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EVALUATION REPORT ON THE PROJECT ON SPECIALIZED DATABASES' ACCESS AND SUPPORT – PHASE II

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1.   The Annex to this document contains an external independent Evaluation Report on the Project on Specialized Databases' Access and Support – Phase II, undertaken by Mr. Glenn O'Neil, Founder, Owl RE, Geneva.

> 2.   *The CDIP is invited to take note of the information contained in the Annex to this document.*

[Annex follows]

Table of contents

List of acronyms used

ARDI	Access to Research for Development and Innovation
ARIPO	African Regional Intellectual Property Organization
ASEAN	Association of Southeast Asian Nations
ASPI	Access to Specialized Patent Information for Developing Countries
CDIP	Committee on Development and Intellectual Property
DA	Development Agenda
FIT	Funds-in-Trust
IP	Intellectual Property
LDCs	Least Developed Countries
OAPI	Organisation Africaine de la Propriété Intellectuelle
OIC	Organisation of Islamic Cooperation
R4L	Research4Life
SLA	Service Level Agreement
TISCs	Technology and Innovation Support Centers
WIPO	World Intellectual Property Organization

EXECUTIVE SUMMARY

1.   This report is an independent evaluation of the Development Agenda Project (DA_08_02) on Specialized Databases' Access and Support – Phase II. Following completion of Phase I (2009-2012), Phase II started in May 2012 and was completed in December 2013.

2.   Both Phase I and Phase II aimed to stimulate innovation and economic growth by facilitating access to technology information in least developed and developing countries through the establishment and development of Technology and Innovation Support Centers (TISCs). Phase II aimed to build on the progress seen in phase I by ensuring the long-term sustainability of the TISCs and their ability to provide appropriate, high-quality technology and innovation support services.

3.   Phase II set out the following objectives linked to the project's three key components: sustaining the training program implemented for the development of TISCs; enhancing the usage and access to specialized patent and non-patent databases through the ASPI (Access to Specialized Patent Information) and ARDI (Access to Research for Development and Innovation) programs; and establishing a new TISC knowledge management platform to facilitate exchange between TISCs at the national, regional, and international levels. Following the completion of phase II, the project has been mainstreamed within the activities of the Innovation and Technology Support Section of the WIPO Secretariat.

4.   The aim of this evaluation was to learn from experiences during project implementation. This included assessing the project management and design including monitoring and reporting tools, as well as measuring and reporting on the results achieved to date and assessing the likelihood of sustainability. The evaluation utilized a combination of methods including a document review and interviews with 14 staff at the WIPO Secretariat and telephone interviews with 12 focal points and associated staff of TISCs from 10 countries.

Key findings

Project design and management

5.   **Finding 1**: The project document was found to be sufficient in guiding the overall implementation and assessment of progress. Given the broad scope of the project, in terms of number of countries and partners implied, additional documentation was developed to facilitate the implementation of the project.

6.   **Finding 2**: The Phase I evaluation proposed four recommendations. A recommendation to approve a phase II of the project was accepted and implemented as was a recommendation to improve monitoring and evaluation aspects of the project. A recommendation on using UN analytical tools was considered and not implemented, given the general nature of these tools. A recommendation proposing formal arrangements between the responsible sector of WIPO and other units was considered and not implemented, as it was though not necessary to formalize coordination in this manner.

7.   **Finding 3:** The project monitoring tools were appropriate for reporting to Member States at the CDIP on the overall progress of the project, notably through the Project Progress reports. Several observations were made about the reporting and analysis tools, notably the development of several monitoring tools, the challenges faced in reporting from the national level and the network as a whole; the introduction of a more systematic training course feedback and the use of online statistics for monitoring.

8.   **Finding 4:** The activities of this project were managed by the Innovation and Technology Support Section with the support of other entities within the Secretariat. The Regional Bureaus in addition to the Least Developed Countries (LDC) Division contributed to the project in supporting collaboration with countries within their respective regions and by providing funding for certain TISC activities. Collaboration was also seen with the WIPO Academy and with the Technology and Innovation Sector.

9.   **Finding 5:** The initial project document identified four risks for the project. These risks did not materialize to any significant extent, also considering the mitigation strategies that were documented and adopted by the project.

10.   **Finding 6**: the evaluation identified three external factors that that project had to respond to: Global trends in access to academic/scientific content; the awareness, interest and know-how on IP and innovation amongst the potential user population; and the external challenges of the network model of the TISCs. Where possible, the project team endeavored to counter the challenges posed by these external factors.

Effectiveness

11.   **Findings 7-9:** In total, 18 TISCs were launched in phase II, exceeding the target set of 12, creating an overall total of 39 TISCs created during phase I and II. Through its training program, facilitating access to the databases, the knowledge management platform and continuing support and guidance, the project aimed to ensure the long-term sustainability of the TISCs. Staff of TISCs interviewed confirmed that WIPO's support was essential to ensuring for their establishment and ongoing development. In the 2013 TISCs survey, the number of TISCs that rated their capacity had been strengthened thanks to training varied for different services from 71% to 96%. Of those surveyed, 97% offered (current or planned) access to specialized databases and 96% patent search services.

12.   **Findings 10-11:** Some TISCs had developed further services and their ability to do so was dependent upon the maturity of the TISC network and factors external to the support of WIPO. A more substantial indication of long-term sustainability was the ability of their user population to transform the information accessed into stimulating innovation. In the majority of cases, it was too early to see such indications. However, positive examples were seen, in the Philippines and Morocco, where the TISCs were credited with increasing the number of patent filings since their launch.

13.   **Findings 12-14:** Although WIPO's support was found to be essential for the TISCs' long term sustainability, equally important was the support of the national IP offices, the national and provincial/state authorities and host institutions. TISCs that were offering appropriate and high quality services tended to benefit from such support and were seen as playing an important role in national IP strategies and priorities. TISC networks created were based on a model with a central (national) focal point and a network of TISCs. TISC staff interviewed reported challenges in sustaining this model, given its network-based model with coping strategies required. The project team faced challenges in meeting all of the demands for support and mobilized budget resources from other units within WIPO; 59% of the 2013 budget was from other WIPO units or sources.

14.   **Findings 15-18:** The increased number of TISCs in phase II was supported by activities aimed at increasing their expertise and services offered. Within the training programme, more advanced level workshops were offered. In phase II, the usage of the specialized databases increased: the number of institutions using ARDI more than tripled and doubled from ASPI. This evolving expertise and the networks developed could be leveraged at three different levels: nationally, regionally and globally. The effectiveness of leveraging the networking effects was also impacted upon by external factors.

