

# WIPO



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**WORLD INTELLECTUAL PROPERTY ORGANIZATION**  
GENEVA

## **COMMITTEE ON DEVELOPMENT AND INTELLECTUAL PROPERTY (CDIP)**

**Fourth Session**  
**Geneva, November 16 to 20, 2009**

**PROJECT ON ENHANCEMENT OF WIPO'S RESULTS-BASED MANAGEMENT  
(RBM) FRAMEWORK TO SUPPORT THE MONITORING AND EVALUATION OF  
THE IMPACT OF THE ORGANIZATION'S ACTIVITIES ON DEVELOPMENT  
(RECOMMENDATIONS 33, 38 AND 41)**

*Document prepared by the Secretariat*

1. The Annex to this document, containing the thematic project on “Enhancement of WIPO’s Results-Based Management (RBM) Framework to Support the Monitoring and Evaluation of the Impact of the Organization’s Activities on Development”, addresses WIPO’s Development Agenda Recommendations 33, 38 and 41. The estimated cost for the project amounts to Sfr.761,330 of which Sfr. 647,000 relate to non-personnel costs and Sfr. 114,330 to the personnel costs, pertaining to current WIPO staff that will be devoted to the implementation of the project.

2. *The CDIP is invited to consider and approve the Annex to this document.*

[Annex follows]

DEVELOPMENT AGENDA RECOMMENDATIONS 33, 38 AND 41

PROJECT DOCUMENT

1. SUMMARY	
Project Code:	DA_33_38_41_01
Title:	Enhancement of WIPO's Results-Based Management (RBM) Framework to Support the Monitoring and Evaluation of the Impact of the Organization's Activities on Development.
Development Agenda Recommendation(s):	<p>Recommendation 33: To request WIPO to develop an effective yearly review and evaluation mechanism for the assessment of all its development-oriented activities, including those related to technical assistance, establishing for that purpose specific indicators and benchmarks, where appropriate.</p> <p>Recommendation 38: To strengthen WIPO's capacity to perform objective assessments of the impact of the Organization's activities on development.</p> <p>Recommendation 41: To conduct a review of current WIPO technical assistance activities in the area of cooperation and development.</p>
Project Budget:	<p>Non-personnel costs: Sfr. 647,000</p> <p>Personnel costs: Sfr. 114,330</p>
Project Duration:	24 months
Key WIPO Sectors Involved and Links to WIPO Programs	<p>Program Management and Performance Section; Cooperation for Development Sector; Development Agenda Coordination Division; Internal Audit and Oversight Division; and Economic Studies, Statistics and Analysis .</p> <p>Links to WIPO Programs: All programs.</p>
Brief Description of Project:	<p>(i) Design, develop and establish a sustainable and coherent results-based framework to support the monitoring and evaluation of the impact of the Organization's activities on development. This framework will be consistent with and an integral component of WIPO's results-based management framework. It will be designed in close consultation with stakeholders to ensure that it meets their information requirements, and ensures the Secretariat's accountability, in terms of its activities and their impact on development and the implementation of the Development Agenda. This consultative process will also help establish ownership of the framework by all stakeholders and, thereby, support its sustainability once the project is complete. The framework will address the Organization's need for a management tool to improve the management of resources, in particular as these relate to the impact of the Organization's activities on development, and their use in an effective and efficient way to deliver tangible and positive development results.</p>

- (ii) Seek to strengthen the capacity for objective development impact assessments of the Organization's activities; and
- (iii) Conduct a review of WIPO's existing technical assistance activities in the area of cooperation for development to help establish some baselines for further work.

## 2. PROJECT DESCRIPTION

### 2.1. Introduction to the Issue/Concern

The successful implementation of the WIPO Development Agenda is of critical importance to WIPO. This can only be achieved if the Secretariat and the Member States have the appropriate management tools to enable them to monitor and evaluate all of the Organization's activities, in terms of their development orientation and impact. The information generated by such management tools provides important input for informed decision-making, based on performance evidence.

