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WIPO
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INTELLECTUAL PROPERTY
ORGANIZATION

Committee on Development and Intellectual Property (CDIP)

Thirty-Fourth Session
Geneva, May 5 to 9, 2025

SECRETARIAT'S RESPONSE ON THE STATUS OF THE RECOMMENDATIONS OF THE INDEPENDENT EXTERNAL REVIEW OF WIPO'S TECHNICAL ASSISTANCE

prepared by the Secretariat

1.   The Committee on Development and Intellectual Property (CDIP), at its twenty-ninth session in April 2022, considered the African Group's proposal to conduct a new Independent External Review of WIPO's Technical Assistance in the Area of Cooperation for Development (document CDIP/29/9).

2.   At its thirtieth session in April 2023, the Committee adopted the Terms of Reference for the Independent External Review. The requested Review covered the technical assistance activities of WIPO in the area of cooperation for development that were implemented from 2017 to 2022, encompassing the assistance provided by all relevant WIPO Sectors.

3.   The Independent External Review was conducted by an external Review Team, comprising Ms. Melissa Costa as Lead Evaluator and Mr. Tom Ogada and Mr. Maximiliano Santa Cruz as Intellectual Property (IP) and Development Experts.

4.   In accordance with the Terms of Reference, two briefing sessions were organized for Member States to ensure transparency and engagement throughout the review process.

5.   The first briefing session took place during the thirty-second session of the CDIP on May 1, 2023, when the Review Team presented the inception report (document CDIP/32/INC).

6.   An overview of the scope, methodology and initial observations of the Review was provided at this session.

7.   At the second briefing session, held on September 3, 2023, the first draft report, including its preliminary findings and recommendations, was presented. This session allowed Member States to provide feedback and engage with the Review Team before the finalization of the report.

8.   The Lead Evaluator presented the final report of the Independent External Review to the Committee at its thirty-third session in December 2024.

9.   Following discussions, the Committee decided: "[…] to continue the discussion on the External Review at its following session. To facilitate the discussion, the Committee requested the Secretariat to prepare a document detailing the status of each recommendation and the requirements needed for their implementation" (contained in para. 6.3 of the Summary by the Chair of the thirty-third CDIP session).

10.   This document is a response to the above-mentioned request.

11.   To ensure a comprehensive and accurate assessment, the Secretariat has considered input from all relevant WIPO Sectors, incorporating their perspectives on the feasibility, implementation status and potential impact of each recommendation.

12.   This document follows the structure used in the Independent External Review, where recommendations are clustered under five key headings: Relevance, Effectiveness, Efficiency, Sustainability and Impact.

13.   To provide clarity, the document contains three Annexes used to categorize the recommendations on the basis of the actors to whom they are addressed:

- • Annex I: Recommendations addressed solely to the Secretariat.

- • Annex II: Recommendations addressed to both Member States and the Secretariat.

- • Annex III: Recommendations addressed solely to Member States.

14.   To facilitate discussion, the recommendations addressed to the Secretariat have been further grouped into three categories:

  i.   Category A – Recommendations that are already reflected in WIPO activities: these recommendations are aligned with existing WIPO initiatives, programs and strategies and are already being implemented.

  ii.   Category B – Recommendations that merit further consideration: these recommendations require additional assessment and discussion before decisions on their implementation can be made.

  iii. Category C – Recommendations that are already reflected in WIPO activities but still merit further consideration: while these recommendations are partially addressed through ongoing WIPO activities, further enhancements or refinements may be necessary to maximize their effectiveness.

15.   For the recommendations listed in Categories B and C, the Secretariat will assess their implementation based on input from Member States and the guidance provided by the Committee.

16.   The order of the recommendations in the Independent External Review has been adjusted to align with the three Annexes and the categories introduced above. For ease of reference, the recommendations are numbered from 1 to 26 and are listed in Table 1.

TABLE 1	
Nr.	Recommendation
1.	To enhance the dissemination of its analyses and publications relevant to Technical Assistance activities, it is recommended that WIPO prepare and implement communication and dissemination strategies for these knowledge products.
2.	To increase the participation of national stakeholders in the implementation of Technical Assistance, it is recommended to develop Technical Assistance projects that clearly engage local stakeholders across various sectors, where relevant.
3.	To improve the utilization of available resources, it is recommended that WIPO develop and implement a strategy to effectively implement Funds-in-Trust projects.
4.	To support staff to acquire the skills required to effectively deliver Technical Assistance in a rapidly changing world, it is recommended that WIPO monitor the skills and expertise in the Organization devoted to Technical Assistance to meet the ever-increasing demand for services. Secondly, it is recommended that WIPO continue and expand the use of local consultants to increase efficiency in the delivery of Technical Assistance.
5.	It is recommended that WIPO review information sharing for public use across different WIPO departments. WIPO could develop a Menu of Technical Assistance options for countries and provide briefing/onboarding session for diplomats.
6.	To promote capacity building on Training the Trainers across different areas of WIPO, it is recommended to develop a course for instructors including public speaking skills and new teaching methods. Additionally, it is recommended that WIPO choose course instructors based on both technical and communication skills.
7.	To sustain and increase partnerships, it is recommended that WIPO intensify its cooperation on IP related issues with relevant UN agencies, according to Member States' orientation.
8.	To improve the reporting of results of the Technical Assistance, it is recommended that WIPO develop and implement a communication strategy for the CDIP and the Development Agenda, including a social media strategy.
9.	To strengthen coordination based on the progress already realized, it is recommended that WIPO consider developing and implementing a plan to improve collaboration between different treaties, between Regional Divisions, between Development Agenda projects, between Regional Divisions and External Offices, between different areas in terms of operational procedures (methodology for delivering Technical Assistance), between SMEs' initiatives, and between different projects in the same country.
10.	To strengthen the capacity of staff in project management and in the relationship between IP and development, it is recommended that WIPO design a course on IP and development for WIPO staff and Member States with the engagement of other UN Agencies.

11.	To strengthen South-South collaboration, it is recommended that WIPO promote IP initiatives that support peer-to-peer learning, experience sharing and joint projects amongst Member States in developing countries.
12.	To increase the use of IP to address SDGs on the ground, it is recommended that WIPO foster implementation of development solutions mapped in several exercises that link IP rights and development challenges (e.g., WIPO Green).
13.	To enhance the effectiveness in the delivery of capacity building related to Technical Assistance, it is recommended that WIPO and Member States consider ways of strengthening documentation and publicity of success stories showcasing the practical application of the acquired skills.
14.	To enhance the implementation of National IP policies by Member States, it is recommended that WIPO and Member States ensure that before initiation of the IP policy development, there is adequate engagement with high-level government officials to secure their support for the project, which would include mobilization of personnel resources and capacity to implement the policy.
15.	To mainstream blended modalities of provision of Technical Assistance, it is recommended that WIPO and Member States develop a pre-assessment tool for the design of Technical Assistance, considering equipment for virtual meetings, IT readiness and access to quality internet.
16.	To meet the ever-increasing demand for IPAS itself and for new functionalities and updated versions of the platform, it is recommended that WIPO and Member States explore modalities to mobilize more resources to invest in this technical and administrative infrastructure.
17.	To increase and strengthen efforts on Monitoring and Evaluation of Technical Assistance and exchange of good practices, it is recommended that WIPO and Member States explore and implement modalities to improve Monitoring, Evaluation and Learning staffing levels at WIPO, encourage more regular communication and update on the status of the projects, and enhance publicity of WIPO initiatives in beneficiary countries. In addition, it is recommended that WIPO and Member States consider launching a publication of good practices in different areas of Technical Assistance and promote follow-up workshops for dissemination of the experiences and dialogue (use case studies approach with lessons learned).
18.	To enhance the effectiveness in the delivery of capacity building related to Technical Assistance, it is recommended that WIPO and Member States consider investing resources in more innovative solutions, such as multimedia training modules to enhance remote service delivery.
19.	To enhance the effectiveness of policy and legislative assistance, it is recommended that WIPO and Member States consider having long-term milestones-based collaborative agreements on policy and legislative assistance.
20.	To enhance the uptake of PPP platform by users, including the private sector, it is recommended that WIPO and Member States develop and implement an awareness raising campaign to publicize the availability of these platforms and further support the implementation of projects arising from matchmaking initiatives.

