Internal Oversight Division

Reference: EVAL 2018-04

Evaluation Report

Evaluation of WIPO's Partnerships
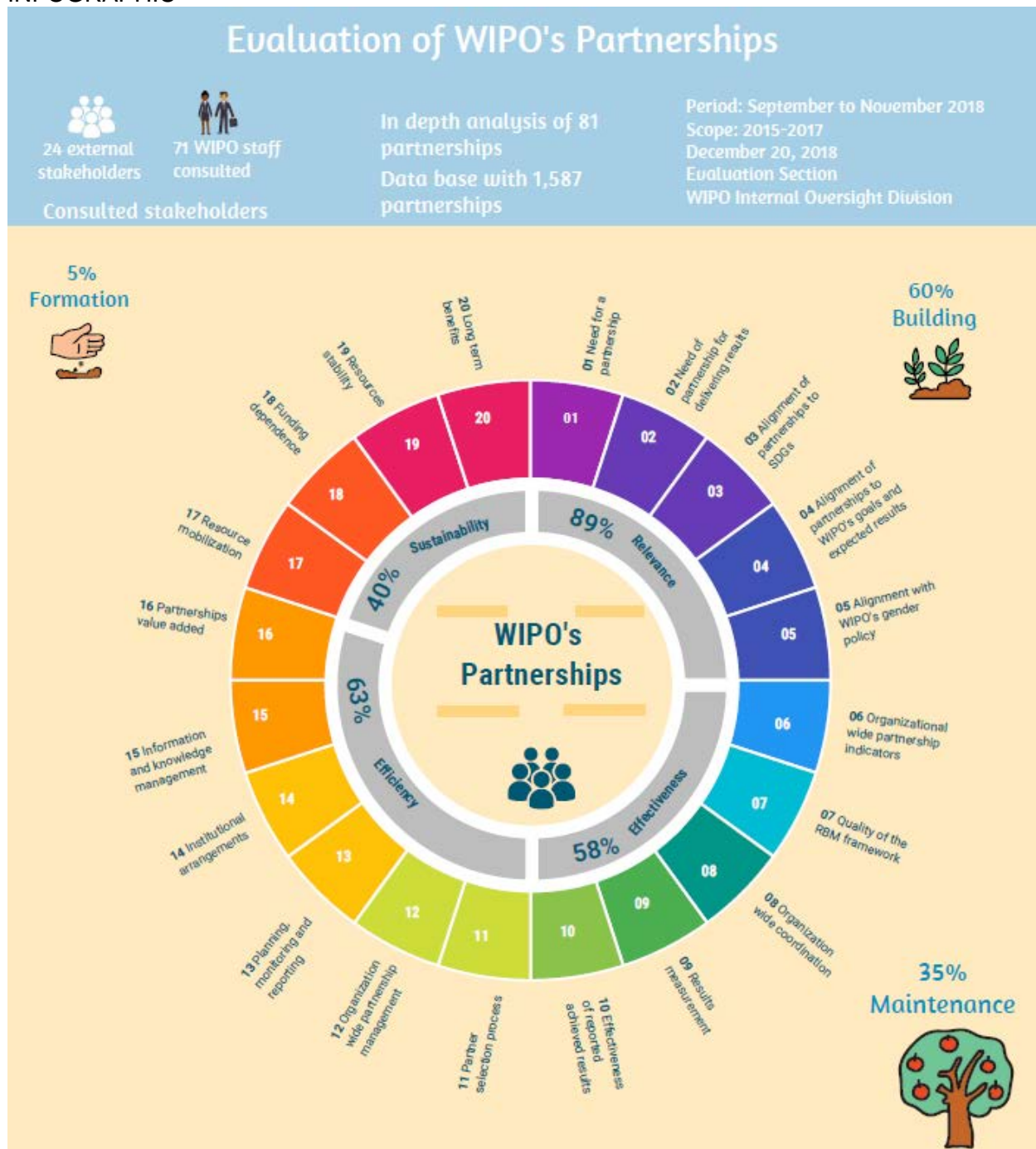
September 4, 2019

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INFOGRAPHIC

Evaluation of WIPO's Partnerships

24 external stakeholders — 71 WIPO staff consulted
Consulted stakeholders

In depth analysis of 81 partnerships
Data base with 1,587 partnerships

Period: September to November 2018
Scope: 2015-2017
December 20, 2018
Evaluation Section
WIPO Internal Oversight Division

5% Formation
60% Building
35% Maintenance

WIPO's Partnerships

Sustainability 40%
Relevance 89%
Efficiency 63%
Effectiveness 58%

01 Need for a partnership
02 Need of partnership for delivering results
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| Recommendation 1 (a): The Sectors/Programs listed in the matrix at Annex V should put in place clear and realistic purpose, clear partnership arrangements including MoUs, contractual agreement and learning, monitoring and knowledge sharing of partnerships to meet their programs' needs. | Recommendation 1 (b): The Sectors/Programs with partnership responsibilities listed in Annex V should use the Enterprise Content Management (ECM) system, to foster learning and knowledge sharing by populating it with partnerships agreements and related documentation such as plans, Memoranda of Understandings, reports, performance data, realized benefits, and lessons learned. |

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

LIST OF ACRONYMS

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

EXECUTIVE SUMMARY

1.   As a United Nations (UN) specialized agency dedicated to developing a balanced and accessible international Intellectual Property (IP) system, partnerships are a central component of the World Intellectual Property Organization's (WIPO's) work in many different areas and core to the delivery of technical assistance and new areas of innovation.

2.   This evaluation report presents a general overview of the partnerships at WIPO. The report has two distinctive parts: the first part includes a description and mapping of partnerships; the second part analyzes partnerships and goes more into depth to draw relevant conclusions and recommendations.

3.   This evaluation report aims to provide an analysis on a crosscutting organizational issue of key importance for the Organization that merits attention.

4.   The evaluation was conducted between September and November 2018. It included interviews with 50 staff members, internal and external surveys; desk reviews of documentation, which included an in depth assessment of 81 partnerships out of 1,587 compiled from information gathered from various sectors.

5.   There is clear evidence of value added for WIPO and its partners, and of partnerships delivering results that the WIPO/partner could not achieve on its own, particularly in cases where a service is provided that did not previously exist.

RELEVANCE

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

EFFECTIVENESS

7.   The evaluation notes the positive contributions made towards SG III, SG IV, and SG VII, especially in the Accessible Book Consortium (ABC), WIPO Green, WIPO ReSearch, Technology Innovation Support Centers (TISCs), and WIPO Academy.

8.   The evaluation identified 23 expected results defined in the P&B document 2016/17 linked to partnerships. As per WIPO's Performance Report, out of 23 expected results, 14 were linked to WIPO's Performance Indicators (PI), and 67 per cent of those PIs were fully achieved.

EFFICIENCY

9.   The overall view amongst interviewees regarding whether they had the right partners in place to make the partnership work was almost 100 per cent in agreement, as confirmed by survey results. There is clear evidence of value added for WIPO and its partners, and of partnerships delivering results that the WIPO/partner could not achieve on its own

10.   The evaluation found that the information and knowledge management system for partnerships is in need of improvements for the majority of partnerships, which fall outside the Funds-in-Trust (FITs) category. The absence of a mechanism for strategically coordinating the work of the partnerships has potential implications on knowledge management, resulting in the loss of institutional memory. Moreover, there is limited guidance on partners' strategic selection

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

SUSTAINABILITY

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

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

Recommendation

1.   The Sectors/Programs listed in the matrix included in Annex V should[1]:

(a)   Develop or improve guidance, clear and realistic purpose, clear partnership arrangements (including MoUs), contractual agreement, and learning, monitoring and knowledge sharing of partnerships to meet their Programs' needs.

(b)   Use the Enterprise Content Management (ECM) system, to foster learning and knowledge sharing by populating it with partnerships agreements and related documentation such as plans, Memoranda of Understandings, reports, performance data, realized benefits, and lessons learned.

(Importance: Medium)

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

1. INTRODUCTION

2.   The Internal Oversight Division (IOD) included the evaluation of WIPO partnerships in its 2018 Oversight Plan after a comprehensive risk analysis carried out through relevance, impact, oversight coverage and strategic priorities of WIPO management and its Member States. This report presents the results of the evaluation, conducted between September and November 2018.

3.   This evaluation report presents a general overview of the partnerships at WIPO. The report has two distinctive parts: the first part includes a description and mapping of partnerships, the second part analyzes a sample of the partnerships and goes more into depth to draw relevant conclusions.

4.   This evaluation report aims to provide systematic information and an analysis on a crosscutting organizational issue of key importance for the Organization that merits significant attention.

5.   As a specialized UN agency dedicated to developing a balanced and accessible IP system, partnerships are a central component of WIPO's work in many different areas and core to the delivery of technical assistance and new areas of innovation.

6.   Partnerships help advance among others, the IP perspective to key global policy debates such as health, climate change, and food security. In the form of FITs, partnerships provide financial resources to implement a number of activities.

7.   Whereas in the past, partnerships have focused on fundraising and the implementation of program delivery, the last ten years have seen a rise in much more innovative partnerships, many of which are with the participation of the private sector. Many of these partnerships address a full degree of issues, going beyond and extending the reach of what UN agencies are traditionally able to do by themselves. The most recent focus on partnerships is within the context of SDG commitments[2]

8.   WIPO has a wide range of identified partners with whom it engages and collaborates with, including IGOs and NGOs, UN Organizations, civil society, universities, professional and business associations, multilateral organizations and the private sector.

9.   Partnerships and engagements with external organizations occur at all levels of the Organization and take many different forms according to various internal and external drivers. These can range from informal to formal, and many are cross-organizational. They require the involvement of different sectors, depending on the nature of the partnership, and activities or resources needed. They are established for a wide range of purposes with some partnerships either initiated or led by WIPO, or for which WIPO plays a supporting role such as some UN-affiliated alliances.

10.   Partnerships amongst UN agencies are an area of increasing importance and growth. The majority of UN organizations[3] (11) have a policy or strategy in place (see annex IV).

11.   For the purpose of this evaluation, a sample was determined based on criteria described under scope and methodology below.

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[2] 'The UN system: Partnerships in the context of the 2030 agenda for Sustainable Development', Joint Inspection Unit, 2017.
[3] UNRWA, IFAD, UNESCO, UNFPA, UN Secretariat, WHO, ILO, FAO, WFP, UNDP, and the World Bank

2.   PURPOSE, OBJECTIVES, SCOPE AND METHODOLOGY

(A)   PURPOSE AND OBJECTIVES

12.   The primary purpose of this evaluation was formative and in particular, aims at learning from the Organization's past and current experiences with partnerships. In broad terms, the objectives of the evaluation were to:

(a)   Map and categorize partnerships considering purpose and alignment with WIPO's Strategic Goals and Expected Results;

(b)   Assess how effective and sustainable partnerships are supported in the current organizational framework;

(c)   Examine the extent to which partnerships address IP related gender issues, and alignment with WIPO's Policy on Gender Equality; and

(d)   Propose recommendations, based on the findings and conclusions.

13.   The evaluation will be used to inform the Director General, WIPO Senior Managers, the Evaluation Reference Group and other relevant Program Managers and Member States to make evidence-based strategic decisions.

(B)   SCOPE AND METHODOLOGY

14.   This evaluation follows and adheres to the United Nations Evaluation Group (UNEG) standards, and the Organization for Economic Co-operation and Development's Development Assistance Committee (OECD/DAC) evaluation criteria of relevance, effectiveness, efficiency, impact, and sustainability. Furthermore, and in the absence of an official WIPO definition for Partnerships, the evaluation used and relied, among others, on a well-established and widely accepted definition developed by the OECD/DAC, which defines partnerships as: "Organizations that agree to work together to achieve mutually agreed upon objectives."

15.   The underpinning concept is one of shared goals, shared responsibility for outcomes, clear accountability, and reciprocal obligations. This definition was used as a basis for mapping, categorization, analysis and assessment throughout the evaluation process.

16.   The evaluation team compiled a list with information on 1,587 partnerships[4] by integrating the information provided by the Copyright and Creative Industries Sector, the Global Infrastructure Sector, Brands and Designs Sector, Patents and Technology Sector, Economics and Statistics Division, Global Issues Sector, the Department for Transition and Developed Countries and the Development Sector.

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[4] This list was used to categorize the geographical location of the partnerships for 841 cases where information was present.

17.   To define a manageable sample for this evaluation, the evaluation used the method of purposive sampling[5], a non-probability sampling method. The evaluation applied three criteria to the universe of WIPO partnerships as follows:

(a)   "Exclusion" criteria - the team excluded all relationships in which the partnerships where the National IP Office (NIPO) was the only and exclusive partner[6]. Because these type of relationships enter into the category of regular technical co-operation work undertaken by WIPO and therefore were not considered as a partnership. This decision was made in agreement with the Evaluation Reference Group.

(b)   "Typical case" criteria - the evaluation selected the most frequently observed elements in WIPO partnerships to decide its inclusion as part of the sample to illustrate to the reader, the types of characteristic partnerships WIPO is engaged.

(c)   "Homogeneity" criteria - aims at reducing variation, simplify analysis and describe a particular subgroup of partnerships more in depth.

18.   As a result of the application of the three criteria, the evaluation team developed a database including 81 partnerships[7]. These partnerships constituted the sample used in the section 5 "Findings and conclusions on the mapping of partnerships" and section 6 "Findings and conclusions on the relevance, efficiency, effectiveness and sustainability"

19.   In reference to database used in this evaluation, the team used among others, partnerships that encompass many individual partnerships (umbrella partnerships) such as Access to Specialized Patent Information (ASPI), Access to Research for Development and Innovation (ARDI), and TISCs.

20.   The results of the sampling are not statistically significant. However, the validity of the evaluation results has been ensured by the use of a mixed methods approach, as presented in table 1 below. Moreover, the triangulation of the findings by source and by method complete the standard methodological approach to claim the internal validity of all findings and conclusions in the report; reinforcing impartiality[8] and absence of bias.

Table 1: Methodological strategies

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[5] "A form of non-probability sampling in which decisions concerning the individuals to be included in the sample are taken by the researcher, based upon a variety of criteria which may include specialist knowledge of the research issue, or capacity and willingness to participate in the research." (Oliver, 2013) In V. Jupp (Ed.), *The SAGE Dictionary of Social Research Methods*

[6] NIPOs were included in the sample only in cases where they were part of broader groups of partners within specific partnerships and they did not play a key role

6(bis) The WIPO Academy emphasized that its activities under the Professional Development Program are not to be considered as regular technical cooperation work, but rather as partnerships with selected Member States to provide advanced training and develop specialized skills among government officials of other Member States in specific areas of intellectual property (IP). Moreover, partnerships with Member States in the area of Distance Learning were not limited to NIPOs, but also included other stakeholders from academia, and the public and private sectors. Furthermore, the Academy's agreements relating to National IP Training Institutions were long-term projects with Member States to create IP training institutions in partner countries. They were developed according to detail project documentation aimed at ensuring efficiency, sustainability and impact, and were implemented with numerous national entities, and not only NIPOs.

[7] Annex V of the report

[8] The UNEG Norms and Standards defines impartiality by its key elements such as objectivity, professional integrity and absence of bias. The requirement of impartiality exists at all stages of the evaluation process including the data gathering and analysis stage.

Evaluation approach mixed methods	Research Techniques	Data gathering tools
Qualitative strategies	▪ Semi-structured interviews ▪ Focus groups consultations with the reference group ▪ Direct observation	▪ Interview protocols ▪ Focus groups protocols ▪ Content and Benchmarking analysis
Quantitative strategies	▪ Document review (primary & secondary data) ▪ Two online surveys (primary data)	▪ M&E system, progress reports, evaluations, diagnostics, studies, among others. ▪ Questionnaires

(C) CONSULTED STAKEHOLDERS

21. A wide range of stakeholders participated in the evaluation. Overall, 95 internal and external stakeholders were consulted as part of this evaluation as indicated in figure 1 below.

