

Guidebook for preparation, implementation and evaluation of Development Agenda projects



Guidebook

**For preparation, implementation and
evaluation
of Development Agenda projects**

Prepared in the context of the Development Agenda Project on Tools for Successful DA Project Proposals.

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In 2007, the Member States of WIPO adopted the Organization's Development Agenda (DA). Since then, development is placed at the core of all of WIPO's activities. DA is implemented through projects proposed by the WIPO Secretariat and Member States.

PREFACE

This Guidebook¹ has been prepared in the context of the Development Agenda (DA) Project on Tools for Successful DA Project Proposals, approved by the Committee on Development and Intellectual Property (CDIP) in November 2019. It intends to guide users throughout the entire DA project lifecycle, that is: project preparation, implementation, monitoring and evaluation. The Guidebook is part of a support package prepared for Member State representatives, WIPO staff contributing to DA projects at any stage of their lifecycle, and DA project evaluators. It is complemented by a distance learning (DL) course and an online searchable catalogue on DA projects and outputs.

The Guidebook has three main parts:

Part I introduces WIPO's DA and guides Member States through the process of developing DA project proposals and obtaining their approval in the CDIP.

Part I covers Chapters 1 to 4, which explain the following:

- How to prepare a DA project concept using this Guidebook
- Where to get assistance during the preparation and approval processes
- Which practical skills are needed to transform a DA project concept into a DA project proposal
- How to get a DA project proposal approved

Part II primarily addresses those responsible for managing DA projects, including those in participating countries. It explains how to operationalize, implement, monitor, and close a DA project. In addition, by explaining key terminologies and concepts used in the results-based management framework, this part of the Guidebook also aims to empower Member State representatives to effectively participate in the monitoring and assessment phases and in the decision-making process related to DA projects.

Part III describes standards, principles, and processes guiding independent evaluations of DA projects. The intention is to consistently raise the standard of project evaluations, so that they can better support the continuous improvement of DA projects. While the focus is on how the WIPO Secretariat can and should manage evaluations, Part III also provides guidance to external evaluators engaged by WIPO.

The Guidebook also includes a Glossary of Terms and a set of standard forms that may be used at various stages of the DA project life cycle. To simplify the reader's journey, some key "takeaways" and important information are highlighted throughout the document.

While the process and responsibilities described in this document are strongly encouraged, they are not in any way binding on any Member State.

It is hoped that the support material will contribute to the continuous improvement of WIPO's IP and development work.

¹ This Guidebook has been prepared by Mr. Daniel Keller, Consultant, Founder of EvalCo, Switzerland. Special thanks are addressed to WIPO Staff who contributed to the development and editing of the Guidebook, namely: Mr. Georges Ghandour, Senior Counsellor, DACD, and Ms. Mihaela Cerbari, Associate Program Officer, DACD. This document also benefited from valuable inputs from Mr. Glyn S. Martin, Consultant, United Kingdom.

INTRODUCTION

Purpose and Audience of this Guidebook

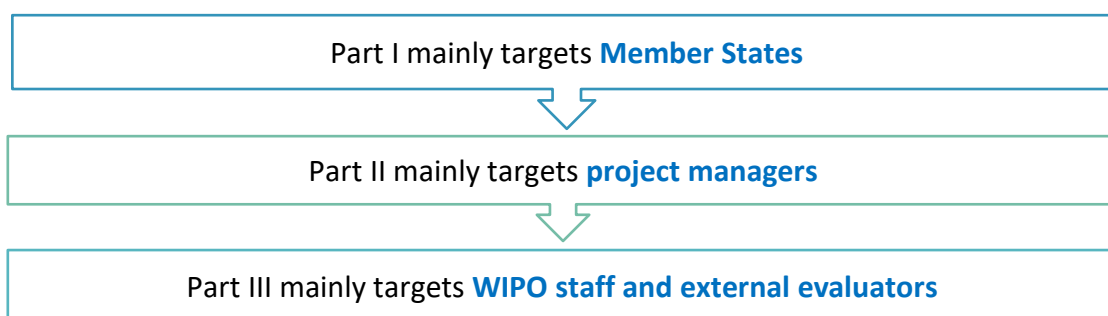
The support material (Guidebook, DL course and the online Catalogue) targets primarily the following groups of users:

- **Member States:** Geneva-based delegates, industrial and copyright officers, government officials;
- **Project managers:** WIPO Staff and National Focal Points appointed to manage, implement and/or coordinate the project; and
- **WIPO staff and external evaluators:** those involved in the monitoring, evaluation and mainstreaming of DA projects.

This Guidebook's purpose is as follows:

1. Provide comprehensive information on the DA project lifecycle and thus facilitate the preparation, implementation, monitoring and evaluation of DA projects.
2. Allow a self-evaluation that will indicate any additional area of expertise that will be needed to successfully:
 - i. Draft a DA project, or
 - ii. Manage a DA project, or
 - iii. Evaluate a completed DA project.

The Guidebook is structured in a manner that allows the different target audiences to identify which parts of this Guidebook are most relevant to them. For example,



PART I: DEVELOPMENT AGENDA PROJECTS

CHAPTER 1: WIPO'S DEVELOPMENT AGENDA

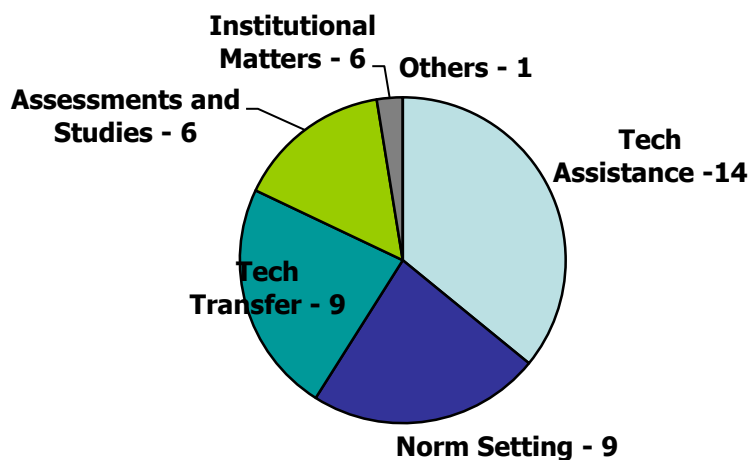
This Chapter introduces WIPO's Development Agenda (DA). It also describes the roles of the Committee on Development and Intellectual Property (CDIP) and WIPO's Development Agenda Coordination Division (DACD) in implementing the DA.

1.1 Purpose and background of WIPO's DA

The DA was adopted by the WIPO General Assembly in 2007, making development a key priority for the Organization. Since then, development considerations have become an integral part of WIPO's work and are placed at the core of all its activities².

The DA consists of 45 Recommendations³ describing how to enhance the development dimension of WIPO's activities. The DA Recommendations are divided into six thematic clusters:

- Cluster A: Technical Assistance and Capacity Building
- Cluster B: Norm-setting, Flexibilities, Public Policy, and Public Domain
- Cluster C: Technology Transfer, Information and Communication Technologies (ICT) and Access to Knowledge
- Cluster D: Assessment, Evaluation, and Impact Studies
- Cluster E: Institutional Matters including Mandate and Governance
- Cluster F: Other Issues⁴



DA Recommendations have been mainstreamed across all Sectors in WIPO. This means that the work of all WIPO Sectors is guided by the development-oriented principles and objectives established by the DA. Hence, the actions undertaken to implement the DA Recommendations range from practical projects and activities to mainstreaming of the DA principles.

² Source: <https://www.wipo.int/ip-development/en/agenda/overview.html>

³ Source: https://www.wipo.int/edocs/pubdocs/en/general/1015/wipo_pub_1015.pdf

⁴ "Other issues" mainly refers to enforcement of IP rights.

WIPO's work is currently managed in 8 Sectors: Administration, Finance and Management Sector; Brands and Designs Sector; Copyright and Creative Industries Sector; Global Challenges and Partnerships Sector; Infrastructure and Platforms Sector; IP and Innovation Ecosystems Sector; Patents and Technology Sector; and Regional and National Development Sector⁵. These Sectors cover both the substantive and administrative functions of WIPO and contribute to the achievement of the Organization's mission, "Building a balanced and effective global IP ecosystem to promote innovation and creativity for the benefit of all"⁶.

Key takeaways:

- ✓ The WIPO Development Agenda consists of [45 Recommendations](#) divided into six clusters.
- ✓ DA Recommendations are implemented through projects and activities, as well as by mainstreaming their principles and objectives in the work of WIPO. Thus, DA Recommendations are at the core of WIPO activities.
- ✓ All WIPO Sectors contribute to the achievement of the Organization's mission.

The DA project-based methodology was adopted in 2009 by the CDIP and became an effective tool to respond directly to a need identified by one or more Member States, to deliver tailored capacity building activities, and to pilot new ideas that could bring economic growth. At the beginning, many DA projects were proposed by the Secretariat, and in a short period of time this methodology was fully embraced by Member States. The number of DA projects proposed by Member States has not only increased significantly over the years, but it also remains consistent, with an average of at least one new project proposal considered during each session of the CDIP.

With time, the increasing number of project proposals in the CDIP has defined the specificities of a DA project. The project management methodology described in this document has been tailored to DA projects as much as possible.

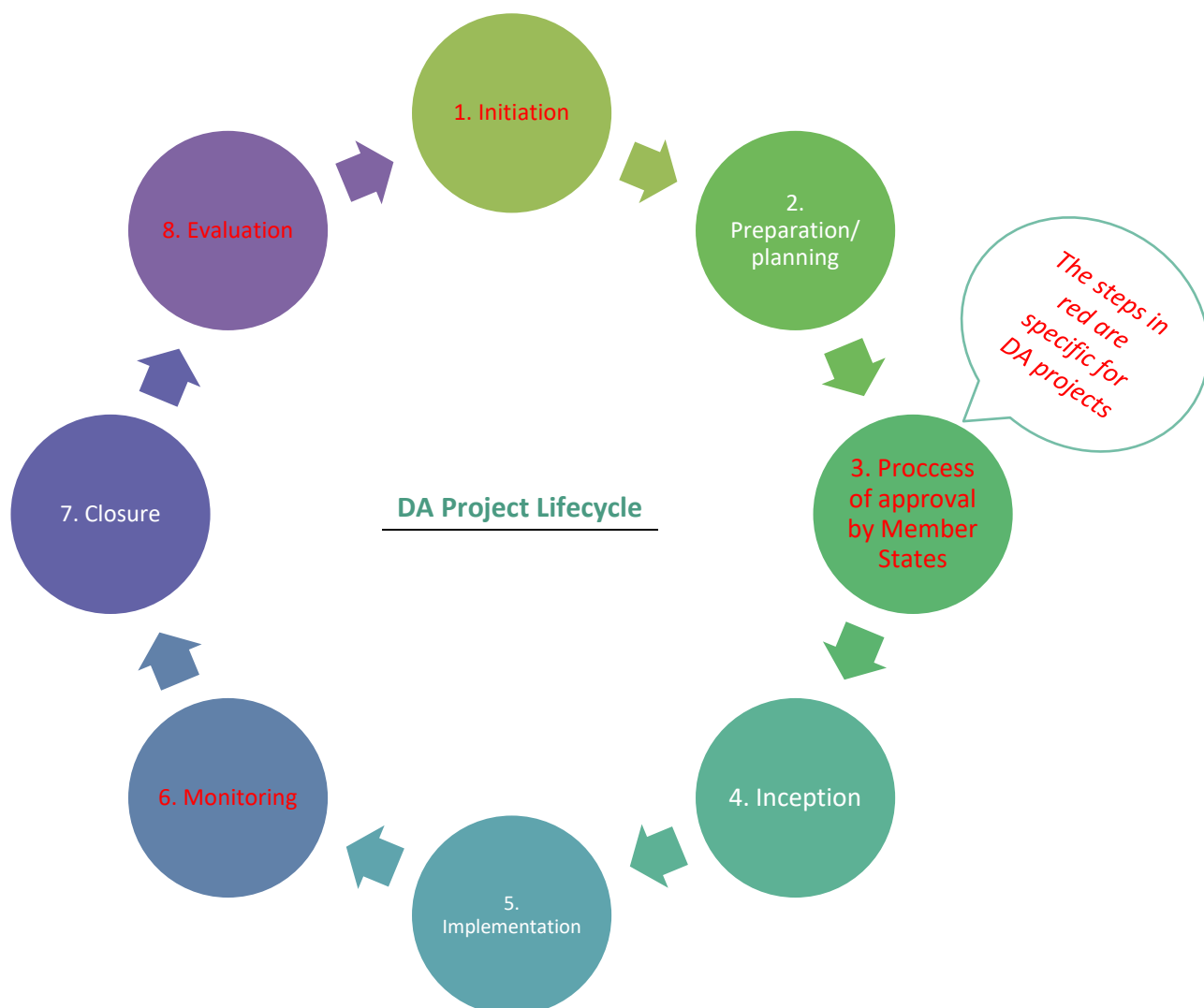
To date, approximately 50 DA projects⁷ have been approved either to be implemented in different Member States or to improve WIPO institutional service delivery. If a DA project is designed to be implemented in member countries, it is usually implemented in the proposing Member State(s) and other selected countries that fit the criteria and express their interest. Detailed information about all DA projects and outputs is available in the online searchable catalogue [here](#).

