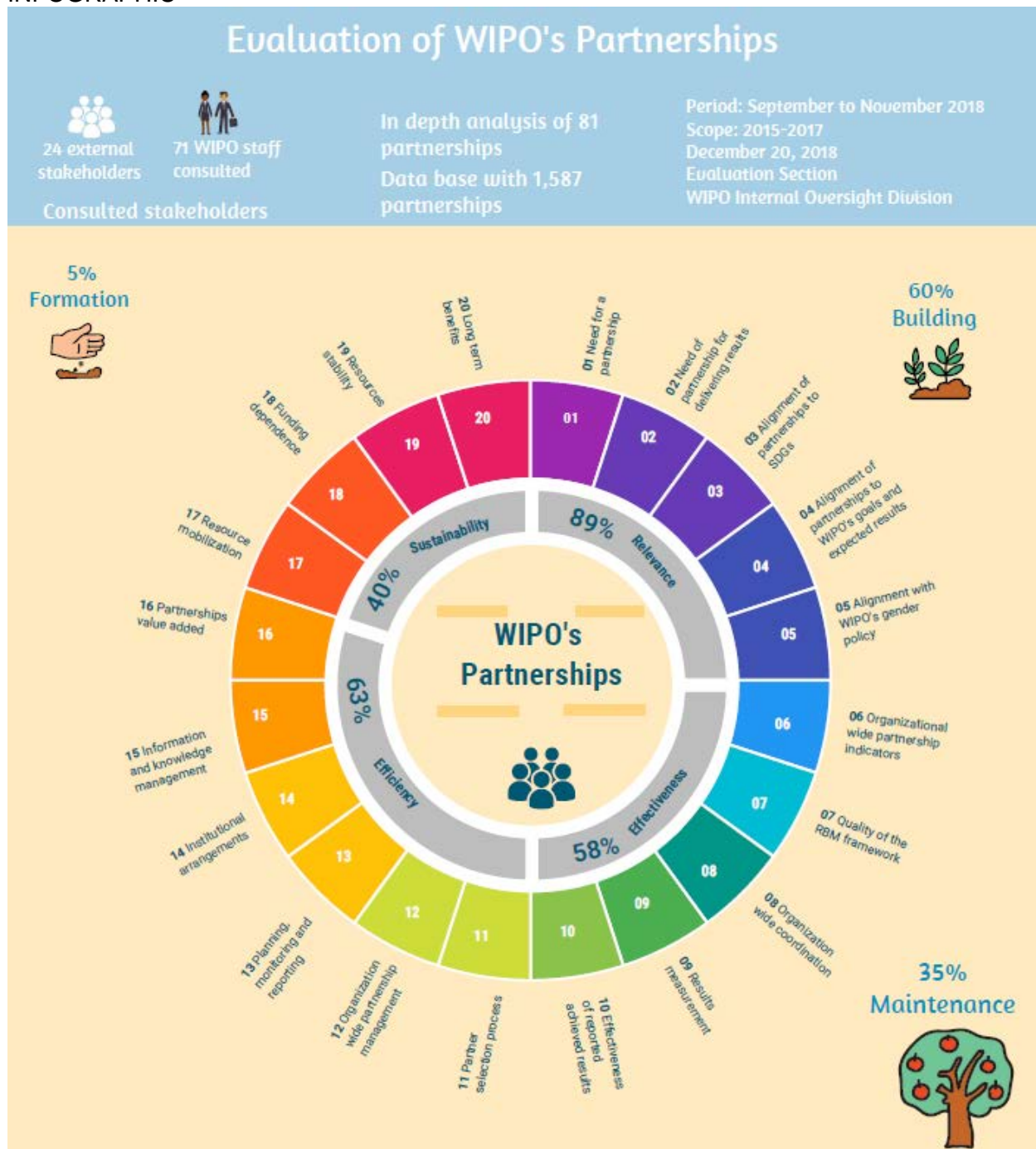
September 4, 2019



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INFOGRAPHIC



<p>Recommendation 1 (a): The Sectors/Programs listed in the matrix at Annex V should put in place clear and realistic purpose, clear partnership arrangements including MoUs, contractual agreement and learning, monitoring and knowledge sharing of partnerships to meet their programs' needs.</p>	<p>Recommendation 1 (b): The Sectors/Programs with partnership responsibilities listed in Annex V should use the Enterprise Content Management (ECM) system, to foster learning and knowledge sharing by populating it with partnerships agreements and related documentation such as plans, Memoranda of Understandings, reports, performance data, realized benefits, and lessons learned.</p>
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To comply with the anonymity requirement of the data provided, each program concerned will receive the relevant information to implement the recommendation separately within the particular sector

