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)

1. INTRODUCTION

8.   IOD included in its 2019 Oversight Plan the joint evaluation and audit of WIPO's Policy on Gender Equality. This joint exercise was identified through a risk assessment, the evidence gap, inputs from the Management and Member States.

(A)   EVALUATION PURPOSE

9.   The purpose of this combined exercise is to verify how the Organization has integrated the WIPO Policy on Gender Equality (the Policy)[1] in the design and delivery of its activities, and to assess effective and efficient implementation of, and compliance with, the Policy.

10.   The engagement aims to determine if WIPO has operationalized the Policy and its mandates in its policies and programs as well as in human resources policies and procedures. The engagement will cover activities and expected results of the Policy between 2014 and 2018.

11.   The objectives of this joint evaluation and audit were to determine, assess and report on:

(a)   Relevance and effectiveness of the Policy both at organizational level, and in the design and implementation of WIPO Program activities;

(b)   Efficiency and effectiveness in governance, organizational structure, and control mechanisms in place surrounding the implementation of the Policy;

(c)   The results of the Policy from its issuance in 2014 to 2018, with attention given to those related to the implementation of the substantive gender equality and Intellectual Property (IP) mainstreaming, and the extent to which the Policy drove institutional changes;

(d)   Lessons learned that can be drawn on for future implementation; Identify good practices that could be replicated externally and internally, in particular with regards to both programmatic and human resources policies and procedures; and

(e)   Define if necessary, SMART[2] recommendations that can be built into the existing Policy and assist WIPO in mainstreaming gender perspectives across the Organization.

12.   The results will be used to inform internal and external stakeholders, and more specifically assist the Director General, the HRMD Director, the Gender and Diversity Specialist (GDS), the Reference Group (RG), other relevant Program Managers, as well as WIPO Member States, in making evidence-based strategic decisions on this crosscutting organizational issue.

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[1] Office Instruction No. 47/2014 ("Policy on Gender Equality").
[2] SMART: Specific, Measurable, Achievable, Relevant, Time-bound.

(B)   SCOPE AND METHODOLOGY

13.   IOD designed the evaluation-audit of the Policy following the United Nations Evaluation Group (UNEG) Guidance Document on Integrating Human Rights and Gender Equality in Evaluations. A gender responsive evaluation has two dimensions, as defined by UNEG:

(a)   "Results-oriented: it assesses the extent to which the intervention is guided by organizational and system-wide objectives of gender equality, and has achieved gender equality results related to these objectives;

(b)   Process-oriented: it examines how and to what extent gender equality is mainstreamed in the intervention's programming process and it applies gender equality mainstreaming principles."

14.   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. This involvement is based on suitable methodologies, focusing on interviews, consultations, meetings, surveys, RG meetings, data analysis and document reviews.

15.   The evaluation has made use of qualitative and quantitative data, as well as primary and secondary data. All data sources have been triangulated to summarize reported findings.

(a)   "Qualitative Data refers to the data that provides insights and understanding about a particular problem. It can be approximated but cannot be computed. The nature of qualitative data is descriptive and so it is a bit difficult to analyze it. This type of data can be classified into categories, on the basis of physical attributes and properties of the object. The data is interpreted as spoken or written narratives rather than numbers. The methods used by this exercise to collect qualitative data included: focus group discussions, observations, interviews, and archival materials such as updates of the GDS among others. IOD also made use of narratives provided through the survey which allowed for open questions. The credibility of qualitative research is the result of effectively managing data collection paying particular attention to scope and data. The scope has to do with how well the participants from which data are gathered represents the broader population that is the focus of the investigation. For that the evaluation team got responses from a total of 462 stakeholders representing about 25 per cent of the total population to be consulted (1,270 staff members and 198 Member States). The evaluation process was very inclusive as the total staff and Member States were invited to participate either through focus group discussions, face to face interviews, or via administered surveys. IOD offered several consultations platforms in order to maximize the evaluators' ability to gain access and cooperation from the people of interest. The results of all qualitative data gathered from 462 stakeholders has been classified by categories, summarized and presented in the relevant chapters of this report.

(b)   Quantitative Data refers to the data which computes the values and counts and can be expressed in numerical terms. The methods used in this exercise included surveys, evidence analysis based on desk research".[3]

16.   The evaluation-audit purpose and objectives – along with the understanding laid out in the Theory of Change (TOC) – provide the basis for the evaluation framework, which in turn

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[3] https://keydifferences.com/difference-between-qualitative-and-quantitative-data.html

underpin and guide the methodological approach. The framework is structured against the UNEG Norms and Standards, the Organization for Economic Co-operation and Development / Development Assistance Committee (OECD/DAC) evaluation criteria[4] (relevance, effectiveness, efficiency, impact, and sustainability) and identifying key evaluation questions matrix, supported by more sub-questions that are detailed, indicators, and potential data sources, which can be found in Annex III. As per the agreed evaluation TORs, the scope of this evaluation-audit was for the period 2014 to 2018, although the evaluation team has used 2019 data when available and relevant, to answer the questions posed on the TOR with a cutoff date of May 15, 2019.

17.   As part of the design stage and using data resulting from the TOC, the evaluators designed an evaluation question matrix to detail and analyze each evaluation question, as agreed in the ToRs for this assignment.

18.   The matrix is a useful tool that aims to define relevant evaluation sub-questions with indicators that will provide answers to the questions. It helps in the identification of the data source and collection methods, as well as the analysis procedures.

19.   Questions in the matrix were developed following the OECD/DAC standards, UNEG Standards for Integrating Human Rights and Gender Equality in Evaluations, and the IOD Internal Audit Framework. In addition, the engagement applies the International Standards for the Professional Practice of Internal Auditing[5], the International Labour Organization (ILO) Participatory Gender Audit methodology[6].

20.   The joint evaluation and audit covered the following:

(a)   Analysis of the Policy and its respective plan and framework between 2014 and 2018 designed to contribute towards WIPO's strategic goals;

(b)   Assessment of the GFPs, including the frequency of meetings; roles and responsibilities, knowledge sharing function, and its capacity to drive change for the implementation of the Policy in each Program;

(c)   Assessment of the quality of the results-based framework including data monitoring system and processes from 2014 to 2018; and the relevance towards WIPO's mandate, internal and external stakeholders, and staff needs;

(d)   Identify good practices within WIPO and in other UN Organizations;

(e)   Follow up on the implementation of the annual action plans for the implementation of the Policy;

(f)   Assessment of WIPO staff and managers expectations of the Policy and its implementation in the Organization;

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[4]   http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm
[5]   https://na.theiia.org/
[6]   https://itcilo.org/

(g)   Assessment of the Policy's relevance to targeted stakeholders[7] including feedback on, and expectations of Member States; and

(h)   Identification of factors and good practices that have contributed to the performance[8] and results achieved by the Policy; and of good practices that contributed to the successful achievement of expected results, harmonization, and coherence within the Organization.

21.   The IOD team collaborated with the RG composed of 12 members representing the various WIPO Sectors. The RG met twice during the assignment period, and provided feedback and advice to the team. Specifically, the RG reviewed and commented on the ToRs, preliminary findings, conclusions, recommendations, and draft evaluation-audit report.

22.   Overall, 462 WIPO stakeholders participated in the various consultation processes, as presented in Figure 1 which included:

(a)   Twelve members of the RG;

(b)   Thirteen focus group discussions with about 60 WIPO staff members;

(c)   Face-to-face interviews, 11 (with the WIPO Director General, eight WIPO senior managers, and the GDS);

(d)   Three sets of surveys targeting various audiences (1270 WIPO staff, 52 current and past Gender Focal Points, 198 Member States) were administered to complement the secondary data and information gathered through the focus group discussions. IOD distributed a survey via email in French and English; and

Figure 1: Consulted WIPO Stakeholders

Source: IOD Evaluation of WIPO's Policy on Gender Equality, 2019

(e)   Nine telephone interviews with implementers of WIPO's various programmatic activities[9] that aim to support gender equality.

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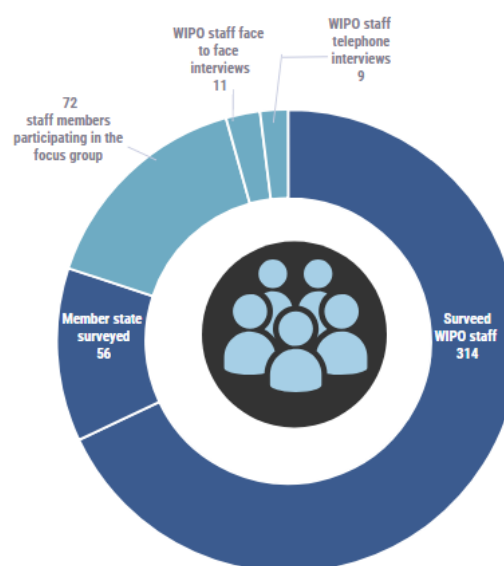
[7] As defined by the OECD/DAC Glossary of Key Terms in Evaluation and Results Based Management, **Stakeholders** include agencies, organizations, groups, or individuals who have direct or indirect interest in the development interventions or its evaluation. In the case of the WIPO Policy on Gender Equality, WIPO staff, member states, ICS have a direct or indirect interest in the implementation of the Policy and its evaluation.

[8] As defined by the OECD/DAC Glossary of Key Terms in Evaluation and Results Based Management, **Performance** refers to the degree to which a development intervention (in this case the Policy) or a development partners operates according to specific criteria/standards/guidelines or achieves results in accordance with stated goals or plans.

[9] **Activity**, as defined by OECD/DAC refers to actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources are mobilized to produce specific outputs. Related term: development intervention.

23.   Overall, 25 per cent of WIPO staff (314 WIPO staff members), 17 per cent of the current GFP, and 28 per cent of WIPO Member States (56 Member States) responded to the surveys, as presented in Figure 2 and 3.

Figure 2: WIPO staff survey respondents (314 staff members)
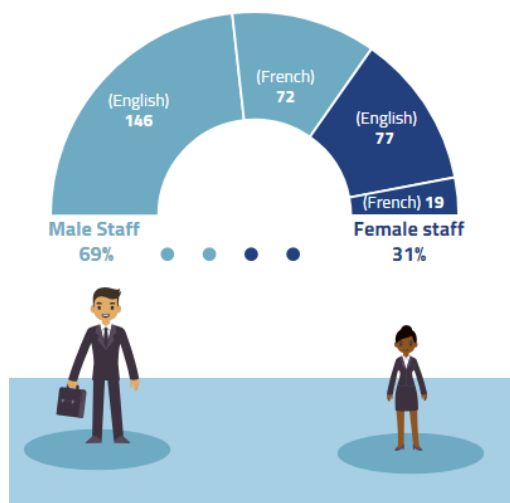
Figure 3: Member States survey respondents (54 Member States)
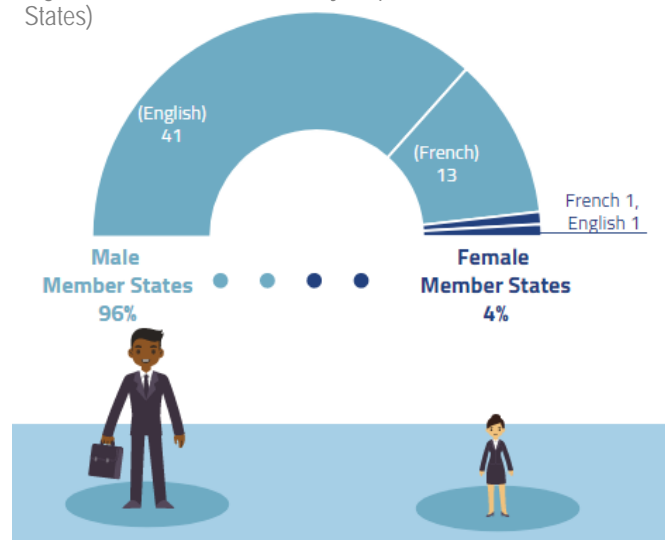
Source: IOD Survey on Exercise of WIPO's Policy on Gender Equality, 2019

24.   IOD applied the OECD/DAC[10] and UNEG criteria of relevance, effectiveness, efficiency, impact, and sustainability to the extent possible. The evaluators constructed a framework for impartiality by triangulating sources and methods of data collection and analysis such as:

(a)   Relying on a cross-section of information sources and methodologies, including desk reviews, stakeholder meetings, client surveys, and focus group interviews;

(b)   Reviewing a broad range of strategies, program documents, baseline analysis, policies, OIs, WIPO's annual reporting on the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP), UN reports, policies, monitoring reports and guidance documents, good practices across the UN, among others; and

(c)   Using a mixed of qualitative and quantitative methods.

(C)   LIMITATIONS

25.   In view of the agreed time schedule for this evaluation, it was agreed to leave out external consultations to IP offices, beneficiaries of WIPO activities, and other UN Organizations for a follow up assessment.

26.   Staff participation to focus group discussions was low, perhaps due to reluctance to speak out, and exigencies of work. IOD reasonably addressed this limitation by putting the following measures in place:

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[10] [see footnote 4]

(a)   Announcing the combined evaluation and audit to all WIPO staff: Two information sessions for all staff were offered in the AB building and another one in the CAM Building;

(b)   Provision of 13 focus group discussions: a set of two hours sessions and another set of focus group discussions of 30 minutes each;

(c)   Getting a statistically representative number of survey responses (20 per cent of the consulted population). Leaflets informing staff on the survey were distributed in the WIPO cafeterias and staff mailboxes. Two reminders were sent to all staff; and

(d)   IOD administered the surveys in both French and English.

27.   Limited sex disaggregated program data was available. Sex disaggregated data for human resources was made available upon request. Consequently, the team invested a good proportion of its time gathering raw data, and analyzing data to recreate baselines, existing situation, and future trends. This exercise required various sources of information such as staff information, program monitoring data, and in-house records. IOD also invited the managers of 31 gender activities for a telephone interview to discuss progress and results achieved. However, only the managers of 11 activities responded to IOD invitations.

28.   The IOD team relied on primary data such as surveys and consultations and secondary data from the Programs.

2. CONTEXT OF WIPO'S WORK ON GENDER EQUALITY

29.   WIPO, as the UN specialized agency dedicated to promoting innovation and creativity for economic, social, and cultural development through the use of IP, is committed to promoting gender equality and the empowerment of women within its mandate and in line with the commitments of the UN.

30.   To initiate the process of ensuring that WIPO met UN standards for gender equality, the Director General appointed in 2009, the Organization's first GFP. The GFP, with the assistance of a special advisor, carried out an assessment of WIPO efforts at mainstreaming gender perspectives in its policies and programs and overall gender equality in the Organization. In particular, the following UN commitments and recommendations were considered:

(a)   The Beijing Declaration and Platform for Action (1995), which the General Assembly called upon all entities of the UN system to implement;

(b)   The ECOSOC agreed conclusions 1997/2 (A/52/3)[11], which adopted a definition and principles on gender mainstreaming, and provided specific recommendations on implementation;

(c)   The UN Millennium Declaration (2000) and the Millennium Development Goals promoting gender equality and the empowerment of women;

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[11] https://www.un.org/womenwatch/osagi/pdf/ECOSOCAC1997.2.PDF

(d)   The General Assembly and Secretary-General's suggested measures[12] to accelerate women's progress, which include recommendations and indicators of progress to assess the improvement of the status of women within the UN system; and

(e)   The adoption of the UN System-wide Policy on Gender Equality and the Empowerment of Women (CEB/2006/2).

31.   Within this framework, the assessment[13]:

(a)   Measured WIPO against the ECOSOC agreed conclusions; and

(b)   Analyzed the state of gender equality in WIPO against the Secretary-General's suggested measures to improve the status of women within the UN system and taking into consideration direction by the Director General of WIPO to achieve gender balance within the Organization, particularly within senior positions.

32.   The assessment concluded that incorporation of gender perspectives in WIPO policies and programs was largely *ad hoc* and UN-designated indicators were absent. With respect to gender equality internally, the assessment concluded that WIPO appeared to be an organization that fostered gender equality but that the overall metrics and indicators used during the assessment provided a mixed picture on implementation.

33.   The final recommendations of the assessment called for accelerating WIPO's progress on gender equality within leadership, including:

(a)   The adoption of a gender policy integrating UN-recommended indicators on gender equality;

(b)   The appointment of a high-level champion to oversee its implementation; and

(c)   A call to the Director General to seize every opportunity to lead on gender equality.

34.   Following these recommendations, WIPO recruited a GDS in 2013. In August 2014, the Director General approved and published the WIPO Policy on Gender Equality.

35.   The Policy aims to integrate gender perspectives in two broad areas: WIPO's substantive programs and WIPO's workplace. Its implementation is operationalized by Program Managers, supported by the GDS and in close collaboration with GFPs.

