



**Internal Oversight Division**

EVAL 2016-02

**Evaluation Section – Final Report**

Evaluation of WIPO's Pilot Project on the Professional Development of Women

May 20, 2016

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## EXECUTIVE SUMMARY

This evaluation, which was conducted between January and April 2016, presents the results of the first phase of the Pilot Project on the Professional Development of Women (2015-2016). This evaluation will be followed and completed by a second assessment to be conducted in 2016-2017 that will assess the implementation of the second pilot project (tentative starting date: May 2016). Findings, conclusions and recommendations from the two evaluations will provide input for the design of a wider program for the professional development of staff members at WIPO.

At the current stage, the following achievements have been identified:

- (a) Participating in the pilot project has increased participants' consciousness and readiness to seize career opportunities. Participants have increased their awareness and quest for potential career domains and started to focus on improving their professional knowledge and skills in order to pursue higher positions. Also, this project led to behavioral change for some participants who applied for vacancies.
- (b) High level of involvement, professionalism and commitment of project implementers were the key factors for this successful result in the first phase of the project. A tailored approach to participants' needs and personalized support remain as essential drivers.

The areas where improvements could be made are as follows:

- (a) The design of the project's logical framework with inclusion of the linkages between activities, outputs and main outcome, as well as indicators and targets to assess progress towards identified results once the pilot stage is closed;
- (b) The modification of the selection criteria to scale-up the project to other post-levels where gender balance needs to be reached;
- (c) The allocation of proper level of human resources and time to effectively manage the project considering the number of participants and the required high quality and personalized support; and
- (d) Broadening the portfolio of activities in agreement with participants.