21.	To enhance the effectiveness in the delivery of capacity building related to Technical Assistance, it is recommended that WIPO and Member States strive to involve more national stakeholders in the design and implementation of joint capacity building activities, where relevant, to enhance national ownership
22.	To enhance the effectiveness in the delivery of capacity building related to Technical Assistance, it is recommended that WIPO and Member States promote collaboration among countries through joint projects and peer-to-peer learning.
23.	To enhance the sustainability of the results of the Development Agenda projects, it is recommended that WIPO and Member States explore, when relevant, modalities of strengthening the involvement of national institutions of Member States in the design and implementation of the projects.
24.	To enhance the effectiveness in the delivery of capacity building related to Technical Assistance, it is recommended that WIPO and Member States develop modalities to strengthen monitoring and evaluation of joint projects between WIPO and Member States.
25.	It is recommended that WIPO and Member States explore modalities of co-funding and co-contribution to support the provision of Technical Assistance
26.	To increase sustainability of Technical Assistance activities provided by WIPO to Member States, it is recommended that during the joint development of projects by WIPO and Member States, project sustainability should be a key issue of consideration and should be included in the project agreement, which would include the following: a. Commitment by the interested Member States to allocate financial and human resources to the project through co-contribution. b. Commitment by Member States to mainstream some of the successful Technical Assistance activities into their annual programs and budgets.

17.   The Committee is invited to consider the information contained in the Annexes to this document.

[Annexes follow]

ANNEX I: RECOMMENDATIONS ADDRESSED SOLELY TO THE SECRETARIAT

Category A – Recommendations that are already reflected in WIPO activities

<table>
<tr>
<td rowspan="3">Relevance</td>
<td colspan="1">Recommendation 1: To enhance the dissemination of its analyses and publications relevant to Technical Assistance activities, it is recommended that WIPO prepare and implement communication and dissemination strategies for these knowledge products.

Status: Reflected in WIPO Activities.</td>
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<tr>
<td>Update</td>
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<tr>
<td>In line with the Program of Work and Budget for the 2024/25 biennium, WIPO is striving to increase the reach and impact of its digital outreach activities, including Technical Assistance activities, through a strategy aimed at:

- Delivering inspirational and well-researched content in its published works.
- Ensuring that WIPO content reaches the widest possible audiences through search engine optimization and search engine advertising.
- Delivering digital-first content to more platforms, more efficiently, through a new Digital Publishing Platform.

Specifically, major publications are optimized for organic searches, and search engine advertising campaigns are run for flagship reports. Through the new WIPO Knowledge and Resources LinkedIn channel, new and legacy knowledge products are actively promoted, amplifying the communication of the central WIPO account. To increase discoverability and reuse by a wide audience, major publications are issued in the six official languages of the United Nations[1] and under an open Creative Commons license. In addition, new publications are produced in a mobile-friendly web edition, as well as in traditional PDF format, which also improves their discoverability. In order for WIPO knowledge products to reach researchers directly, new publications are shared with library aggregators and Google Books. Readers are encouraged to interact with, embed in their own works and share with others the charts and tables in all new online publications, thereby encouraging reuse and promotion among researchers and policymakers.</td>
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[1] Arabic, Chinese, English, French, Russian and Spanish

Recommendation 2: To increase the participation of national stakeholders in the implementation of Technical Assistance, it is recommended to develop Technical Assistance projects that clearly engage local stakeholders across various sectors, where relevant.

Status: Reflected in WIPO Activities.

<table>
<tr><td colspan="2" align="center">Update</td></tr>
<tr><td rowspan="6">Relevance</td><td>

Following the mainstreaming of the Development Agenda (DA) project on Tools for Successful DA Project Proposals, the first step to be taken by the proponent Member State(s) when preparing a new DA project is the elaboration of a concept. A DA project concept form, which includes a section on "Stakeholder mapping/analysis", was developed for this purpose. Specifically, the stakeholder mapping section is aimed at identifying the key potential stakeholders implicated in or affected by the project. Based on the project concept, a DA project proposal is developed, which provides further details of the relevant local stakeholders and how they could engage with the proposed project. Once the DA project proposal is approved by the CDIP and the beneficiary countries are selected, the Project Manager prepares a tailored Country Implementation Plan, in close collaboration with the National Focal Point of each beneficiary country. Furthermore, a list of local stakeholders that must be involved in the consultation and implementation stages is jointly developed to ensure that the project objectives are relevant and can be achieved through the successful delivery of the proposed DA project. The Country Implementation Plan, including the list of local stakeholders, is updated during project implementation.

The engagement of beneficiaries and local stakeholders across various relevant sectors has also been integrated into the design and delivery of other technical assistance projects, initiatives and related activities undertaken by WIPO. Particular emphasis has been placed on involving less-represented stakeholders, such as women, youth, local communities and small and medium-sized enterprises (SMEs).

In Africa, the activities have been aligned with Agenda 2063 of the African Union, which is people-centered and will benefit women, youth and SMEs. Some examples include: the African Regional Youth Conference on IP in Abidjan, Côte d'Ivoire; the Coaching and Mentoring Project for Women SMEs in Agribusiness; the WIPO Project for Youth Innovation in the United Republic of Tanzania; Workshop on IP and branding strategies for SMEs in the Gambia and Madagascar; the Branding Project for the protection of *baie* roses in Madagascar; and the Project on Geographical Indications (GI) for Kente cloth from Ghana.

Initiatives within the Arab region have also ensured engagement of local stakeholders from various sectors in their delivery and implementation. Some examples include: the IP Women Entrepreneurship project in Iraq; the Project on IP and Branding in the Fashion Business in Bahrain, Djibouti and the United Arab Emirates; and the Project on Developing Geographical Indications Institutional Ecosystem in Iraq and Yemen.

In Asia and the Pacific region, impactful projects on the ground have been delivered in collaboration with authorities relevant to entrepreneurs, origin-based producers and artisans, rural communities and women. Examples include: the Project Empowering Selected Asian Brands to Enter Chinese Market through IP Protection; the Asia-Pacific Women Innovators and Entrepreneurs Project in Indonesia, Sri Lanka, and Viet Nam; and the Project on Branding for Entrepreneurs and Members of the Suva Handicraft Market Vendors Association.

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Stakeholder engagement has also been integrated into the design and delivery of activities and projects in Latin America and the Caribbean, including in the third edition of the Project on IP for Women in Science ,Technology, Engineering, and Mathematics (STEM) third edition for Argentina, Costa Rica, Peru and Uruguay; the Project on IP for Women in STEM national edition for Brazil; the Project on IP for Women Entrepreneurs in the Caribbean; the second edition of the Project on IP for Young Designers for Brazil and Paraguay; the Project on IP for Entrepreneurs with Intellectual Disabilities in Mexico; and the Plastic Waste Project and related Regional Forum in the Caribbean.

