

Internal Audit and Oversight Division (IAOD) Evaluation Seminar

Demystifying Evaluation in the World Intellectual Property Organization (WIPO): Best Practices From Initial Evaluations

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IAOD EVALUATION GUIDE

prepared by the Secretariat

What is Evaluation?

Evaluation is an assessment, as systematic and objective as possible, of an ongoing or completed project, program or policy and its design, implementation and results. The aim is to determine the **relevance of achievement** of objectives, efficiency, effectiveness, impact and sustainability.

What is its timing?

Evaluation can be undertaken prior to action (**ex ante**), during it (**real-time**) or after completion (**ex post**).

Who does Evaluation?

Evaluation can be done by the ones internally involved in the performed action itself (**Self-Evaluation**) or it can be undertaken by an external body or consultant (**External Evaluation**).

On what focuses Evaluation?

Evaluation can be **summative** when its focus is on accountability. It can also be **formative** when its focus lies in learning and improving performance.

What are Evaluation's triggers?

Evaluation is carried out by entities and persons free of the control of those responsible for the design and implementation of the action (**independent**), or by entities involved in its management or its steering.

What would be a typical Evaluation Question?

Do we do the right things?

Do we do things the right way?

What are Evaluation methods and tools?

Evaluation tools are semi structured interviews, surveys, literature reviews, data analyses and statistics, benchmarking, as well as performance reporting.

What's the purpose of WIPO IAOD's Evaluation function?

The evaluation function is independent and distinct from audit and investigation. The main purpose of the evaluation function at WIPO is to promote and to ensure substantive (rather than financial) accountability of the investments made, and to provide a basis for learning to improve the relevance and quality of future work.

Who are WIPO's stakeholders?

WIPO recognizes that evaluation has a number of important stakeholders with different interests and expectations.

- *WIPO's Member States*
- *WIPO's Senior Management*
- *IP Infrastructure and Offices*
- *User- and Interest Groups*

What different kinds of Evaluation does the Evaluation Section undertake?

There is also increasing demand from stakeholders requesting evidence of the effects of WIPO's activities.

Country Evaluations

Independent country level evaluations will focus on the entire WIPO assistance to one country. WIPO's Evaluation Section completed their first *Country Portfolio Evaluation in Kenya* to assess and report on the performance and results of WIPO's activities within the country. It produced evidence-based findings allowing Senior Management to make informed strategic decisions about positioning itself in the country and the region.

Thematic Evaluations

Independent thematic evaluations deal with selected aspects or themes in a number of IP activities. The Evaluation Section drafted a concept to undertake an evaluation on the theme of *Capacity Building*.

Strategic Evaluations

An evaluation of the achievement of strategic objectives is in the process of being discussed process in order to optimize their implementation, and to be account for the progress towards expected results. Two strategic evaluations could be undertaken during years; one *Midterm-Evaluation in 2012/2013* and one *Final- Evaluation in 2016*.

Program Evaluations

WIPO is running about 30 different programs. Independent program level evaluations assess the efficiency and effectiveness of an intervention or set of interventions in achieving the intended results. They also assess the relevance and sustainability of results as contributions to medium-term and longer-term results. An independent program evaluation can be invaluable for managing for results, and serves to reinforce the accountability and learning of program managers. It is planned in the near future to evaluate *Program 1 (Patent Law)*.

Project Evaluations

Project Evaluations are undertaken throughout the implementation cycle and assess the implementation, outcomes and sustainability of projects. They reveal lessons learned and contribute to improving project impact and performance. IAOD has already undertaken Project Evaluations on *Technical Innovation Support Centers* and the *Start Up IP Academies*. Evaluations on *Improvement of IP Institutional and User Capacity* and *Tools for Access to Patent Information* are being finalized for CDIP 10.