



# Peer Review of the Evaluation Function of WIPO

This is the first UNEG Peer Review of WIPO's evaluation function and was conducted at the request of WIPO.

The Peer Review was undertaken between October 2024 and January 2025, and was led by a Panel comprised of three senior staff of UNEG entity evaluation functions and one senior international consultant.

The report was submitted to WIPO on 24<sup>th</sup> January 2025 and a Management Response was sent to Panel members on 12<sup>th</sup> February.

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## Abbreviations

CDIP	Committee on Development and Intellectual Property
DACD	Development Agenda Coordination Division
IAOC	Independent Advisory Oversight Committee
IOC	Internal Oversight Charter
IOD	Internal Oversight Division
IP	Intellectual Property
KPI	Key Performance Indicator
MTSP	Medium-Term Strategic Plan
PCT	Patent Cooperation Treaty
PoW&B	Program of Work and Budget
QA	Quality Assurance
TOR	Terms of Reference
UN	United Nations
UNEG	United Nations Evaluation Group
PRWG	Peer Review Working Group
WIPO	World Intellectual Property Organization

## Executive Summary

1. This Peer Review of the Evaluation Function of the World Intellectual Property Organization (WIPO) was undertaken in accordance with the provisions of the United Nations Evaluation Group's (UNEG) Guidelines for Professional Peer Reviews<sup>1</sup>. It is the first UNEG Peer Review of WIPO's evaluation function and was conducted at the request of WIPO. The Peer Review Panel was comprised of three senior staff of UNEG entity evaluation functions and one senior international consultant.
2. The purpose of the Peer Review is to provide insight to strengthen the WIPO's evaluation function so that it can effectively contribute to organizational decision-making, learning and accountability for results and program effectiveness. The review's scope covers the evaluation function and activities carried out since the issuance of the Evaluation Manual in 2019 through September 2024. The review also focuses on WIPO's centralized evaluation function, although some reference is made to the organization's decentralized evaluation function throughout the report.

## Key Findings and Conclusions

3. WIPO has a small evaluation function which includes both centralized and decentralized modalities. The centralized evaluation function is located in the Internal Oversight Division (IOD), together with the audit and investigation functions. The evaluation function has developed and matured over the past 20 years and, like many functions, has faced challenges and bottlenecks along the way.
4. Over the past few years, several factors have affected the evaluation function at WIPO. Changes in management at various levels, a general lack of understanding regarding evaluations, diverse interpretations of evaluation management processes, staff absences or vacancies, staff movements and limited resources have all played a role. However, addressing these challenges also presents opportunities for improvement.
5. The Panel's overall conclusion is that the WIPO evaluation function is currently underperforming and falling short of its full potential, despite significant efforts in the past to strengthen the function and evaluation culture.
6. The current **Evaluation Policy** (2016-2020) generally aligns with the UNEG Norms and Standards for Evaluation in the United Nations (UN) System ("UNEG Norms and Standards") but needs certain revisions and would benefit from the findings and recommendations of this Peer Review.
7. Overall, the **governance arrangements**, including the positioning and reporting of the evaluation function within the organization, seem appropriate but clarity between the different oversight functions and particularly between internal audit and evaluation should be strengthened. Clear coherence, boundaries and the comparative advantages of independent evaluation need to be well defined in the next revision to the Evaluation Policy, and communicated and supported by senior management. The Panel finds differences between the audit, evaluation and investigation functions in terms of resourcing, coverage, staffing, recognition and status. While the Panel acknowledges that strict equivalency in the resourcing of the three functions is not required, it is necessary that the evaluation function has the adequate resources to fulfil its role effectively.

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<sup>1</sup> UNEG is an interagency professional network that brings together the evaluation units of the UN system, including UN departments, specialized agencies, funds and programmes and affiliated organizations. It currently has 50 such members and observers.

8. To ensure its independence and integrity, IOD's work is overseen by the **Independent Advisory Oversight Committee (IAOC)**. The IOD Director reports quarterly to the IAOC, and IAOC members meet with the Director General and Member States. The IAOC contributes substantially to oversight matters, but to ensure a better balance between audit, investigation and evaluation, evaluation could benefit from enhanced visibility in the Committee's Terms of Reference.

9. The **work of the evaluation function** is determined in the IOD Oversight Annual Workplan with a mixture of different types of products, including evaluations, reviews, studies and guidelines. The Panel questions the selection of some evaluands, despite the function's significant efforts to engage with different organizational units.

10. The interviewed stakeholders acknowledged the evaluation **advisory services** provided to other WIPO divisions. The role and collaboration between the IOD evaluation function and the project evaluation activities of other organizational entities such as the Committee on Development and Intellectual Property (CDIP) need to be clearly established and described in the next revision to the Evaluation Policy. Different types of assessments (feedback surveys, project completion reports, etc.) and independent evaluations also need to be well defined and communicated.

11. The Panel noted the lack of any specific reference to evaluation in the **Medium-Term Strategic Plan (MTSP) 2022-2026** and the WIPO Program of Work and Budget (Pow&B)<sup>2</sup>. The Panel believes that specific reference to evaluation in the Strategic Plan and a performance indicator(s) specific to the evaluation function in the PoW&B would help strengthen the function's strategic role/positioning in the organization.

12. In terms of **human resources**, the Panel notes that the function's three evaluation posts (P-5, P-4 and P-3) are presently vacant, and need to be advertised and staff recruited. This is an opportunity to review and revise the job descriptions. The Panel observes that in a co-located oversight office it is important to strive for a relative balance of the three oversight functions. Resourcing requirements may vary from one head to another and the extent to which consultants are engaged. The Panel acknowledges that such a decision would depend in part on the evaluation function's approach to conducting or managing evaluations and the organizational model used, i.e. consultants managing evaluations as opposed to internal staff evaluators managing and conducting evaluations. The Panel notes that inefficiencies in the contracting of temporary staff could be addressed by potentially converting the P-3 into a fixed position.

13. The Panel observes that the job differentiation/role allocation between the IOD Director and the Head of Evaluation in the management of the evaluation process could be further clarified in the future Evaluation Policy and/or revisions to job descriptions. From reviewing the job description of the staffing of the evaluation function, the Panel is of the view that increased authority could be provided to the Head of Evaluation in the management of the evaluation process.

## Independence

14. The IOD Director reports administratively to the Director General and is not part of operational management. The evaluation function can also commission and publish evaluations at its discretion. The Peer Review Panel concludes that **organizational independence** is safeguarded.

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<sup>2</sup> The reporting on closure for recommendations is combined with those of audit, evaluations and investigation.

15. The current evaluation budget is limited and does not allow for the commissioning of high-quality evaluations, considering the methodological approaches and data collection instruments that are often required for evaluations having a more strategic dimension. The Panel takes note of IOD's willingness to increase the evaluation budget, when necessary. Since IOD has its own allocated budget and is therefore not dependent on budgets from other divisions, **financial independence** is secured.

16. The Panel finds that the evaluation function has **behavioural independence**. Evaluations were generally conducted impartially, but some experiences and stakeholder comments suggest there are factors that challenge this independence, such as access to required information and long feedback processes on draft evaluation reports. This could be attributed to a lack of understanding of the role of evaluation in general; interpreting evaluations more as personal performance assessments or general resistance towards constructive feedback; and interpreting evaluation as criticism as opposed to opportunities for learning and improvement.

## Credibility

17. The Panel finds that the efforts made by the evaluation function's previous **staff members** were generally appreciated. They engaged WIPO staff in evaluations on an individual level (based on the behavioural science approach) and collaborated with evaluation champions. Professional relationships were also developed with WIPO colleagues from CDIP/Development Agenda Coordination Division (DACD) who oversaw project evaluations by external consultants.

18. One way to ensure integrity and credibility is by employing and contracting highly qualified **staff and consultants**. The Panel finds that evaluation staff members and most consultants had sufficient evaluation or thematic expertise. But the Panel also observed that of the 24 evaluation assignments undertaken between 2019 and September 2024, 14 were conducted by IOD evaluation staff and 10 jointly with external consultants. Increasing engagement with highly qualified and experienced consultants could further strengthen the independence and credibility of evaluations.

19. The Panel finds that the Evaluation Policy in general and the Evaluation Manual in particular identify steps for **planning and managing evaluations**. Despite this observation, the Panel finds that there are elements of the evaluation management process that could be improved, such as the development of the Terms of Reference (TOR), the use of Reference Groups, the quality assurance system and the drafting of evaluation reports.

20. In terms of the **quality of evaluation reports**, the Panel reviewed six reports. The Panel finds that the evaluation reports do not fully adhere to the UNEG Norms and Standards. Areas for improvement include the Executive Summary, methodology and background information. Further strengthening the depth of analysis and findings with more evidence would help strengthen conclusions, recommendations and lessons learned. The Panel also recognizes the need for the function to strengthen its **quality assurance (QA) system**.

21. The Panel observes that most evaluation reports and some of the other evaluation products are published on WIPO's website but less frequently on the UNEG website, suggesting limited external dissemination of reports.

## Utility

22. The Panel finds that IOD has a **well-established electronic system** which alerts program/project managers to address open evaluation recommendations on a quarterly basis. Overall, the Panel concludes that the system to follow-up on recommendations, including arrangements for preparing and implementing a formal **Management Response**, is well established and accepted. As follow-up also depends on the quality of the recommendations, the Panel finds that certain formulations of recommendations may be too prescriptive and seen as focusing more on a micro-management level, raising the concern that recommendations may have been formulated to facilitate acceptance and implementation.

23. The evolution of WIPO's organizational strategy with the **MTSP 2022-2026** and the increased role of various countries supporting their intellectual property capacities (Development Agenda) besides its long-standing service-oriented work is a good opportunity to engage in more strategic evaluations. The evaluations conducted over the last few years may have had good intentions to link to the strategic needs of the organization and the MTSP, but the evaluation reports and other products indicate the need for continued effort to be made for an enhanced strategic approach to evaluation. This observation was echoed by various stakeholders.

24. In this sense, the Panel anticipates methodological challenges since learning strategically from projects, for example, is a challenge and would require multilevel approaches and robust methodologies e.g. region, country, cluster and/or case study approaches.

25. In the past, the evaluation function has engaged closely with different organizational units. This **practice of sharing** and learning from each other should be maintained but could be strengthened by a continued role in WIPO's overall **knowledge management** efforts that have been under development.

26. On utility, the Panel finds that the few joint audit and evaluation engagements, while potentially beneficial from both process and outcome perspectives, should be suspended and reviewed before resumption, since the two functions operate with different professional standards and approaches, and managing such joint engagements can be more challenging for a small evaluation function with limited resources. Additionally, the Panel finds that the evaluation function's contribution to performance monitoring and validation exercises of the WIPO Performance Reports should be reconsidered and assigned to another entity.

## Recommendations

27. The Panel submits the following recommendations, with specific considerations elaborated in the body of the report, where applicable.

**Recommendation 1: Evaluation Policy.** As the validity of the current Evaluation Policy has expired, it is recommended to review and revise the Evaluation Policy, taking into consideration the evolving institutional changes and strategy of WIPO.

**Recommendation 2: Resourcing.** It is recommended to review and revise the job descriptions for the Evaluation Section's posts, publish the vacancy announcement of the P-5 post soon and continue to leverage interns and consider additional resourcing modalities such as Junior Professional Officers, UN Volunteers and visiting professionals to support the evaluation function.

**Recommendation 3: Evaluation Management Process.** To further strengthen the evaluation management process, it is recommended to revise templates and the Evaluation Manual and develop guidelines for new types of evaluations.

**Recommendation 4: Quality Assurance.** To ensure high quality evaluation reports and related products, it is recommended to strengthen the QA system.

**Recommendation 5: Management Response.** While acknowledging that a well-functioning electronic follow-up system for evaluation recommendations is in place, it is recommended to revise the template for evaluation recommendations (Management Action Plan).

**Recommendation 6: Independent Advisory Oversight Committee.** It is recommended to enhance the visibility of evaluation in the IAOC's Terms of Reference, emphasizing the strategic role that evaluation plays in driving accountability, informing decisions and promoting organizational learning, as well as enhancing the visibility of evaluation experience or requirements in the vacancy announcements for its members.

**Recommendation 7: Evaluation Profession and Culture.** It is recommended that WIPO Senior Management (Director General, IOD Director and other Head of Divisions/Sectors) continue to support the strengthening of the evaluation culture in WIPO by ensuring that the learning aspect of evaluation is prioritized, and that the evaluation function is safeguarded and clearly distinct in definition, function and tasks to audit and investigation.

# Introduction

## 1.1 About the Peer Review

28. This Peer Review of the Evaluation Function of the World Intellectual Property Organization (WIPO) was conducted under the provisions contained in the United Nations Evaluation Group (UNEG)<sup>3</sup> Guidelines for Professional Peer Reviews.

29. It is the first Peer Review of WIPO's evaluation function and was conducted at the request of WIPO. The Peer Review Panel was comprised of four members:

- Brook Boyer, Director, Division for Strategic Planning and Performance and Manager, Planning, Performance Monitoring and Evaluation Unit, United Nations Institute for Training and Research (Panel Chair)
- Judit Janković, Senior Evaluation Specialist, the Independent Oversight Mechanism (IOM), International Criminal Court
- Kouessi Maximin Kodjo, Lead Evaluation Officer, Independent Office of Evaluation, International Fund for Agricultural Development
- Karin Kohlweg, Senior Evaluation Consultant to the Peer Review

30. The Panel would like to thank the Director of the WIPO Internal Oversight Division (IOD) and her staff for facilitating the review in a collegial and collaborative spirit. The Panel would also like to thank all stakeholders for providing their open and frank contributions.

31. The views expressed in this report are those of the Panel members in their individual, independent and impartial capacities. The panellists have no conflict of interest or close relationships with current or former IOD staff.

## 1.2 Purpose, Subject and Scope

32. The main purpose of the Peer Review is to provide insight to strengthen WIPO's evaluation function so that it can effectively contribute to organizational decision-making, learning and accountability for results and program effectiveness (Annex I, Terms of Reference). The Peer Review does so by assessing the evaluation function and products against the UNEG Norms and Standards for Evaluation in the UN System<sup>4</sup> ("UNEG Norms and Standards") and the WIPO Evaluation Framework, as contained in the WIPO Internal Oversight Charter and the Evaluation Policy. The Peer Review does not provide an assurance opinion.

33. As stated in the Terms of Reference (TOR), the Peer Review's scope covers evaluation activities carried out since the issuance of the Evaluation Manual in 2019 through September 2024,

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<sup>3</sup> UNEG is an interagency professional network that brings together the evaluation units of the UN system, including UN departments, specialized agencies, funds and programmes, and affiliated organizations. It currently has 50 such members and observers.

<sup>4</sup> UNEG Norms and Standards for Evaluation in the UN System, 2016, <https://www.unevaluation.org/document/detail/1914>

focusing for the most part on the centralized evaluation function. The scope focuses on WIPO's centralized evaluation function, although some reference is made to the organization's decentralized evaluation function. IOD and broader WIPO stakeholders are the primary and secondary audiences of this Peer Review, respectively.

### **1.3 Approach, Process and Limitations**

34. The review was guided by the three core criteria defined in the UNEG Norms and Standards that need to be satisfied for evaluation functions and products to be considered of high quality: i) the independence of evaluations and of the evaluation system, ii) the credibility of evaluations and iii) the utility of evaluations.

35. The Peer Review took place during the third and fourth quarters of 2024, following the finalization and approval of its TOR and the recruitment of the Senior Evaluation Consultant.

36. After a first discussion with the IOD Director, the Panel conducted a literature/desk review (Annex 2) including the analysis of the Self-Assessment Report. During the same period a field visit to WIPO was prepared and subsequently took place between 4 and 8 November 2024.

37. During the field visit, the Panel met a broad range of stakeholders in person or online. Since a few stakeholders were not available, some interviews were scheduled as a follow-up to the visit between 12 November and 16 December. In total, the Panel interviewed 26 stakeholders (Annex 3). On 9 December 2024, the Panel presented its emerging findings to the WIPO Independent Advisory Oversight Committee (IAOC).

38. The key stakeholders interviewed included the WIPO Director General, members of WIPO's Senior Management and Governing Bodies, staff/former staff of the WIPO evaluation function and IAOC members.

39. The Panel addressed the set of evaluation questions presented in the Peer Review's TOR but has not structured the present report against them.

40. The Panel selected six evaluation reports for a quality assessment out of the 24 evaluation reports/products shared in October 2024 (Annex 4). The criteria for the sampling of the reports include: a) the type of evaluation; b) the country/regional distribution; and c) themes/subjects. The assessment was based on the UNEG Quality Checklists for Evaluation Reports<sup>5</sup>. Each report was assessed by two Panel members independently and an average score was calculated.

