Make Gender Equality a Habit

Evaluation-Audit Report of WIPO's Policy on Gender Equality

Internal Oversight Division

Reference: EVAL 2019-02

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LIST OF ACRONYMS

CDIP	Committee on Development and Intellectual Property
CEB	Chief Executives Board for Coordination
CS	Career Support
DAC	Development Assistant Committee
DPPF	Department of Program Planning and Finance
ECOSOC	Economic and Social Council
EPM	Enterprise Performance Management
ERs	Expected Results
FWA	Flexible Working Arrangements
GDS	Gender and Diversity Specialist
GFP	Gender Focal Point
HRMD	Human Resources Management Department
IAOC	Independent Advisory Oversight Committee
ICS	Individual Contracted Services
IFC	International Finance Corporation
ILO	International Labour Organization
IOD	Internal Oversight Division
IOM	International Office for Migration
IP	Intellectual Property
MBA	Master's in Business Administration
MTSP	Medium-Term Strategic Plan
OECD/DAC	Organization for Economic Co-operation and Development / Development Assistance Committee
OHCHR	Office of the High Commissioner for Human Rights
OI	Office Instruction
OIOS	Office of Internal Oversight Services
OLC	Office of the Legal Counsel
P&B	Program and Budget
PI	Performance Indicators
PMSDS	Performance Management Staff Development System
PPBD	Program Performance Division
RBM	Result-Based Management
RG	Reference Group
RTO	Regular Time off
RWFP	Respectful Workplace Focal Points
SDGs	Sustainable Development Goals
SMT	Senior Management Team
SRR	Staff Regulations and Rules
TOC	Theory of Change
ToRs	Terms of Reference
UN	United Nations
UNAIDS	United Nations Programme on HIV/AIDS
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNJSPF	United Nations Joint Staff Pension Fund
UNOG	United Nations Office at Geneva
UN-SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
WIPO	World Intellectual Property Organization

EXECUTIVE SUMMARY

1.   This report presents the results of the evaluation-audit of the World Intellectual Property Organization's (WIPO) Policy on Gender Equality. The assessment was conducted between March and June 2019. The Internal Oversight Division (IOD) has applied a participatory approach and assured, whenever appropriate, the inclusion of internal and external stakeholders during all phases of the audit and evaluation process. Overall, 462 WIPO stakeholders participated in the various consultation processes. Twenty-five per cent of WIPO staff (314 WIPO staff members), 17 per cent of the current Gender Focal Points (GFPs), and 28 per cent of WIPO Member States (56 Member States) responded to the survey. Key evaluation-audit findings, conclusions include the following:

2.   RELEVANCE:

       (a)   It was found that the Policy on Gender Equality meets the criteria by 57 per cent and it is relevant as it does partially address the needs of stakeholders. There is 59 per cent alignment of the Policy with international requirement such as the Economic and Social Council (ECOSOC) and 73 percent with the United Nations (UN) Secretary General recommendations. There is 45 per cent alignment with the needs of the Organization including staff needs and 58 per cent with external stakeholders. Moreover, 50 per cent of survey respondents indicated that they are familiar with the content of the Policy and are informed on its progress, the basic awareness of initiatives and policies in place related to gender mainstreaming and their link to the Policy is partly unclear to 50 per cent of staff. Knowledge of the Policy contents and areas of implementation remains low and its implementation can go unnoticed if staff are unaware of the Policy contents.

3.   EFFECTIVENESS

       (a)   Gender issues have gained prominence across the Organization and the assessment indicates that 40 per cent of the effectiveness requirements have been met in the last five years. More specifically, 50 per cent of the relevant WIPO policies are gender responsive and the use of the gender markers has expanded to 47 per cent out of 848 activities. However, 59 per cent of staff are unclear on the purpose of the gender markers, what their contribution to these high-level indicators could be, and how to apply the gender marker codes. In 31 per cent of the gender activities assessed, sex disaggregated data and gender responsive monitoring data was scarce.

       (b)   In its aim to contribute to gender parity and improve the working conditions for men and women, WIPO has developed several Office Instructions (OIs) aimed at improving the work-life balance of its staff. Several measures have been put in place to prevent discrimination and harassment. For instance, WIPO has developed guidance on Respectful and Harmonious Workplace and some key documents touch on the issue of harassment. Still, data shows that the overall prevalence of harassment throughout the UN system including WIPO is at 38.7 per cent. At the same time, 70 per cent of the cases reported to the WIPO Ombudsperson are from female staff. Causes for these imbalances remain to be analyzed.

4.   EFFICIENCY

       (a)   Gender responsive budgeting is being applied in WIPO's program activities. It remains to consolidate existing financial data into a gender-reporting tool. The Organization has put in place a network of GFPs to support the mainstreaming of the Policy. The assessment found that the GFP selection process and requirements could be more specific, and existing Terms of References (ToRs) for the GFP existing guidance

needs to be improved to support the GFP with their role and the implementation of their actions. Survey results indicated that 53 per cent of survey respondents do not know their focal point.