⁵ Please refer to the Program and Budget of 2022/23 at: <https://www.wipo.int/policy/en/abc/>

⁶ Please refer to WIPO's [Medium-Term Strategic Plan \(MTSP\) 2022-2026](#).

⁷ As of September 2021.

Graph I: DA Project Lifecycle



The processes of project initiation, approval, monitoring and evaluation of DA projects differ from the “classical” project management cycle. DA projects are often initiated by Member States, and the ideas and areas they cover should be framed and inspired by DA recommendations. Once a project idea has been initiated, it is further developed into a solid proposal, in close cooperation with and under the guidance of the DACD. The processes of approval, monitoring and evaluation are unique because they must undergo consideration and approval by the CDIP. Member States have to unanimously agree on the project when it is being approved, and the Secretariat is accountable for the project results in front of the Committee. The Committee ultimately decides on the future of DA projects as defined by its mandate. DA projects can also be initiated by the Secretariat, providing that their proposal responds to an identified need. In that case, the initiation and planning phases occur in coordination with relevant sectors of WIPO, while all the subsequent phases remain the same.

Paragraph 3.2 describes in more detail each phase and what it generates.

1.2 The Committee on Development and Intellectual Property (CDIP)

With the adoption of the DA, the WIPO General Assembly established the CDIP.

The CDIP is mandated to:

- Develop a work program for the implementation of the 45 DA Recommendations;
- Monitor, assess, discuss, and report on the implementation of the DA Recommendations and for that purpose, coordinate with relevant WIPO bodies; and
- Discuss IP and development-related issues as agreed upon by the CDIP, as well as those decided by WIPO's General Assembly.

The CDIP is composed of all WIPO Member States⁸ and is open to participation by all intergovernmental and non-governmental organizations with permanent observer status in WIPO. The CDIP meets twice a year and it reports and makes recommendations annually to the WIPO General Assembly.

To respond to its mandate, the CDIP is addressing a variety of issues on its Agenda, which also includes the following:

- Approval of DA projects, as well as of future work related to the DA implementation;
- Monitoring progress in the implementation of DA projects and activities (by considering progress reports, independent evaluation reports, and discussing outputs of DA projects);
- Consideration of an annual report on WIPO's contribution to the Sustainable Development Goals (SDGs);
- Discussion on issues related to technical assistance in the field of IP; and
- Discussion on IP and development-related issues.

Therefore, the CDIP provides Member States with a platform where they can bring new ideas and put them into practice, discuss IP and development-related issues, and keep the Organization accountable for its development-related work.

Key Takeaways:

The CDIP:

- ✓ Reviews, discusses, and provides inputs to DA project proposals
- ✓ Monitors and guides the implementation of DA projects
- ✓ Assesses the success of DA projects and decides on follow-up actions

1.3 The Development Agenda Coordination Division of WIPO

The Development Agenda Coordination Division (DACD) was established in 2008 and is now placed under WIPO's Regional and National Development Sector. It is responsible for:

- (i) facilitating, coordinating, and monitoring the implementation of the WIPO DA;
- (ii) coordinating discussions related to IP and development, as agreed upon by the CDIP;
- (iii) facilitating DA-related discussions in the context of the General Assemblies;
- (iv) ensuring the effective mainstreaming of the DA into the work of WIPO; and
- (v) raising awareness of IP and development-related matters.

⁸ Available on: <https://www.wipo.int/members/en/>

The DACD acts as the CDIP's Secretariat and ensures that the Committee carries out its mandate. The Division manages the DA's implementation process by coordinating the Organization's implementation and mainstreaming of DA Recommendations; facilitating negotiations among Member States; and proposing strategies for further implementation of the DA. It also ensures that WIPO's Member States and other interested parties understand DA principles. The activities and responsibilities of the DACD are cross-disciplinary.

Within these responsibilities, the DACD supports Member States in drafting proposals for DA projects per the process and practice described below (Chapter 2).

Key takeaways:

The DACD:

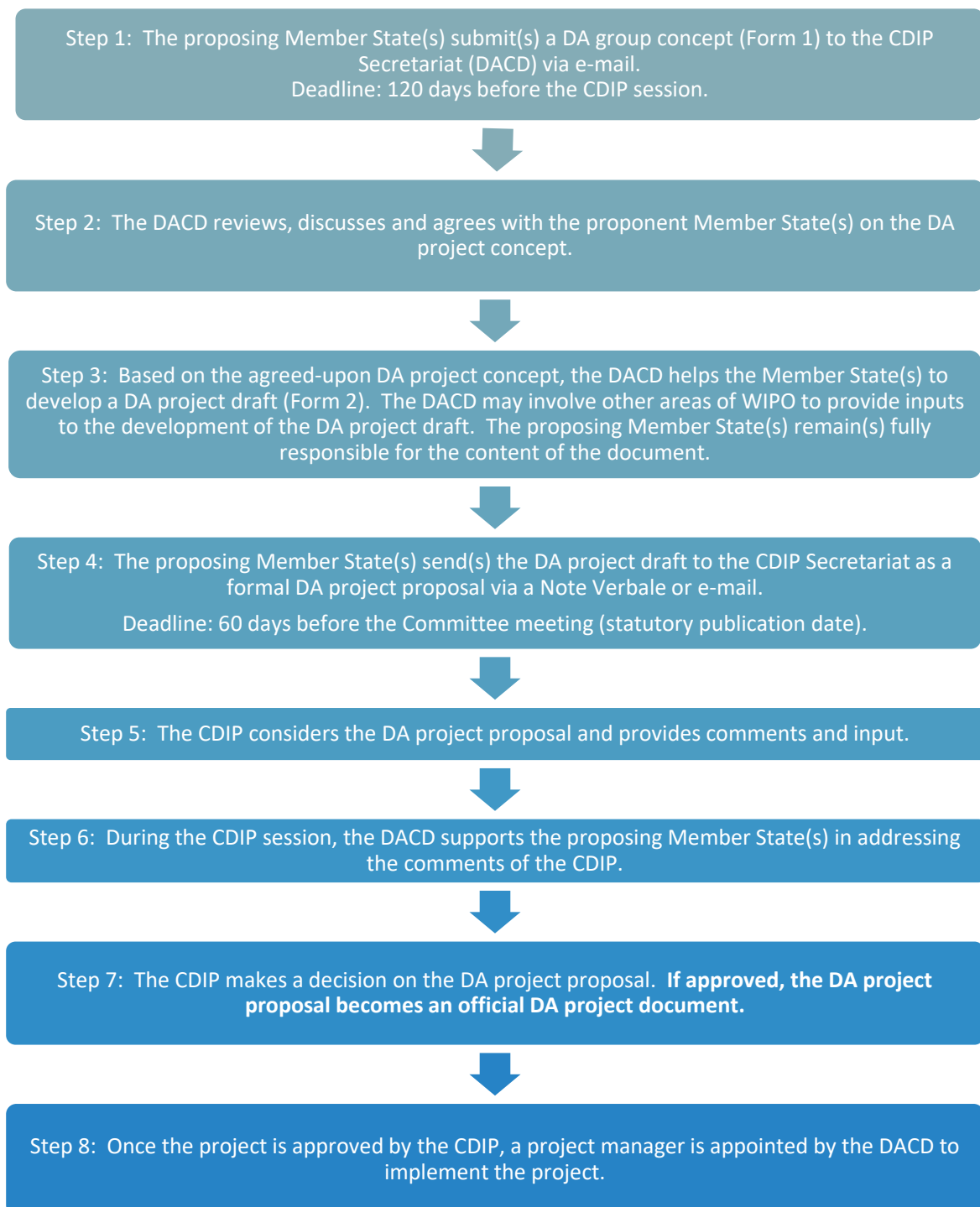
- ✓ acts as the Secretariat for the CDIP
- ✓ ensures the implementation and reporting on DA projects to the CDIP
- ✓ facilitates the negotiation process among Member States
- ✓ coordinates and guides internal stakeholders in the implementation and mainstreaming of DA Recommendations
- ✓ facilitates the discussions on IP and Development-related issues
- ✓ raises awareness of the WIPO DA, and
- ✓ advises Member States in the preparation of DA project proposals

CHAPTER 2: PREPARATION AND APPROVAL PROCESS OF DEVELOPMENT AGENDA PROJECTS

This Chapter outlines the process for preparing DA projects, responsibilities of the CDIP, Member States and the DACD, and deadlines to follow when preparing a DA project proposal. It also explains how to obtain assistance from WIPO and describes some of the criteria CDIP uses when assessing project proposals.

2.1 Process and responsibilities

- Member States are responsible for drafting and submitting, preferably *via* e-mail, an initial draft of a DA project concept. Consulting and brainstorming informally with the DACD are recommended prior to commencing the work.
- The DACD, in consultation with the proposing Member State(s), assesses the DA project concept based on its relevance to the DA and other criteria, makes comments, and agrees on it.
- After agreeing on a DA project concept, and upon request, the DACD helps in developing a full DA project draft. The DACD may also involve the future project manager and/or other personnel from relevant areas of WIPO.
- Once the DA draft is developed and the Member State(s) is/are satisfied with its content, the Member State(s) send(s) the project draft to the CDIP Secretariat as a formal project proposal *via* a Note Verbale or e-mail. Member State(s) bear(s) full responsibility for the content of the DA project proposal.
- The DA project proposal is published as an official CDIP document.
- The CDIP considers the DA project proposal and provides comments and inputs.
- The DACD assists the Member State(s) to revise the DA project proposal (if needed) during the same CDIP session.
- The CDIP decides on the project proposal. If approved, the DA project proposal becomes an official DA project document.
- Once the project proposal is approved, a project manager is appointed to implement the DA project.

Graph II: DA project's preparation and approval process

The key considerations the CDIP applies in deciding on DA projects are described in section 2.3.

2.2 How to benefit from the assistance of WIPO

During the entire project preparation process, the DACD serves as the main focal point⁹ for Member States. This includes assessing the feasibility of the project proposal and coordinating internally with other relevant divisions of WIPO to obtain various inputs to the DA project, including on issues related to risk assessment and project budget.

Key takeaways:

- ✓ **The DACD is the single entry-desk and only focal point for the preparation of DA projects within the WIPO Secretariat.** Any other area of WIPO is encouraged to refer Member States to the DACD.
- ✓ **If Member States decide to obtain comprehensive and timely support from the DACD, the entire process and deadlines are compulsory** (as described in steps 1 to 4 and 7). **The use of the following Forms is mandatory:** Form 1 DA Project Concept, and Form 2 Template for DA Project Proposal.

2.3 The CDIP's practice in approving Development Agenda Projects

DA Recommendation 1 states that “WIPO technical assistance shall be, *inter alia*, development-oriented, demand-driven and transparent, taking into account the priorities and the special needs of developing countries, especially LDCs, as well as the different levels of development of Member States and activities should include time frames for completion. In this regard, design, delivery mechanisms and evaluation processes of technical assistance programs should be country specific”.

While the DA recommendations guide DA projects and ensure their development purpose, the CDIP applies additional criteria to the consideration of proposals for DA projects¹⁰.

Criteria applied by the CDIP:

- Alignment of the project proposal with one or several DA recommendations.
- No duplication with prior DA projects or support already provided under WIPO's regular areas of work.
- Clear indication of the benefits of the DA project proposal.
- Clear statement of the proposed approach to achieve the DA project's objectives; explanation of the support needed; and clear identification of how the support would translate into expected benefits.
- Assessment of how realistically the project's expected outcome can be generated by the planned outputs.
- Assessment of the scalability and replicability of the support provided in the context of the DA project's activities in other countries and how the replication of that support could lead to wider benefits. In other words, looking at possibilities and resources to replicate pilot activities in other countries and/or to achieve more.
- Assessment of how the benefits generated by the DA project could be maintained after it ends (sustainability of results).

Most of the above-mentioned formal and informal CDIP quality criteria are good project management practices aligned with the WIPO's Results-Based Management (RBM) principles, which are described in Chapters 3 and 4.

2.4 The CDIP's practice of informal consultations

There is a well-established practice of extending DA project proposals to a broader range of Member States, preferably from different geographical regions. As stated above, this improves the project scalability. Proposing Member State(s) is/are strongly encouraged to conduct consultations with Member States from different regional groups prior to formally submitting a DA project document for consideration by the Committee.

WIPO has seven regional groups, namely: the African Group, the Asia and the Pacific Group (APG), the Group of Central European and Baltic States (CEBS), the Group of Central Asian, Caucasus, and Eastern European Countries (CACEEC), China, Group B (Group of developed economy countries), and Group of Latin American and Caribbean Countries (GRULAC).