41. Based on the above criteria, the following six evaluation reports were selected:

- EVAL 2022-05: Audit and Evaluation of the Patent Cooperation Treaty (PCT) Operations and Customer Relations
- EVAL 2023-02: Chobe Baskets Project
- EVAL 2020-02: Evaluation of WIPO Standing Committees

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<sup>5</sup> UNEG Quality Checklist for Evaluation Report, June 2010, as adapted by UNITAR for scoring purposes. Available at [https://www.unevaluation.org/uneq\\_publications/uneq-quality-checklist-evaluation-reports](https://www.unevaluation.org/uneq_publications/uneq-quality-checklist-evaluation-reports).

- EVAL 2021-04: Meta-Synthesis of Regional Divisions Evaluations
- EVAL 2020-05: Evaluation of WIPO Match
- EVAL 2020-04: Ex-ante Evaluation of the Regional Bureau for Asia and the Pacific Framework for Technical Cooperation

42. The following rating scale was used to assess the reports:

0 = Not applicable

1 = Unsatisfactory - The report omits most of the key information required to make the report credible and useful.

2 = Satisfactory - The report satisfactorily meets the requirement with regard to quality but some elements are missing or inadequately addressed.

3 = Good - The report adheres to UNEG evaluation standards, good analysis, credible findings supported by evidence and recommendations.

4 = Very Good - The report is comprehensive; adheres fully to the policy; adopts sound methodology with credible findings, sound analysis and evidence, conclusions and prioritised recommendations and lessons.

43. To prepare for the Peer Review, IOD produced a Self-Assessment Report against the UNEG Norms and Standards<sup>6</sup>. This framework analyses the level of maturity of the evaluation function and was updated by the UNEG in 2023. The Panel considers the evaluation function's self-assessment as a helpful reflection of IOD's evaluation practice.

44. The Peer Review faced some limitations and/or challenges. The first and foremost was assessing the function throughout a multi-year period which culminated in a noteworthy transition in the function's staffing. This recent transition considerably affected institutional memory during the review's preparatory phase and field mission since two out of the function's three staffing positions were vacant (including the Head of Evaluation); the Senior Evaluation Officer was on long-term medical leave; and the IOD Director was relatively new, having only been in the position since October 2023<sup>7</sup>. Towards the end of the data collection phase, the Panel was able to interview the former Head of Evaluation and the Evaluation Officer both of whom have moved on to new professional assignments. In early December 2024, the Panel was able to interview the Senior Evaluation Officer who had returned from medical leave.

45. The second limitation and/or challenge was assessing the evaluation function uniformly during a period in which the organization's approach to supporting its Member States was evolving. With the onset of its 2022 to 2026 Medium Term Strategic Plan (MTSP), WIPO's approach to supporting its Member States began to shift from a focus on the legal aspects of intellectual property (IP) to the use of IP as a catalyst for growth and development through an impact and results-oriented support to

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<sup>6</sup> UNEG Self-Assessment Maturity Matrix for UN Evaluation Functions, Dec. 2022. Available at: [https://www.unevaluation.org/uneq\\_publications/uneq-self-assessment-maturity-matrix-un-evaluation-functions](https://www.unevaluation.org/uneq_publications/uneq-self-assessment-maturity-matrix-un-evaluation-functions).

<sup>7</sup> The Peer Review considers the IOD Director among the evaluation function's staffing, since the IOD Director, while not in the Evaluation Section, is the UNEG Head and approves evaluation reports.

individual countries or regions based on specific needs and priorities. This new approach is being rolled out gradually over time.

46. The third limitation was answering the Peer Review question on the follow-up to the 2019 External Quality Assessment recommendations on the evaluation function. The Peer Review Panel could not respond to the question since the document provided did not include any defined follow-up activities<sup>8</sup>.

47. To overcome these limitations, the Panel triangulated information and facts from various sources before reaching conclusions. It is important to note, however, that the review represents a normative assessment grounded in the UNEG Norms and Standards and the panellists' experiences.

<b>Table 1: Timeline of the WIPO Peer Review</b>	
<b>Activity</b>	<b>Time Period</b>
Kick-off meeting	4 October 2024
Desk Review and preparatory meetings	October
Field mission to Geneva	4-8 November 2024
Data analysis, assessment of evaluation reports, additional interviews & preparation of draft report	11 November-13 December 2024
Preliminary findings presented to the Independent Advisory Oversight Committee by Chair	9 December 2024
Submission of draft report to WIPO & Peer Review Working Group (PRWG)	6 January 2025
Feedback from WIPO & PRWG	9 January 2025
Final report	23 January 2025

48. The remainder of this report is organized as follows: Section 2 briefly describes the context of the Peer Review and WIPO; Section 3 presents the Peer Review Panel's observations on the WIPO's Self-Assessment; Section 4 elaborates on the findings against the UNEG Norms and Standards; Section 5 provides conclusions based on the findings; and Section 6 presents the Panel's recommendations.

<sup>8</sup> The Evaluation Quality Assessment report (July 2019) is published nevertheless on the WIPO website: [https://www.wipo.int/export/sites/www/about-wipo/en/docs/oversight/iaod/eqa\\_report.pdf](https://www.wipo.int/export/sites/www/about-wipo/en/docs/oversight/iaod/eqa_report.pdf).

## 2. Context

### 2.1 Background and Mandate

49. Established in 1967, WIPO is a specialized agency of the United Nations with presently 193 Member States. WIPO's mission is to lead the development of a balanced and effective global IP ecosystem to promote innovation and creativity for a better and more sustainable future.

50. WIPO's organizational structure is currently based on eight sectors, each headed by a Deputy Director General (DDG) or Assistant Director General (ADG), under the overall leadership of the Director General (DG)<sup>9</sup>. The DDGs, ADGs and the following units report directly to the DG: Diplomatic Engagement and Assemblies Affairs Division, Human Resources Management Department, Internal Oversight Division, News and Media Division, Office of the Ombudsperson and the WIPO Ethics Office.

51. Each sector comprises several Divisions, Departments or other units which are responsible for delivering the programs and activities approved by Member States in the PoW&B.

52. WIPO presently maintains external offices in Algeria, Brazil, China, Japan, Nigeria, the Russian Federation and Singapore. The external offices support services in relation to the PCT, the Madrid and Hague systems, arbitration and mediation, collective management, and development and capacity building<sup>10</sup>.

53. WIPO is currently implementing its MTSP 2022-2026<sup>11</sup> which aims to: (i) reinforce WIPO's traditional areas of strength as the provider of global IP services and the convener of the international IP community; and (ii) ensure that IP acts as a powerful catalyst for jobs, investments, economic development and social vibrancy in all economies and in every region of the world.

54. The MTSP 2022-2026 consists of four Strategic Pillars and the Foundation; 16 related expected results; and 77 key performance indicators (KPIs)<sup>12</sup>. IOD's work, which includes that of the evaluation function, is under the MTSP's "Foundation", Expected Result: 5.3 "*Sound and prudent financial management and effective corporate governance and oversight*".

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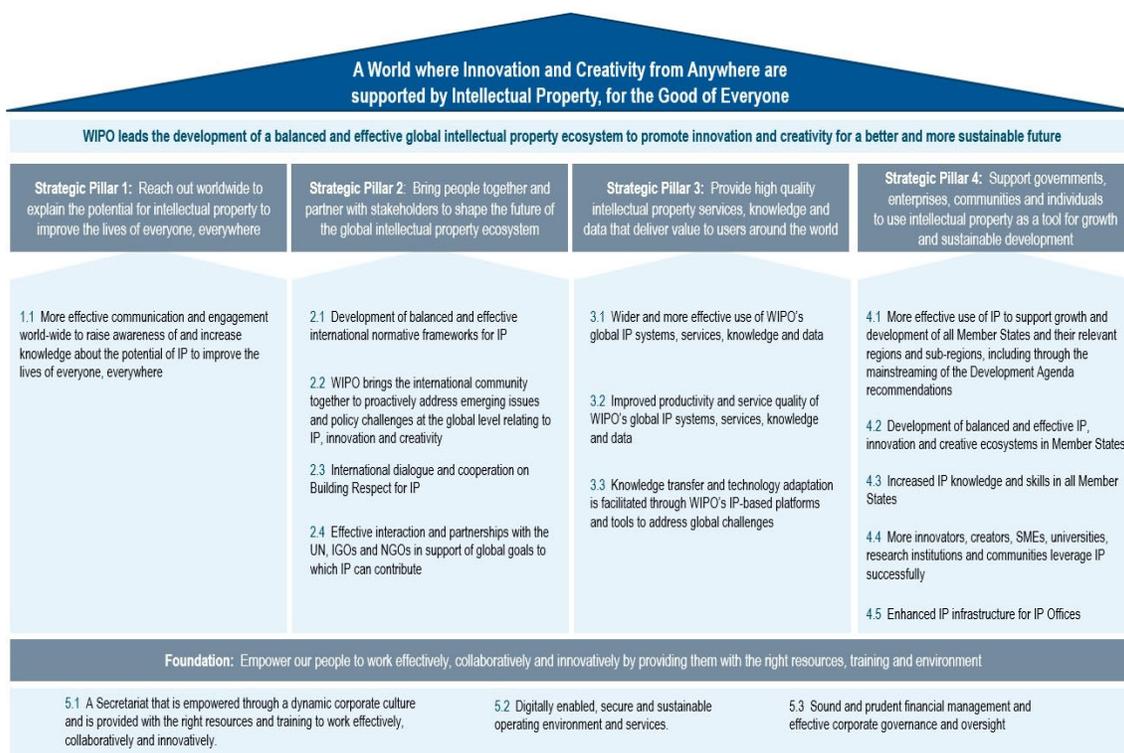
<sup>9</sup> [https://www.wipo.int/about-wipo/en/activities\\_by\\_unit/](https://www.wipo.int/about-wipo/en/activities_by_unit/)

<sup>10</sup> <https://www.wipo.int/about-wipo/en/offices/>

<sup>11</sup> [https://www.wipo.int/meetings/en/doc\\_details.jsp?doc\\_id=541373](https://www.wipo.int/meetings/en/doc_details.jsp?doc_id=541373)

<sup>12</sup> MTSP 2022-2026, p. 7, IOD Annual Workplan 2025, p. 13-14.

**Graph 1: The MTSP Strategy House**



55. The MTSP emphasizes the growing interest of Member States in developing and least developed countries, which have sought the support of WIPO in developing national IP strategies and translating them into concrete actions, policies, programs and projects.

56. Overall, WIPO's work is based on **two organizational models**, one that provides paid services (business model) and the second that supports countries and projects in strengthening their national IP capacities through the MTSP and the implementation of the WIPO Development Agenda.<sup>13</sup>

57. The approved WIPO PoW&B for 2024/25 amounts to 857 million Swiss francs<sup>14</sup>. The number of posts available is 1,232<sup>15</sup> and most WIPO staff have a legal background. The budget allocations and posts for the organization's eight sectors are as follows:

<sup>13</sup>The Development Agenda was formally established by WIPO Member States in 2007, in a decision which included the adoption of 45 Development Agenda recommendations, grouped into six clusters, and the establishment of a Committee on Development and Intellectual Property (CDIP). <https://www.wipo.int/ip-development/en/agenda/>

<sup>14</sup> WIPO Program of Work and Budget 2024/25, Annex II, p. 73.

<sup>15</sup> Ibid, Annex III, p. 74.

**Table 2: Total Budget by Sector and Posts For 2024/25<sup>16</sup> (in thousands of Swiss Francs)**

Sector	Budget	Number of Posts
Patents & Technology	214,036	342
Regional & National Development	80,374	109
Brand & Designs	79,230	156
Intellectual Property & Innovation Ecosystems	50,771	81
Infrastructure & Platform	41,810	60
Copyright & Creative Industries	37,764	42
Global Challenges and Partnerships	29,281	44
Administration, Finance and Management incl. DG's sector	315,863	398
Unallocated	8,171	
<b>Total</b>	<b>857,300</b>	<b>1,232</b>

58. The evaluation function is included in the PoW&B under the Administration, Finance and Management Sector and specifically under the Internal Justice, Governance and Oversight Section. While the Section's overview refers to learning and accountability, explicit reference to evaluation is absent and there is no evaluation specific indicator of performance<sup>17</sup>.

59. The bi-annual WIPO Performance Reports provide an overview of WIPO's engagements, the last of which covers the 2022-2023 PoW&B cycle<sup>18</sup>. Recent WIPO Performance Reports include a paragraph on completed evaluations and the number of closed recommendations, but the latter is combined with those from audit and investigation.

## 2.2 WIPO's Internal Oversight Division and the Evaluation Function

60. IOD provides independent and objective oversight services that enhance WIPO's operations, governance, risk management and internal controls and support the achievement of the organization's mission, goals and objectives. IOD contributes to the efficient management of the organization and the accountability of the Director General to the member states. IOD is comprised of three distinct sections, each of which manages the Division's audit, evaluation and investigation functions<sup>19</sup>.

<sup>16</sup> WIPO PoW&B 2024/25, Annex II and III, p. 73-74.

<sup>17</sup> As an oversight function, evaluation contributes to two performance indicators: 1) No interference and perceived independence by key stakeholders; and 2) number of oversight recommendations accepted.

<sup>18</sup> <https://www.wipo.int/export/sites/www/about-wipo/en/budget/pdf/wpr-2022-23.pdf>

<sup>19</sup> Last amended on October 15, 2021. <https://www.wipo.int/about-wipo/en/oversight/iaod/index.html>

61. The work of IOD is governed by the Internal Oversight Charter (IOC)<sup>20</sup> approved by the WIPO General Assembly.

62. The updated, approved 2024 IOC contains the following components:

- Mission and Mandate
- Authority and Responsibility
- Scope of Work
- Internal Oversight Professional Standards
- Conflict of Interest
- Duties and Modalities of Work
- Reporting
- Resources
- Appointment, Performance Appraisal and Dismissal of the Director, IOD
- Approval and Revision

63. The Charter mentions that the IOD Director is responsible for applying the Charter and reviewing it with the IAOC every three years, if necessary.

64. The Panel notes that audit, evaluation and investigation are presented in the IOC with equal significance and that respective definitions and relevant international standards are referenced, including the UNEG Norms and Standards. Given evaluation's co-location with the other oversight functions and in particular audit, the Panel sees an opportunity to emphasize evaluation's distinctive, outward looking character and the added value that evaluation brings to oversight in terms of assessing the results chain and particularly the link from outputs to impacts.

65. IOD's work is overseen by the IAOC (see also 4.2.1) which is an external expert advisory body that assists Member States with oversight of WIPO's operations. The Committee's mandate includes promoting internal controls, reviewing the effectiveness and operational independence of the internal oversight function, and reviewing and advising on the ethics function. The IAOC consists of seven regionally represented elected members<sup>21</sup>.

66. The 2022-2023 Internal Oversight Strategy<sup>22</sup> defines the priorities of IOD, based on the Organization's Strategy as outlined in the MTSP. While the MTSP does not explicitly mention evaluation (e.g. by acknowledging the role evaluation plays in ensuring accountability in delivering results, promoting learning and informing decisions), the 2022-2023 IOD Strategy contains the following implementation strategies under the Pillars 1 to 4 and the Foundation of the MTSP:

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<sup>20</sup> WIPO Financial Regulations and Rules Applicable (as of January 1, 2023), Annex 1 [https://www.wipo.int/export/sites/www/about-wipo/en/docs/wipo\\_financial\\_regulations.pdf](https://www.wipo.int/export/sites/www/about-wipo/en/docs/wipo_financial_regulations.pdf)

<sup>21</sup> <https://www.wipo.int/about-wipo/en/oversight/iaoc/>

<sup>22</sup> <https://www.wipo.int/export/sites/www/about-wipo/en/docs/oversight/iaod/internal-oversight-strategy-2022-2023.pdf>

- Pillar 1: Ex-ante evaluations to corroborate projects and services designs are aligned to MTSP pillars.
- Pillar 2: Leading knowledge-based evaluations and synthesis (lessons learned and good practices) to contribute to global evidence-based stakeholder discussions.
- Pillar 3: Delivery of National Evaluation Capacities for evidence-based decision-making. U.N Joint Program for NECD 2015/2021 UNGA resolution.
- Pillar 4: Impact evaluations to account for long-term effects of IP and value at societal level.
- MTSP Foundation: Resources are used efficiently to deliver programs that offer value and create measurable impact.
- Verify that the Results Based Management (RBM) Framework is designed to produce relevant, impactful and sustainable results, supported by effective mechanisms to share knowledge and enhance organizational learning).