In the Central European and Baltic States and Mediterranean Countries, as well as in the Caucasian, Central Asian and Eastern European Countries (CACEEC), examples of projects and activities that involved the engagement of local stakeholders included the Training, Mentoring and Matchmaking Program on IP for Women Entrepreneurs from Local Communities in the Central European and Baltic States Region (CEBS WEP Project); and the Project and Regional Trainings on Enhancing the Capacities of Techno-Parks and Research Institutions in CACEEC.

Efficiency	**Recommendation 3:** To improve the utilization of available resources, it is recommended that WIPO develop and implement a strategy to effectively implement Funds-in-Trust projects. **Status:** Reflected in WIPO Activities.
	Update
	WIPO has a long-established and effective strategy for managing and implementing Funds-in-Trust. In 2020, the Organization undertook an analysis of the current approach with respect to the management of voluntary contributions (Funds-in-Trust). The results of the analysis were presented to Member States at the thirty-first session of the Program and Budget Committee (PBC) in September 2020 (document WO/PBC/31/11). Further details on the implementation of Funds-in-Trust can be found in the WIPO Performance Reports submitted to Member States annually.

Efficiency	**Recommendation 4:** To support staff to acquire the skills required to effectively deliver Technical Assistance in a rapidly changing world, it is recommended that WIPO monitor the skills and expertise in the Organization devoted to Technical Assistance to meet the ever- increasing demand for services. Secondly, it is recommended that WIPO continue and expand the use of local consultants to increase efficiency in the delivery of Technical Assistance. **Status:** Reflected in WIPO Activities.

<table>
<tr><td></td><td align="center">Update</td></tr>
<tr><td rowspan="2">Efficiency</td><td>

In line with its Medium-Term Strategic Plan (MTSP), WIPO completed a preliminary needs assessment on staff learning to address the rapidly changing and dynamic developments in the field of IP and technology. Furthermore, the Organization has ushered in a role-based, and continuous skills development approach by: (a) leveraging strategic workforce planning to assess both current and future capability needs; (b) ensuring that WIPO possesses the necessary skills and expertise to achieve its strategic objectives; and (c) fostering a focused and active learning culture. Specific training sessions are being planned and deployed, including on Artificial Intelligence (AI), customer service, public speaking, and presentation and media communication skills.

In addition, online courses, including on LinkedIn, were made available to staff to enhance their expertise in delivering Technical Assistance on the ground. In 2024, a searchable course catalog was launched through consultative process involving all WIPO Sectors to identify necessary learning. Staff learning is an evolving process that is continuously refined on the basis of staff feedback to ensure its relevance and effectiveness.

When recruiting an expert to support WIPO's technical assistance activities, several key considerations are taken into account, including expertise in the relevant subject matter, a deep understanding of the local socioeconomic context and geographical representation. Following the adoption of Recommendation 9 of the Independent Review[2] of CDIP, all relevant WIPO Sectors were informed that these factors should be prioritized when hiring experts for technical assistance initiatives. They were also asked to pay more attention to collaboration with local consultants, when needed, as local consultants are very well versed and knowledgeable about the socioeconomic conditions of beneficiary countries.

Further information about the consultants engaged by WIPO to undertake specific IP Technical Assistance activities in developing countries, least developed countries and countries with economies in transition can be found in the Roster of Consultants (IP-ROC).

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[2] See document CDIP/18/7, Recommendation 9: "WIPO should pay more attention to recruiting experts that are very well versed and knowledgeable about the socio-economic conditions of the recipient countries. Beneficiary countries should ensure a high degree of internal coordination amongst its various organs in order to facilitate the implementation and long-term sustainability of a project."

Recommendation 5: It is recommended that WIPO review information sharing for public use across different WIPO departments. WIPO could develop a Menu of Technical Assistance options for countries and provide briefing/onboarding session for diplomats.

Status: Reflected in WIPO Activities.

Impact	**Update**

The WIPO website was revamped in April 2023 to improve navigation and make it more user-friendly. The update introduced a new look and feel, a redesigned information architecture and a common top navigation, encompassing both wipo.int content pages and IP Portal applications. In March 2024, the universal search feature was launched, with improved website search capability and the possibility to search patent, trademark and design applications in the same interface. In 2024, an external consultant thoroughly examined the content related to development and technical assistance on wipo.int and made recommendations on how to enhance this content and make it easier to access. The recommendations are expected to be implemented in 2025.

At the request of a number of Member States, the WIPO Academy launched, in December 2023, a pilot program on specialized IP training for diplomats and trade officials, based on the WIPO Academy "Primer on Intellectual Property" distance learning course (DL-001). The program is aimed at: (i) equipping diplomats and trade officials with knowledge of the fundamentals of IP; and (ii) assisting diplomatic academies with integrating regular IP training into their curricula. The content and format of the program, as well as the lecturers, are identified in close consultation with each beneficiary country and in accordance with their specific needs, priorities and requests. In 2024, 118 diplomats and trade officials from Bangladesh, Costa Rica, the Dominican Republic and Mexico benefited from the training program.

Recommendation 6: To promote capacity building on Training the Trainers across different areas of WIPO, it is recommended to develop a course for instructors including public speaking skills and new teaching methods. Additionally, it is recommended that WIPO choose course instructors based on both technical and communication skills.

Status: Reflected in WIPO Activities.

Impact	**Update**

WIPO provided 12 training sessions on public speaking, presentation skills and writing skills in 2023 and 2024, benefiting over 150 staff members. Additional training sessions on pedagogical skills and the use of virtual tools are planned to be expanded to WIPO staff required to deliver training to external audiences.

Meanwhile, the WIPO Academy has offered training on new teaching methods, including Instructional Design and related competencies through its: (i) Master's degree programs, where senior professors share pedagogical skills and tools for the effective teaching of IP and the use of WIPO resources in research; (ii) IP Training Institutions (IPTIs), graduates of which are prepared to train specific audiences and join the IPTIs as trainers. Around 1,850 trainers were trained by the WIPO Academy through more than 140 training of trainers (ToT) modules. Moreover, based on the resources used in these ToT modules, a self-paced

course on IP Training Strategies was created in Arabic, English and Spanish, benefiting IP trainers and the general public, with more than 1,350 registered participants; (iii) IP eLearning: 250 tutors have been certified through the WIPO Academy eLearning Tutor Certification Program since 2021; (iv) IP for Youth and Teachers; and (v) IP EdTech Services. The above-mentioned programs are focused on IP, training methodologies and educational technologies aimed at developing effective skills for diverse audiences in Member States.

Recommendation 7: To sustain and increase partnerships, it is recommended that WIPO intensify its cooperation on IP related issues with relevant UN agencies, according to Member States' orientation.

Status: Reflected in WIPO Activities.

Update

Impact

WIPO is intensifying cooperation on IP-related issues with other intergovernmental organizations in order to maximize its efficiency. By contributing to intergovernmental processes, forging strategic partnerships and participating in global dialogues, WIPO strengthens cooperation, enhances knowledge-sharing and supports capacity-building efforts, thereby reinforcing the role of IP in addressing global challenges. Some recent examples of this include:

- Monitoring of and contribution to the World Health Organization (WHO) Intergovernmental Negotiating Body (INB) to draft and negotiate a WHO convention, agreement or other international instrument on pandemic prevention, preparedness and response.

