

**ANNEX I**

**TO REQUEST FOR PROPOSALS (RFP) N° PTD/09/080**



**TERMS OF REFERENCE**

**FOR**

**PMSDS SUPPORT TRAINING FOR WIPO STAFF**

February 2010

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## ABBREVIATIONS

D:	Directors
DFBPM:	Department of Finance, Budget and Program Management
ePMSDS:	electronic Performance Management and Staff Development System
ERP:	Enterprise Resource Planning
G:	General Service Category
HR:	Human Resources
HREDS:	Human Resources Engagement and Development Section
HRMD:	Human Resources Management Department
HRTCS:	Human Resources Technical Coordination Section
IAOD:	Internal Audit and Oversight Division
IP:	Intellectual Property
IT:	Information Technology
ODG:	Office of the Director General
P:	Professional Category
PFP:	Program Focal Points
PMPS:	Program Management and Performance Section
PMSDS:	Performance Management and Staff Development System
RBM:	Results-based Management
SMT:	Senior Management Team
SRP:	Strategic Realignment Program
TPCT:	Training Program Coordination Team
UN:	United Nations
WIPO:	World Intellectual Property Organization
WS:	Workshop

## SPECIFIC TERMINOLOGY USED IN THIS TENDER – DEFINED AND EXPLAINED

Initiative:	Any learning, training related delivery or (inc. WS, e-learning delivery, series of or single lecture- streamed/face to face, etc)
Category:	Learning and training initiatives in this proposal are arranged in 7 Categories A-G Each Category is thematically organized under field headings. Within each Category there are a number of related delivery initiatives within the same field all under the one name. e.g. Communication; People Management; Negotiation and Mediation etc. Under each Category the learning training initiatives have been specified according to the developmental needs of WIPO to support PMSDS and team building training.
Field:	A specialized discipline e.g. Communication; People; Ethics etc
' <i>Tractioning up</i> ':	The required speed at which training must happen to create a tipping point from the existing dominant culture towards the desired new organizational culture

## 1. INTRODUCTION

1. The World Intellectual Property Organization (WIPO) is a specialized agency of the United Nations dedicated to developing a balanced and accessible international intellectual property (IP) system, which rewards creativity, stimulates innovation and contributes to economic development while safeguarding the public interest.
2. Headquartered in Geneva, Switzerland, WIPO is one of the 16 specialized agencies of the United Nations (UN) and has 184 nations as Member States. It administers 24 international treaties dealing with different aspects of intellectual property protection. The Organization presently has some 940 regular staff and approximately 400 temporary employees. The Organization is not subject to Swiss Law.
3. Under the leadership of the Director General, Mr. Francis Gurry, WIPO has embarked on a comprehensive Strategic Realignment Program (SRP). The aim of the SRP is to review and realign WIPO's goals, structures, programs and resources so as to enable the Organization, as the lead intergovernmental body for intellectual property, to fulfill its mandate effectively within a rapidly evolving external environment.

### 1.1 The New Strategic Realignment Program and HRMD

4. The SRP process seeks to address, in parallel, the following three streams of organizational improvement:

**(1) *Strengthening a customer-oriented, value-based and performance-driven corporate culture:***

This stream will strengthen the cultural change process to develop a corporate culture in which “customer focus”, “value for money” and “performance”, are key corporate values throughout the Organization. Internal and external communication will be enhanced and new performance management processes and systems will be introduced at an organizational level as well as at an individual one.

**(2) *Revising WIPO's administrative framework and related business processes:***

The second stream will improve WIPO's administrative framework (e.g. regulations and rules, policies, practices) and streamline the related business processes to ensure a responsive, service-oriented and cost-effective Administration.

**(3) *Reviewing programs and resources in line with the strategic goals:***

The third stream will systematically assess the human and financial resources of WIPO's organizational units by Program with respect to their expected contributions to the strategic goals of Organization. The assessment will determine the actual resource needs and identify gaps, if any. Based on the findings, programs might be re-aligned, organizational structure revised and resources re-allocated.