67. IOD informed the Panel that 2024 was a year in transition and that a new Internal Oversight Strategy 2025-2026 was under preparation at the time of the Peer Review.

68. The current IOD evaluation staffing structure comprised:

- The new IOD Director who took office from 1 October 2023. The Division's Front Office includes a Secretary Assistant and Associate Oversight Officers<sup>23</sup>.
- Evaluation Section: Head of Evaluation (P-5), vacant as of 1 August 2024; Senior Evaluation Officer (P-4), vacant since December 2024 (and on extended medical leave at the time of the Peer Review); Evaluation Officer (P-3, temporary), vacant as of 20 December 2023. In addition to staff, the Section has engaged periodically with consultants and interns.
- The P-5, P-4 and P-3 positions in the Audit Section are fixed posts with the outsourcing of work as appropriate to global professional service firms. In the investigation and evaluation functions, the P-5 and P-4 are also fixed posts, but the P-3s are temporary posts. The Investigation Section uses the services of individual or boutique investigation firms where appropriate.

### **2.2.1 Governance and Role of the Evaluation Function**

69. The Head of Evaluation reports to the IOD Director who is responsible for the overall quality and performance of WIPO's evaluation function.

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<sup>23</sup> Audit Section: Head of Internal Audit on extended medical leave since 15<sup>th</sup> January 2024; Senior Internal Auditor P4 is on a continuing appointment; Internal Audit Officer P3 joined UNFPA in NY for one year secondment from 1<sup>st</sup> April 2024 as P4, with a possibility of extension; and a Senior Internal Auditor (1 year contract from 15<sup>th</sup> October 2024); Internal Audit Officer (1 year contract from 1<sup>st</sup> November 2024). Investigation Section: Head of Investigation vacant as of 31<sup>st</sup> March 2024, recruitment currently ongoing; Senior Investigator (post filled); Investigator (1 year contract from 19<sup>th</sup> September 2024).

70. As stated in the IOC, the definition of evaluation in WIPO is aligned with the definition given by the UNEG Norms and Standards, namely: An evaluation is an assessment, conducted as systematically and impartially as possible, of an activity, project, program, policy, topic, theme, sector, operational area, or institutional performance. It analyses the level of achievement of both expected and unexpected results by examining the results chain, processes, contextual factors, and causality using appropriate criteria such as relevance, effectiveness, efficiency, impact, and sustainability. An evaluation contributes to accountability and learning by providing credible, useful evidence-based information, enabling the timely incorporation of findings, recommendations, and lessons into the decision-making processes of organizations and stakeholders.

71. The Evaluation Policy 2016-2020 (see also 4.1) further emphasizes that evaluation is an organization-wide responsibility focusing on learning and accountability. It examines processes and contextual factors to understand why and to what extent expected results are achieved and what outcomes and impacts (intended or not) they have. Evaluation measures only collective and not individual performance. The Policy also refers to the UNEG Norms and Standards.

72. Regarding procedures for planning, implementing and reporting on evaluations, the Policy refers to the WIPO Evaluation Manual<sup>24</sup> which contains guidance on the selection of evaluation topics, internal coordination with the other oversight functions, and support to project and process managers in planning and conducting evaluations.

73. The modalities for undertaking evaluations in WIPO are similar to various other UN agencies in that evaluation staff may conduct evaluation assignments with or without external consultants.

### **2.2.2 IOD and Evaluation Budget**

74. The IOD budget for the 2024-2025 PoW&B amounts to 6.2 million Swiss francs, which includes the budget for the evaluation function. It represents around 0,7% of WIPO's total budget for this period<sup>25</sup>.

75. An overview of the IOD budget from 2019 to November 2024 (Annex 5) reveals a variation in the budget allocations and expenditures of personnel and non-personnel resources across the three functions, with investigation at 3.6 million Swiss francs, followed by audit (2.9 million Swiss francs) and evaluation (2.8 million Swiss francs).

76. Looking at the different budget categories for personnel resources, evaluation comes second (2.4 million Swiss francs) and audit third (2.2 million Swiss francs) whilst investigation ranks first (2.9 million Swiss francs).

77. For the actual non-personnel budget, investigation comes first (691k Swiss francs), followed by audit (626k Swiss francs) and evaluation (355k Swiss francs). For the actual non-personnel budget, the evaluation budget was substantially less than that of the other two functions.

78. The Panel acknowledges that, while exact equivalency in the resourcing of the three functions is not required, it is essential that the evaluation function is provided with sufficient resources based on its operating modalities to effectively fulfil its role.

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<sup>24</sup> [https://www.wipo.int/export/sites/www/about-wipo/en/docs/oversight/iaod/evaluation/evaluation\\_manual.pdf](https://www.wipo.int/export/sites/www/about-wipo/en/docs/oversight/iaod/evaluation/evaluation_manual.pdf)

<sup>25</sup> IOD Annual Workplan 2024/1, p. 25.

### 3. Peer Review Panel Observations of WIPO's Self-Assessment

79. The UNEG Evaluation Maturity Matrix contains 53 organizational and performance indicators to assess the maturity of the evaluation functions against the UNEG Norms and Standards<sup>26</sup>. The results of the IOD self-assessment summarized in Table 3 below. As shown, the Panel agrees with most assessment ratings given by the IOD Director.

Table 3: Level of Compliance <sup>27</sup>			
Level of Compliance	No. of Criteria IOD Director	No. of Criteria Review Panel	Examples of Different Criteria (No.)
Level 1: Low Compliance	2	2	
Level 2: Average Compliance	12	14	Sharing of results internally (4); Consultant competencies (27)
Level 3: Good Compliance	21	25	
Level 4: Excellent Compliance	17	11	Planning of the evaluation work programme (15); Regular reports to member states on evaluation (17); Systems in place for UNEG principles (21); Governance structure (33); Monitoring of policy (39); Core resources (42)
Not Applicable	1	1	
Total	53	53	

80. Of the 53 criteria, eight were rated differently, as shown in Table 4 below.

Table 4: WIPO Self-Assessment Rating and Peer Review Rating			
Criteria	WIPO Self-Assessment Rating Level	Peer Review Rating Level	Reasoning
4. Internal sharing of evaluation results	3	2	The Panel did not see evidence of partially institutionalized internal lesson learning.
15. Planning the evaluation work programme	4	3	Some stakeholders interviewed revealed some external pressure particularly regarding the selection of the evaluation topics.

<sup>26</sup> [https://www.unevaluation.org/uneg\\_publications/uneg-norms-and-standards-evaluation-un-system](https://www.unevaluation.org/uneg_publications/uneg-norms-and-standards-evaluation-un-system).

<sup>27</sup> The former Head of Evaluation initially prepared the self-assessment. The IOD Director then included her views as well with some self-assessment ratings being slightly different. The difference is between levels 3 and 4, with the former Head of Evaluation assigning more level 4 ratings than the IOD Director.

Criteria	WIPO Self-Assessment Rating Level	Peer Review Rating Level	Reasoning
17. Regular reports to member states on evaluation	4	3	The IOD evaluation reports to member states cover evaluation, but more details could be provided.
21. Systems in place for UNEG principles	4	3	Some principles are not adequately covered e.g. the Panel did not find evidence on signing the ethical code of conduct.
27. Consultant competencies	3	2	The panel finds limited use of external consultants; some evaluation reports fell short of quality.
33. Governance structure	4	3	While there is a clear governing structure with roles and responsibilities, the Panel finds that evaluation topics are not always featured in agendas.
39. Monitoring of policy	4	3	The Panel does not find evidence on the monitoring of the Evaluation Policy or implementation of the 2019 External Quality Assessment recommendations.
42. Core resources	4	3	The Panel views that there is at present inadequate resourcing for the function to deliver high quality strategic evaluations which require a more robust methodology and data collection.

## 4. Findings and Assessment Against the UNEG Norms and Standards

### 4.1 Evaluation Policy

81. The Evaluation Policy 2016-2020<sup>28</sup> (hereafter, “Evaluation Policy” or “Policy”) was issued in February 2016, It took into account the recommendations of the 2014 External Quality Assessment (EQA) and taking stock of the lessons learned from WIPO’s previous evaluation experience.

82. The Policy provides the framework for planning and conducting evaluations in WIPO. It contains the following elements:

- Background

<sup>28</sup> [WIPO Evaluation Policy \(2016\)](#).

- Purpose and Objectives
- Definition and Types
- Centralized and Decentralized Evaluation Functions: Cooperation with Programs
- Evaluation Process: Planning, Conducting and Reporting
- Purpose and Use of Evaluation Outputs

83. The Policy also includes a review clause, stating that it will be reviewed on a regular basis, preferably every four years from the date of its issuance.

84. The UNEG Norms and Standards provide key elements to be considered in an evaluation policy including:

- Purpose, concepts, rules and use of evaluation within the organization.
- Institutional framework and roles and responsibilities of evaluation professionals, senior management, and programme managers with regards to evaluation.
- The organization's disclosure policy for the dissemination of evaluation results.
- Measures to safeguard evaluation independence and public accountability.
- Benchmarks to ensure that evaluation function resources are commensurate with the size and function of the organization; resources for the evaluation function should allow for the conduct of high-quality evaluation activities to meet organizational needs for learning and accountability.
- Measures to ensure the quality and the use of evaluations in post-evaluation follow-up.
- Framework for decentralized evaluations, where applicable.
- Framework for evaluation capacity development, where applicable; and
- Provisions for peer or external review.

85. Due to a lack of capacity, and changes in the management and staffing of the evaluation function, the revision of the Policy did not take place as originally envisaged but is planned for 2025 pending consideration of the findings and recommendations of the Peer Review.

86. The Panel finds that the Evaluation Policy generally contains elements from the UNEG Norms and Standards but could be further strengthened by considering the following:

- Explicitly highlight the role of the evaluation functions, centralized or decentralized, in improving organizational performance.
- Include distinctions between audit, evaluation and investigation (even if the definitions are already presented in the IOD Strategy).

- Clarify and define different types of evaluations (e.g. cluster evaluation, project/self-evaluations, impact assessments) and align with relevant documents, e.g. Evaluation Manual.
- Include criteria for selecting independent evaluations and describe how evaluands will be identified or prioritized.
- Define roles and responsibilities of all relevant stakeholders. In particular, clarify the role allocation of the IOD Director and Head of Evaluation in the evaluation approval and management process<sup>29</sup>.
- Clarify the roles / division of labour between project/self-evaluations<sup>30</sup> conducted by other WIPO divisions, emphasizing that only independent evaluations are undertaken by IOD.
- Consider defining criteria/triggers for project/self-evaluations, since not all projects necessarily need to be evaluated.
- Consider introducing more systematically the Kirkpatrick-Phillips Training Evaluation Model (for WIPO programming related to learning)<sup>31</sup>.
- Include a section on “Transparency, Dissemination and Disclosure”.
- Include a section on “Capacity Development”.
- Ensure that the Evaluation Policy and Evaluation Manual are compatible and mutually supportive.

87. To further increase interest and ownership, it would be beneficial to consult widely within WIPO on the development of the revised Evaluation Policy, and inform the IAOC and Member States.

## 4.2 Independence

‘Independence of evaluation is necessary for credibility, influences the ways in which an evaluation is used and allows evaluators to be impartial and free from undue pressure throughout the evaluation process. The independence of the evaluation function comprises two key aspects: behavioural independence and organizational independence (UNEG Norm 4)

<sup>29</sup> The job description of the Head of Evaluation contains duties and responsibilities that imply a greater degree of managerial autonomy than practiced at the time of the Peer Review.

<sup>30</sup> The Panel notes that some evaluations undertaken by DACD have been issued as “independent evaluations”.

<sup>31</sup> The Kirkpatrick-Phillips Model offers a more structured and thorough approach to evaluating training by not only assessing reactions, learning and behavior but also emphasizing the financial return on investment and overall organizational impact.

## 4.2.1 Organizational Independence

88. As stated in the IOC, the IOD Director reports administratively to the Director General and is not part of operational management. The IOD Director enjoys functional and operational independence from Management in the conduct of his/her duties. Located in the IOD, the Panel finds that the evaluation function is positioned **independently** from WIPO management functions.

89. The evaluation function is **co-located** with the internal audit and investigation functions, similar to a number of other evaluation functions in the UN<sup>32</sup>. Feedback from interviewees suggest a wide range of perceptions from positive, neutral to negative on this co-location which can be attributed to

‘Organisational independence requires that the central evaluation function is positioned independently from management functions, carries the responsibility of setting the evaluation agenda, and is provided with the adequate resources to conduct its work. Organisational independence also necessitates that evaluation managers have full discretion to directly submit evaluation reports to the appropriate level of decision-making and that they should report directly to an organisation’s governing body or its executive head. Independence is vested in the Evaluation Head to directly commission, produce, publish and disseminate duly quality-assured reports in the public domain without undue influence by any party’

different understandings of and experiences with the three functions.

90. In general, many interviewees compared the WIPO evaluation function to other oversight functions, emphasizing that WIPO has a strong internal audit and investigation culture, thereby making it challenging for the evaluation function to position itself.

91. Interviewees also remarked that the co-location with audit and investigation had some negative implications on the evaluation function since it was more associated with accountability than learning and was even perceived with “*suspicion*” or “*distrust*” in the past. Over the years, this perception seems to have shifted with the introduction of more participatory approaches towards evaluation. Working with “*evaluation champions*” has also contributed to increasing trust and buy-in, developing interest and creating demand.

92. Assignments such as performance audits (which resemble evaluations especially from the perspectives of assessing efficiency and effectiveness) and joint audit and evaluation engagements seem to have contributed to misunderstanding if not confusion between the audit and evaluation functions. Despite some internal learning, it was also acknowledged that audit and evaluations are two professions with distinct professional standards.

93. Interviews with non-IOD WIPO staff members revealed that the objective, scope and boundaries between the functions are not entirely understood and conceptually clear.

94. Two additional aspects conveyed in the discussions were the need for senior management support at different organizational levels, and an improved learning culture in the organization.

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<sup>32</sup> For example, the International Atomic Energy Agency (IAEA), the International Criminal Court (ICC), the Organization for the Prohibition of Chemical Weapons (OPCW), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Industrial Development Organization (UNIDO) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women).

Opinions were expressed that long-term established practices in WIPO should be questioned even when clients or other stakeholders, for example, are still satisfied with the products and services.

95. The Panel finds that, while not currently overshadowed by audit or investigation, the evaluation function nevertheless faces challenges in positioning itself in the Division and organization. It is important that the differences between all three functions are conceptually clear, work packages are well defined and distinct and communicated throughout the organization.

96. Whilst the evaluation function operates independently, various perceptions suggest that the evaluation function has lived “*an isolated life*” and is “*too far away from the organization*” (although it was also expressed that this has changed over the last few months). This “*isolation*” was attributed to impressions that the evaluation function did not sufficiently respond to the strategic changes as introduced in the MTSP. The Panel observes that some strategic efforts have been made in this regard, e.g. the Impact Evaluation of WIPO’s Support to Women Entrepreneurs<sup>33</sup> but for various reasons the evaluation fell short of its strategic intent.

97. As stated earlier, IOD’s work is overseen by the IAOC to ensure its independence and integrity. The IOD Director reports quarterly to the IAOC whose members are regarded as highly experienced with strong oversight backgrounds, particularly in the fields of audit and investigation. IAOC members also meet with the Director General and Member States. Feedback suggests that IAOC members feel well informed but as an advisory committee, their suggestions may or may not be taken into consideration.

98. The Committee’s TOR<sup>34</sup> identifies six responsibilities (financial reporting, risk management and internal controls, external audit, internal oversight, ethics and others) and 28 tasks. There are no explicit roles, responsibilities or tasks related to evaluation, however, in contrast to the TORs of comparable committees in some other UN entities. Evaluation is stated amongst other points at paragraph six under “qualifications and experiences”.

99. The Panel notes a similar finding in the IAOC call for members<sup>35</sup> which does not consider evaluation and audit experience with equal prominence. Evaluation is only mentioned once in the announcement under “Experience / Essential”.

100. The descriptions of the IAOC’s tasks, the requested experience in the TOR, the focus of the quarterly reports and minutes of the meetings and feedback from interviewees suggest that evaluation would benefit from enhanced visibility in the Committee<sup>36</sup>.

101. On the setting of the evaluation agenda, the Evaluation Policy refers to IOD’s work program (annual work plans) considering the coverage of sectors, programs, regions, themes and projects. The selection also follows priorities according to IOD’s risk analysis considering past and foreseen coverage by internal audits.

102. The Panel reviewed the gap map analysis and the risk assessments included in the respective annual work plans and found both to be somewhat inconsistent.

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<sup>33</sup> Leaflet Women Entrepreneur Impact Evaluation, August 2022.