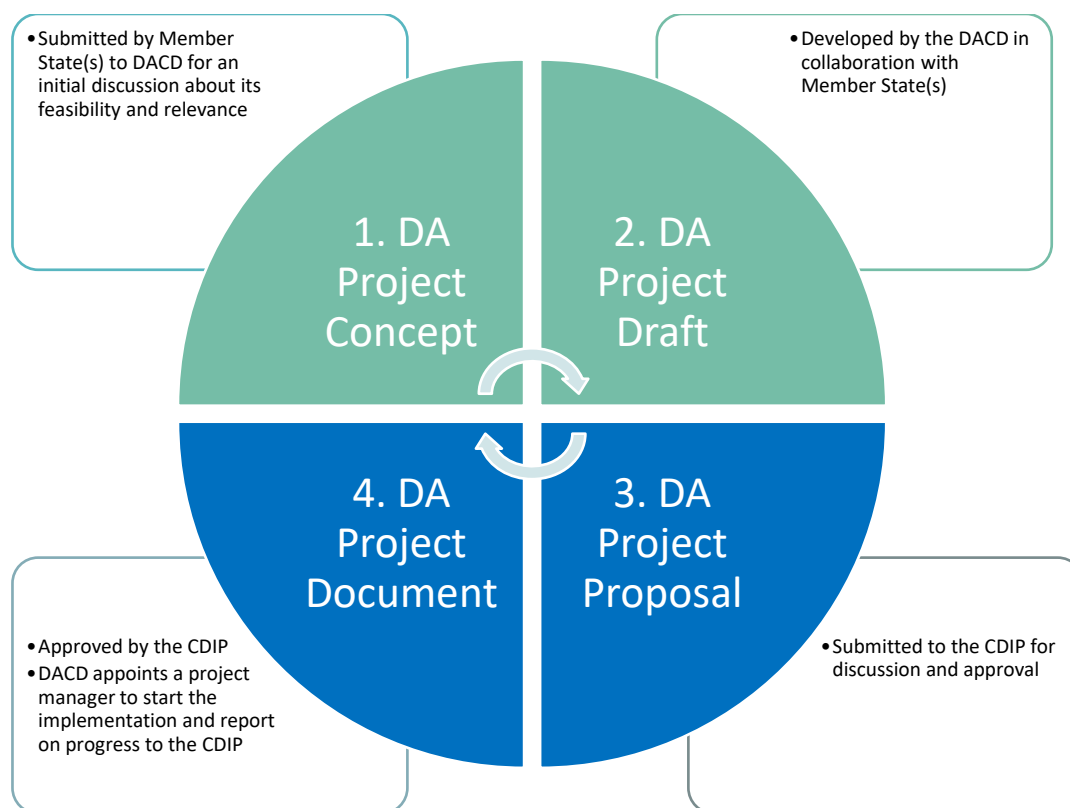
These consultations will allow the proposing Member State(s) to mobilize broader support for its/their proposal within the CDIP, address possible concerns of other Member States at an early stage, and promote the project proposal to other potentially interested countries. The DACD can provide practical advice on this informal process.

Key takeaways:

- ✓ WIPO has seven regional groups.
- ✓ Proponent Member State(s) is/are encouraged to conduct prior consultations with Member States from different regional groups in order to:
 - mobilize broader support for their project proposal;
 - address possible concerns of other Member States at an early stage;
 - promote the project proposal and increase Member States' interest in it; and
 - ensure a speedy approval by the CDIP.
- ✓ The DACD can provide advice/support during this this process.

CHAPTER 3: PREPARATION OF A DA PROJECT

Graph III: From an Idea to a DA Project Document



Note: Member States may choose to skip the steps in the green sections of the pie-chart above. DACD's involvement, however, is mandatory in the steps in the blue sections.

3.1 What is a DA Project?

Like all projects, a DA project is a time-bound undertaking that aims to generate a specific product, service, or result. In project management terms, these results are called outcomes.

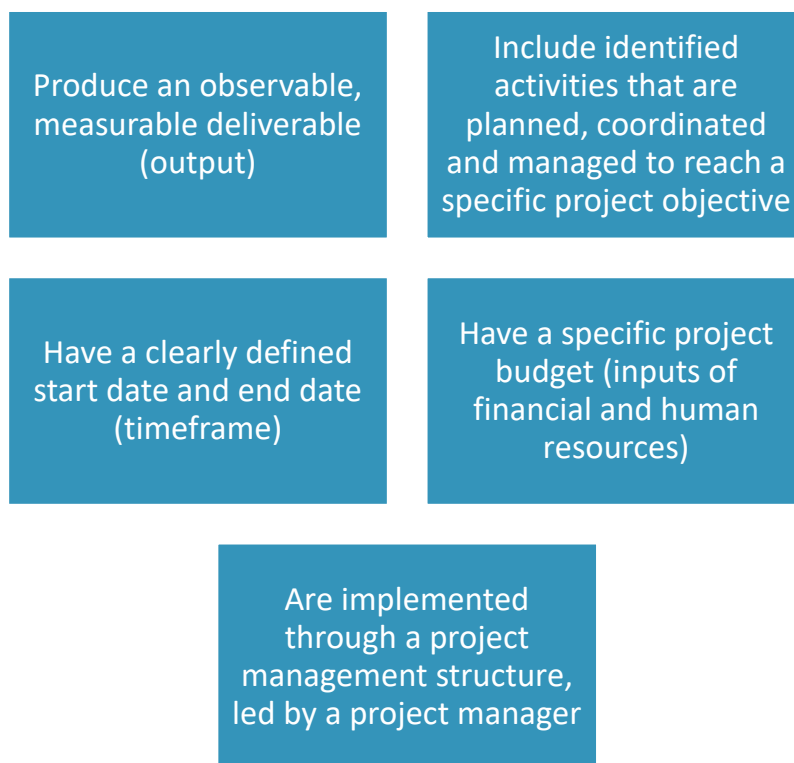
Examples of projects are the setup of a trademark registration system in an IP Office (system, software, training of trademark examiners) or the preparation of an IP course for a university (curriculum, training of teachers, and launch of the course).

Regular activities, such as the registration of trademarks by an IP Office or teaching an IP course at a university are NOT projects.

Projects by WIPO generally:

- ✓ contribute to the achievement of a WIPO expected result(s)
- ✓ are generally “small in scope” compared to other development-oriented projects (approximate value of 500,000 Swiss francs)
- ✓ may be funded by the regular budget, reserves, and funds-in-trust (FITs)
- ✓ can cross biennia
- ✓ have different approval requirements (e.g., CDIP, General Assemblies, Director General)

Generally, DA projects:



3.2 The Lifecycle of DA Projects

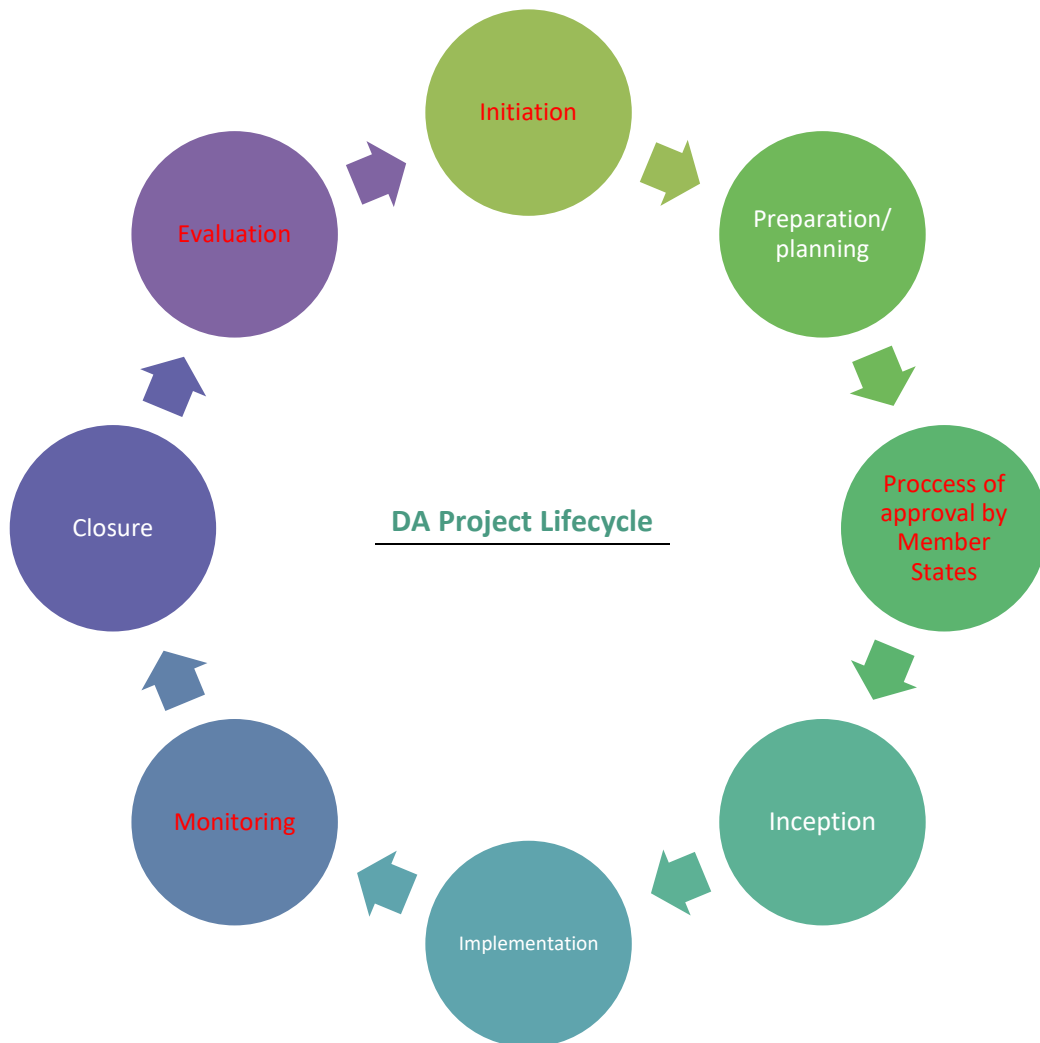
Like all projects, DA projects have a lifecycle consisting of various phases. As mentioned in paragraph 1.1, the phases of a DA project have certain particularities, as Member States (through the CDIP) play a very important role in the approval, monitoring and evaluation phases. All phases in the lifecycle of DA projects are briefly described below:

Project initiation: The project initiation takes place when proponent Member State(s) think of a proposal and submit(s) a project concept to the DACD. They develop a project rationale to explain the need for such a project, identify the main stakeholders, set the project objective, and define the project delivery strategy. The project concept should be informed by DA Recommendations, as they are at the core of all DA project ideas and proposals. This phase generates the DA project concept (Form 1) that is further discussed with the DACD.

Project preparation/planning: The DACD has a very important role to play in this phase, and, if requested by the proponent Member State(s), the DACD will guide them during this phase and delve into more project planning details, such as engaging with the mapped stakeholders, identifying the most relevant areas in the Organization to implement the project, showcasing how the project contributes to WIPO's expected results and how it links to other DA projects and activities. In addition, the DACD will help Member State(s) prepare a project budget and timeline based on the project outputs during this phase. This phase generates a comprehensive DA project document (Form 2).

Process of approval by Member States: All DA projects should be approved unanimously by Member States in the context of the CDIP. Member States can also suggest amendments to a proposed project, which should be reflected in the final project document.

Graph I: DA Project Lifecycle



Project inception: After the project is approved by the CDIP, the appointed project manager initiates the project implementation by setting up a project team (if the project entails additional personnel resources). During this phase, the project manager, in consultation with the DACD and based on the criteria described in the project document, selects the project beneficiary countries. Interested Member States could submit their request by filling-in Form 5. Together with the selected beneficiary countries, the project manager develops a detailed list of activities and priorities in each beneficiary country (i.e., a country-level project implementation plan). This phase generates an inception report (Form 4) and a fully functional project management structure.

Project implementation: The project implementation is the longest phase of a project. It is the phase during which both the project manager and the beneficiaries have the responsibility to achieve the project outputs and outcomes. To ensure that this phase is delivered smoothly, it is necessary to periodically assess the risks that may affect the project implementation and prepare mitigation strategies. This phase generates project outputs.

Project monitoring: It is important to monitor project implementation throughout its whole duration to ensure that projects are well implemented and that the activities and outputs are on

track. For DA projects, the monitoring process is ultimately done by the CDIP, which records a yearly progress report by the project manager. In addition to the yearly report, the project manager should periodically report on progress in the project implementation to the DACD, particularly highlighting any delays or difficulties. To facilitate this process, the DACD and the project manager should use a monitoring form (Annex II). This phase generates periodic progress reports to the CDIP (Form 6).

Project closure: The project manager closes the project at the end of the project implementation via a self-assessment in coordination with the DACD. It should highlight the key lessons learned during the implementation of a project and its key results and provide a project implementation rate based on the predicted project budget. This phase generates a completion report (Form 7), which includes a brief follow-up and dissemination strategy.

