

## **Committee on Development and Intellectual Property (CDIP)**

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### **PROJECT EVALUATION: INTELLECTUAL PROPERTY TECHNICAL ASSISTANCE DATABASE (IP-TAD)**

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1. The Annex to this document contains an External Independent Evaluation Report of the Project on Intellectual Property Technical Assistance Database (IP-TAD) (CDIP/3/INF/2) undertaken by Mr. Tom Pengelly, Managing Director, Saana Consulting Ltd., London.

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

[Annex follows]

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## List of Acronyms & Abbreviations

AIMS	WIPO Finance and Budget Reporting System
CDIP	Committee on Development and Intellectual Property
ERP	Enterprise Resource Planning System
IP	Intellectual Property
TAD	Technical Assistance Database
TLS	Traffic Light System
WIPO	World Intellectual Property Organisation
WTO	World Trade Organisation

## **EXECUTIVE SUMMARY**

This paper sets out the Final Evaluation Report for the consultancy assignment 'Project Evaluation: Intellectual Property (IP) Technical Assistance Database' (IP-TAD) carried out by Tom Pengelly of Saana Consulting on behalf of the World Intellectual Property Organization (WIPO).

The IP-TAD project sought to implement WIPO's Development Agenda Recommendation 5 which demands that "WIPO shall display general information on all technical assistance activities on its website, and shall provide, on request from Member States, details of specific activities, with the consent of the Member State(s) and other recipients concerned, for which the activity was implemented."

### **Key findings**

The IP-TAD has largely met the requirements established by Member States in the Third Session of the CDIP, and there is a perception at WIPO that Member States and WIPO staff are broadly satisfied with the database. External stakeholders also have a positive attitude towards the database generally as a welcome innovation, and few technological issues have been reported. Indeed, the database appears to be meeting a demand from internal and external stakeholders, and the IP-TAD at present appears to be functioning as a cross-checking tool by ensuring that stakeholders can avoid overlap of activities.

Throughout project implementation, the IP-TAD project team took a variety of measures to ensure that the project stayed within the agreed budget. Although the project suffered a three-month delay caused by difficulties in securing affordable consultancy expertise, the project team also took on responsibility for implementing Development Agenda Recommendation 6 and still remained within the allocated budget. In this sense, the project can be said to have delivered Value for Money.

The overall usage of IP-TAD has nonetheless been relatively low and infrequent by both internal and external stakeholders, and the consultant believes there is substantial untapped potential for its further development.

### **Main conclusions**

The main conclusions reached in the report are as follows:

(i) The project and the database can be considered to be a positive step in the direction of solidifying institutional knowledge in that it makes available information about WIPO technical assistance that was not previously readily accessible in the public domain. But due to the omission of activities and insufficient activity details, the database can only be said to currently provide partial institutional knowledge.

(ii) The database has of course increased the availability of technical assistance information, but it seems the database is used more as a cross-checking tool to avoid duplication of future activities rather than an instrument useful for the design of future technical assistance activities as envisaged, and this is largely because the information contained in the database is not sufficiently detailed.

(iii) Importantly, the IP-TAD does appear to have met the demand for more transparency in technical assistance activities, but the transparency can only be said to be as complete as the contents of the database itself, which is at this stage partial.

(iv) Certain issues surrounding the stand-alone character of the database means that the long-term future of the IP-TAD is currently uncertain, and concrete steps are needed to plan for the proper integration and sustainability of IP-TAD functionality within the ERP process.

To respond to these issues, the report highlights the following lessons and recommendations for the future:

(i) **Strengthening WIPO project documents and project inception:** An important lesson that can be learned is that in the future, projects of similar design and scope to IP-TAD should have more elaborate project documents with a methodology and clear budgetary framework that have been based on detailed specifications and costings. In situations where project documents are not elaborated, the Secretariat should ensure that these projects have an inception phase that allows sufficient time and budget for the specification of the project, mobilization of the project team, agreement of reporting protocols, as well as review and option-selection by senior managers.

(ii) **Writing the final chapter – a Roadmap Transition Plan for IP-TAD:** It is recommended that a Roadmap Transition Plan should be created in the form of an Options Paper, which should indicate the various alternatives for synchronising and/or integrating the IP-TAD with the ERP. This paper should be developed and presented to the WIPO senior management team during 2012, which should decide if, when and how the existing IP-TAD database should merge with the ERP, or be retained as an archive for older year data.

(iii) **Meeting user requirements:** Whichever option from the proposed Roadmap Transition Plan for IP-TAD is chosen, the technological solution would necessarily need to take into account the findings of this evaluation relating to the implementation of the project and the internal/external user requirements for information. Together, these changes could ensure that stakeholders could derive even greater benefits from the database or its eventual replacement.

(iv) **Improving marketing & signposting:** The IP-TAD, or its replacement as part of the ERP, must also become more widely known in order to increase its relevance and usage. Marketing of the database is best considered in a wider context of marketing WIPO technical assistance overall, and a long-term goal could be to undertake wider marketing efforts relating to the IP-TAD such as an annual statistics product with technical assistance activities. A short-term goal in this respect could be to increase the visibility of the IP-TAD on the WIPO website as a number of external stakeholders found it difficult to locate.

## 1. INTRODUCTION

This paper sets out the Final Report for the consultancy assignment '*Project Evaluation: Intellectual Property (IP) Technical Assistance Database*' carried out by Tom Pengelly of Saana Consulting on behalf of the World Intellectual Property Organization (WIPO).

### 1.1 IP-TAD Project Background

The World Intellectual Property Organization (WIPO) is currently undertaking extensive efforts in the field of intellectual property technical assistance, and WIPO's commitment to development goals have been explicitly recognized with the 45 Adopted Recommendations under the WIPO Development Agenda. As part of these recommendations, WIPO Member States have requested that more information be made readily available on these technical assistance activities in an open and transparent manner.

The IP-TAD project was the response to Development Agenda Recommendation 5 and this is the project that is currently under evaluation. The recommendation demands that "WIPO shall display general information on all technical assistance activities on its website, and shall provide, on request from Member States, details of specific activities, with the consent of the Member State(s) and other recipients concerned, for which the activity was implemented."

The objectives of the IP-TAD project has thus been to create a database that can serve as an important repository of information for WIPO Senior Management and WIPO Member States to assist in monitoring WIPO's technical assistance activities. The aim has been for all activities undertaken in the area of technical assistance to appear in the database. The project has also been linked to Development Agenda Recommendation 6 (creation of a Roster of IP technical assistance experts).

The IP-TAD project was approved during the third session of the Committee on Development and Intellectual Property (CDIP) held in Geneva in April 2008. Project implementation started in April 2009 and it was completed in July 2010. The IP-TAD project budget was composed of (i) Non-personnel costs (Sfr.300,000) and (ii) Additional personnel costs (Sfr.490,000), and the envisaged project duration was 12 months. The expected benefits of the project were two-fold:

- i. Institutional knowledge of all technical assistance activities will be available for use by WIPO and other interested parties for designing and implementing future technical assistance activities.
- ii. Transparency of technical assistance activities will be in keeping with best practices of other technical assistance providers and has been requested by Member States.

The database has two views, one for internal users (see Fig 1) at WIPO which requires a username and password, and one view for external users (see Fig 2).

Fig. 1 – Internal User View of the IP-TAD

**Search Activity**

Search Criteria

Activity Id(DSS):

External Activity:

Activity Status:

Activity Language:

Activity Title:  in English (Change)

Activity Category:

Works Event Id:

Theme/Topic(Subject Area):

Activity Sector:  (Note: Search will also include Sub-sectors and child division.)

Started Between:  and

Venue City:

Owner/Organizer:

Record Created By User:

Program Number:

Pillar No.:

Beneficiary/Participant Country:

Beneficiary Region:

Beneficiary by Econ.Status:

Activity Type:

Activity Group:

Venue/Host Country:

**Activity Search Result**

Select	Activity Id	Activity Title	Category	Theme/Topic(Subject Area)	Start Date	Venue City	Assignment(s)	Doc(s)
<a href="#">View</a>	864	Creation and publication of a practical Guide for Latin American universities	Study, Report And IP Publication	Intellectual Property	01/10/2007	Milan	<a href="#">View (4)</a>	
<a href="#">View</a>	971	Study on the Rethagen Experience of Using IP tools for Economic Growth and Development: The Case of Trade Marking and Licensing of Specialty Coffee Designations	Study, Report And IP Publication	Industrial Property Law	01/11/2007	Addis Ababa	<a href="#">View (2)</a>	
<a href="#">View</a>	900	Preparation of a Chapter on the Legislative, Regulatory, Policy and Institutional Mechanisms in Support of	Study, Report And IP Publication	Other	01/11/2007	Dhaka	<a href="#">View (1)</a>	

Total Records fetched: 91

Fig. 2 – External User View of the IP-TAD

**Technical Assistance Database**

The WIPO Intellectual Property Technical Assistance Database (IP-TAD) contains information on technical assistance activities undertaken by the Organization where one or more of the beneficiary countries were either developing or a least developed country or a country in transition.