<sup>34</sup> WIPO Financial Regulations and Rules Applicable (as of January 1, 2023), Annex III, [https://www.wipo.int/export/sites/www/about-wipo/en/docs/wipo\\_financial\\_regulations.pdf](https://www.wipo.int/export/sites/www/about-wipo/en/docs/wipo_financial_regulations.pdf).

<sup>35</sup> <https://www.impactpool.org/jobs/755654>

<sup>36</sup> The Panel acknowledges that evaluation featured to a limited extent in recent IAOC meetings given the functions staffing and other transitional characteristics.

103. Considering the annual work plans and the published evaluation reports/products, the Panel notes that a variety of different areas/topics, projects, regions and instruments were evaluated, and different evaluation types and approaches selected.

104. Between 2019 and October 2024 the evaluation function produced 24 evaluations, combined audit and evaluations, reviews/studies/mapping, guidelines/guides and pre-evaluation reviews (Annex 4).

<b>Table 5: Published Evaluation Products (2019 – October 2024)</b>						
<b>Type</b>	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>
Pre-evaluation	4					
Evaluation/ Audit & Evaluation	2	1	2	2	4	2
Review/ Study		3	2			
Guidelines/ Guides				2		
<b>Totals</b>	<b>6</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>2</b>

105. The Panel found that the pre-evaluation reviews prepared in 2024 were originally planned as evaluability assessments, but in the subsequent absence of evaluation staff, competing interests including addressing the annual work plan 2024, pre-evaluation reviews were undertaken instead.

106. From the interviews, the Panel anticipated some dissatisfaction regarding the selection criteria, and relevance of selected evaluation subjects and topics. Some comments expressed by the stakeholders interviewed include:

“Selection criteria and rationale for topics and the purpose of pre-evaluation reports and joint audit & evaluations were not clear”.

“We need to include criteria of what should be evaluated, benchmark with other UN agencies”.

“Topics picked were not relevant for WIPO. Should look into depth in some areas”.

“There is room for improvement, evaluations need to be more strategic, currently, not strategic enough”.

“Conduct fewer but more targeted evaluations. It is not about the number of audits and evaluations conducted. Evaluations should make a difference to the organization”.

“It would be useful to look into new IP approaches to see if it is worthwhile spending money on this”.

107. The evaluation policies of other UN agencies, such as UNESCO<sup>37</sup>, the United Nations Institute for Training and Research (UNITAR)<sup>38</sup> or UNIDO<sup>39</sup>, for example, have presented some parameters for the identification of evaluands.

108. Evaluations and evaluation advisory services were also requested from other WIPO sectors/divisions, and were considered and referred to in the evaluation work plans. Some evaluation advisory services highlighted were methodological support on studies and survey design. In this regard, the Panel learned that the evaluation function provides support to the evaluation activities of the Committee on Development and Intellectual Property (CDIP) which developed a project evaluation system as part of the Development Agenda. The CDIP also developed a “Guidebook for preparation, implementation and evaluation of Development Agenda projects”<sup>40</sup>.

109. These project or self-evaluation activities are carried out with or without external consultants. Despite these evaluations focusing on projects, the Panel found some evaluation topics to have an important more strategic focus, e.g.:

- Report on WIPO’s Contribution to the Implementation of the Sustainable Development Goals and its Associated Targets (May 2021)
- Independent External Review of the World Intellectual Property Organization’s Technical Assistance in the Area of Cooperation for Development 2017-2022 (April 2024)

110. In addition to the CDIP, the Panel was informed that DACD, as part of the Regional and National Development Sector (RNDS), also develops and implements projects on request from Member States. On project management and evaluation related issues, the Panel notes some productive exchanges between the Evaluation Section and CDIP on women empowerment. There is an increasing interest on “lighter” impact assessments or impact stories after one year of project completion. It is envisaged to have a flexible and less stringent approach taking into consideration the characteristics of the projects in terms of scope and scale. Some impact stories have already been captured and published on WIPO’s website<sup>41</sup>.

111. In this regard, one stakeholder interviewed expressed the following statement: “Our goal was to empower stakeholders with evaluative knowledge, recognizing that the evaluation function, being small in size, was not designed to carry out regular evaluations comprehensively. As such, a key part of our roles was to build the organization’s self-evaluation capacity to ensure sustainable and continuous improvement”.

112. The Panel foresees opportunities for further collaboration and coordination, as well as further strengthening WIPO’s evaluation culture.

113. The evaluation function also contributes to IOD’s validation of the WIPO Performance Report exercise. Feedback from interviewees suggested different levels of engagements in the last few years. The Panel learned that this work was conducted by audit and investigation staff in 2024.

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<sup>37</sup> [UNESCO Evaluation Policy, 2022-2029](#)

<sup>38</sup> [UNITAR Evaluation Policy \(2021\)](#)

<sup>39</sup> [UNIDO Evaluation Policy \(2021\)](#)

<sup>40</sup> [WIPO Guidebook for preparation, implementation and evaluation of Development Agenda projects.](#)

<sup>41</sup> <https://www.wipo.int/pressroom/en/stories/>

114. The Panel finds that the IOD Director has full responsibility for setting the evaluation agenda in consultation with the Head of Evaluation, other evaluation staff members, as well as other WIPO staff including the Director General.

115. In terms of staffing, the Panel observes that at the time of the Peer Review two out of the three evaluation positions (P-5, P-3) were vacant and one professional (P-4) had been on medical leave and only returned to office in late November but had already submitted a letter of resignation. No consultants or interns were engaged at the time of the Peer Review.

116. The P-3 Evaluation Officer is a temporary post and was earlier proposed to be converted into a fixed position<sup>42</sup> to help support sustainable and impactful evaluation assignments, resulting in less time for the Evaluation Section to spend on recruitment processes. While converting the post to a fixed term position would increase efficiencies, the Panel recognizes that the function's staffing requirements depend largely on its operational modalities and the level of engagement with consultants.

117. The Panel also reviewed the P-5, P-4 and P-3 job descriptions and finds they fall short of the requirements and could adhere better to the organization's new strategic orientation. The evaluation job descriptions of other UN agencies such as the United Nations Development Programme (UNDP), UNICEF, and the United Nations Office for Drugs and Crime (UNODC) or the UNEG evaluation job descriptions in general could be useful models<sup>43</sup>. Additionally, the UNEG Evaluation Competency Framework is a useful resource<sup>44</sup>.

118. The Panel acknowledges the difficult situation of the evaluation function at present with the lack of staff and the impact this has had on the quantity and quality of work.

119. The annual evaluation budget for the actual non-personnel budget varied between 0 to 84,000 Swiss francs between 2021- 2024 and was greater in 2019 (115,000 Swiss francs) and 2020 (70,000 Swiss francs) (Annex 5). If more strategic and complex evaluations from a methodological perspective (e.g. case study evaluations) are undertaken, the budget for evaluations would need to be increased.

120. The IOD Director has the authority to initiate, carry out and report on any action that s/he considers necessary to fulfil her/his mandate. The process for the submission of the final evaluation reports is well described in the IOC. It is in the mandate of the IOD Director to submit final evaluation reports to the Director General with a copy to the IAOC and the External Auditor.

121. The Panel finds that the role of the Head of Evaluation in this regard and in general vis-à-vis the IOD Director is not defined in the Evaluation Policy. The Panel also notes that the actual decision-making authority of the Head of Evaluation appears limited in comparison to the post's present job description.

122. According to the information provided in the evaluation reports, the Panel notes that out of the 24 evaluation assignments conducted between 2019 and September 2024, 14 were conducted by IOD evaluation staff without external consultants.

123. Apart from hiring external evaluation professionals to bring in the required either substantive and/or evaluation expertise to conduct evaluations, the UNEG Norms and Standards also refer to overcoming potential conflicts of interest by hiring evaluation staff from outside the respective

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<sup>42</sup> Internal Oversight Strategy 2022-2023, Annex II.

<sup>43</sup> See for example announcements for [UNDP Evaluation Specialist](#) and [UNODC Evaluation Officer](#).

<sup>44</sup> [UNEG Evaluation Competency Framework](#).

organizations. The Panel concludes that all three former evaluation staff members were not employed in WIPO before and therefore met the standard of organizational independence, which is seen as good practice.

124. Evaluations conducted by external consultants are perceived as a key factor meeting the UNEG standard of independence and impartiality. In the 24 evaluation assignments, ten were conducted with the help of external consultants<sup>45</sup>.

125. The Panel was informed that an informal exchange on consultants takes place with other WIPO colleagues engaged in project evaluations, but an evaluation roster does not yet exist. It may be useful to expand on this exchange and, if useful, issue a call for a roster of evaluation consultants.

126. As discussed above, engaging external consultants is seen as good practice by UNEG to meet evaluation independence. Apart from WIPO's website, different platforms are available to post evaluation tenders such as UNEG website, the International Development Evaluation Association, the European Evaluation Society, the Swiss Evaluation Society, EvalCommunity, International Program for Development Evaluation Training, amongst others. The Panel did not find much use of external platforms for announcing consultancy vacancies.

#### **4.2.2 Behavioural Independence**

Behavioural independence entails the ability to evaluate without undue influence by any party. Evaluators must have full freedom to conduct their evaluative work impartially, without the risk of negative effects on their career development and must be able to freely express their assessment. The independence of the evaluation function underpins the free access to information that evaluators should have on their evaluation subject".

127. The Evaluation Manual states that "Evaluation Section staff and externally contracted evaluation consultants are protected against undue influence to enable them to express their opinions in an objective and impartial manner".

128. In general, the Panel finds that evaluations were generally conducted impartially, but that some experiences and comments expressed by the stakeholders interviewed suggest that, e.g., access to information / data regarding the evaluation subjects, obtaining access to people, and excessively long feedback processes on draft reports could be perceived as "*influence by individual interests*".

129. This may be attributed to a lack of understanding of the role of evaluation in general, interpreting evaluation exercises more as personal performance assessments, a general resistance towards criticism and being very particular about wording. In the words of one stakeholder, "*evaluation reports are perceived as treaties resulting in more than 100 comments...*" The Panel was told that even though information is anonymized in evaluation reports "*confidentiality was sometimes brought forward for re-wording or softening critical findings*".

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<sup>45</sup> As an observation nine were men, three women. One person was hired twice and in two assignments a team was engaged (man, woman), also, see 4.3.

130. Some stakeholders interviewed also expressed concerns on the turnover and lack of staff in IOD.

### 4.3 Credibility

‘Evaluations must be credible. Credibility is grounded on independence, impartiality and a rigorous methodology. Key elements of credibility include transparent evaluation processes, inclusive approaches involving relevant stakeholders and robust quality assurance systems. Evaluation results (or findings) and recommendations are derived from – or informed by – the conscientious, explicit and judicious use of the best available, objective, reliable and valid data and by accurate quantitative and qualitative analysis of evidence’(UNEG Norm 3).

131. As stated in the IOC, the IOD Director and oversight staff shall be independent to all WIPO programs, operations and activities to ensure the impartiality, integrity and credibility of the work undertaken.

132. To demonstrate integrity and credibility the Panel finds that two External Quality Assessments were carried out in 2014 and 2019. The first assessment provided input into the development of the current Evaluation Policy. As for the second assessment, the Panel did not receive information on follow-up to the report’s recommendations (as described under section 1.3).

133. Integrity and credibility are also demonstrated by employing and contracting highly qualified staff and consultants. Even if evaluations are entirely outsourced to consultants, they need to be guided, managed and supported by highly qualified staff. Evaluation experience has shown that less experienced evaluation staff or staff with a background in research have generally produced less satisfactory evaluations.

134. The Panel reviewed LinkedIn profiles and the curricula vitae of three recent evaluation staff members and nine consultants. The findings reveal that considering the post level all three former evaluation staff members had adequate evaluation experience. The Panel also finds that it is important to safeguard evaluation expertise. Of the 11 consultants engaged, seven were perceived to have adequate evaluation or thematic experience. However, the information for two consultants was unclear, and for the remaining two, it was unavailable.

135. The Panel acknowledges the challenges in identifying suitable staff and consultants. Ideally, evaluation and thematic knowledge and experiences are equally well balanced. Therefore, it is important to review and revise job descriptions, advertise for an adequate period and have clear TOR including clarity in the division of labour between staff and consultants.

136. In addition to possessing high qualifications and evaluation expertise, the signing of a Code of Conduct or Ethical Pledge helps support impartiality. The Panel was informed that evaluation consultants have signed such pledges in the past, although no evidence was provided when requested.

137. Each WIPO staff member is also allocated an equivalent of 10 annual working days of training as per the WIPO Learning and Development Policy<sup>46</sup> which ensures staff development. The last training

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<sup>46</sup> WIPO Learning and Development Policy. Office Instruction No. 46/2013.

plan for IOD staff was shared with the IAOC prior to their first quarterly meeting in March 2024<sup>47</sup>. Training plans (2020-2023) shared with the Panel present various courses for staff of the evaluation function.

138. The Panel learned about an online evaluation course in 12 brief modules which was accessed between 2019 and 2023 by only a few WIPO staff members. The Panel recognizes much potential for strengthening evaluation skills and competences for all WIPO staff members together with the WIPO Academy.

### **4.3.1 Planning and Management of Evaluations**

139. The Evaluation Policy in general and the Evaluation Manual in particular clearly identify steps for planning and managing evaluations. The Evaluation Manual fully adheres to the UNEG Norms and Standards and emphasizes the important role of **involving stakeholders**:

“One of the most critical factors of a successful evaluation is stakeholder engagement and ownership. This includes discussing and defining as early as possible how the key stakeholder groups will be involved in the process, what they are expected to contribute to the evaluation and what they expect to receive from the evaluation in order to enhance its value.

Stakeholder groups to consider include: (a) Primary stakeholders – generally those directly involved in the project or program to be evaluated including program management and staff.

(b) Target groups – generally the intended beneficiaries of the program/project but also those who may be adversely affected

(c) Cooperation partners – other organizations or groups who have been involved in the program/project in some way

(d) Interested parties – other groups with a stake in the activity being evaluated e.g.: partner governments, implementing consultants, experts or other financial supporters/donors.”

140. In the evaluation planning and management process, “participation” and “ownership” are key elements, but related activities can also be time-consuming. This is often underestimated by individuals engaged in evaluation processes. Feedback from interviewees and documents suggest that a participatory approach was applied in drafting TORs and sharing draft evaluation reports with relevant stakeholders, but the level of engagement was also experienced differently. Some interviewees would have welcomed a greater role in the evaluation process whilst for some the level of engagement was sufficient. While some stakeholders interviewed had the opportunity to be part of the entire evaluation process, others were involved during or towards the end of the process.

141. The Evaluation Manual considers the establishment of a Reference Group and TOR for each evaluation. The Panel was informed that Reference Groups were formed and used until 2021. Due to some managerial challenges (e.g. hierarchies, tensions, competition, etc.) the evaluation function experimented with a new consultative approach based on behavioural science.

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<sup>47</sup> IOD Annual Workplan 2024/1, p. 26.

142. This new approach, known as “nudging”, involved sending notification memos signed by the IOD Director, accompanied by a visually appealing promotional leaflet summarizing key evaluation information. It also included a brief presentation to stakeholders and additional individual meetings with relevant stakeholders throughout the evaluation process. The approach would also engage stakeholders in data gathering and analysis which was perceived as part of stakeholder empowerment. The approach was found useful for some of the following reasons:

- Project/program managers with no or little evaluation experience felt more comfortable raising questions and learning about the evaluation process.
- Project/program managers with views contrary to their superiors felt more encouraged to articulate their views.
- Project/program managers generally felt more comfortable in talking about challenges and potentials on a more bilateral level.

143. TORs and inception and draft reports were also shared for feedback to address factual errors via email or in smaller groups. This approach was perceived as much more “*useful, honest and productive*”. Individual sessions were organized to discuss preliminary findings and suggestions to further strengthen ownership. Instead of identifying recommendations, “suggestions” were formulated which then would be jointly formulated into recommendations. Once the report was finalized a memorandum was issued to the respective manager(s) and stakeholders.

144. The Panel received some less positive and perhaps critical comments that this new approach was “*too academic*”. The discussions suggest that it was challenging for stakeholders to understand the new approach and the lack of communication may have further contributed to the divided perspectives.

145. The Panel finds that “nudging” at an individual level seems to have been a useful exercise in understanding evaluation processes at the time, but it also questions “independence” if project / program stakeholders get engaged in data collection and analysis. The approach is also less efficient, which a small evaluation function must carefully consider. Re-establishing Reference Groups could be advantageous as they are recognized as a good practice for improving the relevance, quality, credibility, and transparency of evaluation processes. It may be also possible to find measures to effectively manage group dynamics such as applying strong facilitation skills; the IOD Director stepping in to facilitate if needed; inviting the presence of the Director General as an observer, etc. Utilizing both approaches—engaging at the “individual” and “group” levels—is not contradictory and appears to be a productive way forward, particularly in the current context where WIPO’s evaluation culture requires further nurturing.