5. The desired cultural change process under stream 1, which is considered the most challenging stream for the Organization, requires, among others, the strengthening of WIPO's staff in Communication, Managing People, Negotiation and Conflict Resolution, Project Management, Ethics, Presentation Skills and the Performance Management and Staff Development System (PMSDS). The request for this Proposal complements earlier initiatives in Teambuilding and Performance Management and has been designed to be mutually beneficial yet separate in implementation to the earlier initiatives

6. WIPO is currently addressing a number of challenges regarding learning and training within the organization. HRMD is committed to undertaking work to modernize WIPO's HR policies and practices in line with the newly established Strategic Realignment Program (SRP) and the Human Resources Strategy of the Organization. The human resources strategy, of WIPO is driven by the UN Common System employment framework and the Organization's dual constituency, which includes the delivery of quality services to the private sector in respect of the international registration systems. This initiative has been directly aligned to support and complement the PMSDS learning and training initiative. As such it is a 'must have' in providing the range and depth of skills needed in addition to those already included in the PMSDS tender. One without the other will not be sufficient to create the volume and impetus of awareness and behaviour change necessary in order to meet the 9 strategic goals sought by WIPO in the new SRP ([http://www.wipo.int/about-wipo/en/strategic\\_realignment/](http://www.wipo.int/about-wipo/en/strategic_realignment/)). In addition the development of other higher level skills such as advocacy, negotiation and communication essential to achieve the mandate of the organization, to become a leading force for balance and accessibility in IP, have been targeted to meet the needs in a rapidly evolving external environment in which WIPO is increasingly involved.

7. In December 2008, WIPO's Member States approved WIPO's new strategic framework comprising nine strategic goals which provided the basis for the "Revised Program and Budget 2008/09". The Revised Program and Budget 2008/09 was the first step in realigning WIPO's program structure to the new strategic framework. This process has progressed further with the presentation of the proposed Program and Budget 2010/11 to WIPO's Member States. Further work on this process of realignment continues through an on-going, sector-by-sector review (see stream 3 above) all of which is aimed at contribution to the successful delivery of the nine strategic goals. (<http://www.wipo.int/about-wipo/en/budget/>)

8. The SRP challenges present strategic opportunities for HRMD and HREDS in addition to its operational role through its learning and training programs to:

- assist WIPO cope with growth rates and legal deadlines in the registration systems,
- ensure that the appropriate skills and profiles are sufficiently available at an organizational level to achieve advocacy and communication objectives critical to its strategic realignment in the evolving external environment in which it works
- actively improve productivity continuously by supporting coordinating training needs across the organization in line with the nine strategic goals,
- ensure that appropriate technical skills and profiles are available to its programs,
- comply with guidelines on accountability geographical diversity and gender balance.

It is envisaged that the development for organizational-wide learning and training is likely to be a later requirement as these change processes normalize and WIPO's long term goal of becoming a learning organization is realized.

## **2. HRMD AND HREDS ESSENTIAL STRATEGIC PARTNERS IN ORGANIZATIONAL LEARNING AND TRAINING FOR ORGANIZATIONAL RESULTS**

9. The strategic goals and change process referred to above also require a clear vision, strong executive support, and well-prepared staff. In particular, managers who will guide their teams through this change process, while at the same time being exposed to significant changes themselves, will need to be prepared for the challenges ahead. It is therefore vital that all WIPO staff be trained to ensure that they possess the necessary skills sets and have a good understanding of their role in the execution of the new or improved processes and systems. HRMD and HREDS have a critical role in ensuring the right learning and training occurs and is coordinated at a realizable organizational level to guide and maintain motivation for continuing change and the cultural shift to a learning organization mandated by the nine strategic goals.