The database was developed within the framework of the *Committee on Development and Intellectual Property (CDIP)* in response to Development Agenda Recommendation No. 5.

**Reports on Technical Assistance Activities earlier than year 2009**

- [Development Activities \(Jan 2000 - June 2009\)](#)

**Search Technical Assistance Activities**

Title:

Beneficiary country:  Select country(s)

Category / type:  Select any category / type

Year:  2012

Date range:  Month  Year  To  Month  Year

Venue/host country:  Select country(s)

Field of IP:  Select

WIPO sector:  Select

**Quick Search: Activity by beneficiary country in**

Year:  2012

- [Albania \(1\)](#)
- [Algeria \(1\)](#)
- [Argentina \(2\)](#)
- [Bahrain \(2\)](#)
- [Bangladesh \(2\)](#)
- [Barbados \(2\)](#)
- [Bhutan \(1\)](#)
- [Brazil \(3\)](#)
- [Brunei Darussalam \(2\)](#)

## 1.2 General and Specific Objectives

The general objective of the evaluation is to methodically plan, undertake, write up and present a participative evaluation of the Development Agenda Project on the Intellectual Property Technical Assistance Database (IP-TAD). Based on the Terms of Reference, the specific objectives of the evaluation were to submit a report, which would necessarily include the following:

- *Lesson learning from project implementation:* (i) assessing the project design framework and the project management (including monitoring and reporting tools); (ii) measuring and reporting on results achieved to date; (iii) assessing the likelihood of sustainability of results achieved.
- *Information for CDIP decision-making:* providing evidence-based evaluative information to support the CDIP's decision-making process.

The evaluation has not been focused on assessing individual activities but has rather been used to evaluate the project as a whole and its contribution in serving as an important repository of information for WIPO Senior Management, WIPO Member States and external stakeholders in monitoring and assessing WIPO's technical assistance activities.

The evaluation considers the database's evolution over time, and its performance with respect to project design, project management, coordination, coherence, implementation and results achieved. The ensuing analysis of project implementation enables continuing activities in this field to draw lessons from the experiences of this project.

A particular emphasis has been placed on sustainability and the future evolution of the IP-TAD, including issues surrounding the integration of the database within WIPO's new corporate information technology systems. Finally, the evaluation seeks to explore evidence around Value for Money issues for the project.

## 2. METHODOLOGY

### 2.1. Methodology Overview

The particular focus of the evaluation of WIPO's IP-TAD project has been to assess the extent to which the project has been instrumental in:

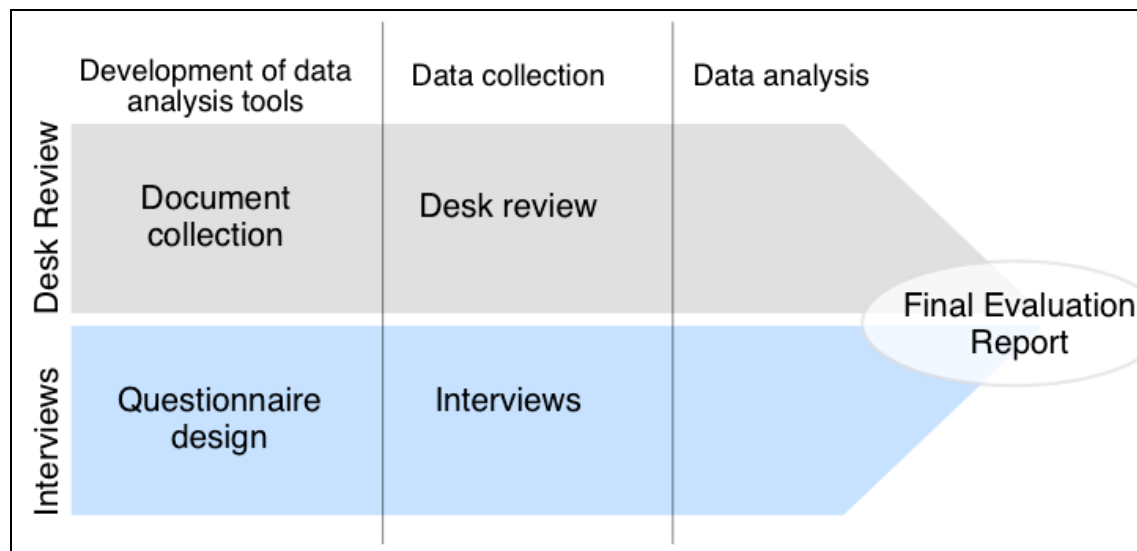
- *Providing institutional knowledge* internally and to Member States of WIPO technical assistance activities.
- *Making information on WIPO technical assistance activities available* for the use of WIPO and other interested parties for designing and implementing future technical assistance activities.
- *Ensuring transparency* of WIPO technical assistance activities and keeping with best practices of other technical assistance providers.

The evaluation methodology has aimed to balance the needs for learning and accountability, and it has thus been crucial that the consultant enables the active involvement of project stakeholders in the evaluation process. The latter have included internal WIPO staff, the project team, independent consultants, the World Trade Organisation (WTO), representatives of Member States, and a research institution.



The evaluation methodology is discussed at length in the subsequent sections, but a summary is presented in the figure below (Fig 3). This figure shows that the methodology has consisted of two parallel processes with each comprising the following components: *creation of data collection tools* (gathering documentation and questionnaire design) and *data collection* (desk review and interviews). The two processes have been combined at the end of the evaluation for the *data analysis* (development of the evaluation report). The process has of course been somewhat iterative in nature but its essence is succinctly summarised in Figure 3. The two processes of the desk review and the interviews enable a thorough assessment of the aforementioned three evaluation objectives.

**Fig 3. Process Map for Evaluation Methodology**



### 2.2. Development of data analysis tools: Document collection

The evaluation of the IP-TAD project has required the undertaking of a desk review by the consultant (see Section 2.4). The consultant was able to download and review most of the relevant documentation from the WIPO website, and requested any outstanding documentation from WIPO. Relevant documents for this project have included the project framework, progress reports and monitoring information.

### 2.3. Development of data analysis tools: Survey design

The evaluation of the IP-TAD project has required the interview of internal and external stakeholders (see Section 2.5). In parallel to the document collection, a questionnaire was thus designed which could be used as tool for the conduct of these interviews.

The consultant created the survey with the questions structured according to the relevant three sections set out in the Terms of Reference, namely: Project Design & Management, Effectiveness and Sustainability. Some questions were however added in order to reflect the Traffic Light System (TLS) assessment criteria that the consultant would use for the overall evaluation of the project. In consultation with WIPO, the consultant established a sample of the relevant internal and external stakeholders for the project to target for interview.

#### 2.4. Data collection: Desk review

For the purpose of the desk review, the documents collected (see Appendix C) were examined and the relevant data extracted from the documents. The consultant searched for information related to performance, project design, project management, results and implementation amongst other things. This data collection process in turn informed the data analysis efforts of the Draft Report (see Section 2.6).

#### 2.5. Data collection: Interviews

The consultant met with a range of WIPO staff during a field visit to Geneva on 8<sup>th</sup> March 2012 (see Appendix B). Meetings were held with some of the regional bureaus, project staff and other relevant WIPO staff. The consultant also undertook a number of telephone interviews with external stakeholders upon his return. These included independent consultants, a research institution and representatives of Member States. A larger sample of representatives from Member States was approached, but they were either unavailable for interview or were not familiar with the IP-TAD (or both).

#### 2.6. Data analysis: Synthesis of information and report writing

Based on the above data collection, the consultant prepared a Draft Evaluation Report following the requirements set out in the Terms of Reference and this was submitted to WIPO on 3 April 2012. Comments and factual corrections were provided by the WIPO Secretariat and then this Final Evaluation Report has been prepared by the consultant taking this feedback into account.

#### 2.7. Data presentation: Presentation at the ninth session of the CDIP

As part of the evaluation assignment, the consultant is required to present the Final Evaluation Report during the ninth session of the CDIP for which a slide pack of the main findings in the report will be included. The presentation will take place on a date to be confirmed between 7<sup>th</sup> and 11<sup>th</sup> May 2012.

### 3. KEY FINDINGS

This section summarises the key findings that have been gathered from the data collection, as well as interviews with internal and external stakeholders. The findings have been organised in the same manner as in the Terms of Reference and according to the categorisation of the survey questions. Since the IP-TAD database takes different forms for internal and external stakeholders, the discussions have been separated throughout to easily make the distinction.

