

**Internal Oversight Division (IOD)  
Evaluation Seminar**

**Evaluation Practice in WIPO: Lessons and ways forward  
Geneva, January 29, 2016**

REPORT

*Document prepared by the Secretariat*

1. Convened by the Internal Oversight Division (IOD) of WIPO, the Evaluation section held its third seminar “Evaluation Practice in WIPO: Lessons and ways forward” in Geneva on January 29, 2016.
2. The agenda is annexed to this report as annex I.
3. The Evaluation Seminar attracted about 70 participants including Member States, externals from other organizations and WIPO participants. The list of participants is the second annex to this report.
4. The links to the presentations by all the speakers is located at:  
[http://www.wipo.int/meetings/en/details.jsp?meeting\\_id=37982](http://www.wipo.int/meetings/en/details.jsp?meeting_id=37982)

#### **AGENDA ITEM I PRACTICAL EXPERIENCES AND LESSONS FROM PAST EVALUATIONS**

5. A detailed presentation was made on the results of the system-wide review of the evaluation function in the UN. Included in this presentation were general findings and challenges on WIPO’s Evaluation Function.
6. Various WIPO programs gave their practical experiences of the evaluations conducted by IOD. This included Program 1, Strategic Goal VI as well as the Rewards and Recognition Pilot Program evaluation.
7. The main lessons learnt from the evaluations conducted on the independent IOD and CDIP project were presented.

#### **AGENDA ITEM II IMPROVING THE USEFULNESS AND RELEVANCE OF EVALUATIONS**

8. The Chair of the WIPO Independent Advisory Oversight Committee (IAOC) gave a presentation of past and current challenges of the Evaluation Function at WIPO. No PowerPoint presentation was available.
9. The Country Portfolio Evaluation of Chile was presented under the perspective of the Chilean Department of Intellectual Property (DIRECON) and of the Development Sectors GRULAC bureau.
10. With regards to the Evaluation Function, mention was made of the roles, responsibilities, systems and procedures in place, additionally, the current status of recommendations done so far was provided.
11. The Evaluation Policy and a Manual are being finalized and will be shared in the near future. A presentation was given on how the evaluation function will be organized in the future for both centralized and decentralized evaluations by the Programs with support from IOD.

## **MAIN TOPICS DISCUSSED AT THE QUESTIONS AND ANSWERS SESSIONS ARE SUMMARIZED AS BELOW**

12. The participatory method adopted by the Evaluation function was appreciated by Programs and positive feedback was received on constant dialogue and communication of evaluation teams with the Programs.

13. The subject of suggestions or “soft” recommendations gave rise to a lively discussion on how one would assess the progress made in learning and accountability in the absence of recommendations.

14. In relation to the evaluation done on Building Respect for IP, the participants sought to get clarification on the difference between recommendations and suggestions given that this evaluation had resulted in no recommendations. In this evaluation, as in other previous evaluations, suggestions were made in order not to repeat recommendations from previous evaluations that were addressed to other sectors or to Senior Management in order to avoid the burden of systematically tracking system-wide recommendations by just one sector.

15. Views were also expressed on the need for the evaluation function to address the post-2015 agenda and to be adequately staffed and equipped.

## **OUTCOMES OF THE SEMINAR**

16. Some weaknesses identified in the system-wide review by JIU and the External Quality Assessment (EQA) have been addressed since these took place:

(a) WIPO was lagging behind in the evaluation architecture but now the evaluation policy that is being finalized is rectifying this.

(b) WIPO has addressed most EQA recommendations made by including new features in its revised evaluation policy and manual.

(c) Challenges remain in getting the right tools and methods as well as experts to address impacts of WIPO’s work and to improve the use of evaluation results.

(d) The new policy also allows for better balancing between accountability and learning from centralized and de-centralized evaluations.

(e) The new policy and its promotion will also contribute to better explain the specificities of evaluation and in how far it is different from audit.