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[12] Reports 2006-2014 of the Secretary General on the Improvement of the status of women in the United Nations system. https://www.un.org/gender/content/framework
[13] Detailed needs assessment with two exercises in Annex IV

Figure 4: Infographic of the WIPO Policy on Gender Equality.
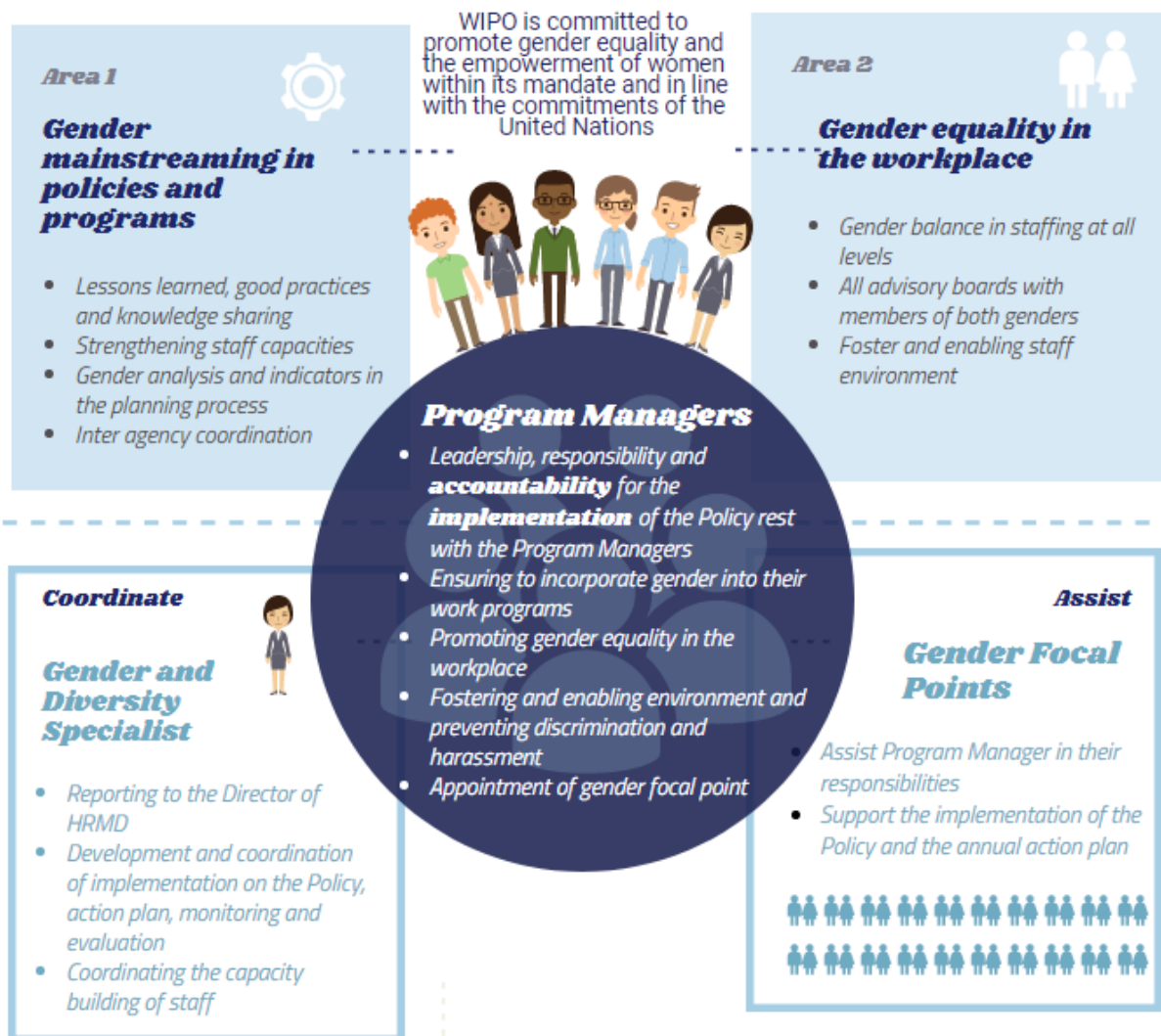
(A)   DEFINITIONS

36.   For the purpose of this exercise, some basic concepts and definitions are clarified below.

37.   **"Gender equality (Equality between women and men)** refers to the equal rights, responsibilities, and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs, and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women's issue but should concern and fully engage men as well as

women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centered development."[14]

38.   **"Gender** refers to the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, as well as the relations between women and those between men. These attributes, opportunities, and relationships are socially constructed and are learned through socialization processes. They are context/time-specific and changeable. Gender determines what is expected, allowed, and valued in a woman or a man in a given context. In most societies, there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and control over resources, as well as decision-making opportunities. Gender is part of the broader socio-cultural context. Other important criteria for socio-cultural analysis include class, race, poverty level, ethnic group, and age."[15]

39.   **"Gender mainstreaming** is the chosen approach of the UN system and international community toward realizing progress on women's and girl's rights, as a sub-set of human rights to which the UN dedicates itself. It is not a goal or objective on its own. It is a strategy for implementing greater equality for women and girls in relation to men and boys. Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in all areas and at all levels. It is a way to make women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality."[16]

40.   **"Gender-responsive budgeting** is a method of determining the extent to which government expenditure has detracted from or come nearer to the goal of gender equality. A gender-responsive budget is not a separate budget for women, but rather a tool that analyses budget allocations, public spending and taxation from a gender perspective and can be subsequently used to advocate for reallocation of budget line items to better respond to women's priorities as well as men's, making them, as the name suggests, gender-responsive."[17]

41.   The strategy of **mainstreaming** is defined in the ECOSOC agreed conclusions, 1997/2, as "…the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in all areas and at all levels. It is a strategy for making women and men's concerns and experiences an integral dimension of the design, implementation, monitoring, and evaluation of policies and programs in all political, economic, and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality."

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[14] UN Women, OSAGI Gender Mainstreaming - Concepts and definitions
[15] UN Women, OSAGI Gender Mainstreaming - Concepts and definitions
[16] UNICEF, UNFPA, UNDP, UN Women. "Gender Equality, UN Coherence and You", ECOSOC agreed conclusions 1997/2
[17] UN Women, OSAGI Gender Mainstreaming - Concepts and definitions

3. IS THE WIPO POLICY RELEVANT?

42.   This section aims to answer the relevance criteria meaning the extent to which WIPO designed the Policy to address staff needs, the needs of its external stakeholders, and organizational and international requirements.

43.   Each sub-section analyses data collected throughout the evaluation and in particular, the quantitative and qualitative analysis focuses on secondary sources, survey results, and focus group discussions. The relevance section closes with a summary of key findings, conclusions, and recommendations.

(A)   DOES THE POLICY MEET THE ORGANIZATIONAL NEEDS AND INTERNATIONAL REQUIREMENTS AND RECOMMENDATIONS?

44.   As presented in the context section, WIPO developed the Policy following a needs assessment in 2011, which can be found in Annex IV, as well as the UN-SWAP 1.0, which resulted from extensive UN system-wide consultations by UN Women to create a common set of indicators. The WIPO needs assessment analyzed WIPO's gender mainstreaming in its policies and programs through a set of UN commitments and recommendations, particularly the ECOSOC Agreed Conclusions[18], and through the analysis of the state of gender equality in WIPO through the Report of the Secretary-General on the Improvement of the Status of Women in the UN System.[19]

45.   The analysis of the Policy and the related UN commitments and recommendations shows that the Policy integrates most of the suggested measures on gender balance from both ECOSOC and other UN commitments and recommendations highlighted in the needs assessment.

46.   Five out of 22 ECOSOC recommendations are fully integrated in the Policy, and 13 out of 22 are partially addressed. The remaining four recommendations were left out of the Policy. For example, ECOSOC recommendation (c) within the "Institutional requirements for gender mainstreaming in all policies and programs" states that:

Good Practices: Institutionalizing mainstreaming of gender

"All entities of the United Nations system…should institutionalize mainstreaming of a gender perspective at all levels through specific steps, including: (c) The improvement of tools for gender mainstreaming, such as gender analysis, the use of data disaggregated by sex and age and sector-specific gender surveys, as well as gender-sensitive studies, guidelines and checklists for programming;"

Source: ECOSOC agreed conclusions 1997/2 (A/52/3)

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[18] ECOSOC agreed conclusions 1997/2 (A/52/3)
https://www.un.org/womenwatch/osagi/pdf/ECOSOCAC1997.2.PDF
[19] Reports 2006-2014 of the Secretary General on the Improvement of the status of women in the United Nations system. https://www.un.org/gender/content/framework

47.   The Policy brings up this subject but only to some extent required by the ECOSOC recommendation. It does so as follow:

(a)   "…Gender perspectives, including gender analysis and the development of applicable gender-sensitive performance indicators, will therefore be gradually integrated into the strategic planning, biennial planning and annual work planning processes, as well as implementation and monitoring, performance assessment and evaluation mechanisms."

(b)   Within the Policy, gender analysis is further defined as "the collection and analysis of sex-disaggregated information. Men and women both perform different roles."

Figure 5: Percentage of ECOSOC recommendations fully, partially, or not addressed by the Policy
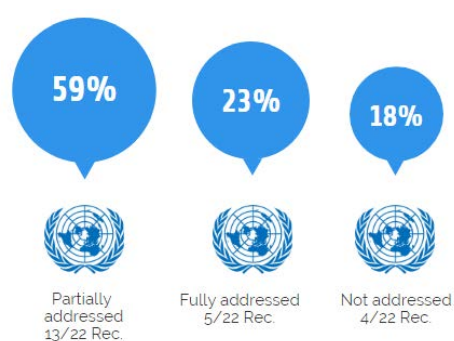
Figure 6: Percentage of the Report of the Secretary-General suggested measures and recommendations fully, partially, or not addressed by the Policy

59% — Partially addressed 13/22 Rec.
23% — Fully addressed 5/22 Rec.
18% — Not addressed 4/22 Rec.

73% — Partially addressed 11/15 Rec.
20% — Not addressed 3/15 Rec.
7% — Fully addressed 1/15 Rec.
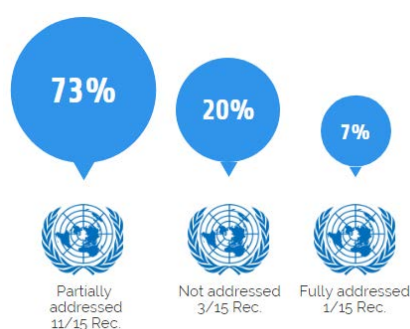
Source: Policy analysis Annex V and VI

48.   The Policy partially addresses the Report of the Secretary-General on the Improvement of the Status of Women in the United Nations System used within the baseline assessment. In this case, over 73% of the suggestions are partially addressed by the Policy. (Figure 6)

49.   For example, the UN Secretary-General report suggested measures for improving the status of women in the UN through career development. It provides five specific measures for uptake such as providing a specialist adviser for career development and career guidance.

50.   Within the Policy, the following is mentioned on career development:

(a)   "…Measures will be taken to foster an enabling environment, including the support of work-life balance initiatives, career development, and prevention of discrimination and harassment for men and women."

(b)   While the point of career development is mentioned within the Policy but only to a limited extent, however more details on this topic are required.

51.   The full chart on the recommendations and their implementation status is in Annex I.

52.   The current policy would benefit from a revision to ensure alignment and coherence with the evolution of the Organization and the UN system recommendations and requirements both in gender mainstreaming and in the equal representation of women in the workforce. For instance, the current Policy indicates that WIPO strives to achieve gender balance in staffing at all levels by 2020, whereas the WIPO 2019-2021 Gender Action Parity Plan, prepared in line

with the UN System-wide Strategy on Gender Parity, indicates that the gender parity at all staff levels is estimated to be achieved around 2026.

(B)   IS THE WIPO POLICY RELEVANT TO ADDRESS THE STAFF NEEDS?

53.   The survey administered to internal staff as part of this engagement, indicate that 62 per cent of male respondents and 50 per cent of female respondents agree that they are familiar with the contents of the Policy.

54.   In addition, 52 per cent of male respondents and 38 per cent of female respondents agree that they are informed about the progress made on the implementation of the Policy, and 28 per cent of female respondents and 42 per cent of male respondents agree that the Policy addresses the needs of the Organization, as shown below.

Figure 7: Percentage results by gender for the survey question "To what extent do you agree with the following statements:"

I am familiar with the content of the Policy	62%	27%	10%	20%	30%	50%
The Policy fully addresses the needs of the Organization	42%	49%	9%	14%	58%	28%
I am informed of the Policy progress	52%	33%	15%	24%	38%	38%

Agree ——— Not sure ——— Disagree
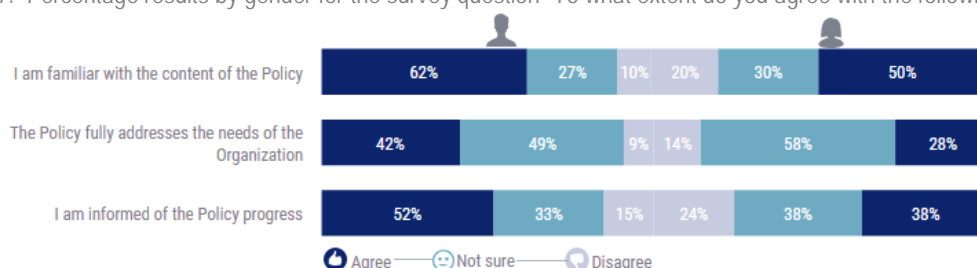
Source: IOD Survey on Evaluation of WIPO's Policy on Gender Equality, 2019

55.   Although the Policy is partially addressing points that both the WIPO's 2011 needs assessment identified and the UN recommends as stated in section A, its implementation can go unnoticed if staff are partly unaware of the Policy contents.

56.   The Policy highlights three areas of implementation specific to staff involvement within:

(a)   Gender mainstreaming in policies and programs: "…Gender mainstreaming efforts will be complemented and underpinned by building the necessary capacities of staff to institutionalize gender equality."

(b)   Gender equality in the workplace: "Measures will be taken to foster an enabling environment, including the support of work-life balance initiatives, career development, and prevention of discrimination and harassment for men and women"; and

(c)   The roles and responsibilities: "Realizing the Policy's goal of promoting gender equality requires commitment of each WIPO staff member."

57.   A similar discussion took place with focus groups during the 2011 needs assessment, whereby staff indicated low awareness of initiatives related to staff wellbeing, and expressed a strong interest in accessing more information.

58.   The focus group discussions support these survey findings[20]. Participating staff and non-staff resources contracted through ICS mentioned that:

(a)   Gender mainstreaming in policies and programs – They are aware of initiatives to mainstream gender although on a very case-to-case basis and mostly for those linked to

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[20] A matrix of the focus group discussions can be found on Annex XI

their programs. They are partly unaware of initiatives in place to improve capacities to institutionalize gender equality.

(b)   On Gender equality in the workplace - They are aware of policies to foster an environment that supports work-life balance, as for example the time management or parental leave policies. Other policies related to career development, as for example mobility or language policies, were partially known and not in detail. They expressed the view that there is insufficient user-friendly documentation and if documentation exists, it is a challenge to obtain or to access the information or it is almost invisible on this topic.

(c)   Roles and responsibilities - Participating staff understood that in general, they have a role when implementing policies but they are uncertain as to what degree their responsibilities extended on the implementation of the Policy.

(C)   IS THE POLICY RELEVANT TO WIPO'S EXTERNAL STAKEHOLDERS?

59.   Limited information has been gathered from external stakeholders as the scope of the evaluation was mainly based on internal participation, analysis, and research.

60.   WIPO Member States were invited to participate in a survey on the WIPO Policy on Gender Equality. Overall, IOD received 28 per cent response (56 responses from Member States), which limits the representativeness of the results. Nevertheless, 58 per cent of the respondents agree that the Policy fully addresses the needs of the Organization and WIPO is carrying out activities, and integrating gender perspectives into relevant policies of the Organization.

Figure 8: Percentage results for the survey question "To what extent do you agree with the following statements:"
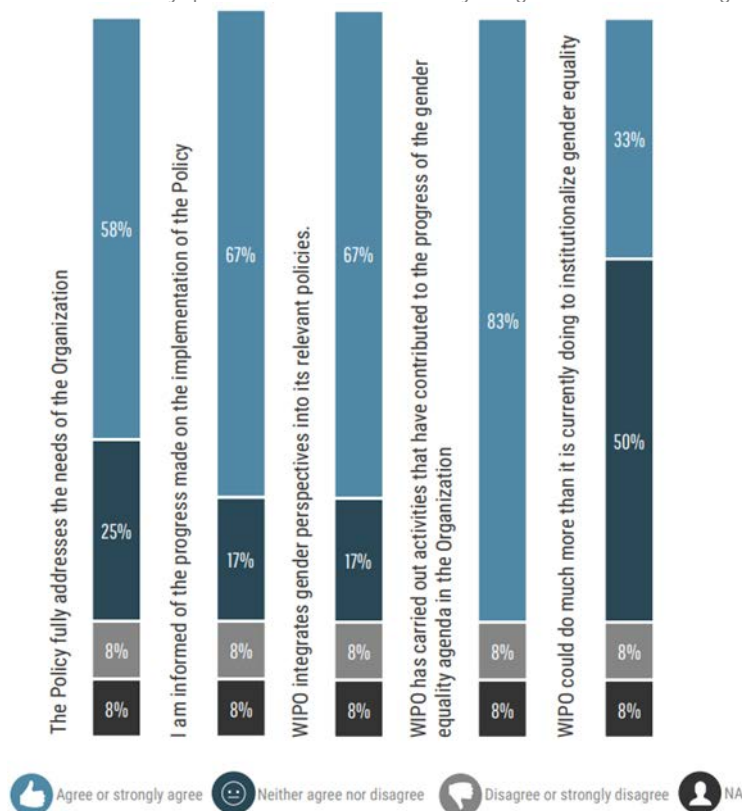
Source: IOD Survey to Member States on the WIPO Policy on Gender Equality, 2019

61.   The only question with less agreement was regarding whether WIPO could do more to institutionalize gender equality (54 per cent agree). In some comments within the survey, responding Member States did point out that there should be more awareness raising and informative updates on the implementation of the Policy.