- Close collaboration with the International Telecommunication Union (ITU) and WHO to develop the ITU-WHO-WIPO Global Initiative on Artificial Intelligence for Health. WIPO also contributed to a workshop on AI and traditional medicine in September 2024 to explore the role of IP in that context. The Organization continued to participate in the United Nations Interagency Task Force on the Prevention and Control of Non-communicable Diseases to ensure greater coordination on relevant topics throughout the United Nations system. It also supported the organization of the first meeting of the ITU-WHO-WIPO Global Initiative on AI for Health, including by moderating an expert panel discussion in November 2023 on the role of AI and IP in the health sector.

- Monitoring of and contribution to the World Trade Organization (WTO) Council for Trade-Related Aspects of Intellectual Property Rights. In May 2024, WIPO was granted observer status at the WTO Working Group on Trade and Transfer of Technology, enabling it to support discussions on technology transfer and development at WTO, as requested. WIPO engagement in these processes promotes a holistic understanding of IP as a tool for enabling innovation and access to its outcomes, particularly in the context of trade and health.

- Coordination of the signature of a Letter of Intent and Joint Action Plan with the United Nations Office on Drugs and Crime in 2024 to enhance synergies and collaboration on IP enforcement, awareness raising, and capacity-building.

- Active engagement in the World Summit on the Information Society (WSIS)+20 Forum High-Level Event in May 2024, through high-level participation and the organization of a dedicated session on IP and eSport for Development.

- Participation in high-level panels during the AI for Good Global Summit, hosted by ITU in May 2024.

- Engagement with and participation at the Internet Governance Forum (IGF), held in Riyadh, Saudi Arabia in December 2024. A dedicated Open Forum on Women in Games and Apps: Innovation, Creativity and IP was hosted and organized. The event was focused on highlighting how innovation, creativity and a conducive IP ecosystem can enhance women participation in game and app development. To achieve this, at the session, presenters: (i) showcased the creativity and innovation of women in video game and app development; (ii) showed how different policies can ensure equality and creative attribution; and (iii) presented practical tools that can be used by developers across the world.

- Participation at the 29th Meeting of the Conference of the Parties (COP29) to the United Nations Framework Convention on Climate Change (UNFCCC) in November 2024, where WIPO was involved in 13 side-events. These included the launch of the third edition of the *Green Technology Book*, organized by WIPO in cooperation with the Climate Technology Centre and Network (CTCN)[3] and the Egyptian Academy of Scientific Research and Technology (ARST), with the participation and support of the Food and Agriculture Organization of the United Nations (FAO), ITU, the United Nations Conference on Trade and Development and the United Nations Industrial Development Organization (UNIDO). These side events were aimed at promoting joint efforts by policymakers and the public to combat climate change, while also highlighting the technical assistance and expertise of WIPO, including WIPO GREEN and the *Green Technology Book*.

Category B – Recommendations that merit further consideration

Relevance	**Recommendation 8:** To improve the reporting of results of the Technical Assistance, it is recommended that WIPO develop and implement a communication strategy for the CDIP and the Development Agenda, including a social media strategy. **Status:** Merits further consideration.
	Update
	The overall news and media strategy of WIPO encompasses the Organization's development activities, including the Development Agenda (DA). The Committee and the DA fit within the existing WIPO distribution strategy and message house, as contained in Pillar 1 of the Medium-Term Strategic Plan. A comprehensive strategy is expected to be developed to establish and maintain an overhauled presence on the WIPO website, focusing on the implementation of the DA and the work of the CDIP.

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[3] The Climate Technology Centre and Network is part of the United Nations Environment Programme.

	Following the guidance of the Committee, the Secretariat will assess the implementation of this recommendation.

Efficiency	**Recommendation 9:** To strengthen coordination based on the progress already realized, it is recommended that WIPO consider developing and implementing a plan to improve collaboration between different treaties, between Regional Divisions, between Development Agenda projects, between Regional Divisions and External Offices, between different areas in terms of operational procedures (methodology for delivering Technical Assistance), between SMEs' initiatives, and between different projects in the same country.

Status: Merits further consideration.

| **Update** |

The Department for Development Cooperation, through its Regional Divisions, serves as a bridge between WIPO and its Member States, fostering two-way communication and cooperation. By collaborating with Member States and stakeholders, WIPO strengthens its capacities and promotes the strategic use of IP for growth and development.

In addition, the Department is responsible for the strategic directions and resource management of WIPO development programs, including Technical Assistance, and for ensuring their efficient and effective delivery. It coordinates Technical Assistance and capacity-building initiatives, and the formulation and implementation of IP strategies, while leveraging cross-regional synergies to maximize impact. It also ensures a coherent and integrated approach to Technical Assistance by coordinating and delivering initiatives on industrial property, copyright and the creative industries.

The Department also oversees the integration of copyright development cooperation into the platform of technical assistance of the Regional and National Development Sector (RNDS), ensuring a holistic innovation ecosystem approach. By monitoring the development cooperation and maintaining a broad network of contacts across regions, the Department fosters international and cross-regional collaboration, including South-South, North-South and triangular collaboration.

Through its RNDS Projects Team, the Department also delivers impactful projects on the ground in WIPO Member States, bringing IP to everyone, everywhere. In its work, the Department fosters close cooperation with other WIPO Sectors to ensure a coherent and integrated approach to development programs. By fulfilling these responsibilities, the Department empowers Member States to harness the power of IP for social, cultural and economic progress.

Following the guidance of the Committee, the Secretariat will assess the implementation of this recommendation. |

Efficiency	**Recommendation 10:** To strengthen the capacity of staff in project management and in the relationship between IP and development, it is recommended that WIPO design a course on IP and development for WIPO staff and Member States with the engagement of other UN Agencies. **Status:** Merits further consideration. **Update** Effective project management in Technical Assistance and cooperation with Member States requires strategic coordination and adaptability to ensure effective collaboration with all stakeholders. To successfully manage projects, staff must be equipped with the necessary skills to navigate dynamic and often unpredictable local and operational contexts. In view of this need, WIPO provides comprehensive project management training, including basic, advanced and customized courses available to all staff. This training encompasses certification-standard courses, such as PRINCE2 and ITIL, and Problem Solving-Root Cause Analysis. Since 2024, WIPO has piloted customized project management training focused on development projects, utilizing the Organization's use cases for cross-sector collaboration. In addition, tailored training sessions that integrate IP and development-related themes, involving relevant experts and departments, were introduced. Since 2023, the Organization has offered a Development Agenda (DA) Project Management course[4] aimed at enhancing the skills of Member States engaged in DA Projects is also recommended for staff. These initiatives are aimed at strengthening project management capabilities within WIPO and its Member States. In 2025, a Team Building program is expected to be launched for WIPO DA Project Managers and Fellows. In addition to developing strong project management skills at the individual level, the Regional and National Development Sector (RNDS) has established a Project Management Framework for projects on the ground, which includes knowledge management tools, Standard Operating Procedures (SOPs) and a repository of good practices. This framework ensures that skills and knowledge are applied horizontally across the Sector. Following the guidance of the Committee, the Secretariat will assess the implementation of this recommendation.

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[4] Specialized Course on Developing Successful WIPO Development Agenda Projects (DL-620), developed in the framework of the DA Project on Tools for Successful DA Project Proposals.