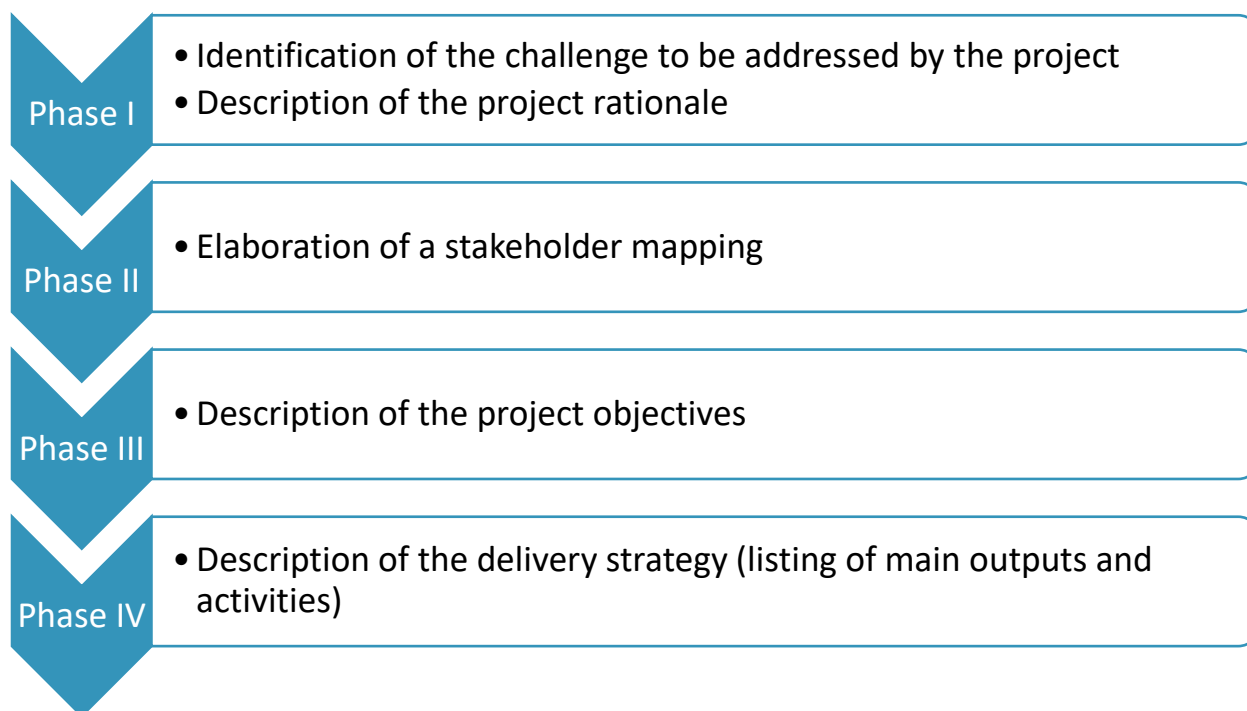
Project evaluation: An external party performs the evaluation. The evaluation is performed by assessing the project relevance, coherence, effectiveness, efficiency and sustainability. Evaluations generate conclusions, a set of recommendations for improvement, and highlight lessons learned. As in the case of the project approval and monitoring phases, the evaluation report prepared by an external party is submitted for the consideration of the CDIP, who ultimately decides on follow-up action. This phase generates an external evaluation report.

Key takeaways:

- Like all projects, a DA project is a time-bound undertaking that aims to generate a specific product, service or result.
- Regular activities, such as the registration of trademarks by an IP Office or teaching an IP course at a university, are NOT considered projects.
- The WIPO DA project lifecycle consists of 8 phases: initiation, planning, approval, inception, implementation, monitoring, closure, and evaluation.
- A project begins with the proponent(s) working together with WIPO to agree on a project concept and produce a draft project proposal.
- DACD can assist in the development of a project proposal.

3.3 Step-by-step approach of developing a DA project concept

The image below describes the four phases that proponent Member State(s) is/are encouraged to follow when developing a DA project concept (development of a DA project concept represents Steps 1 and 2 in the DA project preparation and approval process described in *Graph II*).



A DA project concept should include the following information in each of the phases described above:

	Project title
	Add title (ideally, the title reflects the key benefit of the project)
Phase I	Identification of the challenge and project rationale
	The rationale that forms the basis of the DA project should be informed by DA Recommendations. It should address the following points: <ul style="list-style-type: none"> (i) Which IP-related challenges will the DA project address? What is the situation now and why is the current situation unsatisfactory? (ii) What are the underlying causes of the IP-related challenge (problem analysis) and how could these be addressed by the proposed project? (iii) What are the DA Recommendations that informed the DA project proposal and how does it intend to respond to them?
Phase II	Stakeholder mapping
	The stakeholder mapping identifies key actors that are concerned by or need to be involved in the DA project to ensure that the project objective is achieved. <p>Involve relevant stakeholders: To ensure that your DA project meets the needs of beneficiaries (i.e., it is relevant to your target audience), the challenge (Phase I) and expected outcomes (Phase III) must be identified in consultation with those who are or might be concerned (i.e., the stakeholders).</p> <p>The stakeholder mapping tells us who will need to be involved in the DA project and who will potentially benefit from it, for example:</p> <ul style="list-style-type: none"> • Authorities at the Member State level (e.g., authority in charge of a specific IP right (trademarks, patents, copyright, etc.), line ministries if the project targets specific industries, etc.) • Academic institutions

	<ul style="list-style-type: none"> • Chambers of commerce • Relevant non-governmental organizations (NGOs) • Organizational entities within WIPO that work on similar topics (the DACD may provide guidance) • In some cases, other international organizations, including those within the United Nations system • IP owners/users in the private sector
Phase III	<p>Project objective(s)/outcome(s)</p> <p>Explain how the situation will look after the problem identified in Phase I is addressed or, in other words, what would you like to achieve with this project?</p> <p>Important: When phrasing the project objective/outcome, try to identify one major project objective that is clear to everyone. Note that capacity building activities, seminars, workshops, study visits, “technical assistance” and other activities are not outcomes (expected results) of a DA project. Activities are supported by a DA project to achieve its objectives but are never an objective <i>per se</i>.</p>
Phase IV	<p>Delivery strategy</p> <p>The project delivery strategy, or intervention strategy, explains how the challenge identified in Phase I will be resolved to achieve the expected outcome defined in Phase III. It is the core of any project. A strong intervention strategy ensures that projects provide the right support in the right way.</p> <p>The intervention strategy is presented as a result chain. The result chain describes the chain of events that is expected to lead to the intended change (outcome). The basic concept is that inputs are translated into activities, activities into outputs, outputs contribute to outcomes, and outcomes produce an impact. The chain should respond to the following questions:</p> <ul style="list-style-type: none"> • Which outputs (deliverables) and activities (to produce the outputs) are needed to generate the expected outcome(s)? and • How will the DA project generate the expected outputs through its activities, and how will the outputs bring the expected outcome(s)? <p>Important: For a DA project to be effective, it should have between 3 and 5 outputs, depending on the project scope, duration and resources.</p>

3.4 Examples of project concepts

In the real world, problems and underlying reasons are generally more complex. For example, patents may not be commercialized because research by universities is not market-oriented, the patent holder lacks entrepreneurial skills, investment for valorizing the patent is not available, etc. Below are four examples provided for illustration purposes.

Example 1: Improve commercialization of patents obtained through research by universities

The diagram below illustrates the progression from identifying the problem to providing a solution:

<i>Problem analysis (explains the challenge and underlying reasons why the challenge exists (Phase I))</i>	<i>Stakeholder mapping (Phase II)</i>	<i>Delivery strategy (explains possible ways to address the challenge (Phase IV))</i>	<i>Expected outcome (explains the expected improvement, thus how the situation is expected to look after the DA project (Phase III))</i>
<p>Problem: Inventions made in universities are patented but patents are not used (commercialized).</p> <p>Reason(s): Missing link between inventors and enterprises that can commercialize inventions.</p>	<p>IP Offices; Government institutions; Universities; Users of the services of the IP Office; Researchers.</p>	<p>Delivery/intervention strategy:</p> <p>Mapping possible outputs that may help achieve the expected project outcome. For example, development of a toolkit and/or a guide on IP commercialization for universities.</p> <p>Description of activities needed to deliver the outputs. For example, providing a training on IP commercialization for university researchers.</p>	<p>Outcome: More patents that are generated by universities are valorised (number of patents commercialized and revenues generated).</p>

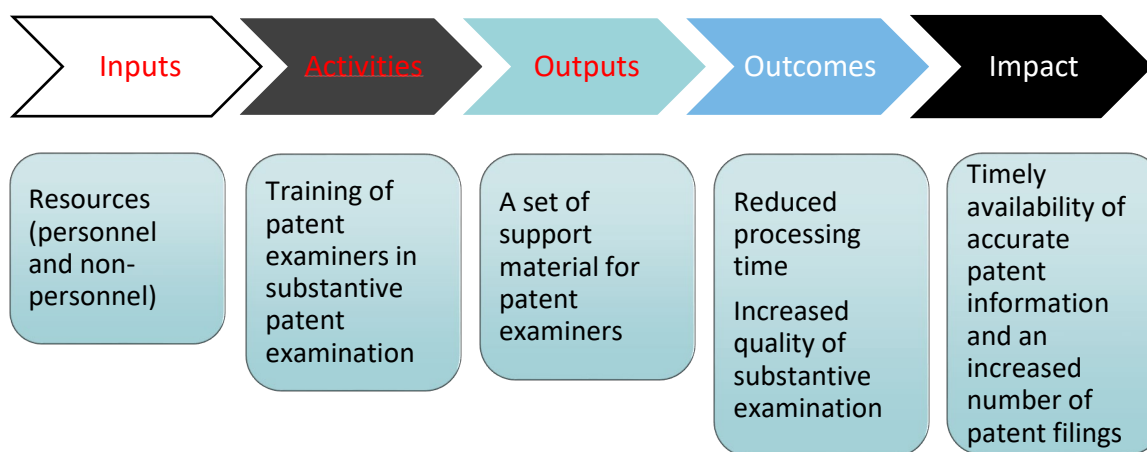
Example 2: Increase trademark registration by enterprises to reduce disputes

<i>Challenge to be addressed and problem analysis (Phase I)</i>	<i>Stakeholder mapping (Phase II)</i>	<i>Delivery strategy (Phase IV)</i>	<i>Expected outcome: (expected result generated by the project = improved situation, Phase III)</i>
<p>Problem: High number of IP disputes related to the use of brand names.</p>	<p>IP Offices; Government institutions; Judicial institutions;</p>	<p>Delivery/Intervention strategy:</p> <p>Delivery of awareness-raising activities on trademark</p>	<p>Outcome: Less trademark infringements and thus, disputes.</p>

Reason(s): It is difficult to get information on registered trademarks. Companies are not aware that they may infringe a registered trademark.	quasi-judicial institutions; Users of the services provided by the IP Office; companies, including SMEs.	registration; development of a tool to simplify trademark searches, etc.	
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Example 3: Intervention strategy for a project aiming to reduce backlogs in patent registration

This is an example of an intervention strategy presented as a flowchart. Usually, projects are directly responsible for the inputs, activities, and outputs (marked in red). Outcomes and impact are benefits generated by the outputs.



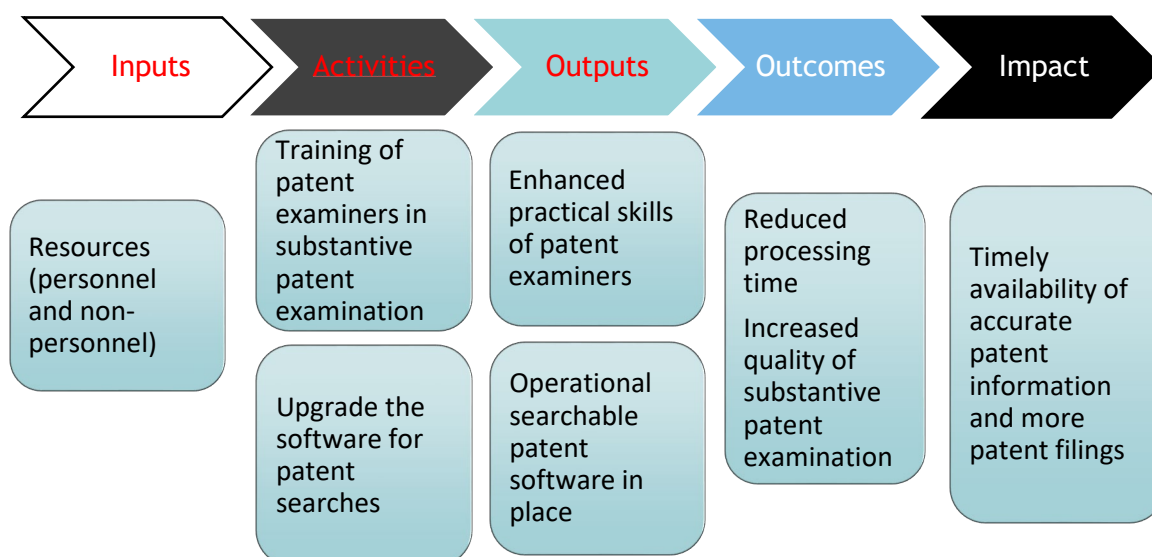
In the example above, the expected project outcome is reducing the processing time for patent examination and increasing its quality. The long-term impact is having timely available and highly accurate patent information and hence more patent filings by an office/country.

In a similar scenario, the problem analysis would have shown that the problems causing backlogs were the practical skills of patent examiners. These could be improved through training. In that case, a DA project could be designed along the flowchart described above.

Note: In addition to the examples provided, [here](#) you can find an example of an informal document developed in the context of the CDIP by the WIPO Secretariat in 2011. This document described the concept and idea behind the DA [Project on IP and Informal Economy](#). Similarly, the DA [Project on IP and Product Branding for Business Development in Developing Countries and Least-Developed Countries](#) was developed based on a proposal made by the Republic of Korea. Bearing in mind the idea suggested by the Republic of Korea, the Secretariat had developed a [project concept](#), suggesting how that proposal could be implemented by WIPO, and ultimately transformed it into a project proposal. Member States are encouraged to expand this practice.

Example 4: Delivery/intervention strategy (multiple outputs required to achieve the expected outcome)

In Example 4, two root causes are responsible for the delays in patent examinations: lack of appropriate software and staff skills. These problems can likely be fully addressed by two expected outputs: the enhanced skills of patent examiners and a more effective software solution for patent searches.