15.   **Findings 19-22:** A major component of phase II was the "eTISC" knowledge management platform. As of December 2013, 650 persons had registered on the platform and some 4,700 visits to the platform registered. The number of contributions by members, in the form of questions, comments or posts was 519 since its launch which indicated that 80% of members had interacted with the platform at least once. TISC staff interviewed were all aware of the eTISC platform and the majority had registered and visited the platform. Interaction was limited for some persons due to language issues (the platform being in English) although others indicated they could participate and find resources in their own language on the platform.

Sustainability

16.   **Findings 23-25:** The likelihood for continued work on developing access to the specialized databases is high given that the project has been mainstreamed within the WIPO budget. However, long-term sustainability is also dependent upon other factors including: motivation and commitment of the host institutions; level of awareness, interest and know-how of the potential user population; ability of the national focal point to motivate and animate the TISC network; level of formal arrangements between national focal points and host institutions; level of integration of the TISCs and IP in general in other innovation services and education programmes.

Implementation of Development Agenda (DA) Recommendations

17.   **Findings 26-28:** This project has made a significant contribution to achieving Development Agenda recommendation 8, concerned with facilitating access to databases for the purpose of patent searches for developing countries, especially LDCs. Central to the project was the creation of the ARDI and ASPI databases that provide free access to LDCs and low cost access to developing countries. To date, these databases have been used predominantly by institutions based in Africa, mostly in LDCs and developing countries. The project has also been key to the promotion and use of these databases. The ability of persons to use the information found on these databases in the innovation cycle was largely dependent upon context and external factors as described above.

Conclusions and recommendations

18.   **Conclusion 1 (*Ref: Findings 7-22*)**. Overall the project has met and exceeded its objectives in both phase I and II. The project was perceived positively both within WIPO and externally with many viewing it as a "success story" for IP access and innovation for developing countries. As seen in the examples of Morocco and the Philippines, the project has shown that it can make a concrete contribution to the innovation cycle, in these cases, an increase in the number of patent filings. However, for this to occur in a widespread manner, certain conditions need to be in place.

19.   **Conclusion 2 (*Ref: Findings 1-6*)**. The ability to put in place the necessary conditions for sustainability of the project and its concrete contribution is largely external to WIPO; it is with the national IP offices and host institutions. This is not to deny the key role which WIPO has played in developing and supporting the TISC networks. However, an analysis of the main challenges faced by TISC networks (chart 1) indicates that most of these, with the exception of further training, are of the nature that needs to be tackled by host institutions and national IP offices.

20.   **Conclusion 3 (*Ref: Findings 15-25*)**. These findings support the decision of WIPO to continue to develop and support the TISC network. What is key is how and what type of support to provide TISCs to increase their effectiveness in serving the needs of local innovators as they move towards sustainability. In these type of projects, the demands for training tends to be unlimited and it would be for WIPO to assess what it can offer in training directly (in-person) and in-directly (distance learning). But it should also consider systematically reinforcing the

capacity building of TISCs on further elements of the innovation cycle such as the use and drafting of IP rights applications, technology transfer, business and commercialization skills, etc. so as to leverage efficiently the various innovation support services offered by TISCs to local users (see also conclusion 4 below). Further, WIPO has to consider how it can support the TISC networks in the challenges they face, both linked to the network model of the project and their external environments. The motivation and commitment of both national focal points and host institutions (and the arrangements between them); the level of awareness, interest and know-how of the potential user population; and the integration of TISCs with other innovation services and education programmes are some of the challenges identified by this evaluation. Admittedly these are more challenging for WIPO to support but best practices can be seen and built on.

21.   **Conclusion 4 (*Ref: Findings 23-28*)**. For the TISCs to fully reach their goals, indications are that they need to be integrated within broader technology and innovation initiatives, given that the aspect of access to patent and non-patent literature databases is only one component of the innovation cycle. Positive examples were seen of this, such as the integration of TISCs within broader innovation services (such as technology transfer offices); TISCs offering a broader range of services that connected to the next steps of the innovation cycle, linking of TISCs to IP education in universities; promoting TISC services through competitions for students and academics. These examples can form the basis for understanding the potential of TISCs in the broader cycle.

22.   **Recommendation 1** *(Ref: Conclusion 1, Findings 7-22)*. It is recommended to the WIPO secretariat to continue to support this project as a mainstreamed activity of the Global Infrastructure Sector and to review if the current budget arrangements, i.e. some 60% sourced from external units to this Sector, is the most efficient way of budget management for this project.

23.   **Recommendation 2** *(Ref: Conclusion 2, Findings 1-6)*. It is recommended to Member States and their national IP offices that currently or plan to create a TISC network to provide the necessary support in order to encourage their long-term sustainability, such as ensuring the commitment of host institutions to make available the necessary staff for TISCs; promoting awareness of their activities; recognizing the TISC network in national IP strategies and priorities; and encouraging an IP and innovation culture within education institutions and industry.

24.   **Recommendation 3 (*Ref: Conclusion 3, Findings 15-25*)**. It is recommended to the Innovation and Technology Support Section of the WIPO secretariat to consider how to adapt its activities in support of the long-term sustainability of the TISCs, for example, determining better the scope of the project (in terms of which countries to support and how); assessing the training offered onsite with respect to online distance learning; reinforcing the effectiveness and efficiency of TISC innovation support services offered to local innovators by broadening capacity building in TISCs regarding further aspects of the innovation cycle; integrating further the eTISC platform in the TISC networks; documenting "success stories" on the concrete results of the TISC networks; and considering further how to support the TISC networks in the challenges they face (as detailed in conclusion 3).

25.   **Recommendation 4 (*Ref: Conclusion 4, Findings 23-28*)**. It is recommended that all relevant stakeholders for the project (WIPO Secretariat, Member States, national IP offices and host institutions) considers how to integrate further the TISCs in the broader technology and innovation initiatives, using as a basis the examples found in conclusion 4.

I. INTRODUCTION

26.   This report is an independent evaluation of the Development Agenda Project (DA_08_02) on Specialized Databases' Access and Support – Phase II. The project was approved during the ninth session of the Committee on Development and Intellectual Property (CDIP) (document CDIP/9/9), held in Geneva, in May 2012. The project implementation of Phase II started in May 2012 and was completed in December 2013. Phase I of the project started in April 2009 and concluded in April 2012.

II. DESCRIPTION OF THE PROJECT

27.   **Objectives**: Both Phase I and Phase II of this project aimed to stimulate innovation and economic growth by facilitating access to technology information in least developed and developing countries and by strengthening countries' capacity to effectively exploit this information. Under this project, WIPO supported the establishment and development of Technology and Innovation Support Centers (TISCs) and associated networks at the national, regional, and international levels.

28.   The principal objective of Phase II was to build on the progress seen in phase I by ensuring the long-term sustainability of the TISCs and their ability to provide appropriate, high-quality technology and innovation support services.