All of WIPO's current activities are conducted and coordinated within WIPO's existing results based framework. The five key elements of this existing framework comprise strategic-planning (Medium-Term Strategic Plan - MTSP), programming and budgeting (Program and Budget - P&B), planning (annual Workplans), monitoring and evaluation (system for collecting performance data for evaluation), and reporting (Program Performance Report - PPR). This framework establishes:

- the Organization's longer term objectives (MTSP);
- expected results, performance indicators and baselines (P&B);
- the allocation of resources (P&B);
- activities which contribute to the achievement of results (Workplans);
- the mechanism for managing performance (monitoring and evaluation system); and
- the tools for reporting on performance to stakeholders (PPR).

The existing results based framework is still under development and needs significant improvement, in particular in the following areas:

- The framework does not include expected results and indicators to report against Development Agenda Recommendations;
- The inherent difficulties in quantifying many of the expected achievements of the Organization, and the need for a shift in focus from input/output to outcome/impact;
- The need for staff at all levels to become familiar with the concepts and terms of RBM, as well as the need for greater capacity for WIPO staff to design, develop and implement proper monitoring and evaluation systems;
- The need for enhanced performance monitoring and evaluation systems;
- Improved linkage between evaluation and planning; and
- The need to establish an evaluation culture so that monitoring and evaluating by Program Managers becomes part of the management culture.

Work is already underway to address these shortcomings, in the wider context of WIPO's RBM framework. The requirements and priority accorded to the implementation of the Development Agenda, further highlight the urgent need for solid monitoring and evaluation systems to support the work of Member States, and in particular, the CDIP, to coordinate, assess and make decisions on WIPO's activities as they relate to development and the implementation of the projects, and the

mainstreaming of the principles of the 45 WIPO Development Agenda Recommendations, across all six Clusters (Cluster A: Technical Assistance and Capacity Building; Cluster B: Norm-setting, Flexibilities, Public Policy and Public Domain; Cluster C: Technology Transfer, Information and Communication Technologies (ICT) and Access to Knowledge; Cluster D: Assessment, Evaluation and Impact Studies; Cluster E: Institutional Matters including Mandate and Governance; and, Cluster F: Other Issues).

As the project is focused on improving organizational performance, in particular in the context of development, it will directly contribute to the “Strategic Realignment Program” being lead by the Office of the Director General, in particular the stream on “Strong Management and Performance Culture”. The project will also improve current program management practices, and address the need for the strengthened role of evaluation within the Organization.

## 2.2. Objectives

The project objectives are primarily aimed at preparing WIPO to improve and strengthen its capacity for self-evaluation, to support independent evaluation and to provide better quality management information to Member States to support their coordination and decision making, in particular, as it relates to the development impact of its activities and the implementation of the Development Agenda. Within this overall approach, the objectives are to:

- Adapt and strengthen WIPO’s existing RBM framework to ensure that there is a strong focus across all relevant Programs on the impact of the Organization’s activities on development, including technical assistance, and provide additional management tools to support the specific needs as they relate to the 45 Recommendations, and the reporting needs of the CDIP (DA Recommendations 33 and 41);
- To contribute to a monitoring and evaluation culture, in particular as this relates to the development impact of all relevant Programs, within the Organization, and the systematic collection and use of performance information to ensure accountability, and support informed decision making by the Organization and its stakeholders. (DA Recommendation 33); and
- Increase the capacity and ability for independent and objective evaluations of the development impact of WIPO’s activities (DA Recommendation 38).

