WIPO
WORLD
INTELLECTUAL PROPERTY
ORGANIZATION

Internal Oversight Division

Reference: EVAL 2019-01

Evaluation Report

Evaluation of the Regional Bureau for Africa

July 20, 2020

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LIST OF ACRONYMS

ARIPO	African Regional Intellectual Property Organization
DAC	Development Assistant Committee
ECOWAS	Economic Community of West African States
FIT	Fund-In-Trust
GII	Global Innovation Index
ICS	Individual Contractor Services
IOD	Internal Oversight Division
IP	Intellectual Property
IPAS	The Industrial Property Automation System
LDCs	Least Developed Countries
NIPS	National Intellectual Property Strategy
OAPI	African Intellectual Property Organization
OECD	Organization for Economic Co-operation and Development
PCT	The Patent Cooperation Treaty
SME	Small and Medium-Sized Enterprise
TISC	Technology and Innovation Support Centers
ToR	Terms of Reference
UNEG	United Nations Evaluation Group
WAO	WIPO-ARIPO- OAPI
WIPO	World Intellectual Property Organization

EXECUTIVE SUMMARY

1.   The Regional Bureau for Africa (the Bureau) has the mandate to coordinate, develop, and provide technical assistance to 45 countries in the African region in furtherance of Intellectual Property (IP) policy normative frameworks.

2.   The Internal Oversight Division (IOD) included in its 2019 Oversight Plan the evaluation of the Bureau after a comprehensive risk analysis carried out through relevance, impact, oversight coverage, and strategic priorities of the World Intellectual Property Organization's (WIPO) management and the Member States.

3.   The purpose of this evaluation is formative and is oriented to learning and program improvement. The intention is to assess the bureau processes, implementation effectiveness, and efficiency to improve the quality of implementation modalities. The evaluation strives to understand what works and what does not within the Bureau and the contributions of the program towards WIPO's advancement of development agenda priorities.

4.   The evaluation follows the United Nations Evaluation Group (UNEG) Evaluation Standards and WIPO Evaluation Manual Guidelines. The evaluation used mixed methods of data collection analysis. The evaluation team consulted a total of 273 internal and external stakeholders, either via interviews, working sessions, or surveys.

5.   In the course of the evaluation, three different surveys were administered to WIPO staff, IP offices and other stakeholders at country level and Permanent Missions. In addition, the evaluation team conducted an extensive desk review and visited six countries representing different sub-regions in Africa (Senegal, Cameroon, Ethiopia, Zambia, Zimbabwe, and Mozambique). The evaluation team triangulated the data and information gathered during the evaluation by source and method. The result of the analysis is summarized in this Executive Summary under each evaluation criteria.

6.   **Relevance:** When analyzing the evidence under the relevance criteria, the evaluation found that overall, the Bureau interventions responded to the needs of national counterparts, and the results and activities were coherent with the national priorities and context. The planning process was participatory, based on the knowledge that the Bureau has on the region.

7.   The planning process comes from the countries' initiative, and it is considered useful due to the bottom-up and top-down processes.   However, the application of a more in-depth needs analysis would further strengthen existing planning practices. Moreover, the criteria for prioritizing activities is not entirely clear to some countries, and the work plan process requires further clarification and organization.

8.   **Efficiency:** The Bureau investment priorities between 2014 and 2018 evolved according to the countries' IP maturity levels and their needs. Although collaboration between WIPO and countries in the region works very well, the assistance provided and available resources are undoubtedly insufficient to reduce the innovation divide in regards to knowledge transfer, research, market sophistication, and technical infrastructure. The Bureau has made significant efforts to deliver its results, but the challenges they must overcome in the countries coupled with internal organizational challenges affected the timely delivery of outcomes. Moreover, limited monitoring capacity and tools within the Bureau affect the appropriate use and reporting of performance measures.

9.   The evaluation found evidence on challenges with the planning process, for example, when WIPO planned activities in countries that are not ready to absorb the specific type of activities offered or do not have a National Intellectual Property Strategy (NIPS) in place.   On other occasions, programs initiate operations in the countries without prior context analysis.

Some Member States reported that at times some WIPO programs planned activities on their own without knowledge of the Bureau. However, before implementation, those activities got canceled without any clarification. Between 2014 and 2019, the Bureau had to cancel and postpone 23 per cent of its planned activities.

10.   **Effectiveness:** Evidence collected during the evaluation revealed that there is satisfaction with the delivery of the Bureau. Key partners across countries widely recognize the Bureau's work. It has shown its role in bringing together a multitude of parties around essential issues and achieving results around capacity building, technical assistance, development of IP strategies, and public policy. The analysis shows that the Bureau has developed comparative strengths and substantial value-add in its role, facilitating the development of a broad range of interventions and support to assist the African countries for IP development better. In spite of the good results achieved, there is a room for improvement. In the last four years, the Bureau managed to deliver 363 activities. This represents an 81 per cent of the total of its performance indicators with 77 per cent of the planned activities implemented. This is a significant achievement considering the challenges within the organization, in the region, and the limited resources available.

11.   The Bureau made significant progress in sustainability and more specifically raising awareness with key stakeholders, building capacities, influencing public policy and institutions including the forging of strong alliances with regional IP offices and institutions. These efforts are considered crucial for the likelihood of continuation of effects of the Bureau's interventions through time. In spite of the progress, some important threats to sustainability exist and require the attention of the Bureau to tackle them in a systematic manner.

Recommendations

1. The Bureau should further strengthen the existing planning process by:

    (a) Implementing a more rigorous design and a clear, detailed theory of change that describes accurately the causality chain that will achieve the expected results;

    (b) Moving towards the implementation of projects including collaboration with additional key stakeholders in the IP ecosystem, such as, inventors, innovation labs, Small and Medium-Sized Enterprise (SMEs), and researchers;

    (c) Providing more hands-on training on IP utilization. Projects should be aimed at demonstrating the value of IP through the IP value chain, including technology transfer; and

    (d) Preparing more detailed action plans with the Permanent Missions, national-level vital stakeholders, and WIPO relevant sectors.

    (Priority: Medium)

2. The Bureau, in collaboration with the Human Resources Department, should assess human resources needs within the Bureau and assist the Bureau in decreasing current levels of staff absences.

    (Priority: High)

3. The Bureau, with the support of the Procurement Department, should identify the critical issues for late TA and solutions to reduce the delays.

    (Priority: Medium)

4. The Bureau, in collaboration with the relevant WIPO divisions, should identify alternatives for increasing the investment for the region based on challenges found at the regional level and the number of countries being served to develop projects with greater scope

(Priority: Medium)

5. The Bureau should commit a sufficient percentage[1] of its resources to monitoring activities, including capacity building of staff to automate monitoring practices.

   (Priority: Medium)

6. The Bureau should develop a knowledge management strategy that includes:

   (a) Key actors, supply, and demand of knowledge in the region, a bank of good practices, and a network of experts available to countries;

   (b) A system to exchange information among internal and external stakeholders; and

   (c) Disseminate information after the implementation of capacity building activities.

   (Priority: Medium)

7. The Bureau, in collaboration with the national and regional IP offices, should explore the development of sustainability strategies at the national and regional levels as part of their project management processes. The strategies should include options for mobilizing both financial and staffing resources, partnership strategies with the definition of institutional roles, and establishing exit strategies after each biennium

   (Priority: Medium)

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[1] As recommended in OECD DAC Handbook on Security System Reform © OECD 2011, Page 33

1. INTRODUCTION

(A)   AFRICA CONTEXT

12.   Most African countries still rank lowest in the global innovation index, save for a few exceptional countries, notably, Kenya, South Africa, and Mauritius (Global Innovation Index (GII) Report, 2018[2]). This highlights the importance of prioritizing policies that foster new sources of innovation-driven growth, especially in the African context. Fortunately, the propensity for innovation has gained prominence in most developed and developing economies alike, which offers entry points for IP proliferation and institutionalization in the national policy development agenda.

13.   IP growth has a profound positive correlation with trade, competition, industrial growth, and economic development. The recent international IP regime ramifications and instruments, for example, the Agreement on Trade-Related Aspects of Intellectual Property Rights, have generated new challenges for Sub Saharan African countries[3]. The need for national IP strategies in most African countries is apparent in the bid to comply with international IP normative frameworks. However, most African countries are struggling to meet the fundamental requirements of international IP agreements[4]. Traditional knowledge and folklore are areas that African Least Developed Countries (LDCs) have taken a keen interest in the recent past[5].

14.   The last decade has seen many African countries adopt comprehensive National Development Frameworks. National development plans aimed at mirroring sustainable development goals and targets customized to country conditions[6] [7]. Strengthening National IP policies and strategies create an opportunity for the domestication of IP policy frameworks into the national development strategies in a more comprehensive and holistic matter and increase the competitiveness of African countries within the global market system.

(B)   CONTEXT OF THE REGIONAL BUREAU[8]

15.   IOD included in its 2019 Oversight Plan the evaluation of the Bureau after a comprehensive risk analysis carried out through relevance, impact, oversight coverage, and strategic priorities of WIPO management and the Member States.

16.   The Bureau is one of WIPO's strategic initiatives geared towards consolidation of the mainstreaming of the development dimension and enhancing the quality of services delivered by the organization in the field of development cooperation, with a focus on the needs of LDCs and on progressing the Development Agenda. The Bureau serves 45 countries in the African region.

17.   Recommendation 25 of WIPO Development Agenda calls for the need to explore possibilities for IP related policies and initiatives necessary to promote the transfer and dissemination of technology, with the intent to benefit developing countries and to respond

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[2] https://www.wipo.int/edocs/pubdocs/en/wipo_pub_gii_2018.pdf
[3] Sikoyo, G. M., Nyukuri, E., & Wakhungu, J. W. (2006). Intellectual Property Protection in Africa Status of Laws, Research, and Policy Analysis in Ghana, Kenya, Nigeria, South Africa, and Uganda.
[4] Nicholson, D. R. (2006). Intellectual Property: benefit or burden for Africa? *IFLA Journal*, *32*(4), 310–324. https://doi.org/10.1177/0340035206074067
[5] https://www.un.org/en/africa/osaa/pdf/unsystemfolder/2015/wipo2015.pdf
[6] Allen, M., & Leipziger, DM (2005). Review of the poverty reduction strategy approach: Balancing accountabilities and scaling up results. New York: IMF / World Bank.
[7] Eriksson, J. (2003). Toward Country-led Development: A Multi-partner Evaluation of the Comprehensive Development Framework. The World Bank.
[8] Taken from the Terms of Reference.

appropriately to enable developing countries to fully understand and benefit from different provisions, about flexibilities provided for in international agreements.

18.   In pursuance of the above, the Bureau has the mandate to coordinate, develop, and provide technical assistance to countries in the African region in furtherance of IP policy normative frameworks. It guides the IP strategy formulation in coordination with LDCs Division and the Special Projects Division as well as with inputs from relevant sectors.

(C)   EVALUATION PURPOSE AND OBJECTIVES

19.   The purpose of this evaluation is formative and is oriented to learning and program improvement. The intention is to assess the bureau processes, implementation effectiveness, and efficiency to improve the quality of implementation modalities. It is essential to understand what works and what does not within the Bureau and the contributions of the program towards WIPO's Medium Term Strategic Plan and the advancement of development agenda priorities.

20.   This evaluation's main objectives, as defined in the evaluation Terms of Reference (ToR), are as follows:

Figure 1: Evaluation of the Regional Bureau for Africa ToR

Relevance	Contribution	Efficiency	Opportunities
Assessing the relevance of the RBfA activities and operations delivered to its counterparts, including ARIPO, OAPI, Africa Union, ECOWAS, COMESA, SADC, among others	Assessing the RBfA contributions to make IP work for sustainable development and its strategic contributions to broader regional goals	Assessing the efficiency and effectiveness of implementation tools and methodologies of the RBfA and their appropriateness	Identify lessons and good practices that have contributed to the performance of the Bureau that could be replicated. Defining, if necessary recommendations that can both improve the performance, as well as coordination with internal and external stakeholders

Source: Figure prepared by IOD Evaluation Section

(D)   EVALUATION APPROACH AND METHODOLOGY

21.   The evaluation follows the UNEG Evaluation Standards and WIPO Evaluation Manual Guidelines. The evaluation used mixed methods of data collection analysis. The evaluation team consulted a total of 273 internal and external stakeholders, either via interviews, working sessions, or surveys.

Figure 2: Research methods used during IOD evaluation

5 STRATEGIES
FOR DATA COLLECTION

FIELD VISITS AND CASE STUDIES

Selected field visits to Senegal, Cameroon, Ethiopia, Zambia, Zimbabwe, and Mozambique were undertaken to observe first-hand progress and achievements made and to collect best practices/ lessons learned. Criteria for identification of countries included:

- mapping of the intensity of interventions at the country level
- analysis of the diverse levels of IP development in the region
- WIPO activity levels
- national relevance (IP filings),
- international applications via WIPO administered treaties, amongst other data.

These were validated through consultations with the Bureau staff.

SURVEYS

Three different surveys were conducted to collect feedback from WIPO staff, national IP counterparts including IP offices, copyrights offices, ministries dealing with IP, Permanent Missions, users, and beneficiaries of the IP system, among other.

DESK REVIEWS

- Regional reports, country documents,
- An extensive number of WIPO`s program/project/thematic area/regional evaluations reports, audits, strategic and performance report
- Knowledge products from the regional Bureau, e.g., published reports and training materials.
- Client surveys on support services provided to country offices
- Relevant government, media, academic publications.

STAKEHOLDERS` INTERVIEWS

Key informant interviews and consultations were also a principal source of information. They were used to complement and validate the information gathered through the desk review. The evaluation team conducted 50 face-to-face and telephone/skype interviews with relevant stakeholders and clients, including:

- WIPO staff at headquarters
- IP offices staff
- national counterparts/government agencies.

Focus groups were organized as appropriate; efforts were made to ensure that a range of voices is represented covering all categories of stakeholders.

DIRECT OBSERVATION

was used during field visits to six countries

Source: Figure prepared by IOD Evaluation Section

(E)   LIMITATIONS AND MITIGATION MEASURES

22.   The evaluation team identified the following limitations and mitigation measures:

Figure 3: Limitations and mitigation measures

Timing	Complexity	Efficiency	Opportunities
Considering that October to January was the least conducive time of the year for program staff and key stakeholders, the evaluation team prepared the plan in collaboration with the Bureau, and activities were planned according to availability of staff.	The Bureau coordinates externally the request from Member States. However, at times it is challenging to measure the performance and more specifically, the effectiveness of the Bureau considering thee highly political environment	Assessing the efficiency and effectiveness of implementation tools and methodologies of the Bureau and their appropriateness	Identify lessons and good practices that have contributed to the performance of the Bureau that could be replicated. Defining, if necessary recommendations that can both improve the performance, as well as coordination with internal and external stakeholders

Source: Figure prepared by IOD Evaluation Section

2. FINDINGS AND CONCLUSIONS

(A)   RELEVANCE

23.   This section highlights the significance of the Bureau interventions in responding to the current needs and priorities of Member States, local and national IP development requirements and priorities, as well as consistency and coherency with WIPO's strategic aspirations. It aims at responding to the following questions:

(a)   To what extent the Bureau's mandate, plans, expected results, and activities responded to the needs of national counterparts, including intended target populations?

(b)   To what extent the Bureau's mandate, expected results, and activities are coherent with the national priorities and context?

(c)   To which extent the Bureau prepared its plan for and responded to changes in internal and external conditions over time?

Photo: Stakeholders consultation. Courtesy of Ms. Julia Engelhardt, IOD Evaluation Section

KEY RELEVANCE FINDINGS

Secondary data gathered during the evaluation exercise shows that the African countries register low participation and usage of the international IP system. Investment in research and development is small compared to the world average, and there are gaps in the national legal and institutional frameworks.

Due to all these challenges, IP support in the African region is very relevant and necessary. Therefore, the Bureau has prioritized critical areas of support, such as capacity building, awareness-raising, project development, and NIPS.

(i)   Alignment, contextualization, and responsiveness

24.   The countries within the realm of the Bureau, still register low participation and usage of the international IP system (see Figure 4) despite the innovation potential and creativity present in the region.

Figure 4: Patent applications by region for 2014 and 2018
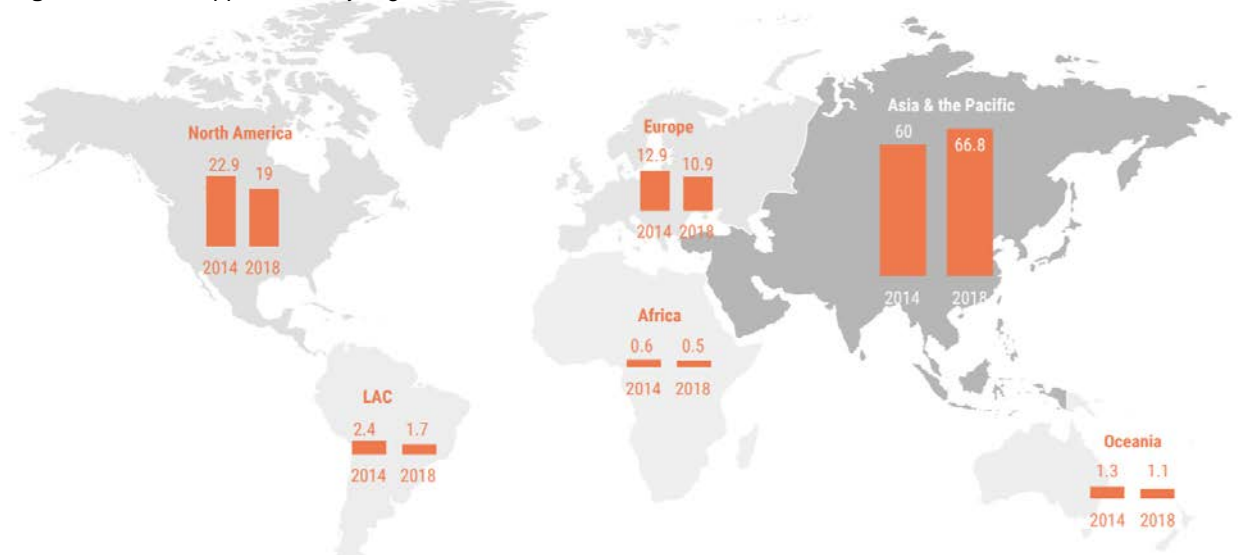
Source: WIPO IP Indicator Report 2015 and 2019. Figure prepared by IOD Evaluation Section

25.   Limited awareness and understanding of the role of IP, among other factors, hamper the full utilization of IP[9]. At the policy level, this means that countries overlook IP related sector while making budget provisions. Other challenges are as follows:[10]

Figure 5: Current challenges of the African region countries

0.36% GDP	Challenges	0.5%
45 countries invested averagely 0.36% of their GDP in R&D according to the World Bank , which is arguably low compared to the 2.3 percent world average. Consequently limited innovation support system	Low human resources capacities Limited awareness of IP Gaps in IP legal and institutional frameworks	Low usage of the patent system. In 2018 the region registered 0.5% of the worlds patents' applications

Source: Figure prepared by IOD Evaluation Section

26.   The evidence collected during the evaluation shows that the Bureau's targeted interventions are useful to harness the effective use of the international IP system and the full economic benefits that IP developments offer for such countries. The significance is observed in the positive correlation between the Bureau activity intensity in the supported countries and the number of design applications through the Hague systems, as indicated in Annex IV. Without the Bureau's supported interventions in the regions, one would argue that such countries would still lag further and point to opportunities for making interventions to change the current scenario for the better.

27.   The Technology Innovation and Support Centers (TISCs) with the support of the Bureaus and the national authorities are working towards addressing the research and development gap in the region. They are focusing on enhancing access to IP information for research and development and innovation to assist countries in obtaining a competitive advantage in science and technology. The Bureau's interventions have catalyzed appreciation of IP based activities among relevant national stakeholders to understand the value and linkage between IP and economic development.

28.   Stakeholders agreed that the Bureau's coordinated technical assistance activities addressed the gaps in the IP legislative, regulatory, and policy frameworks, enhancing technical knowledge and infrastructure, the institutionalization of IP systems, and innovation structures. The Bureau has done this in response to country-specific requests, which explains the Bureau's non-personnel expenditure in these critical areas.

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[9] https://www.liberianobserver.com/news/limited-awareness-a-reason-for-ip-stagnation-in-africa/?fbclid=IwAR22ea9tgoSBlV76YOIxJvc2uHC-XP6SRitbOiGuzqVFzrMODJ9OAUMlmKs
[10] https://data.worldbank.org/indicator/GB.XPD.RSDV.GD.ZS

Figure 6: Benefits of the assistance in the formulation of National IP Policy and National IP Strategy

Address needs	Empower countries	Bring IP issues higher in the Policy agenda	Increased efficiency and effectiveness
Is consistent with countries' needs for transition to knowledge-based economies .	empowers supported countries to build more robust innovation ecosystems and ultimately engage in global innovation-based economic activities .	bring IP onto the policy development plan, especially if consensus and synergies are explored among the different government agencies during the formulation process.	guides the Bureau's technical assistance interventions to countries in a more structured and coordinated project-based approach, limiting ad hoc or one-off requests from the IP office.