29.   **Components:** The project document set out the following specific objectives for the three key components of the project:

(a)   Sustaining the training program implemented for the development of TISCs, including on-site training and distance learning courses;

(b)   Enhancing the usage and further developing access to specialized patent and non-patent databases through the ASPI (Access to Specialized Patent Information) and ARDI (Access to Research for Development and Innovation) programs; and

(c)   Establishing a new TISC knowledge management platform to facilitate exchange between TISCs at the national, regional, and international levels, provide complementary training to TISCs, and disseminate information materials to TISCs and the public.

30.   The independent evaluation of phase I of the project (CDIP/9/5) concluded that there was an identified need and a high demand for the project and recommended that phase II of the project be approved. The evaluation put forward four recommendations for phase II that are considered below (Finding 2).

31.   Within WIPO, this project has been managed by the Innovation and Technology Support Section, Access to Information and Knowledge Division, Global Infrastructure Sector. Following the completion of phase II in December 2013, the project has been mainstreamed within the activities of the Innovation and Technology Support Section.

III. OVERVIEW OF EVALUATION CRITERIA AND METHODOLOGY

32.   The aim of the evaluation was to assess the project's performance, including project design and management, coordination, coherence, implementation and results achieved. The evaluation also aimed to provide evidence-based evaluation information to support the decision-making process as a mainstream program of WIPO.

33.   The evaluation was organized around 11 evaluation questions split into four foci: Project Design and Management, Effectiveness, Sustainability and Implementation of Development Agenda Recommendations. These questions are responded to directly in the section "Key findings" below.

34.   The evaluation utilized a combination of methods. In addition to a review of all relevant documentation and available monitoring data, interviews were conducted with 14 staff at the WIPO Secretariat in Geneva and telephone interviews with 12 focal points and associated staff of TISCs from 10 countries. The evaluation also used the data collected by the 2013 annual survey of the TISCs network conducted by WIPO. For the 2013 survey, 163 responses (75 complete responses and 88 partial responses) from 12 countries were received.

IV. KEY FINDINGS

35.   This section is organized on the basis of the four evaluation areas. Each evaluation question is answered directly under the headings of each area.

A. Project Design and Management

Appropriateness of the initial project document as a guide for project implementation and assessment of results achieved.

36. **Finding 1**: The project document provided a description of the delivery strategy, activities and schedule, budget and monitoring indicators. As the document was for Phase II it also contained a description of the results of Phase I of the project. The project document was found to be sufficient in guiding the overall implementation and assessment of progress. Given the broad scope of the project, in terms of number of countries and partners implied, additional documentation was developed to facilitate the implementation of the project (for example, a project document on the establishment of TISCs and a model Service Level Agreement (SLA)).

The extent to which the project has responded to recommendations made during the evaluation of its Phase I.

37. **Finding 2:** The Phase I evaluation proposed four recommendations. The response of the project to the recommendations is detailed in the following table.

Recommendation	*Response*
1. (To CDIP). There is an identified need, a high demand and an overall positive experience expressed by a majority of stakeholders consulted which justify a continuation of the project. It is therefore recommended that Phase II of the project be approved.	*Recommendation accepted and implemented.* The CDIP approved the continuation of the project for Phase II.
2. (To WIPO Senior Management). In terms of external coordination, WIPO may wish to make more use of the shared analysis, experience and the instruments employed by UN Country Teams such as the Common Country Assessments and the UN Development Assistance Frameworks.	*Recommendation considered and not implemented.* The project staff consulted examples of these instruments but they were found to be too general for use in implementation of the project as they had limited focus on access to technology and innovation.

3. (To WIPO Global Infrastructure Sector). In terms of internal coordination, WIPO Global Infrastructure Sector may further formalize with other Sectors their roles and responsibilities in the implementation of the TISC project.	*Recommendation considered and not implemented.* The project has continued to work closely with other sectors but saw no need to formalise this coordination in a written agreement.
4. (To Project Managers and Development Agenda Coordination Division). Based on the project document developed on the basis of a standard template and guidance for the implementation of all DA projects, it is recommended that the project management and DACD take the following actions in the detailed planning and implementation of Phase II: (a) Ensure that monitoring and self-evaluation templates are useful for management and decision-making purposes; (b) Make use of SMART performance and outcome indicators to measure the effects of the project including at the level of beneficiaries; (c) Develop and implement a comprehensive project management framework (e.g. using logical framework approach) to link project outcomes, outputs, activities and resources and to include risks and assumptions; and (d) Plan and put into place monitoring and (self-) evaluations to track impact and longer term sustainability in the countries.	*Recommendation accepted and implemented.* Based on this recommendation, the project staff have adapted the planning and management of the project as follows: (a) Adapted the project document to include more focus on the monitoring and evaluation aspects. (b) Included SMART indicators in the relevant project documentation, e.g. the project document on establishment of TISCs. (c) Adapted the project document to include risk and assumptions and detailed indicators. (d) Put in place monitoring and (self) evaluation requirements, e.g. use of an annual survey of TISCs networks and an evaluation and reporting schedule at the national level.

Table 1: Recommendations of Phase I evaluation

The project monitoring, self-evaluation and reporting tools and analysis of whether they were useful and adequate to provide the project team and key stakeholders with relevant information for decision-making purposes.

38.   **Finding 3:** The project monitoring tools were appropriate for reporting to Member States at the CDIP on the overall progress of the project, notably through the Project Progress reports. Several observations were made about the reporting and analysis tools:

(a)   The project has introduced several monitoring tools such as an annual survey of TISCs networks and an evaluation and reporting schedule at the national level, as mentioned above. A challenged faced in project monitoring was that the project team was dependent upon TISCs at the national level to report on their progress and this varied considerably depending upon their resources and capacity. In turn, if a TISC national focal point had developed a network of TISCs in host institutions throughout the country (which could vary between two to 90 focal points depending upon the country), they were in turn reliant on the host institutions to provide them with a feedback on their activities. As a consequence, this provided WIPO with a varied view of all TISC activities globally.

(b)   A substantial activity of the project was the training program for TISCs focal points and related staff. During Phase II, the project team introduced a more systematic collection of training course feedback (through surveys) which allowed a better analysis of future needs and priorities.

(c)   Several key components of the project, the specialized databases and online platform could be monitored through online statistics measuring visits and levels of

activities. In these cases, this provided the project team with up-to-date monitoring data on levels of activities and interactions. In both cases, the statistics available were useful but limited and could have been supplemented by further data (e.g. deeper analysis on use of the databases per registered institution; level of interactivity per activity on the platform).

The extent to which other entities within the Secretariat have contributed and enabled an effective and efficient project implementation.

39.   **Finding 4**: The activities of this project were managed by the Innovation and Technology Support Section of the Access to Information and Knowledge Division of the Global Infrastructure Sector with the support of other entities within the Secretariat. The Regional Bureaus in addition to the Least Developed Countries (LDC) Division contributed to the project in supporting collaboration with countries within their respective regions and by providing funding for certain TISC activities. Collaboration was also seen with the WIPO Academy in facilitating and providing access to the relevant online training courses for members of the TISC networks. Given the nature of the TISCs, coordination was also maintained with the Technology and Innovation Sector to ensure complementarity of activities.

