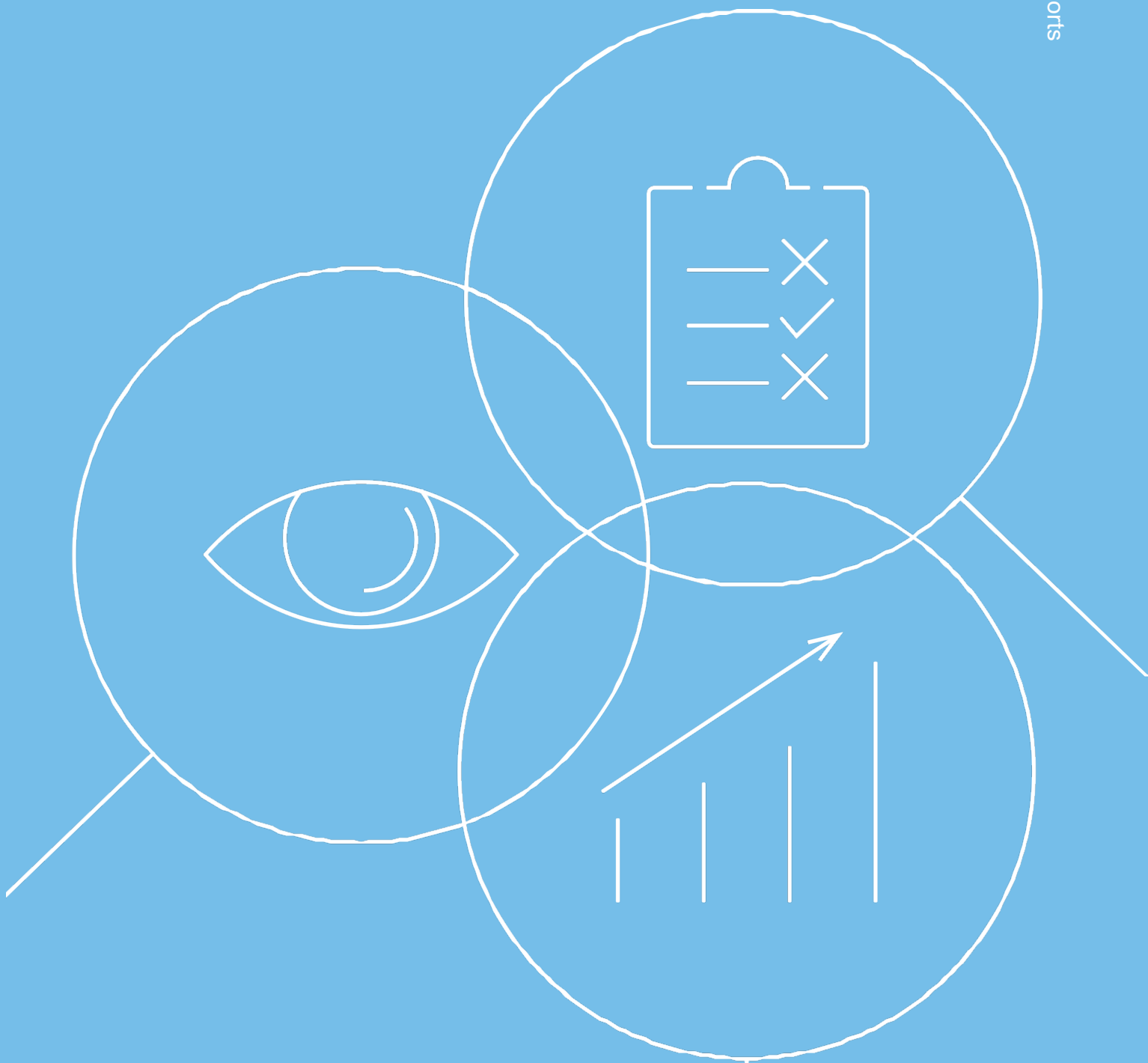


Meta-Synthesis of Regional Divisions Evaluations

Internal Oversight Reports



IOD Ref: EVAL 2021-04
March 8, 2022
Evaluation Section

TABLE OF CONTENTS

LIST OF ACRONYMS	3
EXECUTIVE SUMMARY	4
1. INTRODUCTION	6
2. PURPOSE, OBJECTIVES AND SCOPE	6
3. APPROACH AND METHODOLOGY	7
4. ETHICAL CONSIDERATIONS, LIMITATIONS AND MITIGATION MEASURES	8
5. FINDINGS OF THE META-SYNTHESIS	9
(A) OVERALL FINDINGS ON EFFECTIVENESS AND EFFICIENCY	9
(B) FINDINGS ON SYSTEMIC ISSUES HINDERING ADDITIONAL PROGRESS IN TERMS OF EFFECTIVENESS AND EFFICIENCY.....	10
(i) Delivery modality	10
(ii) Inclusion	11
(iii) Planning process	12
(iv) Resources and capacities.....	12
(v) Internal coherence and collaboration	13
(vi) Partnerships	14
(vii) Monitoring and evaluation.....	14
(viii) Communication and knowledge management	15
6. FORWARD-LOOKING CONCLUSIONS IN VIEW OF THE MTSP 2022-2026	16
(A) STRATEGIC GUIDANCE	16
(B) SYSTEMIC ISSUES IN THE FRAMEWORK OF THE MTSP 2022-2026	17
(i) Delivery modality	17
(ii) Inclusion	18
(iii) Planning process	18
(iv) Resources and capacities.....	19
(v) Internal coherence and collaboration	19
(vi) Partnerships	20
(vii) Monitoring and evaluation.....	21
(viii) Communication and knowledge management	21
7. RECOMMENDATIONS	21
ANNEXES	30

LIST OF ACRONYMS

CDIP	The Committee on Development and Intellectual Property
DLDCs	Division for Least-Developed Countries
FIT	Funds-in-trust
IOD	Internal Oversight Division
IP	Intellectual Property
MTSP	WIPO Medium-Term Strategic Plan
QCPR	Quadrennial Comprehensive Policy Review
RDAf	Regional Division for Africa
RDAC	Regional Division for the Arab Countries
RDASPAC	Regional Division for Asia and the Pacific
RDLAC	Regional Division for Latin America and the Caribbean
RNDS	Regional and National Development Sector
SDG	Sustainable Development Goal
ToR	Terms of Reference
UN	United Nations
UNDS	United Nations Development System
UNEG	United Nations Evaluation Group
UN-OHRLLS	The United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
WIPO	World Intellectual Property Organization

EXECUTIVE SUMMARY

1. This report documents the findings of the meta-synthesis of the evaluations of the World Intellectual Property Organization's (WIPO) Regional Divisions and provides conclusions in line with the framework of the Medium-Term Strategic Plan (MTSP) 2022-2026. Building on this "looking back to look forward" exercise, this report provides recommendations to improve the relevance, effectiveness and efficiency of the Regional Divisions' work.

2. While recognizing that each Regional Division has its own challenges and stories of success, this exercise focused on general crosscutting systemic issues, without drawing direct comparisons. The Internal Oversight Division (IOD) observed the United Nations Evaluation Group's (UNEG) Norms, Standards, and Ethical Guidelines for Evaluations throughout the entire process.

Main findings