#### 3.1 Project Design and Management

##### *3.1.1. Meeting WIPO requirements and delivering Value for Money*

In general terms, the IP-TAD can be seen within the context of WIPO's improved automation and IT-enabled innovations introduced in the last few years, which appear to be appreciated at large in increasing staff efficiency levels and allowing WIPO staff to have more time for "real work", interacting and collaborating with Member States. The IP-TAD has broadly met the

requirements established by Member States in the Third Session of the CDIP, and there is a perception at WIPO that Member States are satisfied with the database, and perhaps particularly its relatively quick creation in spite of some delays and delivery.

Throughout project implementation, the project team took a variety of measures to ensure that the project stayed within the agreed budget. Recognising the interconnectedness between Development Agenda Recommendations 5 and 6, the project team made a decision to implement both in unison by integrating the databases, thus providing a better overall service to WIPO and its Member States.<sup>1</sup> However, the identification and recruitment of the technical resources within the available budget was a substantial challenge, as it was not possible to secure IT contractors from the local market due to high costs. With the aim of maximizing value for money from the available budget, it was as such decided to adopt a more cost effective strategy, and this has resulted in the recruitment of one IT resource directly as a WIPO consultant, and one IT resource on an outsourcing contract with a company based in another country.

Even though this route took slightly longer than using local companies, it ensured that the project would stay within the original budget allocated for the IP-TAD project.<sup>2</sup> The Eighth Progress Report notes that: ‘the rationalization and coordination of the IT development work brought costs savings and efficiencies notably by using one project team for the implementation of the three Development Agenda Recommendations 5, 6 and 9.’<sup>3</sup> This did however mean that a three-month delay in the delivery of the system was created (see Appendix F for full timeline). The team furthermore made savings by using open source software or software already licensed to WIPO, and using existing WIPO computer hardware platforms.<sup>4</sup> Since the database came online, the project team has tested and added new software functionality upgrades.

External stakeholders have to a large extent expressed satisfaction with the technological capacity of the database, and the consultant received no reports of trouble-shooting, error-messages or database unavailability. There is furthermore general satisfaction surrounding the response time of the database.

### *3.1.2 Limitations in scope and content in original Project Document*

A major issue highlighted as part of the project planning and implementation is that the Project Document has not been a particularly useful guide for project implementation and assessment of results. The relatively short Project Document accords little attention to the origination of data and the data entry itself. The implementation of IP-TAD has consequently suffered from no project design phase and the overall project methodology was inadequately examined at the outset. Importantly, the project budget appears to have been determined somewhat arbitrarily, rather than having been based on likely costing.

### *3.1.3 Challenges in coordination with other corporate IT systems*

In the project timeline as outlined in Appendix F, the activities undertaken in the initial stages of project implementation included establishing the project team, meeting the project stakeholders,

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<sup>1</sup> WIPO Committee on Development and Intellectual Property (CDIP) Sixth Session, Progress Reports on Development Agenda Projects, Secretariat, 1<sup>st</sup> October 2010.

<sup>2</sup> WIPO Committee on Development and Intellectual Property (CDIP) Fourth Session, Progress Report on Projects for Implementation of Recommendations 2, 5, 8, 9, Secretariat, 23<sup>rd</sup> October 2009.

<sup>3</sup> WIPO Committee on Development and Intellectual Property (CDIP) Eighth Session, Progress Reports, Secretariat, 8<sup>th</sup> October 2011.

<sup>4</sup> WIPO Committee on Development and Intellectual Property (CDIP) Third Session, Project Documents for Implementation of Recommendations 2, 5, 8, 9, Secretariat, 30<sup>th</sup> March 2009.

gathering requirements, nominating and engaging with project user focal points, as well as producing a business requirement document.

There were also a number of technical meetings between the project team and the IT Services at WIPO to establish the specifications for the IT platform and to ensure the new system architecture would conform to WIPO standards. There was also agreement reached that this project would take responsibility for replacing an outdated and non-supported Roster of Consultants database known as CODIS. The project team had made an undertaking to ensure that all software would either use technologies existing already in WIPO or software that was freely available in a further effort to reduce the cost of the project.

A number of respondents highlighted the inadequacy of coordination between this project and other ongoing IT-solutions being implemented at WIPO. IP-TAD was indeed created as a separate ad hoc system, and it was noted by some that the project team could have improved coordination efforts with other management reform processes; and that the linking of activities to organizational results had been overlooked in the architecture of the database even though this was not an explicit specified requirement of the project.

Whether it would have been possible to coordinate the design of IP-TAD with other corporate IT systems initially or not, it is a fact that the IP-TAD project has created a parallel data capture system and as a result, a system of double entry of manual data. Indeed, the CDIP Sixth Session Progress Report notes that 'new modules developed for WIPO's financial system (AIMS) came on-line in parallel to this project and there is currently duplication in some of the data captured in the 2 systems.'<sup>5</sup> It is not clear that the project team would have been able to increase their coordination levels further than what was done, and it was envisioned in the System Overview and User Requirements Document that, if there were to be a phase II development of IP-TAD because the ERP project did not get approved, then 'the resulting system would be used to eventually replace the current paper based processing or working methods with a 'paperless system' (or less-paper) using electronic forms and electronic workflow techniques.'<sup>6</sup>

### *3.1.4 Inadequate monitoring and reporting tools, insufficient collaboration from WIPO staff*

During project implementation, project monitoring and reporting tools were found to be inadequate and the project team experienced generally insufficient levels of collaboration from WIPO staff at large. The project team established over 30 focal points throughout the organization to try and gain more user input and buy-in. However this was met with limited success as these resources were already fully occupied. The project formal monitoring system seems to have consisted only of short verbal and/or written updates to the CDIP, rather than a structured system of inception, milestone and periodic reporting. Whilst a completion report including self-assessment by the project team was produced, the Traffic Light System (TLS) missed some important indicators, which this evaluation has added (see Appendix A). The project methodology that was adopted was in-line with WIPO's standard project management methodology PRINCE II, however a number of important elements were already missing from the start. The project team simply assigned resources and monitored deadlines without getting into detailed project tracking as this was seen to be unjustified given that the project team consisted of just four people.

Although the project team has received excellent support from WIPO's ICT Department, it has encountered general resistance to providing the relevant information from departments

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<sup>5</sup> WIPO Committee on Development and Intellectual Property (CDIP) Sixth Session, Progress Reports on Development Agenda Projects, Secretariat, 1<sup>st</sup> October 2010.

<sup>6</sup> IP-TAD System Overview and User Requirements Documents.

managing technical assistance activities, and it was initially envisioned that it would be those departments that would do the data entry. Following several months of follow-up meetings and reminders, the project team eventually took over data entry in July 2011. As such, the risk identified in the Project Document of lack of data entry has indeed materialised as there is now a need to back-capture missing data. The reason for the unwillingness to collaborate could be that double data capture is perceived as tedious or that the information is too politically sensitive to publish (legal assistance for example). Currently, the project team is populating the database by copying and pasting from AIMS (Events and Contract information) and E-WORKS (Travel and Details of Participants and Experts) and following up with the individual officers responsible for particular activities to verify and validate information. However, AIMS is missing certain important functionalities such as being able to make a distinction between developed and developing countries, so the project team must manually decide which entries to discard.

## 3.2 Effectiveness

### *3.2.1 Benefits for internal horizontal communication and providing a cross-checking tool*

Some respondents observed that the database has been a useful tool in improving horizontal communication at WIPO by making information about their colleagues' work readily available. WIPO has indeed made a transition from relying on individuals as sources of technical assistance information to an increasingly automated system. IP-TAD was highlighted as being particularly helpful in preparing briefings for meetings between Member States from developing countries and the Director-General, where information on development co-operation activities is often required at very short notice. The database appears to also enable new WIPO staff to quickly become familiar with WIPO's past technical assistance activities. Lastly, IP-TAD enables WIPO to contribute to other initiatives for improving transparency of trade-related development co-operation, such as the WTO Global Technical Assistance Database (GTAD), thus increasing the reach and use of the data within the IP-TAD platform. In this context, it should however be noted that the information available in IP-TAD concerns only a sub-set of WIPO's technical assistance activities.

The project also provides an important tool for understanding what will be the requirements of the Development Sector with respect to the new ERP system, in particular the data that will be needed and the detail of the reporting.

### *3.2.2 Low usage internally and externally*

On 16<sup>th</sup> March 2012, there were 221 internal users registered for the Development Software System (DSS) which includes the IP-TAD. From the evaluation interviews with WIPO staff, the general internal usage appears relatively low throughout WIPO. The low usage of the IP-TAD amongst WIPO staff appears to be largely explained by the important observation that officers most directly involved in technical assistance activities (i.e. those in the regional bureaus) have access to far more sophisticated and extensive information systems (of various kinds, some informal, some formal) within their own departments. Equally, IP-TAD it is not particularly helpful in designing technical assistance activities, and only one respondent claimed to use the database for this purpose. The low usage of the IP-TAD amongst WIPO staff appears to be largely explained by the important observation that officers most directly involved in technical assistance activities (i.e. those in the regional bureaus) prefer to use their own informal information systems such as electronic or paper files and spreadsheets. Equally, IP-TAD does not appear to be used for the purpose of designing technical assistance activities.