Sources: AUC/OECD,[11] Yale University[12] and WIPO consultations

29.   One observed key challenge has been slow adoption and implementation of the NIPS at the country level, often occasioned by changing political landscape and leadership in key government ministries, including national IP offices critical for championing the IP policy agenda.

30.   The aspect of indigenous knowledge is of great interest to many countries in the region[13] [14] owing to the enormous cultural and social dispositions, which further exemplifies the significance and validity of Bureau interventions in the region. Technical assistance and capacity building activities in the areas of Geographical indication, Traditional Knowledge, and Expressions of Folklore/Traditional Cultural Expressions have been handy and useful in bridging the existing gaps in access and usage of the IP system and conventional mechanisms for the protection and commercialization of traditional knowledge and creative resources. Further, there is potential for interventions in this domain to enhance the participation of local indigenous communities, especially women, and to reap the benefits that accrue from the development of IP systems in the region.

31.   WIPO staff also consider the work of the Bureau in the region relevant. Survey results presented in Figure 7 indicate that the Bureau does not only understand the national needs and priorities but also assist staff factoring those national needs and priorities into the programmatic activities.

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[11] AUC/OECD (2019), Africa's Development Dynamics 2019: Achieving Productive Transformation, AUC, Addis Ababa/OECD Publishing, Paris, https://doi.org/10.1787/c1cd7de0-en.

[12] Atkinson, R. D., & Ezell, S. J. (2012). Innovation economics: the race for global advantage. Yale University Press.

[13] Nirmalya & Viviana (2016). INNOVATION AND GLOBAL INTELLECTUAL PROPERTY REGULATORY REGIMES: THE TENSION BETWEEN PROTECTION AND ACCESS. South Centre. https://www.southcentre.int/wp-content/uploads/2016/06/RP67_Innovation-and-Global-IP-Regulatory-Regimes_EN.pdf

[14] Feris, L. (2004). Protecting traditional knowledge in Africa: Considering African approaches. *African Human Rights Law Journal, 4*(2), 242-255.

Figure 7: Staff perceptions related to the relevance of the Bureau
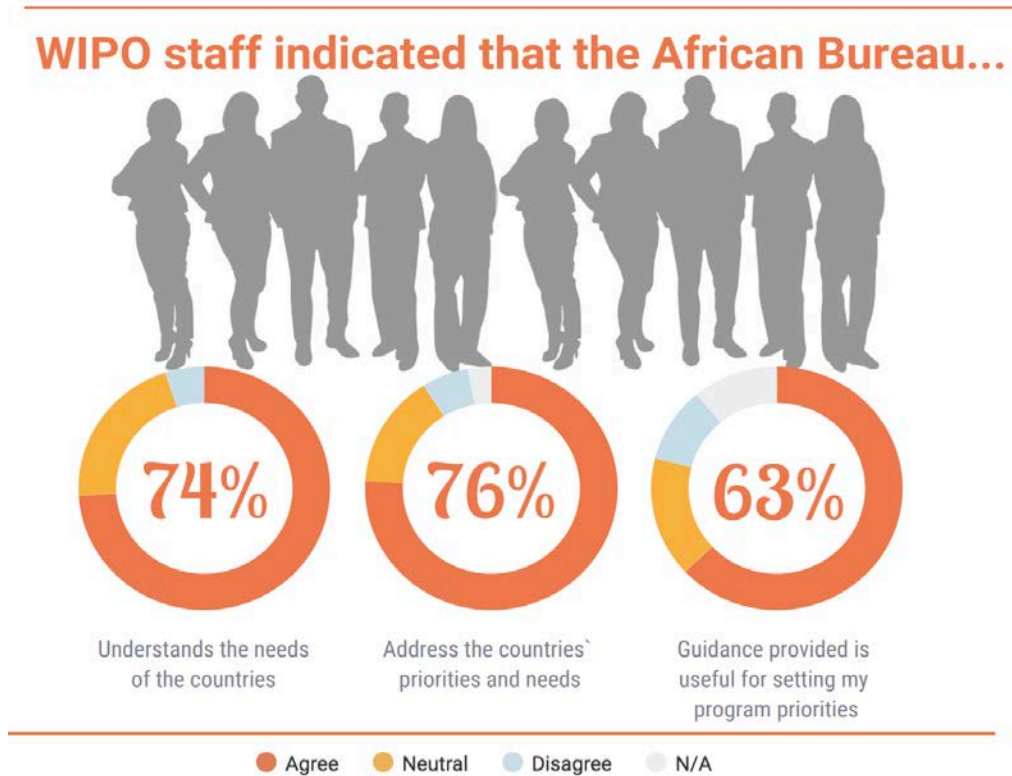
Source: Survey results and interviews with relevant stakeholders, IOD Evaluation Section 2020

32. Based on an assessment of 14 NIPS, and 363 activities ranging from 2014-2018, the evaluation found the Bureau's interventions to be in alignment with the current national IP priorities identified by the national stakeholders.

Figure 8: The Bureau's priority areas based on an analysis of 363 activities

33. Detailed results presented in Annex II and Annex III show that in all the NIPS reviewed countries universally prioritized the six areas.

34. Countries would like to increase the benefits of IP converted into economic gains, better entrepreneurship capacities, agribusiness, including Small and Medium-Sized Enterprise (SMEs).

35.   The progress achieved so far owes to the consultative and participatory processes leading to the formulation and development of NIPS, which seemed to be country-driven and aligned with the national development agenda. For this reason, it suffices to note that the Bureau implemented the right mix of interventions needed to support effective IP development, at least from the Member States' perspective. By and large, the response conforms to the principles of alignment and harmonization, which are vital for any development intervention to be effective. Seemingly, interventions designed for capacity and institutional strengthening, awareness creation, NIPS formulation have a significant potential influence on the IP development needs of these countries, especially by integrating IP into the relevant policies, plans, and decision-making processes more comprehensively and progressively.

36.   Projects on the promotion of agro-based industries, product branding, geographical indication, traditional knowledge, and TISCs are strongly aligned with countries' priorities of strengthening national capabilities for innovation and creative agro-industrial base; and points to a more structured analysis of national contexts by the Bureau during program design.

37.   The analysis of alignment included the data collected during in-country missions to Cameroon, Ethiopia, Mozambique, Senegal, Zambia, and Zimbabwe to gain an in-depth understanding of the significance of the Bureau's interventions about the critical project's activities implemented thus far. Data collected during the missions show the Bureau's role is highly relevant to the countries context and needs. During the field visit, interviewees stated that promoting IP through capacity building, technical assistance, developing National IP strategies, and policymaking is not only relevant but a significant priority for the region. The initiative is appropriate as it is identified as a development priority by different countries. Still, now more than ever, countries need more actions to assist them in closing the existing innovation divide and the IP value chain.

38.   The evaluation found a more consistent alignment between the Bureau's interventions and the development agenda aspirations, especially for the first three clusters, geared towards a more balanced global IP system that addresses the needs of developing countries (WIPO 2011[15]).

Conclusions

39.   During the 2014-2019 period, the Bureau interventions responded to the needs of national counterparts, and the results and activities were coherent with the national priorities and context. The planning process was participatory, based on the knowledge that the Bureau has on the region. At this point, several countries consulted would like to see the Bureau moving from a less theory and awareness-raising approach to a more practical support on IP commercialization.

40.   The planning process comes from the countries' initiative, and it is considered useful due to the bottom-up and top-down processes. But a more in-depth needs analysis would further strengthen existing planning practices. Moreover, the criteria for prioritizing activities is not entirely clear to some countries, and the work plan process requires further clarification.
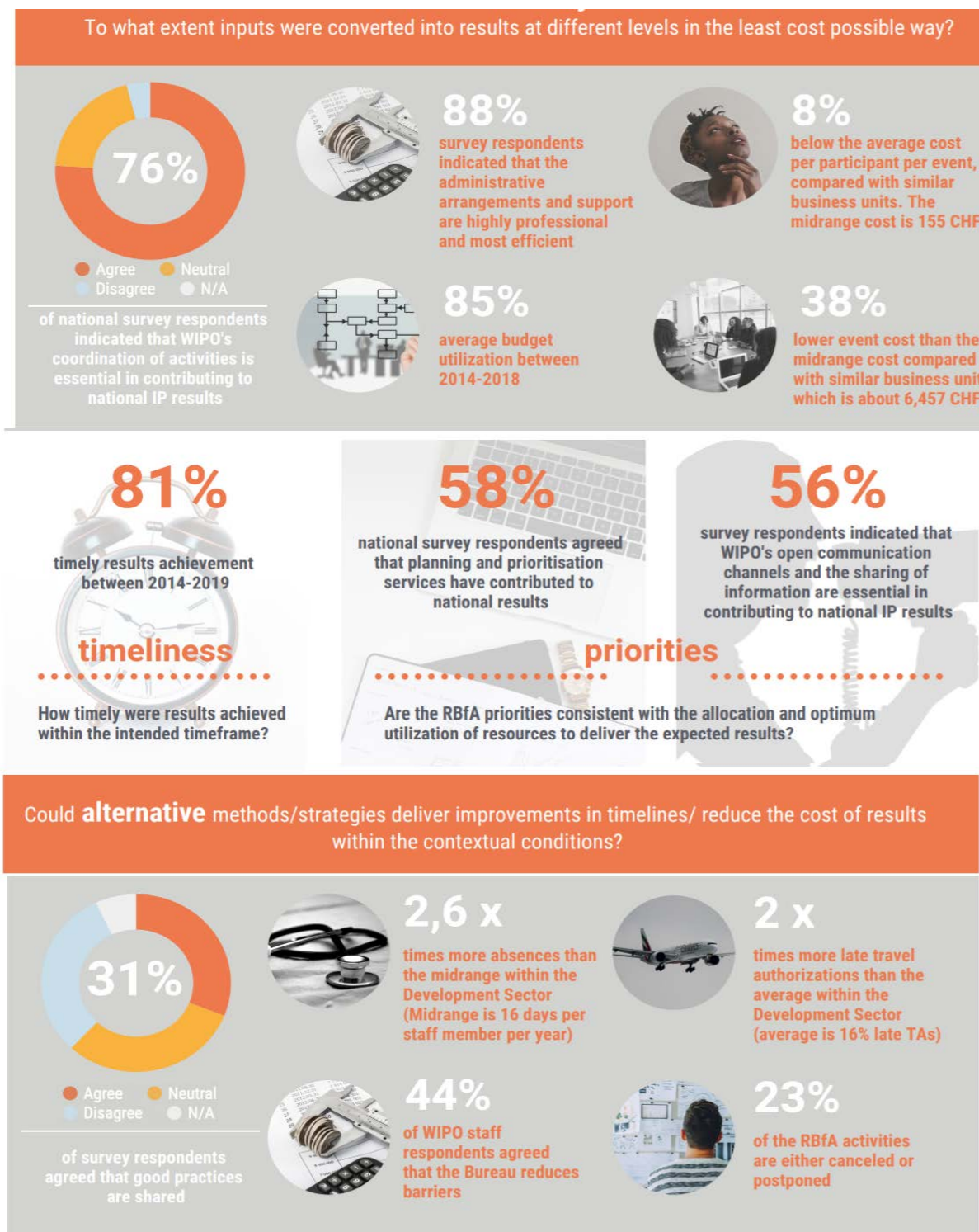
(B)   EFFICIENCY

41.   This section assesses the prioritization process, the timeliness of results, the utilization of resources, and identifies alternatives to improve efficiency levels. For the analysis, the evaluation team made use of WIPO's financial data, secondary data from evaluation, audit

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[15]   https://www.wipo.int/edocs/mdocs/mdocs/en/cdip_8/cdip_8_inf_1-annex1.pdf

reports, work plans, budget expenditures, technical assistance database information, WIPO's Business Intelligence Database, stakeholders' survey results, and interviews.

Figure 9: Eficiency findings

To what extent inputs were converted into results at different levels in the least cost possible way?

76%
Agree   Neutral
Disagree   N/A

of national survey respondents indicated that WIPO's coordination of activities is essential in contributing to national IP results

88% survey respondents indicated that the administrative arrangements and support are highly professional and most efficient

85% average budget utilization between 2014-2018

8% below the average cost per participant per event, compared with similar business units. The midrange cost is 155 CHF

38% lower event cost than the midrange cost compared with similar business unit which is about 6,457 CHF

81% timely results achievement between 2014-2019

timeliness

How timely were results achieved within the intended timeframe?

58% national survey respondents agreed that planning and prioritisation services have contributed to national results

priorities

Are the RBfA priorities consistent with the allocation and optimum utilization of resources to deliver the expected results?

56% survey respondents indicated that WIPO's open communication channels and the sharing of information are essential in contributing to national IP results

Could **alternative** methods/strategies deliver improvements in timelines/ reduce the cost of results within the contextual conditions?

31%
Agree   Neutral
Disagree   N/A

of survey respondents agreed that good practices are shared

2,6 x times more absences than the midrange within the Development Sector (Midrange is 16 days per staff member per year)

44% of WIPO staff respondents agreed that the Bureau reduces barriers

2 x times more late travel authorizations than the average within the Development Sector (average is 16% late TAs)

23% of the RBfA activities are either canceled or postponed

(i)   Prioritization

42.   This subsection responds to the question as to whether the Bureau priorities were consistent with the allocation and optimum utilization of resources to deliver the expected results. The evaluators assessed the budget allocations, expenditures, regional and national priorities, WIPO priorities according to its Strategic Goals, and triangulated this data with consultations and survey results.

Figure 10: Budget allocations for the Bureau and LDCs have slightly decreased between 2016 and 2019
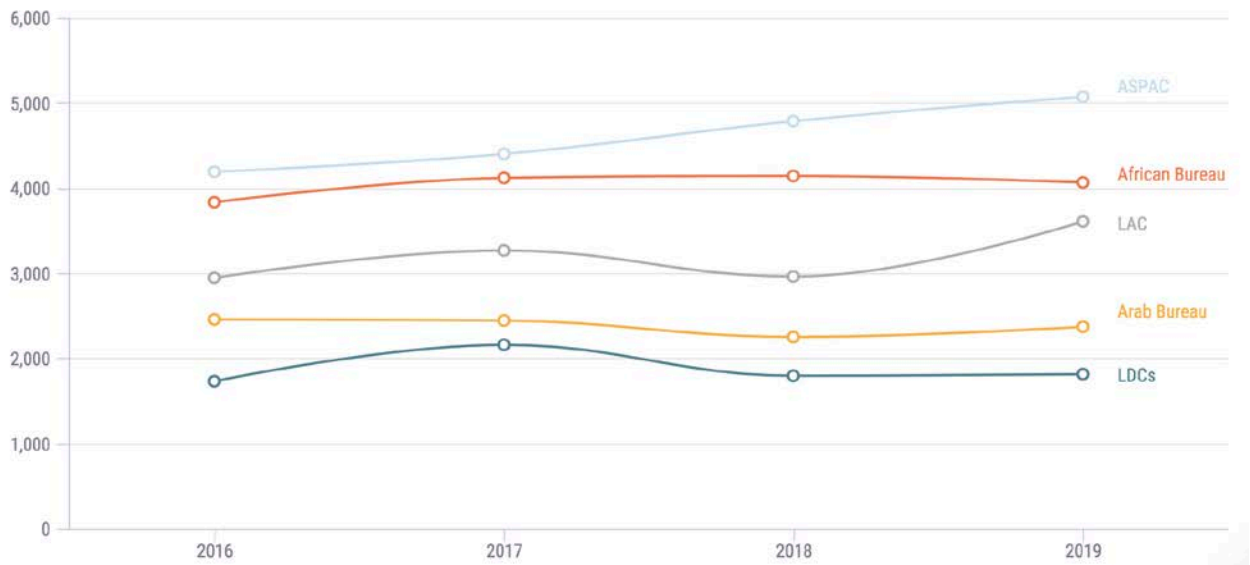
Source: WIPO's business intelligence database, 2016-2019. Figure prepare by IOD Evaluation Section

Figure 11: The Bureau budget utilization 2014-2019 (total budget 16, 5 million Swiss francs)
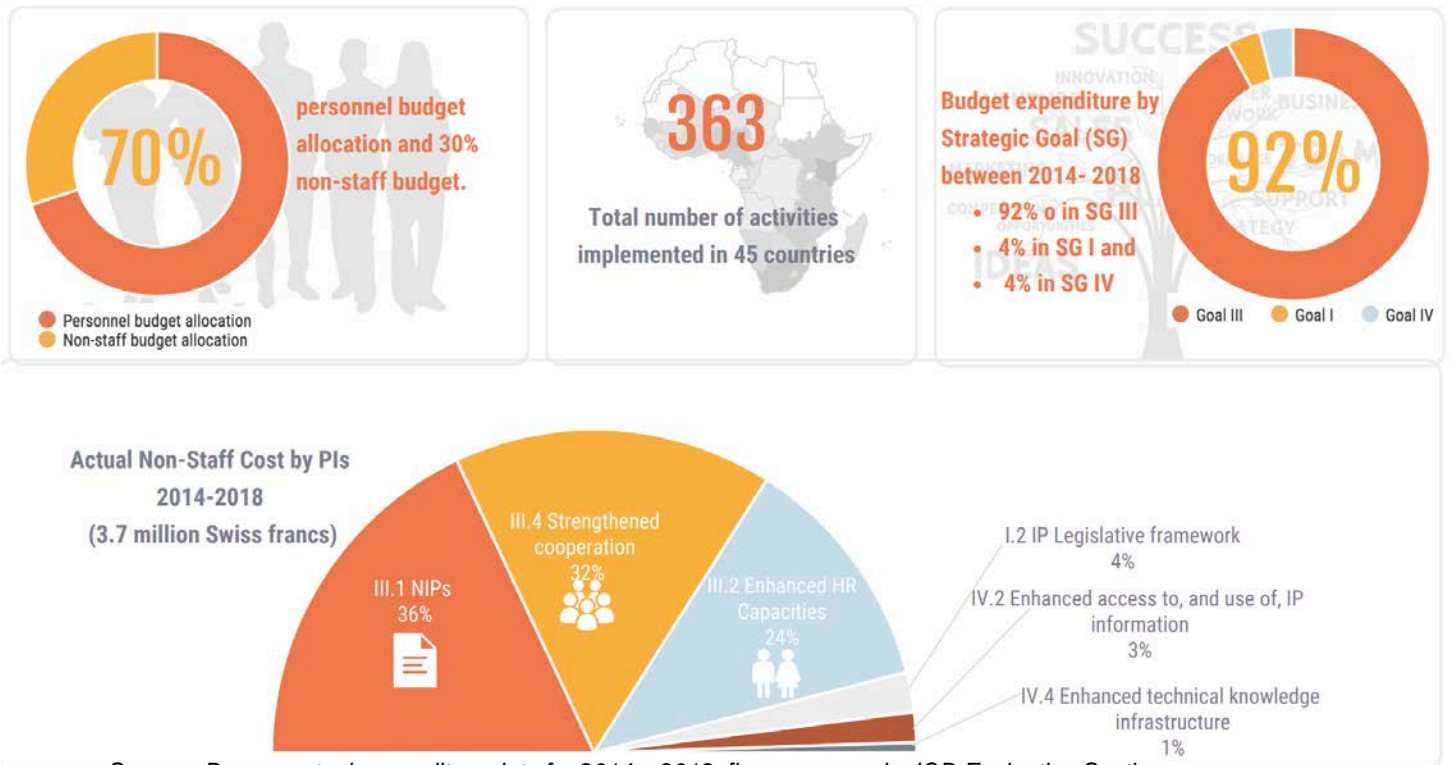
Source: Bureau actual expenditure data for 2014 – 2018, figure prepare by IOD Evaluation Section

43.   The Bureau investment priorities between 2014 and 2018 evolved according to the countries' IP maturity levels and their needs. Figure 12 represents the demand from the Member States for the Bureau services linked to its budget expenditure between 2014 and 2018. As seen in Figure 12, the investments in Strengthened Cooperation resulted in higher demand for NIPS.