Figure 1: Consulted Stakeholders
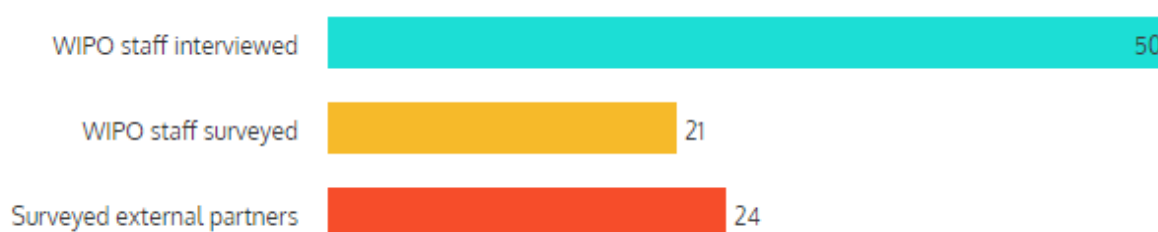
Source: Evaluation Section Survey Results

(D) LIMITATIONS AND MITIGATION STRATEGIES

22. One of the limitations encountered to conduct the evaluation was the reluctance of some stakeholders to collaborate in data collection activities for an evaluation that covers a crosscutting topic that was not under their direct responsibility. This was reflected in the response to the initial mapping survey distributed to Managers, which resulted in some omissions. The following actions were applied to mitigate the associated risks:

(a) Surveys were shared only with those responsible for managing partnerships. Those responsible for managing the partnerships in WIPO distributed the survey to external stakeholders. This more personalized approach proved to be helpful as the partners were more likely to respond to the survey knowing from whom it comes. All survey results were collected by the evaluation team

(b) Reference Group focal points were in charge of sending reminders to their colleagues.

23. The number of responses in both surveys, represents a wide range of the partnerships occurring throughout the Organization. "Survey fatigue" did not appear to significantly affect the in-depth interviews (88 per cent response rate). For the case interviews, 51 were completed leaving only five uncompleted (90 per cent response rate).

24. Data collection was limited in details and depth in some areas relating to the dynamics of how partners worked and collaborated. The evaluation took the following steps to mitigate the risk of insufficient data:

(a)   Requested data and facilitation support with partners to WIPO Sectors via the Reference Group focal points;

(b)   Worked in collaboration with the Office of the Legal Counsel in gathering data on the smaller sample; and

(c)   Gathered available secondary data on partnerships, which were available on WIPO reports, website, intranet, and printed documentation.

25.   The evaluation gathered secondary data and complemented it with interviews and survey results.

3.   EVALUATION RESULTS - POSITIVE DEVELOPMENTS

26.   Partnerships are integral part to many WIPO projects, without them, some projects would not exist. There is clear evidence of value added for WIPO and its partners. Recognition of the need for a partnership was confirmed by survey results in which 82 per cent of partners and 90 per cent of WIPO respondents indicated that they need each other to improve the quality of their work. Ninety six per cent of WIPO respondents indicated that they would not be able to achieve the same results without their partners.

27.   The evaluation found clear evidence and examples of the added value of partnerships such as:

(a)   In the case of several of the WIPO Academy Programs such as the Master's Program and the Summer School Program, IP expertise is combined with academic knowledge and a hosting institution. It is made accessible to applicants from developing countries, least developed countries and countries with economies in transition through scholarships. Supporting higher IP education for government officials from these countries has positively contributed to a better understanding and use of the IP system. In the case of National IP Training Institutions, independent, competent and self-sufficient entities were created with qualified and trained experts to provide training and capacity building activities for government and private sector stakeholders in the field of IP. Partnerships in this area have resulted in establishing national institutions with a strong results-based focus and long-term impact. Partnerships with Member States in the area of Distance Learning (DL) have allowed for a wide and multilingual distribution of educational material in the field of IP. Moreover, the customization of DL courses has resulted in higher levels of participation of individuals from academic and research institutions, and public and private sectors in beneficiary countries. Partnerships under the Professional Development program provided government officials with knowledge and skills to better address new challenges in the field of IP and improve the efficiency and effectiveness of their national IP administrations.

(b)   In the case of WIPO Green, connections are made between registered users through a specialized database, which helps to match green technology seekers with green technology providers. In addition, through the help of matchmaking events, further collaborations are facilitated which in turn establish new partnerships and increase the potential for additional impact. In the case of WIPO Re:Search , assets shared by participating members and the resulting collaborations are featured on a resource platform, which, like the WIPO GREEN database, is publically accessible;

(c)   The value of the multiplier effect can be seen in other business models such as the TISC partnership. After agreements are signed with host institutions, contacts are made between the focal points in the country to establish a national network aimed to create

synergies with other relevant programs supporting IP. After reaching a certain degree of maturity, TISCs facilitates the uptake of other services such as ASPI, Inventors Assistance Program (IAP), thus multiplying the initial impact of the partnership; and

(d)   In partnerships such as Global Entrepreneurship Week (GEW) where WIPO partners with United Nations Conference on Trade and Development (UNCTAD) as well as five other diverse organizations, WIPO gains access to a full range of expertise and networks in creating awareness of IP rights aiding the Organization in raising its institutional profile.

28.   Respondents also noted the benefits and value added of partnerships, through the exchange of information and contacts (often informal), which also helped in identifying new opportunities. One such example is the partnership with International Renewable Energy Agency (IRENA), initiated in 2017, which led to an invitation to submit a chapter to the 2018 Global Innovation Index (GII) report, on scaling-up renewable energy deployment[9].

29.   A complementarity of roles within the partner organizations working together can also add significant value. In relation to the Trilateral cooperation with WIPO, the World Health Organization (WHO) and the World Trade Organization (WTO), respondents noted that the three organizations working together allowed the partnership to "cover more ground" than working individually, and command much more authority than if the work was conducted by just one of the organizations, (as evidenced by the demands from Member States for more trilateral collaboration).

30.   The evaluation found that partnerships are in alignment with the SDGs, as indicated by WIPO's report to the Committee on Development and Intellectual Property (CDIP)[10]. The report notes the work of partnerships in promoting innovation through patent and technology services, addressing knowledge deficits, and capacity building in developing countries. WIPO's initiatives contributing towards the SDGs include: PatentScope, Pat-Informed, TISCS, ARDI, ASPI, ABC, WIPO Green, WIPO ReSearch, IAP, Trilateral cooperation WIPO-WHO-WTO, Technology Facilitation Mechanism (TFM)/ UN Interagency Task Team on Science, Technology and Innovation for the SDGs (IATT), WIPO Academy and GEW.

31.   The evaluation found that the 81 partnerships assessed in the sample are in alignment with WIPO's Strategic Goals. Ninety-five per cent of survey respondents confirm the alignment of partnerships to SGs and expected results.

32.   There is considerable evidence to show that partnerships are achieving their purpose, or are on-track to do so. This is a view supported by both WIPO and its partners which are in broad agreement that partnerships are demonstrating substantial achievements (100 per cent and 96 per cent respectively).

4.   GOVERNANCE FOR WIPO'S PARTNERSHIPS

33.   Institutionally, WIPO supports and promotes a full range of partners and partnerships within its view. However, the evaluation did not identify a standard definition of partnership across the Organization. Intellectual Property Offices (IPOs) are referred to as partners, in the same way as external organizations WIPO collaborates with, such as the pharmaceutical industry or a research institute. A partnership is also understood as an 'approach' to working with a Member State, core to the delivery and expansion of regular technical assistance work. As such, partnerships within WIPO are widely understood as both:

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[9]   http://www.irena.org/newsroom/articles/2018/Aug/Global-Innovation-Index
[10]   Report on WIPO's contribution to the implantation of the sustainable development goals and its associated targets, CDIP/21/10.

(a) Strategic, in the sense of being formed to address an identified purpose or issue, (such as the Private Public Partnerships (PPPs)),

(b) As well as organic, in the sense of developing as part of the daily business.

34. Furthermore, there was limited information regarding guiding principles, policies and strategies[11] to differentiate between types of relationships with external entities and different partnership modalities and operations. The only exceptions to these are related to financial rules and some administrative procedures such as:

(a) WIPO's Financial Regulations and Rules on modalities and conditions for Donors in providing FITs;

(b) WIPO Policy on the Management of Voluntary Contributions, Office Instruction 37/2015 REV;

(c) Guide to WIPO Accessible Word Templates, which provides examples for preparing MoUs.

35. As demonstrated by some other UN Organizations, the added value for having policy, guidelines principles of partnerships is to provide for a standard basic document that provide clear definitions and a common set of rules. This way, interactions with partners reduce risks of mismanagement, and increase certainty in the type of positive interactions, results and impacts.

36. Programs working heavily through partnerships at WIPO have reported two types of potential risks exposure when entering into partnerships. The first one of such risks is potential reputational risk for WIPO, which is derived from having an incomplete knowledge about the partner. Large organizations (multinationals, large global NGOs) engage in high number of activities with intricate linkages and implications in a myriad of countries and thematic topics). These risks need to be considered as part of the due diligence informational appraisal process on the potential partner. The second risk mentioned by the Programs at WIPO is the potential misuse of the WIPO brand by partners that try to over sell their partnership relations with WIPO for their own objectives putting aside or going beyond what is stated in the partnership. This risk is present at any type of partnership large or small across the Organization.

37. As demonstrated by this initial mapping on partnerships at WIPO, the Organization is entering into a phase of expansion in the number, size and complexity of its partnerships (1,587 partnerships). WIPO is working with a broad spectrum of partners that includes government institutions, the private sector, NGOs and IGOs, among others. However, not all Programs have the knowledge and or the means to mitigate these risks appropriately when engaging in partnerships. Developing some principles and guidance on partnerships will enable to mitigate these risks improving the knowledge of managers across the Organization and contributing to the quality and return of partnerships at WIPO.

38. WIPO could provide some guidance or principles that could create clarity in principles for the partnerships and delineate the benefits and responsibilities for WIPO and its partners. Such guidance or principles could include, for instance, the use of the logo, publications, website, or other details that are not contained in a MoU.

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[11] A Partnerships and resource strategy was drafted in 2011 see CDIP/9/14, but with the reorganization of staff and the change of Department to a Division, this was not further developed.

5. FINDINGS AND CONCLUSIONS ON THE MAPPING OF PARTNERSHIPS

(A) MAPPING BASED ON A CATEGORIZATION EXERCISE

39. This section provides a mapping of WIPO's partnerships, undertaken in collaboration with WIPO staff responsible for managing partnerships, to have a better understanding of the dynamics of partnerships, the contextual factors, and an opportunity to learn from experiences. Those partnerships that include the digital environment such as the collaboration between the Distance Learning Program, TISCs and TISC Authorities have illustrated a faster multiplier effect.

40. Partnership mapping refers to the structure and institutional arrangements that define a partnership, including the type of partners, size, contractual formality, and governance. While there is limited documentation found covering WIPO's existing partnerships models, the evaluation nevertheless, attempted to provide an overview of the existing partnerships landscape at WIPO. The evaluation categorized the partnerships by level of maturity, purpose, type of relationship, and geographical distribution. The evaluation reference group agreed and validated these categories.

(i) The maturity of WIPO's Partnerships

41. It is generally accepted that the timeline of a partnership reflects the degree to which key processes or activities are defined, managed, and executed effectively. The assumption is that all partnerships must go through an initial stage. After some time, they reach a more advanced state and become more mature, thus a higher level of maturity will result in higher performance. The characteristics of a mature partnership can be described as one in which activities are well defined and managed and where the outcomes are likely to be predictable or reproducible.

42. The maturity level of a partnership is useful to identify areas where the partnership could improve collaboration. The evaluation assessed the maturity levels based on three stages:

(a) Formation stage - beginning to bring the partners together, activities at a very early stage of conception;

(b) Building stage - the partnership is established, strategy and activities have been agreed, and dialogue to put a plan into action is being negotiated; and

(c) Maintenance stage - the partnership is well established, and the focus is on evaluating our progress, refining our work, and scaling up if necessary.

43. According to the survey undertaken by WIPO partners and WIPO staff responsible for managing the partnerships, it was identified that about 60/67 per cent of the WIPO partnerships are in the maintenance stage as shown in figure 2 below.

Figure 2: WIPO's Partnership Maturity Level
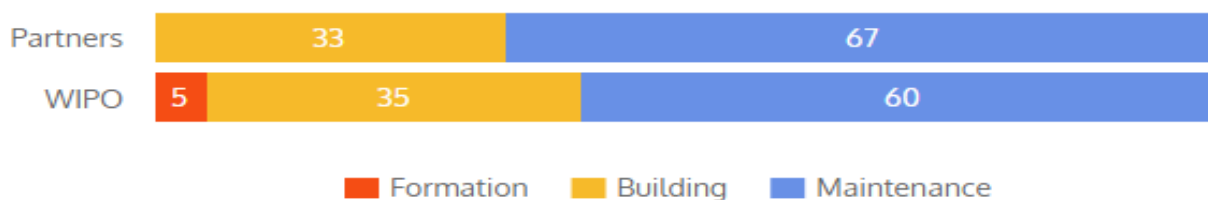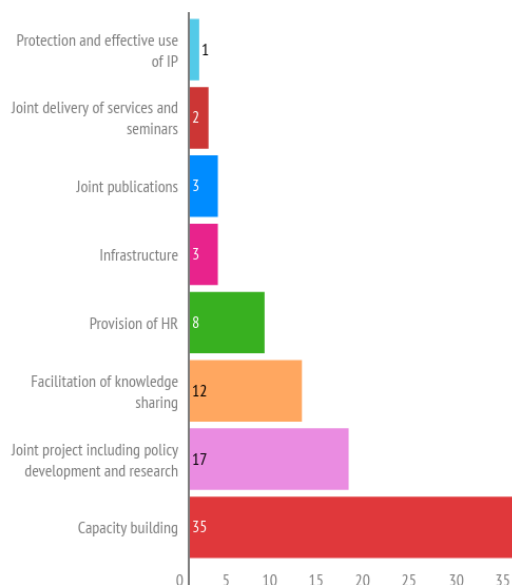

Source: Evaluation Section Survey Results

(ii)   Partnerships by purpose

44.   Based on a categorization exercise undertaken during the evaluation included in the sample of 81 partenrships and in collaboration with WIPO staff responsible for managing the partnerships, partnerships were categorized according to its purpose as illustrated in figure 3.

Figure 3: WIPO's Number of Partnerships by Purpose

Source: Evaluation Section Survey Results

(a)   Capacity building – 43 per cent of WIPO's partnerships are aimed at further developing the capacity of an IP stakeholder. Interventions supported by partners include TISCs and the WIPO Academy (the Master's Program, Summer School Program, Distance Learning Program, Professional Development Program and National IP Training Institutions). Contributions to capacity building activities are undertaken jointly with bilateral government institution funds such as the FITs, Academia, and PPPs. Capacity building activities done in collaboration with its partners are aimed to contribute to WIPO's SGs II, III, IV, VI, and VII;

(b)   Joint projects – 21 per cent of the WIPO partners' contributions are aimed at supporting a variety of activities including policy development, research, infrastructure and knowledge sharing among others. The joint projects contribute to WIPO SGs II, III, V, VII, and VIII; and

(c)   Facilitation of knowledge sharing – 16 per cent of WIPO partnerships contribute to this purpose. Initiatives include among others, WIPO Re: Search, WIPO Green, IRENA Patenscope[12], Pat-INFORMED[13], and the ABC. These initiatives directly contribute to the achievement of WIPO's SGs II, III, IV, VII and VIII. Most of these initiatives are undertaken with the support of PPPs and FITs.

45.   Other purposes that would not be possible without the support of WIPO's partners include:

(a)   Infrastructure enhancement such as ARDI and ASPI;

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[12] Search International and National Patent Collections for Renewable Energies
[13] Pat INFORMED – The Patent Information Initiative for Medicines

(b)   Joint publications such as the GII, Sustainable waste management in Latin America; and

(c)   Creating access to IP education in places with limited internet connectivity, as well as delivering customized content based on national laws and cases and through the preparation of national curricula managed by ministries of education.

        (iii)   <u>Partnerships by relationship type</u>

46.   The evaluation also found a categorization of partnerships according to the relationship with the partner or the dominant characteristic of the partnership, which include:

(a)   Public and private partnerships such as ARDI or WIPO Re:Search;

(b)   FITs with donor countries. These funds are used to finance technical assistance and human capacity building projects in developing countries and countries with economies in transition;

(c)   Inter-governmental relationships such as WIPO-WTO partnership;

(d)   Academia as in the case of the GII, WIPO Academy Summer School Program, Master's Program or the Distance Learning Program's university consortia

(e)   Member States as in the case of the Professional Development Program and National IP Training Institutions; and

(f)   Multi-stakeholder as in the case of TISCs

47.   Following the previous categorization, the spread of these type of partnerships across different sectors can be seen in Figure 4.