The extent to which the risks identified in the initial project document have materialized or been mitigated.

40.   **Finding 5**: The initial project document identified four risks for the project. For each of these risks, the project documentation described a mitigation response as listed below. These risks did not occur or were minimized as described in the following table:

Identified risk and mitigation response	*Analysis*
Risk 1: Expectations of training events and the launch of TISC national networks cannot be met because of insufficient resources available for TISC capacity building Mitigation: Further coordination and cooperation with inter-governmental, governmental, and non-governmental organizations are being explored to mobilize the necessary resources and expertise to provide continuous and comprehensive support for all national TISC networks.	The demand for TISC related activities was considerable during Phase II. The project team mitigated this as much as possible by mobilising budgets internally (notably from the Japan's Fund-in-Trust (FIT), LDC Division and Regional Bureaus). Further, the team developed partnerships with external organizations, for example the Organisation of Islamic Cooperation (OIC) and the Association of Southeast Asian Nations (ASEAN) in addition to the African regional IP organisations, the African Regional Intellectual Property Organization (ARIPO) and the *Organisation Africaine de la Propriété Intellectuelle* (OAPI).
Risk 2: Attrition among contributors to ASPI and ARDI Mitigation: Communications efforts targeting patent database providers and publishers already contributing to ASPI and ARDI as well as potential new contributors are being stepped up including through the Research4Life (R4L) partnership, which ARDI has joined since September 2011. Through R4L, WIPO will also have access to the expertise and experience accumulated by the partnership in building sustainable relationships with private sector organizations and companies.	The project team has worked to continue to build relationships with the patent database providers and publishers to ensure that the content available is maintained and increased. An issue faced has been that there is a global trend of some academic publishers to reduce free or low cost access to their content in the past years and this could potentially have an impact on access to content (within the ARDI database).

Risk 3: Insufficient use of the TISC knowledge management platform Mitigation: Services available through the TISC knowledge management platform will be integrated to the extent possible and designed to allow them to be plugged into other websites to ensure that they are easily usable and widely accessible. Activities to market the TISC knowledge management platform will be scaled up as necessary to ensure a critical mass of regular users.	With 650 registered members at the end of 2013, the use of the TISC knowledge platform has reached and surpassed the initial targets, according to the project team. The project team has also been proactive in promoting and encouraging an active integration of the platform in TISC activities.
Risk 4: Insufficient demand for TISC services Mitigation: Extending the TISC training program to include training on public outreach should assist TISCs and their national and regional networks to develop appropriate strategies for raising public awareness of the services they provide. The international TISC network also includes members with extensive experience in public outreach, which they will be in a position to share through the TISC knowledge management platform.	Demand for the TISC services have proven sufficient, with indications that they have increased as TISCs become more established. For example, the 2013 TISCs survey report indicated that 37% of TISCs receive more than five enquiries per day (up from 28% in 2011). The project team increased their activities in the field of public outreach in support of the TISCs, with further work still required according to both WIPO and TISCs staff.

Table 2: Risks, mitigation and analysis

The project's ability to respond to emerging trends, technologies and other external forces.

41.   **Finding 6**: The project had to respond to a number or emerging trends, technologies and other external forces. This evaluation identified the following factors and describes how the project team responded to them:

(a)   *Global trends in access to academic/scientific content:* as described in table 2, an emerging trend was the reduction of access for academic/scientific content from the side of some publishers. Through its ARDI programme, WIPO maintained a constant dialogue with publishers to try to counter any significant reduction in access to content.

(b)   *The awareness, interest and know-how on IP and innovation amongst the potential user population*: According to persons interviewed and the 2013 survey results, these external factors of awareness, interest and know-how influenced the project's progress. TISCs staff commented that their potential user base lacked significant awareness and understanding on the links between IP and innovation, for example in seeing the value of patent searches in the initial stages of the innovation cycle. Where possible, WIPO supported TISCs and their networks in improving awareness, interest and know-how, although the demand was considerable across the some 40 countries where TISCs were active.

(c)   *The network model of the TISCs project:* The nature of the TISCs project was that of a network model; essentially central TISC focal points at the national level supported TISCs at host institutions throughout their respective countries. This network model, which implied mainly existing staff of host institutions taking on additional tasks as TISCs to support database searching and other services, presented a number of challenges, often external to WIPO and related to the host environment and context. This is best illustrated by the challenges identified by the TISCs networks themselves in the 2013 survey as seen in the chart below. Where possible, the project team endeavored to counter these challenges (for example in the range of training offered directly and through distance

learning) although most issues were related to the host institutions and context, such as providing the necessary staff required.
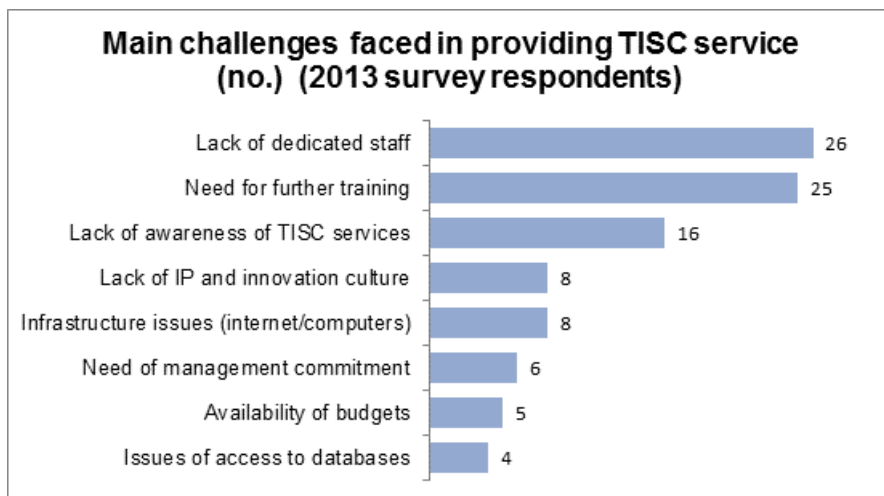
Main challenges faced in providing TISC service (no.) (2013 survey respondents)

Challenge	Value
Lack of dedicated staff	26
Need for further training	25
Lack of awareness of TISC services	16
Lack of IP and innovation culture	8
Infrastructure issues (internet/computers)	8
Need of management commitment	6
Availability of budgets	5
Issues of access to databases	4

Chart 1: Main challenges faced in providing TISC services

B. Effectiveness of the project

The usefulness of the project in ensuring the long-term sustainability of TISCs and their ability to provide appropriate, high-quality technology and innovation services.