Figure 12: Non-staff expenditure by WIPO's expected results 2014-2018 in thousands of Swiss francs
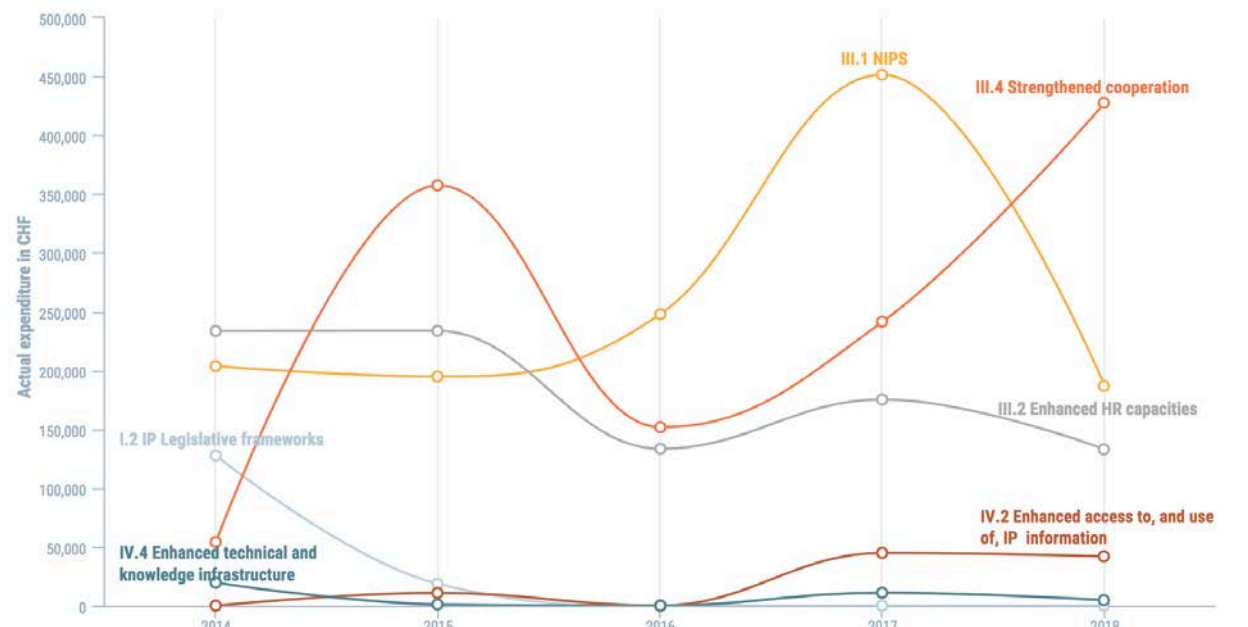

Source: WIPO actual expenditure for 2014 – 2018, figure prepared by IOD Evaluation Section

44.   The Bureau investments' priorities correlate with improvements made at the institutional level according to data reported on the GII 2019, as presented in Figure 13. Further details on GII rankings can be found in Annex V. The enhancement of institutional capacities has been the focus of the Bureau in the last six years, which has been one of the essential areas in need of development. Data from countries shows that WIPO's contributions assisted them with the development of its institutional capacities. Stakeholders indicated that today more than ever, assistance on the IP value chain and support towards closing the innovation divide were essential.

45.   Figure 13 shows that the lower the income levels, the more significant the innovation gap. Nevertheless, several lessons could be learned from some low-income countries such as the Republic of Tanzania, Senegal, Ethiopia, and Guinea. These countries have managed to achieve relatively high levels of creative outputs, despite being low-income countries, while the GII 2019 report has considered other upper-middle-income countries such as Ghana, Nigeria, and Zambia as underperformers.

46.   The GII 2019 report indicated as well that Kenya, Rwanda, Mozambique, Malawi, and Madagascar stand out for being innovation achievers at least three times in the previous eight years.

Figure 13: Innovation divide overview in several African Countries 2019
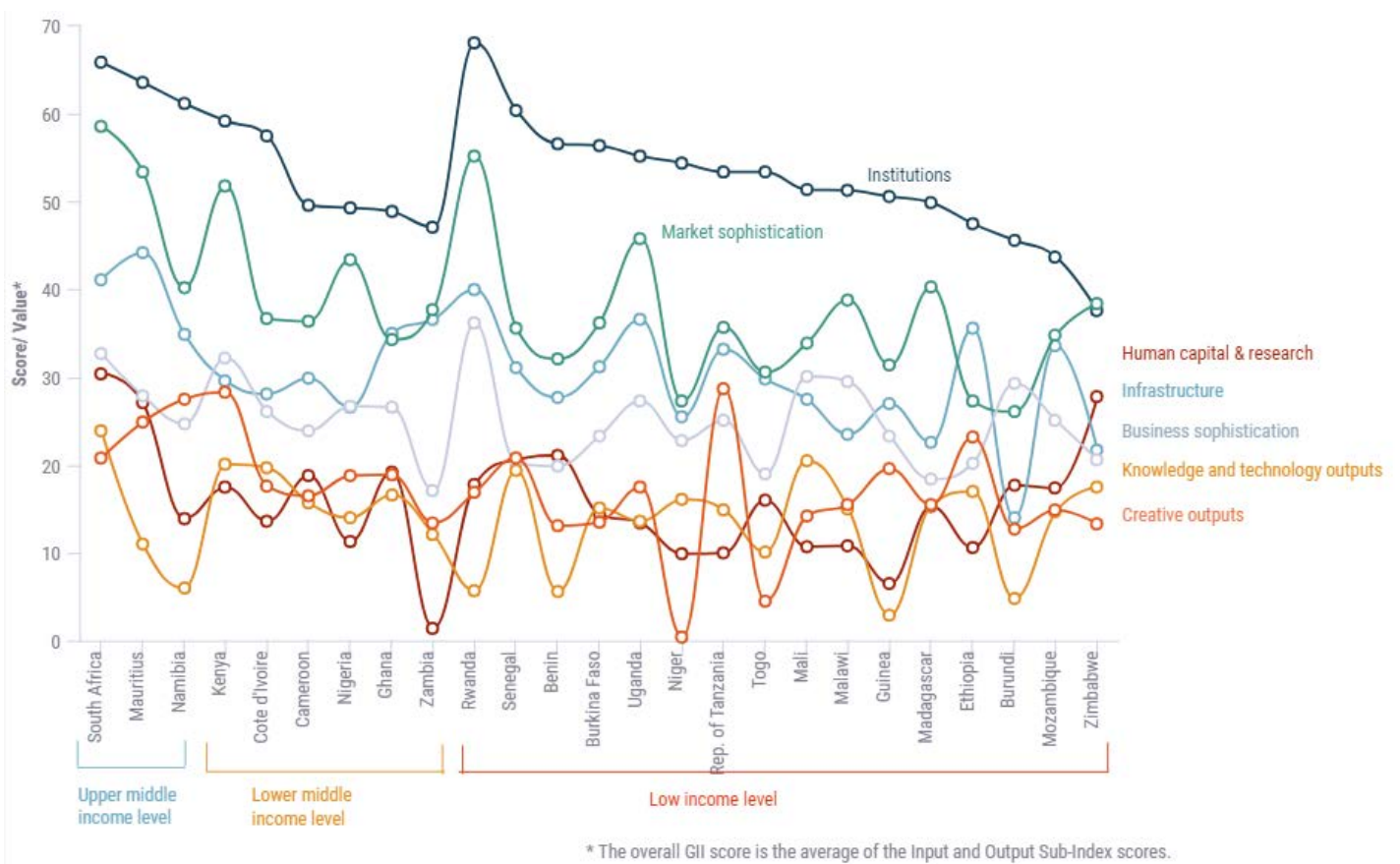
Source: Global Innovation Index, 2019. Figure prepared by IOD Evaluation Section

Figure 14: Bureau planning and prioritization
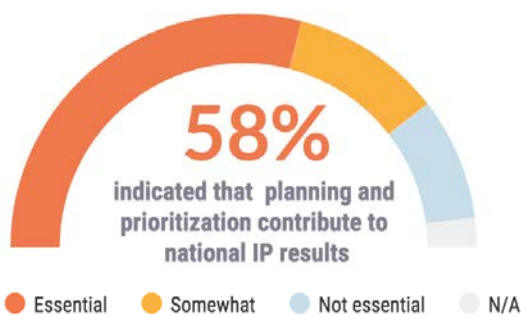
Source: IOD Evaluation Section, National Stakeholders Survey Results 2019

National survey respondents indicated that WIPO's advisory services for planning and prioritizing (IP audits, needs assessment, and feasibility analysis) are essential in contributing to domestic IP results.

Conclusion

Although collaboration between WIPO and countries in the region works very well, the assistance provided and available resources are undoubtedly insufficient to reduce the innovation divide in regards to knowledge transfer, research, market sophistication, and technical infrastructure. Leaving these factors unattended can potentially present a risk to the sustainability of IP projects along the IP value chain.

(ii)   Timeliness of Results

47.   This subsection responds to the efficiency question as to whether the results achieved were delivered within the intended timeframe.

48.   Between 2014 and 2019, the Bureau managed to deliver, on average, 81 per cent of the total of its performance indicators and implemented 77 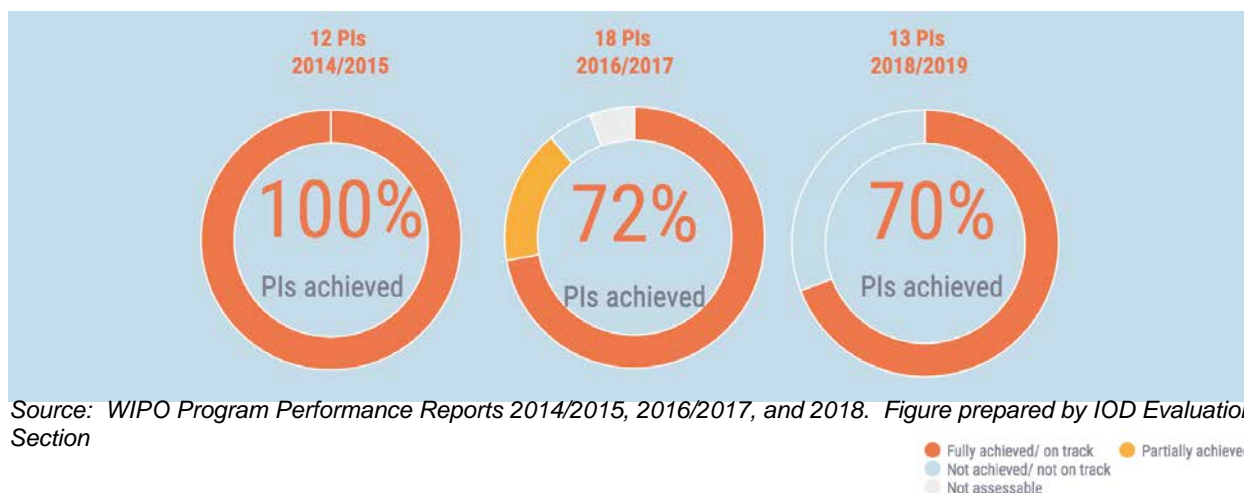per cent of the planned activities. This is a significant achievement considering the challenges within the organization, in the region, and the limited resources available.

Figure 15: Timely accomplishment of results as shown by performance indicators

Source: WIPO Program Performance Reports 2014/2015, 2016/2017, and 2018. Figure prepared by IOD Evaluation Section

49.   The reported performance drop between 28 and 30 per cent in the delivery of results in the last two biennia was mainly due to the following aspects but not exclusively:

Figure 16: Implementation challenges

Source: Figure prepared by IOD Evaluation Section
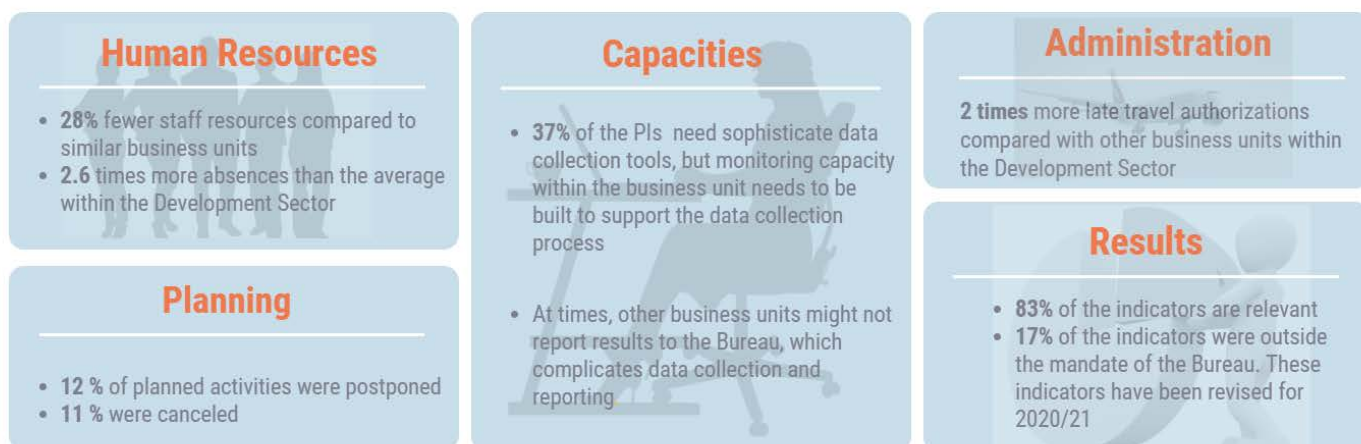
Conclusion

The Bureau has made significant efforts to deliver its results, but the challenges they must overcome in the countries coupled with internal organizational challenges affected the timely delivery of outcomes. Besides, limited monitoring capacity and tools within the Bureau affects the appropriate use and reporting of performance measures.

> (iii)   Efficient utilization of resources

50.   Given a large number of countries served and the slightly lower number of human resources compared to other business units with a similar mandate in terms of IP, combined with a significant staff absence rate, the Bureau has made considerable efforts to maximize the utilization of its non-staff resources.

51.   Figure 17 shows that Funds-in-Trust (FITs) resources are essential for financing contract services such as Individual Contractor Services (ICS) and travel cost. It also shows that 64 per cent of WIPO's budget is actually used to finance post staff expenses, i.e., the Bureau would not be able to assist its national stakeholders without the FIT resources.

Figure 17[16]: WIPO regular budget and FITs budget utilization of the Bureau (16.2 million CHF) 2016-19
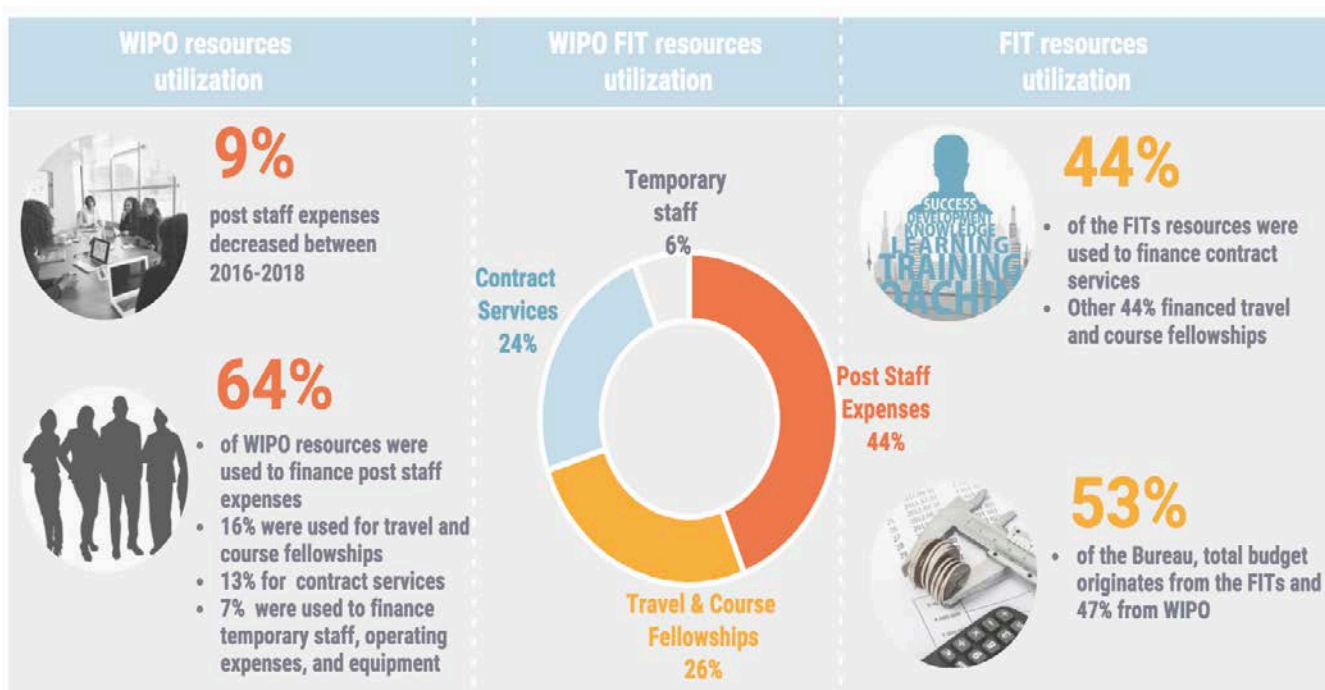

Source: WIPO Business Intelligence database, Figure prepared by IOD Evaluation Section

52.   Data collected through interviews during field missions shows that stakeholders from some countries were of the view that WIPO could increase the transparency of financial resources allocation and expenditure per country. Governments and partner institutions would like to be informed about the level of financial commitment from WIPO well in advance to align these resources with their level of investment. Stakeholders indicated that the financial commitment per country is not always made available to them. Consequently, at times countries do not know the level of WIPO's investment even when doing joint activities.

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[16] WIPO resources utilization includes only for WIPO's budget without the FITs resources. FITs resources include only the FITs budget without WIPO's budget. WIPO FIT resources utilization provides an overview of how the total WIPO and FIT budget was utilized

Non-staff cost

54.   The Bureau has utilized five million Swiss francs on non-staff costs between 2016 and 2018. WIPO financial data indicates that the Bureau expends fewer resources to deliver similar results compared with other business units[17].

Figure 18: Detailed non-staff expenditure 2016-2018

18%

Lower cost per event compared with other BU within the Development Sector (mid range cost is 4,895 CHF)

10%

Lower cost per participant compared with other BU within the Development Sector (mid range cost is 160 CHF)

2X

Twice the number of late travel authorizations compared with other BU within the Development Sector (mid range is 16% late TAs)

2.5 X

ICS contracts expenditure between 2016 and 2019 increased by 2.5 times, from 277 thousand Swiss francs to 706 thousand Swiss francs.

90%

of the FITs funds in 2019 were assigned to four individual ICS contracts.

Source: WIPO Business Intelligence database, February 2020. Figure prepared by IOD Evaluation Section based on a comparison with WIPO Regional Bureaus

55.   Indicators used to report the achievement of results of the Bureau are partially aligned with its mandate. The Bureau "is responsible for the coordination of technical assistance…"[18] However, the evaluation notes that there is no indicator measuring whether the Bureau is contributing to enhancing the organization's efficiency and effectiveness through coordination.

56.   ICS contracts expenditure between 2016 and 2019 increased by 2.5 times, from 277 thousand Swiss francs to 706 thousand Swiss francs. About 69 per cent of national survey respondents indicated that the Bureau, in collaboration with national stakeholders, make the best use of existing local capacities and resources.

57.   Besides, 80 per cent of national survey respondents indicated that the Bureau administrative arrangements and support are highly professional and most efficient. Further results are presented in Figure 19.

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[17] Other business units with a similar mandate in terms of IP and development providing similar services to counties (capacity development, legislative advice, technical cooperation, e.g. Regional Bureaus
[18] https://www.wipo.int/about-wipo/en/activities_by_unit/index.jsp?id=1006

Figure 19: Evaluation Survey Results on the Efficiency of the Bureau
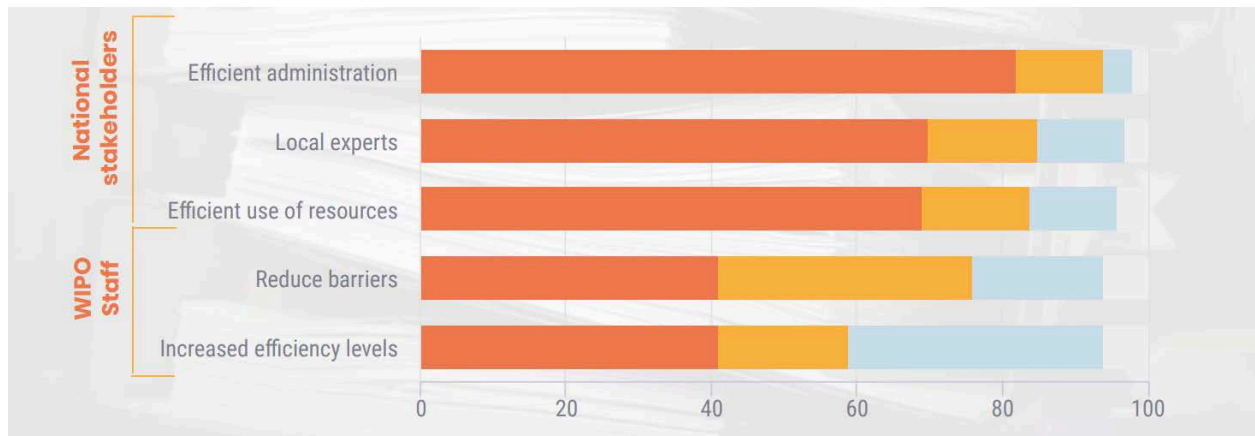
Source: Evaluation of the Regional Bureau for Africa - Survey results, IOD Evaluation Section

58.   While national survey respondents were highly positive about the Bureau efficiency levels, 59 per cent of internal survey respondents were of the view that there are still opportunities for increasing efficiency levels.