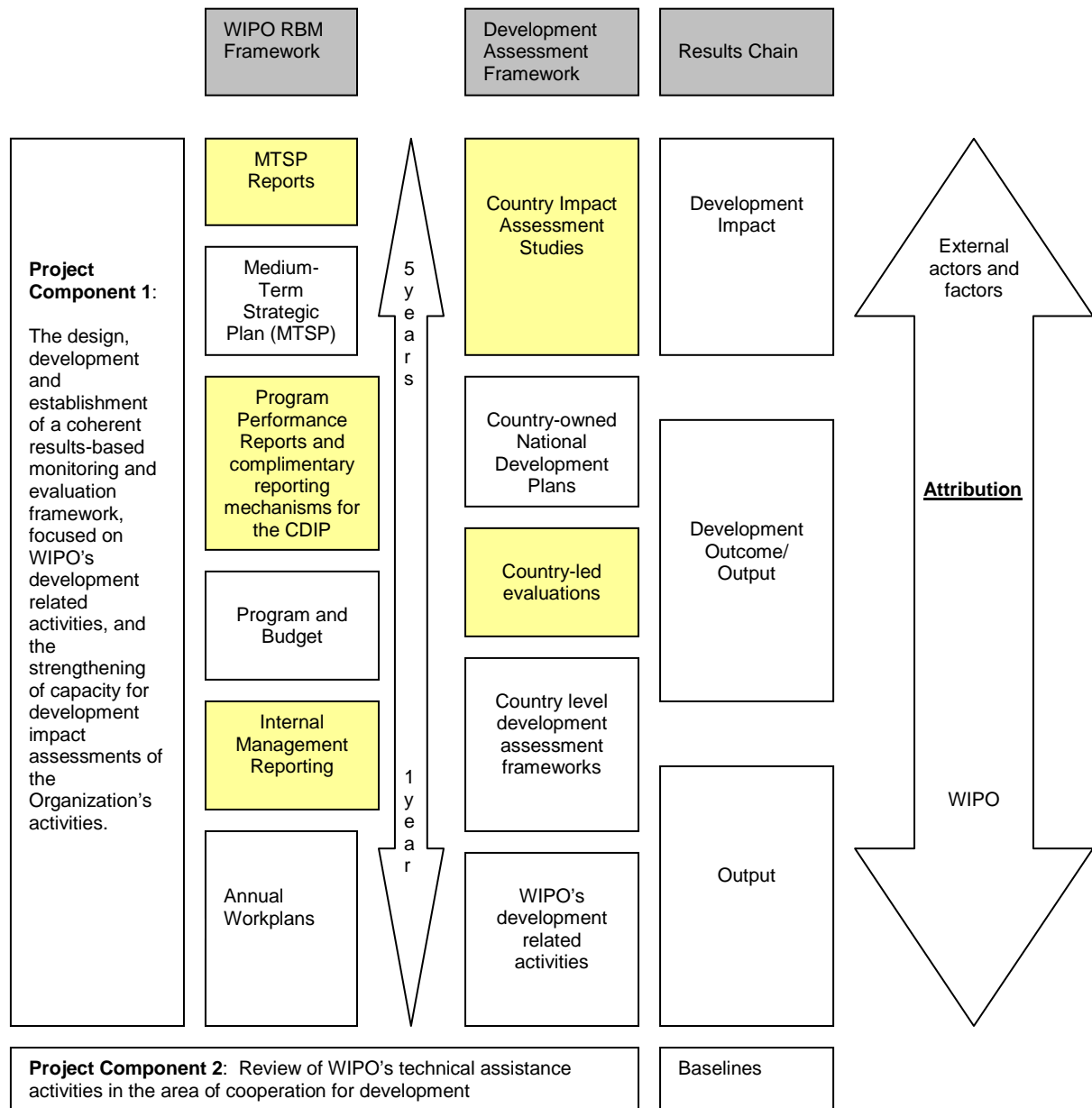
## 2.3. Delivery Strategy

The project is composed of two inter-dependant components:

Component 1: The design, development and establishment of a coherent results-based framework, to support the monitoring and evaluation of the impact Organization’s activities on development, as well as the implementation of the Development Agenda Recommendations, and the strengthening of capacity for objective development impact assessments of the Organization’s activities.

Component 2: Review of WIPO’s technical assistance activities in the area of cooperation for development.

The diagram below illustrates how these components are related, how they connect with WIPO's RBM Framework, and how that would contribute to strengthening the capacity to undertake independent development impact assessment studies. The yearly review mechanism (DA Recommendation 33) is addressed primarily in the first column (WIPO RBM framework), however, this is linked to the second column (Development Assessment) where the focus is on the country level assessments.



**COMPONENT 1**

The design, development and establishment of a coherent results-based monitoring and evaluation framework which supports the assessment of the impact of the Organization's activities on development, as well as the implementation of the Development Agenda Recommendations, and the strengthening of capacity for objective development impact assessments of the Organization's activities.