**LIST OF ACRONYMS**

<b>ABC</b>	Accessible Book Consortium
<b>ADRAD</b>	Action on Disability Rights and Development
<b>ARDI</b>	Access to Research for Development and Innovation
<b>ASPI</b>	Access to Specialized Patent Information
<b>ATAC</b>	Advanced technology applications
<b>CDIP</b>	Committee on Development and Intellectual Property
<b>DAISY</b>	Digital Accessible Information System
<b>ECM</b>	Enterprise Content Management
<b>ERD</b>	External Relations Divisions
<b>EU</b>	European Union
<b>FITS</b>	Funds-In-Trust
<b>GEW</b>	Global Entrepreneurship Week
<b>GII</b>	Global Innovation Index
<b>IAP</b>	Inventors Assistance Program
<b>IATT</b>	UN Interagency Task Team on Science, Technology and Innovation for the SDGs
<b>IGC</b>	Inter-Governmental Committee for Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore
<b>IGO</b>	Intergovernmental Organization
<b>ILO</b>	International Labour Organization
<b>IOD</b>	Internal Oversight Division
<b>IP</b>	Intellectual Property
<b>IPO</b>	Intellectual Property Office
<b>IRENA</b>	International Renewable Energy Agency
<b>ITC</b>	International Trade Center
<b>MoU</b>	Memorandum of Understanding
<b>NGOs</b>	Non-governmental Organizations
<b>NIPO</b>	National Intellectual Property Office
<b>NTDs</b>	Neglected Tropical Diseases
<b>OECD/DAC</b>	Organization for Economic Co-operation and Development's Development Assistance Committee
<b>Pat INFORMED</b>	The Patent Information Initiative for Medicines
<b>P&amp;B</b>	Program and Budget
<b>PI</b>	Performance Indicator
<b>PPPs</b>	Private Public Partnerships
<b>RBF</b>	Results-based Framework
<b>R&amp;D</b>	Research and Development
<b>SDGs</b>	Sustainable Development Goals
<b>SG</b>	Strategic Goal
<b>SMEs</b>	Small and Medium-Sized Enterprises
<b>TFM</b>	Technology Facilitation Mechanism
<b>TISCs</b>	Technology Innovation Support Centers
<b>UN</b>	United Nations
<b>UNCTAD</b>	United Nations Conference on Trade and Development
<b>UNEG</b>	United Nations Evaluation Group
<b>WHO</b>	World Health Organization
<b>WIPO</b>	World Intellectual Property Organization
<b>WTO</b>	World Trade Organization

## EXECUTIVE SUMMARY

1. As a United Nations (UN) specialized agency dedicated to developing a balanced and accessible international Intellectual Property (IP) system, partnerships are a central component of the World Intellectual Property Organization's (WIPO's) work in many different areas and core to the delivery of technical assistance and new areas of innovation.
2. This evaluation report presents a general overview of the partnerships at WIPO. The report has two distinctive parts: the first part includes a description and mapping of partnerships; the second part analyzes partnerships and goes more into depth to draw relevant conclusions and recommendations.
3. This evaluation report aims to provide an analysis on a crosscutting organizational issue of key importance for the Organization that merits attention.
4. The evaluation was conducted between September and November 2018. It included interviews with 50 staff members, internal and external surveys; desk reviews of documentation, which included an in depth assessment of 81 partnerships out of 1,587 compiled from information gathered from various sectors.
5. There is clear evidence of value added for WIPO and its partners, and of partnerships delivering results that the WIPO/partner could not achieve on its own, particularly in cases where a service is provided that did not previously exist.

## RELEVANCE

6. There are indications that the partnerships are in alignment with WIPO's Strategic Goals (SGs) and Sustainable Development Goals (SDGs). Furthermore, partnerships at WIPO have grown in importance and number by engaging and working with a broad spectrum of partners including, the private sector, Non-governmental Organizations (NGOs), government institutions and Intergovernmental Organizations (IGOs) among others. The report notes the work of partnerships in promoting innovation through patent and technology services, addressing knowledge deficits, and capacity building in developing countries. The evaluation found that the 81 partnerships assessed in the sample are in alignment with WIPO's SGs

## EFFECTIVENESS

7. The evaluation notes the positive contributions made towards SG III, SG IV, and SG VII, especially in the Accessible Book Consortium (ABC), WIPO Green, WIPO ReSearch, Technology Innovation Support Centers (TISCs), and WIPO Academy.
8. The evaluation identified 23 expected results defined in the P&B document 2016/17 linked to partnerships. As per WIPO's Performance Report, out of 23 expected results, 14 were linked to WIPO's Performance Indicators (PI), and 67 per cent of those PIs were fully achieved.

## EFFICIENCY

9. The overall view amongst interviewees regarding whether they had the right partners in place to make the partnership work was almost 100 per cent in agreement, as confirmed by survey results. There is clear evidence of value added for WIPO and its partners, and of partnerships delivering results that the WIPO/partner could not achieve on its own
10. The evaluation found that the information and knowledge management system for partnerships is in need of improvements for the majority of partnerships, which fall outside the Funds-in-Trust (FITs) category. The absence of a mechanism for strategically coordinating the work of the partnerships has potential implications on knowledge management, resulting in the loss of institutional memory. Moreover, there is limited guidance on partners' strategic selection

process and information about Memoranda of Understanding (MoUs), results achieved and lessons learned from existing and past partnerships.

## SUSTAINABILITY

11. The evaluation found that partners acknowledged the financial support provided, and its contribution towards sustaining the long-term benefits derived from these partnerships. However, in some cases, where interventions are dependent on the partner support, the absence of a sustainability plan or resources mobilization strategy could affect these long-term benefits.

12. Based on the above findings and conclusions, the evaluation makes the following recommendation:

### **Recommendation**

1. The Sectors/Programs listed in the matrix included in Annex VI should<sup>1</sup>:
  - (a) Develop or improve guidance, clear and realistic purpose, clear partnership arrangements (including MoUs), contractual agreement, and learning, monitoring and knowledge sharing of partnerships to meet their Programs' needs.
  - (b) Use the Enterprise Content Management (ECM) system, to foster learning and knowledge sharing by populating it with partnerships agreements and related documentation such as plans, Memoranda of Understandings, reports, performance data, realized benefits, and lessons learned.

(Importance: Medium)

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<sup>1</sup> To comply with the anonymity requirement of the data provided, each program concerned will receive the relevant information to implement the recommendation separately within the particular sector.