10. The cultural changes inside WIPO are challenges that must have a motivated, well prepared staff to implement them across the organization in order for the impetus of new management practices and thinking to be embedded within the culture of the organization in a timeframe that allows '*tractionsing up*' and development of the essential skills and competencies. Since 2007 HRMD together with HREDS has been continuously reviewing, developing and implementing a WIPO learning organization policy based on an improved Performance Management culture. This proposal is a critical success factor to support and complement the next step of this continuing initiative.

11. HRMD and HREDS are committed to facilitating the change process to a more performance-driven culture in WIPO, to better align human resources to the strategic goals of the Organization and to offer a stimulating and supportive work environment that creates the necessary engagement and attracts and retains highly qualified individuals from the different regions of the world. In order to achieve this goal HRMD and HREDS are involving key stakeholders in their learning and development partnership involving input from staff before, during and after the development and evaluation phases. The successful tender/s interested in working on this proposal will be working with these stakeholders.

12. The following organizational units of WIPO will need to be consulted and involved in key stages of preparing for, developing and delivering the learning and training program. Staff of these organizational units will also be members of the Training Program Coordination Team and the Evaluation Team outlined under Chapter 5 "Program Governance" in this document.

### **2.1 The Office of the Director General (ODG)**

13. The ODG has worked closely with the Human Resources Management Department on the development of the Learning Organization Policy and Guidelines which is aimed to strengthen the contribution of staff in achieving organizational goals, as part of an overall emphasis on improved organization performance and delivery.

### **2.2 Department of Finance, Budget and Program Management (DFBPM)**

15. The DFBPM is responsible for ensuring that resources are managed in the most effective and efficient manner, that resource management controls are both appropriate and robust and that the Organization can account for and report on the use of those resources in a timely and accurate manner.

#### **2.2.1 Program Management and Performance Section (PMPS)**

16. PMPS was established in October 2008. Its primary role focuses on improving organizational performance through strengthened result-based management and program management and planning (SRP Stream 1). A number of initiatives are underway in this regard, such as PMPS's involvement in improvements to strategic planning, results-based programming and budgeting, work planning, performance monitoring and assessment systems and performance reporting. The Learning and Training program together with PMSDS is central to the success of initiatives to improve organizational performance

### **2.3 Internal Audit and Oversight Division (IAOD)**

17. The primary objective of the IAOD is to support the Director General in his management responsibilities and to assist program managers in attaining the objectives of the Organization. This is accomplished by providing objective, systematic and independent reviews of program implementation and operations. More specifically Internal Audit and Evaluation are key functions within IAOD aimed to enhance relevance, effectiveness, efficiency, learning and accountability of the Organization's operations and activities.

### 3. PROGRAM OBJECTIVES

18. The objectives and desired outcomes for HRMD and HREDS of the Learning and Training Program should be seen from three perspectives:

- (1) **Immediate perspective**  
Support the new SRP and especially the PMSDS agenda by working closely with their needs to develop a functional and practical learning and training program to underpin the introduction and roll out of PMSDS
- (2) **Mid-term perspective**  
Support, complement and facilitate PMSDS initiatives to ensure a successful and sustainable implementation of PMSDS
- (3) **Long-term perspective**  
Become a Learning Organization by using the PMSDS platform together with other planned initiatives (e.g. Corporate Learning program) to embed the new strategic realignment strategy.

#### 3.1 Program Scope and Approach

19. The Learning Training Program will represent a three (3) year contract with successful tender/s reviewed on an annual basis. Proposals may be submitted for the whole of the program and/or specific Category A-G deliverables within the program. For example it is possible to submit a proposal for the Communication Category only. The successful tender/s would then be responsible for delivering all Category A: Communication deliverables over a 3 year period.