- (a) Project Component 1 Lead: Program Management and Performance Section (PMPS).
- (b) Key WIPO Sectors involved: Cooperation for Development Sector, Development Agenda Coordination Division, Evaluation and Inspection Section, all other Sectors as required.
- (c) Implementation Strategy: The activities proposed under this project component can be grouped into three areas:

1. Design

The first step in the design process will address how to adapt and strengthen WIPO's existing results-based management (RBM) framework to ensure that it has an appropriate development focus. This requires that the Medium-Term Strategic Plan and the Program and Budget 2012-2013 have an appropriate development orientation, and that they mainstream more effectively the Development Agenda Recommendations. The objectives, challenges, strategies, expected results and performance indicators for all Programs should be guided by the relevant development agenda recommendations. This adaptation of the RBM framework should also address, as relevant, recommendations from component 2 of this project.

The project based approach to implementing certain Development Agenda recommendations has an important potential impact on WIPO's activities. Like all WIPO activities, these projects need to be evaluated both in terms of their project indicators, but also with regard to how these contribute to the higher level objectives, expected results and performance indicators of the Program and Budget, and the Goals set in the Medium-Term Strategic Plan. This provides a chain of results which is important in terms of the design of a yearly review and evaluation mechanism (DA Recommendation 33), as well as the framework for strengthening the capacity to conduct independent development impact assessments (DA Recommendation 38). This thematic project will look at how best to incorporate the Development Agenda projects into the overall WIPO-results-based management (RBM) framework, and at the country level, through a Development Assessment Framework. Incorporating DA projects in the relevant Programs of the proposed Program and Budget 2012-2013, will enable a more holistic approach by better linking these projects to the expected results mandated by the Member States when approving the Program and Budget. It will also enable the budgetary approval processes for these projects to be in track with the preparation of the Program and Budget, and for resources to be budgeted for.

Equally important is the necessity to ensure that the principles contained in the Development Agenda Recommendations are fully reflected in the design and delivery of WIPO programs and activities. The project will look at how best to ensure that the preparation of the Program and Budget for 2012-2013 and for future years, can integrate these principles. The Development Agenda Coordination Program will have a key role to play in ensuring that this work is undertaken in line with the needs of the Member States, and in particular with the requirements of the CDIP.

As part of the work to strengthen the overall organizational results-based management (RBM) framework, a basic monitoring and evaluation system is being introduced for each program, for the 2010-2011 biennium. This will enable the systematic collection of program performance data, and addresses a weakness identified in the independent validation exercise undertaken in the context of the Program Performance Report 2008. This monitoring and evaluation system will be developed so that it can evolve as a future module for the ERP system. Current work is also underway to improve the financial reporting link between resources and program results, which should enable the Secretariat to report more accurately on the resources used to achieve a particular result in the Program and Budget. In addition, the current annual Workplan exercise is being strengthened to ensure that planned activities identify clearly which of the expected results they will contribute to and how. Each of these

broader framework enhancements will also serve the needs of the three DA Recommendations covered by this project. The design phase of this project will need to link into this broader work. In addition to improving the RBM Framework, the project will also need to consider what additional requirements may be needed to address the specific needs of the Development Agenda and of the CDIP. Adapting and strengthening the overall RBM framework should enable the Program Performance Report to provide more and better information on all of WIPO's activities in terms of their impact on development, as well as enabling it to report on the implementation of the Development Agenda recommendations (as requested by Member States at the Program and Budget Committee (14<sup>th</sup> session)). The project will include consultation with Member States, in particular the CDIP, to design any additional reporting framework to support their work to coordinate and assess the implementation of the Development Agenda.

A Steering Committee composed of external project experts, the Development Agenda Coordination Division and Program Management and Performance Section will guide the overall work.

Specific activities envisaged for this design work would be:

(i) Senior and well-established experts in RBM will set the overall approach to the work which will be carried out primarily by one external RBM expert whose responsibilities will include:

— review of the current WIPO RBM framework and identification of the specific weaknesses in relation to the monitoring and evaluation of activities as they relate to impact on development and the implementation of the 45 Recommendations, which includes the Development Agenda principles as well as projects;

— recommendations to support the re-design of the WIPO RBM framework to address these weaknesses, including the better integration of all DA projects into the overall RBM framework; and

— in consultation with the Member States, identification of and support for the design of any complimentary monitoring, evaluation and reporting tools to support the needs of Member States and the CDIP, in particular with respect to the impact on development of WIPO activities and the implementation of the Development Agenda Recommendations.