Key takeaways:

When developing a DA project concept:

- Indicate a title that emphasises the benefits of the project
- Reflect a project rationale around the IP challenge the DA project will address
- Identify and involve stakeholders as appropriate
- Set a clear project objective/outcome
- Describe the delivery strategy (using a flow diagram), taking into consideration the influence of external events or environment
- More specifically:
 - A DA project should have between 3-5 outputs
 - Activities are always supported by the DA project to achieve its objectives but are never the objective itself
 - The standard form (Form 1) should be used when developing a DA project concept

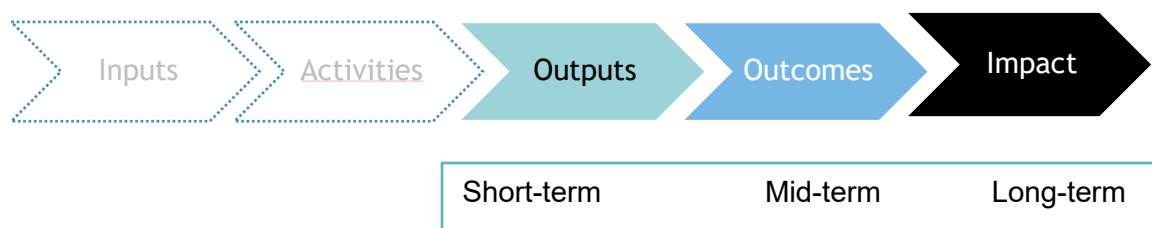
3.5 DA project's delivery/intervention strategy: outputs, outcomes, and impact

The delivery/intervention strategy (sometimes also called the theory of change) explains how the expected outcome(s) and impact will be generated. It describes which outputs are needed to

generate the expected direct outcomes which, in turn, should lead to an impact. It also describes which activities must be implemented to generate the outputs, and so on.

Activities, outputs, outcomes, and impact represent different result levels, which can also be distinguished based on where and within which timeframe they are expected to occur, namely:

- **Results that occur at the micro/macro level:** Outputs are delivered at the micro-level (for individuals, organizations), while outcomes typically occur at the macro-level.
- **Results that are short-term or long-term:** Outputs are always produced within the duration of a project, while outcomes are longer-term changes (revenue generation by IP users), which may only materialize after the project has ended.

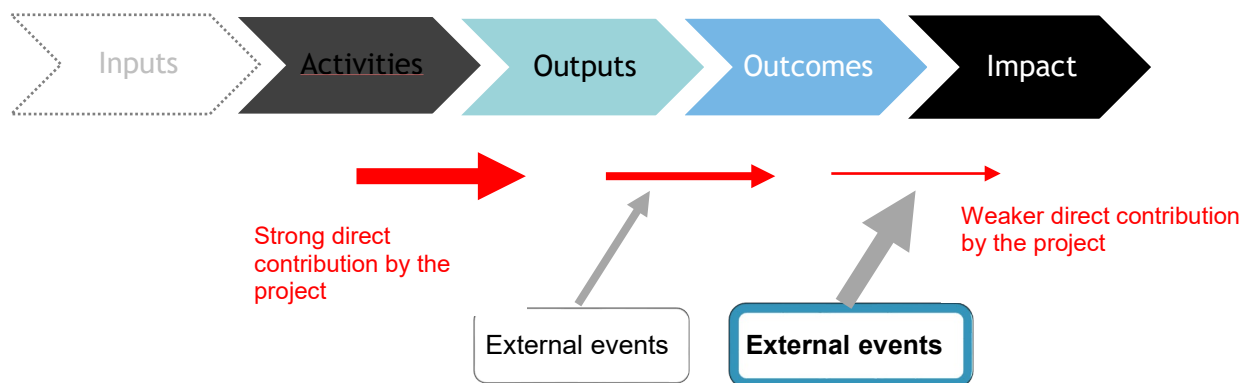


Accountability for different result levels: Projects are directly accountable for the planned outputs. While projects are not directly responsible for outcomes and impact, they are responsible for taking all measures to facilitate achieving them.

Important: DA projects rarely focus on impact, as they are generally considered small in scope.

3.6 Assumptions on external factors

Whether the expected project outcomes can be achieved often also depends on external events or conditions that are beyond the control of a DA project. These may or may not be related to IP.



Outputs are generally attributable to activities and directly generated by them.

An outcome is a direct result generated by the project outputs, although sometimes external conditions might be needed to ensure to their achievement. Although outcomes are not directly attributable to outputs, the degree of causality or contribution between activities, outputs and outcomes is still rather strong. The contribution of outcomes to impact is typically weaker since external factors play a very important role in the achievement of impact. Impact is therefore not directly attributable to outcomes because it requires external contributions to materialize.

External factors that required for outputs to transform into outcomes or outcomes into impact are called assumptions. The delivery strategy assumes that these external factors and/or events will occur or exist¹¹.

Identifying these external events or factors is essential to a delivery strategy. Assumptions often relate to the context in which a DA project operates and/or to the input that other actors must provide.

Typical examples of external factors that could be considered assumptions are the following:

- **Policy decisions:** Laws passed by the Parliament, policy decisions taken by the government, strategies approved, etc.
- **Infrastructure and personnel resources of beneficiary institutions:** Equipment and other infrastructure available, staff recruited and retained, etc.
- **Economic context:** Favorable business environment for companies to valorize their IP, no trade barriers for high-tech products, access to capital for investments into technology.
- **External resources:** The DA project relies on external contributions to it (e.g., training venues or equipment provided by IP Offices in beneficiary countries).

Examples of internal factors, events or conditions that are NOT assumptions:

- Interest of beneficiaries (if beneficiaries are not motivated, then the expected problem and its solution are generally not relevant).
- The clarity of the expected project outputs and/or of technical input expected from the DA project (to be ensured by the DA project).
- Personnel resources of the DA project (to be planned/ensured by the DA project).
- Staff movements (within WIPO or the beneficiary institution).

Important: It is often uncertain whether assumptions will materialize or not. The fact that an external factor might not be in place as expected is a risk that must be assessed in the risk analysis in the DA project proposal.

Key takeaways:

Input(s): Includes personnel and non-personnel resources dedicated to the project.

Activity/ies: Actions taken or work performed, through which project inputs are mobilized to produce specific outputs.

Output(s): The products, capital goods, and services that result from a project. They describe operational changes, or changes in knowledge and skills. They focus on a deliverable rather than on an effect (for example, studies, guides, databases, training materials, etc.).

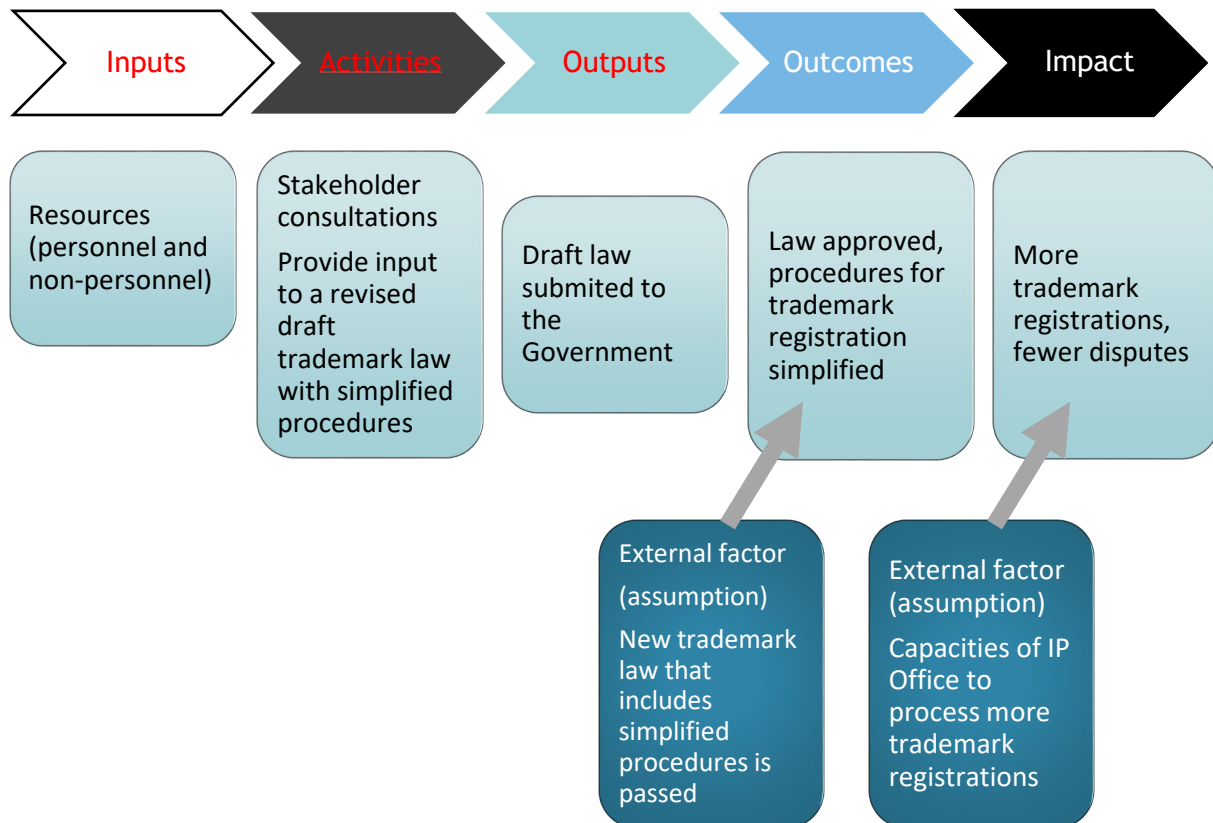
Outcome(s): Desired short-term or medium-term effects of project outputs. They define what success will look like, direct activities and give a foundation for the performance measurement framework. They usually lead to institutional and/or behavioral changes.

Impact: Primary and secondary long-term effects produced by the project that could often contribute to people's lives. The impact could be positive or negative, direct or indirect, intended or unintended.

Assumptions: External factors needed for outputs to transform into outcomes or outcomes into impact.

Important: DA projects rarely focus on impact, as they are generally considered small in scope.

This example presents a project that aims at reducing the number of disputes related to the use of trademarks. The main root cause identified in Phase I is the cumbersome procedures in the IP legislation (law on trademarks) that discourage many enterprises from registering their trademarks. The project provides support to amend the law. The main assumption is that the laws will pass and that the IP Office has the capacities to handle the increased number of trademark registrations.



CHAPTER 4: FROM DA PROJECT CONCEPT TO DA PROJECT DRAFT

As mentioned in the description of the DA project process (Graph II), once the proponent Member State(s) submit(s) a DA project concept, the DACD is responsible for reviewing the proposed concept and providing feedback. The parties discuss and agree on a DA project concept. The DACD then helps the Member State(s) to develop a DA project Draft, and other areas of WIPO may provide inputs to the development of the Draft. Member State(s) may choose whether they prefer to develop the DA project concept into a project Draft independently or with involvement/assistance by the DACD.

To recall, the DA project concept requires the following:

- ✓ A project title;
- ✓ A description of the project rationale;
- ✓ A stakeholder mapping;
- ✓ 1 to 2 project objectives;
- ✓ A delivery strategy /intervention logic.

The DA project Draft should further include:

- A sustainability strategy;
- A list of expected results and means for their measurement;
- A description of how to measure progress and how to verify;
- An assessment of risks and possible mitigation strategies;
- A project implementation timeline; and
- An estimated project budget.

4.1 Sustainability Strategy

Sustainability of results (not of the project) is a key concern of all development-oriented projects.

The sustainability strategy explains how proponent Member State(s) see that the outputs of the DA project can continue benefitting stakeholders after the project is completed and the resources and measures that are needed to achieve that. In project management, this term is also referred to as an “exit strategy”.

Despite the fact that DA projects are specific in nature and are relatively small development projects (in terms of budget and timeframe), a number of possible sustainability strategies exist for Member States to consider, for example:

- **Enhanced use of the project outputs by Member States:** Ensuring that a service/product/output developed and piloted by a DA project will continue to be offered/used by WIPO Member States and relevant stakeholders. In this case, it is important to develop a business case that can illustrate how to expand the use of that service/product/output.
- **Build upon the results of the project:** Considering ways in which beneficiaries of DA projects can expand and build upon the benefits of a DA project.
- **Ensure the public use of project outputs:** Ensuring that project output(s) will continue to be used by specific stakeholders outside WIPO (Governments, enterprises, academia, etc.) by promoting them, making them available and accessible (examples are studies, practical guidelines, teaching materials, etc.). In that case, it is important to understand why the output is of interest and to whom.

The sustainability strategy might require specific support measures during the DA project:

- Publication of studies
- Integration of courses into the course catalogue (for example, of the WIPO Academy)
- Publication of curricula and course materials
- Support for possible partner organizations in institutionalizing the service developed under the work of various WIPO areas (business cases, staff trainings, setting up and piloting the services, etc.).

In addition to the above-mentioned strategies, Member States should consider two other possible ways to ensure the continuation of DA projects and their outputs, subject to the successful implementation of projects and a decision by the CDIP:

- **A follow-up phase:** Consider expanding the project to additional, complementary outputs and/or other interested countries (consolidate, deepen or expand results).
- **Mainstream** the activity/service that has been piloted by the DA project: A specific organizational entity of WIPO should plan to continue to offer the activity/service (to complement the current offerings by regular areas of work). Examples are services to

Member States that fit into WIPO's existing sectors and respond to WIPO's strategic objectives.