42.   **Finding 7**: In phase II, the project focused both on supporting existing TISCs and their networks and creating new ones. In total, 18 TISCs were launched in phase II, exceeding the target set of 12, creating an overall total of 39 TISCs created during phase I and II. This refers to the number of TISCs created at the national level, which would then, in most cases, develop networks of TISCs throughout the country. Even for those countries that had only established a central TISC, their ambition was to develop a TISC network, according to the TISCs staff interviewed.

43.   **Finding 8:** Through its key activities, notably the training programme, facilitating access to the databases, the knowledge management platform and continuing support and guidance, the project aimed to ensure the long-term sustainability of the TISCs. Staff of TISCs interviewed confirmed that WIPO's support was essential to ensuring the establishment and ongoing development of the services they provided. In the 2013 TISCs survey, the number of TISCs that rated their capacity had been strengthened thanks to training varied for different services from 96% ("Searching in patent documents") to 71% ("Analysis of patent documents for business or policy planning purposes").

44.   **Finding 9:** The core service that TISCs were envisaged to offer was to provide access and support in searching patent and non-patent databases. All TISCs interviewed confirmed that they were currently offering these services. Of those surveyed in 2013, 97% offered (current or planned) access and 96% search services as can be seen in chart 2. Beyond these core services, the large majority of TISCs offered other related services such as the assistance/advice on using the databases and different types of searches.
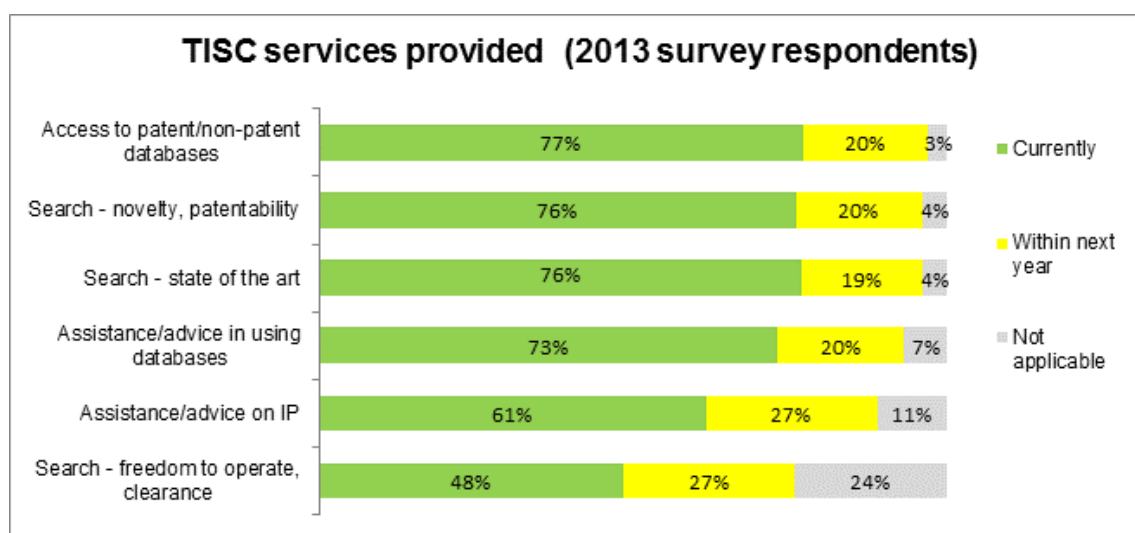
Chart 2: TISC services provided

45. **Finding 10:** Some TISCs had developed further services such as feasibility studies on proposed ideas/solutions, support in drafting patent applications, support in filing patent applications and general advice and guidance on IP issues. The ability to offer a broader range of services was both dependent upon the maturity of the TISC network in a given country and factors external to the support of WIPO, such as the interest and motivation of the host institutions of focal points, the resources and staff available at host institutions, the prevailing innovation and research culture of the potential user population and the level of integration of TISCs within other innovative services (e.g. technology transfer offices) and education programmes.

46. **Finding 11:** A more substantial indication of long-term sustainability of the TISCs was the ability of their user population to transform the information accessed into stimulating innovation. In the majority of cases, this evaluation found it was too early to see such indications given that most TISCs have been established only three to four years ago. However, positive examples were seen, for example:

- In Morocco, some half of patent filings (160 of 340) registered in 2013 originated from the TISCs networks;

- In the Philippines, since the project was launched in March 2012, 86 patent filings have originated from TISCs.

47. **Finding 12:** Although the support from WIPO was found to be essential for the long term sustainability of the TISCs, equally important was the support of the national IP offices, the national and provincial/state authorities and research institutions that hosted the TISCs. This evaluation found that TISCs that were offering appropriate and high quality services tended to benefit from such support and were seen as playing an important role in national IP strategies and priorities. Further, these TISCs had also adopted approaches to encourage the filing of patent applications, such as Patent Protection Incentive Program in the Philippines that offered free filings if passing through the TISCs (Morocco also reported adopting a similar program).

48. **Finding 13:** TISC staff interviewed reported challenges in sustaining the network-based model, as mentioned above (Finding 6.c). Coping strategies seen to counter these challenges included securing the commitment of hosting institution management, regular support and follow-up of TISCs by focal points and clear job-descriptions of TISCs.

49. **Finding 14:** The project team faced challenges in meeting all of the demands for support to existing TISCs and those in development. As mentioned above, the project mobilized budget

resources from other units within WIPO to meet these demands. For example in 2013, 59% of the budget used for TISC activities was from other WIPO units or sources external to the project, illustrating that demand was greater than the initial budget envisaged.

The effectiveness of the project in leveraging the network effects emerging from the increased number and evolving expertise of TISCs established during the phase I of the project.

50.   **Finding 15:** The increased number of TISCs in phase II was supported by activities aimed at increasing their expertise and services offered. Within the training programme, this could be seen through the move to offer more advanced level workshops, as seen in the following table. In addition, in distance learning courses of the WIPO Academy where registration was required, some 10% of persons taking the courses were from TISCs. The e-Tutorial on *Using and Exploiting Patent Information* was consulted on average 70 times per month since its launch in phase II.

Type of training	Phase I	Phase II
First level workshops	20	28
Second level workshops	6	17
Advanced level workshops	0	10
Regional conferences	4	8

Table 3: Training: Phases I & II

51.   **Finding 16:** In phase II, the usage of the specialized databases made available by WIPO increased: from phase I to II, the number of institutions using ARDI more than tripled (105 to 349) and doubled for ASPI (25 to 56). The following table illustrates that the majority of active users are located in Africa:

Region	ARDI Registered/active	ASPI Registered/active
Africa	167/101	26/12
Arab countries	34/14	1/0
Central/Eastern European	47/26	10/3
Asia and Pacific	67/47	2/0
Latin American and Caribbean	34/19	18/3
Total	349/207	57/18

Table 4: Usages of specialized databases

52.   **Finding 17**: The activities implemented by WIPO in Phase II indicated that the expertise of TISCs evolved as their number and experience increased. This evaluation found that this evolving expertise and the networks developed could be leveraged at three different levels:

(a)   *The national level*: TISCs networks developed within a country could provide mutual support and an exchange of information between them. This level of activity was found to vary from country to country depending upon the efforts of the TISC national focal point to motivate and animate the network.