(ii) In parallel with this work, and to strengthen the capacity for WIPO to undertake development impact assessment studies on the Organization's activities, the external experts would be engaged to support the design of country level evaluation frameworks, which, where appropriate may be integrated into country-owned, national IP and innovation strategies. This would be a key building block in strengthening WIPO's ability to conduct independent development impact assessments at the country level. While the focus of this work is on the impact of WIPO's activities on development, it would also need to relate to the contributions of other development partners and initiatives (e.g. the UN Delivering as One initiative and OECD's Managing for Development Results, Development Assistance Committee (DAC), United Nations Development Assistance Framework (UNDAF), etc). The evaluations and impact assessment studies undertaken, would also help inform the design and delivery of WIPO Programs and help ensure they contribute to positive development results.

## 2. Development

The improvement of WIPO's existing RBM framework should be undertaken in parallel with the preparation of the WIPO Medium-Term Strategic Plan, as well as the preparation of the Program and Budget 2012//13, which is due to commence in the Spring of 2010, with the circulation of the Program and Budget Questionnaire for 2012-2013. The input of external RBM experts would feed into this process and help guide WIPO Program Managers as well as inform Member States in relation to their contribution to the preparation of the Program and Budget. The Development Agenda

Coordination Division, working closely with Program Management and Performance Section, will have a central role to play in ensuring that development and the Development Agenda Recommendations are fully integrated in the preparation of the draft Program and Budget 2012-2013 and that the expected results and performance indicators are designed to provide the performance information required by Member States and the CDIP.

The additional and complimentary reporting frameworks, which would focus on development and the implementation of the Development Agenda Recommendations, as identified in the design phase, would rely upon the information gathered by the RBM monitoring and evaluation system. The development of these reporting frameworks will be in parallel with improvements to the overall RBM framework. (Member States have requested that the PPR for 2008-2009 should include a Section which reports specifically on implementation of the Development Agenda. This will be developed by the Development Agenda Coordination Division and Program Management and Performance Section).

The establishment of evaluation criteria (e.g. expected results, performance indicators) at the country level is an essential element in this overall monitoring and evaluation framework. These may be linked, where appropriate, to the roll out of national IP and Innovation Strategies to assist the evaluation process and to ensure that these strategies have robust evaluation criteria and appropriate monitoring tools.

The specific activities envisaged for this development phase would be:

- (i) Consultation meetings with Member States, involving external experts, to present the findings from the design phase, and map the work required to integrate development and the Development Agenda Recommendations into the RBM framework (e.g. MTSP and Program and Budget 2012/13);
- (ii) Development of comprehensive guidelines for all WIPO Program Managers, to assist them in implementing the RBM framework and mainstreaming development and the Development Agenda Recommendations into all relevant Programs. These guidelines would include preparation of the Program and Budget, monitoring and evaluation, program performance reporting, preparation of work plans to ensure that activities mainstream the Development Agenda principles and that planning incorporates Development Agenda program activities and projects;
- (iii) Development of Development Agenda Project schedule for incorporation of projects in the Program and Budget 2012-2013;
- (iv) Consultation sessions with Member States on the additional reporting frameworks for development related activities identified in the design stage;
- (v) External experts to support the design and development of the consolidated monitoring and evaluation system, and the facilitation of tools for monitoring progress of program implementation. The monitoring systems developed as part of the results-based framework should facilitate not only reporting on program performance, but also reporting to various committees like the CDIP and evaluation exercises;
- (vi) The design of the monitoring systems including a basic database and tools will be done in collaboration with all WIPO programs since the system will be used by the programs directly. Since programs will be responsible for monitoring progress on implementation and keeping the database up-to-date, their ownership and buy-in from the beginning is a crucial part of the process. The database will be used to keep the records of monitoring information for reporting and evaluation purposes, knowledge sharing and lessons learned;



(vii) Monitoring information included in the database will be independently validated on an annual basis by WIPO's Evaluation Section;

(viii) As part of the database design and on stakeholders requests certain parts of the database should provide access to key stakeholders for instance the Member States or CDIP;

(ix) Coordination with the Evaluation and Inspection Section, Cooperation for Development Sector, , to incorporate an evaluation framework at the country level, and where appropriate in national IP and innovation strategies..