Figure 20: Stakeholders' suggestions for improvement
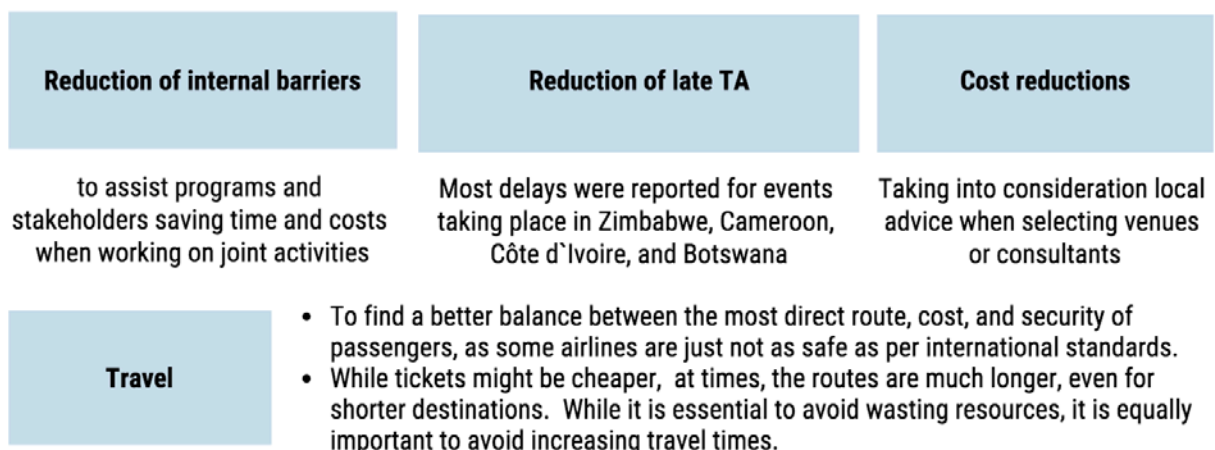
Source: Figure prepared by IOD Evaluation Section

Personnel expenditure

59.   The Bureau reported 11.5 personnel expenditure between 2016 and 2018 and operated in the last two years, with 2.8 times fewer staff compared to other similar units (other WIPO bureaus).

Figure 21: Detailed non-personnel resources utilization assessment 2016-2018

11,5 million Sfr	2,6 x	2,8 x	9%
personnel expenditure between 2016-2018	higher level of absences compared to similar business units (midrange is 16 days per staff per year within the Development Sector)	less staff compared with other similar business units for the last two years	post staff expense decreased between 2016-2018

Source: WIPO Business Intelligence database, February 2020. Figure prepared by IOD Evaluation Section

60.   It is worth noting that nine per cent post staff expenses decreased between 2016 and 2018, which resulted from "net transfers of positions from the development sector, including the African Bureau to:

(a)   Support the increased workload for the upload of national collections into PATENTSCOPE; and

(b)   Enhance non-governmental organizations and industry relations respectively, and the redeployment of accrued personnel savings to other organizational priorities.[19]

Conclusion

61.   The Bureau has invested significant efforts to serve the countries in the region, and the positive survey results reflect this. Considering the limited resources, it is even more challenging when 2.6 times of staff are absent (with or without sick leave certificate between 2014 and 2020).

(iv)   The efficiency of processes and potential alternatives to enhance the efficient utilization of resources

62.   The evaluation also assessed to what extent WIPO processes facilitated or impeded (if any), participation, and accessibility to Bureau services. It also focused on identifying alternative methods/strategies to deliver results on time and the least costly way possible. The analysis assesses the processes related to planning, communication, coordination, monitoring, utilization of resources, as well as participation and accessibility.

Coordination

63.   Coordination is the cross-cutting component of the Bureau mandate, and the efficiency and effectiveness of WIPO's work depend heavily on how well its services are coordinated between the countries in the region and the various WIPO business units. It also depends on the willingness for collaboration among the multiple stakeholders. The significant findings on coordination are presented below.

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[19] WIPO Performance Report 2016/17, Page 86, Geneva - Switzerland

Figure 22: Coordination results, challenges, and stakeholders' suggestions
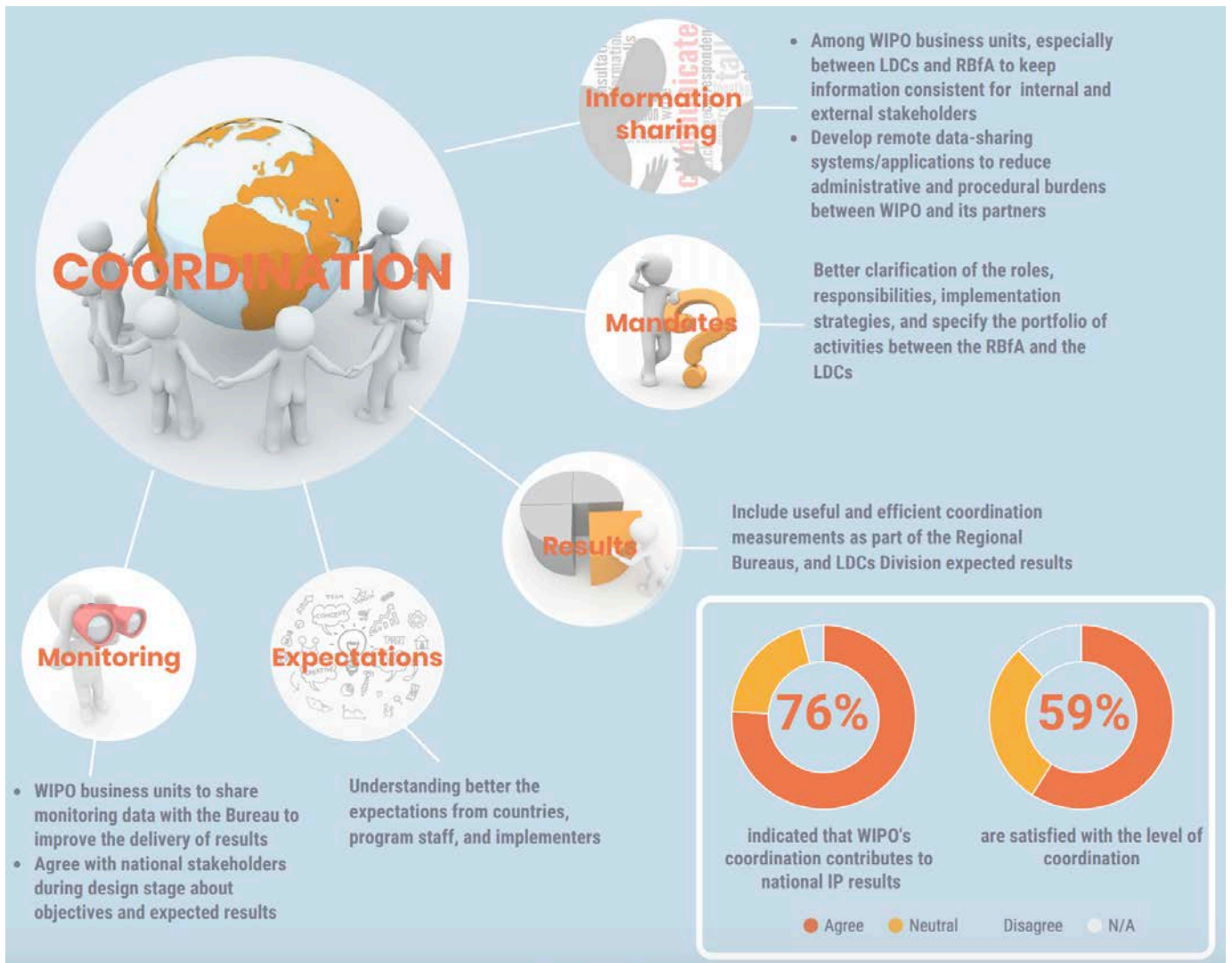
Source: IOD Evaluation Section consultations, desk research, and National Stakeholders and WIPO staff Survey Results 2019

65.   Despite the survey's positive results, internal coordination remains a complex issue, especially for the Bureau, as it does serve LDCs, which are also served by the LDCs business unit. As indicated in past evaluation reports, coordination between the Bureau and the LDCs was reported as a significant internal challenge five years ago and continues to be a challenge today.   It is to note that just after the last evaluation Reference Group meeting, WIPO management decided to merge these two units with immediate effect.

Planning Process

66.   The Bureau initiates the planning process in collaboration with the countries during the WIPO General Assembly. In November, the Bureau shares a work plan template with its national counterparts.

Figure 23: The Bureau planning tool

Source: Bureau process of 2019. Figure prepared by IOD Evaluation Section

67.   The expectation is that WIPO's technical assistance be delivered based on the criteria established under the Development Agenda. Therefore, countries should submit their requests (Demand Driven Approach) with result-based management objectives. If a country has in place a National Intellectual Property Policy or Strategy, request for assistance may also be extracted from the recommendations deriving from that document.

68.   The evaluation found some evidence on challenges with the planning process, for example, when WIPO planned activities in countries that are not ready to absorb the specific type of activities offered or do not have a NIPS in place. On other occasions, programs initiate operations in the countries without prior context analysis. Some Member States reported that at times some WIPO programs planned activities on their own without knowledge of the Bureau. However, before implementation, those activities got canceled without any clarification. Between 2014 and 2019, the Bureau had to cancel and postpone 23 per cent of its planned activities, as seen in Figure 24 below.

Figure 24: Bureau activities status for 2014-2019 (Total number of activities 363)
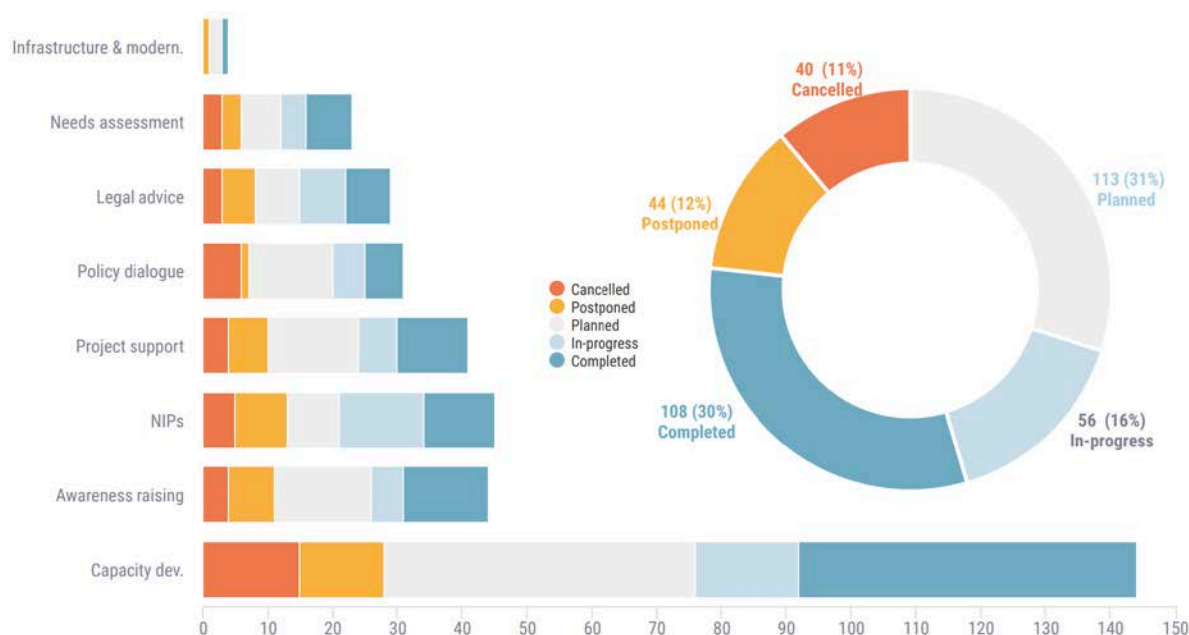
Source: Bureau Work plan 2014-2019. Figure prepared by IOD Evaluation Section, Geneva – Switzerland 2020

69.   As part of the planning process, consulted stakeholders suggested some alternatives to improve existing planning processes, as presented below:

Figure 25: Stakeholders' suggestions

PRIORITIES
Countries would like to know the priorities of the RBfA, WIPO, and the plans for the region.

NEEDS ANALYSIS
more remote or on-site support in the identification of country's needs and priorities. Meeting regularly with the permanent missions to learn from the existing context and better assessing the needs of the country.

LONGER TERM PLANS
Include activities in national plans well in advance. Develop in collaboration with stakeholders longer-term actionable plans, at least for two years and ideally for four years. Longer-term plans would allow IP offices to factor WIPO projects in the national plans for early consideration of the government and speed up implementation of activities.

ACTIONABLE PLANS
Make IP plans and strategies more actionable to bring activities higher to the government's agenda during national budget and planning processes.

PREDICTABILITY
Activities planned in collaboration with WIPO need to be initially financed by the national governments. However, national governments can not factor WIPO activities at short notice, as these are planned annually and national governments work with longer term plans. Consequently, it takes longer to get the national government's approval to finance WIPO activities upfront. It would be easier to work on longer-term projects/actionable plans with more predictable budgets, which should be provided at the start of the project.

Source: Figure prepared by IOD Evaluation Section

Participation and accessibility

70.   Several countries would not be able to participate and contribute to the global IP policy negotiations without WIPO's support. However, it is financially not viable to cover the participation of all WIPO meetings. While stakeholders understand that WIPO resources might be limited, they also believe that there is still potential to develop more opportunities with existing resources.

Figure 26: Stakeholders' suggestions

INCLUSIVENESS

capacity and awareness-raising activities take mostly place in the bigger cities. As a result stakeholders from other regions are left out. Consider other ways of reaching out to stakeholders who are usually left out

EXPERIENCE EXCHANGE

Provide the space for more technical discussions of IP and exchange of experiences in the informal and parallel meetings during the WIPO general assemblies, as well in other technical meetings.

TRANSLATIONS

Make French translation of official documents available well in advance before the meetings to facilitate better preparation of participants for the sessions.

NEW TECHNOLOGIES

Stakeholders felt that WIPO meetings could be more inclusive despite the financial limitations, for instance, WIPO could make more use of new technologies such as webinars or video-conferences that allow for remote participation.

KEY STAKEHOLDERS

At times, those invited to participate are not necessarily the most relevant stakeholders. WIPO could include in its correspondences and invitations more specific guidance on the participants' profiles/ target groups to increase the diversification and inclusiveness of stakeholders.
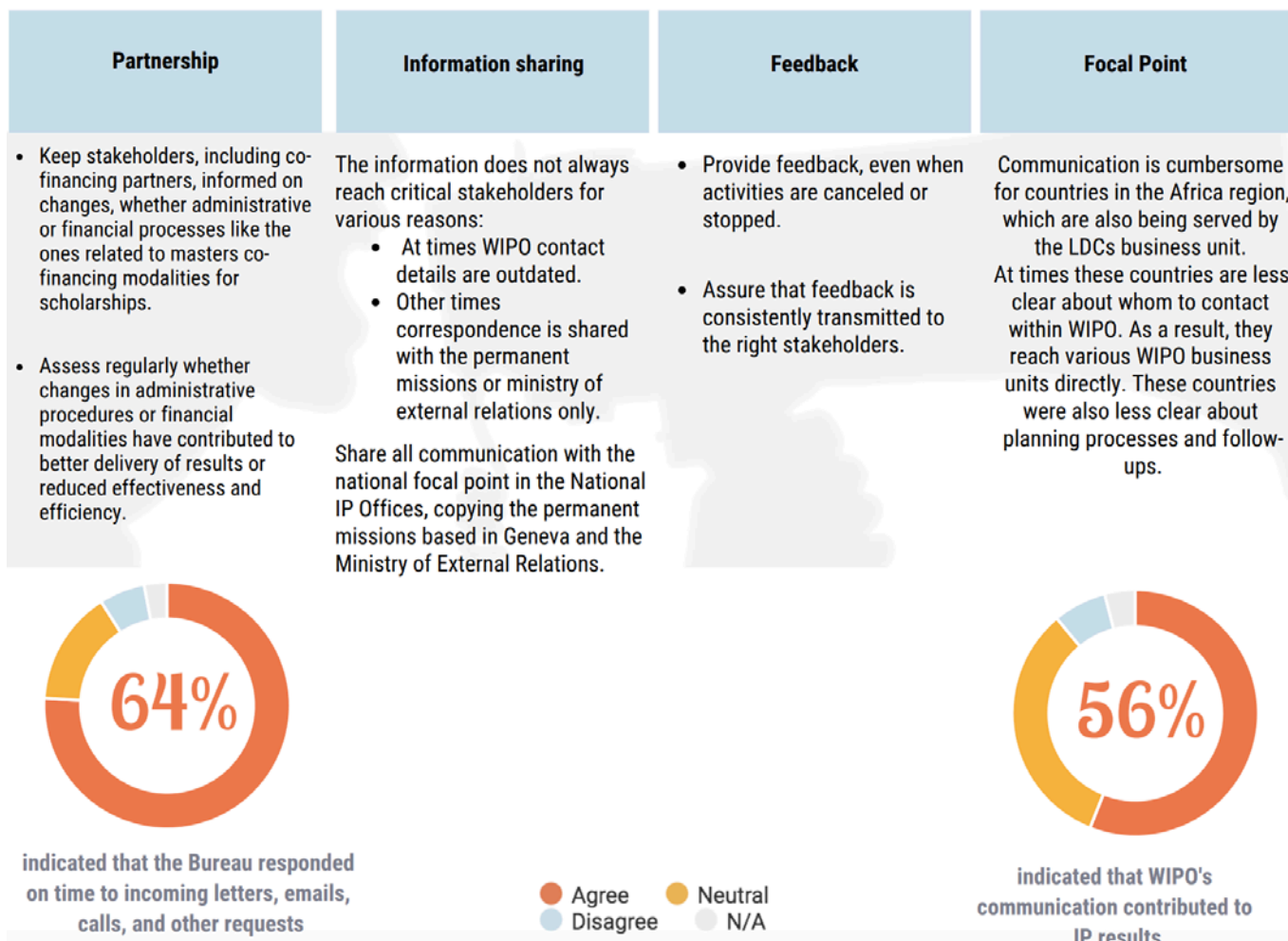
Communication

71.   Stakeholders were mostly satisfied with the interaction between the Bureau and the national counterparts. Despite these positive survey results, consulted stakeholders and evaluation evidenced indicated that some factors could make communication even better.

Figure 27: Stakeholders' alternative communication strategies

Partnership	Information sharing	Feedback	Focal Point

• Keep stakeholders, including co-financing partners, informed on changes, whether administrative or financial processes like the ones related to masters co-financing modalities for scholarships.
 	
• Assess regularly whether changes in administrative procedures or financial modalities have contributed to better delivery of results or reduced effectiveness and efficiency.
	The information does not always reach critical stakeholders for various reasons:
	   • At times WIPO contact details are outdated.
	   • Other times correspondence is shared with the permanent missions or ministry of external relations only.
	
	Share all communication with the national focal point in the National IP Offices, copying the permanent missions based in Geneva and the Ministry of External Relations.
		• Provide feedback, even when activities are canceled or stopped.
		
		• Assure that feedback is consistently transmitted to the right stakeholders.
			Communication is cumbersome for countries in the Africa region, which are also being served by the LDCs business unit.
			At times these countries are less clear about whom to contact within WIPO. As a result, they reach various WIPO business units directly. These countries were also less clear about planning processes and follow-ups.

64% indicated that the Bureau responded on time to incoming letters, emails, calls, and other requests

● Agree   ● Neutral
● Disagree   ● N/A

**56%** indicated that WIPO's communication contributed to IP results

Source: Figure prepared by IOD Evaluation Section

72.   Implementation and coordination of the Master's program could benefit from better sharing of information/platforms among the three institutions (African Intellectual Property Organization (OAPI), WIPO, and the University), especially in regards to applications and agree on the process for examinations. Currently, Master's applicants do need to fill a WIPO online form and, in parallel, send some documents such as curriculum vitae and certificates to OAPI. The issue is that, at times, applicants register either in OAPI or WIPO, which creates some confusion when shortlisting candidates for the grants. Also, WIPO does offer students the option of in-class or online exams at the University of Yaoundé. While online exams in other continents might be a perfect option, this is not the case in Africa, and online exams leave room for abusing the system, e.g., some students come up with excuses that the internet did not work or that they could not get access on time to the exam to have enough time to complete the exams. These and other excuses that arise from students completing the exams online implies on the fairness of the examination system, as students completing the exams at the University must do so in a given date and time.

Monitoring and follow up

73.   About 64 per cent of national survey respondents indicated that the Bureau requested feedback and followed up on the implementation of activities being done with their collaboration, WIPO has made significant progress in the development of its performance indicators and monitoring framework. As performance measures become more sophisticated, the need arises for monitoring expertise and tools. Bureau staff has so far not participated in formal monitoring training, and resources for regular monitoring of activities have not been earmarked as part of the Bureau plans. The evidence coming from the evaluation and interviews with stakeholders identified some challenges and provided some suggestions to improve the performance and delivery of WIPO's services.