Figure 4: WIPO's Partnerships categories by sector

Distribution of Partnerships by Sector
FITs partnerships dominate across all sectors of WIPO
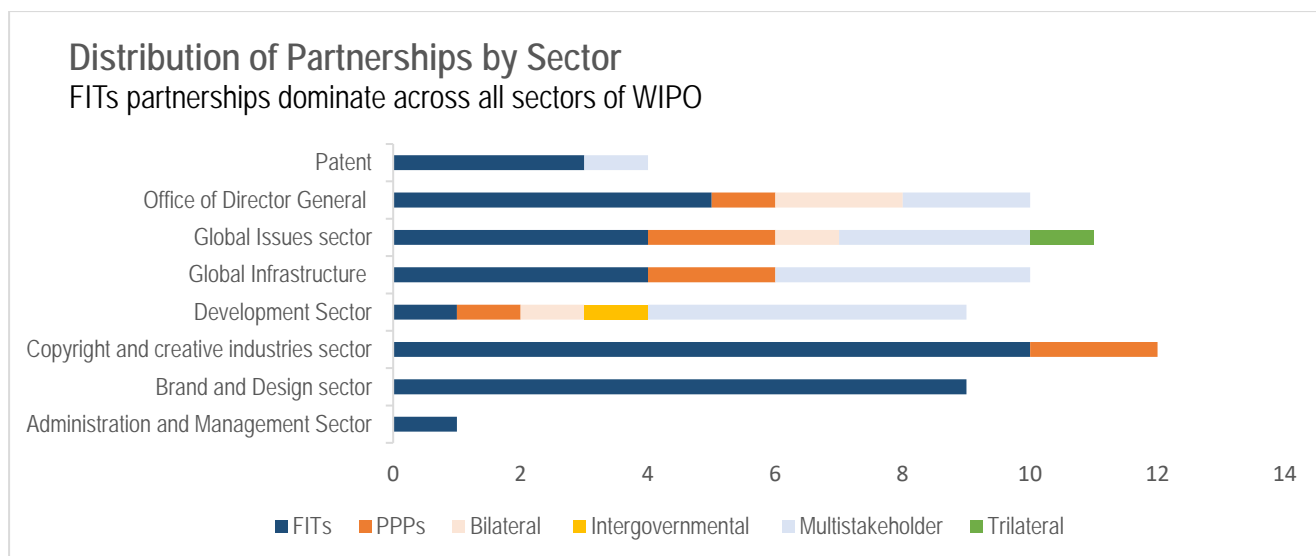
Source: Evaluation Section Survey Results

Finding 1: Unlike some other UN organizations (11)[14], the evaluation did not identify a common set of guiding principles for partnerships, common denominator nor a definition. (Linked to conclusion 1, recommendation 1).

Conclusion 1: Limited overarching guidance, principles or partnership governance[15] and an unclear definition of partnerships, creates an inherent risk and can impede efficiency and effectiveness in the management of partnerships. (Linked to finding 1, recommendation 1).

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6.   FINDINGS AND CONCLUSIONS ON THE RELEVANCE, EFFICIENCY, EFFECTIVENESS AND SUSTAINABILITY

48.   The following findings and conclusions are based on the evaluation sample comprising the partnership database including 81 partners[16].

(A)   RELEVANCE

49.   This section assesses the relevance of the partnerships to WIPO's SGs, the SDGs, the organizational needs, external partners' priorities and its alignment with WIPO's gender policy.

50.   WIPO has multiple partner relationships, which occur throughout the Organization. WIPO has been involved with different types of partnerships, some dating back 38 years, such as the partnership with the Association of Teaching and Research in Intellectual Property (ATRIP) and the American Intellectual Property Law Association. WIPO partnerships can take various forms

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[14] UNRWA, IFAD, UNESCO, UNFPA, UN Secretariat, WHO, ILO, FAO, WFP, UNDP, and the World Bank
[15] Governance in this report refers to guidance, processes, principles, strategy, metrics, roles and responsibilities which are required for the efficient functioning, in this case of partnerships.
[16] See Annex V.

depending on how the partnership is categorized. The data collected in figure 5, shows that 54 per cent (44/81) of WIPO's partnerships are with government institutions in the form of FITs, while 46 per cent (37/81) include academia, IGO, the UN and PPPs, amongst others.

Figure 5: Partnership distribution by type of agency[17]
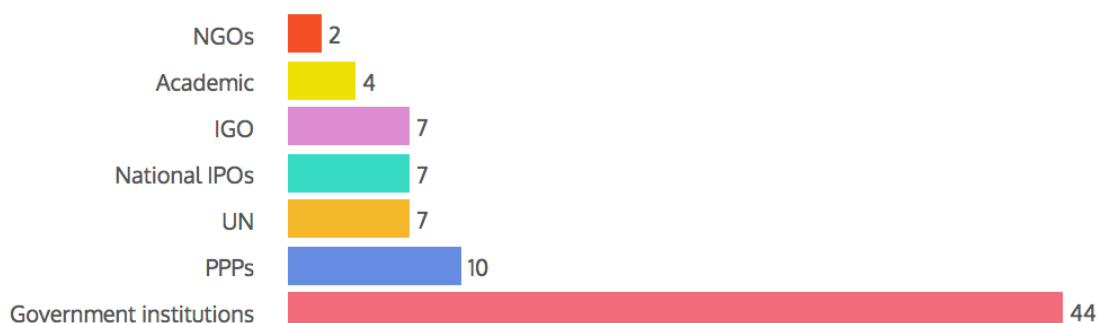
Source: Evaluation Section Survey Results

51.   Partnerships are integral part to many WIPO projects, without them, some projects would not exist Recognition of the need for a partnership was confirmed by survey results in which 82 per cent of partners and 90 per cent of WIPO respondents indicated that they need each other to improve the quality of their work, as presented in Figure 6 below.

Figure 6: My organization needs Our Partners to improve the quality of the work
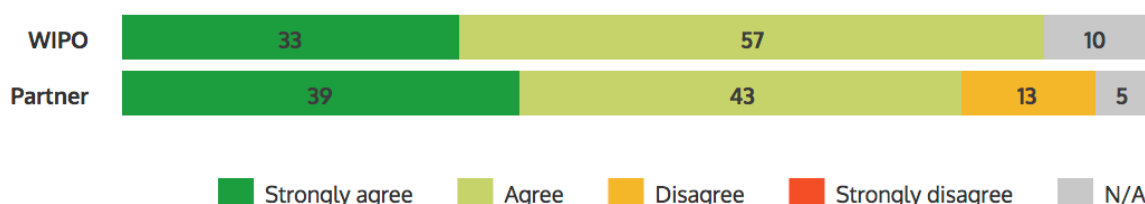
Source: Evaluation Section Survey Results

52.   Figure 7 below shows that 96 per cent of WIPO respondents indicated that they would not be able to achieve the same results without their partners. About 31 per cent of the partners highlighted that their Organization would be able to deliver more on its own.

Figure 7: Your organization can achieve more on its own
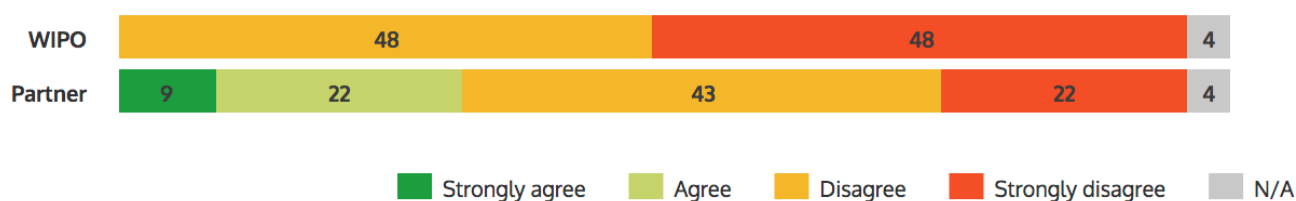
Source: Evaluation Section Survey Results

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[17] It is important to note that the data used in Figure 5 was simplified and multi-stakeholder partnerships such as ARDI Program, which counts with 1,268 partners was included in the statistics as one partnership. PPPs are increasingly crucial in WIPO partnerships as observed in WIPO Green and WIPO research.

(i)   What are WIPO's and its external partners' priorities?

53.   Partnerships' most important principle is reciprocity. The evaluation applied a self-assessment tool based on six principles to assess the underlying priorities of the partnerships as indicated in figure 8, namely:

Figure 8: Partnership Principles

| Accept the need for the partnership | Develop clear and realistic purpose | Ensure commitment and ownership | Clear and robust partnerships agreements | Develop and maintain trust | Learning and monitoring |

54.   As part of this evaluation, WIPO and its external partners have assessed their priorities with regard to the partnerships principles. The evaluation found that while external partners consider the development and maintenance of trust highly relevant for the good functioning of the partnership, this was not necessarily seen as a priority by WIPO staff since they saw the development of clear and realistic purpose as its highest priority.

Figure 9: WIPO vs. External Partners' Priorities
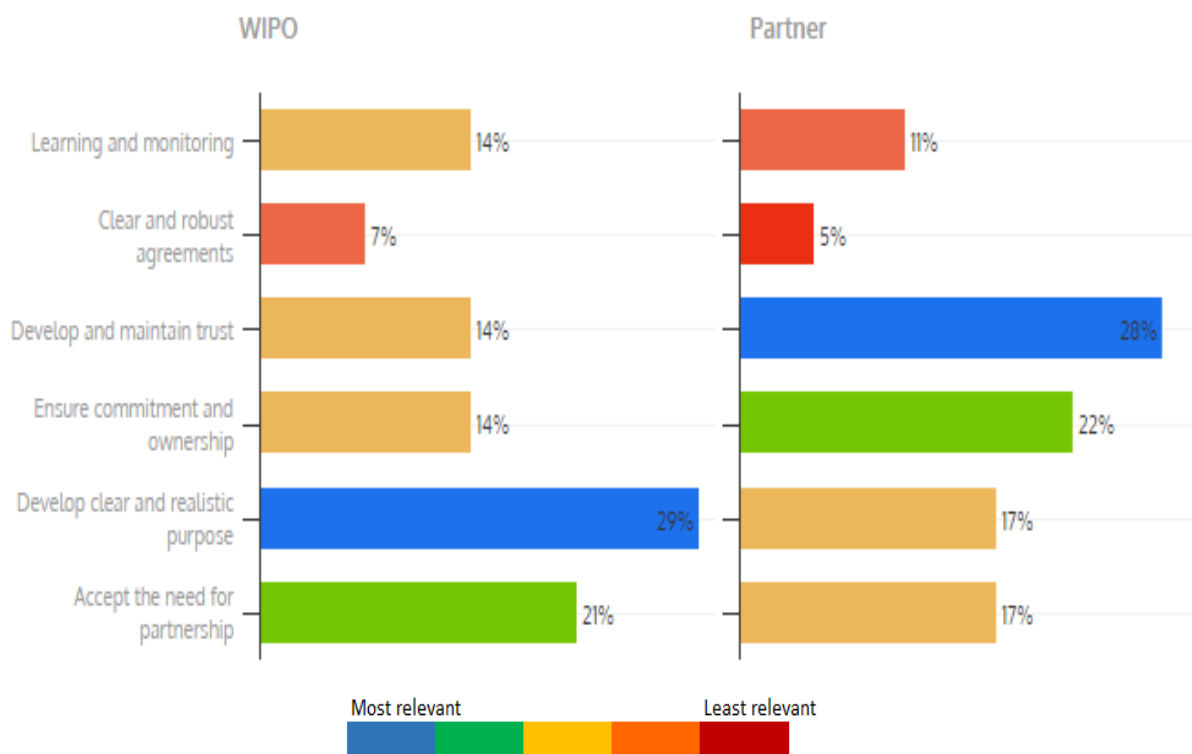
Source: Evaluation Section Survey Results

(ii) Alignment with WIPO Strategic Goals and the Sustainable Development Goals

55.   The evaluation found that partnerships are in alignment with the SDGs, as indicated by WIPO's report to the CDIP[18]. The report notes the work of partnerships in promoting innovation through patent and technology services, addressing knowledge deficits, and capacity building in developing countries. WIPO's initiatives contributing towards the SDGs include: PatentScope, Pat-Informed, TISCS, ARDI, ASPI, ABC, WIPO Green, WIPO ReSearch, IAP, Trilateral cooperation WIPO-WHO-WTO, TFM/ IATT, WIPO Academy and GEW.

56.   Alignment of partnerships to the SDGs is confirmed by 81 per cent of the WIPO's survey respondents and 83 per cent of WIPO's partners presented in figure 10.

Figure 10: Partnership Aligned with the SDGs

	Strongly agree	Agree	Disagree	Strongly disagree	N/A
WIPO	43	38	5		14
Partner	57	26	4		13
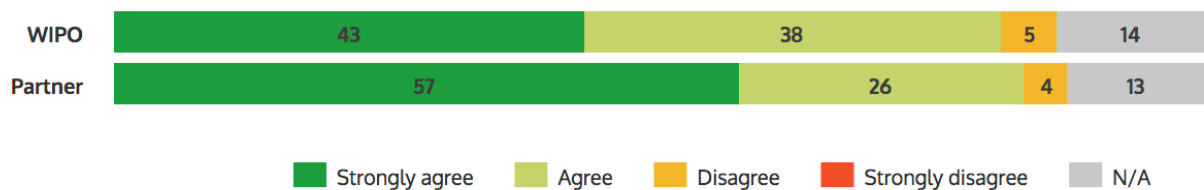
Source: Evaluation Section Survey Results

57.   The evaluation found that the 81 partnerships assessed in the sample are in alignment with WIPO's SGs. Ninety-five per cent of survey respondents confirm the alignment of partnerships to SGs and expected results (and to the SGs of the partner).

Figure 11: The partnership's goals and objectives are aligned with my organization strategic goals and expected results

	Strongly agree	Agree	Disagree	Strongly disagree	N/A
WIPO	60	35			5
Partner	61	35	4		
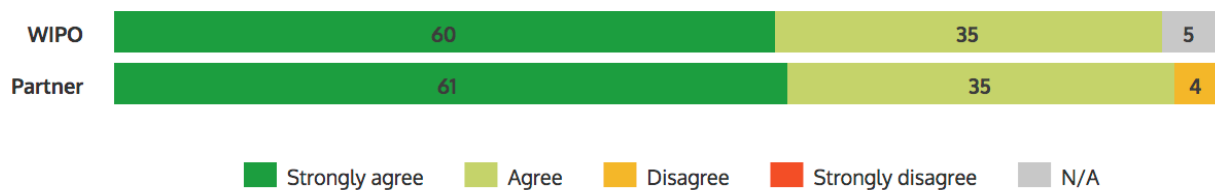
Source: Evaluation Section Survey Results

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[18] Report on WIPO's contribution to the implantation of the sustainable development goals and its associated targets, CDIP/21/10.