### 3. Capacity-Building

The sustainability of the project and the value added by such a monitoring and evaluation mechanism requires that there is a demand for the information and analysis that it provides. It also depends upon adequate resources being allocated to enable the work to be undertaken. The former requires that the project includes training activities for WIPO staff, and awareness raising activities aimed at stakeholders, to improve their understanding of the value that can be added to decision making, from the information that can be gathered from robust monitoring and evaluation systems. The external experts would support both the development of training for WIPO staff, as part of the broader overall RBM training and awareness raising activities for stakeholders.

#### Training

Training will be an important element of the development of the overall WIPO results-based management framework. This should incorporate a component specifically "managing for development results". These training activities would include:

- Understanding RBM concepts, developing SMART objectives;
- Identifying solutions to difficulties in quantifying expected results in particular as they relate to impact on development;
- Understanding the need to address outcome/impact evaluation as well as input/output monitoring and evaluation;
- Designing, developing and implementing proper monitoring and evaluation systems;
- Improving the links between evaluation and planning, learning lessons from implementation; and
- Preparation and provision of reports (e.g. the PPR), which help meet performance accountability requirements.

This training would also be linked to the training that is being provided for the Staff Performance Management and Staff Development System.

#### Awareness Raising

In addition to the training requirements for WIPO staff, there is also need for awareness raising of results-based management (RBM) approaches, and the value of evaluations and impact assessments among WIPO stakeholders. Awareness raising workshops on evaluation, RBM, and country level impact assessments will also be undertaken in connection with the establishment of the country level development assessment frameworks.

#### (d) Roles and Responsibilities of all Actors

The Program Management and Performance Section (PMPS) will be responsible for the overall coordination and implementation of this component of the project. The Cooperation for Development

Sector will ensure input on WIPO's technical assistance and capacity building activities. The Development Agenda Coordination Division (DACD) will be responsible for providing input and guidance on the design and development of the framework to ensure that it addresses the needs of Member States and the CDIP. The Evaluation and Inspection Section will provide input and guidance on the development of the framework, and in particular, on evaluation frameworks for the National IP and Innovation Strategies.

(e) Identifying potential risks or factors that might impede project delivery and success together with possible measures to mitigate them.

Design of the framework: The rapid introduction of too sophisticated a monitoring and evaluation system without sufficient training, resources or the embedding of an evaluation culture would risk generating too much resistance and the system would quickly become obsolete and seen as adding no value to managers or to Member States. The design, development and implementation of the monitoring and evaluation framework therefore needs to be realistic and adopt a gradual approach which would allow the system to evolve as the capacity to use it and demand for it grows;

All stakeholders, in particular at the country level, for the country level assessment frameworks, must be closely involved in the design and development phases to ensure shared ownership. Absence of this would also likely be a factor which would generate resistance to this approach;

Close coordination, in particular with the Cooperation for Development Sector and the Development Agenda Coordination Division (DACD) is critical to ensuring that complimentary initiatives support one another; and

The framework must be designed to address the needs for greater accountability, coordination and improved capacity for decision making as expressed by Member States. This requires their close and continued involvement in the design and implementation phases.

## COMPONENT 2

### Review of WIPO's Technical Assistance Activities in the Area of Cooperation for Development

(a) Project Component 2 Lead: Project Management and Performance Section and Cooperation for Development Sector

(b) Other Key WIPO Sectors involved: Development Agenda Coordination Division and all organizational units undertaking technical assistance work.

(c) Implementation Strategy: External experts will be contracted to undertake an independent review of WIPO's technical assistance activities in the area of cooperation for development. Detailed Terms of Reference (TORs) will be prepared, which will include not only the scope and approach, but also a detailed description of the methodology to be applied as part of the exercise. Criteria for this exercise, such as effectiveness, efficiency, coordination, coherence, relevance and impact, will be developed and WIPO stakeholders will be consulted in this process, to ensure that the review addresses the issues of key concern to them, provides them with information required in line with the intention of Recommendation 41. Other relevant organizations and stakeholders (such as IGOs and NGOs) will also be consulted.