For planning purposes unless otherwise specified, group size is taken to be 16 unless otherwise specified. (Note that some group activities limited to 8-10 participants e.g. Customer Service in a UN context)

#### 3.2 Planned Initiatives

20. The Learning Training initiatives are thematically organized and sorted into seven (7) Categories of need referred to as Categories A-G (refer to list below). Each of these seven Categories hosts a series of independent learning, training initiatives although there is articulation between some of the initiatives and specific topics. Within each Category, topics and content are thematically suggested to assist in the preparation of this proposal and especially to guide the successful tender/s in the development and delivery process. While the term ‘workshop’ is used throughout this proposal for ease of reference tender/s are encouraged to submit proposals that do not simply limit delivery via workshops. WIPO will look favorably on the combination of a range of technologies including blended model for delivery purposes provided the suggested alternatives are also cost effective in achieving the required learning outcomes

- Category A: Communication
- Category B: Managing people
- Category C: Mediation and Negotiation
- Category D: Ethics
- Category E: Presentation Skills
- Category F: Project management Skills

Category G: Specialized Coaching (for small groups and individuals). This option is available to accompany the learning training initiatives if needed. It is envisaged that the Core MINI modules content highlighted in yellow in some Categories will be available and used for input in coaching sessions where they match identified needs.

21. Delivery could incorporate a variety of technologies and content delivery need not be only workshop based. WIPO is open to reasonable proposals that offer alternate and complementary solutions to simply face to face workshops if appropriate. When workshops are planned, to facilitate planning, design and pricing allow for a group size of 16 participants maximum (unless otherwise specified.). This number is suggested in order to ensure a high rate of active participation by all participants.

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22. When workshops are planned note that the duration of a workshop day is deemed to be 8 hours with at least a one hour break for lunch and two 15-20 minutes breaks morning and afternoon. Half a day should cover 4 hours with a one time 15 minutes break. Short days are workshops that are longer than half a day but not a full day and are designed to allow reflection by participants on what they have learned prior to returning to the workshop and deepening or implementing their knowledge or skills. Short days are especially flexible in that the break should be the lunch break and content and activities fitted around that accordingly. This flexibility allows for late morning starts and earlier closures allowing participants, Managers in particular, the time to action urgent tasks prior to attending the workshop and the same in the afternoon prior to closing their day's activities while still allowing them to reflect on their own learning experience. It also encourages participants to share experiences over lunch
23. **Note** that detailed facilitator notes will be required to be submitted (see deliverable 3 for more detail) to the Head of HREDS by the successful tender/s at least two (2) weeks prior to the pilot delivery and these are required to be refined accordingly post the pilot and prior to any further delivery. There is a template provided for this purpose, please refer to *Facilitator Notes Template*. WIPO would prefer this template be used in all cases since these facilitator notes together with program outlines will form the basis of WIPOs quality control for learning and training at an organizational level.
24. Core MINI Modules (highlighted in yellow within some A-G Categories), are modules within topics that should be developed at a basic as well as at a higher level, allowing for flexibility of delivery when groups are made up of participants with varied experience. WIPO also envisages these MINI Modules will be used in small group and individual coaching when needed. This will ensure that consistent content and organisational messages are being spread across all learning at the organizational level. This requirement is a WIPO quality control measure.
25. Attendance at the workshops will be voluntary and strongly encouraged by WIPO senior management. In some cases it may also be mandatory and part of a career development or performance goal. The majority of workshops are to be delivered in English. Some will be delivered in French. The supportive material should be provided in English initially and after the pilot and any modifications have been agreed, supporting materials must also be produced in French. A cost for this must be included in this tender.
26. The successful tender/s/ is free to submit alternatives to the proposed content framework in addition to the requested content framework though this should be done using the template provided (Annex II, Response Requirements). In this case, alternatives should be supported by explanation and elaboration. Several of the initiatives below will require the successful tender/s to work closely with WIPO to meet the specific needs of the 'WIPO work 'context. (e.g. Project Management initiatives)
27. The Head of the HR Engagement and Development Section, (HREDS) who is also a member of the Training Program Coordination Team, will be the focal point for the successful tender/s for the design of these workshops.
28. Below is a table summarizing the thematically grouped seven Categories A-G and the titles of the specific learning initiatives within each Category. Annex I Appendix I contains a detailed description of suggested content arranged thematically and developmentally within each Category and field. Please refer to this Appendix when planning and designing the delivery of the learning/ training and supporting materials.



