[Annex I – Non-exhaustive list of possible evaluation questions

(i)   From the 'Guiding Principles'

- Is the WIPO External Offices network sustainable?
- Is the WIPO External Offices network adequately sized?
- Does the WIPO External Offices network add clear value?
- Does the WIPO External Offices network bring efficiency and effectiveness to program delivery?
- Does the WIPO External Offices network operate in accordance with the WIPO Results Framework?
- Does the WIPO External Offices network operate in a coordinated way with WIPO Headquarters?
- Does the WIPO External Offices network deliver results in a way that may not otherwise be achieved through operations at WIPO Headquarters?

(ii)   From the Report of the External Auditor

- What is the additional contribution or impact External Offices make to the overall achievement of objectives?

    Algeria on behalf of the African Group: proposed new wording for the above bullet: What is the contribution or impact External Offices make to the overall achievement of objectives?

- Following from a process evaluation, how do the External Offices operate in practice and work with other stakeholders?

- What are the overall costs incurred in maintaining current arrangements and what are the relative cost benefits against other means of achieving similar outcomes?

    Algeria on behalf of the African Group: proposed new wording for the above bullet: What are the overall costs incurred in maintaining current arrangements

- What would be the business risks which flow from the maintenance or expansion of the network?

(iii)   Supplementary and additional questions from the inputs of the Member States

Consistency with the 'Guiding Principles'
- To what extent does each External Office comply with the 'Guiding Principles regarding WIPO External Offices'?

Consistency with the Results Framework and contributions to Strategic Goals
- How closely do the activities of the External Offices align with WIPO's Medium-Term Strategic Plan?
- How have the External Offices allowed WIPO to extend its outreach to explain the potential for intellectual property to improve the lives of everyone, everywhere?
- How have the External Offices helped Member States in the development of the IP ecosystems?

- What are the main factors that have facilitated or obstructed the achievement of expected results by External Offices?
- Is the Results Framework for the External Offices – as a network and individually – suitable and optimal? Does it support accountability?

Program implementation - considerations
- Are projects implemented within the framework of annual workplans using good practice project management tools (planning, design, monitoring and evaluation) and are results frameworks at the project level adequately linked to Organizational Goals and Expected Results?
- Are adequate monitoring and evaluation mechanisms in place to ensure that: a) information on results achieved is captured; b) information on progress made is available; c) lessons learned are generated for the design of future activities; and d) the future assessment of impact is facilitated?
- What are the implications of the shift to remote working brought on by the COVID-19 pandemic for the functioning of the External Offices? Can online platforms developed during the pandemic partially or completely take over the role of existing or future External Offices?

Support for WIPO's Global IP Services
- In what ways are the External Offices conducting initiatives for users of the IP systems, especially for SMEs, startups, and young people, to enhance innovation and creativity?

Management and internal coordination
- Do the activity reports and plans prepared by the External Offices align with the agreed work plans of the respective External Offices? What measures could be undertaken to enhance the activity reports and plans produced by external offices?
- Are External Offices' operations and the flow of information between Offices and the headquarters effective?
- How do the External Offices and the WIPO Regional Divisions negotiate areas of focus and ways of working and is their collaboration and cooperation efficient and effective?
- Does the performance of External Offices depend on the effective realization of key administrative processes managed by Headquarters? Are there any hurdles?
- How is the functioning of External Offices coordinated within the Secretariat and with Member States, including with host countries? Do the existing coordination mechanisms facilitate efficient and effective delivery in accordance with the Results Framework? If not, what measures or mechanisms should be put in place to improve performance?

Engagement with stakeholders
- How do External Offices operate in practice and work with national/regional stakeholders?
- What is the stakeholder assessment of the contribution made by External Offices?
- To what extent are the activities and outputs of External Offices aligned with the needs and demands of stakeholders, users and target groups?

Budget and cost efficiency consideration
- What cost efficiency measures could be introduced without impeding the achievement of results by External Offices?
- What are the criteria for budget allocation among different External Offices?
- Are the personnel and non-personnel resources allocated to the External Offices sufficient for the achievement of expected results?