146. The Evaluation Manual also includes templates for Reference Groups, TOR, Evaluation Question Matrices, Evaluation Reports, etc. Specifically on the TOR, the Panel finds that they adhere to the respective template but, in comparison to other UN agencies, are rather generic and perhaps overly concise (and rather surprising since the Panel was informed that developing TORs required up to several months due to workload and availability of relevant stakeholders).

147. The Panel finds that it may be useful to update the TOR template based on the UNEG Quality Checklist for Evaluation TOR<sup>48</sup> and/or the TOR used by other UN agencies e.g., UNDP and UNIDO.

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<sup>48</sup> [https://www.unevaluation.org/uneq\\_publications/uneq-quality-checklist-evaluation-terms-reference-and-inception-reports](https://www.unevaluation.org/uneq_publications/uneq-quality-checklist-evaluation-terms-reference-and-inception-reports)

148. In this regard, the Panel finds that it would be beneficial to expand on the following items in the TOR:

- Background and context of the evaluation subject including program/project objectives, some historical context, no. of phases, if applicable, expected results, budget, types of beneficiaries, etc.
- Include the review of the results framework/Theory of Change, and if not available, consider its re-construction.
- The approach and methodology need to be more specific on the methods used and type and number of stakeholders / interviewees. Include information on the triangulation process. If several projects from the same or different countries are included in the evaluation, the methodology needs to clearly identify a case study approach. For a case study approach, some evaluation and sub-evaluation questions will be similar, and some may be different, this needs to be considered in the overall evaluation approach. Also, the request for disaggregating data, where applicable, needs to be included.
- Depending on the context of the project cross-cutting issues like gender, vulnerable groups, human rights issues should be included.
- The TOR need to clarify if all evaluation criteria need to be considered. If not, this should be explained.
- All TOR need to include evaluation questions.
- Request a section on lessons learned.

149. Quality assurance is part of the evaluation management process. The Evaluation Manual clearly describes the QA process for the draft evaluation report:

“The draft report may be shared in its entirety or in summary form. It may be preferable to share selected information with some stakeholders to focus stakeholder attention on relevant information and/or to maintain momentum. Stakeholders should be given sufficient time to respond with their comments. Sharing the draft report with stakeholders serves to:

- (a) Ensure factual accuracy and completeness of the report.
- (b) Provide a final opportunity to verify the findings, conclusions and recommendations and ensure their accuracy and appropriateness prior to publication of the final report
- (c) Continue the process of engagement with key stakeholders, prompting ownership of the findings, conclusions and recommendations; and
- (d) Ultimately lead to better acceptance and utilization of the report”.

150. Based on the evaluation reports and feedback provided by the stakeholders interviewed, QA was conducted in two ways: 1) the final draft report was shared with the respective programme manager

for correcting factual errors and the Head of Evaluation for commenting on an overall evaluation perspective; and 2) the report would then be approved by the IOD Director.

151. The Panel acknowledges the QA efforts made in the evaluation function but with two evaluation staff members (out of three) sometimes conducting the evaluation themselves, the Panel anticipates challenges regarding robust QA. To date, there is no additional or external system supporting the QA process of evaluation reports.

### 4.3.2 Quality of Evaluation Reports

152. The Panel’s assessment of the quality of reports and feedback from interviewees suggest that the QA process would need to be strengthened.

153. As stated in section 1.3, six evaluation reports were selected for QA. From an evaluation perspective the six reports were rated against the UNEG Norms and Standards on a rating scale from 1 (unsatisfactory) to 4 (very good), with the results summarized in Table 5, below.

Table 6: Peer Review Assessment Rating of Six Evaluation Reports	
Title	Rating
Eval 2022-05: Audit and Evaluation of the PCT Operations and Customer Relations	2
Eval 2023-02: Chobe Baskets Project	1
Eval 2020-02: Evaluation of WIPO Standing Committees	3
Eval 2021-04: Meta-Synthesis of Regional Divisions Evaluations	3
Eval 2020-05: Evaluation of WIPO Match	2
Eval 2020-04: Ex-ante Evaluation of the Regional Bureau for Asia and the Pacific Framework for Technical Cooperation	2

154. The Panel rated one of the six reports as unsatisfactory, three as “satisfactory” and two as “good”. In qualitative terms, the Panel made a number of observations.

155. Overall, some positive observations:

- The evaluation reports followed the evaluation report template.
- The evaluation reports had an acceptable length of approximately 30 pages, but this may also have influenced the scope of information provided.
- The evaluation reports outlined the limitations of the evaluation systematically and sometimes stated mitigation measures.
- While efforts to include gender mainstreaming and human rights principles were made, many of the difficulties seem to be related to WIPO’s area of work, which could have been better highlighted in the reports. If gender and human rights issues are not considered relevant this should be explained in the TOR.
- Some evaluations included reconstructed Theory of Changes, but others have not.

- Most reports contained complete management action plans.
156. Overall, some less positive or critical observations:
- The executive summaries included in the evaluation reports are overly concise and not particularly meaningful.
  - The background information did not always include the evaluation subject sufficiently and some relevant information was spread throughout the reports.
  - Not all evaluation criteria were considered, even if requested in the TOR.
  - The evaluation reports could have been more analytical and rigorous by including more data and/or evidence and linking the findings and recommendations.
  - Sometimes it was not clear who requested the evaluation, or why and what the overall rationale was for selecting the evaluand.
  - The methodology was not always presented or implemented as described in the TOR and some reports could have expanded on the sample. The triangulation process was not presented in all evaluation reports, and the findings were not always clearly presented.
  - On occasions, lessons learned and conclusions were missing or not explicitly brought forward in the reports.

## 4.4 Utility

‘In commissioning and conducting an evaluation, there should be a clear intention to use the resulting analysis, conclusions or recommendations to inform decisions and actions. The utility of evaluation is manifest through its use in making relevant and timely contributions to organizational learning, informed decision-making processes and accountability for results. Evaluations could also be used to contribute beyond the organization by generating knowledge and empowering stakeholders’

### 4.4.1 Evaluation Recommendations and Management Response

157. The Evaluation Manual describes the process of developing the evaluation recommendations and further elaborates: “The purpose of the Management Response Matrix is to ensure that recommendations are fully understood by Program Management and that there is an action plan to implement the recommendations. It is standard WIPO practice to include the Management Response and Action Plan in a Recommendation Table Matrix at the end of the Final Report. Other comments may or may not be included, depending on whether they add value to the final outcome”.

158. The Panel finds that IOD has a well-established automated system in place. The culture of following up on evaluation recommendations and receiving automatized alerts on a quarterly basis was

perceived useful by project managers. Some interviewees also appreciated the efforts by the evaluation function to engage them in discussing and defining the evaluation recommendations.

159. However, feedback on evaluation recommendations was mixed, ranging from being described as “useful” to criticisms such as being “too broad”, “too difficult to implement due to a lack of resources”, or “overly descriptive and excessively detailed at a lower level”. It was also mentioned that the recommendations should be more about the “*what*” and not the “*how*”. Details on how the recommendations should be implemented should be identified by the respective managers”.

160. The Panel was informed that some recommendations were not entirely clear and were occasionally too challenging to implement, particularly when they required the involvement of multiple organizational units or addressed cross-cutting issues. One stakeholder interviewed stated: “*The recommendations were too nice, too easy to implement. I wanted something more critical.*”

161. The Panel notes some ambivalent statements about the recommendations being easy to implement (so the evaluation can be closed quickly) and being perceived as an exercise of “*ticking boxes for closure*”. It was also mentioned that recommendations “*should also be about the bigger picture*”.

162. From other UN agencies it is well known that evaluation recommendations are directed at different levels (policy, organizational, budget, program level or macro-meso-micro level) which often require different time perspectives. To receive more substantial recommendations at different levels, it could be useful to consider a different approach such as recommendations that can be a) fully accepted, b) partially accepted or c) not accepted. In the case of b) and c), the management response would need to include an explanation.

163. In general, evaluation reports, including the action plans for recommendations, are published on the WIPO website in accordance with the IOD Charter and the Report Publication Policy (2021)<sup>49</sup>. For the reporting period the Peer Review Panel finds that 17 out of 24 evaluation reports/products are made publicly available on WIPO’s website (Annex 4) and eight on UNEG’s online repository. Some evaluation products such as guidelines and studies / mapping are regarded as internal documents.

#### **4.4.2 Use of Evaluation Reports and Findings**

164. The Panel finds that most interviewees perceive the utility of evaluations in learning, organizational learning in particular, embracing a forward-looking approach and being part of knowledge management. Accountability is more associated with audit and investigation. Both learning and accountability are perceived as important for WIPO. It was acknowledged that audit and evaluations have different approaches, but some WIPO staff still lack clear understanding of the differences. In the words of some stakeholders:

“Evaluation should be about learning. Audit and investigation often mean bad news for people, they are more about accountability...”. “Staff in WIPO feel that audit and evaluation is something bad. It is hard for people saying that they have failed even with pilot projects. It needs a culture change in WIPO to get better”. There is a shift in culture with the new DG, WIPO is a big ship and it is difficult to change the organizational set up, we are not up to speed yet”.

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<sup>49</sup> [WIPO IOD Report Publication Policy \(2021\)](#).

165. It was pointed out that the learning aspect needs to be further enhanced. Focusing on how different Divisions could learn from each other especially with the focus on the MTSP was one aspect. Also, evaluating pilot projects was emphasized to see if they should be scaled up.

166. It was also stated that evaluations should identify positive examples which would support learning but also question what can be done better to learn from mistakes. *“Even well-established practices should be questioned from time to time”*.

167. In addition to acknowledging the strong feedback culture from customer satisfaction surveys, the Panel noted the perceived usefulness of one evaluation, with an evaluation stakeholder expressing the good opportunity to look at aspects from a different perspective. The Panel also came across negative views where the added value of evaluation reports was seriously questioned.

168. In general, the use of evaluation reports and findings were strongly linked to the selection of evaluation topics and the general understanding of evaluations. There was a collective view that evaluation subjects need to be more strategic and linked to the MTSP in future. *“Evaluation is to be seen as feeding into the future of strategic planning and objective setting and should focus on strategic objectives and projects”*.

169. The Panel also acknowledges that efforts were being made to identify strategic evaluation for organizational learning, but perceptions of what is strategic have been diverse in the past. A fragile and less conducive evaluation institutional environment seems to have also played a significant role during challenging times.

170. Looking at the MTSP and the completed evaluation products from recent years it would suggest that there is scope for identifying certain topics at a higher and more strategic level.

171. Overall, the Panel finds divergent views regarding the utility of evaluations reports and findings.

#### **4.4.3 Knowledge Management and Sharing Lessons Learned**

172. The Panel was informed that WIPO initiated a process to strengthen knowledge management for the entire organization in or around 2023, and that such efforts would continue for at least two more years.

173. Results-based management, KPIs, monitoring, evaluation and several other topics and management instruments are considered part of the knowledge management efforts in WIPO.

174. In general, interviewees knew about the availability of evaluation reports and products, but interest, access and utility varied.

175. The Panel finds that most evaluation reports and some other evaluation products are shared on the public website, but more effort could be made to inform WIPO staff on the utility of evaluations including their processes, findings, recommendations and opportunities to learn.

## 5. Conclusions

### Overall

176. The Panel concludes that currently the WIPO evaluation function is not performing to its full potential despite serious efforts made in the past to strengthen the evaluation function and culture. Management changes at different levels, a lack of an evaluation understanding in general, different interpretations of evaluation management processes, absences and movements of staff and limited resourcing contribute to this shortfall in performance.

177. Overall, the governance arrangements, including the positioning and reporting of the evaluation function within the organization, seem appropriate but clarity between the different functions of audit, evaluation and investigation should be strengthened. The boundaries and comparative advantages of independent evaluations need to be coherently defined, communicated and supported by senior management. Joint audit and evaluation exercises can add value but can also lead to some confusion about the two organizational functions. The Panel finds differences between the audit, evaluation and investigation functions in terms of resourcing, coverage, staffing, recognition and status.

178. The role and collaboration between the IOD evaluation function and the project evaluation activities of other organizational entities such as CDIP need to be clearly established and described in the next Evaluation Policy. Different types of assessments (feedback surveys, project completion reports, impact stories, self-evaluations, etc.), and independent evaluations need to be well defined and communicated.

179. The IAOC plays a key role in providing guidance to IOD and contributes substantially to WIPO's oversight. However, to fully capitalize on evaluation's contribution to oversight, the Panel views that enhanced visibility of evaluation in the Committee's TOR would be beneficial, similar to the visibility that evaluation is given in similar bodies of other entities.

180. Some stakeholders questioned the selection of evaluation topics, and the quality of evaluation reports and products. The Panel acknowledges, however, that much effort has been made over the years to engage with different sectors.

181. The current Evaluation Policy generally conforms to the UNEG Norms and Standards but needs to be reviewed and revised and would benefit from updates on WIPO's evolving strategic context.

182. The change in WIPO's organizational culture, with the MTSP and the increased role of various countries supporting their IP capacities (Development Agenda) alongside its long-standing client-oriented services, is a good opportunity to engage in more strategic evaluations and further strengthen the overall evaluation culture in WIPO.

183. The Peer Review Panel noted that evaluation is not mentioned in the MTSP and that there is no evaluation specific KPI in another strategic document. Reporting on closure for recommendations is combined for audit, evaluations and investigation.

184. The current evaluation budget is limited and does not allow for the commissioning of strategic evaluations, considering the complex methodological approaches and data collection instruments that are often required.

## 5.1 Independence

185. The organizational independence of the evaluation function is separate from programme divisions. The Director of IOD reports to the Director General, and the evaluation function can commission and publish evaluation at its discretion.

186. Financial independence is demonstrated since IOD has its own allocated budget and is not dependent on budgets from other divisions. However, the adequacy of funding for the evaluation function to carry out its mandate is not clear and the Panel received conflicting information.

187. To further support the independence of the evaluation function, the Head of Evaluation should have budgetary authority for implementing the work plan under his/her section e.g. contracting of consultants.

188. The Panel observed behavioural independence. Challenges in accessing required information and long feedback processes will hopefully, improve once the evaluation culture is further established, and evaluation requirements are better communicated and comprehended.

## 5.2 Credibility

189. The Panel concludes that efforts made by previous staff members of the evaluation function were appreciated from WIPO Offices and staff with whom they engaged. Previous staff promoted approaches based on behavioural science, and identified and collaborated with “evaluation champions”. Professional support relationships were also developed with WIPO colleagues from CDIP/Development Agenda who conducted project/self-evaluations.

190. Whilst interviewed stakeholders did not question the evaluation function *per se*, some believed the function was “*too isolated*”, although this had changed positively over the last few months.

191. Of 24 evaluation assignments, 14 were conducted by staff of the evaluation function without external consultants. The Panel finds that including highly qualified and experienced consultants could further strengthen the independence and credibility of the function, particularly given its relatively small size.

192. The Panel observes areas for improvement in some parts of the evaluation management process, such as the TOR, the utilization of Reference Groups, a QA system and the evaluation reports.

193. The Panel concludes that the evaluation reports analysed do not fully adhere to the UNEG Norms and Standards, and that some elements of the reports such as the Executive Summary, methodology, background information, the depth of analysis and findings with more evidence could be improved. This would, in turn, further enhance the reports’ conclusions, lessons learned and recommendations.

194. The Panel also notes that the roles of the IOD Director and the Head of Evaluation in the management of the evaluation process are not entirely clear and could be clarified in the revised Evaluation Policy.

195. The Panel also established that most evaluation reports and some of the evaluation products are published on WIPO's website but less so on the UNEG online repository<sup>50</sup>.

### 5.3 Utility

196. The evaluation function, together with audit and investigation, has a well-established electronic system which alerts program/project managers on providing quarterly status reports on the implementation of recommendations. Overall, the Panel concludes that a system of follow-up of recommendations, including arrangements for preparing and implementing a formal Management Response, is well established and accepted. The Panel also notes that evaluation utility depends on the quality of recommendations, and not simply acceptance or recommendation implementation rate.

197. The Panel finds that there was some ambiguity on the formulation of recommendations, noting concerns that they were perceived as "too prescriptive" and focused more on a "micro-management level".

198. The Panel believes that a more constructive approach to "recommendations" would be useful. The system could be slightly adapted to move from a "tick box" exercise with easy implementable recommendations to formulating recommendations more about the "what" and less about the "how".