**Learning/Training Initiatives**

<p><b>Category A: Communication</b></p> <ul style="list-style-type: none"> <li>- Can't Do Without Communication Skills</li> <li>- Oral Communication for Managers</li> <li>- Communication, Cooperation and Advocacy</li> <li>- WIPO Customer Service in a UN Context</li> <li>- Customer Service Standards – the global benchmarks for the public Sector</li> <li>- Promoting Communication inside WIPO for improved working Practices</li> </ul>	<p><b>Category B: Managing People</b></p> <ul style="list-style-type: none"> <li>- Time Management and Stress Reduction</li> <li>- Essential Guidelines for you to implement and help you manage people</li> <li>- The difference between leadership and management</li> </ul>	<p><b>Category C: Mediation and Negotiation</b></p> <ul style="list-style-type: none"> <li>- The approachable manager</li> <li>- Resolving conflicts positively</li> <li>Essential mediation and negotiation skills for UN context</li> <li>-Strategic negotiation strategies for improved commissioning and procurement</li> </ul>
<p><b>Category D: Ethics</b></p> <ul style="list-style-type: none"> <li>- Ethics and the workplace</li> <li>- Cross cultural ethics and diversity in the workplace</li> <li>- Managerial Ethics</li> </ul>	<p><b>Category E: Presentation Skills and Competencies</b></p> <ul style="list-style-type: none"> <li>- WIPO preferred presentation skills</li> <li>- Advanced Presentation Techniques</li> </ul>	<p><b>Category F: Project Management</b></p> <ul style="list-style-type: none"> <li>- Basic project management in WIPO and the UN sector</li> <li>-WIPO Project management and Cooperation</li> <li>-Essential advanced project management skills in the WIPO context ( Price 2 related)</li> </ul>

**Category G: Coaching.** (FOR: Small group and individuals to meet identified, targeted needs)

Yellow Highlights show Core MINI Modules within the course. These modules are to be developed with an additional more advanced delivery option to cater for mixed audiences (e.g. more experienced managers) who require a refresher and further embedding of knowledge and skills. The same key learning messages should be reflected in both development options. This will allow for a spiralling curriculum and training that advances and continues to develop higher level skills while providing a framework for measuring the quality of learning.

These MINI modules are designed to be flexible modules – can be standalone and used in individual coaching or targeted small group coaching e.g. with a small team

### 3.2.1 Individual Coaching Sessions

29. The successful tender/s might also be asked to provide individual coaching session on the topics above and other topics as needed. Individual coaching could be particularly useful for members of the Senior Management Team whose schedules might not easily accommodate multi-day workshops. The MINI modules are designed to underpin and facilitate this delivery and ensure quality control. The design of materials in designated MINI modules should take this flexible content portability into account. For this proposal these individual coaching sessions are to be priced on at hourly rate per session to be delivered as requested. Individual Coaching to a maximum of eight hours (8) is the *per person* allocation.

## 4. PROGRAM DELIVERABLES

The selected successful tender/s shall be expected to deliver the following:

### Deliverable One

*A detailed description of the layout of the various learning and training activities to be delivered and a copy of the accompanying training material.*

30. Prior to the detailed design of the any learning and training and the supportive training material, the successful tender/s shall deepen understanding of WIPO's culture and environment; in particular the learning and training processes and systems current and passed through additional background information and discussions with the Head HREDS.