Bureaus noted that the database provides sufficient information for short briefs and general overviews as noted above, but there was general agreement that it is not sufficiently detailed for the purposes of most staff. When WIPO staff must contact the relevant person or bureau *after* using the database, it appears more time-efficient to contact the person directly and immediately rather than use the database first. There was as such a general consensus that the stakeholders that will benefit most from the database would be external (e.g. Member States, civil society, private sector organisations). Since these were the stakeholders requesting the database in the first place, it is arguably appropriate that their requirements are met as a matter of priority.

It seems to be the case however, that the database has the potential to enhance its internal utility for example to assist with reporting requirements, and compiling statistics which can be used as indicators (e.g. finding out how many people have received training in Vietnam). There also appears to be demand for including ongoing and planned activities to improve WIPO-TAD's relevance to WIPO internally and these features have already been built within the database but are not used at this stage.

In terms of external usage, WIPO has provided statistics showing that from 1<sup>st</sup> January 2011 to 31<sup>st</sup> December 2011, the database has had 2,424 visits. We note however, that IP-TAD is poorly signposted on the WIPO website and has not been extensively marketed. The bounce rate (percentage of visitors who enter the site and leave immediately) is 38% (industry data monitoring across all websites suggests averages being approx 30%-40%). The average time spent on a page in general is 56 seconds. The consultant contacted around 15 Member States and country offices and half of the respondents said they had never used the database whereas a quarter responded that they rarely used it. The last quarter of the sample did not respond to the enquiry. Interestingly, WIPO has also notified the consultant that one IP office has made a formal request to acquire the software and database for its own use. From the evaluation interviews, those external users who do use the database use it to check what activities have already been undertaken in a given country, or on a given topic with the purpose of avoiding duplication and cross-checking activities rather than learning lessons and creating synergies and linkages. Since this is of course an objective of the project, the reasoning behind this perception is explored in the subsequent sections.

### *3.2.3 Omission and overlap in inclusion of technical assistance activities*

A number of respondents had reservations about using the database for important purposes because of uncertainties surrounding its completeness and accuracy. The Project Document does state that the aim is that 'all activities which are undertaken in the area of technical assistance should appear in the database'.<sup>7</sup> However, the Project Document also recognizes that 'historical data may not be as complete as data captured under the new system'.<sup>8</sup> There appears to be a perception that the database is incomplete and this lack of confidence in the database's comprehensiveness may explain why WIPO staff is hesitant to rely on it compared to existing practices. A recent evaluation of WIPO's development co-operation notes that a decision was made to focus on providing information from January 2009. This decision is however unsatisfactory, as it constrains the prospect for multi-year assessments of progress over time.<sup>9</sup>

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<sup>7</sup> WIPO Committee on Development and Intellectual Property (CDIP) Third Session, Project Documents for Implementation of Recommendations 2, 5, 8, 9, Secretariat, 30<sup>th</sup> March 2009.

<sup>8</sup> WIPO Committee on Development and Intellectual Property (CDIP) Third Session, Project Documents for Implementation of Recommendations 2, 5, 8, 9, Secretariat, 30<sup>th</sup> March 2009.

<sup>9</sup> An External Review of WIPO Technical Assistance in the Area of Cooperation for Development, Dr Carolyn Deere Birkbeck & Dr Santiago Roca, 31<sup>st</sup> August 2011.

It does however appear that there are ambitions for improvements in this respect as the 2012/2013 Program and Budget states that 'on-line databases provided *via* the Internet containing detailed information on WIPO's technical assistance activities (IP-TAD) and the organization's Roster of Consultants (IP-ROC) will provide Member States and the Secretariat with full access to information on *all* technical assistance activities undertaken by the Organization' [emphasis added].<sup>10</sup> It is recalled that the data available externally is a sub-set of that which is available internally and this is a policy decision.

Of our small sample, only five external stakeholders provided responses regarding satisfaction with the database relating to coverage. Four external stakeholders deemed the coverage of the IP-TAD 'inadequate' and one suggested it was 'adequate'. One respondent mentioned that only two out of the 25 activities he had undertaken in collaboration with WIPO had been included in the database. The general conclusion from this small set of responses from external stakeholders is that the database is incomplete, and that there needs to be clarity on the data coverage and the duration to increase the IP-TAD's credibility.

Concerns about accuracy and completeness do appear well-founded, and an the external review of WIPO technical assistance found that searching for 'equipment' on the IP-TAD from 2007 to 2010 yielded a list of only 21 activities from June 2009 to December 2010, all of which were in Africa, and this is still the case. As the evaluation observed; WIPO provides equipment and related support to IP offices across the world.<sup>11</sup> In addition to concerns about omissions of activities, the evaluation of WIPO's technical assistance activities also found there have been instances of overlap in the inclusion of certain activities.<sup>12</sup> According to the project team, the data is only complete from July 2011, which is the date that the team took over the responsibility for the data entry. Prior to that the data is incomplete because user focal points were not entering the data in a systematic way, and some refused to enter data.

### *3.2.4 Demand for greater activity-level information in IP-TAD*

As suggested above, a consistent response to our survey of internal users of the IP-TAD is the perception that there is insufficient information about individual activities on the database. As noted above, bureaus do not report that the database greatly improves their workflow since it does not provide important background information about activities such as financial information, outputs, deliverables and results. Although this was not within the original scope of the project, some internal users surveyed suggested that links to activity results should be incorporated into IP-TAD to enable lesson-learning. With respect to the particular issue of financial information, the project team had noted the past experience of the WTO GTAD, which removed financial information after the focus of the external database became narrowly about activity expenditure. Furthermore, the project team is of course acutely aware of the confidentiality issues surrounding many activity documents. Lastly, the project team has noted that the directive from the CDIP was for IP-TAD to include 'general information' and this does not necessarily include financial information and documentation which some Member States may deem sensitive and confidential.

However, even though the CDIP highlights that only 'general information' should be available, the Project Document does state that the database 'will include details of the activities such as general information on the activity, who requested the activity, objectives, expected outcomes, budget, recipients, participants, donors, experts, consultants, speakers, evaluation reports and

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<sup>10</sup> WIPO 2012/2013 Program and Budget, WIPO Member States, 29<sup>th</sup> September 2011.

<sup>11</sup> An External Review of WIPO Technical Assistance in the Area of Cooperation for Development, Dr Carolyn Deere Birkbeck & Dr Santiago Roca, 31<sup>st</sup> August 2011.

<sup>12</sup> An External Review of WIPO Technical Assistance in the Area of Cooperation for Development, Dr Carolyn Deere Birkbeck & Dr Santiago Roca, 31<sup>st</sup> August 2011.

other relevant documentation'.<sup>13</sup> This is clearly not the case at present, and for the database to fulfil its aim of lesson-learning as well as expanding its internal and external utility, the entry for each activity would need to become more detailed. The reason for this discrepancy is at least in part because the contents of what was going to be held in the database was reviewed and scaled back and this was confirmed by the Director General during the third session of the CDIP where he said that "WIPO shall display general information on all technical assistance activities on its website and shall provide on request for Member States, details of specific activities with the consent of the Member States and other recipients concerned for which the activity is implemented".<sup>14</sup> As a result, the database currently contains only limited information, and while it does provide the opportunity to upload all relevant activity documents (e.g. agenda, presentation slides, evaluations), few activities contain this information. Nonetheless, this could be changing as the Director-General's Report on the Development Agenda stated that 'the post-implementation stage is currently seeing some additional value-added enhancements being made to the system to cater to the internal needs of WIPO, in particular the uploading of information related to technical assistance activities during the planning stages and the monitoring of technical assistance activities throughout their life-cycle'.<sup>15</sup>

For external stakeholders, on the question pertaining to how useful the database is in providing information about WIPO's technical assistance activities and in using the database for designing future technical assistance activities, only three people (out of five respondents) responded 'somewhat useful' whereas two said 'not useful'. The reason for this dissatisfaction is that external stakeholders perceive that the most useful types of information are lacking and that what is currently online is only useful for cross-checking purposes and not for project design and lesson learning. Key documentation that is missing according to external stakeholders interviewed includes: detailed description of activity, list of main stakeholders, participants, presentation slides, evaluations and results, and budgetary information. As previously mentioned, this was deliberately removed by the Director General at the third session of the CDIP. It would arguably be useful to have a contact person for each technical assistance activity such that the relevant person could at the very least be easily contacted. Some respondents did however recognize the potential sensitivity of publishing such information. On the question of how useful the respondents believe the database is as a cross-reference tool to good practices and lessons learnt, two respondents answered 'somewhat useful' and three respondents answered 'not useful'. The external respondents also mentioned that creating synergies and linkages with WIPO's technical assistance work is problematic when the future activities are not listed.