Category C – Recommendations that are already reflected in WIPO activities but still merit further consideration

	Recommendation 11: To strengthen South-South collaboration, it is recommended that WIPO promote IP initiatives that support peer-to-peer learning, experience sharing and joint projects amongst Member States in developing countries. **Status:** Reflected in WIPO Activities but still merits further consideration.
Relevance	**Update**
	WIPO is committed to facilitating peer-to-peer learning between developing countries, as well as between developing and developed countries, as a key capacity-building strategy. By sharing experiences and knowledge, countries can learn from one another and find common solutions. WIPO, through its Regional Divisions, has facilitated South-South and Triangular Cooperation through various initiatives, such as: • Collaboration with the African Regional Intellectual Property Organization (ARIPO) and the African Intellectual Property Organization (OAPI) to offer Master's degree programs in IP (MIP) at Africa University in Harare, Zimbabwe and the University of Yaoundé II in Cameroon, to address the critical shortage of human resources in IP and increase IP knowledge and skills in Member States. • The implementation of coaching and mentoring projects for women in agribusiness, which serve as a platform for peer-to-peer learning and experience-sharing among Member States; this involves exchanges between mentors and mentees, as well as among mentees. • Collaboration with OAPI, the Moroccan Office of Industrial and Commercial Property (OMPIC) and the French National Institute of Industrial Property (INPI) to organize the CAPI (*Certificat d'animateur en propriété industrielle* – certification as an industrial property trainer) program with the participation of African Francophone countries. • The organization of the Regional Arab meeting on IP and Geographical Indications in 2024. • The convening of the Heads of Intellectual Property Office Conference (HIPOC) for Copyright and Collective Management Organizations (CMOs) in Algeria and the Cross-Regional HIPOC for Arab and African IP Offices, expected to be held in 2025. Both events are designed to facilitate peer-to-peer learning and experience-sharing between developing and developed countries. • The facilitation of peer-to-peer training provided by the Trinidad and Tobago IP Office for the IP Offices of Grenada and Saint Lucia in 2024, promoting regional capacity-building and knowledge exchanges. • The implementation of the Project on Trademark Examiner Training for IP Offices in the Central European and Baltic States and Mediterranean countries, enhancing the skills of 184 examiners on specific topics related to trademark examination, while

	also fostering peer-to-peer learning and experience-sharing between IP Offices of different sizes and with different resources. Following the guidance of the Committee, the Secretariat will assess the implementation of this recommendation.

Relevance	**Recommendation 12:** To increase the use of IP to address SDGs on the ground, it is recommended that WIPO foster implementation of development solutions mapped in several exercises that link IP rights and development challenges (e.g., WIPO Green). **Status:** Reflected in WIPO Activities but still merits further consideration.
	Update
	Following a request by CDIP, the Secretariat presents an annual report to the Committee containing information on the contribution of WIPO to the implementation of the Sustainable Development Goals and their associated targets. At its thirty-second session, while discussing the eighth such report submitted, the Committee requested the Secretariat to provide analyses of challenges and opportunities related to further implementation of the SDGs through WIPO programs. The requested analyses are included in document CDIP/34/3. The core means of engagement of WIPO GREEN are its Acceleration Projects. As of March 2025, WIPO GREEN implements Acceleration Projects in nine developing countries.[5] These are on the ground matchmaking projects, which link individual farmers and other stakeholders to potential technology-based solutions. Looking ahead, WIPO GREEN is planning to expand its efforts in 2025 by launching new Acceleration Projects in Colombia, Ecuador, the Philippines, Senegal and a number of Small Island Developing States in the Pacific region. Following the guidance of the Committee, the Secretariat will assess the implementation of this recommendation.

[Annex II follows]

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[5] Argentina, Brazil, Chile, China, India, Indonesia, Lao People's Democratic Republic, Peru, Tajikistan and Uruguay.

ANNEX II: RECOMMENDATIONS ADDRESSED BOTH TO THE SECRETARIAT AND MEMBER STATES

Category A – Recommendations that are already reflected in WIPO activities

Effectiveness	**Recommendation 13:** To enhance the effectiveness in the delivery of capacity building related to Technical Assistance, it is recommended that WIPO and Member States consider ways of strengthening documentation and publicity of success stories showcasing the practical application of the acquired skills. **Status:** Reflected in WIPO Activities.
	Update
	WIPO has strengthened its efforts to raise awareness of the importance of IP to growth and development. A new dedicated webpage, "IP for Impact",[6] was created, featuring nearly 50 written entries and 23 videos created for use across the Organization's corporate social media platforms. Those stories showcased the effectiveness of WIPO projects and their impact on beneficiaries. Some notable examples included stories from Botswana, the Gambia, Ghana and Zimbabwe, which were published and disseminated. In addition to the webpages, a new Organization-wide LinkedIn presence was launched in summer 2024 with a specific focus on how innovators and creators worldwide are supported by the capacity-building and technical assistance of WIPO. Moreover, the WIPO Magazine, curates and promotes stories, case studies and think pieces on IP, including articles that showcase entrepreneurs and creators whose understanding of IP has played a role in their success.

Effectiveness	**Recommendation 14:** To enhance the implementation of National IP policies by Member States, it is recommended that WIPO and Member States ensure that before initiation of the IP policy development, there is adequate engagement with high-level government officials to secure their support for the project, which would include mobilization of personnel resources and capacity to implement the policy. **Status:** Reflected in WIPO Activities.
	Update
	To ensure the ownership and sustainability of their results, all initiatives related to the planning and delivery of IP policy development include engagement with high-level government officials and the creation of national project teams or focal point teams. When working with Member States seeking support to develop National IP Strategies, a variety of national legal and policymaking systems are taken into account. For example, the early stages of planning with Member States involve the establishment of a national interministerial project team. In 2024, five processes on the development of National IP Strategies were officially launched with the support of WIPO; interministerial

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[6] IP for Impact webpage can be accessed at: https://www.wipo.int/pressroom/en/stories/.

coordination was central to all five processes. [7] Moreover, during 2024, three National IP Strategies were finalized and adopted by the relevant national governments. Each of them was reliant on interministerial coordination and was formally adopted at the ministerial level or above.[8]

Some recent examples of the participation of high-level government officials in processes relating to National IP Strategies include:

- The contribution of WIPO to the development of National IP Policies and Strategies in Côte d'Ivoire and Kenya included the establishment of National Steering Committees and Project Teams composed of representatives from all agencies involved in the countries' IP administration and management frameworks. The objective of these bodies is to drive the development of national IP policies and strategies.

- Ministerial engagement on processes relating to National IP Strategies in the Dominican Republic and El Salvador secured high-level support, including for the creation of a national team and the launch of internal consultations. High-level ministerial events were also held, such as the VIII Ministerial-Level Meeting of Central America and the Dominican Republic on "Intellectual Property as a Transversal Enabling Factor for Development."

- WIPO support for the creation of National Working Groups was reflected in the development of the National IP Strategies of Serbia, Slovenia and Ukraine. These groups were comprised of representatives from relevant governmental institutions.

- A request to WIPO to support the development of the National IP Strategy of Kazakhstan was initiated through engagement with the country's Deputy Prime Minister, followed by a meeting with the Advisor to the President and the Head of the National Team responsible for the development of the Strategy.

- Ministerial level requests for WIPO support were received from Bhutan and the Lao People's Democratic Republic. Processes to develop National IP Strategies in Algeria, Bahrain, Pakistan and Tunisia were among the processes that involved interministerial collaboration and coordination.

Effectiveness	**Recommendation 15:** To mainstream blended modalities of provision of Technical Assistance, it is recommended that WIPO and Member States develop a pre-assessment tool for the design of Technical Assistance, considering equipment for virtual meetings, IT readiness and access to quality internet. **Status:** Reflected in WIPO Activities.
	Update
	The Organization's technical assistance, capacity-building initiatives and activities have always been sensitive to the specific needs and particularities of Member States, including the level of preparedness to carry out digital or hybrid activities. Technical

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[7] In 2024, processes to develop National IP Strategies in Cote d'Ivoire, Kenya, Serbia, Ukraine and Pakistan were officially launched with WIPO on the basis of requests for technical assistance.
[8] El Salvador; Sao Tome and Principe; Slovenia.