The full and final review will be provided to WIPO Member States, together with the comments of the WIPO Secretariat. In addition to the findings of the review, the report should also make recommendations for future improvements to WIPO's technical assistance activities, in the area of cooperation for development, and more specifically, provide recommendations that should feed into development of the RBM framework, presented in Component 1 of the project.

(d) Roles and responsibilities of all actors.

The Program Management and Performance Section and the Cooperation for Development Sector will be in charge of managing and implementing this exercise. All WIPO programs where technical assistance activities have been identified will be consulted, and their activities will be assessed against the agreed criteria. Member States will be responsible for reviewing and providing comments on the Terms of Reference.

(e) Identifying potential risks or factors that might impede project delivery and success together with possible measures to mitigate them.

Terms of Reference (TORs) for the Review: In order to ensure that the review directly addresses the issues of greatest interest to Member States, they will be consulted on drafts prepared by the Project Managers. There is a risk that this process might lead to the TORs becoming too broad and difficult to manage. This may result in a poorer quality review report.

Selection of the External Experts: The external experts need to be credible and independent, who have the requisite skills to meet the TORs of this component of the project.

The cooperation of Program Managers will be key. The openness of their cooperation will rely upon all actors, including Member States, to view the exercise as a constructive learning opportunity, rather than an exercise in accountability.

### 3. REVIEW AND EVALUATION

#### 3.1. Project Review Schedule

#### 3.2. Project Self-Evaluation

*In addition to the project self-evaluation, an independent evaluation may also be undertaken for the project*

<u>Project Outputs</u>	<u>Indicators of Successful Completion (Output Indicators)</u>
Advice and guidance provided internally within the WIPO Secretariat on the design of program strategies and results-framework, in particular related to the implementation of the Development Agenda and the impact of the Organization's activities on development.	Quality RBM Guidance materials developed and used by program managers
	Extensive consultations held with program managers during the preparation of the Medium-Term Strategic Plan and the WIPO Program and Budget 2012-2013. Program managers find the consultations useful.
	A WIPO monitoring and evaluation system which supports the assessment of the impact of the Organization's activities on development which fully incorporates the Development Agenda Recommendations is piloted during the biennium 2010-2011 and approved for full implementation starting from the biennium 2012-2013
Development of a WIPO monitoring and evaluation system to support assessments of the impact of the Organization's activities on development.	

<p>Training of WIPO staff in the design of results frameworks and monitoring and evaluation, with particular emphasis on the Development Agenda and the impact of the Organization's activities on development.</p> <p>Awareness raising events on the benefits of monitoring and evaluation at the country and regional levels</p> <p>Review of WIPO's technical assistance work in the area of cooperation for development</p>	<p>80% of WIPO staff in key management positions trained in RBM with particular emphasis on managing for development results</p> <p>40 countries in all regions (proportional regional balance will be sought) benefit from awareness raising activities and are satisfied with their usefulness.</p> <p>Review of WIPO's technical assistance work in the area of cooperation for development is presented to the CDIP which endorses the reports conclusions and recommendations.</p>
<p><u>Project Objective(s)</u></p>	<p><u>Indicator(s) of Success in Achieving Project Objective (Outcome Indicators)</u></p>
<p>Development and more specifically the Development Agenda Recommendations are fully mainstreamed and reflected in WIPO's RBM planning documents (strategic planning, programming and budgeting) and effective organizational performance monitoring, evaluation and reporting mechanisms generate comprehensive information on WIPO's implementation of the Development Agenda and support assessments of the impact of the Organization's activities on development (DA Recommendations 33 and 41)</p>	<ul style="list-style-type: none"> <li>- Development Agenda recommendations visibly mainstreamed in the Medium-Term Strategic Plan and the WIPO Program and Budget 2012-2013</li> <li>- Development Agenda principles fully and visibly reflected in the design and delivery of WIPO's programs and activities (WIPO Program and Budget 2012-2013)</li> <li>- Development Agenda projects incorporated into the WIPO organizational RBM framework and in the Development Assistance Frameworks at the country level.</li> <li>- Performance data as regards the impact of WIPO's activities on development is systematically collected and progress assessed by all relevant Programs as part of the annual program performance assessment exercise.</li> <li>- Evaluations (self and independent) of the Development Agenda projects are carried out in line with the procedures established by the Program Management and Performance Section, Evaluation Section and the Development Agenda Coordination Division</li> <li>- The WIPO Program Performance Report adequately informs Member States on progress made and results achieved on the implementation of the Development Agenda Recommendations and on the impact of WIPO's activities on development..</li> <li>- CDIP receives comprehensive performance related information on progress made in the implementation</li> </ul>