58.   The evaluation found a clear alignment of partnerships to the SGs, as presented in Figure 12 below.

Figure 12: WIPO Partnerships by strategic Goals and Partner Sector
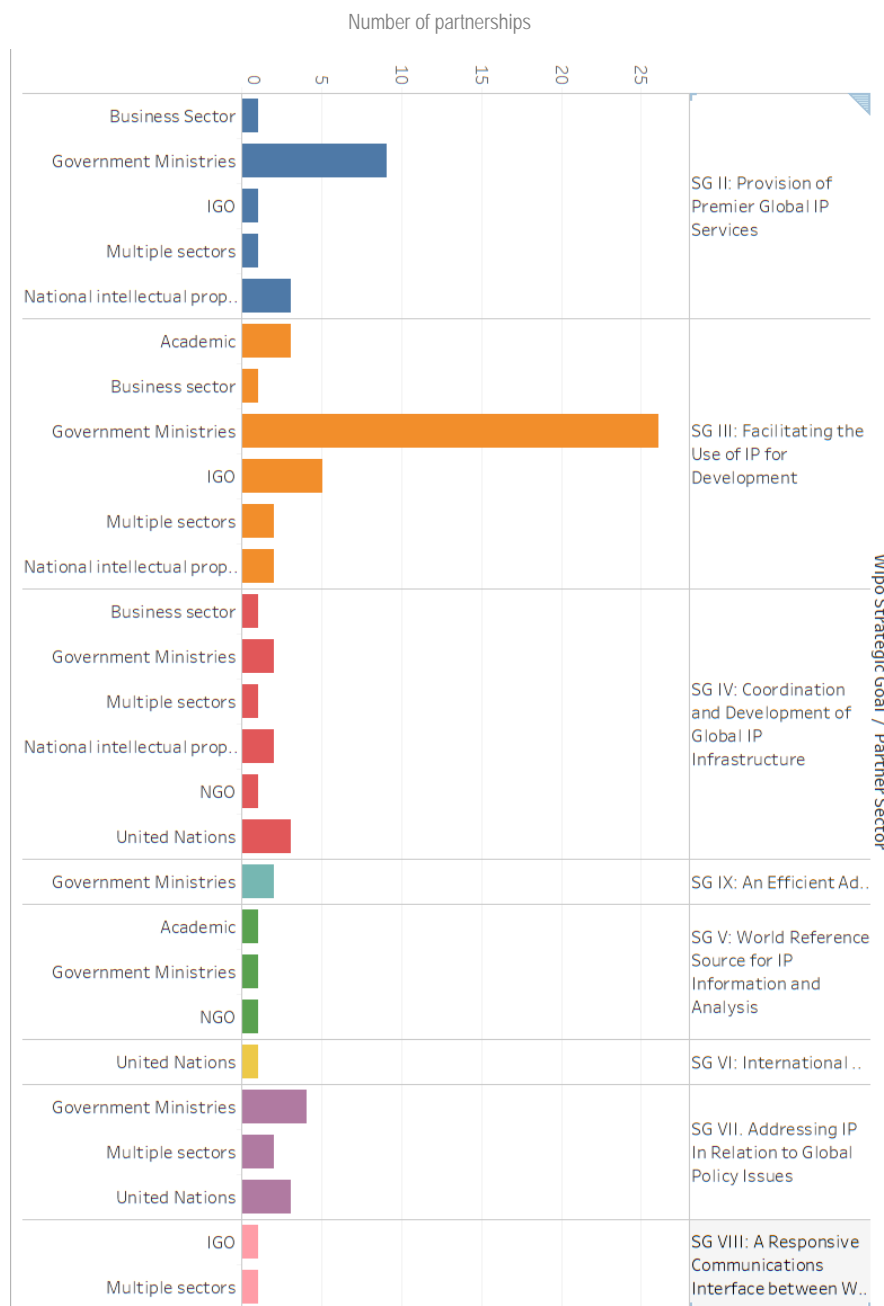
Source: Evaluation Section Survey Results

(iii)   Alignment with WIPO's gender policy

59.   Despite a growing profile of gender within WIPO over the last few years, and the introduction of a Policy on Gender Equality in 2014 (the policy), more can be done to further enhance gender awareness within WIPO. The Policy includes a focus on gender mainstreaming and specifies that Program Managers are responsible for ensuring that gender perspectives are incorporated into their work plans.

60.   The evaluation found a wide variance in how the Gender Policy had been applied to partnerships. Partnerships such as those within the WIPO Academy have a gender commitment "to ensure a gender balance across all courses offered by the WIPO Academy"

and regularly produce gender disaggregated data. Nonetheless, this commitment to gender sensitive monitoring is the exception rather than the norm.

61. In the case of the WIPO Academy, it also has a partnership with the L'Oréal Foundation and UNESCO in offering a program on IP and the sciences for women. This program has become the focus of a new multi-stakeholder partnership, with the Republic of Korea (FIT-KREDU), to annually provide IP training in the area of scientific research and entrepreneurship for women.

62. Survey results show slightly divergent views of WIPO and its partners as to whether partnerships had factored gender components across activities (67 per cent of WIPO staff agreed compared to 48 per cent of partners), and a high level of non-responses from both groups indicates that this is an area that needs more attention.

Figure 13: Initiatives under the partnership have factored gender component

Source: Evaluation Section Survey Results

63. From interviews conducted, and partnerships documents consulted, with the exception of the WIPO Academy there was little evidence that partnerships are designed to include consideration of a gender IP component, 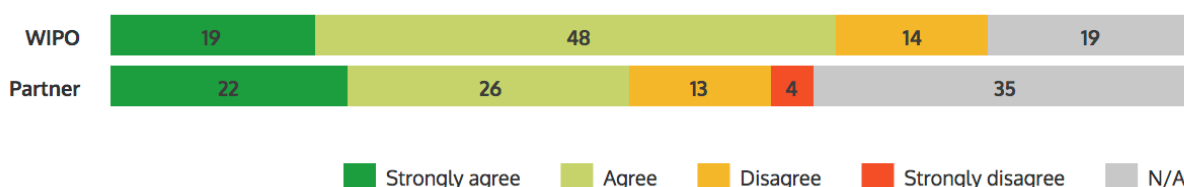nor that the activities of most partnerships promote gender equality in any significant way. The dominant response from respondents was that IP issues were gender neutral or that gender issues were irrelevant. Examples of good practice, however, do exist such as the inclusion of a section on 'Gender Considerations' written into the MoU of all ABC contracts.[19]

Finding 2: Partnership activities do not consistently integrate a gender perspective, hence are not fully aligned with WIPO's Policy on Gender Equality[20]. The evaluation acknowledges that some programs like the WIPO Academy have factored gender indicators in their activities, but this is an exception rather than the norm. (Linked to conclusion 2, recommendation 1).

Conclusion 2: More can be done to enhance integration of gender perspectives in WIPO partnership activities, to better align with WIPO's Policy on Gender. Principles and guidance for working with partnerships could help enhance alignment of partnership activities with WIPO gender mainstreaming objectives. (Linked to finding 2, recommendation 1).

(B)   EFFECTIVENESS

(i)   What is the contribution of WIPO's partnerships?

64. The Results Based Framework (RBF) for partnerships presented in Annex II provides an overview of the SGs, expected results, and indicators, as defined in the Program &

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[19] While it is acknowledged that the application of gender awareness to IP is not always easy, substantial improvements can be made with a sustained focus. The Australian FIT has applied a strong focus on gender over a period of seven years working with the ASPAC bureau to adapt its reporting on gender, which in turn has influenced how programs and partnerships have evolved to accommodate this.

[20] The WIPO Policy on Gender Equality indicates in paragraph 2 that the policy "is intended to provide a general framework for how WIPO aims to integrate a gender perspective in its policies and programs…"

Budget (P&B) document 2016/17. The evaluation identified 23 expected results defined in the P&B document 2016/17 linked to partnerships. As per WIPO's Performance Report, out of 23 expected results, 14 were linked to WIPO's PIs, and 67 per cent of those PIs were fully achieved.

Figure 14: Performance Indicator achievement
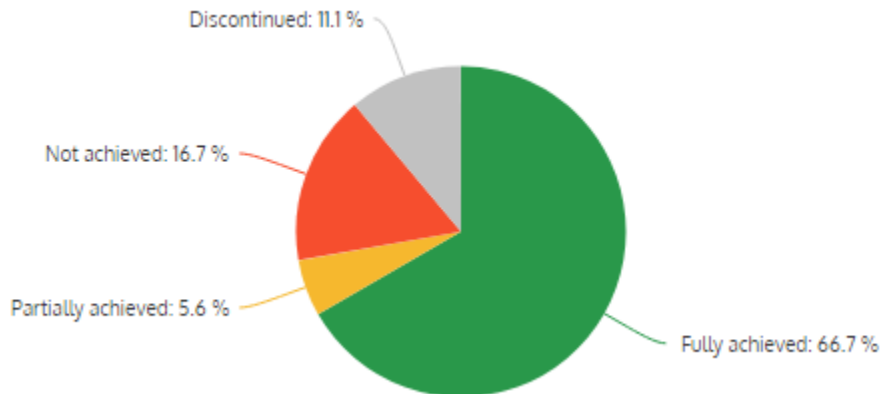
Source: P&B document 2016/17

65.   As per WIPO's P&B document for 2016/17, WIPO's partnerships, including the FITs, contributed across all WIPO Strategic Goals.

>   (ii)   Contribution to Strategic Goal I – Balanced Evolution of the International Normative Framework for IPO

66.   Some of the contributions to this SG in collaboration with WIPO's partners included:

(a)   With the support of FITs, accredited Indigenous Peoples and Local Communities representatives participated in the Inter-Governmental Committee for Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore (IGC);

(b)   Enhanced patent drafting capacities of 34 participants, including staff in universities, Research & Development (R&D) institutions, and Small and Medium-Sized Enterprises (SMEs), as well as newly recruited patent examiners, from the IPO in South Africa;

(c)   High-level training seminar on the IP system and policies for senior officials from 25 African countries. This enabled participants to acquire a broader knowledge of IP matters and legal IP developments;

(d)   Enhanced human resources capacities in IP, particularly in the area of designs for one fellow from Cambodia and one from Hungary. Both fellows participated in the Master's degree in IP law with a specialization in design jointly offered by WIPO and Tongji University; and

(e)   Assisted in the modernization of management systems and administrative procedures in IP offices of Philippines and Republic of Korea.

>   (iii)   Contribution to Strategic Goal II – Provision of Premier Global Services

67.   WIPO's partnerships have contributed to a broader and more effective use of the PCT, Madrid and Hague system by:

(a)   Developing Distance Learning course on the Madrid accession and implementation process for countries seeking to accede or who have just acceded, and a regional meeting of 26 Asian IP officials to improve understanding and capacities of those responsible for the Madrid system;

(b)   Providing training courses to enhance the capacity of officials and examiners from the Ethiopian IPO on administration and examination of patents and industrial designs; and

(c)   Analyzing the training needs of seven African and 30 Asian countries to increase the effective use of the PCT system for filing international patent applications.

(iv)   Contribution to Strategic Goal III – Facilitating the use of IP for development

68.   The majority of partnerships listed fall under this SG and are aimed to enhance the human resource capacities to deal with a broad range of requirements for the effective use of IP for development in developing countries, LDCs, and countries with economies in transition and for access to information.

69.   Capacity enhancement - The evaluation found that the IP capacity of more than 2,870 stakeholders (including decision makers, students, examiners among others) in more than 128 countries have been enhanced for the effective use of IP for development. Support has been provided via workshops, Distance Learning courses national, regionals or sub-regionals trainings related to IP services and normative advice. Figure 15 map below provides a geographic overview of the countries in which capacities have been enhanced with the support of FITs and the top 10 countries according to the level of activity.

Figure 15: Countries that have benefited from WIPO's Support under SG III

Number of activities by country

0   5   10   15
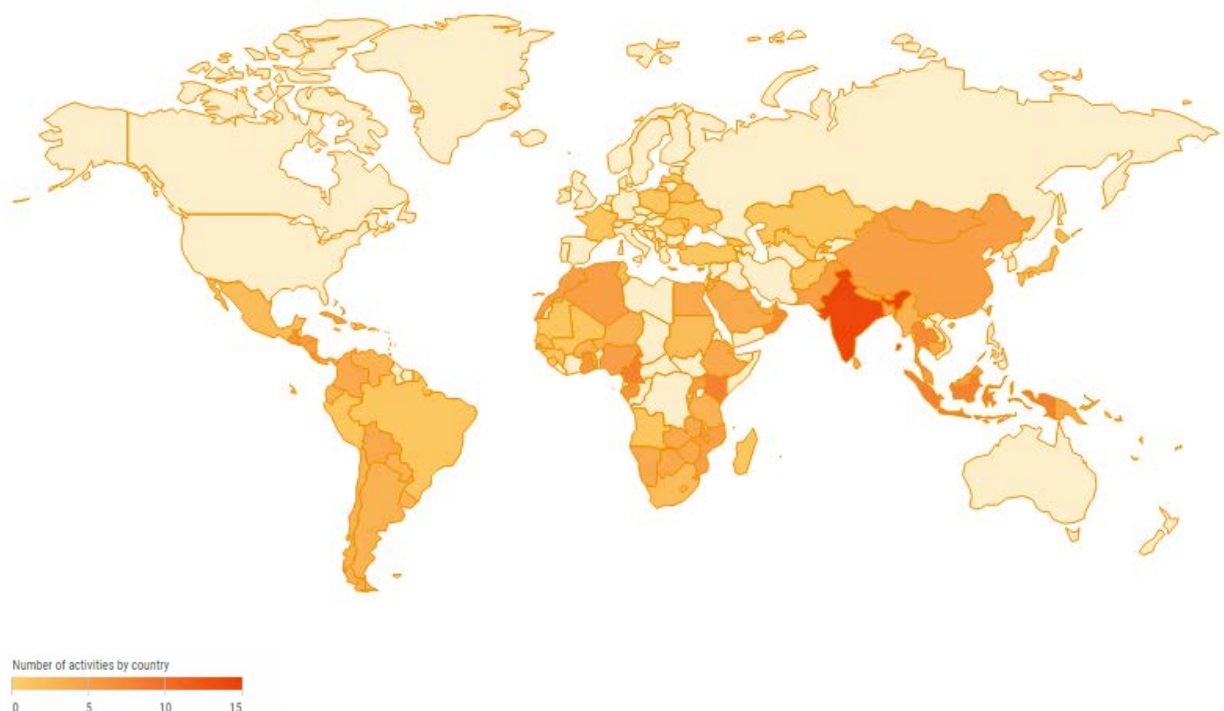
Figure 16: FITs Contribution to SG III-Top Six countries
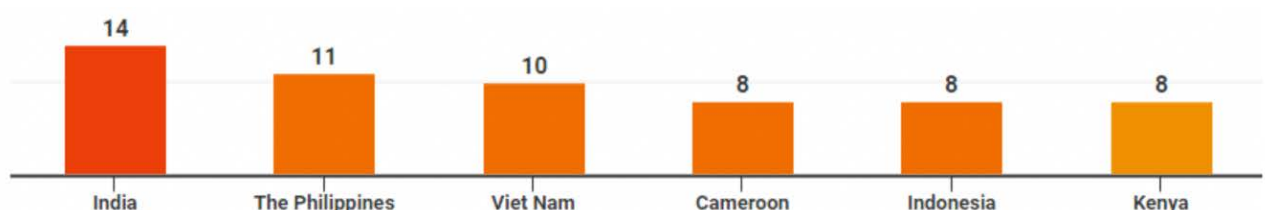
70.   **Access to information** is a major social development priority, especially for the blind and visually impaired. Worldwide, 253 million people are visually impaired and about 89 per cent of those live in low and middle-income countries, with 55 per cent being women. One of the most important partnerships that WIPO counts with in this area is the ABC.

71.   The ABC is a crucial partner to implement the "Marrakesh Treaty to Facilitate Access to Published Works for Persons who are Blind, Impaired or Otherwise Print Disabled". At an operational level, ABC increases the number of books in accessible formats - braille, audio, large print in the most developing regions.

72.   It makes an essential contribution to SG III in the usage of the automated system for the cross-border exchange of accessible books with an increase of its use by 41 per cent and an increase in production of books through training programs by 23 per cent in the past 12 months[21].

73.   The WIPO Academy's Distance Learning Program developed an accessible version of the General Distance Learning Course on Intellectual Property (DL-101) in all the United Nations languages plus Portuguese for the blind, visually impaired or otherwise print disabled, which has increased the reach of IP educational content to over 1000 individuals.

74.   WIPO with the support of its partners including NGOs and FITs assisted in 2016/17 three low and middle-income countries in facilitating access to information to visually impaired persons. Some of the contributions by WIPO by country include:

(a)   Bangladesh is a country with an estimated number of more than 4'843'736[22] visually impaired persons (out of a population of 164 million). Bangladesh is listed sixth among the top 20 countries with the highest numbers of persons with visual impairment. In 2016/17, 200 educational materials were produced, and 52 Android devices were distributed to visually impaired students. Seven one-day training sessions on the use of Android devices were provided to 112 students;

(b)   Nepal has more than 1'469'742 visually impaired persons (out of a population of 28 million). In 2016/17, 140 education materials were provided, and 100 Android devices were distributed. About 150 students were trained in the use of Android devices. Action on Disability Rights and Development (ADRAD) organized trainings in Digital Accessible Information SYstem (DAISY) e-book production for 50 representatives from organizations serving visually impaired persons;

(c)   Sri Lanka counts with more than 659,705 visually impaired persons (out of a population of 20 million). In 2016/17, 422 educational materials were provided and the distribution of 50 DAISY readers to visually impaired teachers. Teachers were trained in the use of DAISY; and

(d)   As of November 28, 2018, ABC reached its first agreement with its partner Kalimat Foundation to fund the production of its books "born accessible". Books will be usable for both sighted persons and the print disabled, and no third party is needed to change the text into an accessible format. Through the partnership, ABC provides training and technical assistance to publishers allowing the partner organization to produce their titles in an accessible format while saving resources

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[21] Report on the Accessible Books Consortium, Marrakesh treaty to facilitate access to published works for persons who are blind, visually impaired or otherwise print disabled (MVT) MVT/A/3/INF/1 rev.
[22] Data extracted from the International Agency for the Prevention of Blindness: http://atlas.iapb.org/global-burden-vision-impairment/gbvi-country-estimates-distance-vision-loss/#table4

75.   The Academy has been particularly effective in extending the reach of its programs by providing sponsorships to students from developing and least developed countries. It has had particular success in its growing Master's Program, which in 2018 awarded 71 scholarships to government officials from developing and least developed countries. The Distance Learning Program also cooperates with universities in developing and least developed countries, such as the consortium of Brazilian universities, through integrating distance-learning courses into their curricula for academic credits.