62.   A brief analysis of the reports prepared after the WIPO General Assemblies and the Assemblies of the Member States of WIPO showed that gender is mentioned to a marginal extent by Member States during their interventions. Whenever it has been mentioned, it focuses on geographic origin and gender balance concerns. Within the assemblies of Member States since 2012, gender has been mentioned by the Organization and by various Member States on six instances in the past seven years. In the WIPO General Assembly report, it has only been mentioned once by a Member State in 2018. This analysis looked at these two assembly reports and it is not exhaustive of all WIPO reports and documentations.

63.   It is important to note that although not reflected in the assembly documents mentioned above, within the Committee on Development and Intellectual Property (CDIP) there are deliberations on Women and IP since its inclusion in 2018. Member States are keen to discuss this issue and are supportive of women and IP rights.

Finding 1: The Policy as it stands is partially relevant as it addresses 59 to 73 per cent of the needs identified as part of the baseline assessment done in 2011.

Finding 2: Fifty per cent of female survey respondents and 62 per cent of male respondents are familiar with the content of the Policy. At the same time, 38 per cent of women and 52 per cent of men among those who responded to the survey indicated that, they are informed on the implementation status.

Finding 3: Twenty-eight per cent of female respondents and 42 per cent of male respondents indicated that the Policy fully addresses the needs of the Organization.

Finding 4: Fifty-eight per cent of the Member States who responded to the survey indicated that, needs of the Organization are fully addressed by the Policy, although a broader analysis of other external stakeholders is needed for a full assessment.

Conclusion 1: The Policy is relevant as it does partially address the needs of its stakeholders. However, the basic awareness of initiatives and policies in place related to gender mainstreaming and their link to the Policy is partly unclear to staff. Knowledge of the Policy contents, progress and areas of implementation among female staff respondents remains low and its implementation can go unnoticed if staff are unaware of the Policy contents.

4.   WHAT IS THE CONTRIBUTION TO GENDER EQUALITY?

64.   This section covers the assessment of the effectiveness to assess the extent to which the Policy's objectives were achieved, or are expected to be achieved, considering their relative importance. Effectiveness assesses the outcome level, intended as an uptake or result of an output[21]. This section answers the following questions included in the TOR for this joint exercise:

(a)   To what extent has the Organization implemented the WIPO Policy on Gender Equality and what is the result achieved?

(b)   To what extent are programs and staff adhering to the Policy?

(c)   What were the most and least significant changes identified? Why? What should be future steps?

(A)   HAS WIPO ESTABLISHED THE TARGETS FOR GENDER EQUALITY?

65.   Setting goals, monitoring and keeping stakeholders, and decision makers informed on progress and achievement of results are essential to driving organizational change and strengthen implementation even further. Although the Policy defined the focus areas of work, the causal linkages between short-term, intermediate and long-term-outcomes remain to be established. As indicated by UN Women, ideally the Policy should include specific results, indicators, targets, and timelines to facilitate the management of results as well as monitoring and reporting on progress towards goals[22].

66.   For the purpose of this exercise, IOD reconstructed consultation with HRMD TOC to implement the Policy. WIPO's TOC to promote gender equality, as presented in Figure 9 below was used to measure, whenever feasible, the extent to which the outputs and outcomes have been achieved and where possible, identify potential impacts based on the defined TOC.

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[21] As defined in the UNEG guidance document on Integrating Human Rights and Gender Equality in Evaluations, 2014
[22] UN WOMEN Review of Corporate Gender Equality Evaluation in the United Nations System, 2015

Figure 9: Retrospective Theory of Change
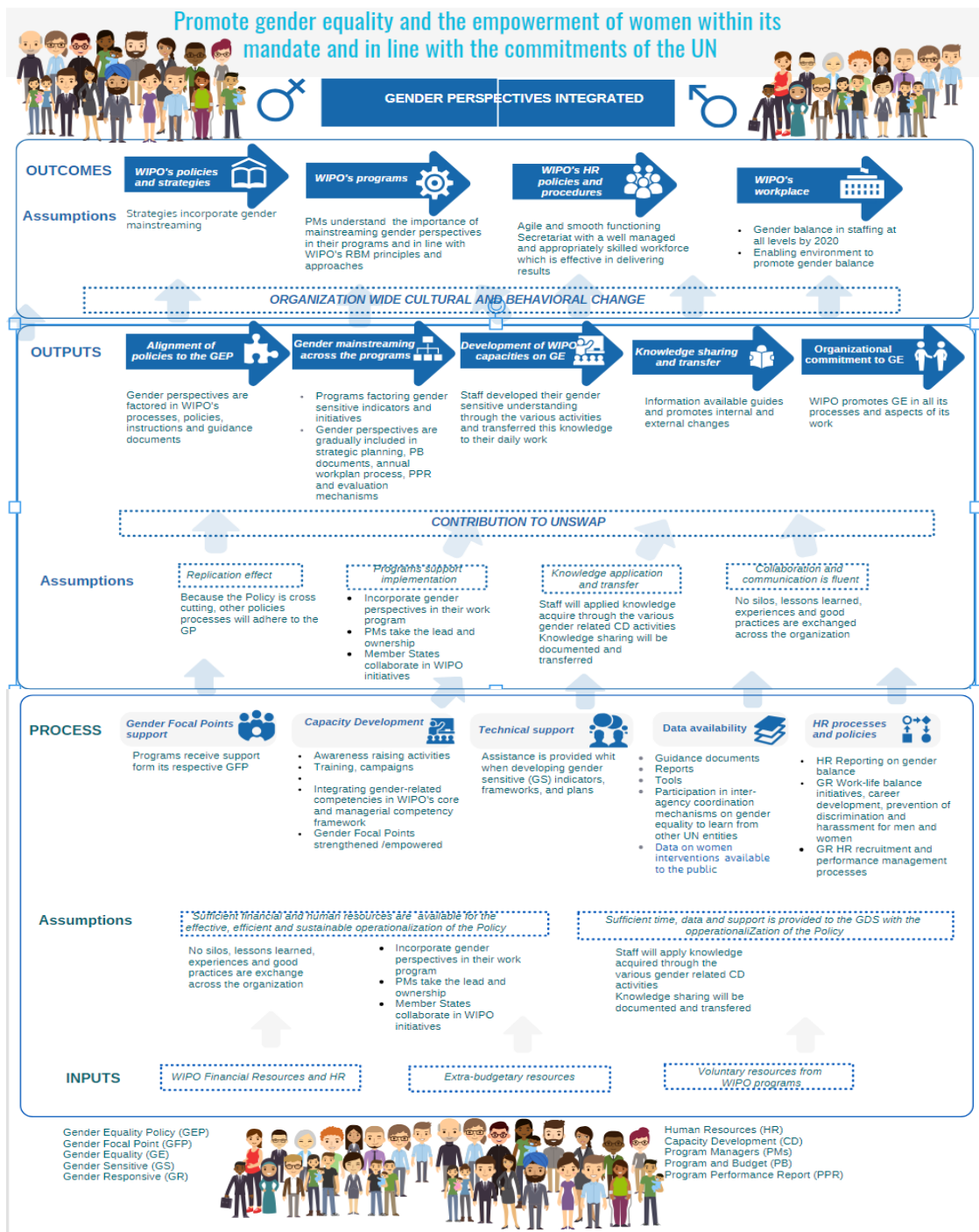
Source: Prepared by, IOD 2019

67.   Since 2014, WIPO has developed, on a biennial basis, Action Plans (2014-2015) and Action Points (2016-2017; 2018-2019) in collaboration with the GFPs and the Organization is in the process of mainstreaming gender equality across its activities. While the establishment of action points is a first step in the right direction, the action points would be more effective if they were incorporated in WIPO's RBM, including annual workplaning and program performance

reports, complemented by clearer scope, schedules, individual roles and responsibilities, budget, monitoring plans, reporting, and exit strategies as presented below.

Figure 10: Action Plan Cycle

GOAL REACHED!

START

1.

PLANNING - HOW TO MAP OUT THE INTERVENTION
- Determine the real problem to solve
- Identify the stakeholders
- Define the objectives
- Determine the scope, resources and major tasks
- Identify the trade-offs

2.

BUILD- UP- HOW TO GET THE INTERVENTION GOING
- Assemble the teams
- Plan the assignments
- Create the schedule
- Develop a budget

4.

CLOSEOUT - HOW TO HANDLE END MATTERS -
- Evaluate interventions' performance
- Exit strategies
- Debrief with the team

3.

IMPLEMENTATION
- Monitor and control process and budget
- Report progress
- Hold team meetings
- Manage problems

Adapted from Harvard Business Review Guide to Project Management; content originally published in Harvard Business Review Press, 2006

Source: Harvard Business Review – The Four Phases of Project Management[23]

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[23] https://hbr.org/2016/11/the-four-phases-of-project-management

68.   Some good practice examples of results logic in gender equality policies and action plans are highlighted below.

Good Practices: Converting policies into action

The United Nation High Commissioner for Refugees (UNHCR) Policy on Age, Gender, and Diversity developed in 2018[24] provides a good example of a policy, and the Age, Gender and Diversity Mainstreaming Forward Plan 2011-2016 included concrete measures for policy implementation and several strategic results to be achieved by 2016.

The **ILO Gender Policy** is accompanied by an Action Plan for Gender Equality 2018-21[25] that included clear indicators and targets. Key indicators included: increase in extent to which gender equality is represented within its Programme Implementation Report; number of gender audits conducted of ILO units/offices; results reports to senior management and management response; number of gender-sensitive indicators developed and promoted for technical work[26].

As specified in the **UN** System-Wide Strategy on Gender Parity organizations need to provide the methodology and template for all business units to calculate targets and baselines by level.

The United Nations Children's Fund (UNICEF) developed the Gender Action Plan 2014–2017, which aligns with the Strategic Priority Action Plan and specifies how UNICEF will promote gender equality across the entire organization's work[27].

Source: UN WOMEN Review of Corporate Gender Equality Evaluation in the United Nations System, July 2015 and UN System-Wide Strategy on Gender Parity, 2017 and UNICEF Gender Action Plan 2014-2017. Actualized and modified by IOD, Evaluation Section, WIPO 2019

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[24] UNHCR Policy on Age, Gender and Diversity, 2018.
https://www.unhcr.org/protection/women/5aa13c0c7/policy-age-gender-diversity-accountability-2018.html
[25] ILO Action Plan for Gender Equality 2018-21, Geneva 2018.
https://www.ilo.org/wcmsp5/groups/public/---dgreports/---gender/documents/publication/wcms_645402.pdf
[26] Strategy Evaluation: Performance and Progress in Gender Mainstreaming through the ILO Action Plan for Gender Equality 2009.
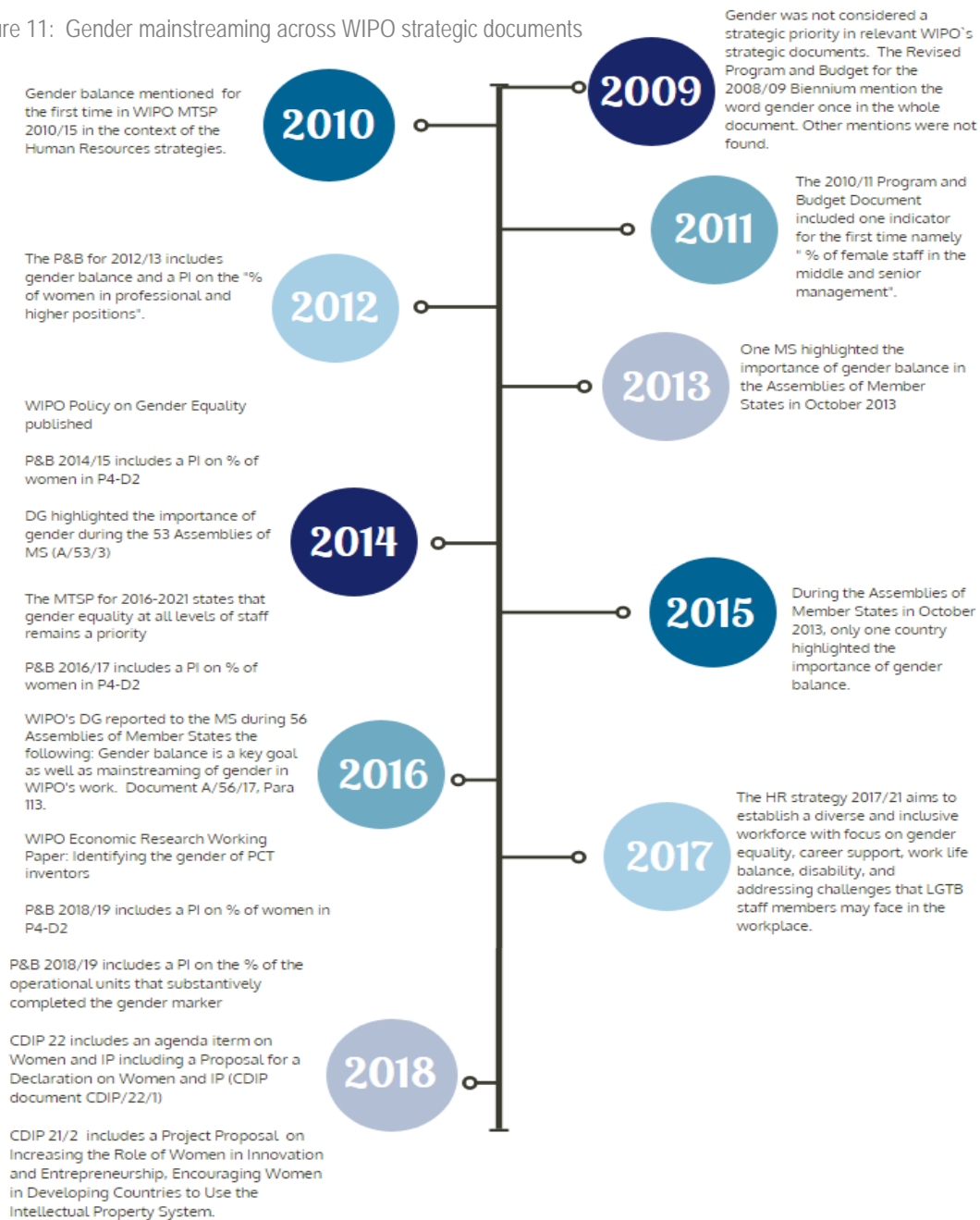[27] UNICEF Gender Action Plan 2018-2021.
https://www.unicef.org/gender/files/Gender_Action_Plan_brochure-web.pdf

(B)   HAS GENDER BECOME A STRATEGIC PRIORITY?

69.   IOD assessed the extent to which the key strategic documents integrate gender perspectives before and after the adoption of the Policy in 2014. This analysis is not aimed to be an exhaustive analysis of all WIPO documents. Documents considered included the following: Assembly documents, Medium Term Strategies, Human Resources Annual Reports and Program and Budget Documents.

Figure 11: Gender mainstreaming across WIPO strategic documents

2009 — Gender was not considered a strategic priority in relevant WIPO's strategic documents. The Revised Program and Budget for the 2008/09 Biennium mention the word gender once in the whole document. Other mentions were not found.

2010 — Gender balance mentioned for the first time in WIPO MTSP 2010/15 in the context of the Human Resources strategies.

2011 — The 2010/11 Program and Budget Document included one indicator for the first time namely " % of female staff in the middle and senior management".

2012 — The P&B for 2012/13 includes gender balance and a PI on the "% of women in professional and higher positions".

2013 — One MS highlighted the importance of gender balance in the Assemblies of Member States in October 2013

2014 —
WIPO Policy on Gender Equality published

P&B 2014/15 includes a PI on % of women in P4-D2

DG highlighted the importance of gender during the 53 Assemblies of MS (A/53/3)

2015 — During the Assemblies of Member States in October 2013, only one country highlighted the importance of gender balance.

2016 —
The MTSP for 2016-2021 states that gender equality at all levels of staff remains a priority

P&B 2016/17 includes a PI on % of women in P4-D2

WIPO's DG reported to the MS during 56 Assemblies of Member States the following: Gender balance is a key goal as well as mainstreaming of gender in WIPO's work. Document A/56/17, Para 113.

WIPO Economic Research Working Paper: Identifying the gender of PCT inventors

P&B 2018/19 includes a PI on % of women in P4-D2

2017 — The HR strategy 2017/21 aims to establish a diverse and inclusive workforce with focus on gender equality, career support, work life balance, disability, and addressing challenges that LGTB staff members may face in the workplace.

2018 —
P&B 2018/19 includes a PI on the % of the operational units that substantively completed the gender marker

CDIP 22 includes an agenda iterm on Women and IP including a Proposal for a Declaration on Women and IP (CDIP document CDIP/22/1)

CDIP 21/2 includes a Project Proposal on Increasing the Role of Women in Innovation and Entrepreneurship, Encouraging Women in Developing Countries to Use the Intellectual Property System.