(b)   *The regional level*: As the number of TISC networks developed, the feasibility of exchanges at the regional level became possible. For example, in Southeast Asia, a regional project was launched jointly with ASEAN in 2012 to promote knowledge-sharing, resource-leveraging and exploring collaboration between countries. As indicated in table 3, eight regional workshop were also convened by WIPO in phase II to facilitate networking and collaboration between countries.

(c)   *The global level:* Exchanges between countries was encouraged and facilitated mainly through the "eTISC" knowledge management platform, as discussed further below.

53.   **Finding 18**: The effectiveness of leveraging the networking effects was also impacted upon by the external factors and the environment as described above in Finding 13.

54.   *The effectiveness of the project in facilitating interaction among TISCs and in enabling TISCs to draw on national,* regional *and international networks as a complementary source of knowledge and experience.*

55.   **Finding 19:** As mentioned above, initiatives were seen in phase II where the project facilitated an interaction between TISCs at the national, regional and international levels. In addition to WIPO, the national IP offices, regional IP organisations, hosting institutions and collaborating international organisations were also key to facilitating this interaction.

56.   **Finding 20**: A major component of the project in phase II that aimed to facilitate interaction between TISCs was the "eTISC" knowledge management platform. The eTISC platform was launched in November 2012 and contained forums, discussion groups, blogs, events and news, "ask the expert" forums, videos and pictures related to the project, as well as e-learning modules and online training webinars.

57.   **Finding 21:** As of December 2013, 650 persons had registered on the eTISC platform and some 4,700 visits to the platform registered since its launch. The number of contributions by members, in the form of questions, comments or posts was 519 since its launch which indicated that 80% of members had interacted with the platform at least once.

58.   **Finding 22:** TISC staff interviewed were all aware of the eTISC platform and the majority had registered and visited the platform, notably to participate in the "ask the expert" forums, webinars or to post information about their own TISC activities. Interaction was limited for some persons due to language issues (the platform being in English) although others indicated they could participate and find resources in their own language on the platform (for example, the webinars which were in multiple languages).

C. Sustainability

The likelihood for continued work on developing access and support to specialized databases in Member States.

59.   **Finding 23:** Central to the project has been the raising of awareness and effective use of free-of-charge patent and non-patent literature databases, as well as facilitating access and support to specialized (often subscription-based) databases through the ARDI and ASPI programs for developing countries, especially LDCs. The likelihood for continued work on developing access is high given that the project has been mainstreamed within the WIPO budget of the Global Infrastructure Sector. This is conditional on the required budgets being available to carry out the necessary support.

60.   **Finding 24:** Given this mainstreaming, it is anticipated that WIPO will continue its services to support the TISCs network that facilitates access to the specialized databases. However, the long-term sustainability is also dependent upon other factors identified by this evaluation that have been mentioned in the above findings.

61.   **Finding 25:** These factors, key to sustainability, can be summarized as follows:

• Motivation and commitment of the host institutions;
• Level of awareness, interest and know-how of the potential user population;
• Ability of the national focal point to motivate and animate the TISC network;
• Level of formal arrangements (e.g. contracts, job descriptions, etc.) between national focal points and host institutions;

- Level of integration of the TISCs and IP in general in other innovation services and education programmes.

D. Implementation of Development Agenda (DA) Recommendations

The extent to which the DA Recommendation 8 has been implemented through this project

62.   **Finding 26:** Recommendation 8 is concerned with developing agreements with research institutions and private enterprises with a view to facilitating access to specialized databases for the purposes of patent searches for national offices of developing countries, especially LDCs, as well as their regional and sub-regional IP organizations.

63.   **Finding 27:** This project has made a significant contribution to achieving this recommendation. Central to the project was the creation of the ARDI and ASPI portals that provide free access to LDCs and low cost access to developing countries. The purpose of these programs was both to provide access to specialized patent databases (ASPI) and scientific/academic research journal databases (ARDI) based on the notion that the latter is necessary to complement patent information in the innovation cycle. To date, as seen in table 4, these databases have been used predominantly by institutions based in Africa, mostly in LDCs and developing countries.

64.   **Finding 28:** This project has also been key to the promotion and use of these databases, by creating the TISCs networks which within their use was central as part of the services offered. The ability of persons to use the information found on these databases in the innovation cycle was largely dependent upon context and external factors as described above.

V. CONCLUSIONS

65.   **Conclusion 1 (*Ref: Findings 7-22*)**. Overall the project has met and exceeded its objectives in both phase I and II. The project was perceived positively both within WIPO and externally with many viewing it as a "success story" for IP access and innovation for developing countries. As seen in the examples of Morocco and the Philippines, the project has shown that it can make a concrete contribution to the innovation cycle, in these cases, an increase in the number of patent filings. However, for this to occur in a widespread manner, certain conditions need to be in place.

66.   **Conclusion 2 (*Ref: Findings 1-6*)**. The ability to put in place the necessary conditions for sustainability of the project and its concrete contribution is largely external to WIPO; it is with the national IP offices and host institutions. This is not to deny the key role which WIPO has played in developing and supporting the TISC networks. However, an analysis of the main challenges faced by TISC networks (chart 1) indicates that most of these, with the exception of further training, are of the nature that needs to be tackled by host institutions and national IP offices.

67.   **Conclusion 3 (*Ref: Findings 15-25*)**. These findings support the decision of WIPO to continue to develop and support the TISC network. What is key is how and what type of support to provide TISCs to increase their effectiveness in serving the needs of local innovators as they move towards sustainability. In these type of projects, the demands for training tends to be unlimited and it would be for WIPO to assess what it can offer in training directly (in-person) and in-directly (distance learning). But it should also consider systematically reinforcing the capacity building of TISCs on further elements of the innovation cycle such as the use and drafting of IPR applications, technology transfer, business and commercialization skills, etc. so as to leverage efficiently the various innovation support services offered by TISCs to local users (see also conclusion 4 below). Further, WIPO has to consider how it can support the TISC networks in the challenges they face, both linked to the network model of the project and their external environments. The motivation and commitment of both national focal points and host

institutions (and the arrangements between them); the level of awareness, interest and know-how of the potential user population; and the integration of TISCs with other innovation services and education programmes are some of the challenges identified by this evaluation. Admittedly these are more challenging for WIPO to support but best practices can be seen and built on.