Figure 28: Monitoring and evaluation results, challenges, and stakeholders' suggestions
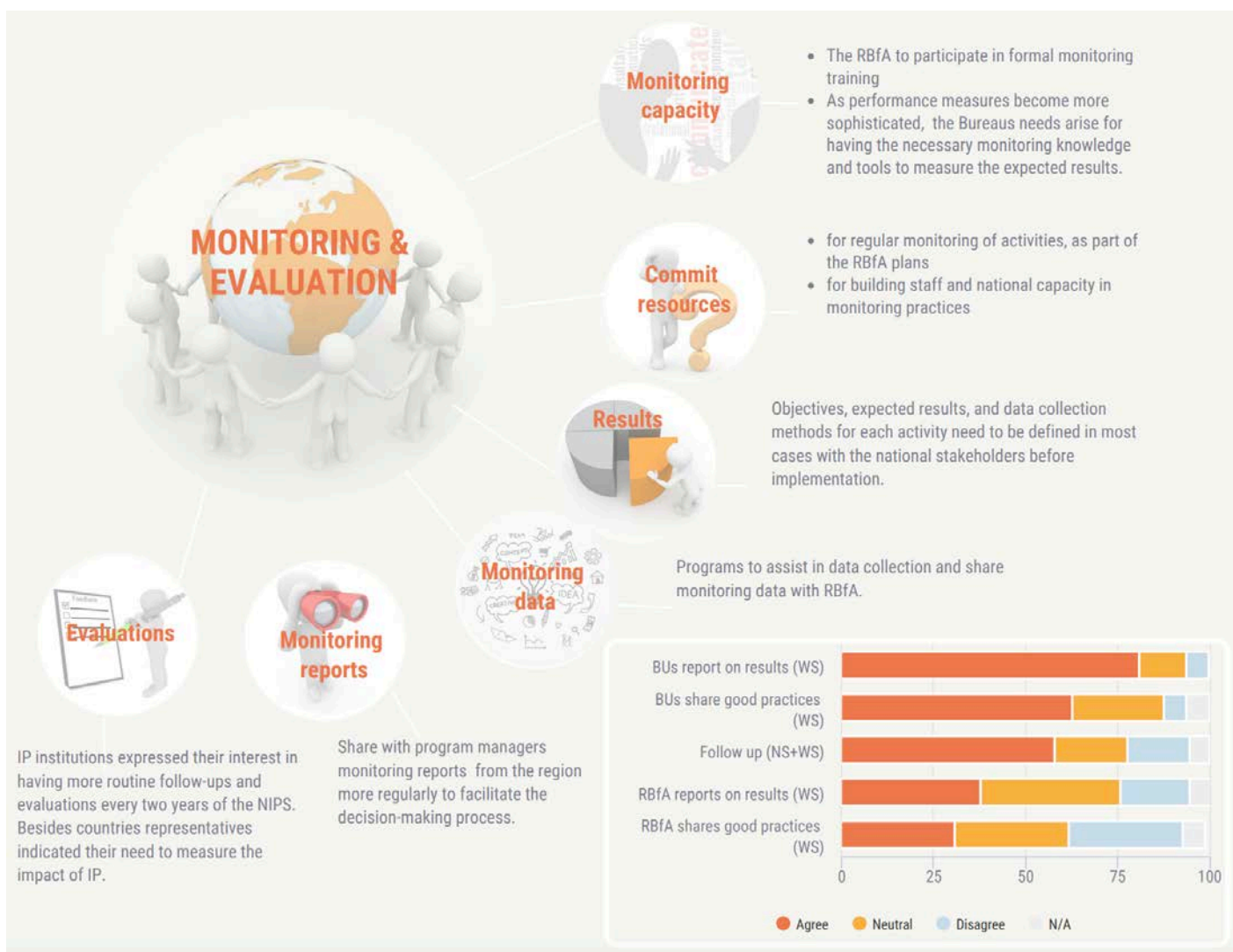
Source: Figure prepared by IOD Evaluation Section

74.   WIPO has launched in February 2020 a customer satisfaction survey to measure the impact of WIPO's capacity building activities. This new tool could become useful if the purpose and expected results of the activities are agreed with WIPO's collaborators, and there is a common understanding among partners of what will be measured and how.

Conclusion

While survey results on efficiency present positive outcomes, most stakeholders interviewed agreed that there are still opportunities to enhance the efficient utilization of resources, especially during the planning process (e.g., stakeholders` inclusion, communication, coordination, and monitoring practices). Moreover, coordination was strongly affected by having two business units operating in LDCs in Africa. As a result, the evaluation found some inconsistencies in the communication and planning processes. Furthermore, internal coordination challenges, coupled with administrative challenges, increase WIPO's transaction cost and reduce the effectiveness of it is support to the countries.

(C) EFFECTIVENESS AND IMPACT

75.   This section of the report aims at responding to what extent the Bureau contributed to WIPO's results

Figure 29: Evaluation Questions on Effectiveness and Impact

- Achievement of WIPO's strategic goals, ER, PIs, and better delivery of WIPO's mandate?
- IP related national and regional strategic objectives?

- Reaching intended target countries (coverage)?
- What is the quality of the coverage?
- How are countries moving from the current situation to more appropriate levels?

- Which factors contributed to the delivery of results and meeting needs?
- What were the key factors influencing the achievement of results?

Results achievement inclusive, supporting the realization of gender equality and other equity considerations?

- Deliver additionally such as support the mobilization of additional financial/ non-financial contributions, which would not have otherwise materialized?
- Results materialization as a result of any such additional contributions?

Source: Figure prepared by IOD Evaluation Section

KEY EFFECTIVENESS AND IMPACT FINDINGS

Key partners across countries widely recognize the Bureau's work. It has shown its role in bringing together a multitude of parties around essential issues and achieving results around capacity building, technical assistance, development of IP strategies, and public policy. The Bureau has developed comparative strengths and substantial value-add in its role, facilitating the development of a broad range of interventions and support to assist the African countries for IP development better.

The monitoring and evaluation system within the Bureau reports jointly on expenditures, activities, and outputs delivery, to varying levels of quality and reliability. However, it is a challenge to monitor actual progress on results because of the limited link between the completion of activities and the achievement of results.

The demand-driven approach of the regional bureaus, and the reduced funding for the African Bureau, have made it quite reactive. While this is admirable, it has also meant that resources, human and financial, that are already in short supply are often drawn to activities which are priorities at the moment but may not be medium to long term priorities or strategic. In all cases, this work would have benefited from a clear and detailed strategy and allocated funding to ensure clarity of direction and goals.

The Bureau has made efforts to improve program design by prioritizing interventions and identifying annual work plans together with WIPO areas and African countries. However, there are still shortcomings and room for improvement in terms of the theory of change, program design, targeting, and budgeting.

Photo: WIPO stakeholder, courtesy of Julia Engelhardt

(i)   Degree of achievement of strategic goals and expected results

76.   In the last four years, the Bureau managed to deliver 363 activities and, on average, 81 per cent of its performance indicators. Nevertheless, it can be observed that there has been a drop of 28 and 30 per cent in the delivery of performance indicators. This achievement of key performance indicators is significant since the Bureau performed only nine per cent below its capacity during the period.

77.   According to the data gathered during the evaluation, the initial results from the Bureau refer to raising awareness, capacity building, technical assistance, development of IP strategies, and public policy.

Figure 30: Overview of the geographical activity level of Bureau based on 363 activities (2014-2018)
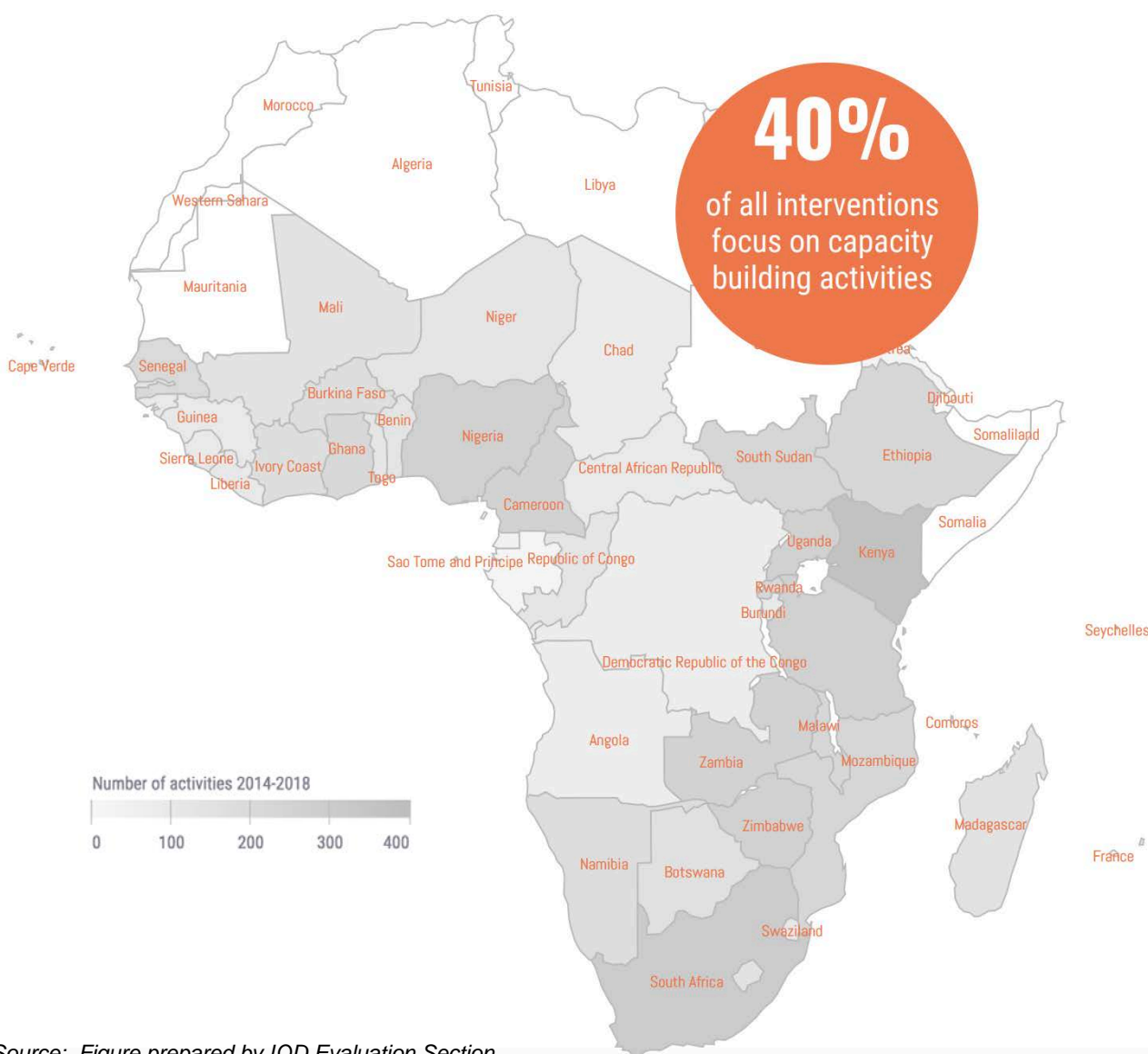
Source: Figure prepared by IOD Evaluation Section

(ii)   Awareness-raising

78.   Thanks to awareness-raising and sensitization activities, stakeholders now have a higher demand for more specific and qualified technical assistance on IP development than in the past. In sum, key sources mentioned that Africa has moved from compliance to see the IP as an opportunity, and more countries in the region need support assisting them factoring IP into the educational curricula, as presented in Figure 31 below.
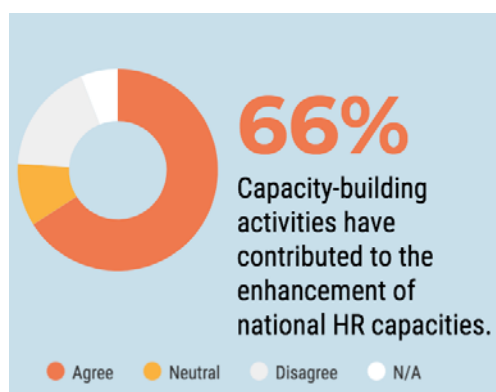
Figure 31: Awareness-raising in brief

Agree   **Neutral**
Disagree   **N/A**

59%

Awareness-raising activities have facilitated the understanding of IP among decision-makers and relevant stakeholders.

Schools

In Zambia, for example, some notable activities or developments in IP awareness included the development of the IP curriculum in schools. This was a milestone in the work of the IP Office. However, there has not been any follow up from WIPO since this initiative was implemented.

Universities

In Ethiopia, IP capacity is limited, for example, IP is not part of the university curriculum in the country, and most universities have minimal knowledge of IP. At the university, law students can take up one non-compulsory class in IP. According to local sources, few capacities have nowadays partly been developed due to an increasing interest in IP, but more support is needed.

Source: Figure prepared by IOD Evaluation Section

(iii)   Capacity Building

Figure 32: IOD Survey results

66%

Capacity-building activities have contributed to the enhancement of national HR capacities.

Agree   **Neutral**   **Disagree**   **N/A**

79.   Consulted stakeholders reported a high level of satisfaction with the online and face-to-face courses, including the Academy courses, seminars, and workshops. Interviewees valued the quality of the experts and the speakers, the relevance of the topics, and the methodology used.

80.   Interviewees agreed that in the past few years, the African region had evolved positively in terms of technical skills, knowledge, and ownership of IP matters by both government officials and private sector members. Therefore, the demand and the needs are now more specialized, and training topics need today more depth and focus on implementation rather than theory and basics. The evaluation found and documented some capacity building success stories that are highlighted below:

Photo: Venngage Inc

Photo: Venngage Inc

Photo: Venngage Inc

IP Master's Program

81.   For the IP to move forward, IP needs to be managed by skilled people. WIPO has been active in providing training. For instance, the Masters in IP was a popular program in Zimbabwe and Cameroon. It reached stakeholders from the region and beyond. Training programs were beneficial and relevant to IP officers and helped them to deepen their knowledge about patents and IP matters. Moreover, participants were able to share their expertise with SMEs. The issue of branding was relevant to most SMEs.

Technology & Innovation Support Centers (TISCs)

82.   TISCs is an excellent example of assistance that is very much needed and managed to sensitize researchers and universities. Some success stories include:

    (a) Senegal is currently processing its first geographical indication with support from WIPO;

    (b) In Cameroon, TISCs have proven to be useful to researchers and inventors; and

    (c) The establishment of a TISC at Copperbelt University is also another positive development. There has a marked improvement in the number of research institutions that are developing IP policies.

83.   However, the offer of activities on TISC is scarce due to limited resources at times. In some countries of the region, only two activities of this type were offered in the last six years.
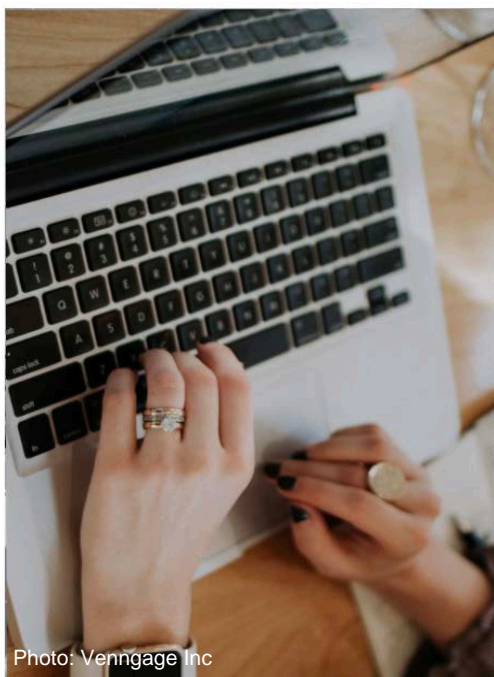
IP value chain

84.   WIPO capacity building activities enhanced the skills of IP offices' staff as part of their day-to-day operations and raised awareness, for instance, in Ethiopia, where WIPO provided training to build the capacity of newly recruited staff. While in some countries in the region the staff turnover is low and the skills acquired can be effectively utilized in the institution, this is not always the case. Some countries struggle with fast-moving staff turnovers and the loss of institutional memory.

85.   Also, Ethiopian Universities and associations are working with the Ethiopian Intellectual Property Office to help innovators and to further enhance their capabilities. The today's challenges are to finance the incubation process and commercialization.
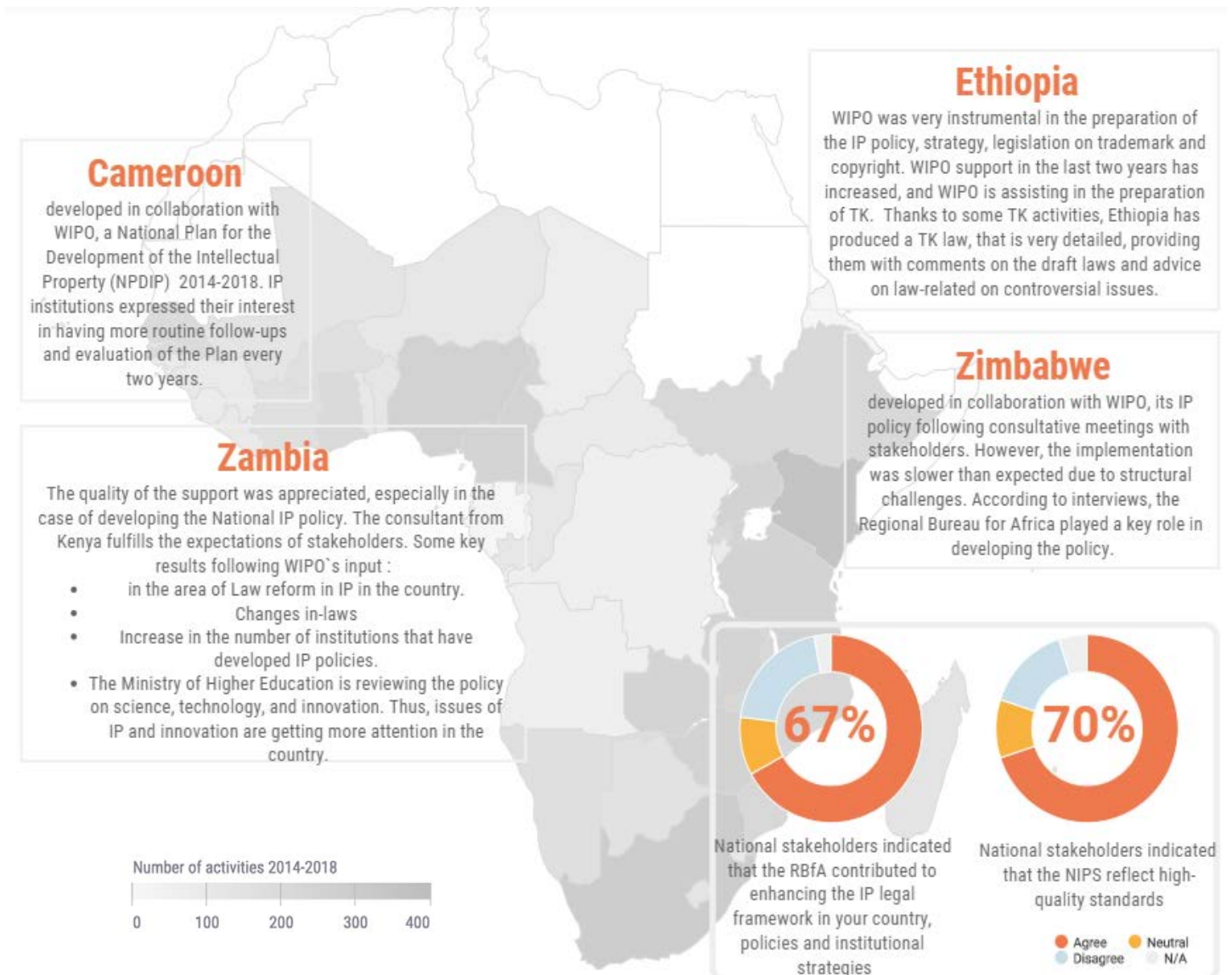
Photo: Venngage Inc

IP in schools

86.   The Bureau and WIPO Academy organized a workshop in 2018. A vital result of that workshop was the integration of IP in the school curriculum. The Curriculum Development Centre worked on the document. The Centre is now awaiting feedback from the Academy to pursue the development of this essential program.

(iv)   National Intellectual Property Strategy (NIPS)

Figure 33: Key national contributions of NIPS

Cameroon

developed in collaboration with WIPO, a National Plan for the Development of the Intellectual Property (NPDIP) 2014-2018. IP institutions expressed their interest in having more routine follow-ups and evaluation of the Plan every two years.

Ethiopia

WIPO was very instrumental in the preparation of the IP policy, strategy, legislation on trademark and copyright. WIPO support in the last two years has increased, and WIPO is assisting in the preparation of TK. Thanks to some TK activities, Ethiopia has produced a TK law, that is very detailed, providing them with comments on the draft laws and advice on law-related on controversial issues.

Zimbabwe

developed in collaboration with WIPO, its IP policy following consultative meetings with stakeholders. However, the implementation was slower than expected due to structural challenges. According to interviews, the Regional Bureau for Africa played a key role in developing the policy.

Zambia

The quality of the support was appreciated, especially in the case of developing the National IP policy. The consultant from Kenya fulfills the expectations of stakeholders. Some key results following WIPO`s input :
*   in the area of Law reform in IP in the country.
*   Changes in-laws
*   Increase in the number of institutions that have developed IP policies.
* The Ministry of Higher Education is reviewing the policy on science, technology, and innovation. Thus, issues of IP and innovation are getting more attention in the country.