199. The Panel concludes that, for most interviewees, the utility of evaluations is associated more with "learning" than "accountability". The learning aspects are strongly linked to the selection of useful evaluation topics and the quality of evaluation reports. Organizational improvements will be required on the last two points.

200. While some of the evaluations conducted during the last few years may have had good intentions to link to strategic needs of the organizations and the MTSP, the final evaluation reports and other products issued point to the need for a better strategic approach. The Panel anticipates methodological challenges since learning strategically from projects, for example, is a challenge and requires robust methodologies such as country, cluster and / or case study approaches.

201. The evaluation function has previously established relations with different organizational units. This practice of sharing and learning from each other should be maintained but could be further enhanced by continuing to play a strong role in the overall knowledge management efforts that have been on-going within the organization.

202. On utility, the Panel concludes that joint audit and evaluation engagements should be suspended and reviewed before resumption, since the two functions operate with different professional standards and approaches, and that managing such engagements with small evaluation functions is all the more challenging. Additionally, the Panel finds that the validation exercises of the WIPO Performance Reports should be reconsidered and assigned to another entity.

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<sup>50</sup> Available at: <https://unevaluation.org/repository/member-publications?tab=2>.

## 6. Recommendations

203. **Recommendation 1: Evaluation Policy.** As the validity of the current Evaluation Policy has expired, it is recommended it be reviewed and revised, taking into consideration the evolving institutional changes and strategy of WIPO. In particular, it is recommended to consider the following:

- In general, adhere to all UNEG key elements that are relevant for an evaluation policy.
- Refer to and link the evaluation assignments to the MTSP and SDGs.
- Include distinctions between audit, evaluation and investigation even though the definitions are already included in the IOD strategy.
- Clarify and define different types of evaluations (e.g. cluster evaluation, project/self-evaluations, impact evaluations) and align all relevant documents, e.g. the Evaluation Manual.
- Present selection criteria for independent evaluations and describe processes for how evaluations will be identified and prioritized.
- Define the roles and responsibilities of all relevant stakeholders. Clarify the roles of the IOD Director and Head of Evaluation in the evaluation approval and management process, taking into consideration the respective job descriptions.
- Clarify roles / division of labour between self-evaluations conducted by other WIPO divisions and evaluations conducted by IOD, emphasizing that only the latter conducts independent evaluations.
- Define the selection criteria for project/self-evaluations, since not all projects necessarily need to be evaluated.
- Consider the Kirkpatrick-Phillips Training Evaluation Model. In this regard engagements with the WIPO Training Academy could be useful.
- Include a section on “Transparency, Dissemination and Disclosure”.
- Include a section on “Capacity Development”.
- Ensure that the Evaluation Policy and Evaluation Manual are compatible.
- Communicate the process to develop the new Evaluation Policy widely within WIPO, and discuss with IAOC and Member States. The process could be used to raise awareness, communicate norms and standards and clarify different expectations.

204. **Recommendation 2: Resourcing.** It is recommended to review and revise the job descriptions for the Evaluation Section’s posts, publish the vacancy announcement of the P-5 post soon, continue to leverage interns and consider additional resource modalities such as Junior Professional Officers, UN Volunteers and visiting professionals. In reviewing the job descriptions, it is recommended to clarify the role between the Head of Evaluation and the IOD Director, ensuring consistency with the IOC and Evaluation Policy.

205. **Recommendation 3: Evaluation Management Process.** To further strengthen the evaluation management process, it is recommended to revise templates and the Evaluation Manual, and develop guidelines for new types of evaluations. Specifically, consideration should be given to:

- Combining the “individual approach” from the behaviour science approach with the re-establishment of Reference Groups as part of the evaluation management process. Revise the template for the TOR of the Reference Group.
- Revising templates of the TOR and the Evaluation Reports to strengthen the quality of the TORs and the evaluation reports.
- Develop guidelines on how to conduct cluster evaluations, thematic and/or country evaluations, impact assessments, etc.
- Further exchanging with other organizational units to establish a roster for evaluation consultants and, if found useful, issue a call for potential evaluation consultants.

206. **Recommendation 4: Quality Assurance.** To ensure high quality evaluation reports and related products, it is recommended the QA system be strengthened. If evaluation staff conduct evaluations (with or without consultants), engaging external support especially for smaller evaluation units would be important. In this regard, IOD may wish to consider:

- Inviting evaluation peers from other UN agencies to be part of the QA system in addition to the Reference Group (volunteer assignment).
- Including an external peer reviewer for each evaluation separately with a call for proposal (remunerated assignment).
- Developing a framework agreement for evaluation QA work. Once a bi-annual evaluation plan is available a call could be launched engaging one or more external peer reviewers (remunerated assignment).

207. **Recommendation 5: Management Response.** While the Panel acknowledges that a well-functioning electronic follow-up system for evaluation recommendations is established, it recommends revising the template for evaluation recommendations (Management Action Plan).

208. **Recommendation 6: Independent Advisory Oversight Committee.** It is recommended to enhance the visibility of evaluation in the Committee’s TOR, emphasizing the strategic role that evaluation plays in driving accountability, informing decisions and promoting organizational learning, as well as enhancing the visibility of evaluation experience or requirements in the vacancy announcements for its members.

209. **Recommendation 7: Evaluation Culture.** It is recommended that WIPO Senior Management (Director General, IOD Director and other Head of Divisions/Sectors) continue to strengthen the evaluation culture in WIPO by ensuring that the learning aspect gets prioritized, and ensuring that the evaluation profession is safeguarded and clearly distinct in definition, function and tasks to audit and investigation. Also, given the strategic decision to continue towards a more impact-based approach, it will be important to define the level of results and corresponding evaluation requirements for each project. Not all projects necessarily need to be evaluated (to the same degree) but criteria should be clearly established. Specifically, the Panel suggests the following:

- Ensure that the IOD Director and/or senior evaluation staff continue to be part of WIPO's results based management (RBM) system and knowledge management efforts to strengthen learning opportunities.
- Ensure the IOD Director and/or senior evaluation staff are part of the development of the next MTSP.
- Consider identifying a distinct performance indicator for the evaluation function in the next PoW&B.
- Define criteria and select strategic evaluations linked to the MTSP and SDGs. Clarify needs, roles and differences between strategic independent evaluations, self-evaluations and other types of assessments required in the entire organization.
- Together with other managers define criteria and a rationale for project evaluations (self-evaluation or independent evaluations).
- As a long-term strategy establish a WIPO evaluation focal point system identifying one person in each division/sector dedicated to evaluation.

# Annex 1: Terms of Reference – UNEG Peer Review of the Evaluation Function of the World Intellectual Property Organization

## Introduction and Objectives

1. The United Nations Evaluation Group (UNEG) peer reviews are an established modality to assess the independence, credibility, and utility of the evaluation functions of UNEG members. Relying on mutual trust among the organizations and professionals involved, peer reviews attempt to stimulate organizations to strengthen the quality, independence, and utility of their evaluation functions through dialogue, interactive investigation, and shared experience.
2. Peer reviews seek to answer a central question: Are the UN agency’s evaluation policy, functions, and products independent, credible, and useful for learning and accountability purposes, as assessed by a panel of professional evaluation peers against the UNEG Norms and Standards for Evaluation and the evidence base provided?
3. First developed in 2005 and updated in 2016, UNEG Norms and Standards for Evaluation<sup>51</sup> provide a clear normative framework for UNEG peer reviews. These are:
  - 10 general norms that should be upheld in the conduct of any evaluation;
  - 4 institutional norms that should be reflected in the management and governance of evaluation functions; and
  - a set of associated standards which support the implementation of these normative principles.
4. The UNEG Peer review of the World Intellectual Property Organization (WIPO) evaluation function (henceforth the Peer review) will follow the “Standard” assessment modality<sup>52</sup>. The key actors involved in a Peer review include: i) WIPO as the Agency requesting the peer review, and specifically, the Director General and WIPO Senior Management, as well as the WIPO governing bodies; ii) the staff and management of the WIPO evaluation function; iii) the Independent Advisory Oversight Committee (IAOC); iv) the Peer Review Panel which is responsible – supported by an expert consultant - for conducting the Peer review exercise and producing the peer review report; v) the UNEG Peer Review Working Group which, coordinates, oversees and quality assures the planning, preparation, conduct and reporting of UNEG Peer Reviews.

## Background

5. WIPO is a specialized agency of the United Nations with 193 member states. WIPO’s mission is to lead the development of a balanced and effective global intellectual property (IP) ecosystem to promote innovation and creativity for a better and more sustainable future.
6. Currently WIPO is implementing a Medium-Term Strategic Plan for 2022-2026, which aims (i) to reinforce WIPO’s traditional areas of strength as the provider of global IP services and the convener of the international IP community; and (ii) to ensure that IP acts as a powerful catalyst for jobs, investments, economic development, and social vibrancy in all economies and in every region of the world.

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<sup>51</sup> Norms and Standards for Evaluation, 2016: <http://www.unevaluation.org/document/detail/1914>

<sup>52</sup> UNEG Guidelines for Professional Peer Reviews, November 2023, <https://unevaluation.org/document/detail/3421>

7. The WIPO's evaluation function is located in the Internal Oversight Division (IOD). IOD is an independent internal oversight body that provides independent and objective oversight services that enhance WIPO's operations, governance, risk management, and internal controls and support the achievement of the Organization's mission, goals, and objectives. IOD contributes to the efficient management of the Organization and the accountability of the Director General to the Member States.

8. The internal oversight function provides the Management of WIPO with independent, objective assurance, analyses, appraisals, recommendations, lessons learned, advice, insights, and relevant information through the undertaking of audits and advisory services, evaluations, and investigations. The IOD's work is overseen by the Independent Advisory Oversight Committee (IAOC) to ensure the IOD's independence and integrity.

9. The IOD's Evaluation Section is responsible for conducting assessment systematically and impartially as possible, of an activity, project, program, policy, topic, theme, sector, operational area, or institutional performance. It analyses the level of achievement of both expected and unexpected results by examining the results chain, processes, contextual factors, and causality using appropriate criteria such as relevance, effectiveness, efficiency, impact, and sustainability. . In addition, the Oversight Charter authorizes the Director, IOD, to provide advisory services, the nature and scope of which are agreed with relevant stakeholders, and which are intended to improve WIPO's governance, risk management, and control processes without IOD providing assurance or taking on management responsibility.

10. Independent evaluations in WIPO are undertaken in accordance with the UNEG Norms and Standards. They are planned and conducted in collaboration with program and project managers and, when necessary, with the support of external experts.

11. The Evaluation Section consists of a Head of the Section, a Senior Evaluator and an Evaluation Officer. Interns are recruited as appropriate. At the time of this peer review, the Evaluation Section is undergoing a transition in its staffing.

12. As per the Internal Oversight Charter that requires the Evaluation Manual to be reviewed on a regular basis, as necessary, IOD is planning to update the Evaluation Manual following the internationally agreed principles and standards on evaluation function and practice, particularly the UNEG Norms and Standards for Evaluation and related UNEG guidance and codes of conduct.

13. WIPO is a UNEG member since \_\_\_\_\_. This membership allows WIPO to closely follow developments related to evaluation inside and outside the UN and adapt its work to the evolving role of evaluation.

### **Purpose, Objectives and Scope of the Assessment**

14. The main **purpose** of the Peer Review is to provide insight to strengthen the WIPO's evaluation function so that it can effectively contribute to organizational decision-making, learning, and accountability for results and program effectiveness. It also entails assuring IOD's stakeholders about the quality of the evaluation work carried out by the Division.

15. The main **subject** area of focus will be to determine whether the WIPO's evaluation function and its products are sufficiently independent, credible, and used for learning and accountability purposes. It will also assess the function at both levels against the UNEG Norms and Standards and WIPO's evaluation framework: the Internal Oversight Charter and the Evaluation Policy.

16. The **scope** will include the evaluation activities carried out since the last revision of the Evaluation Manual in 2019 up to and including September 2024.

## Approach and Methods

17. UNEG Peer Reviews as detailed in the UNEG Guidelines, are conducted by a panel of between three-five peers and a consultant supporting the process.

18. The findings in UNEG Peer Reviews are typically based on a mix of secondary and primary data, comprising both desk review and key informant interview and focus group techniques from in-person engagement with members of UNEG evaluation offices and key stakeholders of the agency's evaluation function.

19. The Peer Review relies on a self-assessment of the evaluation function conducted by the staff of the evaluation function. The self-assessment is organized as a Maturity Matrix<sup>53</sup> operationalized through a set of 53 organizational and performance criteria that form a framework for the assessment of the maturity of a UN evaluation function against the UNEG Norms and Standards.

20. Further sources of evidence for the review will be based on a mix of secondary and primary data, primarily comprising a desk review of relevant documents, key informant interviews, surveys, and consultations with key stakeholders of the WIPO's evaluation function. Further, the consultant will assess a sample of WIPO's evaluation reports against the UNEG template for evaluation reports<sup>54</sup>.

21. After the Peer Review Panel is in place and the consultant has been recruited, the exercise will include the following stages:

- **Data Collection:** Collection of key documents relevant to the Peer review.
- **Desk Review:** The consultant supporting the panel examines the documentation submitted by the agency and makes a preliminary analysis of the self-assessment document, highlighting key issues for more in-depth examination during the review process and consults with the IOD's Evaluation Section. The expert consultant and the panel assess a sample of evaluation reports against the UNEG template for evaluation reports.
- **In-person mission of the panel to WIPO:** Equipped with the preliminary assessment, the Panel/consultant conducts an initial visit to WIPO. This should include a round of meetings, interviews, and focus group discussions with the IOD Director, the Evaluation Section Head and staff, other IOD staff (audit and investigation), WIPO staff and Senior Management, members of the IAOC, and other key stakeholders.
- **Reporting and Dissemination:** Under the supervision of the Panel Chair, the consultant prepares an initial draft report for discussion among the Panel members and the IOD's Evaluation Section. Once the report has been finalized, the agency produces a management response. The report and response are presented to the WIPO Senior Management and, if applicable, to the WIPO governing bodies. The Report is uploaded to the UNEG website.

## Core Assessment Criteria and Questions

22. The assessment framework for the UNEG Peer Review is made up of a number of distinct elements that combine to enable the Panel/consultant to answer the overall questions common to all UNEG peer reviews.

23. These elements include:

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<sup>53</sup> <https://www.uneval.org/document/detail/3133>

<sup>54</sup> <http://www.unevaluation.org/document/detail/607>

- **The UNEG self-assessment maturity matrix** for Peer Reviews which operationalizes the UNEG Norms and Standards into an assessment rubric including pre-defined levels of maturity for each performance criterion;
- A set of **general peer review questions**; and
- A set of **more specific questions** that are particular to the agency and the evaluation function being assessed.

#### UNEG self-assessment Maturity Matrix for UN evaluation functions

24. Drawing on the revised Norms and Standards, and also the objective for a peer review modality that could be accessed by all UN evaluation offices, in 2020, UNEG updated the operational framework for peer reviews proposing a performance rubric organized explicitly around the ten general norms that evaluation functions should exhibit in the conduct of any evaluation as well as the four institutional norms that should be reflected in the management. Operationalized into a set of 53 organizational and performance criteria for reviewers to assess, the assessment rubric is presented in the form of a maturity index, with four ‘levels’ or ‘benchmarks’ of maturity clearly defined for each performance criteria. In proposing these benchmarks, the rubric is intended not only to produce a one-off assessment of the maturity of the evaluation function against the UNEG Norms and Standards but also a clear pathway for organizational strengthening which can support the professionalization activities of UNEG members going forward. This is in support of the commitment that UN Evaluation Offices make when becoming members of UNEG.

#### General peer review questions

25. Organized around the core normative standards for evaluation in the UN system (independence, credibility, and utility) and building on the UNEG self-assessment Maturity Matrix, the WIPO Peer Review questions will focus on the evaluation policy, governance, evaluation planning and quality, evaluation follow up and resources.

