



Internal Oversight Division

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Evaluation Report

Evaluation of the Pilot Program on Professional and Career Development (Phase 2)

September 28, 2018

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LIST OF ACRONYMS

CD	Career Development
CS	Career Support
HR	Human Resources
HRMD	Human Resources Management Department
ICSC	International Civil Service Commission
IMO	International Maritime Organization
IOD	Internal Oversight Division
ILO	International Labor Organization
IP	Intellectual Property
IPO	Intellectual Property Office
ITU	International Telecommunication Union
JIU	Joint Inspection Unit
MTSP	Medium Term Strategic Plan
OCHA	Office for the Coordination of Humanitarian Affairs
OHCHR	Office of the High Commissioner for Human Rights
OECD	Organization for Economic Co-operation and Development
PMSDS	Performance Management and Staff Development System
PDS	Performance and Development Section
PPPCD	Pilot Program on Professional and Career Development
P&B	Program and Budget
UN	United Nations
UNAIDS	United Nations Programme on HIV/AIDS
UNEG	United Nations Evaluation Group
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children's Emergency Fund
UNOG	United Nations Office at Geneva
UNSSC	United Nations System Staff College
UN SWAP	United Nations system-wide Action Plan
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WTO	World Trade Organization

EXECUTIVE SUMMARY

1. This report documents the evaluation results of the World Intellectual Property Organization's (WIPO's) Pilot Program on Professional and Career Development (PPPCD) (Phase 2, hereafter referred to as, "the Pilot Program"). The Evaluation Section conducted the assessment between May and August 2018. It included interviews with 32 staff members and representatives of other organizations, a focus group discussion with ten staff members, a workshop with 30 staff members, an internal survey, desk reviews of documentation, and a benchmarking and financial analysis.

2. RELEVANCE

(a) The Pilot Program, on a small scale, has proved to be relevant to address organizational and individual staff needs. It has empowered all staff participating in the Program to develop the necessary skills and experience, contributing to maintaining existing talent in the Organization and enhancing motivation and communication in the workplace.

(b) While the Pilot Program and other human resource initiatives have evolved as isolated solutions to address some of the needs and risks the Organization is facing, the Pilot Program has reached the necessary maturity to address existing Organizational challenges, including gender-related ones, in a more holistic and consolidated manner.

(c) The evidence shows that specific mobility services, such as developmental assignments and on-the-job training outside the organization could help align individual needs and aspirations with the organizational needs.

3. EFFECTIVENESS

(a) The Pilot Program has focused on achieving results at the individual level during its two phases, but it is also to some extent contributing to addressing the organizational needs and challenges identified in the Medium Term Strategic Plan (MTSP). More specifically, the intervention empowered staff members to pursue their individual career development (CD) and build a skilled workforce. As a result, it contributed to generating motivational and behavioral changes among beneficiaries. The know-how gained during the piloting period aims at addressing organizational and individual challenges.

(b) The Pilot Program was not designed to contribute directly to any of the Program and Budget indicators; however, it has the potential to contribute to increasing the percentage of women in professional and higher positions, one of the key indicators for Program 23.

4. EFFICIENCY

(a) The implementation strategy proved to be efficient. However, maintaining the same level of human resources while doubling the number of beneficiaries resulted in a reduction of time and services compared to those of phase one. Nevertheless, beneficiaries expressed high satisfaction regarding the availability of and access to Pilot Program staff.

5. SUSTAINABILITY

(a) WIPO's structure and resources for CD services at this stage are insufficient considering the existing and future organizational needs and challenges. In its current form, the Pilot Program is not sustainable. Should it be scaled up into a holistic organization-wide Career Support (CS) service and strategy, the experience gained during the pilot phase would ensure the provision of cost-efficient services.

(b) There is an existing and general widespread call for CD services to be more transparent and accessible. Therefore, any future CD support service should be inclusive allowing access to all staff in a demand-driven approach. Stakeholders were of the view that the main criteria should be staff motivation and gender equality.

(c) The most useful CD schemes identified by stakeholders are mobility related services, training outside the organization and the Mentoring Program.

6. RECOMMENDATIONS

(a) The Human Resources Management Department (HRMD) should consider developing a full-fledged CS framework and supporting architecture that clearly states the problems and issues to tackle, the internal and external assumptions and contextual factors as well as the expected results and goals.

(b) The HRMD should ensure the engagement of managers and direct supervisors when providing CS services and transparently informing all staff about the process of having access to the CS services and talent identification.

(c) WIPO should consider taking into account existing experience and learning from the pilot on CD and establish a focal point for coordination of CS in HR Performance and Development Section to substantially address existing organizational challenges.