67%
National stakeholders indicated that the RBfA contributed to enhancing the IP legal framework in your country, policies and institutional strategies

70%
National stakeholders indicated that the NIPS reflect high-quality standards

● Agree   ● Neutral
● Disagree   ● N/A

Number of activities 2014-2018

0   100   200   300   400

Source: Evaluation results, IOD Evaluation Section

Conclusions

87.   The positive results of the Bureau were gathered and reflected in the responses of both interviewed and surveyed external stakeholders. Many stakeholders indicated that the initial results of the Bureau's activities were in capacity building, technical assistance, development of IP strategies, and policy change and strategy. These results were achieved through direct work with WIPO functional areas or with the support received from the Bureau.

88.   Field visits, interviews and direct observation revealed that there is satisfaction with the delivery of the Bureau, but follow-up actions are limited. Ultimately the ownership and sustainability of activities depend on the initiative of the countries. The current approach of punctual service delivery does provide quick solutions to some existing challenges. However, in the longer term, a more consolidated technical assistance approach is needed, e.g., the value chain approach of IP project.

Figure 34: Factors to consider in the achievement of results

Focal Point	Needs Assessment	Planning and Communication
According to sources in different countries, it was pivotal that there is a country focal point in the RBfA for WIPO. The focal point understands the context of the different areas of need concerning IP in the region. The RBfA director is directly involved in activities planning and implementation, providing excellent support for the delivery of results.	Although the activities implemented were relevant, one priority area is the need to update and carry out a comprehensive country-level needs assessment on IP development. The assessment needs to be updated and amended, taking into account the different levels of maturity of IP in different areas following the programs that have been run in the recent past.	In some cases, the planning process and communication channels were not very clear and needed to be improved. There was information missing on how different stakeholders can communicate their needs to WIPO.

Source: Figure prepared by IOD Evaluation Section

(v)   Alliances and synergies maximized results

Figure 35: Triparty-Agreement contribution between WIPO- African Regional Intellectual Property Organization (ARIPO) - OAPI (WAO)

Reduced duplication	Institutional development	Planning and Communication	Partnerships
higher effectiveness and adequate levels, as activities in both regions were coordinated among the three institutions, reducing duplication of activities and making the best use of available resources.	development of new ideas, for instance, about the IP value chain or the improvement of processes within IP organizations. Some improvements included IPAS, which led to a reduction in processing time, as well as better management of the Madrid system.	Overall, external communication and relations with the RBA have been rated as very good.	OAPI participates as an observer in WIPO Assemblies and is an active member of some working groups. Also, OAPI, WIPO, and the University of Yaounde have joined forces to offer the Master's program for all francophone countries, including countries outside Africa, such as Haiti.

Source: Figure prepared by IOD Evaluation Section

(vi)   Knowledge Management

Figure 36: Lessons learnt

Think Thank	Good practice knowledge management
The RBfA is uniquely positioned to promote knowledge management among the countries of the region and within WIPO. The regional office has been instrumental in identifying competent experts and understanding the complexities of the area. Also, in the region, there has been a replication of successful experiences from one country to another. The RBfA has a significant potential to become a Think Thank within the organization, and more efforts need to be invested in developing this role.	The RBfA has contributed to the replication of successful experiences in the region from one country to another, which allows resource maximization and promotes south-south exchange. However, a systematic knowledge-sharing approach is needed to institutionalize the transfer of good practices. Currently, when countries want to learn good practices from neighbors, they contact the regional office. However, the sources consulted reported that advice was given on an ad-hoc basis as there is no access to a good practice bank or a local expert directory.

Source: Figure prepared by IOD Evaluation Section

Conclusion

89.   The experiences exchange could be enhanced by a systematic approach to knowledge sharing for the exchange of information and good-practices amongst African countries.

(D)   SUSTAINABILITY

90.   This section of the report aims at responding to what extent are the results that WIPO contributed to through its interventions sustainable and replicable.

91.   Evidence collected during the interviews and the survey showed that overall, the Bureau made efforts to ensure its interventions are sustainable. The Bureau ensured a participatory approach including diverse key actors for strengthening the IP ecosystem at country level (universities, SMEs, etc.). This approach was key to allow the necessary ownership by stakeholders at country level. Moreover, the existence of a network of focal points at country level guarantees the flow of feedback between the Bureau activities and the country, increasing the likelihood for continuation of engagements through time. Some other factors that indicate progress on sustainability in the region are depicted in the figure below.

Figure 37: Elements and tools used to promote sustainability

Figure 38: Budget allocation and perceptions on sustainability

Sources for Figure 37 and Figure 38: IOD Evaluation section analysis and Survey results

92.   On the other hand, there are some risks and factors that could hinder the advances on sustainability. These include financial sustainability and the rotatory nature of the staff turnover in institutions with considerable loss of institutional knowledge and memory.

Figure 39: Existing sustainability - risks and alternatives

Financial sustainability risk	Financial sustainability alternatives	Institutional memory loss	Institutional memory retention
On the financial side, there is a big question mark whether these interventions are sustainable over time. WIPO budget restrictions for a broad region couple with the governments' financial limitations do not allow beneficiary countries to foresee the availability of sufficient resources to implement IP strategies at the scale that is needed to have an impact.	WIPO needs to reduce its budgetary restrictions for the region especially considering the government's financial limitations, and allow more budgetary predictability to foresee that enough resources will be available to implement the IP strategies at the scale that is needed to have an impact.	Even though a large number of national staff members have attended or participated in IP training or courses, it remains a challenge to sustain progress in IP due to high staff turnover levels in most institutions and the existing economic situation in most countries in the region.	Ensure whenever possible: • that training provided is also made available in an on-line platform, • promotion of interactive remote learning, • that knowledge transfer is happening and not just being stored, • development of local mentors` capacity that remains in the organizations and is used to develop the capacity of newcomers. • development of a knowledge library where processes and good practices could be retained and promote its use among national institutions

Source: Figure prepared by IOD Evaluation Section

Conclusion

93.   The Bureau made significant progress in sustainability and more specifically raising awareness with key stakeholders, building capacities, influencing public policy and institutions including the forging of strong alliances with regional IP offices and institutions. These efforts are considered crucial for the likelihood of continuation of effects of the Bureau's interventions through time. In spite of the progress, some significant threats to sustainability exist and require the attention of the Bureau to tackle them in a systematic manner.

Recommendations

1. The Bureau should further strengthen the existing planning process by:

    (a) Implementing a more rigorous design and a clear, detailed theory of change that describes accurately the causality chain that will achieve the expected results;

    (a) Moving towards the implementation of projects including collaboration with additional key stakeholders in the IP ecosystem, such as, inventors, innovation labs, SMEs, and researchers;

    (b) Providing more hands-on training on IP utilization. Projects should be aimed at demonstrating the value of IP through the IP value chain, including technology transfer; and

    (c) Preparing more detailed action plans with the Permanent Missions, national-level vital stakeholders, and the WIPO relevant sectors.

    (Priority: Medium)

2. The Bureau, in collaboration with the Human Resources Department, should assess human resources needs within the Bureau and assist the Bureau in decreasing current levels of staff absences.

    (Priority: High)

3. The Bureau, with the support of the Procurement Department, should identify the critical issues for late TA and solutions to reduce the delays.

    (Priority: Medium)

4. The Bureau, in collaboration with the relevant WIPO divisions, should identify alternatives for increasing the investment for the region based on challenges found at the regional level and the number of countries being served to develop projects with greater scope.

    (Priority: Medium)

5. The Bureau should commit a sufficient percentage[20] of its resources to monitoring activities, including capacity building of staff to automate monitoring practices.

    (Priority: Medium)

6. The Bureau should develop a knowledge management strategy that includes:

    (a) Key actors, supply, and demand of knowledge in the region, a bank of good practices, and a network of experts available to countries;

    (b) A system to exchange information among internal and external stakeholders; and

    (c) Disseminate information after the implementation of capacity building activities.

    (Priority: Medium)

7. The Bureau, in collaboration with the national and regional IP offices, should explore the development of sustainability strategies at the national and regional levels as part of their project management processes. The strategies should include options for mobilizing both financial and staffing resources, partnership strategies with the definition of institutional roles, and establishing exit strategies after each biennium.

    (Priority: Medium)

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[20] As recommended in OECD DAC Handbook on Security System Reform © OECD 2011, Page 33

IOD
Evaluation
Section

Annexes

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ANNEX I. TABLE OF RECOMMENDATIONS

No	Recommendations	Priority	Person(s) Responsible	Management Comments and Action Plan	Deadline
1.	The Bureau for Africa should further strengthen the existing planning process by: (a) Implementing a more rigorous design and a clear, detailed theory of change that describes accurately the causality chain that will achieve the expected results; (b) Moving towards the implementation of projects including collaboration with additional key stakeholders in the IP ecosystem, such as, inventors, innovation labs, SMEs, and researchers; (c) Providing more hands-on training on the valorization of IP and its utilization. Projects should be aimed at demonstrating the value of IP through the IP value chain, including technology transfer; (d) Implementing a more rigorous design and a clear, detailed theory of change that describes precisely the chain of results that will achieve the expected results from the inputs available; and (e) Strengthening its follow-up processes including; follow up of expected results and institutional roles. (f) Detailed action plans are prepared with the Permanent Missions, national-level vital stakeholders, and the WIPO relevant sectors; and	Medium	MSKLA/ JN	a) Agreed. An action plan will be prepared and implemented . b) Agreed. An initiative aimed at supporting member states in the establishment and improvement of innovation ecosystems will be launched in 2020. c) Agreed. Training programs and other projects are planned in the context of implementation of the Harare Action Plan d) Similar to point a. e) Agreed. A more effective monitoring and evaluation mechanism is being discussed at the level of the development sector. f) With the exception of the Permanent Missions, this is the existing MO. Cooperation will be strengthened further	2021 2021 2020-2024 2021 2021 N/A

	(g) Formalize and disseminate the planning of activities (specific dates, roles, responsibilities, expected results). (Closing criteria) Planning processes fulfill at least four of the above recommendations.	High (yellow)		through early planning and preparation. PMs will be informed of activities being coordinated with their national offices. g) Roles and responsibilities are clearly outlined in the execution of the RBA's work. Information on this will be disseminated broadly.	continuous
2.	The Bureau for Africa, in collaboration with the Human Resources Department, should assess human resources needs within the Bureau and assist the Bureau in decreasing current levels of staff absences. (Closing criteria) Decrease in Level of absences reflected in AIMS	High	MSK	RBA will liaise with HR Department to : - Assess the accuracy of the statement concerning the absence level within the Bureau - Fill vacancies by providing fixed term positions of RBA's support staff to reduce the turn-over, balance the workload and contribute to improving the Bureau quality of services offered to Member States and Stakeholders.	First quarter 2021
3.	The Bureau for Africa, with the support of the Procurement Department, should identify the critical issues for late TA and solutions to reduce the delays. (Closing criteria) Level of delays for TA reflected in AIMS reduced.	Medium	MSK YN	Work closely with the procurement unit to come to grips with the RBA planning and management and think strategically about the outsourcing of TA consultants. - to examine staffing situation with a view to increasing human capacity and offering the relevant training where necessary. - The use of technology to be fully automated with the aim to reduce the manual processing. - The RBA Professional staff to obtain access to the system and be trained to use it as necessary.	continuous
4.	The African Bureau, in collaboration with the relevant WIPO divisions, should identify alternatives for increasing the	Medium	MSK	- RBA will collaborate with Program Performance and Budget Division to discuss and increase the Regular budget.	Before End of WP 2021 (Nov-Mar)

	investment for the region based on challenges found at the regional level and the number of countries being served to develop projects with greater scope. (Closing criteria) Documentation of efforts for identification of additional resources.			RBA will explore possibilities for enhancing the number of co funded projects/activities with other Divisions	elaboration process
5.	The Bureau for Africa should commit a sufficient percentage[21] of its resources to monitoring activities, including capacity building of staff to automate monitoring practices. (Priority: Medium) (Closing criteria) Bureau's budget to reflect the allocation of resources for monitoring activities.	Medium	MSK/ER	The primary purpose of monitoring and evaluation (M&E) is to track implementation, measure the effectiveness of projects and help determine whether the project is on track and when changes may be needed. And as such, the RBA will commit resources (human & financial) for M&E activities	End 2021
6.	The Bureau for Africa should develop a knowledge management strategy that includes: (a) Key actors, supply, and demand of knowledge in the region, a bank of good practices, and a network of experts available to countries. (b) A system to exchange information among internal and external stakeholders (c) Disseminate information after the implementation of capacity building activities (Closing criteria) A document reflecting the strategy agreed to set up a knowledge management system.	Medium	All	A 1. The RBA has identified three groups of key stakeholders (SMEs, Universities and R&D, Innovators). • The RBA will work further to strengthen the capacity of the identified stakeholders by cooperating more with institutions responsible for science and technology, innovation and tertiary education. A.2. the RBA will expedite the updating of its network of experts by making a call for expression of interest analyze their respective CVs. B. The internal mechanism to exchange information among internal stakeholders are the activity or mission reports.	3rd quarter of 2021

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[21] As recommended in OECD DAC Handbook on Security System Reform © OECD 2011, Page 33

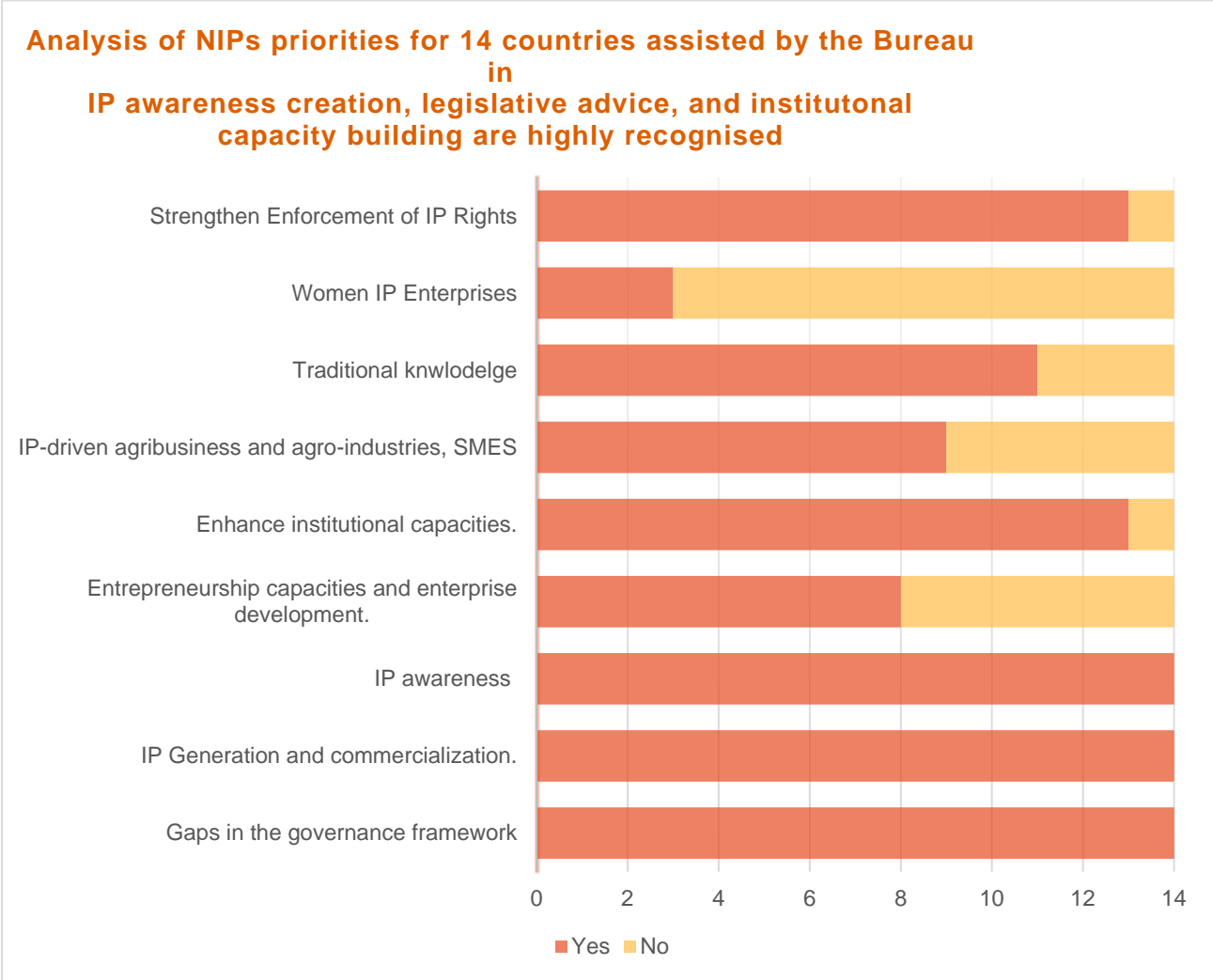| | | | | However, the RBA will explore other possible forms of exchange. | |
| | | | | C. The RBA is developing a follow up survey to be used by beneficiary users where they will share the status of implementation of activities every 6 months. | |
| 7. | The Bureau for Africa, in collaboration with the national and regional IP offices, should explore the development of sustainability strategies at the national and regional levels as part of their project management processes. The strategies should include options for mobilizing both financial and staffing resources, partnership strategies with the definition of institutional roles, and establishing exit strategies after each biennium.

(Closing criteria) Sustainability strategies are included in official WIPO documents and correspondence | Medium | All | The RBA will discuss with partners and program and budget division on ways to increase financial funds to tackle the needs of stakeholders | 3rd quarter 2021 |

[Annex II follows]

ANNEX II. ASSESSMENT OF COUNTRY SPECIFIC NIPS NEEDS

Country	Botswana	Kenya	Ethiopia	Zambia	Lesotho	Mauritius	Seychelles	The Gambia	Ghana	Tanzania	Zanzibar	Namibia	Uganda	Zimbabwe
Gaps in the governance framework	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Generation and commercialization.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
IP awareness	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Entrepreneurship capacities and enterprise development.	Yes	Yes	Yes	Yes	Yes	No	No	No	No	Yes	Yes	Yes	No	No
Enhance institutional capacities.	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
IP-driven agribusiness and agro-industries, SMEs	Yes	Yes	Yes	Yes	Yes	No	No	No	Yes	No	Yes	Yes	Yes	No
Traditional knowledge	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	No	No
Women IP Enterprises	Yes	Yes	Yes	No	No	No	No	No	No	No	No	No	No	No
Strengthen Enforcement of IP Rights	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

[Annex III follows]

ANNEX III. ANALYSIS OF NATIONAL IP PRIORITIES FOR 14 BUREAU SUPPORTED COUNTRIES

Analysis of NIPs priorities for 14 countries assisted by the Bureau in IP awareness creation, legislative advice, and institutonal capacity building are highly recognised
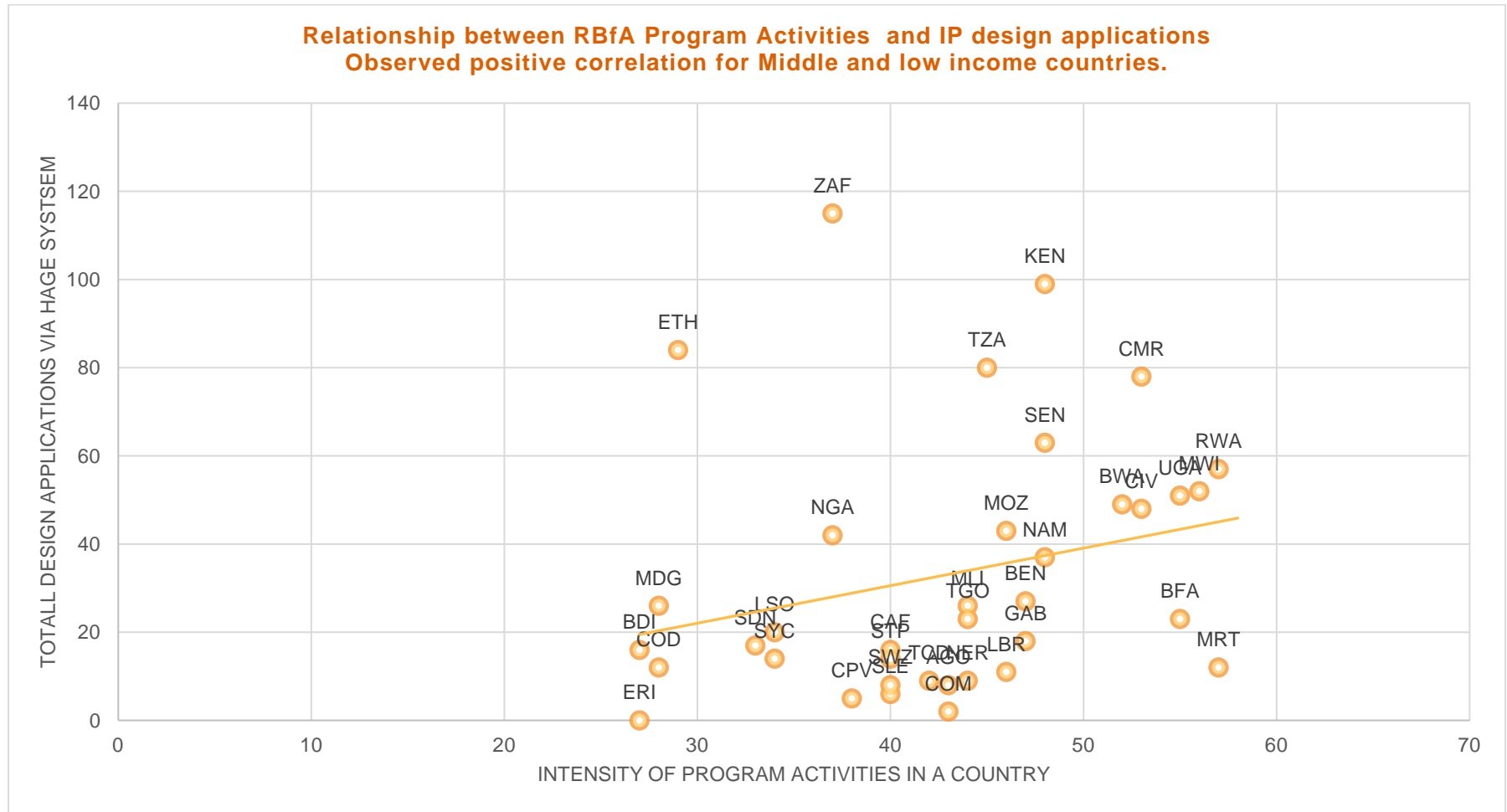
Source: National IP strategies and audit reports[22]

[Annex IV follows]

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[22] Botswana, Kenya, Ethiopia, Zambia, Lesotho, Mauritius, Seychelles, Gambia, Ghana, Tanzania, Zanzibar, Namibia, Uganda, and Zimbabwe

ANNEX IV. RELATION BETWEEN THE BUREAU PROGRAM ACTIVITIES AND IP APPLICATIONS

Relationship between RBfA Program Activities and IP design applications
Observed positive correlation for Middle and low income countries.