- The Evaluation Policy
  - The extent to which the Evaluation Policy conforms to UNEG Norms and Standards, internal and external contextual changes and requirements, such as delivering on the 2030 Agenda for Sustainable Development, and how the Policy can be further strengthened taking into consideration the needs and requirements of the agency.
- Governance arrangements
  - The positioning and reporting of the evaluation function within the organization.
- Planning and Management of Evaluations
  - The extent to which topics selected for evaluation meet the strategic needs and demands of WIPO’s key stakeholders, balancing accountability and learning at the centralized level;
  - The balance of effort between: i) WIPO’s project evaluation work; and ii) undertaking cluster of other types evaluations in order to generate new evidence and synthesizing and disseminating existing evidence;

- The extent to which the approaches used to plan and manage evaluations and follow-up, including arrangements to manage the quality and duration of the evaluation process, are adequate.
- Evaluation Quality
  - The quality and credibility of the evaluations against relevant UNEG standards, from the planning process through the conduct of the evaluations to the appropriateness of evaluation methods and evidence-based findings, conclusions, and recommendations.
- Evaluation Follow-up and Use
  - The type and level of engagement of internal and external stakeholders from the evaluation planning process onwards to their use of evaluation evidence to adjust or develop new projects, approaches, strategies, programs, support learning, enhancing accountability and organizational improvement at the relevant levels;
  - Responsibilities for the follow-up of lessons and recommendations, including arrangements for preparation and implementation of a formal Management Response.
- Financial Resources of the Evaluation Function
  - The extent to which the evaluation function is adequately financed and sustainable to allow for the commissioning of high-quality, credible, useful, and timely evaluations.

#### WIPO Specific questions

- To what extent has the WIPO's Evaluation Function addressed the recommendations from the 2019 External Quality Assessment of the Evaluation Function?
- How can the IOD's Evaluation Section encourage the broader use of evaluation results by the WIPO's management in decision-making across the Organization?
- How can the Evaluation Section better measure the impact of its recommendations?
- How can the IODs' Evaluation Section improve its Quality Assurance System?
- How coherent is the colocation of the evaluation function in the Organization and what lessons can be learned from joint work with the internal audit function?
- Are human resources available to the IOD's Evaluation Section adequate to carry out its mandate?
- What good practices are in place that should be maintained and/or further institutionalized and shared? In particular, how can the evaluation function enhance its contribution to knowledge management and learning within the Organization?
- What lessons can be drawn to guide the development of the overall evaluation function in WIPO in line with the WIPO's MTSP 2022-2026?

## Scope of Work of the Peer Review

26. A consultant will be identified to provide support to the Panel throughout the entire review process, including the desk review, data collection, and analysis, and report writing.

27. The Peer Review will begin in mid-September 2024 and will finalize in Mid December 2024. Based on indicative estimates of time, the Peer Review will require a Panel Chair and Panel members to devote a total of two-three weeks in total. For the consultant, the assignment is budgeted on a lump sum delivery basis and will require an estimated 35 days of work. The roles and responsibilities of the Panel Chair, Panel Members, consultant, evaluand (WIPO), and the PRWG are detailed in the UNEG Guidelines for Professional Peer Reviews.

28. The timeline for the Peer Review is the following (subject to revision):

Item	Deadline	Estimated number of days for the consultant	Estimated number of days for the Panel members
Identification of Panel Chair and Panel Members	May 2024		
Recruitment of Consultant	End of September 2024		
Review and Finalization of ToRs by Panel and PRWG	September 2024		
Desk review	September 2024	8	3
Mission to WIPO	October 2024 TBD	5	3-5
Data analysis	October 2024-November 2024	8	3
Preparation of draft report	Mid-to late November 2024	8	2
Draft report shared with WIPO and UNPRWG	29 November 2024		
Consultations with WIPO's Evaluation Section and WIPO Senior Management	Early December	1	3
UNEG PRWG reviews draft report and shares comments and recommendations	Early December		
Report finalized	20 December	4	3
Presentation and dissemination of results	Early January 2025	1	1 (Chair)
Total days for the consultant		35	

### Key Documents to be Consulted:

- WIPO's MTSP 2022-2026;
- IOD Charter;

- IOD Annual Work Plans;
- IOD Evaluation Policy;
- IOD Evaluation Manual;
- IOD Evaluation reports (2020-August 2024);
- Organigrammes of the IOD's Evaluation Section and the Organization;
- Job Descriptions of the Evaluation Section's staff;
- Evaluation Section's budget and expenditure;
- External Quality Assessments of the Evaluation Function
- WIPO Results Based Management and project planning materials;
- Information regarding evaluation portfolio from 2019 until 2023 and a list of completed and on-going evaluations;
- Information on recommendation compliance / follow-up;
- List of key internal and external stakeholders;
- A completed self-assessment using the UNEG normative framework; and
- Referenced sources of evidence to support judgments made in the self-assessed normative framework.

## Annex 2: Documents Reviewed

Davies, Ian, C. External Quality Assessment of the Evaluation Function 2019  
[https://www.wipo.int/export/sites/www/about-wipo/en/docs/oversight/iaod/eqa\\_report.pdf](https://www.wipo.int/export/sites/www/about-wipo/en/docs/oversight/iaod/eqa_report.pdf)

IAOC Mandate [https://www.wipo.int/export/sites/www/about-wipo/en/docs/oversight/tor\\_annex\\_iii\\_fr.pdf](https://www.wipo.int/export/sites/www/about-wipo/en/docs/oversight/tor_annex_iii_fr.pdf)

IAOC Annual and Quarterly Reports 2020-2024, <https://www.wipo.int/about-wipo/en/oversight/iaoc/>

IAOC TOR, Annex III and IAOC Selection Procedure, Annex IV. In: WIPO Financial Regulations and Rules Applicable as of January 1, 2023 [https://www.wipo.int/export/sites/www/about-wipo/en/docs/wipo\\_financial\\_regulations.pdf](https://www.wipo.int/export/sites/www/about-wipo/en/docs/wipo_financial_regulations.pdf)

Internal Oversight Division. Annual Report by the Director of the Internal Oversight Division (IOD), 2021-2023 <https://www.wipo.int/about-wipo/en/oversight/iaod/index.html>

Internal Oversight Division. Evaluation Reports <https://www.wipo.int/about-wipo/en/oversight/iaod/evaluation/>

Internal Oversight Division. UNEG Self-Assessment Matrix, 2024

Internal Oversight Division. Oversight Annual Workplans 2020-2024

Internal Oversight Division. Evaluation Manual, April 2019  
[https://www.wipo.int/export/sites/www/about-wipo/en/docs/oversight/iaod/evaluation/evaluation\\_manual.pdf](https://www.wipo.int/export/sites/www/about-wipo/en/docs/oversight/iaod/evaluation/evaluation_manual.pdf)

Internal Oversight Division. Evaluation Policy 2016-2020, Second Edition, Feb., 2016  
[https://www.wipo.int/export/sites/www/about-wipo/en/docs/oversight/iaod/evaluation/evaluation\\_policy\\_2016.pdf](https://www.wipo.int/export/sites/www/about-wipo/en/docs/oversight/iaod/evaluation/evaluation_policy_2016.pdf)

Internal Oversight Charter Proposed/Revised. Annex I In: WIPO Program and Budget Committee. Thirty-Seventh Session, Geneva, June 10 to 14, 2024

Internal Oversight Charter, Annex I In: WIPO Financial Regulations and Rules Applicable as of January 1, 2023 [https://www.wipo.int/export/sites/www/about-wipo/en/docs/wipo\\_financial\\_regulations.pdf](https://www.wipo.int/export/sites/www/about-wipo/en/docs/wipo_financial_regulations.pdf)

[https://www.wipo.int/export/sites/www/about-wipo/en/docs/wipo\\_financial\\_regulations.pdf#page=36](https://www.wipo.int/export/sites/www/about-wipo/en/docs/wipo_financial_regulations.pdf#page=36)

Internal Oversight Strategy 2022-2023 <https://www.wipo.int/export/sites/www/about-wipo/en/docs/oversight/iaod/internal-oversight-strategy-2022-2023.pdf>

Internal Oversight Division (IOD) Validation of the WIPO Performance Report 2022/23  
[https://www.wipo.int/meetings/en/doc\\_details.jsp?doc\\_id=630465](https://www.wipo.int/meetings/en/doc_details.jsp?doc_id=630465)

Internal Oversight Division. Dashboard on Open recommendations between May 17 and Augst 31, 2023 <https://www.wipo.int/export/sites/www/about-wipo/en/docs/oversight/iod-quarterly-dashborad-august-2023.pdf>

Internal Oversight Division. Report Publication Policy 2021  
[https://www.wipo.int/export/sites/www/about-wipo/en/docs/oversight/iaod/report\\_publication\\_policy.pdf](https://www.wipo.int/export/sites/www/about-wipo/en/docs/oversight/iaod/report_publication_policy.pdf)

Internal Oversight Division. Assessment Methodology and Results.  
[https://www.wipo.int/export/sites/www/about-wipo/en/docs/oversight/iaod/risk\\_assessment\\_methodology.pdf](https://www.wipo.int/export/sites/www/about-wipo/en/docs/oversight/iaod/risk_assessment_methodology.pdf)

Internal Oversight Division. Budget sheets

Internal Oversight Division. Client Satisfaction Surveys

Internal Oversight Division. Gap Map, PowerPoint slides

Internal Oversight Division. Newsletters

Internal Oversight Division. Organigrams 2023, 2024

Internal Oversight Division. Job Descriptions of Evaluation Staff Members,

Internal Oversight Division. Training Plans

Internal Oversight Division. CVs of Consultants

Internal Oversight Division. Statistics on IOD Evaluation Courses

Internal Oversight Division. Leaflet Women Entrepreneur Impact Evaluation, August 2022

WIPO. Reports by the Director General to the WIPO Assemblies  
<https://www.wipo.int/publications/en/series/index.jsp?id=32>

WIPO Staff Regulations and Rules, Oct. 2024  
<https://www.wipo.int/export/sites/www/erecruitment/en/pdf/staff-regulations-and-rules.pdf>

WIPO Program of Work and Budget for 2024/25 <https://www.wipo.int/export/sites/www/about-wipo/en/budget/pdf/budget-2024-2025.pdf>

WIPO Coordination Committee, 2023 Appointment of the Director, Internal Oversight Division (IOD)  
[https://www.wipo.int/edocs/mdocs/govbody/en/wo\\_cc\\_82/wo\\_cc\\_82\\_5.pdf](https://www.wipo.int/edocs/mdocs/govbody/en/wo_cc_82/wo_cc_82_5.pdf)

WIPO Performance Report 2022/23 <https://www.wipo.int/export/sites/www/about-wipo/en/budget/pdf/wpr-2022-23.pdf>

WIPO Medium-Term Strategic Plan (MTSP) for 2022-2026, 2021  
[https://www.wipo.int/edocs/mdocs/govbody/en/wo\\_pbc\\_32/wo\\_pbc\\_32\\_3.pdf](https://www.wipo.int/edocs/mdocs/govbody/en/wo_pbc_32/wo_pbc_32_3.pdf)

WIPO. Human Resources (HR) Strategy 2022-2026  
[https://www.wipo.int/meetings/en/doc\\_details.jsp?doc\\_id=548453](https://www.wipo.int/meetings/en/doc_details.jsp?doc_id=548453)

WIPO. Committee on Development and Intellectual Property (CDIP). Guidebook for preparation, implementation and evaluation of Development Agenda projects.

[https://dacatalogue.wipo.int/projectfiles/DA\\_01\\_05\\_01/Guidebook/EN/Development%20Agenda%20Guidebook\\_E.pdf](https://dacatalogue.wipo.int/projectfiles/DA_01_05_01/Guidebook/EN/Development%20Agenda%20Guidebook_E.pdf)

WIPO. Committee on Development and Intellectual Property (CDIP). Project evaluation reports, part of quarterly meeting documents [https://www.wipo.int/meetings/en/topic.jsp?group\\_id=241](https://www.wipo.int/meetings/en/topic.jsp?group_id=241)

WIPO Office Instruction 16/2010. Implementation of Oversight Recommendations. Reporting Procedures, Roles and Responsibilities, 2010

WIPO Learning and Development Policy. Office Instruction No. 46/2013

### **Other WIPO Links**

WIPO. Brief information about WIPO's services <https://www.wipo.int/portal/en/index.html#services>

WIPO. External Services <https://www.wipo.int/about-wipo/en/offices/>

WIPO. Links to individual Sectors Divisions [https://www.wipo.int/about-wipo/en/activities\\_by\\_unit/](https://www.wipo.int/about-wipo/en/activities_by_unit/)

WIPO. Statistics <https://www.wipo.int/en/web/ip-statistics>

WIPO Intellectual Property for Impact Stories <https://www.wipo.int/pressroom/en/stories/>

### **UN Documents**

UNEG Self-Assessment Maturity Matrix for UN Evaluation Functions, Dec. 2022 <https://www.uneval.org/document/detail/3134>

UNEG Evaluation Norms and Standards, 2016 <https://www.unevaluation.org/document/detail/1914>

[UNEG Evaluation Competency Framework, 2016 https://www.uneval.org/document/detail/1915](https://www.uneval.org/document/detail/1915)

UNEG Ethical Guidelines for Evaluation & Pledge <https://www.unevaluation.org/document/detail/2866>

UNEG Quality Checklist for Evaluation Terms of Reference and Inception Reports, June 2010 <https://www.uneval.org/document/detail/608>

[UNEG Quality Checklist for Evaluation Report, June 2010 https://www.unevaluation.org/document/detail/607](https://www.unevaluation.org/document/detail/607)

UNESCO Evaluation Policy, 2022-2029 <https://unesdoc.unesco.org/ark:/48223/pf0000381664>

UNICEF. Job description. Evaluation Specialist (Data Science), P-3 <https://www.uneval.org/vacancies/detail/1850>

UNIDO Evaluation Policy 2021 [https://downloads.unido.org/ot/30/47/30476463/Evaluation%20Policy%20\(2021\).pdf](https://downloads.unido.org/ot/30/47/30476463/Evaluation%20Policy%20(2021).pdf)

UNITAR Evaluation Policy 2021 <https://unitar.org/sites/default/files/media/file/UNITAR%20Evaluation%20Policy.pdf>

UNODC. Job description. Evaluation Officer, P4 <https://europeanevaluation.org/wp-content/uploads/2022/05/Evaluation-Officer-P4.pdf>

UNDP. Job description. Evaluation Specialist  
[https://jobs.undp.org/cj\\_view\\_job.cfm?cur\\_job\\_id=50675](https://jobs.undp.org/cj_view_job.cfm?cur_job_id=50675)

## Annex 3: List of Persons Interviewed

In alphabetical order (surnames)

1	Ms. Loretta Asiedu	Acting Director, Division for Africa
2	Ms. Maya Bachner	Director, Program Performance and Budget Division; Administration, Finance and Management Sector
3	Ms. Adelaide Barbier	Director, Human Resources Management Department
4	Ms. Alexandra Bhattacharya	Counsellor in the Office of the Deputy Director General, International Development Sector
5	Mr. Wilm van Bekkum	External Consultant, Internal Oversight Division
6	Ms. Lorena Bolaños	Senior Programme Officer, Regional and National Development Sector (RNDS) Projects Team, Regional and National Development Sector
7	Ms. Sara Callegari	Gender and Diversity Specialist, Employee Experience Unit
8	Ms. Julia Engelhardt	Senior Evaluation Officer, Internal Oversight Division
9	Ms. Sylvie Forbin	Deputy Director General, Copyright and Creative Industries Sector
10	Mr. Georges Ghandour	Senior Counsellor, Development Agenda Coordination Division
11	Mr. Yoshi Isozumi	Senior Director, PCT Services Department, Patents and Technology Sector
12	Ms. Lisa Jorgenson	Deputy Director General, Patents and Technology Sector
13	Mr. Bert Keuppens	Chair, Group B, IAOC
14	Mr. Igors Ludboržs	Group of Central European and Baltic States, IAOC
15	Ms. Veridiana Mansour	Former Evaluation Officer, Internal Oversight Division
16	Mr. David Muls	Senior Director, Madrid Registry; Brands and Designs Sector
17	Ms. Chitra Narayanaswamy	Director, Program Planning and Finance (Controller); Administration, Finance and Management Sector
18	Ms. Julie Nyang'aya	Director, Internal Oversight Division
19	Mr. Andrew Ong	Director, Division for Asia and the Pacific, Regional and National Development Sector
20	Mr. Dainis Reinieks	Senior Internal Auditor, Internal Oversight Division
21	Mr. Daren Tang	Director General, WIPO
22	Mr. Ivan Tarutin	Mission of the Russian Federation
23	Ms. Anastasiia Toropova	Mission of the Russian Federation
24	Mr. Steve Thom	Director, Division for External Offices and Least-Developed Countries, Land Locked Developing Countries

25	Ms. Altaye Tedla	Director, IP eLearning and Internal Training Program, WIPO Academy
26	Mr. Adan Ruiz Villalba	Former Head of Evaluation, Internal Oversight Division

## Annex 4: List of Evaluation Products

Reports highlighted in yellow were selected for a quality assessment.