76.   A new partnership was formed in relation to this SG in the last two years: The Patent Information Initiative for Medicines (Pat INFORMED) is a new PPP with the pharmaceutical industry in which twenty leading global research-based biopharmaceutical companies have committed to making information available via a database to allow governments to make better decisions about procurement options available to these governments.

        (v)   <u>Contribution to Strategic Goal IV – Coordination and Development of Global IP Infrastructure</u>

77.   With the support of its partners, WIPO has enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity through ASPI, ARDI, WIPO CASE, Patentscope, the work of Advanced Technology Applications (ATAC) and its work on machine translation.

78.   The number of national TISC networks increased by 42 per cent during the biennium, from 50 at the end of 2015 to 71 at the end of 2017. By the end of the biennium, 30 national networks had met the criteria to reach one of the three maturity levels of sustainability; a 25 per cent increased over 2014/15.

79.   Through increasing partnerships with businesses, the work of ASPI and ARDI promote access to commercial database systems and scientific and technical journals. Figure 17 below provides an overview of the top 10 support services under SG IV provided by WIPO with the support of its partners.

Figure 17: Top 10 Support areas offered in collaboration with WIPO's partnerships
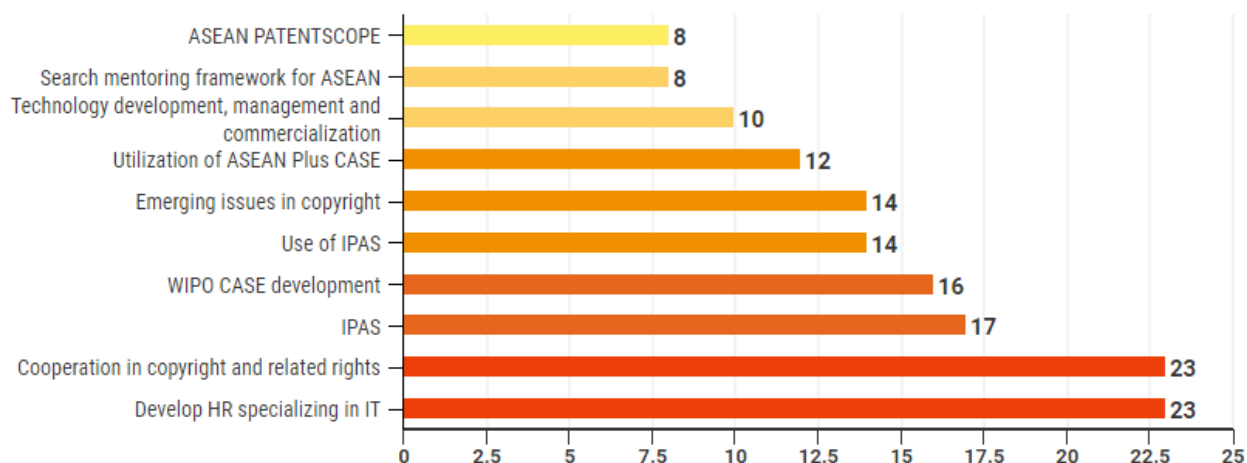
Source: Document Reviews

80.   Technical and knowledge infrastructure has been enhanced in 61 countries, and more than 300 IP stakeholders have been trained in various IP related areas. The map in figure 18 below provides an overview of the countries in which IT infrastructure and knowledge have been enhanced. The support has been provided through workshops, meetings, or projects aimed to improve the IT infrastructure of IPOs, universities, Member States, patent, and trademark examiners, as well as copyright stakeholders.

Figure 18: Countries that have benefited from IP infrastructure support

Number of activities by country

0   5   10   15   20

Source: Document reviews
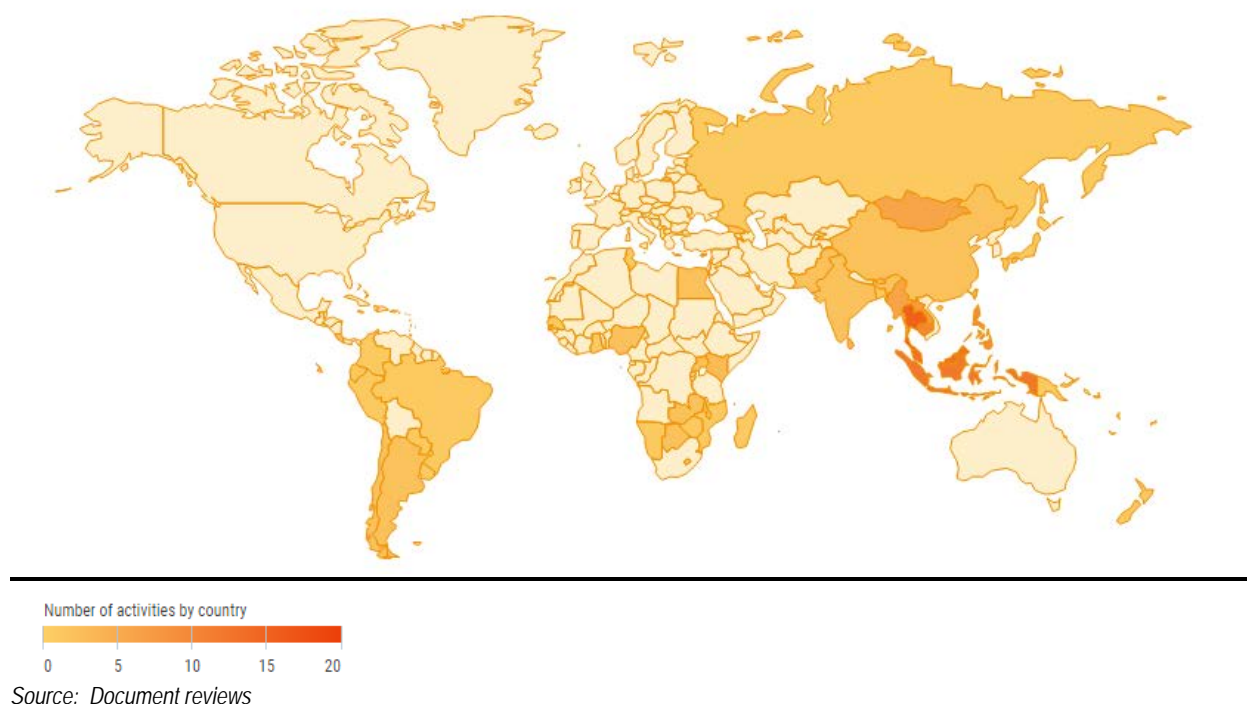
(vi)   Contribution to Strategic Goal VII – Addressing IP in Relation to Global Policy Issues

81.   As confirmed by WIPO Evaluation of Program 18, WIPO-WHO-WTO trilateral cooperation is making significant contributions to global policy debates, (as witnessed by the increase in Member States interest) and WIPO Green, WIPO ReSearch and Trilateral are all making evident contributions through their collaboration and matchmaking work. This program addresses IP in Relation to Global Policy Issues, through WIPO ReSearch, WIPO Green and the WIPO-WHO-WTO Trilateral Cooperation on Public Health, IP and Trade. Under the Trilateral Cooperation, the Distance Learning Program launched a WIPO-WHO-WTO Executive Course on IP and Access to Medical Technologies, which over 800 policy makers.

82.   In addition, WIPO ReSearch launched its five-year strategy in 2017 .. Data shows a significant expansion of membership and collaborations in WIPO ReSearch, having surpassed targets for memberships (now at 140) by almost 30 per cent within the last year (when membership was at 108). Of the 48 active collaboration agreements, eight are considered "advancing" – which means they have met initial R&D targets and are continuing. Similarly, WIPO Green has seen an increase in partners and is well on its way to meet performance

83.   WIPO Green has made notable contributions to this SG. However, more results than the ones captured by the PIs (which mainly relate to output activities) are not sufficiently reported and used. In the case of WIPO Green, matchmaking forums are critical to the development of future collaborations. In the 2017 "Innovate 4 Water" forum, a collaboration with Waterpreneurs and WaterVent, over 350 high-level participants including entrepreneurs, investors, companies, public sector organizations, UN agencies, and incubators took part. Forty entrepreneurs

presented their green business activities to experts and investors, and 60 organizations with water-related projects, and programs pitched their current challenges and needs. The forum led to more than 240 connections, two of which already matured into deals namely:

> (a)　　A partnership has been forged between the Green School, a non-profit school in Indonesia, and Zero Mass Water, a startup that uses solar panel arrays to make clean drinking water from sunlight and air. After connecting during 2018 WIPO GREEN Southeast Asia Matchmaking Project, Zero Mass Water donated six solar panels to the Green School, which will be used for a dew water-harvesting machine.

> (b)　　Okra and *Entrepreneurs du Monde*, two Cambodia-based NGOs who connected during the WIPO GREEN Southeast Asia Matchmaking Project, are collaborating on an electrification project to improve electricity access in rural Cambodia. *Entrepreneurs du Monde* has already distributed two solar power systems – equipped with a pay-as-you-go mechanism – to at least 20 households in Cambodia.

(vii)　Other contributions to WIPO Strategic Goals

84.　　Contribution **to SG I** - During 2016/17 WIPO, with the support of its partners, contributed to SG I by developing National IP Strategies for Niue, the Lao People's Democratic Republic, and Viet Nam.

85.　　Contribution **to SG V** - WIPO's partnership with the *Institut européen d'administration des affaires* and Cornell University in the publication of the 11th edition of the GII.

86.　　Contribution **to SG VI** – International Cooperation on Building Respect for IP: WIPO's partners have facilitated a forum at which relevant stakeholders including judges from 11 countries had the opportunity to identify, discuss, and elaborate creative solutions for building respect for IP. At the same time, activities in this area contribute to the WIPO Development Agenda.

87.　　Limited overarching guidance, principles or partnership governance[23] and an unclear definition of partnerships does not provide a comprehensive view of all the different dimensions that partnerships bring to the organization and their effects within the results based framework. This is reflected in the partnerships with UNCTAD - GEW or the ITC- SMEs, which are not covered in WIPO partnerships even though WIPO has had a partnership in one form or another with ITC since 2004.[24] Consequently, contributions from these partnerships are not reflected in WIPO's work.

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[23] Governance in this report refers to guidance, processes, principles, strategy, metrics, roles and responsibilities which are required for the efficient functioning, in this case of partnerships.

[24] This is not perhaps surprising as there have been no recent joint activities between the two organizations and the purpose of the last MoU signed was very open ('to exploit synergies between the two organizations to improve effective utilization of IP by SMEs in developing countries to strengthen their export competitiveness'). However, the partnership is still 'live' as it considers the many issues that need to be taken into account to fully assess the cost-effectiveness of the collaboration.

88.   There is considerable evidence to show that partnerships are achieving their purpose, or are on-track to do so. This is a view supported by both WIPO and its partners which are in broad agreement that partnerships are demonstrating substantial achievements (100 per cent and 96 per cent respectively), as presented in Figure 19.

Figure 19: The Partnerships have demonstrated substantial achievements
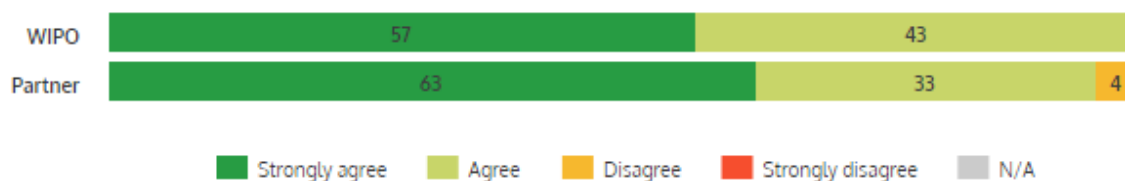
Source: Evaluation Section survey results

(viii)   Challenges noted concerning the growth of partnerships

89.   Results of interviews conducted converged on identifying some challenges to the scaling up/growth of some of the partnerships. In cases where WIPO is heavily reliant on a single partner for access to information as well as to other partners, challenges may ensue.   As was noted by a respondent: "This could potentially lead to strategic blind spots which could constrain WIPO's ability to spot where the opportunities are".

90.   In the case of WIPO Green, WIPO works closely with partners and consultants throughout the organization of matchmaking events. In addition, all the partners (of which there are now 92), are automatically members of the Advisory Board. While not all members are equally active, this is not efficient or sustainable, especially as the partnership grows.

91.   The ABC is addressing a scale-up in demand and usage in the recruitment of contracted services for support as it expects significant expansion when the European Union (EU) formally becomes a party to the Marrakesh Treaty and the Treaty is implemented in all EU Member States. It was also noted by one respondent that the ABC partnership is currently dependent on a single provider in India for the database, with no contingency plans in place to address disruption in the service.

Finding 3: Major contributions of partnerships have been observed towards SG III, SG IV, and SG VII, especially in the ABC, WIPO Green, WIPO ReSearch, TISCs, and WIPO Academy. The focus of WIPO's partnerships has mostly been the enhancement of capacities and infrastructure for the effective use of IP for development.

Conclusion 3: The absence of a guidance document on partnerships has implications on the measurement of the results of partnerships, which in turn affects the representation of achievements when reporting on the contributions of WIPO's partners. (Linked to recommendation 1).

(C)   EFFICIENCY

92.   The evaluation assessed the efficiency of partnerships by analyzing its selection process and added value as well as the management of the partnership including planning, monitoring, reporting and knowledge management. It also looked at the institutional arrangements put in place during the implementation of the partnership.

(i)   Partner selection process

93.   Having the right partners in place is critical for the success of any partnership. Partners bring complementary expertise, know-how and can promote the partnership with their constituents and create synergies for effective collaboration. The overall view amongst interviewees regarding whether they had the right partners in place to make the partnership work was almost 100 percent in agreement, as confirmed by survey results in figure 20 below, (WIPO 100 per cent, partners 96 per cent).

Figure 20: The partnerships has the right partners at the right place and right time
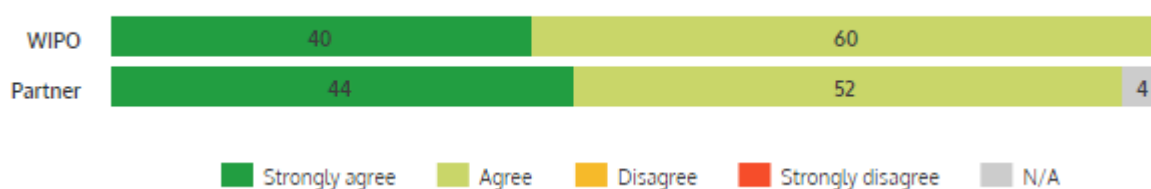
Source: Evaluation Section survey results

94.   However, views differed slightly according to the partnership model and how partners were selected, as well as WIPO's position to the other partner organizations. The partnership has a 'flat' governance structure in which all partners are equal. This is the same for GII (initiated by WIPO) with the two academic partners.

95.   In partnership models such as WIPO Re:Search and Pat INFORMED, there are two levels of partnerships. The same can be observed in the case of TISCs, where it is the focal point (usually the NIPO), who coordinates the national TISC network and chooses the host partner institutions by their local knowledge of which institutions are deemed most relevant. Host institutions do not have direct contact with WIPO. Similarly, in the case of IAP, the NIPO acts as the intermediary, identifying the local patent specialists.