Assistance and capacity-building activities begin with a needs assessment phase to ensure that gaps in knowledge, infrastructure and institutional capacity are addressed. When assistance is delivered in a hybrid or virtual format, WIPO ensures that Member States have access to the required infrastructure and are familiar with the platform used for the delivery of Technical Assistance and capacity-building activities. This is reflected in, *inter alia*, the following initiatives:

- The WIPO Academy has used institutional readiness matrices since 2005 and provides customized courses and digital services. Over 17 countries use similar platforms through IP Offices, IP Training Institutions, and Summer Schools, thereby enhancing localized training.

- In 2023, the WIPO Academy launched the Accessible Training Portal, an IP Learning Platform for the Visually Impaired or Print Disabled persons, in collaboration with the Accessible Books Consortium (ABC). The WIPO Academy aims to meet diverse needs by introducing innovative tools and supporting countries in developing local IP learning platforms.

- In 2024, through the IP eLearning initiative, a standardized framework for assessing eLearning readiness was established, focusing on digital accessibility and platform quality. This evaluation, conducted in Algeria, Türkiye and Uganda, has shaped tailored implementation strategies for digital training, underscoring the commitment of WIPO to maximizing IP education and skills development across Member States.

Category B – Recommendations that merit further consideration

<table>
<tr><td rowspan="3">Effectiveness</td><td>Recommendation 16: To meet the ever-increasing demand for IPAS itself and for new functionalities and updated versions of the platform, it is recommended that WIPO and Member States explore modalities to mobilize more resources to invest in this technical and administrative infrastructure.

Status: Merits further consideration.</td></tr>
<tr><td align="center">Update</td></tr>
<tr><td>Following the guidance of the Committee, the Secretariat will assess the implementation of this recommendation.</td></tr>
</table>

<table>
<tr><td rowspan="3">Efficiency</td><td>Recommendation 17: To increase and strengthen efforts on Monitoring and Evaluation of Technical Assistance and exchange of good practices, it is recommended that WIPO and Member States explore and implement modalities to improve Monitoring, Evaluation and Learning staffing levels at WIPO, encourage more regular communication and update on the status of the projects, and enhance publicity of WIPO initiatives in beneficiary countries. In addition, it is recommended that WIPO and Member States consider launching a publication of good practices in different areas of Technical Assistance and promote follow-up workshops for dissemination of the experiences and dialogue (use case studies approach with lessons learned).

Status: Merits further consideration.</td></tr>
<tr><td align="center">Update</td></tr>
<tr><td>In the delivery of projects on the ground WIPO has incorporated a communication phase to engage the public and share success stories. This includes creating news, articles and videos to ensure that success stories are showcased and shared with a wider audience through the "IP for Impact" webpage on the WIPO website.[9] The stories featured on this page illustrate how WIPO supports entrepreneurs, inventors and creators worldwide in using IP to add value to their products, drive business growth, create employment and promote economic development.

For further information and examples please refer to Recommendation Number 13 (Annex II, Category A).

Following the guidance of the Committee, the Secretariat will assess the implementation of this recommendation.</td></tr>
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[9] IP for Impact can be accessed at: https://www.wipo.int/pressroom/en/stories/.

Category C – Recommendations that are already reflected in WIPO activities but still merit further consideration

<table>
<tr>
<td rowspan="4">Effectiveness</td>
<td>Recommendation 18: To enhance the effectiveness in the delivery of capacity building related to Technical Assistance, it is recommended that WIPO and Member States consider investing resources in more innovative solutions, such as multimedia training modules to enhance remote service delivery.

Status: Reflected in WIPO Activities but still merits further consideration.</td>
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<tr>
<td align="center">Update</td>
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<tr>
<td>The WIPO Academy's Training, Course and Summer Schools customization offers eLearning and hybrid courses designed specifically for Member States. These courses are continually updated to increase engagement and interactivity through multimedia enhancements. By the end of 2025, over 30 countries will have benefited from the customization service through courses in more than 20 languages. Since 2024, the Academy has also integrated AI-enabled services, such as AI avatars, into its training modules. Although investing in multimedia solutions for skills training presents financial challenges, this approach provides sustainable educational outcomes. Furthermore, on the basis of requests by Member States, the dedicated IP EdTech service offers tailored learning solutions that ensure access to high-quality IP education in underserved regions, promoting inclusivity and sustainability in education worldwide.

In 2024, three pilot projects – in Algeria, Türkiye and Uganda – were initiated under the WIPO Academy IP eLearning program to bridge the digital divide in IP education. These projects support the development and customization of national learning management systems, enable offline first-learning platforms and enhance educational content.

In addition, the IP Training Institutions Program (IPTI) supports established IPTIs in developing their websites and digital marketing strategies, helping to enhance their online presence, and in creating user-friendly websites to showcase their capacity-building programs and engage with stakeholders. As Member States increasingly adopt learning management systems in addition to an online presence, the Academy's IP eLearning Section helps them to customize IP courses and adapt platforms for local use.

Following the guidance of the Committee, the Secretariat will assess the implementation of this recommendation.</td>
</tr>
</table>

	Recommendation 19: To enhance the effectiveness of policy and legislative assistance, it is recommended that WIPO and Member States consider having long-term milestones-based collaborative agreements on policy and legislative assistance.
Effectiveness	**Status:** Reflected in WIPO Activities but still merits further consideration.
	Update
	In line with the DA Recommendations, legislative and policy assistance provided by WIPO is demand-driven and tailored to the specific needs of the requesting Member State. The nature and duration of assistance vary, in accordance with the request of the interested Member State and range from short-term consultations to comprehensive projects with long-term milestones and deliverables. Upon receiving a request from an interested Member State, a kick-off meeting is organized to identify the background to the request, as well as its objective, scope and expected deliverables. The working methods and the timeline are then agreed on the basis of these discussions. Following the meeting, WIPO provides a summary of the outcomes and suggests a series of follow-up technical consultations with the requesting Member State on selected topics organized by each substantive WIPO Division involved. This ensures that the Member State has a clear idea of the project's scope and duration, while enabling WIPO to provide robust legislative and policy assistance.

If legislative assistance is part of a National IP Strategy, a Graduation Package or any other comprehensive horizontal cooperation document, WIPO ensures that its methodology is aligned with the broader cooperation framework. This includes milestones or deliverables for requested legislative and policy assistance.

In addition, WIPO legislative assistance in the field of IP enforcement is one of the four work programs of the Advisory Committee on Enforcement (ACE).

Furthermore, WIPO provides legislative or policy assistance upon request to support ratification of the 2024 WIPO Treaty on Intellectual Property, Genetic Resources and Associated Traditional Knowledge or accession to it. The Treaty will enter into force three months after 15 eligible Parties have deposited their instruments of ratification or accession.

WIPO remains committed to supporting Member States through structured, milestone-based legislative and policy assistance to strengthen their IP frameworks.

Following the guidance of the Committee, the Secretariat will assess the implementation of this recommendation. |

<table>
<tr><td rowspan="5">Effectiveness</td><td>

Recommendation 20:   To enhance the uptake of PPP platform by users, including the private sector, it is recommended that WIPO and Member States develop and implement an awareness raising campaign to publicize the availability of these platforms and further support the implementation of projects arising from matchmaking initiatives.