### *3.2.5 User interface is not intuitive*

Another reason for the perception that the IP-TAD is not greatly useful in the design of technical assistance activities is that internal stakeholders are dissatisfied with the usability of the database. Indeed, it was suggested by some internal users that the categories used to classify activities are problematic and overlapping. For meetings there are 11 different options, which are difficult to distinguish from one another. Under 'mission' there are 29 different options (e.g. Advisory Mission and Advisory/Technical Guidance). According to the project team, these categories all exist because that is the terminology used by WIPO at present, but there is potential to simplify these. On a more overarching note, one respondent mentioned that WIPO is currently moving away from a focus on activities at present to an emphasis on Results Based

<sup>13</sup> WIPO Committee on Development and Intellectual Property (CDIP) Third Session, Project Documents for Implementation of Recommendations 2, 5, 8, 9, Secretariat, 30<sup>th</sup> March 2009.

<sup>14</sup> WIPO Committee on Development and Intellectual Property (CDIP) Third Session, Report, 16<sup>th</sup> November 2009.

<sup>15</sup> WIPO Committee on Development and Intellectual Property (CDIP) Seventh Session, Director General's Report on Implementation of the Development Agenda, Secretariat, 8<sup>th</sup> March 2011.



Management, and that as such the database is sub-optimal in using activities as its unit of organisation without reference to the wider results framework they sit within.

External stakeholders interviewed were also very concerned with the issue of categorisation. Distinguishing the various categories is seemingly so subjective and problematic that it is difficult to find certain activities. Furthermore, external stakeholders interviewed reported that they found it difficult to locate the database on the WIPO website. Lastly, the database is currently available only in English, and this does of course reduce its potential reach. The Sixth Progress report to the CDIP does note that 'the system interface still needs to be translated into French and Spanish.'<sup>16</sup>

### 3.3 Sustainability

#### 3.3.1 *Meeting demand*

The IP-TAD appears to have experienced a level of ongoing usage by both internal and external users since the project ended, and importantly, the continued updating and management of IP-TAD has been included in the budget for the current biennium. The database does appear to meet certain internal demands, and all respondents agreed that a database of technical assistance activities in itself is both desirable and useful. Nonetheless, due to the issues outlined above, the IP-TAD in its present form perhaps is more relevant to the use of external stakeholders. There are a few issues relating to the IP-TAD's sustainability outlined below that are preventing the database from enjoying continuous use by internal stakeholders and from being perceived as sustainable. A better understanding of the underlying factors which affects the sustainability of the database, both from external and internal usage point of view is critical for moving forward with the ERP to ensure that the future organization-wide planning system duly incorporates the lessons learned from this project.

The database does also appear to meet an external demand for information about activities undertaken by WIPO. At the moment, this information serves the purpose of avoiding duplication with external stakeholders' own activities and of ensuring a greater degree of transparency regarding WIPO's technical assistance activities with developing countries.

#### 3.3.2 *Unsustainable manual input*

The IP-TAD currently requires manual input of data, and this is a heavy expense, which is likely to be unsustainable in the long term, especially as this increasingly would mean a duplication of efforts with the ERP system. WIPO staff appears unwilling to upload the relevant documentation to the database since this has already been attempted.

#### 3.3.3 *Insufficient marketing to external users and stakeholders*

The database is currently not marketed sufficiently well to enjoy continuous and extensive usage by a large number of external stakeholders. The database is poorly signposted on the WIPO website not linked to country profiles and other relevant databases in a way that encourages its active use. It appears that officials from capitals in particular are likely to not be aware of the database, and it was mentioned that an entire WIPO region was not using it.

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<sup>16</sup> WIPO Committee on Development and Intellectual Property (CDIP) Sixth Session, Progress Reports on Development Agenda Projects, Secretariat, 1<sup>st</sup> October 2010.

### 3.3.4 *Unwillingness to engage with the technology*

There appears to be a further issue surrounding the unwillingness to engage with new technology on the behalf of some staff at WIPO. It was mentioned that a demonstration of the IP-TAD was given initially, but the subsequent software updates were difficult to follow and use without further training (the updates are listed in Appendix E). There does appear to be a reluctance to engage with the new technology from some staff, but it was mentioned that an IP-TAD project team member has in the past agreed to compile hard copy reports of requested information from the database, which does seem to go against the database's *raison d'être*.

External stakeholders did not mention a similar unwillingness to engage with the technology. When asked about the sustainability of the database, most external stakeholders responded that if the database coverage in terms of breadth and depth can be improved, it will be sustainable and much more extensively used and appreciated. Clearly there is important untapped potential here for IP-TAD.

## 4. CONCLUSIONS AND LESSONS

This section aims to draw some overarching conclusions and lessons based on the above findings. Subsequently, some recommendations are made in the final section.

### 4.1. *Provision of institutional knowledge*

The Project Document states that the objective relating to institutional knowledge should be that 'institutional knowledge of all technical assistance activities will be available for use by WIPO and other interested parties for designing and implementing future technical assistance activities.'<sup>17</sup>

The project and the database can be considered to be a tangible and concrete step in the direction of solidifying institutional knowledge in that it makes available information about WIPO technical assistance that was not previously readily accessible in the public domain, and by centralising this information, making it easy to share information horizontally for example with new WIPO staff.

However, as seen in section 3.2, the institutional knowledge provided is incomplete in the sense that there are important omissions noted by both internal and external stakeholders regarding their respective views of the database. There is also insufficient activity detail, which again reduces the utility of the institutional knowledge provided. It is likely that these reasons are main causes that the database is relatively infrequently used.

### 4.2 *Increasing availability of WIPO technical assistance information*

The Project Document states that 'information on performance and results achieved will be made available and can be used when designing future technical assistance activities. Lessons learned will provide valuable insights in this respect and they will be readily available to all stakeholders in future activities.'<sup>18</sup>

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<sup>17</sup> WIPO Committee on Development and Intellectual Property (CDIP) Third Session, Project Documents for Implementation of Recommendations 2, 5, 8, 9, Secretariat, 30<sup>th</sup> March 2009.

<sup>18</sup> WIPO Committee on Development and Intellectual Property (CDIP) Third Session, Project Documents for Implementation of Recommendations 2, 5, 8, 9, Secretariat, 30<sup>th</sup> March 2009.

The database has of course increased the availability of technical assistance information, but it seems the database is used more as a cross-checking tool to avoid duplication of future activities rather than an instrument useful for the design of future technical assistance activities as envisaged, and this is largely because the information contained in the database is neither sufficiently detailed nor comprehensive.

The database has increased the availability of the WIPO technical assistance information, as it makes available for internal and external stakeholders information about various activities undertaken by WIPO. This is of course progress compared to what was previously available. However, neither internal nor external stakeholders use the database for the purpose of gauging the performance and lessons learnt of WIPO's technical assistance in order to learn from previous activities for future technical assistance activities. This is, as highlighted in section 3.2, because there is insufficient detail provided about each activity.

#### *4.3 Ensuring the transparency of WIPO technical assistance activities*

The Project Document states that 'the transparency of technical assistance activities will be in keeping with best practices of other technical assistance providers and has been requested by Member States.'<sup>19</sup>

Importantly, the IP-TAD does appear to have met the demand for more transparency in technical assistance activities and it makes available to all WIPO's technical assistance activities, but the transparency can only be said to be as complete as the contents of the database itself, which is at this stage appears only partial.

The IP-TAD has increased the transparency of WIPO's technical assistance activities by making information about individual activities available and it seems some developing countries are making claims for more technical assistance based on findings in the database.

## 5. RECOMMENDATIONS

This section aims to outline some key recommendations that can be made in order to increase the relevance and reach of the IP-TAD for its internal and external stakeholders.

### *5.1 Strengthening WIPO project documents and project inception*

An important lesson that can be drawn from the findings presented in section 3.1 is that in the future, projects of similar design and scope to IP-TAD should have more elaborate project documents with a methodology and clear budgetary framework that have been based on detailed specifications and costings. In situations where project documents are not elaborated, the Secretariat should ensure that these projects have an inception phase that allows sufficient time and budget for the specification of the project, as well as review and option-selection by senior managers. A project inception and specification phase and report could even be made mandatory for all future CDIP projects, which should cover agreed scope, design and budget amongst other things. Furthermore, it is important that key stakeholders are involved in these projects from the beginning – internal as well as external – to ensure buy-in and the sustainability of projects. In this vain, future projects should also consider what other initiatives

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<sup>19</sup> WIPO Committee on Development and Intellectual Property (CDIP) Third Session, Project Documents for Implementation of Recommendations 2, 5, 8, 9, Secretariat, 30<sup>th</sup> March 2009.

are in the pipeline (IT or other) and make a conscious decision to proceed, or not with the project.