Source: WIPO statistics   [Annex V follows]

ANNEX V. GLOBAL INNOVATION INDEX – AFRICAN COUNTRIES 2017-2019

List of countries	Institutions			Human Capital & Research			Infrastructure			Market Sophistication			Business Sophistication			Knowledge & Technology Outputs			Creative Outputs		
	2015	2017	2019	2015	2017	2019	2015	2017	2019	2015	2017	2019	2015	2017	2019	2015	2017	2019	2015	2017	2019
Ethiopia	46.5	43.9	47.5	13.4	14.8	10.6	23.9	33	35.6	31.9	24.8	27.3	24.6	24.2	20.2	17.3	15.3	17	23.3	25	23.2
Kenya	52.7	53.8	59.2	14.7	14	17.5	27.2	36.7	29.6	42.9	48.2	51.8	31.2	33.2	32.2	24.2	21.6	20.1	29.1	27.8	28.3
Rwanda	63.2	63.5	68.1	21.9	23.5	17.8	29.9	40.4	40	58.4	40.9	55.2	38.3	37	36.2	14.1	7.7	5.7	21.6	19.6	16.9
Uganda	54.3	54.6	55.2	18.3	18.2	13.4	26.3	40.5	36.6	38.9	36.7	45.8	38	33.6	27.3	22.4	15.6	13.6	17.9	18.9	17.5
United Republic of Tanzania	56.1	53.9	53.4	12.9	9.5	10	23.8	36.1	33.2	33.6	36	35.7	25.8	26.1	25.1	17.4	16.6	14.9	29.7	30.6	28.7
Zambia	48.8	46.9	47.1	6.3	0.8	1.4	23.6	26.3	36.6	45	38.4	37.7	22.6	18.3	17.1	21.6	16.1	12.1	18.4	14.9	13.4
Cameroon	44.5		49.6	18		18.8	19.6		29.9	40.6		36.4	28.2		23.9	18.2		15.7	32.6		16.5
Benin		54	56.6		21.1	21.1		23.3	27.7		30.6	32.1		27.5	19.9		8.5	5.6		21	13.1
Burkina Faso	52.3	53.4	56.4	15.7	15.8	14.4	22.6	25.4	31.2	42.9	29.7	36.2	37.4	52.2	23.3	21.4	15.1	15.1	24.9	1.8	13.5
Cabo Verde	57.6			17.5			41			41.9			27.6			12.8			27.3		
Cote d'Ivoire	47.7	51	57.5	16	14.4	13.6	19.8	26.5	28.1	35.3	29.1	36.7	24	20.9	26.1	26.8	20.4	19.7	24.7	18.7	17.6
Ghana	48.3		48.9	23.2		19.2	28.4		35	37.5		34.3	28.7		26.6	25		16.6	20.8		18.9
Gambia	47.2			11.1			23.4			36			37.4			29.3			18.6		
Guinea	39.3	45	50.6	7.6	8.9	6.5	12.5	24.8	27	35.4	26.3	31.4	19.7	19.3	23.3	10.2	6.5	2.9	17.9	13.5	19.6
Mali	45	45.9	51.4	14.7	12.2	10.7	19.9	24.5	27.5	41.2	28.6	33.9	31.1	29.4	30.1	24.8	19.1	20.5	28	14.5	14.2
Niger	45.1	49.2	54.4	11.7	20.6	9.9	32.7	27.5	25.5	40.4	28	27.3	34.4	30.6	22.8	18.4	19.7	16.1	0.8	2.7	0.4
Nigeria	39.2	39.6	49.3	11.5	15.1	11.3	22.9	28.2	26.6	37.6	40.2	43.4	20.3	21.7	26.7	19.8	9.9	14	22.5	19.9	18.8
Senegal	54.3	54.5	60.4	14.4	31.7	20.6	27.6	33.1	31.1	46.1	32.4	35.6	28.3	24.5	20.2	22.4	18.4	19.4	33.1	19.6	20.8
Togo	47.1	49.4	53.4	13.6	15.7	16	13.8	26.5	29.8	45.6	30.7	30.6	28.2	21.9	19	13.9	12.5	10.1	0.5	3.5	4.5
Madagascar	52	48.7	49.9	15.3	14.8	15.3	17.3	20.8	22.6	41.8	36.9	40.3	26.9	22.7	18.4	14.2	13.6	15.4	22.1	25.4	15.5
Malawi	51.6	51.3	51.3	11.5	12.3	10.8	23.9	26.2	23.5	39.2	32	38.8	43.7	32	29.5	26.7	15.8	15	24.1	16.5	15.5
Mauritius	80.7	80	63.6	23.1	30.2	27.1	40.5	47.2	44.2	63.7	50.6	53.4	29.5	27.7	27.9	27.2	13.6	11	34.8	31.4	24.9
Mozambique	46.8	44.6	43.7	21.1	18.7	17.4	28.5	28.8	33.6	46	35.8	34.8	41.9	24.4	25.1	29	20.8	14.7	17.6	16.5	14.9
Namibia	67.9	65.2	61.2	18.4	22.5	13.9	32.4	38.6	34.9	39.9	39.3	40.2	27.3	23.2	24.7	8.5	7.9	6	29.7	28.3	27.5
Seychelles	68.7			24.2			46.1			31			48.3			18.3			40.2		
South Africa	71.6	66.3	65.9	27.4	32.8	30.4	33.9	43.4	41.1	59.1	57.4	58.6	34	34.4	32.7	28.3	21.5	23.9	31.1	28	20.8
Swaziland	56.2			22.8			17.1			39.6			42.9			9.7			20.4		
Zimbabwe	25.9	35.7	37.6	19	28.7	27.8	20.8	15.5	21.7	40.7	37.2	38.4	26.7	22.8	20.6	12.3	14	17.5	24.5	17.2	13.3
Burundi	46.4	43.2	45.6	17.3	14.9	17.7	17.7	21.9	14	42.7	32.7	26.1	30.7	38.4	29.3	7.2	7.9	4.8	15.1	16.9	12.7
Lesotho	59.3			25.6			26.8			41.1			26.8			12.2			23.8		

[Annex VI follows]

ANNEX VI. ONLINE WIPO STAFF SURVEY RESULTS

Survey results	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	N/A
The African Bureau understands the needs of the countries in the African region	32%	42%	21%	5%	0%	0%
The guidance provided by the African Bureau is useful when setting priorities for my program	21%	42%	16%	10%	0%	11%
The African Bureau always provides relevant activity implementation report/mission report after implementation	28%	17%	39%	11%	5%	0%
The African Bureau responds to our inquiries in a timely manner	23%	29%	24%	24%	0%	0%
The African Bureau is open transparent in its communications	24%	35%	35%	6%	0%	0%
The African Bureau always provides accurate and relevant information about the countries in the region	29%	18%	41%	6%	0%	6%
I am satisfied with the level of coordination between my Program/Sector and the African Bureau	24%	35%	29%	12%	0%	0%
I saved a substantial amount of time by working with the African Bureau on jointly coordinated activities	18%	23%	18%	35%	0%	6%
The African Bureau offers constructive feedback and follows up with activities	12%	38%	25%	25%	0%	0%
The African Bureau informs us in a factual manner about the results of implemented activities in the region	19%	19%	37%	19%	0%	6%
The African Bureau effectively shares good practices and lessons learned resulting from our implemented activities in the region	7%	25%	31%	31%	0%	6%

[Annex VII follows]

ANNEX VII. ONLINE WIPO NATIONAL STAKEHOLDERS - SURVEY RESULTS

Survey results	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	N/A
The African Bureau activities addressed key priorities and needs (national policy/strategic/institutional frameworks/priorities)	32%	44%	15%	3%	3%	3%
The African Bureau has supported to put in place a participatory and useful planning process	28%	28%	13%	25%	3%	3%
The African Bureau considers internal and external synergies with other interventions and scope for partnerships in the country context	16%	45%	19%	10%	7%	3%
Gender aspects considered during the planning, design, and implementation of the African Bureau	7%	41%	24%	14%	7%	7%
The African Bureau responded to requests in a timely manner (emails, calls, etc.)	33%	37%	20%	0%	0%	10%
The African Bureau requested feedback and followed up on the implementation of activities being done with their collaboration	21%	43%	14%	11%	0%	11%
Because of their service-oriented approach, the African Bureau is our first source of reference for any WIPO activity	21%	39%	18%	7%	4%	11%
Awareness-raising activities have facilitated the understanding of intellectual property among decision-makers and relevant stakeholders	15%	44%	16%	19%	3%	3%
Capacity-building activities have contributed to the enhancement of national human resource capacities to support IP for development	10%	56%	10%	9%	9%	6%
Enhancing the IP legal framework in your country, policies and institutional strategies	7%	60%	10%	13%	7%	3%
Branding project's support helped promote the development of local communities including SMEs and enhancement of capacities	4%	31%	24%	14%	10%	17%
Geographical indication's project or collective trademark registration contributed to the protection and value-adding processes	10%	22%	29%	10%	10%	19%
The WIPO Technology and Innovation Support Center has contributed, through the access to information, to creation, protection, and management of IP rights	7%	42%	23%	19%	6%	3%
National IP Strategy developed with the assistance of the African Bureau reflect high-quality standards	30%	40%	10%	5%	10%	5%

Survey results	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	N/A
National IP strategy is fully aligned with our country needs	40%	40%	15%	0%	5%	0%
The consultation process was inclusive and included a broad range of stakeholder from all relevant sectors (men, women, youth, government institutions, private industry, academia, among other)	35%	40%	15%	5%	5%	0%
National IP strategy was widely disseminated among different stakeholders	11%	44%	22%	17%	6%	0%
The coordination of WIPO's activities in my country	29%	46%	18%	3%	0%	4%
The advisory services for planning and prioritizing (IP audits, needs assessment and feasibility analysis)	15%	41%	22%	15%	0%	7%
The open communication channels and the sharing of information among key stakeholders including WIPO staff	18%	39%	25%	11%	0%	7%

[Annex VIII follows]

ANNEX VIII. THE BUREAU – WORKPLAN

EXPECTED RESULT	DESCRIPTION
I.2. Tailored and balanced IP legislative, regulatory and policy frameworks	No. and/or % of countries providing positive feedback on WIPO's legislative policy advice
	Coordination with relevant sectors and consultations with Government Officials and Stakeholders on the Legislative a dvice: - Finalization of the Angola IP Law Revision
II.1 Wider and more effective use of the PCT system for filing an international patent applications, including by developing countries and LDCs	No. of PCT applications originating from developing countries and LDCs.
	Coordination with PCT for capacity building programs
II.3. Wider and more effective use of the Hague system, including by developing countries and LDCs	No. of Hague applications originating from developing countries and LDCs
	Coordination with the Hague Division for capacity building programs
II.5. Wider and more effective use of the Madrid System, including by developing countries and LDCs	No. of Madrid System applications originating from developing countries and LDCs
	Coordination with Madrid Division within the context of accession
II.7. International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration, and other alternative dispute resolution methods	Alternative dispute resolution policies to which the Center has contributed in respect of their development or support
	Coordination with relevant sectors and consultations with OAPI and ARIPO
III.1. National IP strategies and plans consistent with national development objectives	No. of countries that are in the process of formulating national IP strategies
	Advisory and needs assessment missions / Buy-in Stakeholders Workshops: - High-Level Consultations with IP Office Nigeria Back-to-back with Economic Community of West African States (ECOWAS) Meetings - High-Level Consultations and Sensitization Mission - Elaboration of National IP Strategy for the Republic of Cabo Verde
	Drafting IP Strategies/Policies (Stakeholders Workshops and Signing of MOU) : - Stakeholder Consultations and Launch of IP Policy - Mozambique National IP Strategy (2008-2018) Review - Stakeholder Consultations and Launch of IP Policy - IP WEEKS* (Specific countries: Rwanda, Cameroon, Kenya, Uganda, Ghana)
	No. of countries that have adopted national innovation and IP strategies
	No. of countries which are revising their IP strategies
	No. of countries that are in the process of implementing national IP strategies and IP development plans
	Legislative Advice - Legislative & Technical Advice on the Draft IP Law (In progress)

EXPECTED RESULT	DESCRIPTION
	Capacity Building Activities: - Malawi IP Officials and TISC Focal point (3) - FerMUN 2019 - Multi-stakeholders Workshop - TK Action Plan for Uganda - Online IP Course Customization (DL101) to be offered for credit in Local Institute of Law Practice - Training on IP Classifications (IPC & Vienna) - Project: Valorization of agro-industry local products (Cassava): Assistance for the strategic use of TISC for value creation through TISC - Building Respect for IP Workshop - Roundtable on IP Teaching - Study visit of the Head of Sierra Leone to Botswana on IP Office Management (Ind. Property and Copyright) - Study Visit for Heads of IP Office (to CIPO - Canada) - Study Visit for Heads of IP Office (to CIPA - Botswana) - Study Visit to Morocco - Study Visit to Morocco - Effective Use of IP Assets by SMEs for their competitiveness: Branding of Origin Based Products (National Workshop; Project Planning and Launch) for Madagascar products selected by the Government - Awareness Raising & Sensitization of Policy Makers - Capacity Building for IP Office Staff (SLE) - Capacity Building for IP Office Staff (LIB) - Presentation to the Kingdom of Eswatini's Cabinet on IP & Development & Workshop for Senior Government Officials on the Use of the IPDP
	TISCs deployment and Skills Development Trainings / Infrastructures modernization: - Strengthen the capacities of the TISC through the new host Institutions, the Rwanda Polytechnic - Digitization of the IP Office - Need Assessment Mission
	Projects on the implementation of IP strategies and IP development plans: - Project: IP Office Website Portal - Experts Mission for the Elaboration of a National Project on Gis - IP awareness raising Workshop for Senior Policy Maker on Strategic use of the IP System - IP Institutional Building of Eswatini - Study Visit to appropriate IP Office for the Heads of IP - Follow-up Project for SMEs to effectively use the IP System for Business Competitiveness
	Technical assistance to R&D institutions and universities in strengthening capacities (human and technical) to better manage their IP Assets and develop a partnership with the private sector
III.2. Enhanced human resource capacities able to deal with the broad	% of participants in WIPO events who express satisfaction with the content and organization of these events

EXPECTED RESULT	DESCRIPTION
range of requirements for the effective use of IP for development in developing countries, LDCs, and countries with economies in transition	Workshops for potential IP user community (creators, innovators, knowledge holders, government officials,...): - Roving Seminar on the promotion of the IP system - Project: Branding of Origin based Products - Phase II: Development of Branding Strategy) - Project: Branding of Origin Based Products - Phase I: Feasibility Study and Fact-Finding Mission - Project: Branding of Origin based Products- Phase I: Feasibility Study and Fact-Finding Mission) - Study visit to Botswana IP Office for the IP Heads of Liberia
	% of participants in WIPO workshops who apply the skills learned in their work/enterprise
	Workshops for judges, prosecutors, and Enforcement officials: - National Capacity building training targeting law enforcement officials - Sub Regional IP Enforcement Workshop for Judges and Enforcement Agencies - Workshop for Angolan Judges and Law Enforcement Officials on building respect for Intellectual Property
	Specialized Training for IP professionals: Patent Drafting, Technology Management, Trademarks, GIs: - Workshop on Patent Drafting for the OAPI Member States - WIPO Contribution to CAPI 2019-2020 Casablanca, Morocco - TOT Patent and Trademarks Examiners - Regional Workshop on Madrid System for Users - Intership_Mr. Jean-Luc Hollo
	% of national and regional IP experts used as resource persons in WIPO events
	Coordination with relevant sectors and consultations with Government Officials and Stakeholders on Training Programs for SMEs
III.4. Strengthened cooperation arrangements with institutions in developing countries, LDCs, and countries in transition tailored to their needs	No. of arrangements with institutions in developing countries and LDCs to promote the effective use of the IP systems
	Consultative meetings with RECs/IGOs for mainstreaming IP in their respective programs (implementation of signed MOUs): - High-Level Consultation Mission to ECOWAS - Participation in OAPI and ARIPO Council - African Union Summit and Other Regional Economic Community Meetings - Policy Dialogue - WAO (Tripartite Policy Dialogue - WIPO-ARIPO-OAPI)
	Special projects with OAPI & ARIPO: - Follow up on the IP Forum with RUFORUM Oct 2018 - (Capacity Building, Policy Marks, TISC Patent Drafting) - Follow up on WIPO/ARIPO Institutional IP Policies Project: Implementation of IP Policy Guidelines in Pilot Institutions: ICS, Awareness Training, Project Launch, TISC, Patent Drafting - MIP Program in Africa : Yaoundé & Mutare - Regional Workshop on Institutional IP Policies Harare, ZWE (December 2018) - Roundtable on Geographical Indications

EXPECTED RESULT	DESCRIPTION
	Implementation of the Dakar Declaration on IP for Africa: - Activities with AWARD (African Women in Agricultural Research & Development) - Participation in Korean Women Inventors Forum
III.6. Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation	No. of universities and/or research institutions having developed and/or improved their IP policies
	Legislative Advice
	Capacity Building Activities
IV.2. Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	No. of sustainable national networks of TISCs
	Coordination with relevant sectors and consultations with Government Officials and Stakeholders on TISCs deployment and Skills Development Trainings: - Customization of the Distance Learning Course DL 450F - The Advance Certificate Course (ACC) on IP Business Certificate Course on IP & Business based on IP PANORAMA for the OAPI Member States
	No. of technology transfer projects/programs initiated by developing countries using patent information in the public domain
	Use of IP to promote competitiveness and value-addition in agro-industry: - Project: Promoting IP Education, Training and Research - Fact-Finding Mission and National Symposium
	Project on appropriate technologies to address technology needs of communities/specific sectors
IV.4. Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP administration	Average Service Level of IP Offices assisted (ranging from 1 to 5)through the Industrial Property Automation System (IPAS) suite of applications
	No. of Offices using the IPAS suite of applications
	Coordination with relevant sectors and consultations with Government Officials and Stakeholders on Facilitation of the up-grading of ICT infrastructures and Standards (TISC, IPAS, EDM,)

[Annex IX follows]

ANNEX IX. THE BUREAU – RESULTS BASED FRAMEWORK

Strategic Goal	Expected Result	Performance indicators
SG I: Balanced Evolution of the International Normative Framework for IP	I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	No. and/or % of countries providing positive feedback on WIPO's legislative and policy advice
SG II: Provision of Premier Global IP Services	II.1 Wider and more effective use of the PCT System for filing international patent applications	No. of PCT applications originating from developing countries and LDCs
	II.4 Wider and more effective use of the Hague System, including by developing countries and LDCs	No. of Hague System applications originating from developing countries and LDCs
	II.6 Wider and more effective use of the Madrid System, including by developing countries and LDCs	No. of Madrid System applications originating from developing countries and LDCs
	II.10 Wider and more effective use of the Lisbon System, including by developing countries and LDCs	No. of international registrations from developing countries and LDCs in force under the Lisbon System (in relation to the total no.)
SG III: Facilitating the Use of IP for Development III.6	II.7 International and domestic intellectual property disputes are increasingly prevented or resolved through WIPO mediation, arbitration, and other alternative dispute resolution methods	Alternative dispute resolution policies to which the Center has contributed in respect of their development or support
	III.1 National IP strategies and plans consistent with national development objectives	No. of countries which are in the process of formulating national IP strategies
		No. of countries which have adopted national IP strategies
		No. of countries which are in the process of implementing national IP strategies and IP development plans
		No. of countries which are revising their IP strategies
	III.2 Enhanced human resource capacities able to deal with the broad range of requirements for the effective use of IP for development in developing countries, LDCs and countries with economies in transition	% of participants in WIPO events who express satisfaction with the content and organization of these events
		% of participants in WIPO workshops who apply the skills learned in their work/enterprise
		% of national and regional IP experts used as resource persons in WIPO events
		No. and % of participants in training and capacity-building activities who obtain a 60% or higher score in a short multiple-choice substantive questionnaire
		No. of training institutions and IP institutions that offer curricula and training materials on IP and tourism
		No. of countries engaged in South-South Cooperation

Strategic Goal	Expected Result	Performance indicators
	III.4 Strengthened cooperation mechanisms and programs tailored to the needs of developing countries, LDCs and countries with economies in transition	No. of arrangements with institutions in developing countries and LDCs to promote the effective use of the IP systems.
		No. of matches catalyzed through WIPO Match
	Increased capacity of SMEs, universities and research institutions to successfully use IP to support innovation	No. of countries in which IP policies were developed or adopted for SME support institutions
		No. of universities and/or research institutions having developed and/or improved their IP policies
SG IV: Cooperation and Development of Global IP Infrastructure	IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	No. of sustainable national TISC networks (numbers cumulative)
		No. of organizations, communities, individuals that applied and used the Appropriate Technology as a solution to identified development challenges in LDCs
		Use of Appropriate Technology for development through patent searches and reports, technology landscapes, business plans
		Identified Appropriate Technology commercialized in LDCs
		Projects replicated in other areas in LDCs
		Institutions established to continue working on Appropriate Technology in LDCs
		Continuation and expansion of national technological capacity building programs on Appropriate Technology in LDCs
		Utilization of Appropriate Technology for economic development included in the national innovation and IP policies and strategies in LDCs
		No. of technology transfer projects/programs initiated by developing countries using patent information in the public domain
	IV.4 Enhanced technical and knowledge infrastructure for IP Offices and other IP institutions leading to better services (cheaper, faster, higher quality) to their stakeholders and better outcome of IP Administration	Average Service Level of IP Offices assisted (ranging from 1 to 5)

[Annex X follows]

ANNEX X. RISK, LIMITATIONS AND MITIGATION STRATEGIES

The inception phase allowed identifying and categorizing possible risks that may impact the evaluation and propose mitigation strategies. These risks and mitigation strategies are detailed in Annexes.