Source: Prepared in using WIPO Medium-Term Strategic Plan, HR Strategies, WIPO Assemblies reports, CDIP reports and P&B Documents, IOD 2019

70.   In terms of outputs, gender remains unnoticed in relevant WIPO's strategic documents during 2009. Gradually in 2010, gender, especially issues related to staff recruitment, started to gain more attention, as presented in Figure 11 above. With the introduction of the Policy in 2014, the inclusion of gender beyond recruitment processes was initiated and mainstreamed in many organizational aspects, including programmatic aspects. Gender mainstreaming or the equal representation of women was present in the Medium-Term Strategic Plan (MTSP), Program & Budget (P&B) documents, Human Resources Strategy 2017/21, Assembly of Member States, as well as in the CDIP. Figure 11 above provides an overview of the evolution of the inclusion of gender equality aspects in WIPO's relevant strategic documents.

71.   While gender equality in the work place and across the programs is considered a high-level strategic priority, evidence on formal targets for business units to gender parity in staffing and incentive systems for staff performance on gender equality remain to be defined. Examples of good practices of accountability framework are presented below:

Good Practices: Making gender equality a priority

UNHCR has put in place an Age, Gender and Diversity Accountability Framework and Annual Report[28] to report on results that are achievable by UNHCR offices. The Accountability Framework calls for leadership by senior managers on Age, Gender and Diversity Mainstreaming concerns throughout the organization. Senior managers (High Commissioner, Deputy and Assistant High Commissioners, Directors, Regional and Country Representatives) are asked to self-assess their performance annually on a three-point scale (fully, partially, and not at all) against one or more out of four related areas of the UNHCR mandate.

Furthermore, an annual analysis of reporting is undertaken to identify gaps and make recommendations. To further institutionalize the framework, UNHCR has integrated the Framework within its overall RBM planning tool.

The Accountability Framework for the **Inter-Agency Standing Committee** Policy on Gender Equality and the Empowerment of Women and Girls in Humanitarian Action 2018-2022[29], provides a good example of accountability framework with targets, indicators, baselines, and deadlines.

Source: UN WOMEN Review of Corporate Gender Equality Evaluation in the United Nations System, July 2015. Actualized and modified by IOD, Evaluation Section, WIPO 2019

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[28] UNHCR Age, Gender and Diversity Accountability Report 2017.
https://www.unhcr.org/protection/women/5c49aa9b4/unhcr-age-gender-diversity-accountability-report-2017.html
[29] Inter-Agency Standing Committee (IASC) Accountability Framework on Gender Equality and the Empowerment of Women and Girls in Humanitarian Action 2018-2022.
https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/rca_iasc_0912201
7_revised_accountability_framework_final_endorsed.pdf

> **Conclusion 2:** the Organization achieved key milestones such as the revision of policies, the inclusion of gender in WIPO's strategic documents, reporting on the UN-SWAP, mainstreaming gender across WIPO Programs among other actions. However, the limited incorporation of gender perspectives in the existing performance indicators, targets, performance reports, time frame among other factors, reduce the Organization's accountability and creates difficulties in measurement of results towards gender equality and identification of mitigation strategies to address the challenges. (Linked to Finding 5, recommendation 1).

(C)   IS GENDER MAINSTREAMED ACROSS WIPO POLICIES?

72.   Policies, regulations, and OIs that create a family-friendly environment are essential to promote gender balance. Mainstreaming gender across WIPO policies is the process of assessing the implications for women and men of any policy, in all areas and at all levels. It is a way to make women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality[30]. IOD assessed the implications for men and women across WIPO Policies. This assessment is not exhaustive and it is based on the smaller sample of policies.

73.   Between August 2014 and May 2019, WIPO published 183[31] OIs. "Office Instructions are organization-wide communications having a binding character, which apply to WIPO staff as a whole, or an explicitly limited portion thereof[32]".

74.   Following the publication of the Policy, 15 OIs were drafted considering gender implications. It remains to define a strategy for mainstreaming gender across WIPO policies and assessing the implications policies have for men and women in a more systematic manner, as the existing process presents some inconsistencies. For instance, a short guidance on mainstreaming gender across policies could be included in the Internal Guidelines for the Use of OIs and Information Circulars. The assessment of implications policies have on women and men is a continuous work; having clear guidance included in the procedure for approval and publication of OIs would be necessary for a more coherent mainstreaming approach.

75.   Figure 12 and 13 provide an overview of the 31 WIPO policies that are gender mainstreamed and reported under the UN-SWAP *vs.* the total number of policies published by WIPO between 2015-2019. Based on a rapid assessment, IOD found that out of 78 reviewed policies 47 WIPO OIs published between 2015 and 2019 remain to be mainstreamed. However, a more thorough and detailed assessment of the implications WIPO's policies and OIs have on women and men should be done in collaboration with a gender expert. The complete list of policies that could be considered for an assessment are included in Annex XIII.

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[30] Gender mainstreaming, as defined by UNICEF, UNFPA, UNDP, UN Women. "Gender Equality, UN Coherence and You", ECOSOC agreed conclusions 1997/2.
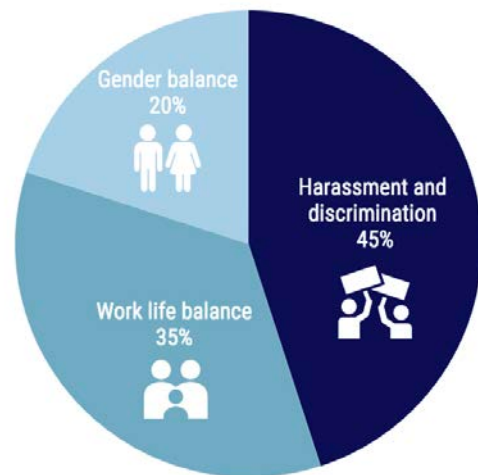[31] This figure excludes all WIPO Internal Re-Organization Office Instructions.
[32] WIPO Internal Guidelines for the Use of Office Instructions and Information Circulars.

Figure 12: Gender mainstreamed Policies/OIs vs. total number of WIPO Policies/OIs

Figure 13: Gender mainstreamed in 31 WIPO policies

Source: WIPO intranet Office and Procedures

Source: WIPO's UN-SWAP reporting 2013-2018

Conclusion 3: As there is no systematic strategy for assessing the implications WIPO's policies have on women and men and mainstreaming gender across the policies, it is noted that several policies remain to be assessed in order to address some of the existing gender challenges. (Linked to Finding 6, recommendation 2).

(D)   HAS GENDER BEEN MAINSTREAMED IN WIPO'S RESULTS BASED FRAMEWORK?

(i)   Gender Responsive Performance Indicators (PIs) and Expected Results (ERs)

76.   IOD notes that the WIPO P&B for 2018-19 has two gender sensitive Performance Indicators (PI):

Table 1: WIPO Gender Balance Expected Results (ERs) and Performance Indicators (PIs)

ERs	PIs
An agile and smooth functioning Secretariat with a well-managed and appropriately skilled workforce, which is effectively delivering results	% of WIPO operational units that have substantively completed the gender marker coding in the annual work plans (Program 22)
	% of women from P4 to D2 (Program 23)

Source: WIPO Medium Term Strategy 2016/21 and P&B Documents

77.   While acknowledging that Gender and Sustainable Development Goals (SDGs) (including Goal 5 on Gender Equality) are cross-cutting issues that touch on all WIPO Strategic Goals, there are still opportunities to:

(a)   further, integrate gender perspectives in the RBM framework to increase the number of gender-sensitive PIs;

(b)   Mainstreaming gender perspectives into the ERs that would foster further integration of the Gender in the RBM framework; and

(c)   Provide criteria against which to measure differential outcomes and impact of actions taken.

78.   The Office of Internal Oversight Services (OIOS) of the UN recommends that if "commitment to gender mainstreaming is to be reinforced and action is to be more visible and effective, the focus needs to shift from processes to results[33]". This recommendation can be applied in the case of WIPO.

(ii)   Gender responsive implementation strategies of Programs

79.   The number of Programs using the gender marker and those that mention gender in their implementation strategies outlined in the P&B document of WIPO has gradually increased over time. For instance, gender equality and the empowerment of women were included under the Implementation Strategies of 10 Programs in the WIPO P&B for the 2018-2019 biennium. More programmatic initiatives include gender issues and are geared towards advancing gender equality in innovation and creativity.

80.   For instance, the CDIP in its 22nd session, which took place from November 19 to 23, 2018, included an agenda item on "Women in IP" whereby, the CDIP recognized that inclusive IP policies could contribute to advancing gender equality and women's and girls' empowerment, which has a positive impact on innovation and economic growth. The CDIP identified a series of 10 actions that the Member States should take, and proposed the following tasks to the WIPO Secretariat to help facilitate the implementation of the actions:[34]

(a)   Compiling comparable and sex-disaggregated international data on IP rights owners and creators;

(b)   Sharing methods and procedures for the collection of sex-disaggregated data, the use of indicators, the monitoring and evaluation methodologies, and the economic analysis of gender gaps related to IP;

(c)   Continuing gender mainstreaming in WIPO programs and policies, including the implementation of Policy;

(d)   Continuing through WIPO Academy to empower women through its range of IP training and capacity-building programs; and

(e)   Assisting Member States on the implementation of measures and programs aimed to encourage women and girl's involvement in IP.

81.   Moreover, 36 per cent of respondents of the IOD Survey indicated that WIPO provides them with sufficient guidance and tools to mainstream gender into the programs. While 40 per cent are unsure about the support provided, as presented below.

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[33] UN WOMEN Review of Corporate Gender Equality Evaluation in the United Nations System, July 2015.
[34] https://www.wipo.int/meetings/en/doc_details.jsp?doc_id=418615

Figure 14: Organization provides staff with sufficient guidance and tools to mainstream gender into programs

| 36% | 40% | 24% |

😊 Agree ——————————— 😐 Not sure ——————————— 😶 Disagree

Source: IOD Evaluation of WIPO's Policy on Gender Equality, 2019

82.   Going forward, the Organization can identify opportunities to capitalize on the CDIP decision, which can serve as a good practice and an example to potentially replicate across the Organization. Furthermore, these actions can also present opportunities to develop further gender sensitive PIs that would further support the integration of gender into the RBM framework. Some good practices identified in the UN to support gender mainstreaming across the programs included:

Good Practices: Mainstreaming gender across the programs

☺   Requiring that gender expert is included as part of programs conceptualization and/or the planning team;
☺   Requiring inclusion of gender analysis within planning documents and rating its quality level during the review process;
☺   Inclusion of clear and explicit criteria against which the gender equality dimensions of design will be assessed; for example, results management requirements of the UN-SWAP;
☺   Inclusion of a gender expert in the program approval committee;
☺   Requiring corrective measures for approval when submissions do not meet quality criteria for gender mainstreaming;
☺   Conducting internal and external quality reviews, e.g. comparative assessments on the quality of gender mainstreaming submitted for management review.
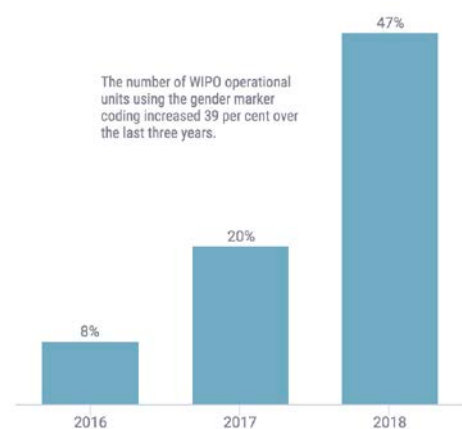
Source: UN WOMEN Review of Corporate Gender Equality in the United Nations System, 2015

(iii)   Gender Marker

83.   The gender marker is a tool commonly used in the UN Common System entities within the framework of the UN-SWAP, to indicate the level of consideration for gender equality when planning program activities. It is a tool to track financial resources used in activities that mainstream gender.

84.   WIPO introduced the gender marker in June 2016, as a means to encourage Programs to incorporate gender perspectives in work planning of Programs and to pave the way for the Organization to start tracking financial resources used for activities that mainstream gender equality. Programs can codify the gender dimensions.

Figure 15: Use of the gender marker codes 2016-2018

The number of WIPO operational units using the gender marker coding increased 39 per cent over the last three years.

8%   20%   47%

2016   2017   2018

Source: HRMD

85.   Based on survey results, only 36 per cent of respondents indicated that they know how the gender markers are implemented in their programs and 22 per cent considered the gender markers relevant, as presented below.

Figure 16: Use of gender markers
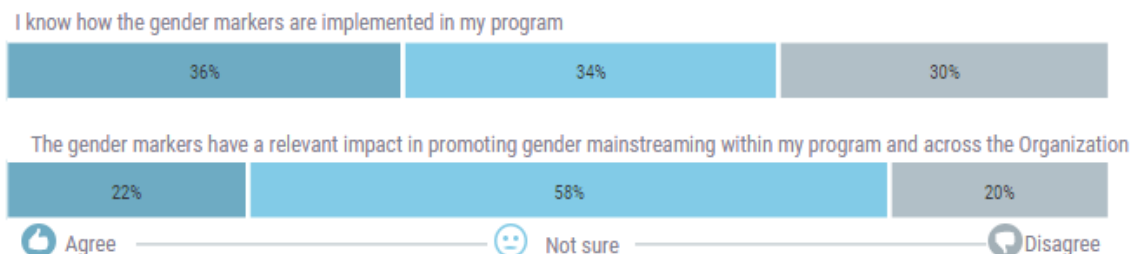
Source: IOD Evaluation of WIPO's Policy on Gender Equality, 2019

86.   IOD further analyzed the use of the gender marker by code in 2018 and 2019, as presented in Figure 17, to provide a clearer picture on the type of considerations given to gender at planning and implementation stages, as well as to identify Program activities whose primary purpose is to advance gender equality.

Figure 17: Use of the Gender Marker Codes in the Work Plan for 2018-19
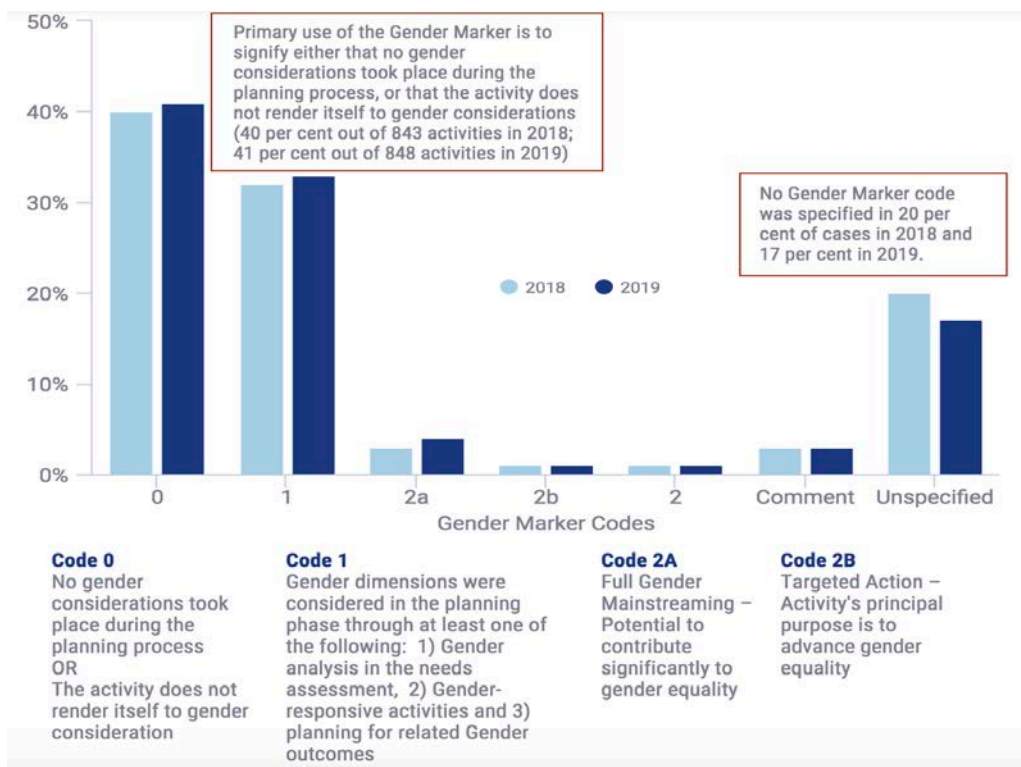
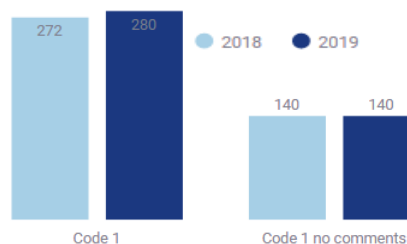*Source: Enterprise Performance Management (EPM) System*

87.   Comments were provided without designating a gender marker code in three per cent of cases in both 2018 and 2019.

88. In addition, business units used the gender marker Code 2 without specifying whether the activity falls under:

(a)   Full Gender Mainstreaming – Potential to contribute significantly to gender equality; or

(b)   Targeted Action – Activity's principal purpose is to advance gender equality.

89. Finally, while the business units used the gender marker Code 1, 32 and 33 per cent of the time in 2018 and 2019 respectively, further review shows that the business units did not substantiated or explained the choice of Code 1 in nearly half of the instances.