## *5.2 Writing the final chapter – a Roadmap Transition Plan for IP-TAD*

Clearly, there are a number of limitations and challenges with the existing IP-TAD, not least relating to its sustainability and cost as a stand-alone manually-based system. At the same time, what appears to be certain already at this stage is that it would be undesirable for both internal and external users to close down the IP-TAD in its current form, whether in anticipation of a better system or permanently. However, we understand that the ERP project planning process has so far not reached a definitive position as to how and when a similar database view to the IP-TAD can be brought online.

For these reasons, it is recommended that a Roadmap Transition Plan should be created in the form of an Options Paper, which should indicate the various alternatives for synchronising and/or integrating the IP-TAD with the ERP. This paper should be developed and presented to the senior management team during 2012, which should decide if, when and how the existing IP-TAD database should merge with the ERP, or be retained as an archive for older year data.

## *5.3 Meeting user requirements*

Whichever option from the proposed Roadmap Transition Plan for IP-TAD is chosen, the technological solution would necessarily need to take into account the findings of this evaluation relating to the implementation of the project and the user requirements for information. Firstly, in order to increase the usage and relevance of the IP-TAD or its replacement as part of the ERP, the set of activities included must be as complete as possible, although user 'wish lists' do of course need to be aligned with organisational policy. Furthermore, in order to reach its goal of providing information about lesson learning, the technical assistance activities will necessarily need to include more information such as results and the database must become more user friendly in terms of categorisation and presentation of information. It would also mean the database should include planned activities.

This is hopefully where the ERP could take over, and data capture could be done as part of the workflow and approval process rather than after completion, which is now the case. However to achieve the 'lessons' learned' goal, there will also need to be a more systematic effort in undertaking evaluations of WIPO's TA activities. The categorisation of activities should be improved and streamlined, and there should be a way of separating regional and national activities. The issues surrounding data entry will necessarily need to be resolved as well.

Together, these changes could ensure that stakeholders not only use the database for cross-checking purposes to avoid overlaps, but they could also learn lessons from WIPO's technical assistance activities, and also create synergies and linkages with their own projects.

## *5.4 Improving marketing & signposting*

The IP-TAD, or its replacement as part of the ERP, must also become more widely known in order to increase its relevance. Marketing of the database is best considered in a wider context of marketing WIPO technical assistance overall, and a long-term goal could be to undertake wider marketing efforts relating to the IP-TAD such as an annual statistics product with technical assistance activities. A short-term goal in this respect could be to increase the visibility of the IP-TAD on the WIPO website as a number of external stakeholders found it difficult to locate.

**APPENDIX A: TRAFFIC LIGHT ASSESSMENT**

****	***	**	NP	NA
<b>Fully achieved</b>	<b>Strong progress</b>	<b>Some progress</b>	<b>No progress</b>	<b>Not yet assessed/discontinued</b>

<u>Project Outputs</u> (Expected result)	<u>Indicators of Successful Completion</u> (Output Indicators)	<u>Self Evaluation</u>	<u>Self Evaluation TLS</u>	<u>Independent Evaluation</u>	<u>Ind. Evaluation TLS</u>
1. Software meets user functional specifications	Software stable and free from errors and bugs	System completely stable. No bugs identified.	****	System completely stable. No bugs identified.	****
	Software performs to acceptable levels in terms of response time when retrieving data	Achieving sub-second responses to complex searches. Other system functions perform as expected.	****	Achieving sub-second responses to complex searches. Other system functions perform as expected. Respondents suggested the processing time is adequate.	****
	Target for retrievals: Sub-second for each query	Achieved even for complex queries and searches.	****	Achieved even for complex queries and searches. Respondents suggested the processing time is adequate	****
2. Database functional	Database able to store and retrieve data as specified and the data retrieved should be accurate and complete	All specified data is stored and retrieved accurately.	****	All specified data is stored and retrieved accurately. The database is only partially complete.	***
	Database performance acceptable in terms of availability and retrieval times	Database availability is > 99.9% 7 days a week.	****	Database availability is > 99.9% 7 days a week.	****
	Target for availability: 99.9% 7 days per week. Target for retrievals: Sub-second for each query	Searches/queries have sub-second response times.	****	Searches/queries have sub-second response times.	****

<u>Project Outputs</u> (Expected result)	<u>Indicators of Successful Completion</u> (Output Indicators)	<u>Self Evaluation</u>	<u>Self Evaluation TLS</u>	<u>Independent Evaluation</u>	<u>Ind. Evaluation TLS</u>
3. Institutional knowledge of all technical assistance activities available for use by WIPO and other interested parties	Data accessible as specified to both internal and external users	Internal Users access the data via the WIPO intranet and external users access the data via the WIPO public web-site.	****	Internal Users access the data via the WIPO intranet and external users access the data via the WIPO public web-site.	****
	Data kept up to date at regular intervals is relevant and complete	Data is regularly captured into the system. New features will be added during the post-implementation stage to capture certain data from other WIPO corporate IT systems as part of the activity workflow.	****	Data is regularly captured into the system. Respondents are generally dissatisfied with the coverage of activities – no respondent suggested the database is complete. Stakeholders suggest the information provided is not sufficiently detailed.	***
4. Security/confidentiality ensured	Access to Data meets WIPO security requirements as well as any additional security/confidentiality requirements as specified	System has been cleared by the WIPO IT Security Section prior to release.	****	System has been cleared by the WIPO IT Security Section prior to release.	****
5. Database scope	The database is well integrated into the overall system currently being implemented by WIPO			The database is not well integrated into the work flow of WIPO staff – a separate member of staff is uploading the information to the database. There does not appear to be a plan for the future integration of the database into the ERP.	*

<u>Project Outputs</u> (Expected result)	<u>Indicators of Successful Completion</u> (Output Indicators)	<u>Self Evaluation</u>	<u>Self Evaluation TLS</u>	<u>Independent Evaluation</u>	<u>Ind. Evaluation TLS</u>
6. Value for Money	The project can be said to have been a good investment and delivers VfM.			The project meets a demand for information in both internal and external stakeholders but at present does this to an incomplete extent.	***
7. Project Document	The initial Project Document has been useful in guiding project implementation and for assessing results achieved.			The Project Document was short and imprecise, and provided little guidance for project implementation.	*
8. Monitoring tools	The project monitoring, self-evaluation and reporting tools have been useful in providing the project team and key stakeholders with relevant information for decision-making.			There have been few monitoring tools, and these have remained largely unused.	*
9. Enabling implementation	Other entities within the Secretariat contribute to and enable an effective and efficient project implementation.			There appears to have been an unwillingness to collaborate in project implementation.	*
10. Updating the database	The database is regularly updated. Measures to ensure this is the case have been put in place.			The database is regularly updated by a separate member of WIPO staff. It is likely that this member of staff is unable to capture all technical assistance activities.	***
11. Responding to external forces	The project has been responsive in responding to emerging trends, technologies and external forces.			The project has provided updated in line with user requirements, but still lack certain functions required by users.	***

<u>Project Objective(s)</u>	<u>Indicators of Success in Achieving Project Objective(s)</u> (Outcome Indicators)	<u>Self Evaluation</u>	<u>Self Evaluation TLS</u>	<u>Independent Evaluator Assessment</u>	<u>Independent Evaluator TLS</u>
<p>Institutional knowledge of all technical assistance activities will be available for use by WIPO and other interested parties for designing and implementing future technical assistance activities.</p>	<p>New technical assistance (TA) activities systematically cross-refer to the experience made and lessons learnt in other WIPO TA activities, including good practice, and where possible, taken into account when planning and designing new activities.</p>	<p>Information can be retrieved by a number of different criteria which enables access to past activity data for similar or related technical assistance activities. The database is capable of storing and retrieving any documents related to a particular activity such as evaluation reports, progress reports, lessons learnt etc.</p>	<p>****</p>	<p>Information can be retrieved by a number of different criteria which enables access to past activity data for similar or related technical assistance activities. Neither the internal nor the external versions of the database provide adequate additional information required by users.</p>	<p>**</p>
<p>Information on performance and results achieved will be made available and can be used when designing future technical assistance activities. Lessons learned will provide valuable insights in this respect and they will be readily available to all stakeholders in future activities.</p>	<p>The database includes information about results, performance and lessons learned. It is simple to use the database to extract lessons learned. Database well used by WIPO internal users. The Secretariat and Member States are likely to keep using the database.</p>	<p>Any authorized WIPO staff member may have full access to the database which can contain any type of information related to an activity e.g. evaluations, reports and can use that information when planning future technical assistance activities.</p> <p>201 internal users are using the database.</p>	<p>****</p>	<p>The database is not particularly well-used by internal WIPO-staff and does not provide sufficient information to extract lessons learnt.</p>	<p>**</p>