Key takeaways:

Sustainability of results is an important concern for all development-oriented projects. DA projects often pilot ideas and methodologies. Thus, their outputs should be:

- Scalable
- Used more widely by Member States
- Mainstreamed by WIPO

4.2 Setting and measuring results

Indicators for measuring results are key to the success of DA projects, as they steer all project activities and outputs. These indicators should be SMART, namely:

Specific	Is the indicator clear/unambiguous?
Measurable	Can the indicator be measured?
Achievable	Is the target realistic, practical, and attainable given project constraints (e.g., resources, knowledge, and timeframe)?
Relevant	Does the target provide evidence that the objective has been achieved? Is it aligned to the project objective?
Time-bound	Is there a defined target date for successful and timely completion?

Quantitative indicators:

Quantitative indicators measure change in numerical values over time.

- Numbers: Number of trademarks registered
- Percentage: Percentage of patent applications pending for more than two years
- Ratio: Ratio of patent applications from residents to non-residents
- Rate: Number of patents per 1 million adults

Qualitative indicators:

Qualitative indicators reflect people's judgments, opinions, perceptions, and attitudes towards a given situation or subject. They can indicate changes in sensitivity, attitudes, satisfaction, confidence level, understanding, and awareness.

- Percentage of participants who are satisfied with the quality of the training course delivered by the IP Academy.
- Percentage of students who can list at least three criteria for granting a patent.

Qualitative indicators can be turned into quantitative data if answers are categorized and correctly coded (for example, in the percentage of participants who found the training useful, the satisfaction of participants is expressed as a number, or percentage).

4.3 Measuring progress: baseline and target

Baseline is the value of a performance indicator before the implementation of a project. The target is the result to be achieved within an explicit timeframe. Comparing the baseline to the target measures the extent to which change has happened at each result level. Baseline and targets are usually determined after details of implementation are known (pilot/beneficiary countries, activities).

Examples of SMART indicators for outputs:

- Distance learning course developed, piloted, and made publicly available.
- Software developed, installed, piloted, and operationalized.
- Draft IP policy for country X prepared, discussed and agreed to with the IP Office.
- Study on the use of Traditional Cultural Expressions in films that are produced in country X completed and presented to the Copyright Office (or equivalent).

Examples of SMART indicators for outcomes:

- The use of services developed by a DA project; for example, the number of trademarks registered through an online trademark registration software. Means of verification/source: To be reported by the beneficiary IP Office.
- The use of tools/courses: The number of students who pass the final exam of the online course developed by a DA project (quantitative indicator, data to be retrieved by the participant database) or the percentage of course participants who are highly satisfied/satisfied/not satisfied with the course (data collected by online survey).
- The use of policy advice: The policy has been approved, which is evidenced by the official publication of the policy/law. An additional qualitative indicator might be the degree to which the advice provided was instituted.

Examples of SMART indicators for impact:

- Benefits generated by the services developed by a DA project; for example, how many students registered companies after they participated in the entrepreneurship course developed by the DA project and provided by a technical university.
- Broader changes observed following the approval of a new law that facilitates the registration of patents. For example: the number of patent registrations increased.

4.4 Means of verification

The **means of verification**, or sources, indicate **how will the data be collected and by whom** (e.g., the DA project, publicly available, or to be collected by third party partner).

Important: Data collection in the context of a DA project is a project activity and must be budgeted!

Examples:

- Statistical data provided by the IP Office
- Survey conducted by the project
- Expertise commissioned by the project (e.g., to evaluate policies)
- Economic reports
- Documents
- Personal observations

Key takeaways:

- ✓ Indicators should be **SMART**, that is, specific, measurable, achievable, realistic, and time-bound
- ✓ Identify a baseline for your expected results before starting a project
- ✓ Plan how to collect the data needed to achieve the set (SMART) indicators

4.5 Risk management

Risk management includes identifying possible negative external events (threats), assessing their potential impact, and implementing mitigation strategies.

In a DA project, risk often relates to an event that negatively impacts the achievement of project objectives. Sometimes, it is also a threat that could have a wider negative impact on WIPO as an Organization or on the beneficiary countries.

The risk assessment looks at two aspects:

- The **probability** (or likelihood) a threat occurs (low, moderate, high);
- The potential **impact** of the threat on the achievement of results (small, medium, large).

Risks can be categorized by the types of negative impact they might produce. For example, the impact may affect the achievement of the project objectives, the timeliness of delivering project outputs, or reputation.

In general, common risks identified in DA projects generally relate to the assumptions in the logical framework, and those rarely materialize. For example:

- Expected policy decisions are not taken in beneficiary countries.
- Expected framework conditions are not in place (e.g., access to finance for start-up businesses, procedures to register a business).
- Staff turnover: Staff trained in beneficiary countries leave their function and are no longer able to apply their knowledge in practice.
- Beneficiary institutions do not have the budget to continue offering a service.
- Beneficiary institutions do not have the budget to provide in-kind contributions (e.g., purchasing computer equipment to run the software developed by the DA project, no budget for hiring the necessary staff, hosting events, etc.)
- In some cases, political instability and security threats in beneficiary countries.

WIPO Project Risk Scale¹²

WIPO RISK SCALE FOR DA PROJECTS				
Probability		Rating of each risk:		
High	> 50%	MODERATE	HIGH	HIGH
Moderate	25 – 50%	LOW	MODERATE	HIGH
Low	< 25%	LOW	LOW	MODERATE
Impact and type of risk		Small	Medium	Large
Financial threat		< 10% of budget	10 – 30% of budget	> 30% of budget
Achievement of project outcomes compromised		To a minor degree	To a significant degree	Project is not possible
Delivery of outputs delayed		Less than 6 months	6 – 12 months	More than 12 months
Reputational damage		With a group of stakeholders only	Entire project (many stakeholders)	At the WIPO level

Note: The risk management process is defined in WIPO’s Risk and Internal Control Management Manual, which is available to WIPO staff on the Office of the Controller’s Intranet page. WIPO differentiates between corporate risks (for WIPO as an Organization) and project-level risks. Project-level risks may become a corporate risk if the impact and likelihood are severe enough (this applies particularly for reputational risks).

Strategies to mitigate a risk are:

- Accept the risk
- Transfer the risk (e.g., purchase insurance)
- Reduce the probability that the threat occurs and/or the degree of impact of the threat
- Avoid the risk (e.g., by adopting an alternate delivery strategy)
- Fall-back plan (contingency)

Example:

- **Risk assessment:** The probability that the technical university of country X has no budget to continue offering its entrepreneurship course after the end of the DA project is low (less than 25%), but the impact would be large (100%, course no longer available to students, funds disbursed through the DA project mainly lost). Therefore, using the WIPO risk scale, the risk is judged to be moderate.
- **Possible mitigation strategy:** Work with several technical universities (reduce probability) and/or use a low-cost course distance learning model (alternate delivery strategy).

¹² Source: WIPO, Project Management in a Results Based Environment (adapted to DA projects)

4.6 Outputs and tentative timeline

The table below “Tentative Implementation Timeline” presents the project schedule for each of the outputs. The project schedule is the baseline against which the progress is measured. For DA projects, the timeline is presented in the form of a chart. The vertical bars show work on specific outputs in each quarter. The horizontal bars show the outputs as per the logical framework. In the example below, delivery of output 2 starts in the second quarter of year 1 (April) and delivery of output 2 is due by December of year 1 (4th quarter).

TENTATIVE IMPLEMENTATION TIMELINE								
Outputs as per logical framework (section 3)	Quarters							
	Year 1				Year 2			
	1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th
Output 1	■	■	■	■	■	■	■	■
Output 2	■	■	■	■	■	■	■	■
Output 3	■	■	■	■	■	■	■	■
Output 4	■	■	■	■	■	■	■	■

Note: Detailed activity list and timeline for its implementation will be established during the inception phase of the project.

The time estimate is based on the following considerations:

- The skills required to complete the activities
- The duration of the requirement
- The schedule and deadline for delivery
- The number of resources needed to complete the activity
- Alternatives (outsourcing the service, service contract)

Important: The timeline is termed “tentative” at the stage of the project development and adoption. The timeline and implementation strategy will be detailed together with each beneficiary country once the project is approved. During the implementation of the DA project, the timeline will evolve, and it should be kept up to date.

4.7 Project Budget

The DA project proposal also should include an estimated budget based on the project outputs and categorized by type of cost. The project budget is prepared by the DACD in coordination with WIPO’s Program Performance and Budget Division.

WIPO categorizes its costs (type of costs) as follows¹³:

Personnel:	Non-Personnel
Regular (Posts)	Travel
Temporary (Position)	Contractual Services
	Operating Expenses
	Equipment and Supplies
	Internships and WIPO Fellowships

- Personnel costs are salary-related costs of WIPO staff dedicated to the project.
- Non-personnel costs are related to all other project expenditures, even if they relate to the work performed by WIPO staff (e.g., staff travel).

Identification of non-personnel costs:

- Travel requirements
- Meeting and workshop logistics
- Equipment
- IT and telecommunications
- Printing and publishing costs
- Outsourcing human resource requirements
- External evaluations

Table showcasing the total resources by output

Total Resources by Output

(in Swiss francs)	Year 1		Year 2		Year 3		Total
	Personnel	Non-Personnel	Personnel	Non-Personnel	Personnel	Non-Personnel	
Project Outputs							-
							-
Total	-	-	-	-	-	-	-

The DA project document also includes a table that estimates the budget by Cost Category.

¹³ Source: WIPO, *Project Management in a Results Based Environment*

Total Resources by Cost Category

(in Swiss francs)	Travel, Training and Grants			Contractual Services					Total
	Staff Missions	Third-party Travel	Training and related travel grants	Conferences	Publishing	Individual Contractual Services	WIPO Fellowships	Other Contractual Services	
Activities									-
									-
Total	-	-	-	-	-	-	-	-	-

PART II: MANAGEMENT OF DA PROJECTS

CHAPTER 5: DA PROJECT MANAGEMENT

Once the project has been approved by CDIP and a project manager has been appointed, the implementation of the DA project starts with a process that consists of three phases.



All three phases are crucial to the success of the project, but the most important is the *inception phase* because it identifies and assesses participating countries, plans the activities more thoroughly, and sets the tone for the management style. This phase covers the first 3 to a maximum of 6 months of the project.

The *implementation phase* covers all activities of the project and the project manager must continually monitor implementation during this phase to ensure that there is no slippage in the timeline and that any risk that may emerge is dealt with in a timely manner.

The *monitoring and evaluation phase* is important to ensure that the project implementation is on track and that the resources are well spent. It offers the possibility to react and steer the project in the right direction and to ensure that any lessons learnt are taken as feedback to assist future projects.

5.1 Inception phase chart

INCEPTION PHASE			
Time	Activity	Description	Responsible party
3 MONTHS	OPERATIONALIZE THE DA PROJECT. PREPARE THE DELIVERY OF OUTPUTS	Call for interest of pilot/beneficiary countries (if piloting at the country level is foreseen in the DA project document), using Form 5.	DACD (in consultation with PM)
		Selection of pilot/beneficiary countries (if applicable). Note: The proponent country/countries is/are automatically project beneficiaries. Usually, by submitting a request for participation in a DA project, beneficiaries declare their interest in	DACD (in consultation with PM)

		participating in the project, as well as their commitment.	
		Establishing a project team and distributing responsibilities for each beneficiary country	PM (in consultation with the beneficiary countries)
		Establishing a detailed list of activities for each beneficiary country (country-level implementation plan) in close collaboration with the pilot/beneficiary countries	PM (in close collaboration with beneficiary countries)
		Detailing the logical framework [Form 4] (activities, baselines, targets).	PM (in close collaboration with beneficiary countries)
		Submitting an inception report to DACD	PM
		Approving the inception report	DACD

5.2 Selection of participating/beneficiary countries

Once the DA project is approved by the CDIP, interested Member States can submit their expression of interest to the DACD. The expression of interest should occur in accordance with the selection criteria indicated in the project document. The submission of interest should be done by filling in the form attached to the project document (Form 5). Developing countries who propose the project automatically become participating countries. Nevertheless, they are also strongly advised to complete and submit to the DACD the expression of interest form.

If there are no expressions of interest, the DACD may engage with Member States through Regional Group Coordinators to ensure that the project objectives are clear and to prompt interest. Countries will be selected by the DACD in coordination with the project manager. If interested countries respond to the selection criteria, the DACD and project manager will review and assess the needs and absorption capacity of interested countries. The selection of countries will also take into account geographical representation.

Key takeaways:

- ✓ The inception phase is key for the project manager to kick off the project implementation.
- ✓ It is also a key phase for participating countries to state and define their priorities and agree on a tailor-made project implementation plan.
- ✓ Proponent [developing or least developed] countries automatically become project participants/beneficiaries. They should also commit to the project by completing and submitting the participation Form.
- ✓ Interested Member States should submit the participation Form 5 to the DACD.
- ✓ The participation Form 5 is designed to provide vital information about the key institutions that will be involved in the project and most importantly the key contact people.
- ✓ The project manager, in coordination with the DACD, will conduct a needs assessment of interested countries.

5.3 Establishing the project management structure

The appointed DA project manager has the overall responsibility for managing the DA project. She/he reports to the DACD.

The project manager:

- Assumes the overall responsibility for ensuring that a project meets its objectives and delivers the project benefits.
- Represents the project in front of internal (WIPO) and external stakeholders.
- Is responsible for the timely delivery and the quality of outputs.
- Ensures periodic monitoring and reporting (to DACD, to the CDIP, etc.).

Depending on the complexity of the DA project, its management structure may include the following:

- A project team that reports to the project manager. The project team should also include a National Focal Point that coordinates the project implementation at the national level, and who reports to the project manager on a regular basis.
- A project board (composed of representatives of different areas of WIPO) that meets periodically, oversees, and assists the project implementation.