Figure 18: Breakdown of Gender Marker Code 1 vs number of Programs

Source: Enterprise Performance Management (EPM) System

Conclusion 4: While acknowledging the increased use of the gender marker over the last three years, there is nevertheless more to be done to enhance understanding and use of these codes to avoid incomplete information or omissions. Further, additional effort is needed to increase the number of activities that fall under Codes 2a, and 2b, representing activities that can significantly contribute to gender equality and activities whose principal purpose is to advance gender equality and mainstreaming. (Linked to Finding 7, recommendation 3)

(iv)   Gender mainstreaming in WIPO Programs

90. Based on the gender marker in the 2018 workplan, 31 activities were rated as full gender mainstreaming with the potential to contribute to gender equality significantly. An assessment of 11 activities (35 per cent) in collaboration with the activity managers found that activities delivered by WIPO have addressed existing gender inequality, aiming to target: female scientists, inventors, mediators and arbitrators, and entrepreneurs, among others. Less targeted activities such as IP day or articles published in the WIPO Magazine aimed to raise awareness on gender equality and IP among IP stakeholders.

91. Based on managers observations (from 11 activities out of 35) and the 2019 update from the GDS, the following effects, changes, or practices have been reported:

(a)   The WIPO Arbitration and Mediation Center seeks to propose gender balanced lists of mediators or arbitrators to parties for appointment in WIPO cases;

(b)   Invitations to the WIPO Assemblies, the Intergovernmental Committee on IP and Genetic Resources, Traditional Knowledge and Folklore, and the Standing Committee on Copyright and Related Rights now include reference to gender equality in relevant languages. The secretariats of other standing committees are encouraged to follow this good practice;

(c)   The Office of the Legal Counsel (OLC) has started encouraging Member States to consider women when nominating Officers for the WIPO Assemblies by including a sentence to encourage consideration of women in its invitation letters to nominate the

Officers. The OLC noted that currently some 10 per cent of Officers are women, while women comprised 36 per cent of the Assembly participants in 2018. As the OLC is in charge of consultations with Member States for the nomination of Officers for WIPO bodies, it plans to monitor how the percentage of women among Officers will change over the years;

(d)   WIPO ran an outreach campaign[35] Women in Tech from mid-January to mid-February 2019, featuring several WIPO colleagues working in the field of tech. The campaign aimed to raise visibility of WIPO as a potential employer at the forefront of innovation and creativity;

(e)   WIPO has launched a new collection of statistics on the number of female inventors listed in international patent applications filed under PCT, which is searchable by country[36];

(f)   The WIPO Academy indicated that female scientists who participated in the WIPO three days training course on IP and physical sciences for female scientists, as part of its collaboration with L'Oréal-UNESCO for Women in Science Programme continued to build their IP knowledge afterward;

(g)   The Economic Research Working Paper No 33, using sex-disaggregated data of PCT inventors, which includes 6.2 million names for 182 countries, is being used internally by the WIPO Bureaus. At the international level, the document is being used by different IP offices, research centers and it has been quoted since its publication in 2016, 974 times as per google scholar's data[37];

(h)   Sub Regional Meetings on IP, Innovation, and Gender Equality in the Latin America and the Caribbean region with IP offices have begun considering gender as part of their management and use of inclusive language in the information dissemination, including gender-sensitive indicators in IP. Institutional gender policies have been incorporated into some IP offices. Several IP offices recognize the importance of having gender information linked to IP rights, as well as the need to establish promotion mechanisms with inclusive language. In general, "the initiative sowed a seed for wider gender mainstreaming in the IP offices in Latin America, particularly within the policies of and practices of industrial property offices"; and

(i)   The Advisory Committee on Enforcement in 2018 almost reached the equality with 105 male participants and 96 female participants. Gender balance is also reflected also among the speakers.

92.   All assessed activities are still in the implementation stage and count on the overall support of the organisation.

93.   Some of the lessons to be learned include:

(a)   Effects, changes, or good practices are based on observations and insufficiently documented, potentially leading to underreporting of results. This finding correlates with

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[35] https://www.impactpool.org/wit4impact/wipo
[36] Updates on gender issues, Gender and Diversity Specialist, June 30, 2019.
[37] Google scholars quotations.
https://scholar.google.ch/scholar?start=0&q=Identifying+the+gender+of+PCT+inventors+Economic+Research+Working+Paper+No.+33&hl=en&as_sdt=0,5&as_ylo=2016&as_yhi=2019

the low number of respondents (33 per cent) who indicated that their program collects data compared with 48 who are either unsure or 19 who do not collect data.

Figure 19: Program collects and analyses gender and age disaggregated data to design, implement, and monitor them

33%	48%	19%

☺ Agree ———————————————— 😐 Not sure —————————————— 🙁 Disagree
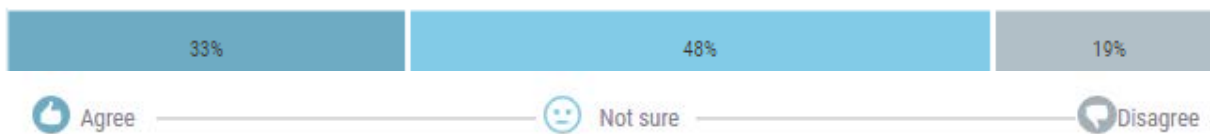
Source: IOD Survey Evaluation of WIPO's Policy on Gender Equality, 2019

(b)   Even though WIPO is applying gender marker, the tracking of gender expenditures remains to be consolidated and automatized to facilitate monitoring and analysis;

(c)   The limited sex disaggregated monitoring data, and reporting on challenges and results at the beneficiary levels reduce the transformative effects activities could have on the final beneficiaries; and

(d)   There are little incentives for staff/managers aiming to contribute to the Policy. Some good practices on how to promote gender include:

Good Practices: Mainstreaming gender across the UN

☺ Ensure that resources for programming on gender equality are made more readily available for entities and sections within entities that have made significant progress on parity, and to work with Member States to encourage similar incentivization;

☺ Managers at all levels who meet their targets and/or demonstrate good practice in support of gender equality and parity should be profiled on entity intranets, gender-related websites, at town hall meetings, and through an annual Secretary General Gender Award as well as any other available means;

☺ As called for in an earlier Executive Committee decision, all senior managers are encouraged to follow the Secretary-General's example and join the International Gender Champions, and make specific, concrete, and ambitious commitments to enhance gender equality and parity within their organizations.

Source: System-Wide Strategy on Gender Parity, 2017

Conclusion 5: the limited monitoring and scarce availability of sex-disaggregated data are diminishing progress made by the Organization through the implementation of gender-responsive activities. (Linked to Finding 8, recommendation 1)

(E)   DOES WIPO PROMOTE GENDER EQUALITY IN THE WORKPLACE?

94.   The Policy recognizes that: "an enabling work environment is essential to promoting gender equality in the workplace", and states: "measures will be taken to foster an enabling environment, including the support of work-life balance initiatives, career development, and prevention of discrimination and harassment for men and women".

(i)   Gender-responsive career support

95.   Survey respondents highlighted the importance of the progress being made and the support provided by the Organization in the following:

(a)   Development of a strategy for talent identification;

(b)   Skills inventory lead by the performance team will be implemented soon;

(c)   EMERGE – Program for Emerging Women Leaders in building the capacities of women at the P3 level;

(d)   The various opportunities in mentoring, coaching and training, including for new comers, and the professional and personal career development training program among other provided by the Performance and Development Section; and

(e)   Unbiased advice from the career support representative.

96.   In 2018, IOD undertook an Evaluation of the Pilot Program on Career Development, which was designed to provide selected[38] WIPO staff with insights on how to manage their career more effectively, develop a realistic and motivating vision of the future and be better equipped to reflect on career and personal development while, at the same, time contributing to gender equality.

97.   The evaluation made three main recommendations:

(a)   The HRMD should consider developing a full-fledged Career Support (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 existing experience and learning from the pilot on Career Development by institutionalizing CS as a distinct unit to substantially address existing organizational challenges.

98.   Considering that recommendations are currently in the early implementation stage, it is too early to report on results. Nevertheless, WIPO has already appointed a Talent Acquisition Manager, and the use of predictive HR analytics, will support human resource planning in better understanding and addressing current challenges in attracting female candidates.

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[38] WIPO HRMD applied six criteria to select staff.

99.   Grounded in the participatory methodology and qualitative inquiry, used during the exercise and the staff consultations recurrent perceptions on several issues were recorded:

Figure 20: Results of WIPO staff consultations on career development
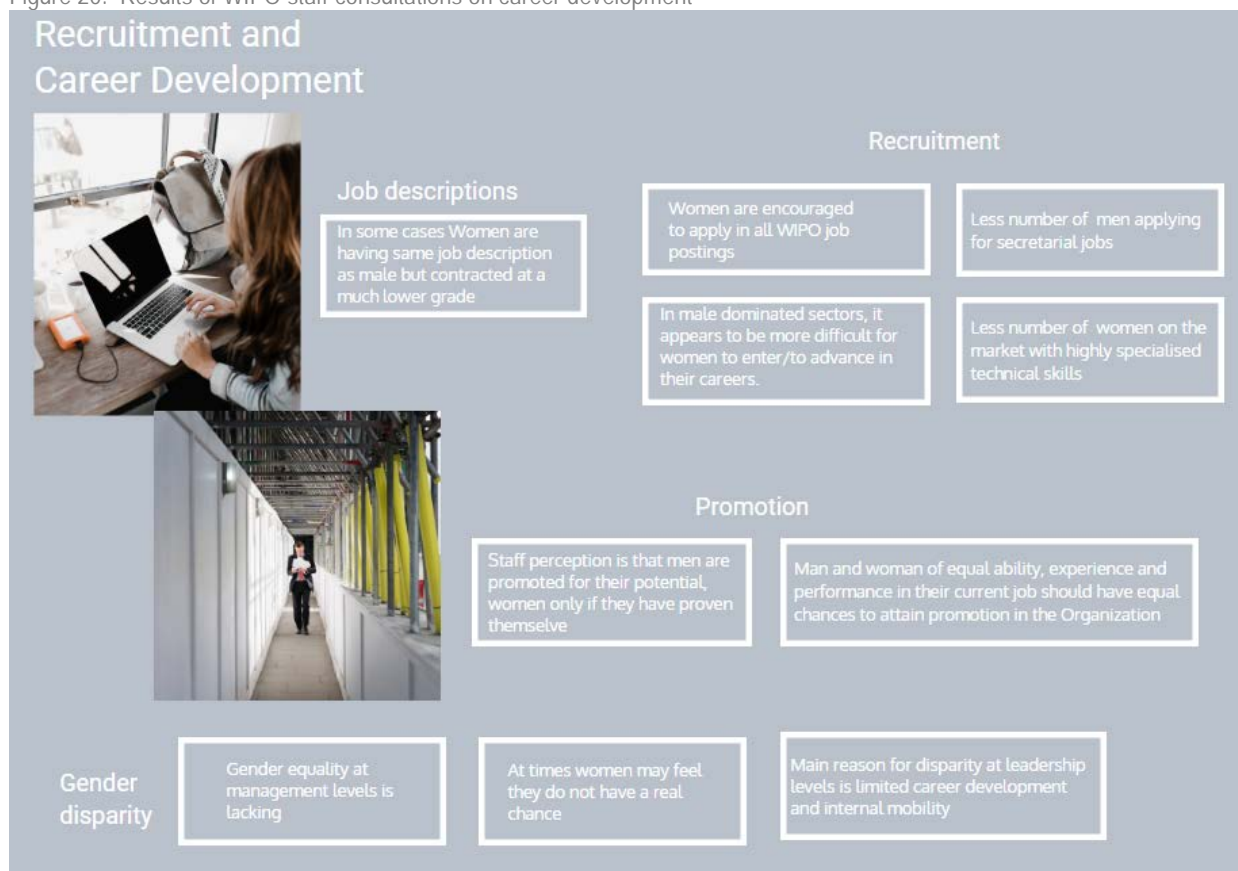
Source: IOD Focus Group Discussions

(ii)   Gender-responsive family-friendly initiatives[39]

100.   Family-friendly policies are essential to enable work life balance in the work place. The UN defined flexible working arrangements and family-friendly policies as follows:

(a)   "Family-friendly policies are those that further enable staff to effectively balance personal, family (i.e. having a child, caring for an ageing relative or self-care during life-changing events) and professional commitments as needed throughout the span of their career. Strong family-friendly policies are central to organizational competitiveness as an employer and its ability to function efficiently. Family-friendly policies are for all staff alike, not only for women. Addressing the needs and changing expectations of men in particular—e.g. through equal parental leave—is just as important. Equal participation is a key enabler of gender equality beyond the workplace and helps to encourage greater gender equality at home and in society at large[40]".

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[39] In 2019 WIPO has created the facility of crèche to staff as to improve the work life balance of its staff.
[40] Enabling Environment Guidelines for the United Nations System, 2019.
http://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2019/gender-parity-enabling-environment-guidelines-en.pdf?la=en&vs=1535
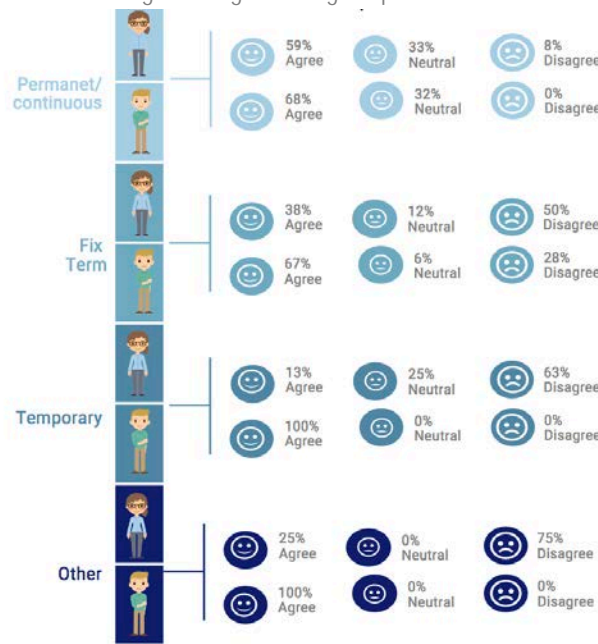
101. In its aim to contribute to gender parity and improve the working conditions for men and women, WIPO has developed several OIs aimed at improving the work-life balance of its staff. Some of the instructions or policies include:

(a)   OI 46/2017 Maternity Leave and Post-Maternity Leave Benefits, Paternity Leave, and Adoption Leave;

(b)   OI 29/2015 Compassionate Leave; and

(c)   OI 33/2018 Rev Sick leave, leave for family-related emergencies.

102. While surveyed staff and/or focus group participants welcome the improvements in the OIs on flexible working arrangements, parental leave, sick leave, among other, there is room for further improvement to reduce the gender gap and provide better working conditions for men and women. Some of the suggestions made by staff are as follows:

(a)   OI 46/2017 Maternity Leave and Post-Maternity Leave Benefits, Paternity Leave, and Adoption Leave:

(i) Surveyed staff indicated that increasing the parental leave for male staff to the same level than the mother is essential to reach gender equality and reduce the adverse effects on the recruitment of women, as managers might be more inclined to recruit men. Some managers consider that the significant risk in appointing women is that in the case of a pregnancy, a woman would take a maternity leave of 16 weeks.

(ii) The OI language also assumes that women are fully responsible for the childcare duties, as parental leave is "compulsory" for women but the same language does not apply for paternity leave.

(iii) Besides, "men shall be entitled to paternity leave, subject to conditions prescribed by the Director General in an OI". Men should be equally entitled to take paternity leave without the need for further conditions, as it is the case for women.

(iv) According to surveyed staff, six out of 10 women holding a permanent/continuous appointment feel encouraged to take advantage of parental leave compared to one out of 10 women holding a temporary appointment. Overall men feel slightly more encouraged to take advantage of parental leave than women.

(v) While women in temporary positions feel overwhelmingly discouraged, 10 out of 10 men in temporary positions feel encouraged compared to seven out of 10 in permanent/continued contractual agreements, as presented in Figure 21.

Figure 21: Staff are encouraged taking advantage of parental leave

	Agree	Neutral	Disagree
Permanet/continuous	59% Agree	33% Neutral	8% Disagree
	68% Agree	32% Neutral	0% Disagree
Fix Term	38% Agree	12% Neutral	50% Disagree
	67% Agree	6% Neutral	28% Disagree
Temporary	13% Agree	25% Neutral	63% Disagree
	100% Agree	0% Neutral	0% Disagree
Other	25% Agree	0% Neutral	75% Disagree
	100% Agree	0% Neutral	0% Disagree

Source: IOD Survey on Evaluation of WIPO's Policy on Gender Equality, 2019

Good Practices: Family friendly initiatives

UNICEF, the World Health Organization (WHO), The Joint United Nations Programme on HIV/AIDS (UNAIDS), UNHCR and the World Food Program (WFP) augmented their maternity leaves to six months, citing a need to align these with their recommendation on exclusive breastfeeding for the first six months of a child's life.

UNICEF has extended the leave for non-gestational parents (fathers, adoptive parents, and parents through surrogacy) to four months.

In December 2017, WFP extended its leave entitlement for non-birth parents to 10 weeks and extended maternity leave to its consultants and short-term staff.

UNHCR has extended the possibility of reduced working hours at 75 per cent (while being remunerated at 100 per cent) to Adoption and Surrogacy Leave until the child is one year of age, or a year from the date of the child's arrival in the staff member's home.

The United Nations Educational, Scientific and Cultural Organization (UNESCO) Day Nursery provides care for children between the ages of 12 months and three years for all personnel. Additionally, the Children's Club provides care for children between the ages of three and eight, once a week and during the school holidays.