68.   **Conclusion 4 (*Ref: Findings 23-28*)**. For the TISCs to fully reach their goals, indications are that they need to be integrated within broader technology and innovation initiatives, given that the aspect of access to patent and non-patent literature databases is only one component of the innovation cycle. Positive examples were seen of this, such as the integration of TISCs within broader innovation services (such as technology transfer offices); TISCs offering a broader range of services that connected to the next steps of the innovation cycle, linking of TISCs to IP education in universities; promoting TISC services through competitions for students and academics. These examples can form the basis for understanding the potential of TISCs in the broader cycle.

69.   **Recommendation 1 *(Ref: Conclusion 1, Findings 7-22)*.** It is recommended to the WIPO secretariat to continue to support this project as a mainstreamed activity of the Global Infrastructure Sector and to review if the current budget arrangements, i.e. some 60% sourced from external units to this Sector, is the most efficient way of budget management for this project.

70.   **Recommendation 2 *(Ref: Conclusion 2, Findings 1-6*)**. It is recommended to Member States and their national IP offices that currently or plan to create a TISC network to provide the necessary support in order to encourage their long-term sustainability, such as ensuring the commitment of host institutions to make available the necessary staff for TISCs; promoting awareness of their activities; recognizing the TISC network in national IP strategies and priorities; and encouraging an IP and innovation culture within education institutions and industry.

71.   **Recommendation 3 (*Ref: Conclusion 3, Findings 15-25*)**. It is recommended to the Innovation and Technology Support Section of the WIPO secretariat to consider how to adapt its activities in support of the long-term sustainability of the TISCs, for example, determining better the scope of the project (in terms of which countries to support and how); assessing the training offered onsite with respect to online distance learning; reinforcing the effectiveness and efficiency of TISC innovation support services offered to local innovators by broadening capacity building in TISCs regarding further aspects of the innovation cycle; integrating further the eTISC platform in the TISC networks; documenting "success stories" on the concrete results of the TISC networks; and considering further how to support the TISC networks in the challenges they face (as detailed in conclusion 3).

72.   **Recommendation 4 (*Ref: Conclusion 4, Findings 23-28*)**. It is recommended that all relevant stakeholders for the project (WIPO Secretariat, Member States, national IP offices and host institutions) considers how to integrate further the TISCs in the broader technology and innovation initiatives, using as a basis the examples found in conclusion 4.

[Appendix I follows]

APPENDIX I: PERSONS INTERVIEWED/CONSULTED

WIPO Staff:

Joyce Banya, Senior Counsellor, Regional Bureau for Africa, Development Sector

Juan Antonio Toledo Barraza, Senior Director, Regional Bureau for Latin America and the Caribbean, Development Sector

Alejandro Roca Campaña, Senior Director, Access to Information and Knowledge Division, Global Infrastructure Sector

Andrew Czajkowski, Head, Innovation and Technology Support Section, Global Infrastructure Sector

Marcelo Di Pietro Peralta, Director, WIPO Academy

Georges Ghandour, Senior Program Officer, Development Agenda Coordination Division, Development Sector

Oswaldo Girones, Counsellor, Regional Bureau for Latin America and the Caribbean, Development Sector

Dalila Hamou, Director, Regional Bureau for Arab Countries, Development Sector

Hossein Moayedoddin, Deputy Director, Regional Bureau for Asia and Pacific, Development Sector

Yves Ngoubeyou, Senior Programme Officer, Regional Bureau for Africa, Development Sector

Neema Nyerere-Drago, Senior Programme Officer, Regional Bureau for Africa, Development Sector

Marc Sery-Kore, Director, Regional Bureau for Africa, Development Sector

Kifle Shenkoru , Director, LDC Division, Development Sector

Yo Takagi, Assistant Director General, Global Infrastructure Sector

External:

Cameroon: Magui Koubitobo Nnoko, Ingénieur Polytechnicien, Directeur du Développement Technologique et de la Propriété Industrielle.

Dominican Republic : Narcis Tejada, Encargada Centro de apoyo a la Tecnología e Innovación, Oficina Nacional de la Propiedad Industrial ONAPI

Madagascar : Irène Rabarison, Responsable CATI, Centre d'information et de documentation scientifique et technique (CIDST)

Morocco : Nour-Eddine Boukharouaa, Secrétariat du Réseau TISC, office marocain de la propriété industrielle et commerciale (OMPIC)

Nigeria: Nima Salman Mann, Registrar, Trademarks, Patents and Designs Registry

Philippines : Carmen Amelou G. Peralta Lim, Director IV, Documentation, Information and Technology Transfer Bureau (DITTB), Intellectual Property Office of the Philippines

Russian Federation: Zaurbek Albegonov, Head of international cooperation Department, Rospatent; Sergey Gorbachev, Head of Sector of Regional Policy, Department of organization of R&D, Federal Service for Intellectual Property; Nina Kireeva, Deputy Director on Scientific-Information Support, Scientific Secretary, Federal Service for Intellectual Property, Patents and Trademarks;

Senegal : Abdourahamane Fady Diallo, ingénieur polytechnicien, Directeur Technique de l'Agence Sénégalaise pour la Propriété Industrielle et l'Innovation Technologique (ASPIT)

Uruguay: Laura Glisenti, Examinadora de Patentes, Dirección Nacional de Propiedad Industrial

Zambia: Lloyd Thole, Head, IP Section, Patents and Companies Registration Agency (PACRA)

[Appendix II follows]

APPENDIX II: DOCUMENTS CONSULTED

WIPO (2011), *Technology and innovation support centers: Enhancing innovation through knowledge and expertise.*

WIPO (2011), *Finding technology using patents: An introduction.*

WIPO (2012), *Access to Research for Development and Innovation (ARDI): Access to leading scientific and technical journals for developing countries.*

WIPO (2012), *Access to specialized patent information for Developing Countries (ASPI).*

WIPO (2012), CDIP, *Independent Evaluation of the project on Specialized Databases' Access and Support*, CDIP/9/5.

WIPO (2012), Specialized Databases' Access and Support – PHASE II, *Project Document*, CDIP/9/9.

WIPO (2012), CDIP, Tenth Session, *Progress Reports*, CDIP/10/2.

WIPO (2012), *Technology and innovation support centers: Implementation Guide.*

WIPO (2013), CDIP, Twelfth Session, *Progress Reports*, CDIP/12/2.

WIPO (2013), *Establishment of technology and innovation support centers: Project document.*

WIPO (2013), *Service Level Agreement (model): Establishing and developing Technology and Innovation Support Centers.*

WIPO (2013), *TISC Progress and needs assessment questionnaire, survey summary report, December 2013.*

[Appendix III follows]

APPENDIX III: INCEPTION REPORT

1.   Introduction

This document is an inception report for the evaluation of the Development Agenda Project on Specialized Databases' Access and Support – Phase II. This document outlines the purpose, objectives, strategy, methodology and work plan of the evaluation. The final report will be based on this inception report, pending approval from WIPO.