Status: Reflected in WIPO Activities but still merits further consideration.

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<tr><td align="center">**Update**</td></tr>
<tr><td>

WIPO acknowledges the important role of Public-Private Partnerships (PPPs) in combining the respective strengths of the enterprise sector and civil society to address emerging issues at the global level.[10] Aligned with this objective, WIPO has established several such partnerships in the areas of IP, innovation and creativity, such as The Accessible Books Consortium (ABC),[11] WIPO Alert,[12] WIPO GREEN,[13] Pat-INFORMED,[14] Access to Specialized Patent Information (ASPI),[15] Access to Research for Development and Innovation (ARDI)[16] and WIPO for Creators.[17] Social media, events and collaborations are used to publicize and raise awareness of these initiatives and platforms. By leveraging promotional campaigns and matchmaking efforts, WIPO strengthens the visibility and impact of the partnerships, thereby supporting broader uptake of them.

ABC increases awareness of its work through various channels, including news items, social media, events, conferences and bilateral meetings with Member States. These efforts are aimed at engaging stakeholders and showcasing the importance of accessible books for people with visual impairments. ABC has used key events to that end, such as its tenth anniversary in April 2024, for which a concert was organized on the margins of the CDIP.[18] In addition, ABC organizes workshops and conferences to promote its work. Recent examples include a workshop held during the Congress of the Latin American Union of the Blind (ULAC) in Lima, Peru, and the "Right to Read" conference in Sydney, Australia, which was organized for nine Pacific Islands States and included discussions about the Marrakesh Treaty to Facilitate Access to Published Works for Persons Who Are Blind, Visually Impaired or Otherwise Print Disabled and the availability of accessible reading materials through the ABC Global Book Service.

Efforts to engage Member States with WIPO Alert include promotion through bilateral meetings and presentations at national events. Right holders and advertisers are targeted through events such as the annual meeting of the International Trademark Association's (INTA) annual meeting.

WIPO GREEN has developed the largest green technology matchmaking platform within the United Nations system. With over 130,000 articles, WIPO GREEN facilitates collaboration through advanced AI-matching and search functionalities. This platform is regularly promoted through high-level events. For example, the third edition of the *Green Technology Book*, a flagship WIPO publication, was launched at the 29th Meeting of the

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[10] More information about WIPO public-private partnerships can be found at: https://www.wipo.int/cooperation/en/.
[11] ABC can be accessed at: https://www.accessiblebooksconsortium.org/.
[12] WIPO Alert can be accessed at: https://www.wipo.int/en/web/wipo-alert.
[13] WIPO GREEN can be accessed at: https://www3.wipo.int/wipogreen/en/.
[14] Pat-INFROMED can be accessed at: https://www.wipo.int/pat-informed/en/.
[15] ASPI can be accessed at: https://www.wipo.int/en/web/aspi.
[16] ARDI can be accessed at: https://www.wipo.int/en/web/ardi.
[17]WIPO for Creators can be accessed at: https://www.wipo.int/en/web/wipo-for-creators.
[18] The celebration featured the Nigerian artist and singer-songwriter Mr. Cobhams Asuquo. During the event, the Director General gave a speech, highlighting the accomplishments and impact of ABC.

Conference of the Parties to UNFCCC Climate (COP29) in Baku in November 2024. With over 1.4 million unique visitors and more than 77,000 downloads, there has been widespread use of the *Green Technology Book*, particularly in developing countries, demonstrating its global impact. Furthermore, the WIPO GREEN Acceleration Projects and green technology database of WIPO GREEN play an active role in fostering global collaboration, as the technologies and needs identified in these projects are uploaded for the purposes of matchmaking and collaboration. These activities emphasize the contribution of WIPO GREEN to advancing sustainable innovation across borders.

The ARDI and ASPI programs are made possible through partnerships with leading academic publishers and patent database providers, and provide free or low-cost access to scientific journals, books and reference works, as well as advanced patent database systems. ARDI is also a member of the Research4Life alliance,[19] which includes United Nations partner agencies,[20] as well as academic, publishing and technology partners. ARDI and ASPI are promoted by WIPO through its website, social media channels and global network of Technology and Innovation Support Centers (TISCs).[21] ARDI and ASPI are also promoted by WIPO partners through their respective websites and social media channels. In addition, ARDI is promoted by Research4Life through its website, social media channels, training activities and network of Country Connectors.[22] Promotional activities carried out by Research4Life are coordinated through its dedicated Communications and Marketing Working Group within the alliance, with representation from WIPO and its partners.

The WIPO Creators Learn Intellectual Property (CLIP) platform is focused on global outreach. It was made available in seven languages and is free to access.[23] In addition, the "CLIP Champions" program was introduced with the aim of strengthening promotional efforts at conferences and industry events worldwide.[24]

Following the guidance of the Committee, the Secretariat will assess the implementation of this recommendation.

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[19] Research4life can be accessed at: https://www.research4life.org.

[20] Food and Agriculture Organization of the United Nations (FAO), International Labor Organization (ILO), United Nations Environment Programme (UNEP), World Health Organization (WHO).

[21] Further information about Technology and Innovation Support Centers is available at: https://www.wipo.int/tisc.

[22] Further information is available at: https://www.research4life.org/about/country-connectors.

[23] Arabic, Chinese, English, French, Portuguese, Russian and Spanish

[24] The first two "CLIP Champions" were creators from Cabo Verde and Senegal.

Efficiency	**Recommendation 21:** To enhance the effectiveness in the delivery of capacity building related to Technical Assistance, it is recommended that WIPO and Member States strive to involve more national stakeholders in the design and implementation of joint capacity building activities, where relevant, to enhance national ownership. **Status:** Reflected in WIPO Activities but still merits further consideration.
	Update
	In line with the DA Recommendations, all capacity-building and technical assistance initiatives at WIPO are demand-driven and include the participation of Member States in the design and delivery of joint capacity-building activities. Following the guidance of the Committee, the Secretariat will assess the implementation of this recommendation.

Efficiency	**Recommendation 22:** To enhance the effectiveness in the delivery of capacity building related to Technical Assistance, it is recommended that WIPO and Member States promote collaboration among countries through joint projects and peer-to-peer learning. **Status:** Reflected in WIPO Activities but still merits further consideration.
	Update
	WIPO acknowledges that joint projects and peer-to-peer learning create a powerful platform for collaboration, enabling Member States to exchange knowledge, develop innovative solutions to common challenges and adapt those solutions to their local contexts. Many WIPO projects and initiatives are designed with the aim of integrating peer-to-peer learning through international workshops, technical exchanges, collaborative training programs and other modes of engagement, thereby allowing for the transfer of hands-on knowledge and expertise among Member States. The concept of peer-to-peer learning is embedded in DA projects, which are aimed at generating tangible results that respond directly to a need identified by one or more Member States. The selection of the beneficiary countries for each DA project takes into account geographical representation, enabling the projects to reach various regions. Joint meetings, conferences and training sessions are organized during the implementation of these projects to encourage cross-regional cooperation and experience-sharing among the beneficiary countries of each DA project. In addition, following a request by the Committee, a CDIP side event is organized as part of the closing activities of each DA project to facilitate the exchange of experiences of project implementation in the beneficiary countries and interested Member States. This completion event serves as a platform to demonstrate the activities undertaken and output developed during the project's implementation. Furthermore, to enhance such collaboration and peer-to-peer learning for different DA projects, the first-ever regional Induction Trainings for National Focal Points to implement DA projects were organized in Brazil and Indonesia, with the support of the Funds-In-Trust Japan Industrial Property Global. The training sessions were attended by around 87

participants from 30 countries[25] and were tailored to the specific needs, roles and responsibilities of the National Focal Points. They were held in a "training of trainers" format to ensure that the skills and knowledge acquired were transferred to other members of the National Project Teams in their respective countries, thereby strengthening the implementation of the DA projects at the national level. In addition, regional and interregional networking allowed for experience-sharing and fostered collaboration, reinforcing the achievements of various DA projects in four different regions.