Source: Enabling Environment Guidelines for the United Nations System, 2019. Modified by IOD, 2019

(iii)   Gender responsive time management and flexible working arrangements

103. The UN General Assembly resolutions[41] have called for strengthening flexible working arrangements, requesting that the UN Secretary-General and the executive heads of entities ensure that work-life balance policies accelerate the achievement of gender parity.

104. "Flexible working arrangements are mutually beneficial arrangements between personnel and their managers in which both parties agree on when, where and how work is executed. They can greatly benefit the workplace through increased efficiency, reduced absenteeism, increased well-being, business continuity and decreased operating costs[42]".

105. On December 7, 2018, WIPO published the OI 30/2018 Policy on Time Management and Flexible Working Arrangements (FWA). Prior to the issuance of this OI some flexible working arrangements including part-time employment were available. WIPO staff members have welcomed this long awaited Policy on Time Management and FWA and appreciate the additional options provided by the Organization, especially the ones related to compressed work schedules.

106. Based on the survey and consultations including focus group discussions, the following was identified below.

Figure 22: Staff are encouraged to take advantage of flexible working arrangements
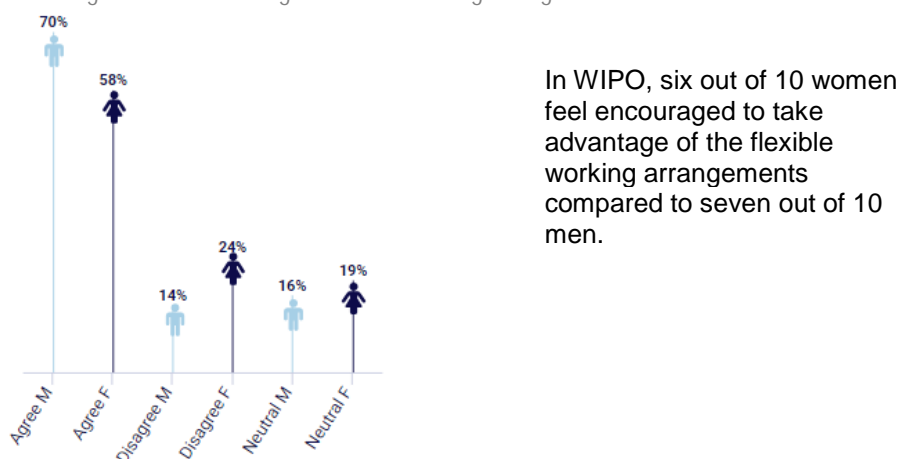
In WIPO, six out of 10 women feel encouraged to take advantage of the flexible working arrangements compared to seven out of 10 men.

Source: IOD Survey on Evaluation of WIPO's Policy on Gender Equality, 2019

107. Nevertheless, based on qualitative data provided by surveyed staff indicated that the new measures to promote work-life balance are still too prescriptive. For instance:

(a)   Having to fix the Regular Time off (RTO) for a specific day of the week well in advance does somehow take the flexibility away. Furthermore, it makes challenging to accommodate work and family needs when the dates are fixed. Surveyed staff suggested that instead of fixing a date for RTOs in advance, supervisors and supervisees should agree on the week the RTO is due on the most convenient day for both of them to make best use of the RTO;

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[41] United Nations General Assembly (2013). Human resources management. 12 April. A/RES/67/255, para. 30., United Nations General Assembly (2010). Human resources management. 24 December. A/RES/67/255, para. 47.
[42] Enabling Environment Guidelines for the United Nations System, 2019.
http://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2019/gender-parity-enabling-environment-guidelines-en.pdf?la=en&vs=1535

(b)   The WIPO OI 30/2018 Policy on Time Management and Flexible Working
Arrangements indicates that "Staff members may take two additional breaks of up to 15
minutes each per day, one in the morning and one in the afternoon, which are considered
as working time". Surveyed staff would rather welcome to have the 30 minutes mandatory
break for lunch instead of 15 minutes each per day, one in the morning and one in the
afternoon, considered as working hours.

(c)   In other cases, surveyed staff felt that the lack of teleworking reduced the
much-needed flexibility for female and male staff.

108. The exercise through desk research identified some good practices that could guide
WIPO in its efforts towards enabling work life balance in the work place.

Good Practices: Work life balance

Overall 14 out of 24 UN Agencies[43] have included telecommuting as an
option for FWAs[44].

The ILO has included the approval process for both regular and *ad hoc*
teleworking in its Enterprise Resource Planning system allowing it to
produce data on teleworking trends, which are regularly monitored.

At the UN Secretariat, the Office of Human Resources Management has
developed several support materials on FWA for both managers and staff
to ensure successful implementation. These include guidelines,
worksheets, reports, and statistics to assist the process of preparing,
requesting, and implementing FWAs for all staff and managers.

The UN Human Resources Portal provides tools for collaboration that enable staff to
access resources for supporting FWAs and virtual collaboration. These web based
platforms, including enterprise social networking and collaboration, a web-based
document repository and messaging services, ease the use of FWAs for both staff and
managers, especially for staff who opt for telecommuting.

The United Nations Development Programme (UNDP) has developed a Leader's Guide
on FWAs to help them understand and manage FWAs more effectively, and the
Organization often includes sessions on FWA management as part of manager
trainings.

Staff members of the International Finance Corporation (IFC) interested in working
remotely—either from home or from other IFC offices rather than where they are
based—can do so during the summer months of July and August, with managerial
approval. This gives staff the option to work from their home countries for several
weeks during school holidays and connect with their children and extended families. It
is also a good option for those who may have a spouse or an ageing relative living
elsewhere.

Source: Enabling Environment Guidelines for the United Nations System, 2019. Modified by IOD, 2019

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[43] JIU/NOTE/212/4: Flexible working arrangements in the United Nations Organizations, Annex 1, Joint Inspection
Unit, Geneva 2012.
https://www.unjiu.org/sites/www.unjiu.org/files/jiu_document_files/products/en/reports-
notes/JIU%20Products/JIU_NOTE_2012_4_English.pdf
[44] https://hr.un.org/page/flexible-working-arrangements/options-and-eligibility

> **Conclusion 6:** WIPO has put the relevant policies in place to enable a working environment conducive to gender equality. However, disparities exist in the gender balance at leadership roles as well as in the support provided to staff, as indicated by the survey results. Furthermore, some surveyed staff indicated that, at times, policies are too prescriptive taking away the much-needed flexibility... (Linked to finding 9, recommendation 1 and 4)

(iv)   Prevention of harassment and discrimination

109. The Organization has conducted a mandatory conflict management program since 2014, which contributes to better understanding and respect for diversity and inclusion at the workplace. The program provides practical tools and opportunities for staff at all levels to deal with difficult situations.

110. WIPO established a working group through OI No. 16/2014, dated March 2014, to develop a draft policy on a respectful and harmonious workplace consistent with Staff Regulation 11.1, which provides: "All staff members have a duty to contribute to a respectful and harmonious workplace".

111. IOD notes that the working group drafted a policy, which became the basis for the Guide to a Respectful and Harmonious Workplace, which was distributed to all staff members on March 21, 2016. The Guide, which has been updated since then, is a resource document for WIPO personnel and guides on WIPO's values, principles, rules, and policies on a respectful and harmonious workplace. It includes references to the relevant WIPO rules and policies and provides the contact details for the channels where staff can obtain further advice and assistance.

112. While acknowledging that the Guide provides useful and relevant information on the subject matter, the Guide is not underpinned by a policy, which would be an authoritative statement of the matters of principle concerning maintaining an organizational culture characterized by respect and harmony in the workplace. However, the guide refers to OI No. 47/2016 Workplace-Related Conflicts and Grievances, the WIPO Code of Ethics, and relevant Staff Regulations and Rules. The Organization has also recently launched a mandatory training course on "Working Together Harmoniously".

113. The Chief Executives Board for Coordination (CEB) Task Force for Addressing Sexual Harassment within the Organizations of the UN System developed a UN System Model Policy on Sexual Harassment[45]. IOD notes that, at WIPO, sexual harassment is addressed under various policies such as the Staff Regulations and Rules, the OIs on Workplace-related conflicts and grievances, and above stated Guide to a Respectful and Harmonious Workplace. Going forward, it would be important to revise the existing policies and guidance in line with the UN model Policy on Sexual Harassment.

114. WIPO participated in the "Safe Space: Survey on Sexual Harassment in our Workplace," launched in November 2018, and administered anonymously to all staff and non-staff personnel across the UN common system. The system-wide result was shared with WIPO staff in January 2019, and one of the highlights of the report indicates that the overall prevalence of sexual harassment throughout the UN system is at 38.7 percent.

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[45] UN System Model Policy on Sexual Harassment,
https://www.unsceb.org/CEBPublicFiles/UN%20System%20Model%20Policy%20on%20Sexual%20Harassment_FINAL.pdf

115. However, IOD notes that the report does not provide information specific to WIPO. While acknowledging the importance of the system-wide survey results, WIPO and its staff members would be more informed with data related to the Organization's responses.

116. For instance, the WIPO specific report shows an above UN system average percentage of participants identified situations that could be considered as sexual harassment. This suggests that the Organization needs to do more to embed zero tolerance against sexual harassment and provide clear policies, procedures, and information to staff members.

117. It would be relevant to share WIPO specific results, which could be used for the following: assess the effectiveness of measures in place to prevent and sanction any form of sexual harassment in WIPO, and adjust existing measures and/or develop any additional measures to strengthen WIPO's zero tolerance against sexual harassment.

118. As reported in the 2017 Ombudsman Activity report, it must be borne that "not all cases are submitted to the Ombudsperson and that the data provided by the Ombudsperson could be the tip of the iceberg and weak signals generally of more significant underlying structural problems". Recorded cases indicate that the situation before and after the Policy has not improved, as seen in Figure 23 and 24 below. It is not surprising considering that cases reported to the ombudsperson are related to communication shortcomings, low level of trust, deficient management skills, handling of private staff data, organizational culture, and ambiguity in some of the WIPO Staff Regulation and Rules among other issues.[46]. Data provided by HRMD for 2011- 013 shows that the situation remains the same, as presented in the figure below.

Figure 23: Cases reported to the Ombudsperson
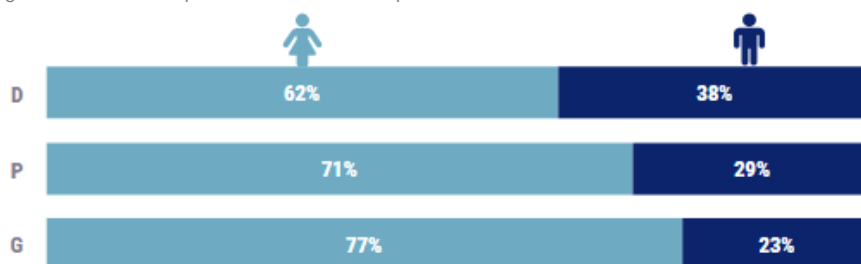
Source: Annual Report 2017, Office of the WIPO Ombudsperson[47]

119. As indicated by the Ombudsperson[48] report for 2017 "requests are broken down by gender, and team refers to group requests. The female/male ratio departs sharply from general WIPO demographics[49], except for preventive requests, in which the female/male gap narrows somewhat". As shown in Figure 24 below.

120. The gap widens alarmingly, however, if G and P1 to P3 staff only, thus excluding group request, are taken into account, 89% of request are submitted by female staff. This trend already noted in the 2016 report, rose sharply in 2017. Therefore, the report recommends WIPO to analyze and take further action to address these imbalances, as shown in Figure 25 below.

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[46] Office of the WIPO Ombudsman Activity Report, January 1, 2017 to December 31, 2017.
[47] Annual Report 2013, Office of the WIPO Ombudsperson.
http://intranet.wipo.int/export/sites/intranet/homepages/ombudsperson/en/reports/pdf/annual_report_2013.pdf
[48] Source: Annual Report 2017, Office of the WIPO Ombudsperson.
http://intranet.wipo.int/export/sites/intranet/homepages/ombudsperson/en/reports/pdf/annual_report_2017.pdf
[49] Source: Annual Report on Human Resources, page 6, i.e. 46% (M) - 54% (F).

Figure 24: Who consulted the Ombudsperson - 103 total cases (68 conflict resolution cases, and 35 prevention cases)
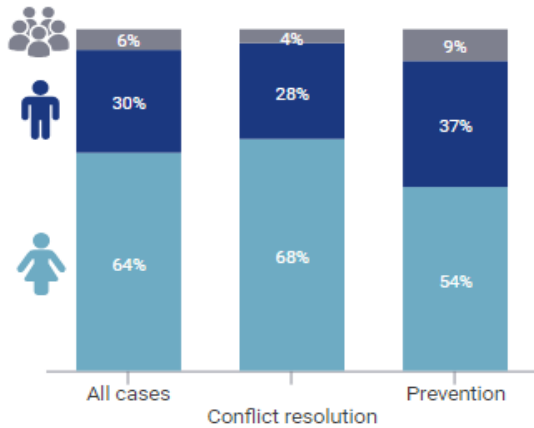
Figure 25: Breakdown by gender G and P1 to P3 staff

Source: Annual Report 2017, Office of the WIPO Ombudsperson

121. As of today, the Office of the Ombudsman has established a network of volunteers offering front-line support in the event of a problem - referred to as Relays. These individuals were trained and supported by the Office of the Ombudsman. The network was launched in 2018. Other measures to address these above issues have been identified in the Ombudsperson report, but so far, little action has been taken by the Organization. Considering that, the number of cases has increased rather than decreased, the exercise strongly recommends a root cause analysis of these gender-related differences in collaboration with the Ombudsperson and the GDS. Furthermore, the Organization would benefit from establishing some feedback mechanisms that escalate information to senior management level to take actions on systemic and other relevant issues reported by the HR Operations Services, Staff Counsellor, the Ombudsperson, the Investigations Section, Ethics Office and the GDS, among others. The Organization could also draw on other existing practices in other UN Organizations.

Good Practices: Harassment and discrimination

UN for All uses learning modules that cover basic human rights principles and how they translate into diversity and inclusion practices in the workplace[50]. They also raise awareness about sexual orientation and gender identity, disabilities, mental health and substance abuse. United Nations Office at Geneva (UNOG) has launched the "Say no to sexism"[51] initiative to counter casual sexism at UNOG.

The CEB Task Force for Addressing Sexual Harassment within the organizations of the UN System identified harmonization of sexual harassment policy[52], improvements in sexual harassment reporting and data collection, strengthening investigative capacity, and enhanced awareness-raising, outreach and communication as priority areas for system wide action.

Concrete system-wide measures include a UN System Model Policy on Sexual Harassment, the sexual harassment screening database "ClearCheck[53]", and a Guide for Managers: Prevention of and Response to Sexual Harassment in the Workplace[54]. Other organizations such as ILO have developed such guidelines too.

The UN Office of the High Commissioner for Human Rights (OHCHR) developed the Dignity@Work Policy and Action Plan. The OHCHR policy, approved by the High Commissioner in 2017, reaffirms that "OHCHR has a policy of zero tolerance for abuse of authority, discrimination, and harassment – including sexual harassment." WIPO has included in the Staff Regulations and Rules 1.51. "Any form of discrimination or harassment, including sexual or gender harassment, as well as physical or verbal abuse in the workplace or in connection with official functions, is prohibited".

The UN Secretariat provides personnel with a 24-hour helpline called "Speak up" that allows staff to speak confidentially with an impartial and trained individual to empower personnel in making informed decisions on action. The helpline can be reached via phone at +1 (917) 367-8910 or by email: speakup@un.org.

UN Department of Safety and Security offers a barbershop sessions for men to discuss and learn more about the importance of changing organizational culture, and improved training for field staff on responding to security incidents of sexual assault and harassment.

With its Policy on the Employment of Persons with Disabilities, WHO commits itself to providing equality of access to employment.

The International Office for Migration (IOM) has Respectful Workplace Focal Points (RWFP) and WIPO has the Relay Network. The RWFPs are nominated by their

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[50] UN for All – Dignity and inclusion in the United Nations workplace http://www.uncares.org/unforall/four-learning-modules.
[51] UNOG 2018 Campaign against casual sexism, https://www.unog.ch/unog/website/unog.nsf/(httpPages)/26F1D8267F5A8097C1258291005E8BF6
[52] UN System Model Policy on Sexual Harassment. https://www.unsceb.org/CEBPublicFiles/UN%20System%20Model%20Policy%20on%20Sexual%20Harassment_FINAL.pdf
[53] https://www.un.org/management/news/launch-sexual-harassment-screening-database
[54] Guide for managers: prevention of, and response to, sexual harassment in the workplace, 2018. https://www.unsceb.org/CEBPublicFiles/Guide%20for%20Managers%20-%20Prevention%20of%2C%20and%20Response%20to%2C%20Sexual%20Harassment%20in%20the%20Workplace.pdf

colleagues to act as neutral, first-line responders for IOM. The RWFPs and Relays are trained in conflict prevention and conflict management. Their role is to offer consultations, facilitating dialogue between those involved in a workplace problem. However, RWFPs and Relays are not independent ombudspersons and do not conduct mediation, informal fact-finding on cases or any other follow-up.