(b)   WIPO has improved its data collection, documentation, and public sharing of knowledge on gender equality and women's empowerment in innovation and creativity. However, 55 per cent feedback indicates that these outputs need to be accompanied by a communication strategy to keep staff informed, engaged, and foment knowledge sharing.

5.   IMPACT

(a)   After five years of implementation of the Policy, inequalities persist, with some marginal improvements. It is a fact that existing measures need to be complemented by behavioral measures and enforcement of policies to achieve expected effects in closing the gender gap.

(b)   In terms of results, staff parity has been achieved at the DDG level and is slightly reduced at the P4 level. However, disparities persist in other staff grade levels. At decision-making levels, male representation is higher while in the lower levels G, Interns and fellows, female representation is predominant. Similarly, records show that between 2016 and 2018, gender parity decreased in sourcing non-staff contracted through Individual Contractual Services (ICS) contracts.

(c)   In terms of behavioral changes, while more than, 64 per cent of men and women feel confident to express their views and influence their supervisor in working areas; only 39 per cent of women feel that WIPO as an Organization takes their ideas seriously compared with 57 per cent of men. Indicating that disparities also persist, at the softer level.

6.   SUSTAINABILITY

(a)   WIPO fully met one out of ten sustainability criteria, three were partially fulfilled, and six did not meet the sustainability criteria. The low levels of sustainability are linked to various factors. On one hand, there is only one staff member in charge of supporting the implementation of the Policy; on the other hand, there is a gap between the Policy and its compliance. These challenges, coupled with an organizational culture resistant to change, add to the difficulties of sustaining benefits over time.

7.   Based on the above findings and conclusions, the evaluation/audit recommends the following:

Recommendations

1. The Human Resources Management Department (HRMD) should work with key stakeholders to:

    (a) Revise and update the Policy to factor internal and external stakeholder needs and best practices and to ensure alignment with UN System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) 2.0, the System-wide Strategy on Gender Parity and other relevant UN system-wide guidance to increase relevance, while promoting the sense of ownership over the Policy by the Management and the staff at large during the process;

(b) Ensure that the Office Instruction on Workplace-related Conflicts and Grievances, the Guide to a Respectful and Harmonious Workplace, and any other relevant documents are fully aligned with the UN System-wide Model Policy on Sexual Harassment; and

(c) Incorporate action points into the work plans of Programs, effectively utilizing the existing monitoring and reporting mechanisms to measure and report on the achievement of the action points.

(Priority: High)

2. The Human Resource Management Department (HRMD) should develop and implement a gender mainstreaming capacity development plan, including addressing the low participation rate in the e-learning on gender equality:

(a) The plan should clearly outline the expertise that will be required and the existing capacity gaps and the actions that will be taken to address these gaps, how they will be addressed, who should benefit and by when. Priority should be given to the Gender Focal Points to better assist their respective Programs; and

(b) All capacity-building initiatives should be monitored on a regular basis and feedback and recommendations resulting from monitoring reports should be used to improve the capacity building initiatives.

(Priority: Medium)

3. The Human Resource Management Department (HRMD) should include an award or recognition for gender-related initiatives as part of the WIPO Rewards and Recognition Program to acknowledge, appreciate, and reward the contribution Programs and staff are making towards promoting gender equality.

(Priority: Medium)

4. The Human Resources Management Department (HRMD) should work with key stakeholders to ensure that any policy or Office Instruction include gender perspectives as appropriate.

(Priority: Medium)

5. The Human Resources Management Department (HRMD) should work with key stakeholders, including the Ombudsperson and the IOD Investigation Section to capture relevant gender related issues and identify gender-responsive actions/solutions in a systemic manner.

(Priority: Medium)

6. The Human Resources Management Department (HRMD) should work with the Program Performance and Budget Division (PPBD), Gender Focal Points and other relevant stakeholders to:

(a) Identify ways to further mainstream gender in the RBM framework by, for instance, establishing additional gender-responsive performance indicators

including baselines, and targets; and increase managers' accountability through the reporting on gender in the WIPO Performance Report;

(b) Promote the use of the gender marker by improving the existing guidance and support to the managers on how to use it in the workplans; and

(c) Consolidate and present financial information tracked by the gender marker and improve reporting on sex-disaggregated data.

(Priority: High)

7. The Human Resource Management Department (HRMD) should:

(a) Update the Terms of Reference of the Gender Focal Points including for instance, guidance on: composition, rotation, handover mechanisms, roles, and responsibilities, implementing action points, reporting; and take required actions to enable the Gender Focal Points to fulfill their TOR; and

(b) Work with the Gender focal Points, and other key stakeholders to gauge perceptions on gender mainstreaming in programmatic activities, as well as on enabling work environment for gender equality at WIPO. This could be part of an Organizational survey covering a wide range of HR related issues.

(Priority: High)

8. The Human Resource Management Department (HRMD) should assess the current and future human resource needs to effectively support gender mainstreaming in Programs and enhancing diversity, inclusion and gender parity in WIPO, considering organizational maturity, policy implementation objectives, and sustainability, back-staffing, and internal and external stakeholders' expectations.

(Priority: High)