	<p>of development-oriented activities and the Development Agenda Recommendations and results achieved to support its decision-making processes.</p>
<p>Enhanced capacities within the WIPO Secretariat to effectively monitor and evaluate the results achieved and use of the generated information by the Organization and its stakeholders in support of decision-making. (DA Recommendation 33)</p>	<ul style="list-style-type: none"> <li>- Monitoring and evaluation of WIPO's activities focuses on outcomes and is based on performance data collected at the country, regional and global level.</li> <li>- Monitoring and evaluation of WIPO's activities provides sufficient information to demonstrate the Organization's contribution to development results.</li> <li>- Monitoring and evaluation of WIPO's activities is of an adequate quality and provide useful information for decision-making.</li> <li>- Information generated by monitoring and evaluation, including lessons learned, is used to adjust the implementation of existing activities and projects, as appropriate, and in the design of new activities and projects.</li> </ul>
<p>A framework is developed for the objective assessment, on a regular basis, of the development impact of WIPO's activities. (DA Recommendation 38)</p>	<ul style="list-style-type: none"> <li>- Country level development assessment frameworks in place in 6 pilot countries and progress in their implementation assessed jointly with countries themselves.</li> <li>- Assessments of WIPO/IP contribution to development impacts at the national, regional and global levels are conducted regularly by independent experts</li> </ul>





5. BUDGET

5.1. Project Budget for the 2010/2011 Biennium (non-personnel costs)

	TOTAL (Swiss Francs)
<i>Travel and Fellowships</i>	
Staff Missions	144,000
Third-party Travel	152,000
Fellowships	
<i>Contractual Services</i>	
Conferences	60,000
Experts' Honoraria	265,000
Publishing	21,000
Others	5,000
<i>Equipment and Supplies</i>	
Equipment	
Supplies and Materials	
TOTAL	647,000



## 6. SUPPLEMENTARY INFORMATION FOR THEMATIC PROJECTS

The “Proposed Activities” described in document CDIP/1/3 for recommendations 33, 38 and 41 are implemented in the current project document as follows:

### Recommendation 33:

The annual Program Performance Report will provide much stronger and results focused information on development activities and the implementation of the Development Agenda, including a section which will be specific to the implementation of the Development Agenda. Additional monitoring, evaluation and reporting mechanisms will be tailored to deliver the development and Development Agenda information needs of Member States. This will be supported by an expanded validation exercise.

Implementation of the WIPO Evaluation Policy will ensure that all programs are evaluated at least once every six years.

The incorporation of the Development Agenda into WIPO’s RBM and WIPO Strategic Goals is an integral part of Component 1 of this project.

### Recommendation 38:

The implementation of WIPO’s Evaluation Policy is foreseen as part of the regular activities of the Evaluation and Inspection Section. It is expected that the present project (in particular Component 1) will provide a framework and capacity for results-based management that adequately incorporates the development dimension which will be valuable for the undertaking of independent evaluations by the Evaluation and Inspection Section.

The development of evaluation criteria at the country level as part of national IP and innovation strategies will support independent evaluations and development impact assessment studies.

The activities proposed in CDIP/1/3 for the implementation of Recommendation 38 are fully integrated into Component 1 of the present project.

### Recommendation 41:

The “macro level review of WIPO technical assistance activities in the area of cooperation for development” mentioned in CDIP/1/3 is included in Component 2 of the present project.

[End of Annex and of document]