Source: Enabling Environment Guidelines for the United Nations System, 2019. Modified by IOD, 201

Conclusion 7: While acknowledging the fact that the Organization has put in place several measures to prevent harassment and discrimination, the effects of such measures may not be delivering the desired results. Data resulting from surveys and internal analysis on these matters is not being used to systematically address existing challenges. (Linked to Finding 10, recommendation 2)


(v)   Capacity assessment and training on gender equality

122. The UN-SWAP includes an indicator for capacity assessment that proposes that an entity-wide assessment of capacity of all relevant staff on gender equality and women's empowerment is carried out, followed by the establishment of a capacity development plan that can be updated every three to five years.

123. A capacity assessment of WIPO GFP and of 23 managers in 2015 and 2016 indicated that the majority (91 per cent) had not taken any online course on gender issues. Further, 65 per cent indicated that they received support from the GDS or the GFP of their Program for gender issues, 61 per cent considered gender to be generally relevant, 34 per cent considered gender significantly relevant. However, since then, another capacity assessment of managers and Focal Points has not taken place, nor has the Organization planned an entity-wide assessment.

124. Further, an enquiry to UN Women Training Centre in February 2017 found that 62 WIPO staff have engaged in "I Know Gender" and of which 34 have completed the first three modules. Records show that participants to this online training are mostly the GFP. No updated request has been made to the UN Women Training Centre after 2017. IOD requested an update on the status of WIPO staff members that have completed the "I Know Gender" training as at May 2019. The figure below shows the evolution of that status.

Figure 26: WIPO Participation in "I Know Gender" Training
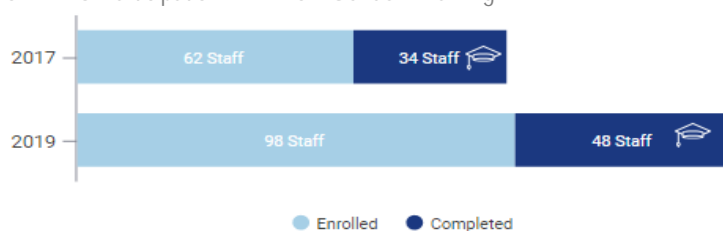
Source: UN Women Training Centre

125. The number of enrolled WIPO staff has increased from 62 to 98 at May 2019, and the number completion has increased from 34 to 48 in real terms. The number of enrolled represents around eight per cent, and the number of completion four per cent of total staff members as at May 2019[55]. Further, as a percentage of the total enrolled, the number of

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[55] Based on 1,184 regular and temporary employees – Source: Business Intelligence dashboards, May 2019

completion has decreased from 55 per cent to 49 per cent. Training and awareness raising are important in developing a gender sensitive culture and ensuring that WIPO staff members undertake such training contributes to support the organization's gender mainstreaming objectives.

126. WIPO has been providing a workshop on unconscious bias since 2016. It was initially targeted to managers and appointment board members. Going forward, management should consider establishing a mechanism to ensure that WIPO staff members receive training on gender equality and the empowerment of women including unconscious gender bias for appointment boards and managers. This could include among others, making the "I Know Gender" training mandatory for existing or newly recruited staff. Likewise, more effort should be put in conducting capacity assessments at least every five years or prior to revising the Organization's Policy on Gender Equality.

Good Practices: Gender Training

The UN Secretariat has included the "I Know Gender" and "Unconscious Bias" training in the portfolio of mandatory trainings[56]. Other organizations like IOM and UNHCR are promoting use of the "Unconscious Bias" training.

WIPO has a mandatory course on Leadership, Diversity, and Unconscious Bias.

Source: IOD desk research data

Finding 5: HRMD has guided the Organization in the achievement of some key milestones such as the revision of policies, the inclusion of gender in WIPO strategy documents, reporting on the UN-SWAP, mainstreaming gender across WIPO Programs among other actions. (Linked to conclusion 2)

Finding 6: Gender issues have become more prominent in WIPO after introduction of the Policy. About 50 per cent of sample WIPO's policies and OIs include gender. Assessment of the implications policies have on women and men is still inconsistent across the Organization. (Linked to conclusion 3, recommendation 2)

Finding 7: The Organization introduced a crosscutting performance indicator on the gender marker, and the use of the gender marker has expanded to 41 per cent out of 848 activities. 59 per cent of the survey respondents indicate that there are still unclear on the purpose of the gender marker, what their contribution to these high-level indicators could be, and how to apply the gender marker codes. (Linked to conclusion 4, recommendation 3)

Finding 8: The evaluation-audit assessed 32 activities, which were done in collaboration with WIPO stakeholders including Member States. Based on 31 percent of the cases assessed, sex disaggregated data and monitoring of initiatives was scarce across all initiatives. (Linked to conclusion 5, recommendation 3)

Finding 9: The gender and type of appointment (permanent, fix, or temporary) are linked to the level of perceived encouragement to take parental leave. For instance, 59 per cent of the female and 68 per cent of male permanent staff felt encourage to take parental leave

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[56] UN HR Portal – Mandatory Learning - https://hr.un.org/page/mandatory-learning

compared with 13 per cent female and 100 per cent male temporary staff. (Linked to conclusion 6, recommendation 1 and 4)

Finding 10: Several measures have been put in place to prevent discrimination and harassment. For instance, WIPO has developed the Guidance on Respectful and Harmonious Workplace and some key documents touch on the issue of sexual harassment. Still, data shows that the overall prevalence of sexual harassment throughout the UN system including WIPO is at 38.7 percent. (Linked to conclusion 7, recommendation 2)

5.   EFFICIENCY OF IMPLEMENTATION AND EFFICIENT USE OF RESOURCES

127. This section covers the efficiency of implementation and the efficient use of resources by answering the following questions from the TORs:

(a)   To what extent have the inputs and processes set in motion by WIPO Policy on Gender contributed to the efficient delivery of results?

(b)   To what extent was the allocation of and use of available resources appropriate to achieve the Policy's goals and expected results?

(c)   How effective is the governance around the implementation, monitoring, and reporting on the Policy objectives?

(A)   GENDER RESPONSIVE HUMAN RESOURCES

128. Human resources adequacy is an essential component of an effective gender equality and mainstreaming framework. Currently, the WIPO GDS position is within HRMD with a reporting line to the Director, HRMD, and the role requires providing expert advice and supports to the Organization on equality and diversity issues.

129. Discussions with stakeholders and review of the current processes and results show that more effort has been put on implementing the programmatic aspects of the Policy potentially at the expense of the human resources aspects and the diversity component of the work of the GDS. Furthermore, certain stakeholders perceive that given the maturity, size, and gender mainstreaming objectives and activities of the Organization, it may be useful to review the current human resource allocation for Gender and Diversity, and, for supporting the function. Additional support is needed to manage and sustain actions, which were implemented but insufficiently monitored and supported. For instance:

(a)   More support for gender-sensitive communications including managing the intranet, WIKI, and Public Web pages;

(b)   Increase and monitor the number of Staff having trained on gender mainstreaming. The number of staff trained on gender mainstreaming remains low since the establishment of the Policy, and monitoring of its effects is limited;

(c)   Report on gender mainstreaming on a biannual basis to further support, monitor and report on gender mainstreaming and the work of GFP;

(d)   Enhanced support to the conceptualization, monitoring and reporting on diversity programs and activities to enable the Organization to better leverage the effects of diversity; and

(e)   The crosscutting nature of the role of GDS requires time for regular interaction with other stakeholders that play a role in the framework, which includes among others: gender equality, diversity, inclusiveness, work-life balance, harmony and fair treatment, conflict management, and internal justice.

130. There are currently no measures in place to back-staff the GDS role. Going forward, HRMD would benefit from conducting a needs assessment, considering the evolution of the workload and gender mainstreaming activities as well as the diversity and inclusion strategies,

to determine fit-for-purpose support for the tasks of the GDS. Five years on, the Organization has moved from initial implementation to some components of the Policy being managed. The resource needed for the initial stages may no longer be suitable for a more matured stage.

Conclusion 8: While acknowledging the fact that a GDS has been put in place to support the implementation of the Policy, it is evident that having one person dividing their time among different crucial activities is a significant challenge for any person appointed under this position. As found by IOD, the diverse nature of and the importance of the tasks assigned to the GDS required strong prioritization at the expense of neglecting some other task which at the long term will have more negative effects in the neglected areas. (Linked to finding 11, recommendation 3)

(B)   GENDER RESPONSIVE BUDGET AND FINANCIAL RESOURCE TRACKING

131. WIPO indicated in its 2018 reporting on the UN-SWAP on Gender Equality and the Empowerment of Women that the Office of the Director, HRMD, currently provides funds used for the activities by the GDS.

132. As a follow-up on the discussions, IOD notes that 100,000 Swiss francs have been allocated to gender-related activity lines for 2020-21 in HRMD. However, this amount is not identified in the relevant financial resources table of the current draft P&B for 2020-21. On the programs, the evaluation-audit found that while budgets for gender activities can be traced, it remains to be consolidated into a more user-friendly reporting.

133. In addition, only 32 per cent of survey respondents indicated that their Program has the means (both human and financial resources) available to support the implementation of the Policy, as presented below.

Figure 27: My program has the means (both human and financial resources) available to implement the Policy

Agree	Not sure	Disagree
32%	53%	15%

Source: IOD Survey Evaluation of WIPO's Policy on Gender Equality, 2019

134. To mainstream gender across the Programs and to enhance clarity and transparency, it is crucial to identify an effective means of providing information on financial resources for gender-related activities in the WIPO P&B document.

135. The UN-SWAP also requires financial resource tracking such as the gender marker to assess the degree to which and how expenditures are utilized to promote gender equality and the empowerment of women. The financial resource tracker would, among others: track financial support for gender equality, encourage increased discussion of how to improve the gender responsiveness across activities, and help better link planning and implementation.

Conclusion 9: While WIPO has established a gender marker to tag activities with a gender dimension, there is presently no financial tracker in place. The Organization is currently exploring ways to implement a tracker in the Enterprise Performance Management (EPM) system. (Linked to finding 12, recommendation 3)

(C) THE GENDER FOCAL POINTS

136. The implementation of the Policy is meant to be operationalized by WIPO Programs and supported through annual action plans developed by the WIPO GDS, in close cooperation with the GFPs. According to the Policy, Program Managers appoint a GFP for each Program, except where one GFP covers more than one Program. GFPs are to:

    (a)   Assist Program Managers to meet their responsibilities to ensure that gender perspectives are incorporated in their work program, as applicable, in close coordination with the existing RBM and Risk-Management Focal Points in the respective Program(s);

    (b)   Support the implementation of the WIPO Gender Equality Policy and Action Plan within the respective Program(s);

    (c)   Take stock of initiatives that incorporated gender considerations in the respective Program(s) in the given year, contributing to the monitoring report of the WIPO Gender Equality Policy by the GDS;

    (d)   Contribute to the reporting of the UN-SWAP as applicable; and

    (e)   Contribute to the update of the WIPO Gender Equality Action Plan.

137. While acknowledging that the TORs of the GFPs outlined the responsibilities for this role, it does not provide enough guidance to support them with their role and the implementation of actions under their responsibilities, as indicated by 51 per cent of the GFPs who respondent to the survey. Twenty-five per cent of the GFPs are unsure about the usefulness of the GFP ToRs. GFPs have focused more on mainstreaming gender across WIPO Program activities.

138. Even though reaching gender parity in the workplace is one of the main Policy pillars, IOD found that the capacities of the GFPs are basic. Consequently, it is a challenge for the GFPs to go beyond providing support beyond the programmatic activities, as the skills and gender knowledge to support Program require a different level of knowledge and expertise.

139. Further, although the Policy indicates that Program Managers are responsible for designating GFPs, there is limited guidance on the length of terms, rotation, and gender balance amongst GFPs and vague specification on the requirements a GFP should fulfil. While acknowledging that managers are responsible for advancing the Gender Policy and role modelling a gender friendly working environment, management commitment, leadership, and GPFs are instrumental in creating the necessary cultural change. Also, managers should be reminded that for the GFP approach to work, it is crucial that they choose a GFP, they and peers of the GFP can trust to influence the necessary changes. Currently, 56 per cent of the survey respondents indicated that they do not know their GFP.

Figure 28: Do you know your GFP?
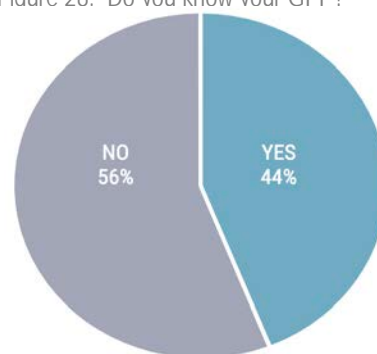
Source: IOD survey on .... [be consistent] 2019

140. Some have been GFPs since the start of the Gender Focal Points implementation. Having one focal point over five years limits participation, learning, and sharing. IOD notes that very few Programs have established a rotation for their GFP, which is good practice to be encouraged across the board.

141. The figure below shows the current composition of GFP at WIPO.

Figure 29: Gender Focal Points Composition as of March 2019
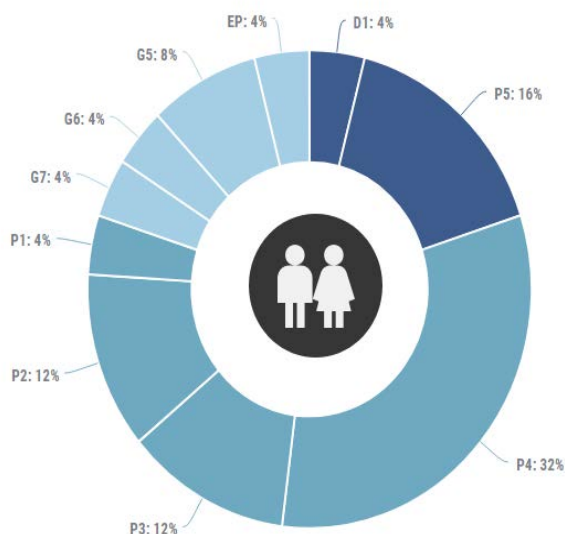
142. Figure 29 shows that out of the 25 GFPs at the time of writing this report, there is one staff member at director level in the group, compared to eight staff members at P4 level, and four staff members at P5. The data also shows that 16 per cent of the group is made up of G staff members, and there are one P1 and one non-staff resources contracted through ICS.

143. While acknowledging that the use of non-staff resources contracted through ICS contract and Agency workers, are exceptional cases due to, among others, absences and shortage of staff, it should remain an exception, as this defeats the learning and knowledge sharing purpose, as well as limiting the capacity to successfully embed gender in the organizational culture.

Source: HRMD

144. In addition to the above, more clarity and formal recognition is needed from the organization on the time focal points dedicate to exercise their role. Forty-four per cent of GFP supervisors indicated the GFP allocate 10 to 20 per cent of their time to their GFP activities and 31 per cent of the supervisors indicated that the GFP allocated less than 10 per cent. While some Programs have made GFP activities as part of their work, as in the case of the Economics and Statistics Division where the GFP have their activities included as part of their PMSDS and dedicated time for these activities, other Programs do not consider the GFP activities formally as linked to the workplan or PMSDS. The limited recognition of the contribution the GFPs are

making toward the Policy certainly adds to the challenges the GFPs are confronted when exercising their role.

145. Further consideration is needed to determine the adequate focal point group composition whose capacity would include among others, influencing respective Programs to optimize implementation and sustainability of gender mainstreaming activities across Programs, and resulting outcomes and impact.

146. Finally, figure 30 below shows that women made-up 74 per cent of the composition of the GFP network at the time of the writing of the report, indicating an imbalance in the parity of the network. Given the critical role that focal points play in the implementation of the Policy, it is necessary to improve on the parity within that network to, among others, help set the example.

Figure 30: Gender composition of focal points

Gender Focal Points

Source: HRMD Data

147. Establishing guidance on the management of the GFP would enable more participation, better learning, and a more extensive knowledge sharing, as well as enhance capacity to implement sustainable actions to foster gender mainstreaming in programmatic activities.

Conclusion 10: the GFP approach has proven to be a good practice. However, the current ToRs, limited resources to build their capacity, lack of formal time available for their role, unclear requirements for the selection and rotation of the GFPs among other issues, have considerably hindered the effectiveness of the work of the GFPs and their contribution towards the Policy. (Linked to finding 13, recommendation 1)

(D)   WIPO COMMUNICATION ON GENDER MAINSTREAMING INITIATIVES

148. The Policy identified communication and knowledge sharing as a critical principle to support a sustainable integration of gender perspectives in WIPO Programs. One way of achieving this is by sharing good practices among Programs through the meetings of GFPs, for example.

149. While acknowledging that establishing the GFPs network is one means to enhancing knowledge sharing across the Organization, other mechanisms, and tools such as the use of the internet are also important in communicating gender-responsive initiatives.

150. IOD notes that WIPO has improved its data collection, documentation, and public sharing of knowledge on gender equality and women's empowerment in innovation and creativity. Further, the WIPO public website has a dedicated page on "Gender Equality and Intellectual Property" with news items, articles and communication on gender mainstreaming activities of the Organization, and there is an intranet page as well as an internal WIKI workspace dedicated to gender and diversity issues at WIPO.

151. However, IOD also notes that initial discussions with stakeholders indicate that there is little traffic on the internal WIKI pages. Furthermore, while the visits to the public webpage on Gender Equality and IP can be measured, there is no formal tool in place to enable the

Organization to measure traffic to the WIKI adequately. In addition, there is no external WIKI space dedicated to Gender and Diversity.