(f) The usefulness of the evaluation as a tool for program management, supported by improved monitoring will also be promoted.

17. The scope of evaluations needs to go beyond the program viewpoint: there is a call for strategic, systemic and system-wide evaluations

18. There exists a need not only for increasing the use of evaluations but also for specifying its scientific approaches.

19. There is need for improved ownership of the recommendations, including those classified as soft. Follow-up of all recommendations from centralized and de-centralized evaluations should become more interactive.

20. Findings and lessons from the evaluations should be widely circulated within and outside the Organization.

## LESSONS FROM THE SEMINAR

21. The following are the lessons that IOD learned from this Seminar:

- (a) The views of external speakers and participants helped to better understand the potential benefits and positive impacts of evaluations on program management, their relevance and sustainability.
- (b) A more rigorous time management needs to be applied by having a limited number of presentations which will then allow for question and answer sessions following each presentation and overall more discussion time.
- (c) The perspective of Member States as recipients of recommendation should also be part of such a seminar.
- (d) Through this seminar, many participants gained a better understanding of what evaluation is and how IOD works. In this sense the objective was fulfilled.

[Annexes follow]

## ANNEX 1 – AGENDA



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ORIGINAL: ENGLISH  
DATE: JANUARY 25, 2016

### **Internal Oversight Division (IOD) Evaluation Seminar**

**Evaluation Practice in WIPO: Lessons and ways forward  
Geneva, January 29, 2016  
Conference Room NB 0.107**

#### AGENDA

*prepared by the Secretariat*

9:00 – 9:30      **Welcome address and introduction**

Mr. Francis Gurry, Director General, WIPO  
Mr. Tuncay Efendioglu, Acting Director, IOD, WIPO

#### **Part One: Practical experiences and lessons from past evaluations**

9:30 – 10:30      **The analysis of the Evaluation Function of WIPO**

Dr. Sukai Prom-Jackson, Inspector, Joint Inspection Unit of UN System (JIU)

10:30 – 11:00      Coffee Break

11:00 – 12:45      **Practical experiences with Evaluations as seen by the Programs**

*The Evaluation of Program 1 on Patent Law and Innovation*  
Ms. Elnara Novruzova (Patents and Technology Sector)

*International Cooperation on Building Respect for IP (Strategic Goal VI)*  
Mr. Xavier Vermandele (Building Respect for IP Division)

*The Rewards and Recognition Pilot Program Evaluation*  
Ms. Cornelia Moussa (HRMD)

*Independent IOD and CDIP Project Evaluations;*  
Dr. Glenn O'Neil, Independent Expert

12:45 - 13:45 Lunch Break

## **Part Two: Improving the usefulness and relevance of Evaluations**

13:45 – 14:30 **Stakeholder experiences and expectations**

*Experiences within the Independent Advisory Oversight Committee*  
Ms. Mary Ncube (Chair IAOC)

*Chile Evaluation*  
Mr. Felipe Ferreira (Legal Counsellor, Department of Intellectual Property, DIRECON)  
Mr. Victor Guizar Lopez (GRULAC)

14:30 – 15:15 **Using Evaluation results and recommendations to improve performance**

Mr. Tuncay Efendioglu (IOD)

15:15 – 15:45 Coffee Break

15:45 – 16:45 **Working with Programs to make more systematic use of evaluations results**

Mr. Claude Hilfiker (Evaluation Section, IOD)

## **Closing of the Session**

16:45 – 17:15 **Final wrap-up and way forward**

Mr. Tuncay Efendioglu and Mr. Claude Hilfiker (IOD)

[Annex II follows]