<u>Project Objective(s)</u>	<u>Indicators of Success in Achieving Project Objective(s)</u> (Outcome Indicators)	<u>Self Evaluation</u>	<u>Self Evaluation TLS</u>	<u>Independent Evaluator Assessment</u>	<u>Independent Evaluator TLS</u>
<p>Transparency of technical assistance activities will be in keeping with best practices of other technical assistance providers and has been requested by Member States.</p>	<p>The data contains sufficient detail on technical assistance activities to satisfy the needs of all stakeholders, in particular Member States.</p>	<p>The database contains as much detail as possible on all WIPO technical assistance activities and this will be in line with best practices of other technical assistance providers and the need for transparency requested by Member States.</p>	<p>****</p>	<p>Only a small number of Member States were interviewed as part of this evaluation. However, it is noted that through the CDIP meetings Member States have been generally positive about IP-TAD.</p>	<p>***</p>
	<p>Database well used by external users. The external stakeholders are likely to keep using the database.</p>	<p>Technical Assistance Database: 1,832 page views in 2011 (Jan 1 – Sept 28).  Roster of Consultants: 943 page views in 2011 (Jan 1 – Sept 28)</p>	<p>NA</p>	<p>Database is relatively unknown amongst external stakeholders contacted for this evaluation and is lightly used. To ensure increased and sustained usage, the database must provide more complete and detailed information and be better signposted and marketed.</p>	<p>**</p>

[Appendix B follows]

**APPENDIX B: PEOPLE CONSULTED**

*[Please note that this section will be elaborated in the final version of the Evaluation Report]*

<b>Name</b>	<b>Title</b>	<b>Date</b>
Johan Mariussen	Deputy Director, Administration and Management Sector, Information and Communication Technology Department, Business Solutions Management Service	8 <sup>th</sup> March 2012
Kifle Shenkoru	Director, Director General, Development Sector, Division for Least-Developed Countries	8 <sup>th</sup> March 2012
Ranjana Abeyssekera	Director, Director General, Development Sector, Regional Bureau for Asia and the Pacific	8 <sup>th</sup> March 2012
Allan Roach	Project Director, Development Sector, Office of the Deputy Director General, Technical Assistance Database Projects	8 <sup>th</sup> March 2012
Carlos Mazal Casella	Director, Director General, Development Sector, Regional Bureau for Latin America and the Caribbean	8 <sup>th</sup> March 2012
Maya Catharina Bachner	Head, Administration and Management Sector, Resource Planning, Program Management and Performance Division, Program Management and Performance Section	8 <sup>th</sup> March 2012
Chitra Narayanaswamy	Director, Director General, Administration and Management Sector, Resource Planning, Program Management and Performance Division	8 <sup>th</sup> March 2012
Herman Ntchatcho	Senior Director, Director General Development Sector, Regional Bureau for Africa	8 <sup>th</sup> March 2012
Marcelo Augusto Di Pietro Peralta	Director, Director General, Development Sector, WIPO Academy	8 <sup>th</sup> March 2012
Geoffrey Onyeama	Deputy Director General, Director General, Development Sector	8 <sup>th</sup> March 2012
Samer Al-Tarawneh	Counsellor, Regional Bureau for Arab Countries	8 <sup>th</sup> March 2012
Ron Marchant	Independent Consultant	26 <sup>th</sup> March 2012
Arno Hold	Programme Director, World Trade Institute	26 <sup>th</sup> March 2012
Virag Halgand Dani	Permanent Mission of Hungary to the WTO	26 <sup>th</sup> March 2012
Todd Reeves	Intellectual Property Attaché, US Mission in Geneva	27 <sup>th</sup> March 2012
Charles Schwartz	International Business Environment Adviser	15 <sup>th</sup> March 2012
Pierre Arhel	Counsellor, IP Division, World Trade Organisation	13 <sup>th</sup> March 2012
Ahmed Latif	Senior Programme Manager, Programme on innovation, Technology and Intellectual Property, ICTSD	5 <sup>th</sup> April 2012

**APPENDIX C: DOCUMENTS CONSULTED**

*[Please note that this section will likely be elaborated in the final version of the Evaluation Report]*

<b>Title</b>	<b>Date</b>	<b>Author</b>	<b>Commissioned By</b>
WIPO Committee on Development and Intellectual Property (CDIP) Third Session, Project Documents for Implementation of Recommendations 2, 5, 8, 9.	30 <sup>th</sup> March 2009	Secretariat	N/A
WIPO Committee on Development and Intellectual Property (CDIP) Fourth Session, Progress Report on Projects for Implementation of Recommendations 2, 5, 8, 9.	23 <sup>rd</sup> October 2009	Secretariat	N/A
WIPO Committee on Development and Intellectual Property (CDIP) Fourth Session, Report.	22 <sup>nd</sup> June 2010	WIPO	N/A
WIPO Committee on Development and Intellectual Property (CDIP) Sixth Session, Progress Report on Recommendations for Immediate Implementation.	2 <sup>nd</sup> October 2010	Secretariat	N/A
WIPO Committee on Development and Intellectual Property (CDIP) Eighth Session, Progress Reports.	4 <sup>th</sup> October 2011	Secretariat	N/A
An External Review of WIPO Technical Assistance in the Area of Cooperation for Development.	31 <sup>st</sup> August 2011	Dr Carolyn Deere Birkbeck & Dr Santiago Roca	WIPO
Statistics on database usage [awaiting receipt from WIPO]	N/A	N/A	N/A
WIPO Roster of Consultants, System Overview and Business Requirements Document.	9 <sup>th</sup> October 2009	N/A	N/A
IP-TAD System Overview and User Requirements Documents.	N/A	N/A	N/A
The Technical Assistance Principles of the WIPO Development Agenda and their Practical Implementation, ICTSD, Issue Paper No 28	March 2010	Dr Carolyn Deere Birkbeck & Ron Marchant	ICTSD

Title	Date	Author	Commissioned By
WIPO Committee on Development and Intellectual Property (CDIP) Sixth Session, Progress Reports on Development Agenda Projects.	1 <sup>st</sup> October 2010	Secretariat	N/A
WIPO Committee on Development and Intellectual Property (CDIP) Seventh Session, Director General's Report on Implementation of the Development Agenda.	8 <sup>th</sup> March 2011	Secretariat	N/A
WIPO Committee on Development and Intellectual Property (CDIP) Seventh Session, Draft Report.	8 <sup>th</sup> December 2011	Secretariat	N/A
WIPO 2012/2013 Program and Budget	29 <sup>th</sup> September 2011	WIPO Member States	N/A
WIPO Committee on Development and Intellectual Property (CDIP) Third Session, Report.	16 <sup>th</sup> November 2009	Secretariat	N/A

[Appendix D follows]

**APPENDIX D: INTERVIEW QUESTIONS**

**PROJECT DESIGN AND MANAGEMENT (PROJECT TEAM ONLY)**

1. How appropriate has the initial project document proved as a guide for project implementation and for the assessment of results achieved?

****	***	**	*	N/A
Very appropriate	Appropriate	Somewhat Appropriate	Not Appropriate	Don't Know

**Comment:**

2. How useful have the project monitoring, self-evaluation and reporting tools been in providing the project team and key stakeholders with relevant information for decision-making purposes?

****	***	**	*	N/A
Very useful	Useful	Somewhat Useful	Not Useful	Don't Know

**Comment:**

3. To what extent have other entities within the Secretariat contributed to and enabled an effective and efficient project implementation?

****	***	**	*	N/A
Extensively	Adequately	Somewhat	Inadequately	Don't Know

**Comment:**

4. How often is the database updated? Is it in your opinion sufficiently often? How does WIPO ensure that it is regularly updated?
5. How has the project responded to emerging trends, technologies and external forces?
6. Does the database meet WIPO security requirements?
7. Is the database well integrated into the overall system currently being implemented by WIPO?
8. In your opinion, does the project deliver Value for Money (VfM)?

**EFFECTIVENESS (ALL STAKEHOLDERS)**

9. How would you describe the database's coverage of technical assistance activities? Are there WIPO technical assistance activities that you are aware of that have not been covered in the database?

****	***	**	*	N/A
Complete	Good	Adequate	Inadequate	Don't Know

**Comment:**

10. How effective and useful is the database in providing information about WIPO's technical assistance activities, which can be used for planning and designing future technical assistance activities? How frequently do you use the database for this purpose?

****	***	**	*	N/A
Very useful	Useful	Somewhat Useful	Not Useful	Don't Know

**Comment:**

11. How useful do you find the database as a tool to cross-refer to the good practices, experiences made and lessons learnt in other WIPO technical assistance activities?

****	***	**	*	N/A
Very useful	Useful	Somewhat Useful	Not Useful	Don't Know

**Comment:**

12. How often do you use the database, and how much do you believe others use it in your field?

13. Have you ever received troubleshooting or error messages when using the database? If so, what were they related to?

14. How satisfied have you been with the processing time of the database searches?

****	***	**	*	N/A
Very satisfied	Satisfied	Somewhat Satisfied	Dissatisfied	Don't Know

**Comment:**

15. Does the data retrieved from the database include the complete data set of data it promises to deliver?

16. Have you ever experienced that the database was not available?

17. Have you been able to easily find the database on the WIPO web page [if external] and on the WIPO intranet [if internal]?