96.   In the case of the WIPO Academy Programs (Summer School Program, Master's Program, Distance Learning Program and Professional Development Program) a careful selection process based on clear criteria in consultation with the primary partner, which is usually the NIPO, takes place before a partner organization is recommended. This process usually includes fact-finding missions and the signing of partnership agreements, which lays out the various roles and responsibilities of each partner, as well as the requirements that the partner institution must be able to meet

(ii)   Partnership management

97.   Even though the need for partnerships is recognized consistently across the organization, the evaluation could not find an overarching partnership strategy, guidelines, for partnerships. Therefore, partnerships models concerning the structure and institutional arrangements, which includes the size, formality, or governance, are not clearly defined.

98.   Unlike other UN Organizations, WIPO does not have a partnership unit or central focal point for partnerships, reflecting in part the organic nature in which many partnerships have

evolved. Until the end of May 2015, WIPO had an Intergovernmental and Partnerships Section within the External Relations Division (ERD) under the Global Issues Sector.

99.   This section mandate provided:

(a)   Coordination to mobilize resources and partnerships;

(b)   An information service to donors, the Member States, and other stakeholders;

(c)   Design and launch of the Intranet and Internet information resource tools; and

(d)   Research the priorities of the donor community and match them to the IP needs of developing countries and WIPO's activities.

100.   In June 2015, Office Instruction 24/2015 indicated that the IGOs and Partnerships Section were discontinued and merged into ERD. Today, partnerships in WIPO are managed in a decentralized manner with some divisions having a coordination role for specific types of partnerships.

101.   The ERD under the Global Issues Sector is responsible for strengthening WIPO's relations with the UN and other IGO partners. It also provides assistance and contributions to various UN processes, developing partnerships with donors, development agencies and other stakeholders to support the use of IP for development and developing new strategic cooperation possibilities with other existing and new partners.

102.   The mandate for the ERD also includes responsibility for "designing, developing and implementing the organization's strategy on partnership and resource mobilization" (see Office instruction 37/2015). Interviewees indicated that this is an important area to pursue outside reliance on FITS in particular with donors such as EU or the World Bank and that ERD may continue exploring possible partnerships with new partners.

(iii)   Planning, monitoring, and reporting

103.   The evaluation found a variety of practices in the partnerships' planning, monitoring, and reporting across the Organization. While some partnerships have adopted managerial standard practices such as work plans, monitoring reports, and evaluations to follow up the operational progress made in the partnership as in the case of FITs, WIPO Re: Search, WIPO Green or TISCs; these practices are uneven in other type of partnerships. Guidance on this topic is almost nonexistent.

104.   A significant number of respondents interviewed noted that the intense bureaucratic requirements hindered the partnership in its ability to be nimble and responsive, particularly to partnerships with the private sector who do not understand why so much time is required to make decisions.

105.   Some aspects of partnerships are not well documented within WIPO, and in some cases, no formal documentation exists outside the MoU. Differing levels of information and documentation exist externally with many of the partnerships, in part relating to the full range of practices, which characterize the internal reporting, and monitoring of partnerships. For example, within Research4Life, there are working groups coordinated by the Executive council, which reports regularly on different aspects of the partnership. There are annual monitoring and evaluations of each of the programs and a yearly infrastructure and user review of the portals used to search for journals. Within WIPO Academy Master Programs, annual steering committees and planning meetings, review progress in consultations with FIT-KREDU, partner organizations and academic institutions are based, in part, on extensive monitoring and reporting evaluations.

106. It is also important to note that both WIPO and partners agreed that the partnership had arrangements to effectively monitor and review how well it was working (with 90 per cent of WIPO respondents and 77 per cent of partners) (see figure 21). However, these arrangements are not evenly distributed across different levels of reporting (strategic, operational, long-term, etc.). The difference in reporting practice between partnerships also means that much of the detail regarding success stories, challenges, and achievements are not systematically recorded restricting learning opportunities.

Figure 21: WIPO and Its partners have mechanisms in place to monitor and review
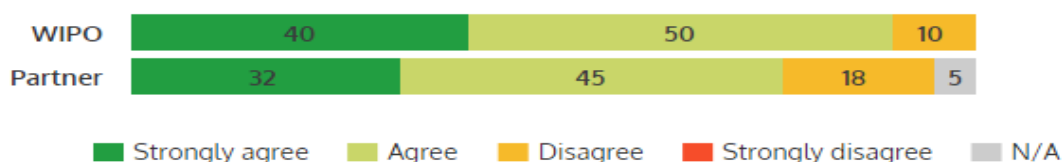
Source: Evaluation Section survey results

Finding 4: Some aspects of partnerships are not sufficiently documented within WIPO, and in some cases, no formal documentation exists outside the MoU. Differing levels of information and documentation coexist externally with many of the partnerships. (linked to recommendation 1)

Conclusion 4: The efficiency of the current system for administering the partnerships arrangements needs to be enhanced. For instance, a number of MoUs are duplicative, and time is spent on finding the latest version to create a new version. (Linked to recommendation 1)

(iv)   Institutional arrangements

107. Institutional arrangements between WIPO and its partners can be formal or informal and are primarily developed on a need basis. For partnerships such as FITs and PPPs there is a standard format for MoUs, but for the rest of the partnerships, the evaluation found a significant variance in the types of arrangements used (such as user agreements, MoUs, letters of intent, cooperation agreements amongst others), and examples where arrangements vary within the same type of partnerships.

108. Some partnerships at WIPO do not use MoU to articulate the relation. MoUs, which are the most common partnership arrangement, represent the first step in an institutional partnership and a willingness or intention to work together. However, they do not necessarily specify any activities or commitments beyond that, and they vary according to the partnership. For example, a different MoU is created for every partner academic institute with the WIPO Academy Master's Program.

109. Most partnership arrangements are formally regularized with the support of the WIPO Office of the Legal Counsel, which provide Programs with legal advice on the roles and responsibilities as well as the terms and conditions of the collaboration. Most partnership agreements assessed, as part of this evaluation, were cleared by the Office of the Legal Counsel. The evaluation also found that 85 per cent of the 74 agreement records made available to the evaluation team, were agreements in the form of MoUs, as presented in Figure 22.

Figure 22: Contractual partnerships agreements in WIPO
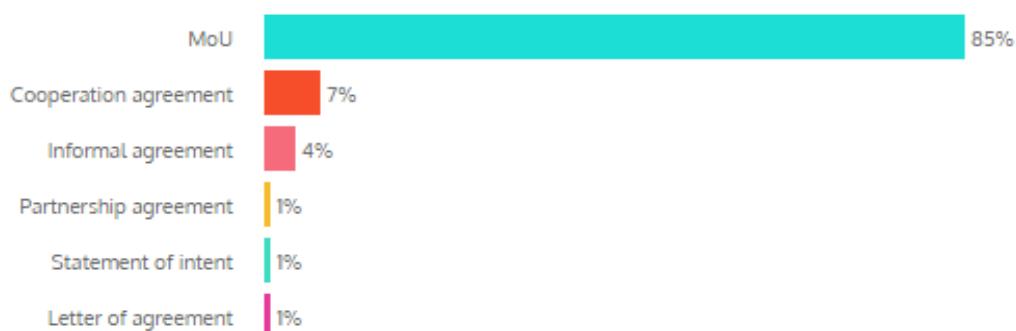
Source: Evaluation Section survey results

Conclusion 5: There is absence of guiding strategic principles for the partnerships' selection process, management, and reporting, the organization which affects efficiencies of partnerships. (linked to recommendation 1)

(v)   Information and knowledge management system

110. The evaluation found that the use and sharing of information and knowledge on partnerships needs a considerable improvement for most partnerships that fall outside the FITs category. There is no system which can capture the most relevant and useful information regarding partnerships and make it accessible to relevant agents at any time. Furthermore, as the system is not digitized, and filing is organized by a partner organization, in the cases where partnerships have a number of partners, documentation is filed separately under each partner name, and not grouped, hence impeding effective search and access.

111. Limited formal documentation was noted concerning some partnerships, and respondents indicated a heavy reliance on individual staff and institutional memory for preserving the details of the partners and partnerships, as well as the overall functioning of the partnership. In one example, a manager created a database of partners with excel spreadsheets, following the departure of a key staff member and the subsequent loss of information regarding ongoing partnership collaborations.

112. The majority of interviewees indicated that information sharing is an area in need of improvement. Other issues identified include:

(a)   A weak culture of information sharing within WIPO and not an area prioritized by the Organization;

(b)   The current system to share information internally, for example on the intranet, requires data to pass through the Communications Division which is a slow process and which is further exacerbated by resource-based limitations and;

(c)   Very little knowledge amongst interviewees as to what partnerships (and partners) WIPO has outside those with whom they have direct contact. There is limited ability to share the achievements of the partnership externally, creating a 'bottleneck' in communication.

113. There was consensus amongst interviewees, particularly from staff within the Regional Bureaus, on the need to share information more widely within the Organization as a way to avoid overlap in the approaches used with external organizations and in the areas of work. This was regarded as a broader problem than relating just to partnerships.

114. There was also a broad consensus amongst interviewees about the need to have an information system or repository of information relating to partners and partnerships to avoid duplication and to build synergy within existing partner relationships. Some interviewees also raised the importance of sharing good practices.

Finding 5: The evaluation found that the Information and knowledge management system used for partnerships is in need of improvement for the majority of partnerships, which fall outside the FITs category. Many aspects of partnerships are not well documented within WIPO, and in some cases, no formal documentation exists outside the MoU. Success stories, challenges, and achievements are not systematically recorded which restricts learning opportunities. (Linked to conclusion 6, recommendation 1).

Conclusion 6: The absence of overarching principles and guidance in the activities of the partnerships has implications on the knowledge management, as there is no mechanism for managing the information resulting from the partnerships. As a result, institutional memory gets lost. Moreover, there is limited guidance on partners' strategic selection process and information about MoUs, results achieved and lessons learned, as these are very hard to obtain. (Linked to finding 5, recommendation 1).

(vi) <u>Partnerships value added</u>

115. There is clear evidence of value added for WIPO and its partners, and of partnerships delivering results that the WIPO/partner could not achieve on its own, particularly in cases where a service is provided that did not previously exist. For example:

(a) In the case of several of the WIPO Academy Programs such as the Master's Program and the Summer School Program, IP expertise is combined with academic knowledge and a hosting institution. It is made accessible to applicants from developing countries, least developed countries and countries with economies in transition through scholarships. Supporting higher IP education for government officials from these countries has positively contributed to a better understanding and use of the IP system. In the case of National IP Training Institutions, independent, competent and self-sufficient entities were created with qualified and trained experts to provide training and capacity building activities for government and private sector stakeholders in the field of IP. Partnerships in this area have resulted in establishing national institutions with a strong results-based focus and long-term impact. Partnerships with Member States in the area of Distance Learning (DL) have allowed for a wide and multilingual distribution of educational material in the field of IP. Moreover, the customization of DL courses has resulted in higher levels of participation of individuals from academic and research institutions, and public and private sectors in beneficiary countries. Partnerships under the Professional Development program provided government officials with knowledge and skills to better address new challenges in the field of IP and improve the efficiency and effectiveness of their national IP administrations.

(b) In the partnerships WIPO Re:Search and WIPO Green, specialized databases which allow partner/member organizations to obtain broader access to information, play an important role. In addition, in the case of WIPO GREEN, through the help of matchmaking events, further collaborations are facilitated which in turn establish new partnerships and increase the potential for additional impact;

(c) The value of the multiplier effect can be seen in other business models such as the TISC and Distance Learning partnerships. After agreements are signed with host institutions or NIPOs, contacts are made between the focal points in the country to establish a national network or university networks aimed to create synergies with other

relevant programs supporting IP. After reaching a certain degree of maturity, TISCs facilitate the uptake of other services such as ASPI, IAP, thus multiplying the initial impact of the partnership. In the case of the Distance Learning Program, annual schedules of IP course offerings are devised to allow the different faculties in developing and least developed countries to offer the courses as part of their curricula; and

(d)   In partnerships such as GEW where WIPO partners with UNCTAD as well as five other diverse organizations, WIPO gains access to a full range of expertise and networks in creating awareness of IP rights aiding the Organization in raising its institutional profile.

116. Respondents also noted the benefits and value added of partnerships, through the exchange of information and contacts (often informal), which also helped in identifying new opportunities. One such example is the partnership with IRENA, initiated in 2017, which led to an invitation to submit a chapter to the 2018 GII report, on scaling-up renewable energy deployment[25].

117. A complementarity of roles within the partner organizations working together can also add significant value. In relation to the WIPO-WHO-WTO Trilateral Cooperation, respondents noted that the three organizations working together allowed the partnership to "cover more ground" than working individually, and command much more authority than if the work was conducted by just one of the organizations, (as evidenced by the demands from Member States for more trilateral collaboration).

(D)   SUSTAINABILITY WITHIN PARTNERSHIPS

118. The evaluation assessed the sustainability of the partnerships based on the OECD/DAC definition that sustainability[26] is the continuation of benefits including long term ones from a development intervention after major development assistance has been completed.

119. Interviewees, including partners, frequently mentioned concern about the sustainability of partnerships. These included:

(a)   High dependence on funding (such as ABC or WIPO Green) particularly in the context of the growth and increased demand for the partnership;

(b)   Dependence on *pro-bono* work and contributions (IAP);

(c)   A high turnover of temporary staff; and

(d)   The absence of a resource mobilization strategy.

120. In response to a survey question, the majority of partner respondents did not agree that the partnership would continue after financial resources were exhausted (45 per cent of partners).

Figure 23: Partnerships would continue after financial resources were exhausted

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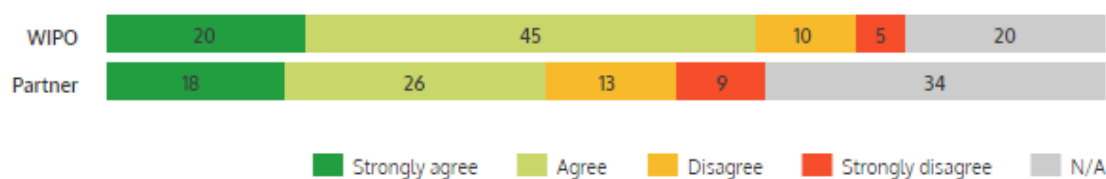
[25] http://www.irena.org/newsroom/articles/2018/Aug/Global-Innovation-Index
[26] Glossary of key terms in evaluation results based management, OECD Development Co-operation Directorate.

121. The need for additional and extra-budgetary funding has been acknowledged by the Organization, to ABC, WIPO Green, WIPO Re:Search and some PPPs (P&B 2018/19).

Finding 6: The evaluation found that in absence of funding or support, some of the partnerships would no longer continue.

Conclusion 7: A sustainability plan on resource mobilization would help mitigate risks that may hamper the long-term benefits of partnerships, particularly partnerships that rely heavily on contributions from the partners.

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7. CONCLUSIONS

122. Partnerships and engagements with external organizations occur at all levels of the Organization and take many different forms according to various internal and external drivers. These can range from informal to formal, and many are cross-organizational.

123. Whereas in the past, partnerships have focused on fundraising and the implementation of program delivery, the last ten years have seen a rise in much more innovative partnerships, many of which are with the participation of the private sector.

124. As a specialized UN agency dedicated to developing a balanced and accessible international IP system, partnerships are a central component of WIPO's work in many different areas and core to the delivery of technical assistance and new areas of innovation.

125. Partnerships help advance among others, the IP perspective to key global policy debates such as health, climate change, and food security. In the form of FITs, partnerships provide financial resources to implement a number of activities.

126. WIPO has a wide range of identified partners with whom it engages and collaborates with, including IGOs and NGOs, UN Organizations, civil society, universities, professional and business associations, multilateral organizations and the private sector.

127. Partnerships amongst UN agencies are an area of increasing importance and growth. Most of UN organizations (11) have a policy or strategy or adequate information in place (see annex IV).

128. It is important for the Organization to improve guidance on partnership, which differentiates between regular cooperation work and strategic partnerships, as well as operational metrics that capture the broader effects of partnerships as a unique category of implementation with its own specificities. Without this, it is impossible to have a full understanding of the contribution partnerships make to the Organization, nor of the critical factors that support or hinder their success.

129. Strong knowledge management and communication systems are critical to support partnership development, increase efficiencies and ensure that opportunities for further collaboration are not missed at organizational level. It is also key to building a robust organizational partnership culture.