2.   Purpose and Objectives

The main purpose of this evaluation is to assess implementation of the project and its overall performance. This will feed into the decision-making process in further developing this activity as a mainstream program of WIPO.

The main objective of this evaluation is two-fold:

-    Learning from experience during project implementation: what worked well and what did not work well for the benefit of continued activities in the field. This includes assessing the project design framework, project management, including monitoring and reporting tools, as well as measuring and reporting on results achieved to date and assessing the likelihood of sustainability of results achieved.

-    Providing evidence-based evaluation information to support WIPO's decision-making process in developing this activity.

3.   Evaluation Strategy

- The evaluation will take a participatory approach and involve all relevant stakeholders in the different steps of the evaluation, as far as feasible.

- The information and data will be gathered from multiple sources using different research methods in order to be able to triangulate and cross-reference the results drawn.

- The evaluation will find a balance between questions of project design ("what worked") and questions of effectiveness ("what was achieved"). This will directly support meeting the above-mentioned objectives.

4.   Evaluation Framework

Theme and questions	Proposed indicators	Data collection tools	Sources of information
Project design and management			
1. Appropriateness of the initial project document as a guide for project implementation and assessment of results achieved.	Modifications required during the implementation of the project	Document review Interviews	WIPO staff

Theme and questions	Proposed indicators	Data collection tools	Sources of information
2. The extent to which the project has responded to recommendations made during the evaluation of its Phase I.	Responses to recommendations	Document review Interviews	WIPO staff
3. The project monitoring, self-evaluation and reporting tools and analysis of whether they were useful and adequate to provide the project team and key stakeholders with relevant information for decision-making purposes.	Level of usefulness of monitoring and reporting tools	Document review Interviews	WIPO staff Member States
4. The extent to which other entities within the Secretariat have contributed and enabled an effective and efficient project implementation.	Number of WIPO units involved in the project and their contribution	Document review Interviews	WIPO staff
5. The extent to which the risks identified in the initial project document have materialized or been mitigated.	Type of risks encountered during project implementation and how they were addressed	Document review Interviews	WIPO staff Member States
6. The project's ability to respond to emerging trends, technologies and other external forces.	Level of ability of the project to respond	Document review Interviews	WIPO staff Member States
Effectiveness			
1. The usefulness of the project in ensuring the long-term sustainability of TISCs and their ability to provide appropriate, high-quality technology and innovation services.	Extent to effectiveness and usefulness of the project	Document review Interviews	WIPO staff Member States TISC coordinators Host institutions
2. The effectiveness of the project in leveraging the network effects emerging from the increased number and evolving expertise of TISCs established during the phase I of the project.	Extent to effectiveness in leveraging the network effects	Document review Interviews Website statistics	WIPO staff Member States TISC coordinators Host institutions

Theme and questions	Proposed indicators	Data collection tools	Sources of information
3. The effectiveness of the project in facilitating interaction among TISCs and in enabling TISCs to draw on national, regional, and international networks as a complementary source of knowledge and experience.	Extent to effectiveness of facilitating interaction	Document review Interviews Website statistics	WIPO staff Member States TISC coordinators Host institutions
Sustainability			
1. The likelihood for continued work on developing access and support to specialized databases in Member States.	Likelihood of continued work on developing access and support	Document review Interviews	WIPO staff Member States TISC coordinators Host institutions
Implementation of Development Agenda (DA) Recommendations			
1. The extent to which the DA Recommendation 8 has been implemented through this project.	Extent to which recommendation have been implemented	Document review Interviews	WIPO staff Member States

4.1. Evaluation tools

The research tools will be used across the different themes and questions. The following table provides further information on these tools and how they will be deployed.

Tool	Description	Information source
Interviews – internal	Some 10 semi-structured interviews	*By telephone & in-person:* WIPO Secretariat staff, including: - Global Infrastructure Sector - WIPO Academy - Regional Bureaus (those relevant) - Innovation and Technology Support Section
Interviews – external	Some 10 semi-structured interviews	*By telephone & in-person:* - TISC coordinators - Host organisations - Member State Missions (if relevant)
Document review	Review of main documentation	WIPO documentation including internal/external reports/publications where relevant

Website statistics	Analysis of visitor statistics for eTISC (http://etisc.wipo.org)	Website statistics of eTiSC.

Data analysis methods: The quantitative and qualitative data collected will be analysed and compiled using comparative and statistical methods where appropriate. The data will be correlated and organised to respond to the evaluation questions. These findings will then be used to inform the conclusions and recommendations proposed.

5. Work Plan and Timetable

The proposed milestones and timelines are as shown here below:

Milestones/Deliverables	Key dates
Work starts	15 June 2014
Submission of inception report to WIPO	1 July 2014
Feedback from WIPO on inception report	8 July 2014
Submission of final inception report to WIPO	10 July 2014
Submission of draft report to WIPO	20 August 2014
Factual corrections from WIPO on draft report	30 August 2014
Submission of final report to WIPO	5 September 2014
Presentation of evaluation report at the CDIP	10-14 November 2014

6. Key Assumptions and Risks

It is assumed that the project team and the DACD will assist the consultant in identifying and accessing all key documents; informing key stakeholders about the evaluation, making necessary introductions, providing contact information and facilitating interviews as required; and providing consolidated timely feedback on deliverables. It is also assumed that the interviews to be undertaken will be successful and language will not be a barrier (the consultant speaks English and French). It is also assumed that the people to be interviewed will be available and willing to provide the required information.

Annex 1: Draft list of persons to be interviewed

Below is a draft list of persons to be interviewed for this evaluation. This list will be adjusted in collaboration with WIPO.

Internal:

Global Infrastructure Sector – Mr. Yo Takagi, Assistant Director General;
Access to Information and Knowledge Division – Mr. Alejandro Roca Campaña, Senior Director;
Innovation and Technology Support Section – Mr. Andrew Czajkowski, Head;
WIPO Academy – Mr. Marcelo Di Pietro Peralta, Director;
Africa Bureau – Mr. Marc Sery-Kore, Director;
LDC Division – Mr. Kifle Shenkoru , Director;
ASPAC Bureau – Mr. Andrew Michael Ong, Director;
Arab Bureau – Ms. Dalila Hamou, Director ;
LAC Bureau – Mr. Juan Antonio Toledo Barraza, Senior Director.

External:

The TISC focal points of the following countries will be contacted, with preference given to those marked with an asterisk to ensure a geographical balance:
Algeria
Cameroon
Cuba*
Dominican Republic*
El Salvador
Ethiopia*
Madagascar*
Morocco*
Nigeria*
Philippines*
Russian Federation*
Senegal*
Sri Lanka
Uruguay*
Zambia

These interviews will be complemented with additional interviews with Member State representatives and host institutions as needed.

[End of Appendix III and of document]