31. The successful tender/s shall provide a detailed description of the layout of each category of workshop and the related training material in English. The training material is expected to be consistent with the existing documentation of the WIPO management systems to ensure a correct application in the job after the training. These materials can be in the form of paper or electronic documents, web sites, or any other suitable learning tools. The successful tender/s shall work closely with the HRMD and particularly with HREDS during this preparation period and approval shall be obtained from HREDS and selected representatives of the Training Program coordination Team for the detailed workshop descriptions and accompanying training material prior to their production. As previously stated (two) 2 weeks prior to the pilot of any learning or training delivery, detailed written facilitator notes shall be submitted to the Head of HREDS and revised accordingly if necessary post the pilot evaluation.

The development of the supporting training material is not restricted to one site and it is foreseeable that once the training material and or prototypes have been approved the successful tender/s may develop and produce part or all of this off shore. Note again the MINI Modules must be produced at a basic and higher level as already mentioned in 4.2 Planned Activities, paragraph 21.

### Deliverable Two

*Pilots for each initiative in each category are designed as a preliminary delivery offering an opportunity for any revision of the agenda and materials. After each pilot an evaluation must be conducted to assess (i) the suitability of the pilot as a whole; (ii) the appropriateness and effectiveness of the accompanying training material for training and learning activities.*

32. The successful tender/s shall conduct one pilot for each learning/training initiative delivery prior to finalizing the design and training materials for workshops and other training within each of the Categories A-F. Pilots are not required for Category G, Individual Coaching Sessions.

33 The successful tender/s shall conduct a comprehensive evaluation of the delivered pilot and the accompanying training material to ensure the training program meets the needs of the audience and is appropriately aligned with the Organization's strategic direction.

34. At the end of each pilot, the successful tender/s shall provide the participants with an evaluation questionnaire covering the competence of the trainers, the impact on competencies and skills of the participants, the suitability of the training approach, the training content and supportive training material, and the possibility of subsequent application in the job. The participants completed questionnaires will be returned to the Head of HREDS directly. The normal benchmark of carrying out an evaluation with participants after each delivery will automatically apply to all subsequent deliveries after the pilot. Please also refer to deliverable 3 below. This will ensure continuous evaluation after each delivery and an opportunity to gain from those insights in subsequent deliveries.

35. Based on the findings, the successful tender/s shall, if required, in close cooperation with the HREDS and Training Program Coordination Team representatives, finetune the workshops, activities and training material, within two weeks after the completion of the pilot. If needed WIPO, at its sole discretion, may request a repetition of the pilot in order to allow the successful tender/s to apply the desired modifications based on said findings.

35. Each delivery whether face to face, on-line or in a blended learning context etc must be evaluated at the end of the delivery. These evaluations will be returned to HREDS directly. In addition, please note that WIPO will conduct its own assessment; review the contract thereafter and continuation of contract will be subject to satisfactory outcome of the pilot. WIPO will also review the contract on a yearly basis and continuation will be subject to effective performance consistent with the objectives of this proposal and the strategic goals of the Organization.

### **Deliverable Three**

*Execute the learning and training activities according to the detailed training plan of the Training Program for the WIPO staff and provide support and achieve training objectives.*

*The delivery of learning and training initiatives will occur within two distinct phases: (i) Support for initial PMSDS roll-out and (ii) post initial roll-out. These initiatives will be as negotiated and delivered as required by HR Engagement and Development Section (HREDS) within the agreed 3 year contract parameters of this contract. Evaluation of each and every such initiative (in accordance with standard feedback practice) forms part of this deliverable.*

*It is likely that for 2010 and perhaps for the first quarter of 2011 as the phase (i) initial PMSDS roll-out training occurs, all delivery of the supporting learning/ training activities in this tender proposal will be based on specific needs and ad hoc requirements rather than on a fixed training plan schedule. During the Post initial PMSDS roll-out phase it is expected that a more detailed training plan will be scheduled in close cooperation with HREDS and the Training Program Coordination Team.*

36. All learning and training activities during phase (i) will be negotiated and scheduled with HREDS according to emerging needs. During phase (ii) when it is envisaged that a detailed training plan will form the basis of delivery schedules, the training plan shall consider the needs of the various Sectors and the category of management (senior, higher, middle and line management) while keeping in mind the overall objectives of the Training Program and of the Organization. The approval of the Head HREDS and selected representatives of the Training Program Coordination Team would be obtained for the detailed training plans. The requirements for Phase (ii) are detailed further in Deliverable 4 below.