Note: Project management structures must be tailored to the specific nature of projects. A DA project that produces specific economic studies requires a different set-up from a DA project with fieldwork in several beneficiary countries. Whatever structure is selected, there must be one responsible decision maker (not a team) who is accountable for results.

5.4 Monitoring and evaluation frameworks for project managers:

Preparation and management of DA projects are guided by WIPO's RBM (results-based management) principles. RBM means planning for results and monitoring them.

For DA projects, WIPO uses Logical Frameworks, also called "logframes", for establishing planning, monitoring and evaluation frameworks.

Logframe is a systematic, analytical planning tool for development projects that are results-oriented. This tool is used by various organizations, including in the UN System, for monitoring and evaluating development-oriented projects. It is primarily a tool for project managers and evaluators.



Logframes present:

- The intervention strategy (results chain) from activities to impact and assumptions on external factors that are expected to contribute to these results.
- Indicators (baseline, targets) to measure whether expected outputs, outcome, and impact have been achieved.
- Means of verification: tools for results measurement.

Defining an appropriate intervention strategy requires a thorough analysis of the challenge, context, and stakeholders (Phases I and II of the project concept development are important). The challenge to be addressed and the stakeholders to be engaged must be fully understood. Otherwise, the DA project will not provide the right support (outputs) to generate the expected benefits (outcome).

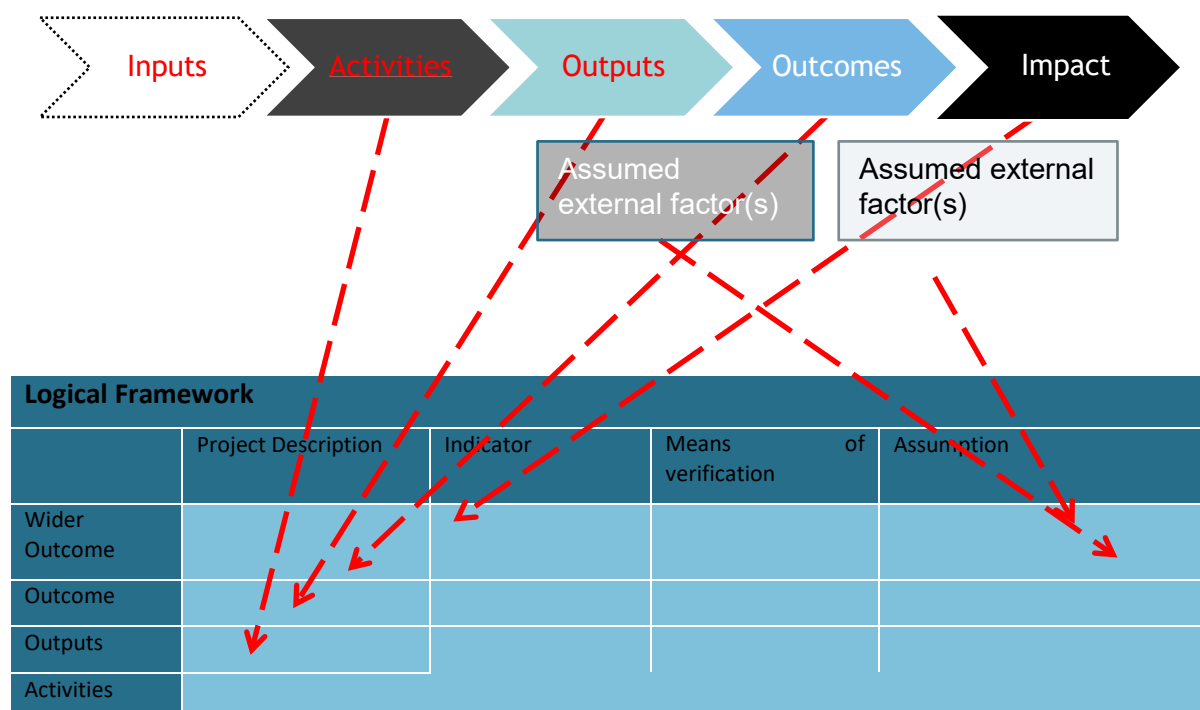
Logframes are useful to capture key project information in a concise and easy to read format.

Graph IV: Annotated Template for Logical Framework, developed in detail by the project manager in the inception phase based on the DA project document

Logical Framework				
	Project Description	Indicator	Means of verification	Assumption
 VERTICAL LOGIC = results chain	Impact (Note: This part is not always relevant to DA projects)	Longer-term benefits and effects generated by the outcomes How and against which criteria will the achievement of the longer-term impact will be measured? Indicate baseline Indicate target	How and by whom will the information be collected?	If the outcome(s) is/are achieved and the assumptions are correct (at this level), the DA project will be able to contribute a longer term impact.
	Outcome	Direct benefits and effects generated by the outputs of the DA project How and against which criteria will the achievement of outcomes be measured? Indicate baseline Indicate target	How and by whom will the information be collected?	If the outputs are delivered and the assumptions are correct (at this level), the expected outcomes will be generated.
	Outputs	Specific products and services provided by the DA projects, also called deliverables How and against which criteria will the delivery of outputs be measured? Indicate target	How and by whom will the information be collected?	If the activities are carried out and the assumptions are correct (at this level), the outputs are produced.
	Activities	Activities needed to produce the expected outputs of the DA project (to be filled out during inception)		
 HORIZONTAL LOGIC = Relationship between objectives, indicators, means of verification				
Explanations				
	Explains what the DA project will do in the form of a results chain (Phases III and IV). The intervention logic is to be read from the bottom to the top.	Indicators to measure the achievement of objectives Can be either quantitative (number) or qualitative (judgements)		

Most of the information needed to complete a Logframe has been gathered at an earlier stage of the project development. For example, a results chain developed for the concept document can be used to populate a part of the Logframe as shown in Graph IV.

How to transform a results chain into a logical framework



5.5 Detailed list of activities and timeline

The inception report includes a chart that presents activities in detail (in chronological order) with a timeline for their implementation (duration between start and end marked in black). At this stage, the timeline is more detailed and better defined than the tentative timeline included in the project document.

Important: Project managers are strongly advised to do this work in close collaboration with the focal points in beneficiary countries, ideally through a planning workshop during the inception phase.

IMPLEMENTATION TIMELINE								
Outputs and activities as per logical framework (see 5.2)	Quarters							
	Year 1				Year 2			
	1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th
Output 1	■	■						
Activity 1.1		■	■	■				
Activity 1.2			■	■	■	■	■	
Output 2			■	■	■	■	■	
Activity 2.1			■	■	■	■	■	
Activity 2.2.						■	■	■

CHAPTER 6: PROJECT IMPLEMENTATION

The project implementation phase is very important, as it delivers the set outputs and the overall project outcome. During this phase, it is important to establish a cooperative relationship with the country focal points and the main project stakeholders. For this, regular and open communication is key.

In addition, constantly monitoring the progress in the project implementation and assessment of the project's risks will allow the project manager to steer the project in the right direction (if needed) at the right time. To facilitate this process, DA project managers will also periodically report to DACD.



The table below shows the main tasks in the management of the implementation phase of a project.

IMPLEMENTATION PHASE			
AS PER DA PROJECT DOCUMENT	DELIVERY OF REQUESTED OUTPUTS MONITORING AND REPORTING	Timely implementation of activities as per the approved inception report	PM (ongoing)
		Monitoring of planned <u>activities</u> (as per the inception report), regularly updating implementation status and revised deadlines, regularly monitoring the delivery of outputs.	PM to DACD (regularly provide update using Form 4) DACD reacts if the project implementation faces difficulties/delays
		Providing an annual report(s) to the CDIP while the DA project is in implementation <ul style="list-style-type: none"> - Report on progress in delivering <u>outputs</u> using indicators in the logical framework - Report on the percent of the budget used - Updated risk table and mitigation measures - Flagging of issues requiring immediate attention - Updated timeline for the delivery of outputs (if needed) - For those outputs already delivered, an assessment of progress on achieving outcomes (using indicators in the logical framework). 	<ul style="list-style-type: none"> - PM to prepare the report (using Form 6) - DACD to check/validate the report <p>The CDIP takes note of the report and considers proposed changes (activities, expected outputs, project duration/timeline).</p>
		Once the project has been completed, presenting a detailed project completion report to the CDIP. It includes, inter alia, the following: <ul style="list-style-type: none"> - A self-assessment of progress towards achieving expected outcomes (as per Logframe) - A self-assessment of progress towards achieving impact (as per Logframe) - Actions to be taken to ensure sustainability of benefits generated by the DA project - Lessons learned with wider applicability - A dissemination note 	<ul style="list-style-type: none"> - PM to prepare the report (using Form 7) - DACD to check/validate the report

6.1 Project Monitoring

Project monitoring is an important part of the project implementation. Monitoring is important because it allows assessment of potential risks that could affect the successful implementation of the project and hence provides for an environment in which the project manager can stand ready to respond to those risks with mitigation strategies.

DA projects are monitored by the project manager, who regularly provides information on the project implementation to the DACD and annually provides a progress report to the CDIP.

- **Project Monitoring by the DACD:**

The project manager is also responsible for regular reports to the DACD on the implementation status of activities, highlighting the following:

- Planned activities as per the inception report
- Deadlines as per the inception report
- Revised deadline for completion of the activity
- Status of the activity (not yet started/ongoing/fully completed)
- Explanations of delays/other challenges
- Corrective measures taken

This process will facilitate the project implementation and reporting to the CDIP, in particular if the project implementation suffers delays and/or difficulties. The DACD may then provide support in the project implementation.

As part of the monitoring process, the project manager annually reports to the CDIP. Any significant change in the project implementation (delayed timeline, need to extend the project, need to re-adapt certain planned activities, etc.) should be reflected in those reports and approved by the CDIP. The budget allocated for the project cannot be re-evaluated during the project implementation.

- **Periodic progress reporting to CDIP:**

The project manager is responsible for preparing an annual comprehensive progress report for the CDIP (using Form 6). It must include the following information:

- Key data of the DA project (as per DA project document)
- Updated list of activities and the status of the implementation of these activities
- Progress towards delivering outputs, budgets
- Updated risk table
- Issues requiring immediate attention
- Updated project timeline
- An assessment of progress toward achieving outcomes (based on the outputs already delivered)

Once the project has been adopted by the CDIP, the appointed project manager should ensure its implementation based on the project objectives, outputs and activities described in the DA project document. Nevertheless, any changes that need to be made to ongoing DA projects, including the project implementation timeline, should be presented to the CDIP through a progress report. The CDIP will then use the progress report to take a decision on the changes proposed by the project manager.

6.2 Project closure

Before the project is closed, the project manager must submit a completion report to the CDIP (Form 7): The report should include information on the following:

- Key data of the DA project (as per DA project document)

- Report on the outputs delivered (as per the logical framework, using the selected indicators)
- Report on outcome(s) observed (as per the logical framework, using the indicators selected)
- An analysis of why objectives may not have been achieved (if applicable)
- Report on financial implementation (according to outputs and type of costs)
- Conclusion of the project (if the support provided by the DA project remains relevant, how will the continuation/expansion of benefits be ensured)?
- Dissemination note that describes (i) the key takeaways for WIPO (per Sector or for the entire organization); and (ii) the key takeaways for Member States (for each stakeholder group).

If the outputs or outcomes of the DA project respond to an ongoing need, possible follow-up actions may be proposed to the CDIP. If the DA project has entirely met its objective(s), benefits have been taken up by Member States and/or the support provided by the DA project is no longer relevant, further follow-up might not be needed.

Key takeaways:

- It is important for the DA project manager to set a project management structure. That should be tailored to the specific nature of the project.
- Participating Member States should be actively involved in the inception phase.
- Regularly monitoring the project is key to a successful and timely implementation. This will also enable project managers to signal in advance any potential issue in the project implementation.
- Project managers should report to the CDIP annually.
- Any changes to the ongoing DA project, including to the project timeline, should be presented to the CDIP through progress reports.
- When the project is completed, project managers are responsible for submitting a completion report to the CDIP.
- The CDIP decides on a follow-up based on the conclusions of the completion report and the evaluation report.

PART III: DA PROJECT EVALUATION

CHAPTER 7: EVALUATIONS

This chapter describes evaluation of DA projects by applying widely acknowledged principles and good practices¹⁴.



7.1 Purpose of evaluations

Evaluations provide credible and useful evidence to strengthen accountability for development results and to contribute to organizational learning of WIPO and its Member States. They inform WIPO and the CDIP on whether a DA project provided the right assistance in the right way.

Specifically, evaluations of DA projects have two main purposes:

- To hold WIPO accountable towards its Member States, and
- To build on lessons learned for the improved implementation of DA projects.

Evaluations are guided by clear terms of reference, which include key evaluative questions. They are conducted by independent evaluators and managed by the DACD.

Important: The budget for evaluation must be foreseen and included in the project budget.

The processes of evaluating and monitoring are complementary:

- Monitoring regularly assesses progress towards achieving the expected objectives (outputs, outcomes, impacts) and the use of budgets. Monitoring is an ongoing managerial function. Its main purpose is to inform management decisions for an effective/efficient implementation of an ongoing project.
- Evaluations assess projects once they have been completed. Their purpose is to inform decision making of the CDIP and to generate lessons learned for WIPO. To do this, evaluations look at not only the achievement of results, but also other factors that characterize successful development projects (relevance, coherence, efficiency, sustainability of results).