130. Individual sustainability plans on resource mobilization would help mitigate risks that may hamper long-term benefits of partnerships, particularly partnerships that rely heavily on contributions from the partners.

Recommendation

1. The Sectors/Programs listed in the matrix included in Annex V should[27]:

    (a) Develop or improve guidance, clear and realistic purpose, clear partnership arrangements (including MoUs), contractual agreement, and learning, monitoring and knowledge sharing of partnerships to meet their Programs' needs.

    (b) Use the Enterprise Content Management (ECM) system, to foster learning and knowledge sharing by populating it with partnerships agreements and related documentation such as plans, Memoranda of Understandings, reports, performance data, realized benefits, and lessons learned.

 (Importance: Medium)

ACKNOWLEDGMENT

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Reviewed by: Mr. Adan Ruiz Villalba

Approved by: Mr. Rajesh Singh

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[27] To comply with the anonymity requirement of the data provided, each program concerned will receive the relevant information to implement the recommendation separately within the particular sector.

TABLE OF RECOMMENDATION

No	Recommendation	Priority	Person(s) Responsible	Management Comments and Action Plan	Deadline
1.	The Sectors/Programs listed in the matrix included in Annex V should[28]: (a) Develop or improve guidance, clear and realistic purpose, clear partnership arrangements (including MoUs), contractual agreement, and learning, monitoring and knowledge sharing of partnerships to meet their Programs' needs. (b) Use the Enterprise Content Management (ECM) system, to foster learning and knowledge sharing by populating it with partnerships agreements and related documentation such as plans, Memoranda of Understandings, reports, performance data, realized benefits, and lessons learned.	Medium	To be determined	To be determined	To be determined

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[28] To comply with the anonymity requirement of the data provided, each program concerned will receive the relevant information to implement the recommendation separately within the particular sector.

ANNEXES

Annex I.	PRIORITY OF RECOMMENDATIONS
Annex II.	PARTNERSHIPS' RESULTS-BASED FRAMEWORK 2016-2017
Annex III.	SURVEY RESULSTS – EXTERNAL PARTNERS
Annex IV.	DATA ON UN ORGANIZATIONS CORPORATE DOCUMENTS ON PARTNERSHIPS
Annex V.	LIST OF PARTNERSHIPS ASSESED BY THE EVALUATION

[Annexes follow]

ANNEX I: 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:

Table 2: Priority of Recommendation

Priority of Recommendations	Nature
Very High	Requires Immediate Management Attention. This is a serious internal control or risk management issue that if not mitigated, may, with a high degree of certainty, lead to: • Substantial losses. • Serious violation of corporate strategies, policies, or values. • Serious reputation damage, such as negative publicity in national or international media. • Significant adverse regulatory impact, such as loss of operating licenses or material fines.
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 impact, 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 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

[Annex II follows]

ANNEX II: PARTNERSHIPS' RESULTS-BASED FRAMEWORK 2016-2017

# of PIs	Expected Results	Performance indicators	Baselines	Targets	Performance data	Program	SDG
1	I.1. Enhanced cooperation among Member States on development of balanced international normative frameworks for IP	N/A	N/A	N/A	N/A	N/A	N/A
2	I.2 Tailored and balanced IP legislative, regulatory and policy frameworks	N/A	N/A	N/A	N/A	N/A	N/A
3	II.1 Wider and more effective use of the PCT system for filing international patent applications	N/A	N/A	N/A	N/A	N/A	N/A
4	II.4 Wider and more effective use of the Hague System, including by developing countries and LDCs	N/A	N/A	N/A	N/A	N/A	N/A
5	II.6 Wider and more effective use of the Madrid System, including by developing countries and LDCs	N/A	N/A	N/A	N/A	N/A	N/A
6	III.1 National innovation and IP strategies and plans consistent with national development objectives	N/A	N/A	N/A	N/A	N/A	N/A
7	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	No. of cooperation agreements and partnerships established in line with the Academy's new vision	0 (Not available)	5	16 cooperation agreements and/or partnerships: - 12 cooperation agreements/partnerships involving Argentina, Brazil, China (2), France, Iran, Italy, Malaysia, Morocco, Nicaragua, Oman, the Philippines and Turkey were established in line with the Academy's new vision - 4 additional cooperation agreements with Costa Rica, Lebanon, Nepal and Nigeria, as part of the DA Judicial Training Institutions Project	11	
8		No. of publishers signing ABC Charter for Accessible Publishing ("Charter")	12 publishers (9)	15 publishers sign cumulative	A decision was taken at the beginning of 2016 by the ABC Board, including the International Publishers Association, not to promote the ABC Charter with commercial publishers	3	N/A
9		No. of books in accessible formats loaned to persons who are print-disabled	Over 58,000 (16,000)	130,000 loans cumulative (20,000)	165,000 loans of accessible books to persons with print disabilities (cumulative)[28] 2016: 42,000 loans 2017: 65,000 loans	3	N/A
10	III.4 Strengthened cooperation mechanisms and programs tailored to the needs of developing countries, LDCs and countries with economies in transition	No. of national, sub-regional and regional/ interregional cooperation agreements, projects, programs, and partnerships to promote the effective	Africa: 2 (1 in 2014)	Africa (additional 2)	Africa: Progress made on 4 new MoUs[78] (2 cumulative)	9	N/A
11			Arab region: 1 (1 in 2014)	Arab region (additional 2)	Arab region: 3 new MoUs[79] (4 cumulative)	9	N/A

# of PIs	Expected Results	Performance indicators	Baselines	Targets	Performance data	Program	SDG
12	N/A	use of the IP systems through sharing of best practices.	Asia and the Pacific: 1 *(2 in 2014)*	Asia and the Pacific (additional 1)	Asia and the Pacific: 8 additional[80] (9 cumulative)	9	N/A
13			Latin America and the Caribbean: 9 ongoing projects *(6 in 2014)*	Latin America & the Caribbean (additional 4)	Latin America and the Caribbean: 3 additional[81] (12 projects cumulative, of which 6 ongoing in 2016/17)	9	N/A
14			*LDCs: 1 regional/sub regional program, 4 national programs (2014)*	LDCs: 3 regional/sub-regional programs 8 national programs	LDCs: 15 regional/sub-regional programs 3 national programs[82]	9	N/A
15		No. of established partnerships	5 *(4)* new MoUs. 1 collaboration on promotion of the IP Development Matchmaking Database	6 IP partnerships established in 2016	13 additional IP partnerships in 2016/17[94]	10	
16		No. of donors	2	4 donors contribute funding cumulative	2 additional donors: - Skoll Foundation - United Nations Fund for International Partnerships (4 cumulative)	3	N/A
17	IV.2 Enhanced access to, and use of, IP information by IP institutions and the public to promote innovation and creativity	No. of sustainable[29] national TISC networks (numbers cumulative)	23 sustainable national networks out of 50 formally established Maturity Level 1: Africa (8 of which 6 LDCs) Arab (1) Asia and the Pacific (3) Latin America and the Caribbean (5) (17 Total) Maturity Level 2: Africa (2 of which 1 LDC) Arab (0) Asia and the Pacific (0) Latin America and the Caribbean (2) (4 Total) Maturity Level 3, including the provision of value-added services[85]:	Africa (11) Arab (4) Asia and Pacific (5) Latin America and the Caribbean (8)	29 sustainable national networks (cumulative as at end 2017) Maturity Level 1: Africa (1) Congo Asia and the Pacific (1) Thailand Latin America and the Caribbean (1) Argentina (3 Total) Maturity Level 2: Africa (9) of which 7 LDCs Arab (2) Asia and the Pacific (3) Latin America and the Caribbean (6) (20 Total) Maturity Level 3, including the provision of value-added services[86]: Africa (2) Arab (1) Asia and the Pacific (1) Latin America and the Caribbean (2)	9	

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[29] Sustainable TISCs are financially and technically self-supporting institutions to which WIPO provides advice on demand. Sustainability is measured through the following levels of maturity:
- **Maturity Level 1**-(a) Signing of a Service Level Agreement (SLA) between WIPO and the National Focal Point; (b) signing of Institutional Agreements between the National Focal Point and TISC Host Institutions; and (c) provision of at least an annual report on national TISC activities;
- **Maturity Level 2**-Level 1 standards having been met plus the provision of basic patent information searches, e.g. state of the art patent searches; and
- **Maturity Level 3**-Level 2 standards having been met plus the provision of value added IP services, e.g. drafting of patent landscape reports.

# of PIs	Expected Results	Performance indicators	Baselines	Targets	Performance data	Program	SDG
			Africa (0) Arab (1) Asia and the Pacific (1) Latin America and the Caribbean (0) (2 Total)		(6 Total)		
18	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	N/A	N/A	N/A	N/A	N/A	N/A
19	VI.1 Progress in the international policy dialogue among WIPO Member States on building respect for IP, guided by Recommendation 45 of the WIPO Development Agenda	N/A	N/A	N/A	N/A	N/A	N/A
20	VI.2 Systematic, effective and transparent cooperation and coordination between the work of WIPO and national and international organizations in the field of Building Respect for IP	No. of strategic collaborations or other joint activities with partner organizations on building respect for IP	7 *(6)* strategic collaborations150 cumulative 55 *(24)* joint activities	7 strategic collaborations *(6)* 50 joint activities in the biennium *(25)*	7 on-going strategic collaborations Cumulative 47 activities jointly held with partner organizations and stakeholders and/or in which Program 17 participated	17	N/A
21	VII.1 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	Increased no. of agreements under WIPO Re:Search which lead to new or accelerated R&D in NTDs, Malaria and TB	108 *(108)* total agreements	20 new agreements	48 new agreements	18	(SDG 3 icon)
22				20 new agreements of which 20 are follow-on agreements	48 new agreements, of which 7 are follow-on agreements (115 agreements cumulative)	18	N/A
23		No. of WIPO GREEN Members	65 *(57)* total Partners	14 additional Partners;	20 additional Partners (85 cumulative)	18	N/A
24		No. of agreements catalyzed by WIPO GREEN facilitating knowledge transfer, technology adaptation, transfer and/or diffusion	Data sharing agreements: 7 cumulative *(same)* - Signed Letters of Intent: 16 cumulative	10 agreements cumulative	Agreements catalyzed: 2 new (2 cumulative) - Data sharing agreements: 2 additional (9 cumulative) - Formalized Connections: o Signed Letters of Intent- 9 additional (25 cumulative) o Memoranda of Understanding- 1 new (1 cumulative)	18	N/A
25	VII.2 IP-based platforms and tools for knowledge transfer, technology adaptation and diffusion from developed to developing countries, particularly least developed countries, to address global challenges	N/A	N/A	N/A	N/A	N/A	N/A

# of PIs	Expected Results	Performance indicators	Baselines	Targets	Performance data	Program	SDG
26		No. of WIPO-led initiatives in partnership with UN and other IGOs to implementation of the SDGs	None	5	5 new initiatives	20	N/A
27		No. of joint activities with ASEAN Secretariat, ECAP/OHIM, Asia/Europe Foundation, AANZFTA	11 WSO	8 additional	9 additional joint activities in 2016/17[169]	20	N/A
28	VIII.5 WIPO effectively interacts and partners with UN and other IGO processes and negotiations	New joint initiatives with other UN agencies/IGOs	2 *(1)* new initiatives undertaken by the Director General	2	2016: WIPO, WHO, WTO Joint Technical Symposium on Antimicrobial Resistance (AMR): How to Foster Innovation, Access and Appropriate Use of Antibiotics, hosted by WIPO, Geneva, October 26, 2016 (chaired by the Director General) 2017: High-Level Discussions on the Development System Review, initiated by the UNCEB in 2016 and aimed at ensuring that the UN system is well positioned to support the 2030 Agenda for Sustainable Development and Paris Agreement on climate change.	21	N/A

[Annex III follows]

ANNEX III: SURVEY RESULTS – EXTERNAL PARTNERS

To what extent do you agree with the following statements:	Strongly agree	Agree	Disagree	Strongly disagree	N/A	Weighted Average
Accept the need for the partnership	5	4	3	2	1	
The partnership has demonstrated substantial achievements.	62.50%	33.33%	4.17%	0.00%	0.00%	4.58
Your Organization is able to achieve more on its own.	8.70%	21.74%	43.48%	21.74%	4.35%	3.05
Your Organization does not need WIPO to improve the quality of its work.	0.00%	13.04%	43.48%	39.13%	4.35%	2.61
Factors associated with successful working are known and understood by all partners.	26.09%	69.57%	4.35%	0.00%	0.00%	4.22
The main risk and challenges to successful partnership are identified and are being addressed.	26.09%	65.22%	8.70%	0.00%	0.00%	4.17
The extent to which partners engage in partnership working voluntarily or under pressure is recognized and understood.	31.82%	63.64%	4.55%	0.00%	0.00%	4.27
There is mutual understanding of those areas of activity where partners can achieve some goals by working independently of each other	30.43%	65.22%	4.35%	0.00%	0.00%	4.26
Develop clear and realistic purpose						
The partnerships has factored gender components across its activities.	21.74%	26.09%	13.04%	4.35%	34.78%	2.63
The partnerships goals and objectives are aligned with my Organization's strategic goals and expected results.	56.52%	43.48%	0.00%	0.00%	0.00%	4.57
The partnerships are aligned with the Sustainable Development Goals.	56.52%	26.09%	4.35%	0.00%	13.04%	4.01
The partnership has the potential to further address IP gender related issues.	34.78%	30.43%	4.35%	0.00%	30.43%	3.11
Activities are well coordinated between partners.	36.36%	63.64%	0.00%	0.00%	0.00%	4.36
We have identified where early partnership success is most likely.	26.09%	65.22%	0.00%	0.00%	8.70%	3.92
We select our partners according to our overall strategy.	47.83%	43.48%	4.35%	0.00%	4.35%	4.26
Ensure commitment and ownership						
The partnership has clear and realistic goals and expected results.	47.83%	52.17%	0.00%	0.00%	0.00%	4.48
The partnerships goals and objectives are aligned with my Organization's strategic goals and expected results.	60.87%	34.78%	4.35%	0.00%	0.00%	4.57
The partnerships has factored gender components across its activities.	21.74%	21.74%	21.74%	0.00%	34.78%	2.63

To what extent do you agree with the following statements:	Strongly agree	Agree	Disagree	Strongly disagree	N/A	Weighted Average
The partnership has the potential to further address IP gender related issues.	34.78%	34.78%	4.35%	0.00%	26.09%	3.28
The reason why each partner is engaged in the partnership is understood and accepted.	47.83%	52.17%	0.00%	0.00%	0.00%	4.48
Activities are well coordinated between partners.	43.48%	52.17%	4.35%	0.00%	0.00%	4.39
We select our partners according to our strategic goals.	60.87%	34.78%	0.00%	0.00%	4.35%	4.44
We engage in new partnerships to secure better positioning and start shaping the IP sector.	39.13%	43.48%	4.35%	0.00%	13.04%	3.83
Develop and maintain trust						
The way the partnership is structure recognises and values each partner's contribution.	47.83%	52.17%	0.00%	0.00%	0.00%	4.48
The way the partnership's work is conducted appropriately recognises each partner's contribution.	34.78%	65.22%	0.00%	0.00%	0.00%	4.35
Benefits derived from the partnership are fairly distributed among all partners.	17.39%	65.22%	4.35%	0.00%	13.04%	3.62
There is sufficient trust within the partnership to survive any mistrust that arises elsewhere.	43.48%	56.52%	0.00%	0.00%	0.00%	4.43
Levels of trust within the partnership are high enough to encourage significant risk-taking	43.48%	39.13%	4.35%	0.00%	13.04%	3.88
The partnership has succeeded in having the right partners at the right place and time to promote partnership working.	43.48%	52.17%	0.00%	0.00%	4.35%	4.26
There is a shared and transparent decision making process within the partnership	43.48%	56.52%	0.00%	0.00%	0.00%	4.43
Create clear and robust partnership agreements						
It is clear what financial resources each partner brings to the partnership.	31.82%	45.45%	4.55%	0.00%	18.18%	3.56
The resources, other than finance, each partner brings to the partnership are understood and appreciated	59.09%	27.27%	4.55%	0.00%	9.09%	4.19
Each partner's areas or responsibility are clear and understood.	54.55%	36.36%	9.09%	0.00%	0.00%	4.45
There are clear lines of accountability for the performance of the partnership as a whole.	40.91%	36.36%	18.18%	0.00%	4.55%	4.05
Operational partnership arrangements are simple, time limited and task oriented	40.91%	54.55%	4.55%	0.00%	0.00%	4.36
The partnership's principal focus is on process, expected results and innovation.	50.00%	50.00%	0.00%	0.00%	0.00%	4.50
The partnership has been designed to consider the sustainability of results.	31.82%	54.55%	9.09%	0.00%	4.55%	4.05