**ANNEX 2 – LIST OF PARTICIPANTS**

#	Staff Member	Title	Organization
<b>Speakers</b>			
1	Mr. Francis Gurry	Director General	WIPO
2	Dr. Sukai Prom-Jackson	Inspector	Joint Inspection Unit of the UN System (JIU)
3	Mr. Felipe Ferreira (by video)	Legal Counsellor	Intellectual Property Department, General Directorate of International Economic Relations (DIRECON) - Chile
4	Ms. Cornelia Moussa	Director	WIPO HRMD
5	Mr. Victor Guizar Lopez	Program Officer	Regional Bureau GRULAC
6	Ms. Louise Van Greunen	Director	Building Respect for IP Division
7	Mr. Xavier Vermandele	Senior Legal Counsellor	Building Respect for Division
8	Ms. Elnara Novruzova	Head	Patents and Technology Sector
9	Mr. Glenn O'Neil	Independent Evaluator	Owl Re Consulting
10	Ms. Mary Ncube (by video)	Chair	Independent Advisory Oversight Committee (IAOC)
11	Mr. Tuncay Efendioglu	Acting Director	IOD
12	Mr. Claude Hilfiker	Head	Evaluation Section, IOD
<b>WIPO Participants</b>			
13	Mr. Kenichiro Natsume	Director, PCT International Cooperation Division	Patents and Technology Sector
14	Mr. Philippe Baechtold	Director ad interim, PCT Operations Division	Patents and Technology Sector
15	Mr. Ting Zhao	Deputy Director, PCT Operations Division	Patents and Technology Sector
16	Mr. Claus Matthes	Director, PCT Business Development Division	Patents and Technology Sector
17	Mr. Ignacio de Castro	Deputy Director and Head, IP Disputes Management Section	Patents and Technology Sector
18	Ms. Maryam Zehtabchi	Project Officer	Economics and Statistics Division
19	Ms. Nicola Lander	Executive Assistant	Culture and Creative Industries Sector
20	Ms. Carole Croella	Senior Counsellor	Culture and Creative Industries Sector
21	Mr. Julio Raffo	Project Officer	Economics and Statistics Division
22	Mr. Sacha Wunsch-Vincent	Project Officer	Economics and Statistics Division
23	Mr. Giovanni Napolitano	Senior Program Specialist, Intellectual Property and Competition Policy Division	Global Issues Sector
24	Ms. Fei Jiao	Associate Program Officer	Global Issues Sector

25	Mr. Paul Halfpenny	Senior Administrator, Office of the Assistant Director General (GIS)	Global Infrastructure Sector
26	Ms. Sarah Neyroud	Senior Program Support Assistant, IP Office Business Solutions Division	Global Infrastructure Sector
27	Ms. Maria-Nicola Zarraga	Project Officer	Brands and Design Sector
28	Ms. Divya Navishti Servansing	Program Performance and Budget Division	Administration and Management Sector
29	Ms. Olgatte Abdou	Counsellor	Development Sector
30	Mr. Daniul Islam	Counsellor	Development Sector
31	Ms. Francesca Toso	Senior Advisor	Development Sector
32	Mr. Walid Abdelnasser	Director	Development Sector
33	Ms. Armelle Dagonne Le Theix	Assistant Administrative Officer	Development Sector
34	Ms. Marta Fernandez Rivas	Counsellor	Development Sector
35	Mr. Naresh Prasad	Assistant Director General and Chief of Staff	Office of the Director General
36	Ms. Michelle Woods	Director	Culture and Creative Industries Sector
37	Ms. Anna Morawiec Mansfield	Deputy Legal Counsel	Office of the Legal Counsel
38	Ms. Christine Castro Hublin	Head, Legal and Constitutional Affairs Section	Office of the Legal Counsel
39	Ms. Ola Zahran	Senior Counsellor	Culture and Creative Industries Sector
40	Ms. Gao Hang	Director	Culture and Creative Industries Sector
41	Mr. Wei Lei	Chief Information Officer	Administration and Management Sector
42	Ms. Bérénice Bessiere	Director	Administration and Management Sector
43	Mr. Lijun Fan	Director	Administration and Management Sector
44	Mr. Sacha Gacic	Head	Administration and Management Sector
45	Mr. Alfio Favero	Head	Administration and Management Sector
46	Mr. Fred Vuong	Project Management Officer	Administration and Management Sector
47	Ms. Ingrid Bina	Senior Human Resources Officer	Human Resources Management Department
48	Mr. Anatole Krattiger	Director	Global Issues Sector
49	Mr. Hans-Georg Bartels	Senior Program Officer	Global Issues Sector
<b>Member States Representatives</b>			
50	Mr. Boonyarit Kalayanamit	Ambassador	Permanent Representative of Thailand to the WTO
51	Mr. Sudkhet Boriboonsri	Counselor	Permanent Representative of Thailand to the WTO
52	Mr. Philippe Minani	Deuxième Conseiller	Permanent Mission of Burundi in Geneva