Important: Based on the considerations of the completion report as well as the independent evaluation and its recommendations, the CDIP will take a decision on whether to extend the project to a next phase, mainstream it into the regular work of the Organization or close the project and benefit from its outputs.

The following table gives the timescales and the steps involved in an evaluation of a DA project

¹⁴ Sources: Principles for Evaluation of the Development Assistance Committee of the Organization for Economic Cooperation and Development (OECD DAC).

7.2 Evaluative steps and responsibilities

Time	Output	Description	Responsibilities
EVALUATION DESIGN AND RECRUITMENT OF EVALUATOR: EVALUATOR(S) CONTRACTED			
1 MONTH	ToR and Contract signed	Define the purpose and key evaluative questions	DACD (in consultation with PM)
		Preparation of the TOR	DACD (in consultation with PM)
		Selection of the evaluator(s)	DACD (in consultation with PM)
		Contracting the evaluator	DACD (in consultation with PM)
INCEPTION PHASE OF EVALUATION: TERMS OF REFERENCE OPERATIONALIZED			
1 MONTH	Inception report approved	Collection of documents by the evaluator	PM
		Evaluator to perform initial desk study	Evaluator
		Establish a list of persons to be interviewed	Evaluator/PM
		Evaluator and DACD to agree on dates for interviews and field missions (if required)	DACD
		Administrative arrangements for field mission (if required)	DACD
		Evaluator to draft inception report	Evaluator
		Comments of DACD/PM on inception report	Consolidated by DACD
		Evaluator to amend, finalize inception report	Evaluator
2 WEEKS	Data collection Data analysis Draft report	Field mission (if required) and interviews	Evaluator
		Oral debriefing with main findings, conclusions, and recommendations at the end of the mission	Evaluator
		Additional desk study and/or literature review (if needed)	Evaluator
		Draft report to be submitted to DACD (deadline: 15 days after the end of the field mission)	Evaluator
1 WEEK	Factual Verification	DACD to perform factual verification and circulate report to PM for verification of facts DACD to perform quality check on the report (checklist Form 8)	DACD (lead) and PM
		DACD to provide consolidated factual corrections and comments to the evaluator (track-change, electronic comments)	DACD
1 WEEK	FINALIZE REPORT AUDIT TRAIL	Evaluator to integrate corrections and correct quality shortcomings of the report. He/she either accepts the corrections and, if not, explains why not.	Evaluator
		Submit final version of the report (one with mark-up of changes and electronic comments answered).	Evaluator
DISSEMINATION			
NEXT SESSION OF CDIP		Report to be circulated with CDIP material	DACD
		Evaluator to present report to CDIP	Evaluator
		CDIP to discuss and consider the report	CDIP
		Other dissemination activities (if planned)	DACD/PM/CDIP

7.3 Selection of independent evaluators

Evaluations of DA projects are external and independent. Evaluators must not have been involved in the preparation or management of DA projects or be an intended beneficiary.

Independence also means that evaluators are not economically dependent on WIPO or on partner organizations of the DA project in any of the beneficiary countries (where applicable). Possible conflicts of interest should be openly and honestly addressed.

Evaluators are selected to conduct the evaluation through a transparent process based on their skills and relevant experience. Evaluators of DA projects must be qualified for their job. They must have

both evaluative skills and sufficient IP knowledge to understand the content of the DA project they evaluate. Evaluative skills are evidenced by a track record of successful evaluation experience in an international development context.

Evaluators of DA projects may work freely and without interference. They receive support from the DACD and project managers. They should benefit from access to all relevant information.

Key takeaways:

- DA project evaluations are external and independent.
- The purpose of evaluations is:
 - To hold WIPO accountable towards its Member States, and
 - To build on lessons learned for the improved implementation of the DA projects.

7.4 Collection and presentation of data (information)

When collecting and presenting data, keep the following points in mind:

- All relevant documents must be considered, including at a minimum the DA project concept, the DA project document, progress reports and project outputs.
- All relevant stakeholders must be consulted and given the opportunity to actively contribute to the evaluation. The criteria for identifying stakeholders are clearly defined. Evaluators should use a participatory approach that facilitates the exchange of information.
- The evaluation should cross-validate the information sources and critically assess the validity and reliability of the data.
- Findings, conclusions, and recommendations are presented separately, with a clear logical distinction between them. Conclusions must be derived from findings and recommendations from conclusions. The evaluation report must contain a clear argument.
- Protection of confidentiality: Anonymity of individual informants and confidentiality of information evaluators receive is protected.

7.5 Evaluation criteria

- DA project evaluations are commissioned to provide a standardized quality assessment of the design, implementation, and results of DA projects according to the following five criteria:
 - **Relevance:** Did the project respond to the DA Recommendations it intended to address and to the needs of beneficiaries?
 - **Coherence:** The compatibility of the DA project with WIPO's Programs, other ongoing or completed DA projects, and policies of beneficiary countries.
 - **Effectiveness:** The extent to which the DA project has delivered its outputs and has or is likely to generate the expected outcomes. If possible, the indicators in the logical framework must be used (if not, an explanation is needed).
 - **Efficiency:** The extent to which the DA project delivered its outputs timely and economically.
 - **Sustainability:** The extent to which the net benefits of the intervention continue or are likely to continue.

Given the limited scope and duration of DA projects, impact is generally not yet evaluable. With clear evidence, evaluators might choose to assess the likelihood that outcomes lead to impact.

7.6 Evaluation report

Evaluation reports must be understandable to the intended reader (DACD, CDIP, WIPO staff, other intended users). They should be presented in short and concise language (maximum 20 pages). Where necessary, technical terms should be explained in a way that is understandable to readers who are not familiar with evaluation or IP. They should contain the following:

- Executive summary: Provides an overview of the report, highlighting the main findings, conclusions, recommendations, and overall lessons learned. The content of the executive summary is representative of the overall report and must be self-explanatory without consulting the body of the report.
- Who commissioned the evaluation, the scope of the evaluation, the objectives of the evaluation, key evaluative questions.
- Name of the evaluator, disclosure of possible conflicts of interest (if any).
- Context and background of the DA project (e.g., who proposed it, what were the intentions and expectations).
- The intervention strategy of the DA project, including underlying assumptions and factors affecting the success of the intervention.
- The methodology, including the sources of information used (desk study, interviews, literature review, personal observation, etc.). The report describes the evaluation criteria and how they are weighted given the evaluation objectives.
- Limitations to the evaluation, i.e., factors that restrict the ability of the evaluator to perform the evaluation.
- Findings and an assessment of the project based on standard evaluation criteria (see above).
- Conclusions derived from the findings and assessment.
- Clearly formulated recommendations, which can realistically be implemented and are practical. Recommendations are structured according to whom they address. Recommendations should only be addressed to recipients of the report.
- Complete lists of interviewees and other information sources are included in an annex to the report so that the accuracy of information in the report can be assessed.

Key Takeaways:

- ✓ The evaluation report is presented by the external evaluator to the CDIP.
- ✓ It should clearly reflect the main findings, recommendations, and conclusions of the evaluations.
- ✓ Based on the evaluation report, the CDIP may opt for a phase II of the project (extend the scope of the project or extend it to other countries), mainstream the project into the work of WIPO, or close the project and build on lessons learnt.

DOS AND DON'TS IN PREPARING AND IMPLEMENTING DA PROJECTS

Preparing a Concept Note (Member States)

- Consult the searchable Catalogue on DA projects to familiarize yourself with prior work of the DA. Ensure that your project builds upon and/or complements the existing work. Do not propose a project that merely repeats work done in prior DA projects.
- First identify the IP-related challenge your project aims to address. Determine the root causes of the challenge, which are often not only related to IP. Do not design your project around activities such as studies, trainings, workshops, and publications. Then, do reflect on the assistance you intend to mobilize from WIPO to tackle the problem.
- Ensure a stringent intervention logic that explains clearly how WIPO's support (outputs) will lead to the expected positive changes (outcomes). Distinguish clearly between outputs (deliverables of the project) and outcomes (their expected positive effects). Reflect what external factors beyond the direct control of the project need to be in place to ensure that outputs will lead to the expected outcome.
- Consult key stakeholders that might be concerned before drafting your concept note, including national IP Office(s), line ministries, company associations, academia, etc. Avoid looking at possible solutions under the angle of IP and selected beneficiaries only.
- Ensure that your project addresses IP-related issues that are relevant and of common interest to several countries. Avoid proposing projects that aim at benefitting only a particular country or institution.
- Although you may directly prepare the project proposal and submit it to the CDIP, prepare a draft concept note first and discuss it with the Development Agenda Coordination Division.

Negotiation of your proposal in the CDIP (Member States)

- Mobilize support of the Groups in the CDIP for your proposal before formally submitting it for consideration by the Committee. Integrate any suggestions you receive as you deem appropriate.
- Do not submit proposals to the CDIP without prior consultation with the different Groups.
- Use the DACD's assistance to amend your proposal based on other Member States' comments.

Project implementation (project manager, participating countries)

- Use the logical framework as a planning, management, and monitoring tool. Define indicators for each of the outputs and expected outcomes. Choose indicators that are specific, measurable, achievable, relevant, and time-bound.
- Set up a clearly agreed-upon project management structure in each of the pilot/beneficiary countries. Where several institutions are involved, appoint one focal point, and establish a steering mechanism for consultations. The DACD will provide you with advice if needed.
- Do not implement the project in silos. Coordinate with relevant internal colleagues and inform the DACD of any issue that may arise in the implementation process.

Identification and dissemination of lessons learned (DACD, project manager, Member States)

- Building upon the findings, conclusions, and recommendations of the final evaluation of the project, identify the key takeaways for the dissemination note, which will be available on the WIPO website.
- Member States may consider other channels to disseminate results to a broader audience. These may include side events to the CDIP Meeting (for CDIP participants, WIPO staff), media releases (for the public in beneficiary countries), policy briefs (for governments in beneficiary countries) or other means to ensure visibility and uptake of project results.
- Do not let the results of a project go to waste.

SUMMARY OF IMPORTANT TERMS FOR DA PROJECT DOCUMENTS

DA projects are temporary endeavors and not permanent activities. As with all projects, DA projects have a specific duration (timeline) and allocated resources (financial, personnel, in-kind contributions).

Projects use inputs to generate outputs, which are expected to result in positive outcomes and possibly have a longer-term impact.

- **Inputs** include personnel and non-personnel resources dedicated to the project.
- **Activities** refer to the support provided by a DA project, which typically comprise services such as capacity building, training, sharing of expertise in various areas, etc. Sometimes activities may also include the procurement of goods (e.g., equipment, material). A project activity is an element of work performed during a project to convert inputs into outputs. It normally has an expected duration, cost, and expected resource requirements.
- **Outputs** are the products, capital goods, and services that result from a project. They describe some operational changes or changes in knowledge and skills. They focus on deliverables rather than on an effect.
- **Outcomes** are desired short-term or medium-term effects of project outputs. They define what success will look like, provide direction to the activities, and give a foundation for the performance measurement framework. They usually lead to institutional and/or behavioral changes.
- **Impact** refers to the primary and secondary long-term effects of the project that often contribute to people's lives. The impact may be positive or negative, direct or indirect, intended or unintended. In addition to generating specific outputs, DA projects are expected to contribute to development outcomes and ultimately have a broader socio-economic impact. However, because of their short lifecycle, DA projects do not focus primarily on impact.
- The **intervention strategy**, which is also called intervention logic or theory of change, explains how activities generate outputs, how those contribute to outcomes, and how these outcomes contribute to the expected impact. The delivery strategy presents the results chain (link between inputs, activities, outputs, outcomes, and impact in a logical sequence).
- **Assumptions** examine where the achievement of project objectives (outcomes, impact) depends on external factors. Assumptions need to be identified.
- **Indicators** are measures used to determine whether objectives have been achieved. Indicators must be "SMART": specific, measurable, achievable, relevant, and time-bound (linked to a deadline).
- **Baseline** is the value of a performance indicator before the implementation of a project. The baseline is followed by a target, which is the result expected within an explicit timeframe. Comparing the baseline to the target measures the extent to which change has happened at each result level.
- **Means of verification** represent the tools used to measure the indicator, for example: surveys, publicly available data, studies etc.
- **Logframe** presents the intervention strategy, assumptions, indicators (including baseline and targets), and means of verification.

- **Risk assessment** identifies possible negative external events (threats), assesses their potential impact, and implements mitigation strategies.

Examples of project outputs (deliverables):

- A draft copyright legislation.
- An online system for trademark registration.
- Studies, guides, teaching materials.
- The preparation of an IP advisory service for companies by the IP Office. *Note that the regular provision of the IP advisory service after it has been prepared is no longer a project!*

Outputs (deliverables) are generated through project activities, for example:

- Consultation workshops, expert input to draft a new copyright law.
- Design of an online system for trademark registration, purchase of the software design, data migration to the new system.
- Determining the IP support companies need (interviews, surveys), defining the scope of IP support to be provided by the IP Office, pilot and launch the IP advisory service.

Examples of outcomes (benefits generated by outputs) are:

- A new copyright law drafted with support of the DA project is approved and implemented by a government.
- Thanks to the new trademark database established with WIPO's support, the number of trademarks processed by the IP Office increases.

Examples of impact:

- IP aspects are incorporated in the design of other new national policies.
- The increased number of registered trademarks leads to a reduction in disputes on the use of trademarks.

[Annex follows]