To what extent do you agree with the following statements:	Strongly agree	Agree	Disagree	Strongly disagree	N/A	Weighted Average
The partnership is sufficiently flexible to respond to demands and opportunities as they arise in an efficient manner	45.45%	40.91%	9.09%	0.00%	4.55%	4.18
The partnership is likely to continue even after financial resources have been exhausted.	18.18%	27.27%	13.64%	9.09%	31.82%	2.61
Learning and monitoring						
The partnership has clear success criteria in terms of both goals and the partnership itself.	31.82%	68.18%	0.00%	0.00%	0.00%	4.32
The partnership has clear arrangements effectively to monitor and review how the partnership itself is working	31.82%	45.45%	18.18%	0.00%	4.55%	3.96
There are clear arrangements to ensure that monitoring and review findings are, or will be widely shared disseminated amongst partners.	36.36%	50.00%	9.09%	0.00%	4.55%	4.09
Partnership successes are well communicated outside of the partnership.	31.82%	59.09%	9.09%	0.00%	0.00%	4.23
There are clear arrangements to ensure that partnership goals and working arrangements are reconsidered and where necessary revised in the light of monitoring and review findings.	31.82%	59.09%	9.09%	0.00%	0.00%	4.23
The partnership is able to work through differences and effectively solve problems which arise.	40.91%	54.55%	0.00%	0.00%	4.55%	4.23
Partnership information is well organized and documented in one place.	45.45%	27.27%	27.27%	0.00%	0.00%	4.18

[Annex IV follows]

ANNEX IV: DATA ON UN ORGANIZATIONS CORPORATE DOCUMENTS ON PARTNERSHIPS

UN Agency	Type of Document	Name	Definition	Link
UNDP	Policy	Managing partnerships Policy	A UNDP partnership is a voluntary and collaborative commitment between UNDP and one or more parties. Together, they work to achieve common objectives in line with overall development goals supported by UNDP.	https://popp.undp.org/SitePages/POPPSubject.aspx?SBJID=288&Menu=BusinessUnit
	Policy	BERA Partnership UNDP Private sector due diligence policy	Same as above	https://popp.undp.org/SitePages/POPPSubject.aspx?SBJID=288&Menu=BusinessUnit
World Bank	Statement	UN-World Bank Group Joint Statement on Signing of a Strategic Partnership Framework for the 2030 Agenda	none	https://www.worldbank.org/en/news/press-release/2018/05/18/un-world-bank-group-joint-statement-on-signing-of-a-strategic-partnership-framework-for-the-2030-agenda
	Framework	UN-WBG Strategic Partnership Framework	none	https://www.worldbank.org/en/programs/sdgs-2030-agenda/brief/strategic-partnership-framework-for-the-2030-agenda
	Reference Guide	Publi-Private partnerships reference guide	A long-term contract between a private party and a government entity, for providing a public asset or service, in which the private party bears significant risk and management responsibility and remuneration is linked to performance.	https://pppknowledgelab.org/guide/sections/83-what-is-the-ppp-reference-guide
	Annual Report	MOBILIZING PARTNERSHIPS	none	http://www.worldbank.org/en/about/annual-report/mobilizing-partnerships
WFP	Strategy	WFP Corporate Partnership Strategy (2014–2017)	Collaborative relationships between actors that achieve better outcomes for the people we serve by: • combining and leveraging complementary resources of all kinds; • working together in a transparent, equitable and mutually beneficial way; and • sharing risks, responsibilities and accountability. To achieve objectives (both the collective partnership's objectives and individual partner goals) that could not be achieved as efficiently, effectively or innovatively alone, and where the value created is greater than the transaction costs involved.	file:///L:/DAT1/ORGUPE/SHARED/6%20-%20Evaluation/2018/EVAL%202018-04%20Partnerships/A.%20Planning%20and%20Administration/1.%20Desk%20research/Partnership%20Policies/WFP/WFP-0000014830.pdf
FAO	Strategy	FAO strategy for partnerships with the private sector	"...cooperation and collaboration between FAO units and external parties in joint or coordinated action for a common purpose. It involves a relationship where all parties make a contribution to the output and the achievement of the objectives rather than a solely financial relationship"	http://www.fao.org/publications/card/en/c/950860ae-1a3b-5e44-b797-32fd880fbaac/
	Strategy	FAO strategy for partnerships with cicivl society organizations	only of civil society	http://www.fao.org/3/i3443e/l3443E.pdf
ILO	Policy	ILO policy and procedure relating to public-private partnerships	"voluntary and collaborative relationship between the ILO and one or more partners, including private and non-state actors , for the purpose of carrying out cooperative activities of mutual interest."	https://www.ilo.org/pardev/public-private-partnerships/WCMS_190854/lang--en/index.htm
WHO	Policy	POLICY ON WHO ENGAGEMENT WITH GLOBAL HEALTH PARTNERSHIPS AND HOSTING ARRANGEMENTS	The term "partnerships" is being used generically to include various organizational structures, relationships and arrangements within and external to WHO for furthering collaboration in order to achieve better health outcomes. These range from legally incorporated entities with their own governance to simpler collaborations with varied stakeholders. Diverse terms such as "partnership", "alliance", "network", "programme", "project collaboration", "joint campaigns," and "task force" may be used in the title of these partnerships, although this list does not represent a typology.	https://www.who.int/about/collaborations/non-state-actors/partnerships-63rd-wha-agenda-item-18-1-21-may-2010.pdf?ua=1
UN SECRETARIAT	Policy		YES POLICY AVAILABLE BUT NOT PUBLIC	
UNFPA	Policy	Policy and Procedures for Selection, Registration and Assessment of Implementing Partners	"the entity to which the Executive Director has entrusted the implementation of UNFPA programme activities specified in a signed document, along with the assumption of full responsibility and accountability for the effective use of UNFPA resources and the delivery of outputs as set forth in such programme documentation1 ".	https://www.unfpa.org/sites/default/files/admin-resource/PROG_Selection_and_Assessment_of_IPs.pdf
UN-HABITAT	Strategy	Promoting Strategic and Effective Partnerships towards Implementation of the New Urban Agenda	Partnerships are based on national and local ownership, equality, transparency, accountability, innovation and delivery of results	https://unhabitat.org/april-2017-executive-summary-and-full-un-habitat-partnership-strategy/
	Update on policy	Update on partnerships including Stakeholder Engagement Policy	none	https://unhabitat.org/wp-content/uploads/2018/05/Stakeholders-Engagement-Policy-Revised-1.pdf
ITC	publication	Doing good while doing business ITC partnerships with the private sector	none	http://www.intracen.org/about/Private-sector-collaboration/
UNHCR	publication		No policy but lots of info on their partnerships	https://www.unhcr.org/partnerships.html
UNRWA	Strategy	partnership and inter-agency coordination strategy 2018	"collaborative relationships between two or more organizations which agree to workd together to puruse a common objective or to undertake a specific task, and to share risks, responsabilities, resources, competencies and benefits to achieve their own objectives, the objective of the partner and the overall objective of the partnership"	https://www.unrwa.org/resources/strategy-policy
IFAD	Strategy	Private-Sector Deepening IFAD's engagement with the private sector	public-private partnerships (PPPs) will be defined as voluntary and collaborative relationships between public and private actors that agree to work together to achieve a common goal or undertake specific tasks. I	https://www.ifad.org/en/document-detail/asset/39500277
UNESCO	Strategy	Follow up to Decisions and Resolutions adopted by the executive Board and the General Conference at their previous sessions: part III, management issues: comprehensive partnership stategy	defined differently depending on the type of partnership	https://en.unesco.org/partnerships

ANNEX V: LIST PARTNESHIPS ASSESED BY THE EVALUATION

The table below lists 81 partnerships[30] which have been assessed by the evaluation using triangulation of the findings (document review, secondary data and survey results) to ensure internal validity of findings and conclusions in the report and this table.

Sectors/Programs listed below are depicted with the status of partnership elements and gaps therein in some areas.

It is recommended that the Sectors/Programs identified gaps in yellow and grey squares should develop or improve guidance to put in place clear and realistic purpose; clear partnership arrangements including MoUs; contractual agreement and learning, monitoring and knowledge sharing of partnerships to meet their Programs' needs.

Adequate [Green]   Some [Yellow]   Improvement [Grey]

Record #	WIPO SECTOR	Senior Manager/Manager	Develop clear and realistic purpose	Clear Partnership arrangements	Clear Contractual agreement	Learning monitoring and knowledge sharing
1			Green	Green	Green	Green
2			Green	Green	Green	Green
4			Green	Green	Green	Green
19			Green	Green	Green	Yellow
22			Green	Green	Green	Green
23			Green	Green	Green	Green
36			Green	Green	Green	Yellow
37			Green	Green	Green	Yellow
43			Green	Green	Green	Yellow
46			Green	Green	Green	Yellow
47			Green	Green	Green	Yellow
49	Development sector	Mr. Matus	Green	Green	Green	Yellow
50			Green	Green	Green	Yellow
51			Green	Green	Green	Yellow
54			Green	Green	Green	Green
63			Green	Green	Green	Yellow
66			Green	Green	Green	Yellow
71			Green	Green	Green	Yellow
72			Green	Green	Green	Yellow
76			Green	Green	Green	Yellow
78			Green	Green	Green	Yellow
79			Green	Green	Green	Yellow

[30] To comply with the anonymity requirement of the data provided, each program concerned will receive the relevant information to implement the recommendation separately within the particular sector

Record #	WIPO SECTOR	Senior Manager/Manager	Develop clear and realistic purpose	Clear Partnership arrangements	Clear Contractual agreement	Learning monitoring and knowledge sharing
3	Global issues sector	Mr. Getahun	green	green	green	yellow
5			green	green	green	green
10			green	green	grey	green
12			green	yellow	green	green
14			green	yellow	green	grey
16			green	yellow	yellow	yellow
17			yellow	green	green	green
21			green	green	green	yellow
39			green	green	green	yellow
64			green	green	green	yellow
67			green	green	green	yellow
77			green	green	green	yellow
78			green	yellow	yellow	yellow
7	Global Infrastructure Sector	Mr. Takagi	green	green	grey	green
8			green	green	green	green
9			yellow	yellow	yellow	yellow
13			green	green	green	yellow
15			green	green	green	yellow
24			green	green	green	yellow
28			green	green	green	yellow
29			green	green	green	yellow
59			green	green	green	green
60			green	green	green	green
61			green	green	green	green

Record #	WIPO SECTOR	Senior Manager/Manager	Develop clear and realistic purpose	Clear Partnership arrangements	Clear Contractual agreement	Learning monitoring and knowledge sharing
30	Brands and design sector	Ms. Wang	green	green	green	green
31			green	green	green	yellow
35			green	green	green	yellow
42			green	green	green	yellow
56			green	green	green	green
57			green	green	green	green
58			green	green	green	green
20	Copyrigth and Creative Industries Sector	Ms. Forbin	green	green	green	yellow
25			green	yellow	green	green
33			green	green	green	yellow
41			green	green	green	yellow
48			green	green	green	green
55			green	green	green	green
65			green	green	green	yellow
73			green	green	green	green
74			green	green	green	green
75			green	green	green	yellow
18	Patents and Technology Sector	Mr. Sandage	yellow	green	green	yellow
26			yellow	green	green	green
32			green	green	green	yellow
34			green	green	green	yellow

Record #	WIPO PROGRAM	Senior Manager/Manager	Develop clear and realistic purpose	Clear Partnership arrangements	Clear Contractual agreement	Learning monitoring and knowledge sharing
6	Transition and Develop Countries	Mr. Svantner	yellow	green	green	grey
40			green	green	green	yellow
			green	green	green	yellow
44	Human resources	Ms. Moussa	green	green	green	yellow
45			green	green	green	yellow
52			green	green	green	yellow
53			green	green	green	yellow
62			green	green	green	green
68			green	green	green	yellow
69			green	green	green	yellow
70			green	green	green	yellow
11	Economics and Statistics Division	Mr. Fink	green	green	green	green
38			green	green	green	yellow
27	Regional Office	Mr. Graça	green	green	green	green

ANNEX VI: LIST PARTNESHIPS ASSESED BY THE EVALUATION

The table below show the updated status of data as of October 18 2019 on the 81 partnerships[31], which have been assessed by the evaluation. This annex incorporates the latest developments and updated information on the partnerships listed in annex V. In this way, the evaluation fills the time gap between the period when data was collected and the report was published. In this period, a number of partnerships have provided additional information and improved their arrangement, activities and knowledge sharing while others were closed or are not longer relevant.

Sectors/Programs listed below are depicted with the status of partnership elements and gaps therein in some areas.

It is recommended that the Sectors/Programs identified gaps in yellow and grey squares should develop or improve guidance to put in place clear and realistic purpose; clear partnership arrangements including MoUs; contractual agreement and learning, monitoring and knowledge sharing of partnerships to meet their Programs' needs.

Adequate ▢ **Some** ▢ **Improvement** ▢ **Not applicable/closed** ▢

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[31] To comply with the anonymity requirement of the data provided, each program concerned will receive the relevant information to implement the recommendation separately within the particular sector

Record #	WIPO SECTOR	Senior Manager/Manager	Develop clear and realistic purpose	Develop Partnership arrangements	Contractual agreement	Learning, monitoring and knoledge sharing
1	Development sector	Mr. Matus	✓	✓	✓	✓
2			✓	✓	✓	✓
4			✓	✓	✓	✓
19			Not applicable			
22			✓	✓	✓	✓
23			✓	✓	✓	✓
36			Not applicable			
37			Not applicable			
43			Not applicable			
46			Not applicable			
47			✓	✓	✓	✓
49			✓	✓	✓	✓
50			✓	✓	✓	✓
51			Not applicable			
54			✓	✓	✓	✓
63			✓	✓	✓	✓
66			✓	✓	✓	✓
71			✓	✓	✓	✓
72			Not applicable			
76			✓	✓	✓	✓
78			✓	Not applicable		
79			✓	✓	✓	✓

Record #	WIPO SECTOR	Senior Manager/Manager	Develop clear and realistic purpose	Develop Partnership arrangements	Contractual agreement	Learning, monitoring and knoledge sharing
3	Global issues sector	Mr. Getahum	green	green	green	yellow
5			green	green	green	green
10			green	green	grey	green
12			green	yellow	green	green
14			green	yellow	green	grey
16			green	yellow	yellow	yellow
17			yellow	green	green	green
21			green	green	green	yellow
39			green	green	green	green
64			green	green	green	green
67			green	green	green	green
77			green	green	green	yellow
78			not applicable			
7	Global Infrastructure Sector	Mr. Takagi	green	green	green	green
8			green	green	green	green
9			yellow	yellow	yellow	yellow
13			green	green	green	yellow
15			green	green	green	yellow
24			green	green	green	yellow
28			green	green	green	yellow
29			green	green	green	yellow
59			green	green	green	green
60			green	green	green	green
61			green	green	green	green

Record #	WIPO SECTOR	Senior Manager/Manager	Develop clear and realistic purpose	Develop Partnership arrangements	Contractual agreement	Learning, monitoring and knoledge sharing
30	Brands and design sector	Ms. Wang				
31						
35						
42						
56						
57						
58						
20	Copyrigth and Creative Industries Sector	Ms. Forbin				
25						
33						
41						
48						
55						
65						
73						
74						
75						
26	Patents and Technology Sector	Mr. Sandage				
32						
34						

Record #	WIPO PROGRAM	Senior Manager/Manager	Develop clear and realistic purpose	Develop Partnership arrangements	Contractual agreement	Learning, monitoring and knoledge sharing
6	Transition and Developed Countries	Mr. Svantner				
40						
80			not applicable			
44	Human resources	Ms. Moussa				
45						
52						
53						
62						
68						
69						
70						
11	Economics and Statistics Division	Mr. Fink				
18						
38			not applicable			
27	Regional Office	Mr. Graça				

[End of Annexes and of Document]