The main issues identified were:

    a. Timing: Program staff might not be available at all times to provide inputs. Therefore, the proposed evaluation plan has been done in collaboration with the Africa Bureau, and activities have been planned according to the staff members' availability;

    b. The complexity of the business: the Africa Bureau, as all other bureaus, has to coordinate externally and internally the requests from Member States. However, it might be, at times, challenging to measure the performance and, more specifically, the effectiveness of the Africa Bureau considering the highly political environment in which they operate. The evaluation team will be mindful of the complex environment in which the Bureau operates when elaborating on the evaluation methodology and tools; and

    c. Size of the sample for in-depth consultations in the field. Given time and resource restraints, the evaluation can only visit six countries for in-depth observation. Nevertheless, the triangulation process involves other consultations tools and covering all member countries, guaranteeing a rigorous evaluation process

Risk	Mitigation Measures
1. Availability of focal points identified interviewees to meet during the allocated period	Extended advance notice will be provided to identify interviewees, and if face to face appointments cannot be kept, these will be rescheduled and carried out by phone or skype as necessary.
2. Internal WIPO procedures, mainly circular notes required to inform Member States about the evaluation, required at least two months of preparation. This could delay the evaluation process considerably.	the regional Bureau for Africa will be solicited to use their influence to leverage the full support and participation of stakeholders in all aspects of the evaluation
3. difficulties in accessing necessary data and/or delays in receiving the required information in identified informants	
4. inadequacies in the baselines developed at program outset;	data from pre-project situational reports and anecdotal information will be solicited from critical informants and used to construct a proxy baseline condition
5. absence of sufficiently rigorous monitoring protocols and systematic reporting on the respective interventions	where there are information gaps, there will be greater emphasis on the information derived from key informants, and the information will be validated by triangulation to the extent possible
6. reticence on the part of informants regarding their perceived actual status of the intervention outcomes due to fears of adverse repercussions/bias	Participants in the evaluation will be briefed on the purpose of the exercise, and be assured that the evaluation is not a personal performance assessment. Information gathered from informants will be kept confidential, and permission will be sought to cite evidence from data collected from such informants. Good practice evaluation ethics will be followed, including the standards established by the federation evaluation framework and the ICRC pledge of discretion as referenced in the tor. Informants will be informed of these standards and processes at the start of interviews.

7.	Surveys need to be translated into the languages of the region. This requires a considerable amount of time from the translators in WIPO, at least one month, which would delay the evaluation process.	The evaluation team will make use of their language skills and translate the surveys internally to avoid any further delays.
8.	Size of the sample for in-depth consultations in the field. Given time and resource restraints, the evaluation can only visit six countries for thorough observation.	The triangulation process involving other consultations tools and covering all member countries will guarantee a rigorous evaluation process, based on evidence.

[Annex XI follows]

ANNEX XI. EVALUATION QUESTIONS MATRIX

The evaluation question matrix includes all questions for which the evaluation will seek responses. The evaluation will try to answer as many questions as possible, making use of:

(a)   existing secondary data such as organizational records, in house documentation; and

(b)   Primary data will be collected during this evaluation through interviews, surveys, etc.

The matrix will be used as guidance when developing surveys and interview protocols for the various stakeholder groups

Questions/sub-questions R	OECD/DAC	UNEG	Measure/ Indicator of progress	Desk review verification	Interviews Staff	Staff collaborating	PM	IPOs (sample up to 8)	Survey Staff	PM	IPOs	Other government institutions	Other partners	Users	Other	Country visit consultations IPOs	Other government institutions	Partners	Users	Other
RELEVANCE																				
Q1. Responsiveness to needs - to what extent the Bureau mandate, plans, expected results, and activities responded to the needs of its national counterparts, including intended target populations?																				
Did the Bureau have a consultation process to factor the needs of internal and external stakeholders (women, men) and foster inclusiveness in the design process? And what has been the approach to reach out to all key IP stakeholders?	☐	☐	% of WIPO BU that participated in the consultation process	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐							
	☐	☐	% of stakeholders (internal and external) that participated in the consultation process. Consultation tools applied. Consensus matrix/plan	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
How likely are countries to include gender equality and stakeholder analysis during the planning process?	☐	☐	% of stakeholders who potentially could consist of gender aspects in its activities	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
What analyses were conducted or used to understand critical stakeholders (including target population) needs in the context?	☐	☐	Country analysis, IP audits, among other	☐	☐				☐	☐	☐	☐								

Question			Indicator																	
To what extent did these analyses disaggregate the needs of men and women?																				
To what extent did the design apply available analysis, and include strategies to disaggregate for any vulnerable/excluded groups?	☐	☐	Work plans/ strategies among other planning documents reflect the stakeholder analysis results	☐	☐						☐	☐	☐	☐						
To what extent did intended results reflect a) the needs of critical stakeholders, including target populations, including gender equality?	☐	☐	WIPO's expected results are in line with the identified needs	☐	☐						☐	☐	☐	☐						
Q2. Alignment with crucial policy/strategic priorities – to what extent the Bureau mandate, expected results, and activities are coherent with the national priorities and context?				☐							☐	☐	☐	☐						
Are Bureau services provided and results achieved coherent with context-relevant national policy/strategic/institutional frameworks/priorities?	☐	☐	% of activities aligned to relevant national policy, strategy or institutional framework	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
What were the gaps?	☐	☐	Number of WIPO activities provided that were irrelevant vs. gaps	☐	☐	☐	☐	☐		☐	☐	☐	☐		☐	☐	☐			
Q3.To what extent did the Bureau adopt a rigorous approach to its design?				☐							☐	☐	☐	☐						
Did the Bureau include available learning evidence, IP audits including assessment of national capacities, consultation results, and theories of change, among others?	☐	☐	Stakeholders analysis including needs analysis of IP offices and users of the IP system, baselines (IP audits), planning documents, monitoring documents, a theory of change, among other	☐	☐				☐	☐	☐	☐	☐		☐	☐	☐			
What is the strategy of the Bureau for achieving its goals? Is there a clear idea of the approach?	☐	☐	Detailed strategy and theory of change	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Have the Bureau considered internal and external synergies with	☐	☐	% of initiatives done in partnerships	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

Question			Indicator																	
other interventions and scope for partnership in the county context?																				
How is the quality of the theory of change in terms of the relevance of interventions, objectives, coherence of activities? Are outcomes and expected results properly defined and prioritized, including gender equality, risk, and assumptions?	☐	☐	TOC meets quality criteria	☐	☐															
Q4. To which extent did the Bureau prepared its plan for and responded to changes in internal and external conditions over time?				☐						☐	☐	☐	☐							
How responsive has the Bureau been to new and essential needs, challenges, and opportunities that may have arisen in the region (at regional and country levels)?	☐	☐	Changes reflected in plans and delivery modalities	☐	☐	☐			☐	☐	☐	☐	☐	☐		☐	☐	☐		
EFFECTIVENESS				☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Q5. Achievement of results - To what extent has the Bureau contributed to the accomplishment of WIPO's strategic goals, expected results, performance indicators, and better delivery of WIPO's mandate?																				
To what extent were the intervention's intended results (at different levels of the results chain) achieved over the evaluated period? And What is the most remarkable results achieved by the Bureau at national and regional level under each of the focus areas?	☐	☐	% of results achieved/partially achieved/not achieved	☐	☐											☐	☐	☐		
Were expected results realistic/feasible for the national/regional context?	☐		% expected results rated as realistic by stakeholders	☐	☐											☐	☐	☐		
Did any unintended effects occur as a result of the intervention, positive or negative?	☐		% of activities positively or negatively affected by any unintended effects	☐	☐											☐	☐	☐		
What are the obstacles, risks, or constraints the programmed faced? And how are they mitigating these constraints?	☐		% of activities for which obstacles have been reported and mitigations strategies identified	☐	☐											☐	☐	☐		

Question		Indicator																					
Did the intervention miss any opportunities to generate results for its target population/other intended stakeholders?	□	% of activities for which opportunities have been missed	□																	□	□	□	
Q6. Scope and scale of results - To what extent is the program reaching the intended target countries (coverage)?																							
To what extent did the Bureau contribute to meeting the scope le of overall stakeholder (including target population) needs in the context? (coverage)	□	% of stakeholders indicating that needs have been met	□			□		□	□	□	□	□	□	□	□	□		□		□		□	□
To what extent did the Bureau contribute to the realization of national/regional IP priorities in the context?	□	Number of priorities WIPO agreed to contribute vs. number of priorities WIPO contributed in the region and national including the quality of the results	□			□	□	□	□	□	□	□	□	□	□	□		□		□		□	□
How are countries moving from the current situation to more appropriate levels?	□	Which countries have moved from attitudes to networks and systems	□	□	□	□	□	□	□	□	□	□	□	□	□		□		□		□	□
Q7. Factors of results - Which factors have contributed to the delivery of results and meeting overall needs in the context?																							
What external (context-related) factors influenced – positively or negatively - the achievement of results?	□	List of factors identified that influence the achievement of results	□	□	□	□											□		□		□	□	□
What internal (intervention/implementing agency or partnership-related) factors influenced – positively or negatively - the achievement of results?	□	Positive factors that have been replicated vs. negative factors	□	□	□												□		□		□	□	□
Q8. Inclusiveness of results - To what extent were achieved results inclusive, supporting the realization of gender equality and other equity considerations?																							
Were there any gender equality results achieved?	□ □	% of results and processes that have factored gender as a result of WIPO's interventions including invitations to meetings	□	□	□		□		□	□	□	□	□	□	□	□		□		□		□	□
To what extent has the Bureau contributed to factor gender	□	Number of gender results-based indicators and activities that factored	□	□	□		□									□		□		□		□	□

			Indicator																	
equality in national and regional activities?			gender as a result of WIPO's interventions																	
Did the implementation of the Bureau lead to any unintended effects (positive or negative) for the realization of gender equality and other equity concerns?	☐		% of activities positively or negatively affected by any unintended effects	☐	☐	☐		☐	☐	☐	☐	☐	☐	☐	☐	☐	☐		☐	☐
Were any opportunities missed to achieve results for the realization of gender equality and other equity concerns?	☐		List missed opportunities and lessons to be learned	☐	☐	☐			☐	☐	☐	☐	☐			☐	☐	☐	☐	☐
Q9. Additionally - To what extent did the Bureau leverage the mobilization of additional resources at the national or regional level, which would not have otherwise materialized? And did any outcomes emerged as the result of the leverage-effect?																				
To what extent did the Bureau support the mobilization of additional financial/non-financial contributions which would not have otherwise materialized? (financial additionally)	☐		An estimate of resource mobilization, e.g., technical assistance, technology transfer, management input, etc.	☐	☐	☐		☐	☐	☐	☐	☐		☐	☐	☐	☐		☐	☐
To what extent did results materialize as a result of any such additional contributions, which would not have otherwise materialized? (development additionally)	☐		% of results vs. overall expected results that did materialize with the support of additional contributions	☐	☐	☐		☐	☐	☐	☐	☐		☐	☐	☐	☐		☐	☐
EFFICIENCY				☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Q10. Timeliness of results - How timely were results achieved within the intended timeframe?																				
To what extent were the intervention's intended results achieved within the stated timeframe?	☐		% of activities and results delivered according to work plans	☐	☐	☐		☐	☐	☐	☐	☐	☐	☐	☐	☐	☐		☐	☐
Was the stated timeframe realistic for the achievement of intended results, taking into account the conditions of the surrounding context/nature of the implementing agency/partnership?	☐		% of activities with realistic/ unrealistic timeframe	☐	☐	☐		☐	☐	☐	☐	☐		☐	☐	☐		☐	☐

Question		Indicator																		
Did any delays arise from internal (implementing agency- or partnership-related) or external (context-related) barriers?	□	% of the activities that were confronted with barriers	□	□	□											□	□	□	□	□
How well were any such delays managed/mitigated?	□	% of stakeholders that indicated that delays were managed in an efficient manner	□	□	□	□										□	□	□	□	□
Q11. Cost of results - To which extent inputs converted into results at different levels in the least costly way possible was?																				
What was the cost of converting inputs (funds, personnel, partnerships, expertise, etc.) to results at different levels? (Activity, output, outcome, impact, etc.)	□	Budget vs. actual expenditure by activity, results	□	□	□											□	□	□	□	□
What strategies were applied to maximize value for resources applied? (e.g., use of partnerships, application of learning, innovation	□	% of activities with resources maximization	□	□	□		□									□	□	□		
Were sufficient resources allocated for gender equality in the design?	□	% of actual expenditure vs. total expenditure on gender equality	□	□	□		□									□	□	□		
Q12. Potential alternatives - Could alternative methods/strategies delivered improvements in timelines/ reduce the cost of results within the contextual conditions?																				
Could the program have achieved more with the same resources, or made an equal contribution in the agreed time with fewer resources?	□	% of activities that could have been more efficient	□	□	□		□									□	□	□		
Q13. Efficient processes - To what extent do WIPO processes facilitate or impede (if any), participation, and accessibility to Bureau services?																				
Was monitoring data collected and disaggregated according to relevant criteria (gender, age, other)? And was it used for decision making?	□	% of activities for which disaggregated data has been collected and monitored	□	□	□											□	□	□		
Does the Bureau monitor and communicate effectively the achievements made using factual data and evidence to present results? And how	□	Frequency of reporting by stakeholders	□	□	□	□	□	□	□	□	□	□				□	□	□		

Question			Indicator																
Were there any internal/external bottlenecks, including duplication of efforts? And how were they mitigated?	☐	☐	Risk assessment in place	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐		☐	☐	☐	
Were gender aspects considered in contractual agreements			Terms of reference for crucial job descriptions include staff awareness on gender issues.	☐	☐													
			Terms of reference for consultants stipulate that gender equality issues should be reported upon substantially within the context of their assignment.	☐	☐													
			Consultancy contracts awarded to both men and women.	☐	☐													
			Women and men consultants are remunerated on an equitable basis, using the same contractual criteria.	☐	☐													
			Screening and selection of consultants include demonstrable gender sensitivity criteria.	☐	☐													
			All management/technical staff carry out missions regardless of rank and sex if the mission is within their area of technical expertise.	☐	☐													
Q14. Prioritization - Are the Bureau priorities consistent with the allocation and optimum utilization of resources to deliver the expected results?																		
Was the use of resources in line with the priorities of the country/region/WIPO?	☐	☐	% of priorities in which resources were invested	☐	☐													
Was the allocation of resources consistent with the delivery of expected results?	☐	☐	At least 80% of the resources were consistently allocated	☐	☐													

How adequate were the resources (human and financial resources) to deliver according to work plans and expected results?	☐	☐	Meet at least 80% of adequacy criteria /principles	☐	☐														
What are effective measures in place for capturing and applying lessons learned, sharing, and replicating good practices?			% of shared experiences and best practices which are replicated	☐	☐														
IMPACT				☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Q15. Contribution - Has WIPO contribution to countries had a long-term change at the national and regional levels?				☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
To what long term changes in facilitating the use of IP for development have the Bureau contributed or is expected to contribute in the future?		☐	Better services, IP higher in the government agenda, attitude changes, changes in policy content, behavior change among other changes	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Q16. Are there any unintended consequences, both positive and negative, due to the implementation of the intervention?																			
To what extent have any unintended long term effects (positive/negative) arisen as a result of the implementation of the Bureau activities?	☐	☐	% of unintended long term effects compared to the total number of impacts	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
	☐	☐	% of stakeholders that have directly benefited from the implementation	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Q17. Reduced inequality - To what extent has the Bureau contributed or can be expected to contribute in the future to reduce gender inequality?																			
To what extent has the organization advanced on facilitating changes conducive to IP and gender equality?	☐	☐	Better services, IP higher in the government agenda, attitude changes, changes in policy content, behavior change among other changes	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
SUSTAINABILITY				☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Q18. Preparation of sustainability - To what extent did the Bureau prepare for the continuation of positive changes after an intervention ceases?																			

To what extent have the organization adequately prepared for the continuation of positive effects, according to its circumstances and conditions?	☐	☐	Plans, strategies, exit plans, handovers strategies among other	☐	☐																	
Q19.Contributing to building the IP enabling environment - To what extent did the Bureau contribute to improving the enabling environment for IP for development?																						
To what extent has the organization supported the strengthening of systems, institutions/capacities to make IP work for development?	☐		Capacities strengthened (at levels including the individual, community, institutional, % of staff and focal points whose capabilities has been enhanced to support gender mainstreaming), improved ownership/political will, increased national financial/budgetary commitments, policy or strategy change, Legislative reform, Institutional reforms, Governance reforms, enhance the process of IP consultations broadening the scope to include stakeholders outside the IPOs.	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Has the Bureau missed any available opportunities to enhance the enabling environment for development? What are these?	☐		% of consulted stakeholders (including WIPO internal staff) who identify missed opportunities	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Q20.Continuation of positive effects – to what extent any positive effects have continued or can be expected to continue following the completion of an initiative?																						
To what extent have positive effects generated by Bureau continued for critical stakeholders, including target populations,	☐		Institutional sustainability, Financial sustainability, Environmental sustainability, Political	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

following the ending of an intervention (real sustainability)?			sustainability, Social sustainability, other sustainable gains.																	
How likely is that any positive effects of the Bureau work will continue in the future for critical stakeholders, including target populations? (prospective sustainability)	☐		Plans in place (programs/activities/updates in policy) for future implementation. % of resources increases over the years compared to good practices among UN agencies	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
What opportunities or barriers may arise in the future to support or hinder the continuation of positive effects from the Bureau work?	☐		% of activities for which barriers have been identified	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Q21.Replicability and scalability – to what extent can the positive effects been replicated or scaled up in the same or different contexts in the future?																				
What is the potential scalability/replicability of the Bureau's work?	☐		% of activities that could be scaled/replicated	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
What are the opportunities/barriers internal and external?	☐	☐	% of activities for which barriers have been identified	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

[Annex XII follows]

ANNEX XII: PRIORITY OF RECOMMENDATIONS

The recommendations are categorized according to priority, as a further guide to WIPO management in addressing the issues. The following categories are used:

Priority of Recommendations	Nature
High	Requires Urgent Management Attention. This is an internal control or risk management issue that could lead to: • Financial losses • Loss of controls within the organizational entity or process being reviewed • Reputation damage, such as negative publicity in local or regional media • Adverse regulatory impacts, such as public sanctions or immaterial fines
Medium	Requires Management Attention. This is an internal control or risk management issue, the solution to which may lead to an improvement in the quality and/or efficiency of the organizational entity or process being audited. Risks are limited. Improvements that will enhance the existing control framework and/or represent best practice.

[End of annexes and of document]