Some examples of other WIPO joint projects and initiatives that promote peer-to-peer learning include:

- Cooperation under the framework of the Geographical Indications Institutional Ecosystem project, where experts from Morocco and Tunisia shared their knowledge and successful experiences with Iraq and Yemen.

- The implementation of the Project on AI and Agriculture 4.0, in collaboration with national IP Offices and agriculture, research and development and innovation agencies from Malaysia, the Philippines and Thailand.

- The implementation of the Project on a Scoping Study for the Development of the Post-2025 ASEAN IP Rights Action Plan (AIPRAP) and the Upgraded ASEAN Framework Agreement on IP Cooperation (AFAIPC) with regional experts from Indonesia and Singapore.

- The patent and trademark examiner training for Central European and Baltic States and Mediterranean countries, the project on the Patent Cooperation Treaty for the four Visegrad Group countries, [26] the Baltic Technology Transfer Organization Network Project and New Mentorship Program for Spinoffs.[27]

For additional examples, please refer to Recommendation 11 (Annex I, Category C).

Following the guidance of the Committee, the Secretariat will assess the implementation of this recommendation.

Efficiency	**Recommendation 23:** To enhance the sustainability of the results of the Development Agenda projects, it is recommended that WIPO and Member States explore, when relevant, modalities of strengthening the involvement of national institutions of Member States in the design and implementation of the projects. **Status:** Reflected in WIPO Activities but still merits further consideration.
	Update
	Development Agenda (DA) projects begin when proponent Member State(s) think of a proposal and submit(s) a project concept to the Development Agenda Coordination Division. The project concept should include a rationale to explain the need for such a project, identify the main stakeholders, set the project objective and define a delivery strategy. Based on the

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[25] In total, 27 participants from 11 countries attended the event in Brazil and 60 participants from 19 countries attended the event in Indonesia.
[26] Czech Republic, Hungary, Poland and Slovakia.
[27] Lithuania, Latvia and Estonia.

submitted project proposal, the Division works closely with the proponent Member State(s) throughout the project design stage to develop a comprehensive project proposal document. Specifically, the Division and the proponent Member State(s) delve into planning details, such as engaging with the mapped stakeholders, identifying the areas of WIPO most relevant to implementing the project, and showcasing how the project contributes to expected WIPO results and how it links to the DA Recommendations and other DA projects and activities. Furthermore, to ensure that the benefits of the proposed DA project will extend beyond its completion, the Division works with the proponent Member State(s) to develop a sustainability strategy[28] and outline measures to leverage the project results and enhance the utilization of project outputs. The national authorities of the proponent Member State(s) are strongly encouraged to participate throughout the design of a DA project in order to ensure alignment with local priorities and foster national ownership.

Once the DA project proposal is approved by CDIP, the next step is the selection of beneficiary countries. Member States interested in applying for the project as beneficiary countries complete an application form,[29] providing all necessary data to ensure a comprehensive and transparent selection process. The form collects key information linked to the selection criteria, including the name and institution of the National Focal Point and confirmation that the IP bodies and other national institutions are interested in and committed to the project.

After the selection of the beneficiary countries, a tailored Country Implementation Plan is prepared, in close collaboration with the National Focal Point of each beneficiary country. National Focal Points are encouraged to form a national project team with diverse local stakeholders and institutions, when relevant, to ensure their involvement and that ownership project objectives are suitable and can be achieved through the successful delivery of the proposed DA project.

Following the guidance of the Committee, the Secretariat will assess the implementation of this recommendation.

Efficiency	**Recommendation 24:** To enhance the effectiveness in the delivery of capacity building related to Technical Assistance, it is recommended that WIPO and Member States develop modalities to strengthen monitoring and evaluation of joint projects between WIPO and Member States. **Status:** Reflected in WIPO Activities but still merits further consideration.
	Update
	Monitoring and evaluation are essential components of projects delivered by WIPO, allowing Member States to keep track of a project's quality as they make progress, take strategic decisions about potential changes and provide guidance for future initiatives.

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[28] See document CDIP/18/7, Recommendation 7: "Member States are encouraged, in light with their national needs, to formulate new project proposals for the consideration of the CDIP. They should consider the establishment of a reporting mechanism on the lessons learned and best practices from successfully implemented DA projects and activities. This reporting mechanism should include a periodical review of the sustainability of completed and/or mainstreamed projects, as well as the impact of these projects on the beneficiaries. WIPO should establish a database of the lessons learned and best practices identified in the course of DA projects implementation."
[29] The DA project form was developed in the context of the DA project on Tools for Successful DA Project Proposals.

The preparation and management of DA projects are guided by the results-based management principles of WIPO. Results-based management refers to planning for results and monitoring them. Specifically, logical frameworks, also called "logframes", are used to establish planning, monitoring and evaluation frameworks.

Logframes present:

- The intervention strategy (results chain) from activities to outcomes, as well as assumptions of external factors that are expected to contribute to those results.
- Indicators (baseline, targets) to measure whether expected outputs and outcomes have been achieved.
- Means of verification: tools for measuring results.

The monitoring of DA projects includes the collection of data on specified indicators outlined in the project document and the preparation of a comprehensive annual progress report for the CDIP. Such an approach allows for the assessment of potential risks that could affect the successful implementation of the project and provides an opportunity for the project manager to respond with mitigation strategies, based on the Committee's guidance.

Once the DA project is completed, the project manager prepares a self-assessment in the form of a completion report, which is presented to CDIP and highlights the results of the project, and the lessons learned. In addition, an independent external evaluation is carried out to inform the decision-making of the CDIP and to generate lessons learned for WIPO. In order to do this, the evaluation process covers not only the results achieved, but also other factors that characterize successful development projects (relevance, coherence, efficiency, sustainability of results). The evaluation report is also presented to the CDIP.

Furthermore, in response to the Committee's request, since the thirty-first session of CDIP, the Secretariat has undertaken annual independent impact evaluations of completed DA projects. Such evaluations are aimed at assessing the project's sustainability and long-term impact on beneficiaries, enabling the Organization to learn from past experiences and optimize its efforts to support the development goals of Member States. Meanwhile, the findings, conclusions and recommendations of such evaluations enable Member States to better review, discuss and make informed decisions about future DA projects and WIPO initiatives.

Following the guidance of the Committee, the Secretariat will assess the implementation of this recommendation.

[Annex III follows]

ANNEX III: RECOMMENDATIONS ADDRESSED SOLELY TO MEMBER STATES

Efficiency	**Recommendation 25:** It is recommended that WIPO and Member States explore modalities of co-funding and co-contribution to support the provision of Technical Assistance.

Sustainability	**Recommendation 26:** To increase sustainability of Technical Assistance activities provided by WIPO to Member States, it is recommended that during the joint development of projects by WIPO and Member States, project sustainability should be a key issue of consideration and should be included in the project agreement, which would include the following: a. Commitment by the interested Member States to allocate financial and human resources to the project through co-contribution. b. Commitment by Member States to mainstream some of the successful Technical Assistance activities into their annual programs and budgets.

[End of Annex III and of document]