3. The Regional Divisions are an impartial and credible source of the Intellectual Property (IP) knowledge. In particular, they are: (i) knowledgeable of regional and national contexts and partners; (ii) committed to devise methods and approaches to promote IP for development at regional and national levels; and (iii) largely responsive to the Member States' demands.

4. Within the limits of their resources and capacities, Regional Divisions contributed to organizational results significantly, in terms of awareness raising, capacity development, technical assistance and knowledge sharing through the South-South exchange. Likewise, they contributed to the formulation, validation and implementation of National IP Strategies in developing countries.

5. In addition to these positive results, Regional Divisions face several systemic challenges and opportunities – some of which are not exclusively found in the realm of the Regional Divisions but have an effect in the relevance, effectiveness and efficiency of their operations. , These opportunities include:

(a) Room for improvement in the coherence, consistency and collaboration across Regional Divisions, and with other Units and Sectors within WIPO;

(b) Growth potential to developing partnerships with non-conventional stakeholders in the regional and national IP ecosystems;

(c) Opportunities for enhancing the design and delivery of strategic and programmatic initiatives with long-term objectives due to insufficient resources and capacities;

(d) Scope for development and increasing monitoring, evaluation and learning practices; and

(e) Development potential in communication and knowledge management, both internally and externally.

6. Departing from WIPO's renewed commitment to the United Nations Development System (UNDS) and to the 2030 Agenda for Sustainable Development, the MTSP 2022-2026 introduces many opportunities to continue and even increase the Regional Divisions' relevance, effectiveness and efficiency in the coming years, including by addressing the key systemic issues identified in the meta-synthesis. Furthermore, it offers opportunities for the Regional Divisions to enhance their function and strategic positioning within and outside WIPO in order to contribute to more impactful and sustainable results at regional and country levels.

Recommendations

7. While recognizing that the Regional and National Development Sector and the Regional Divisions do not have the competencies or the capacities to resolve all these systemic issues

alone, the report proposes three recommendations that could support an enabling environment for the fulfillment of their roles in the framework of the MTSP 2022-2026:

- (a) *Recommendation 1.* To strengthen coherence and consistency of management practices across Regional Divisions as well as collaboration among them;
- (b) *Recommendation 2.* To define and communicate common principles and services to both internal and external stakeholders in order to enhance collaboration; and
- (c) *Recommendation 3.* To develop mechanisms and approaches to establish and maintain partnerships, and to improve reaching out to non-conventional stakeholders in the regional and national IP ecosystems.