- What are the costs and benefits of delivering activities either through the External Offices or through WIPO Headquarters?

Host country considerations
- What kind of support does each External Office receive from its host country?

Coverage of the External Offices
- What would be the implications of existing External Offices conducting approved WIPO program activities within a group of countries or Regional Group, as agreed by the Member States involved (without prejudice to the scope of the existing External Offices)?

UN Sustainable Development Goals?
- What activities are the External Offices conducting to contribute to achievement of the Sustainable Development Goals (SDGs)?

Russian Federation: Annex I contains questions that duplicate each other (e.g., questions 3 and 7 in the first block, issue 1 in the second one). It is necessary to eliminate the duplication.

The second question from the second block also requires clarification. «Following from a process evaluation, how do the External Offices operate in practice and work with other stakeholders», what does it mean if the evaluation has not been conducted yet?

The last question in block ii is also unclear. Why business risks need to be assessed if WIPO and its External Offices have nothing to do with the commercial component? Since the appropriate funds are regularly included in the Program and Budget of the Organization adopted by all Member States.

It is not clear why the question of the contribution to the achievement of Sustainable Development Goals (SDGs) is included. The Offices are considered as WIPO's local units, and the WIPO's Program and Budget contains linkages between each program and the SDGs.]

[Annex II follows]

[Annex II – Non-exhaustive listing of possible evaluation criteria

(i)   From the 'Guiding Principles'

The nature and effectiveness of:
- collaboration with the national IP office(s) of the host country(ies)
- the promotion of the effective use of WIPO's Global IP Services
- activities designed to raise awareness of intellectual property
- the delivery of customer service to the users of WIPO's Global IP Services, including treaties and conventions administered by WIPO
- the provision of assistance for using IP as a tool for promoting development and transfer of technology
- the provision of policy and technical support to national IP offices to increase the use of intellectual property

(ii)   Supplementary and additional criteria from the input of the Member States and the Report of the External Auditor

Consistency with the Results Framework and contributions to Strategic Goals
- Performance of the individual External Offices in achieving Expected Results under the WIPO Results Framework, as reported by the WIPO Performance Reports.
- Impact of the activities of External Offices, including the provision of information, on building respect for intellectual property.
- Analysis of activities of the External Offices designed to raise awareness of the importance of the IP system among SMEs and startups.
- Analysis of the nature and effectiveness of the policy and technical support provided by External Offices to IP offices.

Program implementation - considerations
- A comparative analysis of each office's workplans and respective compliance reports, highlighting governance in each office, the distribution of activities and any special characteristics of those activities.
- The percentage of activities of External Offices which are also performed by the Secretariat through online or in-person activities.

Support for WIPO's Global IP Services
- Assessment of feedback from users of External Offices' services.
- Volume of applications for the PCT, Hague and Madrid systems from the areas of responsibility of an External Office, over time.

Management and internal coordination
- Adequacy of management controls and systems, procedures and the reliability of information for decision-making and accountability purposes.

Engagement with stakeholders
- Number of contacts which External Offices have, in particular with SMEs and start-ups.
- Utilization of External Offices by stakeholders within the area of responsibility of an External Office including, where applicable, outside of the host country.
- Assessment of feedback from stakeholders of External Offices.

Budget and cost efficiency consideration
- Budget allocated to the External Offices and their expenditure since their inception.

Host country considerations
- Contributions provided to External Offices by host countries.
- A detailed cost analysis for each office and a breakdown of the amounts provided by their host countries, enabling a comparison between the two.

Russian Federation: Some provisions of Annex 2 also duplicate each other.

Subparagraph ii contains a question on the percentage of projects involving External Offices and the Headquarters. How can this rate be correctly calculated if the project is implemented cooperatively (for example, the speaker was a staff member from Geneva, but the External Office provided the target audience and the promotion of the event among stakeholders)?

The question on the volume of international applications «from the areas of responsibility of an External Office» is not clear. How can we identify in general statistics the applications that have been filed as a result of the External Office activities? What if an applicant contacted an External Office after an application filing with questions about the examination procedure? We consider this question to be inappropriate and propose to delete it.]

[End of Annex II and of document]