Up to October 2024 (6 reports, including 2 evaluations and 4 pre-evaluation reports)				
Title	Date of Report	Unit	Conducted by	Availability
<b>IOD Ref. EVAL 2022-05</b> Audit and Evaluation of the PCT Operations and Customer Relations – Part 2: Verification of the PCT Culture of Customer Service Evaluation	May 15, 2024	PCT Legal and International Affairs Department and the PCT Operations Division	Evaluation staff without consultant	Public website
<b>EVAL 2023-02</b> Chobe Baskets Project Evaluation	April 19, 2024	Division for Africa at WIPO	Evaluation staff with external consultant	Public website
EVAL 2024-01 Pre-evaluation Review of WIPO Connect	July 12, 2024	Copyright Management Division (CMD) WIPO Connect Program	IOD Associate Oversight Officer	Public website
EVAL 2024-02 Pre-evaluation Review of Madrid Fellowship Program	July 30, 2024	Brands and Designs Sector's (BDS) Madrid Fellowship Program	IOD Associate Oversight Officer	Public website
EVAL 2024-03 Pre-evaluation Review of WIPO Academy IP eLearning Section	August 28, 2024	WIPO Academy Academic Institutions Program (AIP), Executive Program	IOD Associate Oversight Officer	Public website
EVAL 2024-04 Pre-evaluation Review WIPO Academy IP eLearning Section	August 29, 2024	WIPO Academy Distance Learning (DL) Program, referred to as WIPO IP eLearning Section.	IOD Associate Oversight Officer	Public website

2023 (4 reports, including 1 evaluation, 3 are more studies/reviews)				
Title	Date	Unit	Eval Team	Comment
EVAL 2022-03 Learning from Implementation of Women	May 17, 2023	WIPO Senior Advisor, IP and	Evaluation staff without consultant	Not on public website

Entrepreneurs Initiatives Mapping exercise, first module of an upcoming impact evaluation		Gender, different sectors		
EVAL 2022-04 Nudges-Enabling the Use of Recommendations Study, 23 p.	February 28, 2023	IOD	Evaluation staff without consultant	Not on public website
EVAL 2023-04 Recruitment process at WIPO Review / States research questions	Nov. 23, 2023	WIPO Human Resources	Evaluation staff with two external consultants	Not on public website
IA 2022-04 Combined Audit and Evaluation of the Office of the Legal Counsel Evaluation	February 16, 2023	Office of the Legal Counsel (OLC)	Evaluation & audit staff without consultant	Public website

#### 2022 (4 reports, including 2 evaluations)

Title	Date	Unit	Eval Team	Comment
<b>EVAL 2020-02</b> Evaluation of WIPO Standing Committees Evaluation	February 16, 2022	WIPO Secretariat & Standing Committees:	Evaluation staff with external consultant	Public website
<b>EVAL 2021-04</b> Meta-Synthesis of Regional Divisions Evaluations Evaluation	March 8, 2022	Regional Divisions: Africa, Arab Countries, Asia/ Pacific, Latin America/ Caribbean, Regional & National Development Sector	Evaluation staff with external consultant	Public website
EVAL 2021-06 Revised Validation Methodology for the WIPO Performance Report Study	July 15, 2022	IOD	Evaluation staff without consultant	Not on public website
EVAL 2022-02 Nudges Gender Equality Series 1	Nov. 30, 2022	Human Resources Management, Gender and Diversity Specialist;	Evaluation staff without consultant	Not on public website

Study, 22.P				
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2021 (4 reports, including 2 evaluations and 2 guides/guidelines)				
Title	Date	Unit	Eval Team	Comment
EVAL 2020-01 Evaluation of the WIPO Division for Arab Countries Evaluation	June 11, 2021	Division for Arab Countries (DAC)	Evaluation staff with two external consultants	Public website
EVAL 2020-03 Evaluation of the Use and Impact of IOD Evaluation Section Recommendations Guide/Guidelines	Sept. 10, 2021	IOD	Evaluation staff with external consultant	Public website
<b>EVAL 2020-05</b> <b>Evaluation of WIPO</b> <b>Match</b> Evaluation	June 17, 2021	CDIP (Committee on Development and Intellectual Property)	Evaluation staff without consultant	Public website
EVAL 2021-02 Methodology for the Development of National Intellectual Property Strategies: Supplement on Benchmarking Indicators Guide/Guidelines	Sept 7, 2021	?	Evaluation staff with external consultant	Not on public website

2020 (4 reports, all 4 are evaluations)				
Title	Date	Unit	Eval Team	Comment
EVAL 2019-01 Evaluation of the Regional Bureau for Africa Evaluation	July 20, 2020	Regional Bureau for Africa	Evaluation staff with external consultant	Public website
<b>EVAL 2020-04</b> Ex-ante Evaluation of the Regional Bureau for Asia and the Pacific	Nov. 15, 2020	Regional Bureau for Asia and the Pacific (ASPAC Bureau)	Evaluation staff without consultant	Public website

Framework for Technical Cooperation Ex-ante evaluation				
EVAL 2019-03 Program 17. Capacity Strengthening on Building Respect for Intellectual Property Evaluation	March 31, 2020	Regional Bureaus and Program 17 staff	Evaluation staff with external consultant	Public website
EVAL 2019-05 Evaluation of the Lisbon System Evaluation	March 9, 2020	In coordination with the Regional Bureaus	Evaluation staff without consultant	Public website

**2019 (2 reports, both are evaluations)**

Title	Date	Unit	Eval Team	Comment
EVAL 2018-04 Evaluation of WIPO's Partnerships Evaluation	Sept. 4, 2019	Several Sectors	Evaluation staff with external consultant	Public website,
Evaluation-Audit Report of WIPO's Policy on Gender Equality Evaluation	Aug. 29, 2019	Information provided by staff and Member States	Evaluation staff without consultant	Public website

## Annex 5: IOD Budget Overview

IOD's Reports Planned and Actual Expenditures in Swiss Francs*																		
Year	Audit Reports						Evaluation Reports						Investigation Reports					
	Planned Personnel Resources	Actual Personnel Resources	Planned Non-Person. Resour	Actual Non-Person. Resour	Planned Total Expend.	Actual Total Expenditures	Planned Personnel Resources	Actual Personnel Resources	Planned Non-Person. Resour	Actual Non-Person. Resour	Planned Total Expend.	Actual Total Expenditures	Planned Personnel Resources	Actual Personnel Resources	Planned Non-Person. Resour	Actual Non-Person. Resour	Planned Total Expend.	Actual Total Expenditures
2024**	383,571	268,054	82,500	70,392	466,071	338,446	413,812	289,187	208,950	53,214	620,762	342,402	488,665	341,498	165,000	270,059	653,665	611,556
2023	317,160	323,330	147,500	129,134	464,660	452,464	446,205	454,885	96,450	32,356	542,655	487,242	577,650	588,887	214,876	129,749	792,526	718,638
2022	372,655	358,148	23,152	23,152	395,517	379,298	308,595	294,916	0	0	308,595	294,916	546,365	522,146	44,181	44,181	590,546	566,328
2021	452,585	479,367	125,000	287,060	577,585	766,427	491,605	520,696	106,669	84,276	598,274	604,972	478,120	506,413	60,000	36,860	538,120	543,273
2020	426,470	432,652	25,191	25,191	451,661	457,843	453,320	459,891	70,709	70,709	524,029	530,600	487,870	494,942	7,358	7,358	495,228	502,300
2019	418,409	437,899	95,029	92,030	437,899	529,929	454,855	476,044	128,000	115,224	582,855	591,268	466,983	488,736	253,64	203,730	720,622	692,466
<b>All years</b>	<b>2370,850</b>	<b>2299,450</b>	<b>498,372</b>	<b>626,959</b>	<b>2793,393</b>	<b>2924,407</b>	<b>2568,392</b>	<b>2495,619</b>	<b>610,778</b>	<b>355,779</b>	<b>3177,17</b>	<b>2851,400</b>	<b>3045,653</b>	<b>2942,622</b>	<b>745,054</b>	<b>691,937</b>	<b>3790,707</b>	<b>3634,561</b>

\*Source: Annual Budget Reports, shared on 9. Jan. 2025, the total IOD's budget also includes other budget lines.  
\*\* Budget for 2024 as of 12 November 2024

## Annex 6: Peer Review Panel Members

**Dr. Brook Boyer** is Director of the Division for Strategic Planning and Performance and Manager of the Planning, Performance Monitoring and Evaluation Unit of the United Nations Institute for Training and Research (UNITAR). He has over 30 years of experience in training and capacity building, the past 15 of which relate to monitoring, evaluation and strategic planning. At UNITAR, he led the development and professionalization of the managing for results and evaluation functions. Prior to joining UNITAR in 2002, he has had assignments at the United Nations Conference on Trade and Development, the United Nations Economic and Social Commission for Asia and the Pacific, the United Nations University and the University of Geneva. He has contributed actively to the work of professional networks, including UNEG and EVALSDGs. He holds a doctorate in international relations from the Graduate Institute, Geneva.

**Dr. Judit Janković** is a Senior Evaluation Specialist at the Independent Oversight Mechanism (IOM) of the International Criminal Court (ICC). She has over 24 years in research and evaluation. She has started her career in market research in New Zealand and Croatia and has been in the UN system since 2005 having worked as an evaluator at the Food and Agriculture Organisation, World Food Programme and the International Civil Aviation Organisation (ICAO). She brings extensive experience in planning, conducting, managing, advising and quality assuring evaluations and she is a specialist in data collection and methodology. She has been active in the working groups of the UN Evaluation Group since 2014. At the ICC she has conducted evaluations of strategic plans, workplace culture, victim interaction with the Court, the Secretariats of the Trust Fund for the Victim and of the Assembly of States Parties. She has led the development of first-ever evaluation policies at the ICC, as well as at ICAO. Dr. Janković is an international Credentialed Evaluator with the Canadian Evaluation Society since 2019. She holds a PhD in Social Psychology from the University of Sussex, the UK. She is passionate about contributing to improvements and providing evaluative insight through her work. Her source of inspiration is when evaluations make a difference and contribute to positive change.

**Dr. Kouessi Maximin KODJO** is a lead evaluation officer at the Independent Office of Evaluation of IFAD since 2017, with 30 years of experience, 25 at international technical cooperation level, including Monitoring and Evaluation. Before joining IFAD, Max Kodjo served as monitoring and evaluation expert for the Technical Cooperation Programme of the International Atomic Energy Agency (IAEA) in Vienna (Austria) between 2011 and 2017, and Monitoring and Evaluation Component Manager for FAO - National Programme of Food Security (NPFS) in Abuja (Nigeria) between 2008 and 2011. Prior to that, he held several positions, including Senior Advisor for research and evaluation at the African Regional Office of the International Planned Parenthood Federation in Nairobi (Kenya), lecture of agricultural economics at the Faculty of Agronomy Sciences of Abomey Calavi University (Benin), as well as agricultural economist and team leader for World Bank funded projects in Benin.

Max Kodjo has a PhD Agricultural Development Planning and Evaluation (Humboldt University of Berlin, Germany) a master's degree in Agricultural Economics and a bachelor's in agriculture and Horticulture, Republic of Benin.

**Karin Kohlweg** is an independent evaluation consultant with more than fifteen years of experience in international development. She has substantial experience in planning, managing, and implementing different types of evaluations, studies, reviews, UNEG peer reviews, and meta-analysis in various sectors and topics including gender mainstreaming, institutional capacity development, education, civil society, private sector, water, hygiene and sanitation and others. She conducted quality assurance on a regular basis, developed, revised evaluation guidelines and manuals and provided advice to monitoring

and evaluation frameworks. She supported different Government departments, UN organizations (UNDP, UNIDO, UNICEF, etc.), bilateral agencies, NGOs, and others in improving their evaluation systems as part of their organizational capacity development efforts. She is also a registered management consultant at the Austrian Chamber of Commerce, certified as gender audit facilitator and an adult education trainer. Karin is a lecturer at different universities teaching evaluation and conducted a good number of monitoring and evaluation trainings for various organizations.

Karin Kohlweg has a university degree in Social Anthropology and one in Social Development Planning and Management. She used to work for UNICEF Regional Office in South Asia, UNICEF Bangladesh, the Austrian Development Agency and held evaluation courses at different universities. In 2018 she established her own company, pme Kohlweg Consulting, [www.pmekohlweg.com](http://www.pmekohlweg.com).

## Annex 7: Management Action Plan

Rec	Recommendation	Accepted ** (Y/P/N)	Management Response	Key Actions	Responsible Office	Timeframe
1	Evaluation Policy. As the validity of the current Evaluation Policy has expired, it is recommended to review and revise the Evaluation Policy, taking into consideration the evolving institutional changes and strategy of WIPO.	Y	The Evaluation Policy (2019 version) was due for review and update in 2024 (in line with the 5-year review cycle or earlier as appropriate) but was deferred to 2025 due to Evaluation staff gaps	Complete the review and update of the Evaluation Policy in 2025, considering the evolving strategic and other program developments in WIPO since 2019	Director, IOD	December 2025
2	Resourcing. It is recommended to review and revise the job descriptions for the Evaluation Section's posts, publish the vacancy announcement of the P-5 post soon and continue to leverage interns and consider additional resourcing modalities such as Junior Professional Officers, UN Volunteers and visiting professionals to support the evaluation function.	Y	Recruitment of the Head of Evaluation and other allocated posts of the Evaluation Section in IOD to be undertaken in 2025. Use of other short-term resources will be determined on a need's basis.	Complete core Evaluation staff recruitments in 2025.	Director, IOD	September 2025
3	<b>Evaluation Management Process.</b> To further strengthen the evaluation management process, it is recommended to revise templates and the Evaluation Manual and develop guidelines for new types of evaluations.	Y	The Internal Oversight Charter (IOC) was updated and approved by the WIPO General Assembly in July 2024. Subsidiary documents (Evaluation policy and manual) will be updated in line with paragraphs 30 (b) and (c) of the IOC. The Audit and Investigation policies and	Complete the update of the Evaluation Manual, considering the organization's emerging needs regarding evaluations.	Director, IOD	December 2025

Rec	Recommendation	Accepted ** (Y/P/N)	Management Response	Key Actions	Responsible Office	Timeframe
			manuals were updated in 2024 and have since been published.			
4	<b>Quality Assurance.</b> To ensure high quality evaluation reports and related products, it is recommended to strengthen the QA system.	Y	The job description of the Head of Evaluation is to be updated to explicitly state the accountability for quality assurance of evaluation reports prepared by supervisees, as is the case and practice for the Heads of Audit and Investigation Section.	Updated job description for the Head of Evaluation and other Evaluation staff.	Director, IOD in consultation with Director, HRMD	February, 2025
5	Management Response. While acknowledging that a well-functioning electronic follow-up system for evaluation recommendations is in place, it is recommended to revise the template for evaluation recommendations (Management Action Plan).	N	Under the IOC paragraph 52e, the Director, IOD's annual report to member states shall include "A description of all recommendations that were not accepted by the Director General, together with her/his explanations for not doing so". The current process and formulation of reports, also used for audit and management implication reports arising from investigations, is to be sustained.	N/A	N/A	N/A
6	<b>Independent Advisory Oversight Committee.</b> It is recommended to enhance the visibility of evaluation in the IAOC's Terms of Reference, emphasizing the strategic role that evaluation plays in driving accountability, informing decisions and	N	The IAOC considers the terms of reference currently in use for recruiting 2 new members in 2026 adequate to meet its Evaluation oversight needs.	N/A	N/A	N/A

Rec	Recommendation	Accepted ** (Y/P/N)	Management Response	Key Actions	Responsible Office	Timeframe
	promoting organizational learning, as well as enhancing the visibility of evaluation experience or requirements in the vacancy announcements for its members.					
7	<b>Evaluation Profession and Culture.</b> It is recommended that WIPO Senior Management (Director General, IOD Director and other Head of Divisions/Sectors) continue to support the strengthening of the evaluation culture in WIPO by ensuring that the learning aspect of evaluation gets prioritized, as well as by ensuring that the evaluation function is safeguarded and clearly distinct in definition, function and tasks to audit and investigation.	P	<p>The refocus on the nature and scope of evaluations to be undertaken by the Evaluation Unit, combined with addressing staff gaps in 2025, should lead to future strategic evaluations ( as proposed in the peer review), which should, in turn, inform the learning impact of Evaluation reports and their utility.</p> <p>As indicated in the IOC paragraphs 16 to 21, there are distinct definitions and expected scopes of work for Audit, Investigation, and Evaluation per the applicable professional standards, with UNEG norms and standards applicable for Evaluation.</p>	<p>Implement strategic evaluations</p> <p>The evaluation policy will continue to align with UNEG norms and standards, addressing opportunities for improvement highlighted in the Peer Review report.</p>	Director, IOD	Ongoing

\* PR = Priority Rating; H=High priority, M=Medium priority and L=Low priority

\*\* Y = Yes; P = Partially accept; N = No, do not accept