53	Ms. Paraskevi Nakiou	Attaché	Permanent Mission of Greece in Geneva
54	Mr. Matteo Evangelista	First Secretary	Permanent Mission of Italy in Geneva
55	Mr. Alessandro Mandanici	First Secretary	Permanent Mission of Italy in Geneva
56	Dr. Fareha Bugti	First Secretary	Permanent Mission of Pakistan in Geneva
57	Mr. Wojciech Piątkowski	Minister - Counsellor	Permanent Mission of the Republic of Poland in Geneva
58	Ms. Margaret Mary Lungu Kaemba	Deputy Permanent Representative	Zambia Permanent Mission in Geneva
59	Mr. João Pina de Morais	First Secretary	Portugal Permanent Mission in Geneva
60	Mr. Lamine Ka Mbaye	First Secretary	Senegal Permanent Mission in Geneva
61	Ms. Beatriz Hernández Narváez	Second Secretary	Mexico Permanent Mission in Geneva
62	Ms. Anesa Ali-Rodriguez	Chargé d' Affaires	Trinidad and Tobago Permanent Mission in Geneva
63	Ms. Pamela Wille	Counsellor	Permanent Mission of Germany
64	Ms. Yasmine Fulena	Intellectual Property Assistant	U.S. Mission, Geneva
65	Ms. Kristine Schlegelmilch	Intellectual Property Attaché	U.S. Mission, Geneva
66	Mr. Adji Mallaye	Deuxième Conseiller	Chad Permanent Mission of in Geneva
External Participants from other Organizations			
67	Mr. Scott Chaplowe	Senior Monitoring and Evaluation Officer	IFRC
68	Ms. Marlene Laeubli Loud	Trainer	LAUCO Evaluation & Training / Swiss Evaluation Society
69	Ms. Miki Tsukamoto	Senior Monitoring and Evaluation Officer	IFRC
70	Ms. Elisabetta Pegurri	Senior Planning and Operations Adviser	UNAIDS
71	Ms. Estefani Cabrera Rojas	Lawyer	WBC Abogados SC
72	Ms. Deda Paola	Acting Director	Forests, Land and Housing Division, UNECE
73	Ms. Alexandra Samoulada	Investigations & Inspection Officer	Joint Inspection Unit of the UN System (JIU)
74	Mr. Ulrich Eisele	Evaluation & Inspection Officer	Joint Inspection Unit of the UN System (JIU)
75	Mr. Petru Dumitriu	Inspector	Joint Inspection Unit of the UN System (JIU)
76	Mr. George Bartsiotas	Inspector	Joint Inspection Unit of the UN System (JIU)
77	Ms. Aicha Afiffi	Inspector	Joint Inspection Unit of the UN System (JIU)

78	Mr. Jorge Flores Callejas	Inspector	Joint Inspection Unit of the UN System (JIU)
79	Mr. Yury Benyamonov	Intern	Joint Inspection Unit of the UN System (JIU)
80	Ms. Lauraine Chalmin-Pui	Intern	Joint Inspection Unit of the UN System (JIU)
81	Mr. Peter Button	Vice Secretary General	UPOV

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