37. During delivery, the successful tender/s shall provide participants with training materials to help them apply the newly learned skills in their jobs and to practice and review the content of the training from time to time. The examples used during delivery should take into account specifics of the various Sectors and category of management (senior, higher, middle and line management), where applicable. All learning and training delivery initiatives shall initially be conducted in English. As some initiatives will be conducted in French, the trainer team should ideally be confident communicators in both languages. NOTE: The French delivery option cost and all it entails (translation of training materials and facilitator notes etc) as already mentioned must be included in this tender.

38. At the end of each learning training initiative/activity, the successful tender/s shall obtain feedback from the participants using the agreed evaluation questionnaire which may be the same as in the pilot or with agreed modifications. Again, the participants would return the completed questionnaires to the Head of HREDS directly.

#### **Deliverable Four**

*Execution of individual coaching sessions on demand – this deliverable applies only to Category G*

39. The successful tender/s shall provided individual coaching sessions in English to members of the Senior Management Team and other staff with specific identified needs on demand, based on the hourly rate included in their proposal to a maximum total of eight (8) hours per participant. Note that the flexible portable MINI modules previously referred to should be used as the starting point for coaching whenever appropriate and possible to ensure quality control across all levels of the organization through consistent key messages and learning points.

#### **Deliverable Five**

*Assessment of the training program at the end of the contract period and a final report, including an executive summary and supporting documentation*

40. The successful tender/s shall assess the effectiveness of the training program. In this report, the successful tender/s shall provide WIPO with a comprehensive analysis, for each learning training initiative/activity within each Category. The outcome, the shortcomings, if any, and the lessons learnt, and recommendations on how to continue the learning process and further foster the learning culture in WIPO.

41. The projected timeline for this proposal is a three year fixed contract with delivery of contracted activities on a demand basis.

### **5. PROGRAM GOVERNANCE**

42. To ensure efficient management of the program, WIPO would provide an internal management structure overseen by HREDS and extended to other stakeholders within the organization (representatives of Divisions, Heads of Units, technical experts etc) as needed. HREDS will be the program governance focal point for such internal consultation and review with stakeholders.

#### **5.1 HR- Engagement and Development Section (HREDS)**

43. The role of HREDS as the program governance focal point may include such functions as:

- Undertake preparatory tasks as required prior to commencement of the Program;

- 
- Validate that the scope of Training Program is adequately covered and that the program is properly supported by internal resources and timely decisions as required;
  - Provide information and support as appropriate to the successful tender/s to facilitate the implementation of the training program;
  - Validate any assumptions made by the successful tender/s and any interim deliverables, presentations and reports;
  - Accept, reject or request improvement of all program deliverables;
  - Work with focal points from the different programs within the Organization to obtain information and data as required and to coordinate the implementation of the training program;
  - Undertake an ongoing internal assessment of the training program through evaluation questionnaires, interviews, observing sessions/workshops and any other means;
  - Prepare progress reports and highlight any issues that would need to be resolved by the DG and/or the Senior Management Team (SMT).

44. A subgroup of HREDS and the Training Program Coordination Team together with 1-2 external experts, if needed, will constitute the Tender Evaluation Team. HREDS would be the responsible focal point for assistance and for providing the necessary information and data requested by the Training Program Coordination Team for their specific Sector and for anyone else who may need such assistance.

**PLEASE NOTE:** Direct communication between the tender company, their consultants and WTO staff must be through HREDS and Procurement or the procurement and tender process could be compromised.