**SUSTAINABILITY (ALL STAKEHOLDERS)**

18. How likely do you believe it is that the database will continue to be used by the Secretariat and Member States?

****	***	**	*	N/A
Very likely	Likely	Somewhat Likely	Unlikely	Don't Know

**Comment:**

19. How likely do you believe it is that the database will continue to be used by external stakeholders?

****	***	**	*	N/A
Very likely	Likely	Somewhat Likely	Unlikely	Don't Know

**Comment:**

[Appendix E follows]



**APPENDIX E: LIST OF SOFTWARE UPDATES**

Date	Update
	<p><b>Work plan functionality</b> (new feature):</p> <ul style="list-style-type: none"> <li>- Program Code maintain screen to create and update Program code and work plan can be accessed from new <a href="#">menu Activities-&gt;Maintain Program Code</a></li> <li>- Upload work plan data from excel sheet (pre-decided template) can be accessed from <a href="#">new menu Activities -&gt; Upload Workplan</a> <ul style="list-style-type: none"> <li>i) Review before import</li> <li>ii) Possible to edit each row before import</li> <li>iii) Delete any row before import</li> <li>iv) Import comment gives idea about the health of each row on their readiness to be imported</li> <li>v) Duplicate check from database and warning for possible duplicate rows; (Currently implemented but it takes a lot of time; need to be discussed whether to keep it or removed)</li> <li>vi) Summary of imported row</li> </ul> </li> <li>- Associating existing Activity with its Work plan or possibility to associate work plan while creating new activity. Selection list is given to search and select the work plan for which the activity has taken place or is going to take place. While selecting the work plan possibilities are made so that the beneficiary country in the Work plan can be copied to the actual activity.</li> <li>- From Maintain Program Code one can directly launch Activity Create screen to create an activity of the particular work plan.</li> <li>- Activity Search Screen includes search by Program Number criteria; This will search through the child program code also; e.g. if there is a work plan 9.2 which is child of Program number 9 then selecting search criteria for 9 for program number will also include the result of work plan 9.2</li> <li>- Imported Work plan from excel can be viewed in the Maintain Program code screen.</li> </ul>
20.04.2011	<p><b>Delete functionality</b> (new feature)</p> <ul style="list-style-type: none"> <li>- New screens for Deletion of records for Person, Engagement, Assignment, and Activity Catalog &amp; Activity Offering are introduced.</li> <li>- Review before deletion functionality allows user to see what would be the effect of the deletion;</li> <li>- In earlier system, the problem of reference record stopped user to delete any record; the user was forced to first remove or delete the referred record before deleting the desired record; DSS has made this process easier; whenever you try to delete it will give you the delete summary page which will display the child and parent reference in <b>tree view</b>; User can then select nodes and can proceed for deletion; For e.g. If I want to delete a person I need to delete its all engagement and assignment before I delete that person; the tree view of DSS will provide that person hierarchy in tree view displaying Person-&gt;Engagement(s)-&gt;Assignment(s);</li> <li>- Logical deletion &amp; Physical deletion (only admin) is possible; Only Admin will be able to check a checkbox which suggest "Delete Permanently"</li> <li>- DSS Home page has been a given a spring new look</li> <li>- DSS statistics on the home page</li> <li>- Search Criteria Activity Sector in Activity Search screen now also searches the child sectors on selecting the parent sector</li> </ul>
	<p><b>Search functionality</b> (new feature)</p> <ul style="list-style-type: none"> <li>- Version 2.0 has another new feature which contains a search screen for work plan accessible from left quick menu from Main Menu-&gt;Search-&gt;Search Work plan;</li> <li>- The things to notice in the search are: <ul style="list-style-type: none"> <li>i) The search result not only displays the matching work plan but it also displays the Activity records that are based on that work plan in the same grid. (+) icon is visible in the first column if there are activities which are organized based on the respective work plan;</li> <li>ii) It can search in two different ways depending on the selection of the radio button;</li> </ul> </li> </ul>

Date	Update
	<p>iii) Display all matching Work plan but Filter Activity records under Work plan by activity criteria. When this radio is selected the records matching the Work plan criteria will be fetched however the filter will be applied on the child records of the activity;</p> <p>v) Display only those Work plan which matches both Work plan and Activity filter criteria. When this radio is selected then the work plan will be visible if it satisfies both the criteria's; Thus if this radio selected and user does not enter any criteria on the activity then all the work plan which are converted to activities will be visible.</p>
02.08.2011	New screen "Create Person record quickly" to create a person while assigning multiple participants to an Activity. Participant designation and employment details for that assignment can also be defined.
	Mandatory requirement of Matricule Number is relaxed for participant.
	Activity Search Result and Person Search Result now display the number of attached documents.
	New screen to create multiple assignments with different activities under single engagement.
	E work Event Id field added in the Activity screen which holds the reference of the corresponding EVENT Id of the EWORKS system. The field is also added to the search activity screen as criteria of search.
	Automated process to set the status of Activity to "Completed" which were "Planned with Date" and their end date has passed. This process will run every 24 hours.
	Changes suggested by WTO for the data export excel is implemented.
	It is now possible to mark or flag the rows that are exported for WTO.
	<p><b>Bugs Resolved:</b></p> <ul style="list-style-type: none"> <li>- Bugs in creation of assignment for participant from Multiple Assignment screen are resolved.</li> <li>- Error in deletion of Activity is resolved.</li> <li>- Few other minor bugs are also resolved.</li> <li>- Switching of URL from intranet to applsrv8 due to which VPN was not accessible is resolved.</li> </ul>
	DDMS Changes: Document search screen now also search on Primary ID.

[Appendix F follows]

**APPENDIX F: MILESTONES RELATED TO IP-TAD AND IP-ROC**

Milestone	Date
<ul style="list-style-type: none"> <li>- Project start-up. Appointment of PM and final approval of budgets</li> <li>- Recruitment of the internal team through re-deployment of existing staff</li> <li>- Develop project initiation documents and specifications</li> <li>- Recruit On-site Business/Systems Analyst (1)</li> <li>- Identifying Users and stakeholders and initial requirements gathering</li> </ul>	Jan-Jul 2009
<ul style="list-style-type: none"> <li>- Contract on-site developer resource (Narul from Trigyn India) for DSS arrived (14 days)</li> <li>- Introduction to Project and WIPO infrastructure</li> </ul>	Aug 2009
<ul style="list-style-type: none"> <li>- Narul went back to offshore</li> <li>- Study on old CODIS system and redesigning plan</li> <li>- Primary table structure and business models planned</li> </ul>	Sep-Dec 2009
<ul style="list-style-type: none"> <li>- Narul arrived onsite resource arrived</li> <li>- Project Initiation</li> <li>- Meeting the project stake holders</li> <li>- Requirement gathering and meeting the projects users</li> <li>- Producing Business Requirement Documents</li> </ul>	Jan 2010
<ul style="list-style-type: none"> <li>- Incorporating the issues raised by user on Business Requirement Documents</li> <li>- Analysis &amp; Design of DSS</li> <li>- Building up and preparing the infrastructure and setup required for the projects deployments with the Network Team</li> <li>- Framework development and Parallel development of Business modules started</li> </ul>	Feb-Mar 2010
<ul style="list-style-type: none"> <li>- Full fledged development</li> <li>- Introduction of offshore resource Sreerama MURTHY (Trigyn)</li> </ul>	Apr-May 2010
<ul style="list-style-type: none"> <li>- Development &amp; Testing</li> </ul>	Jun 2010
<ul style="list-style-type: none"> <li>- Moving forward towards final production deployment.</li> <li>- DSS first version released officially for testing and production on <b>July 21<sup>st</sup> 2010</b></li> <li>- Initiation for Document upload management application (DDMS)</li> </ul>	Jul 2010
<ul style="list-style-type: none"> <li>- Design and Development of Public Website (IP-TAD &amp; IP-ROC) with assistance from ICT department</li> <li>- Development of Document management system (DDMS). [Note: The August holiday period delayed final web-site release by approximately 6 weeks. The work had to be done by resources external to the team.]</li> </ul>	Aug 2010
<ul style="list-style-type: none"> <li>- Setting up Infrastructure for Public website with assistance form the ICT department</li> <li>- Coordinating with Internet publication team on design issues and getting final security clearance</li> <li>- Release of IP-TAD and IP-ROC (Public website)</li> </ul>	Sep 2010
<ul style="list-style-type: none"> <li>- Sorting out minor issues for the public websites with Serena and Sebastian</li> <li>- Public website IP-TAD &amp; IP-Roc officially launched on <b>18<sup>th</sup> October 2010</b></li> </ul>	Oct 2010