152. Identifying with internal stakeholders the root cause would help identify jointly and implement a remediation and innovate to use additional effective means of communication. Finally, implementing a tool to measure internal traffic would provide relevant data to help inform on the effectiveness of measures adopted towards boosting traffic.

153. IOD further notes that not all WIPO staff receive the newsletter on gender issues, thus limiting information, knowledge sharing, and learning on the subject matter. Going forward, the newsletter should be distributed among all WIPO staff to support gender-mainstreaming activities better.

> **Conclusion 11:** While several tools such as the newsletter, the WIPO website, among others, exist to keep the Member States and staff informed on progress made, survey results to the staff indicate that these are insufficient to enhance the visibility of achievements contributing to the implementation of the Policy, while the survey results to the Member States indicated that they are sufficiently informed. (Linked to Finding 14, recommendation 1)

(E) GENDER RESPONSIVE MONITORING AND FEEDBACK MECHANISMS

154. Monitoring tools and internal feedback mechanisms such as surveys are tools used to help move towards an optimal working environment that enables the effective alignment of staff with the achievement of strategic goals and objectives. The OIOS concludes, "If commitment to gender mainstreaming is to be reinforced and action is to be more visible and effective, the focus needs to shift from processes to results[57]". At the same time, UN Women indicated that a good practice to help in the shift from process to results is that monitoring and reporting should focus at outcome level, in addition to activity and output level.[58].

155. The use of monitoring tools including staff surveys to gauge gender mainstreaming, among other strategic topics is considered a good practice by OIOS and UN WOMEN. For example, UN-SWAP performance indicator 13, identifies a positive and supportive organizational culture for all staff, as a critical enabler in the promotion of gender equality and the empowerment of women.

156. Currently, WIPO would benefit from making the existing monitoring tools more gender-responsive for its Programs, which would serve to among others, identifying obstacles and areas of improvement for gender mainstreaming activities, and tap into insight, creative and innovative solutions from across the Organization that would further support effective and sustainable gender mainstreaming in WIPO.

157. Going forward, the Organization would benefit from making existing monitoring and feedback mechanisms more gender-responsive administering a staff survey with gender-related questions biennially or otherwise at least before any formal revision of the Policy on Gender Equality. This would enable an informed and inclusive update of the Policy, aligned with the evolution of the culture, and considering stakeholders.

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[57] Thematic evaluation of gender mainstreaming in the UN Secretariat (OIOS), 2010.

[58] UN WOMEN Review of Corporate Gender Equality Evaluations in the United Nations System, July 2015

Conclusion 12: Despite the efforts being made by some Programs to implement gender-related activities, limited sex disaggregated data was available at the time of this exercise. Based on qualitative analysis, the evaluation team found that progress is being made in many aspects. However, substantial evidence is missing, as gender responsive monitoring and follow up are mostly absent. In fact, in certain areas, based on the qualitative data, the Organization is underreporting the positive effects of its gender activities, and advancements being achieved at the country level. (Linked to Finding 15, recommendation 1)

Finding 11: While the gender marker responsive budgeting is being applied in programmatic activities, it remains to consolidate existing financial data into a gender-reporting tool. At the time of the report, the budget allocated to the activities implemented by the GDS is not identified in the relevant financial resources table of the current draft P&B for 2020-21. In addition, 32 per cent of survey respondents indicated that their Program has means (human and financial resources) available to support the implementation of the Policy, compared with 68 per cent who indicated that they do not know their Program has the resources. (Linked to conclusion 8, recommendation 3)

Finding 12: Current processes and results shows that the Organization has advanced in implementing the programmatic aspects of the Policy potentially at the expense of the human resources aspects including the diversity component of the work of the GDS. (Linked to conclusion 9, recommendation 3)

Finding 13: GFP selection process and requirements are vague, and existing ToRs for the GFP is insufficient to support them with their role and the implementation of their actions. Fifty-three per cent of survey respondents indicated that they do not know their focal point. Moreover, GFP activities are not always reflected in the workplan and is not always included as part of the PMSDS. (Linked to conclusion 10, recommendation 1)

Finding 14: WIPO has improved its data collection, documentation, and public sharing of knowledge on gender equality and women's empowerment in innovation and creativity. Further, the WIPO public website has several articles and communication on gender mainstreaming activities of the Organization, and there is an internal WIKI workspace dedicated to WIPO Gender and Diversity at WIPO. However, 55 per cent feedback indicates that these outputs are insufficient to keep staff informed, engage, and foment knowledge sharing. (Linked to conclusion 11, recommendation 1)

Finding 15: While acknowledging the significant efforts the Organization has invested in communicating, and providing feedback to staff, gender responsive monitoring data including sex-disaggregated data is still scarce. (Linked to conclusion 12, recommendation 1 and 3)

6.   TRANSFORMATIVE CHANGES TOWARD GENDER PARITY IN WIPO

158. This section is aimed to measure the positive and negative, primary, and secondary long-term effects produced by a development intervention, directly or indirectly, intended, or unintended. It clarifies to what extent did the WIPO Policy on Gender Equality contributed to the achievement of gender balance in WIPO and integration of gender perspectives into HR policies.

(A)   GENDER PARITY ACTION PLAN

159. The UN Secretary-General launched in September 2017, a System-wide Strategy on gender parity, which provides a roadmap to guide the UN system, including WIPO, in achieving gender parity at all levels by 2026. In April 2019, WIPO developed and submitted a Gender Action Plan 2019-2021.

160. The WIPO Gender Action Plan seeks to guide actions on embedding gender equality into organizational culture and ensuring an inclusive, gender-responsive workplace. A key objective of the WIPO Gender Action Plan is to increase the recruitment, retention, and advancement of women, in managerial and decision-making positions. Member States approved gender parity targets per grade during the WIPO Assemblies in October 2017 as part of the Organization's performance indicators.

161. WIPO is yet to reach the equal representation of women at P4[59]. Moreover, above grades, where women are currently underrepresented. The figure below shows the percentage of women at grades P4, P5, D1[60], and D2 as of December 31, 2018, compared to 2019 and 2020 targets.

Figure 31: Percentages of women in WIPO and targets for achieving gender parity
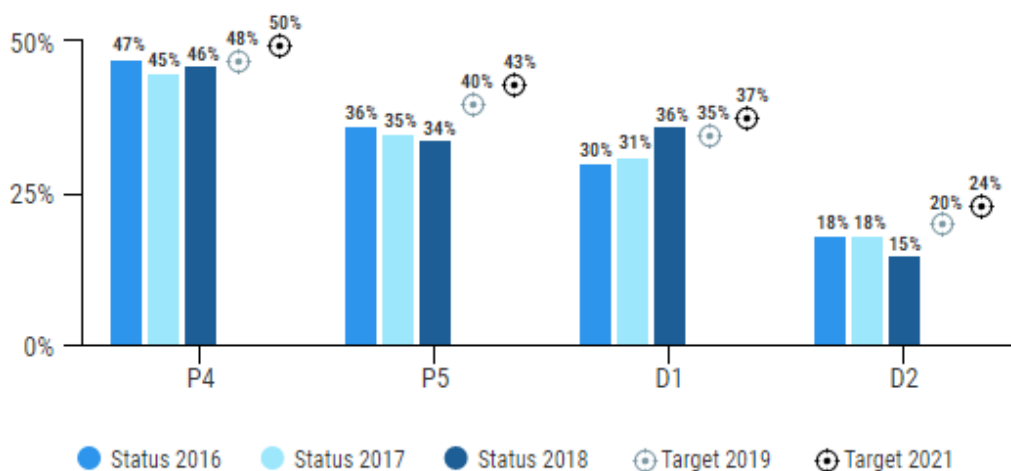
Source: HRMD

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[59] Professional Staff level 4
[60] Director level 1

(B)   IS WIPO CONTRIBUTING TO GENDER PARITY IN THE WIPO WORKPLACE?

162.   The Policy aims to achieve gender balance in all staffing levels. WIPO has made efforts to reach gender parity in all staffing levels, among these efforts can be included the following:

(a)   WIPO job postings encourage the applications from qualified women; and

(b)   It has been indicated by HRMD that members of appointment boards include at least one woman and one man.

(c)   Staff Regulations and Rules (SRR) changed to reflect gender balance.

163.   The total number of staff in 2015 was 1,036. In 2019, the number of staff increased to 1,271. After five years of implementation of the Policy, staff parity has been reached at the DDG level. However, disparities persist with only marginal improvements in staffing levels. Marginal increases of one to three per cent have also been identified at G7 and G6 grades.

164.   For other grades such as D2 and P5, disparities have increased in the last five years, making it more challenging to reduce the existing gap.

165.   Discussions are underway on how best to implement the Gender Action Plan, including increased outreach efforts and targeted sourcing to address the issue. The establishment of the Talent Acquisition Manager role and the use of HR analytics will support human resource planning in better understanding and addressing current challenges in attracting female candidates. Other initiatives such as the establishment of female talent pools, and retaining female candidates on the reserve list for longer than one year, are a number of initiatives that are being introduced/recommended in the context of recruitment measures in the Gender Action Plan; and that should help to improve the gender balance. Targeted sourcing for positions between P5-D1 is also underway.

Figure 32: WIPO staff gender parity 2015 vs. 2019

Grade	2015 Male	2015 Female	2019 Female	2019 Male
ADG	100%			100%
DDG	67%	33%	50%	50%
D2	75%	25%	17%	83%
D1	68%	32%	34%	66%
P5	65%	35%	31%	69%
P4	55%	45%	48%	52%
P3	48%	52%	51%	49%
P2	27%	73%	66%	34%
P1	33%	67%	71%	29%
G7	18%	83%	86%	14%
G6	34%	66%	68%	32%
G5	46%	54%	57%	43%
G4	56%	44%	56%	44%
G3	60%	40%	56%	44%
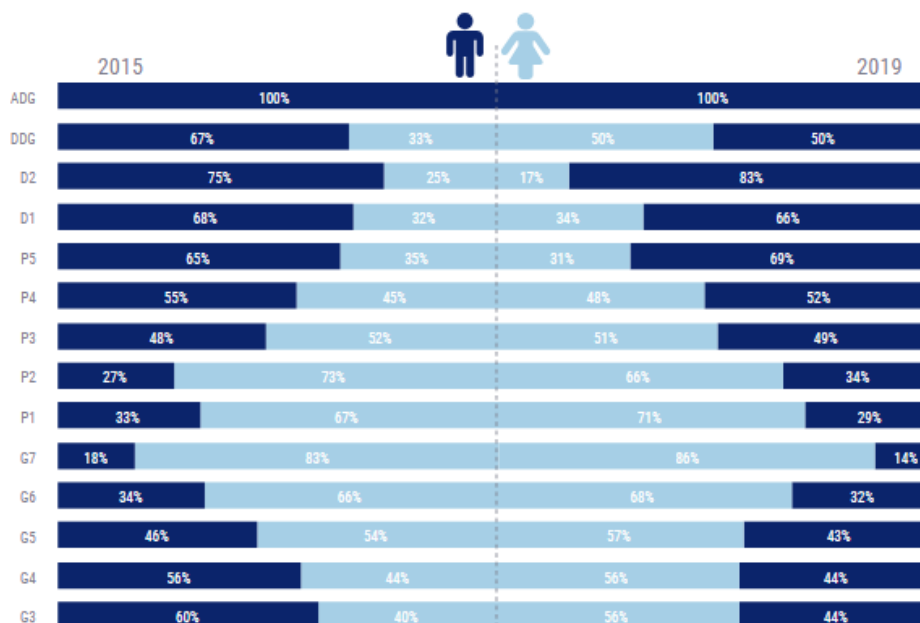
Source: HRMD

Figure 33: Gender parity 2019 vs increases in the level of women since 2015. The line graph depicts the percentage change of women in each staff category in 2019 against the same staff categories for 2015 presented in the bar graph
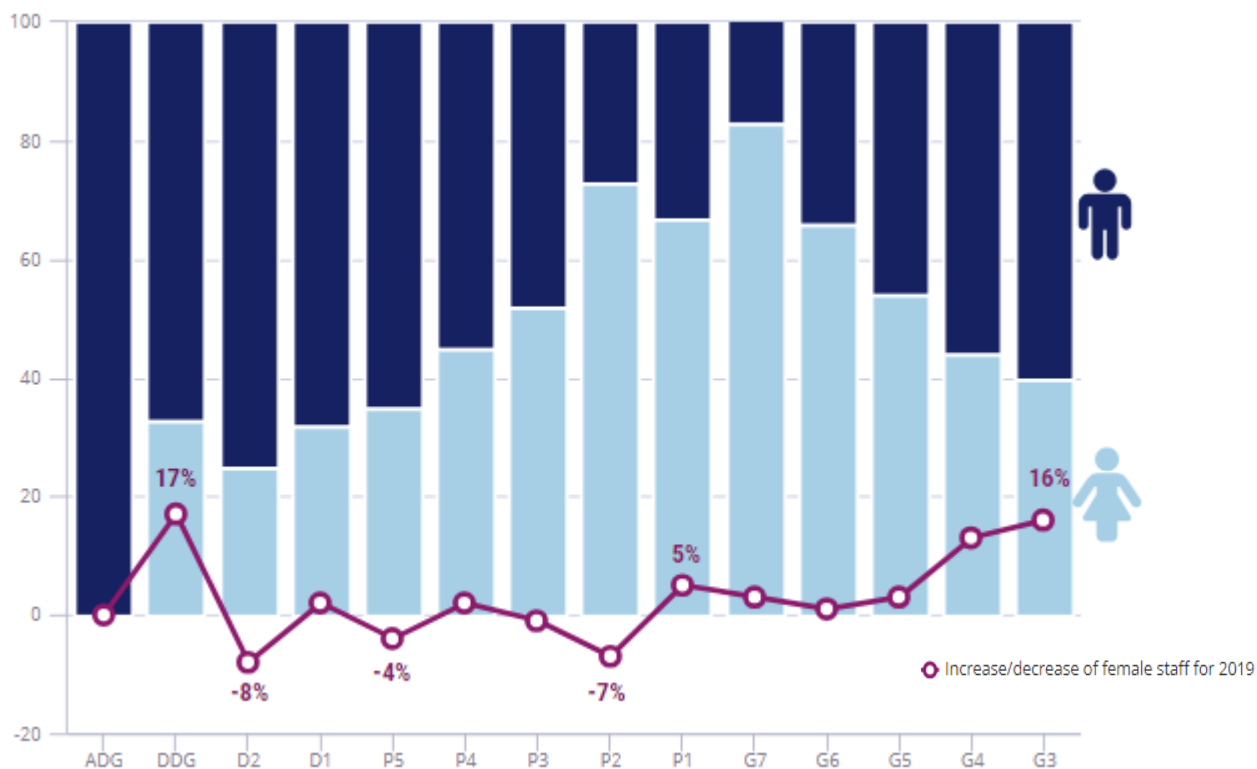
Source: HRMD

166. IOD also found that while applications from women is encouraged in WIPO job postings including fix term, and temporary postings, this is not necessarily the case for appointment boards. While the Guidelines for members of Appointment Boards stated that: "the Appointment Board should as far as possible and practicable be composed of members from both genders and should reflect the diversity of WIPO". It remains to align the Rules of Procedure of Appointment Boards to the Guidelines and be consistent about the need of having gender parity in the boards and the representation of women in the chair or alternate.

167. The establishment of the Talent Acquisition Manager role and the use of predictive HR analytics will support human resource planning in better understanding and addressing current challenges in attracting female candidates.

(C) IS WIPO CONTRIBUTING TO GENDER PARITY IN ADVISORY BODIES?

168. IOD assessed whether WIPO advisory bodies included both women and men. It is noted that this aim leaves room for interpretation, as one can assume that by having one woman and several men in a board, both women and men are represented. Nevertheless, IOD assessed whether the boards are gender balanced. IOD assessed 13 advisory bodies as follow:

Table 2: Sample list of advisory bodies to the DG (Total board members 143 between 2015 and 2019)

1	Joint Advisory Group	8	Classification Committee
2	WIPO Staff Pension Committee of the UNJSPF	9	Occupational Safety and Health Committee
3	Independent Advisory Oversight Committee	10	Working group on duty care relating to safety and security
4	ICT Board	11	WIPO Advisory Committee on Investments
5	WIPO Publications board		Alternate
6	Customer Service Board	12	Working Group on Time Management
7	Construction Committee	13	Composition of Polling Officers for elections of the new Staff Council

Source: WIPO Office Instructions

169. An analysis based on 143 board members and 15 chairs between 2015 and 2019, six out of 10 board members are men, and seven out of 10 chairs in a board are men.

Figure 34: Members of advisory boards vs. chair of advisory boards 2015 to 2019
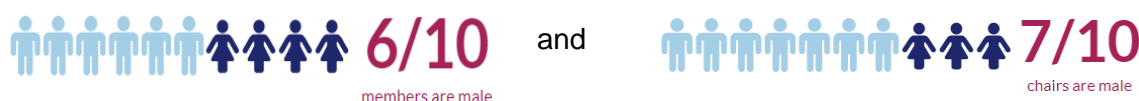
Source: WIPO Office Instructions and Board Reports

170. There are some few good examples of boards/committees with gender balance, such as the Occupational Safety and Health Committee. However, this is instead an exception. Reasons for the current unequal representation varies from case to case, but the most important ones are related to the fact that existing OIs, policies, or guidance documents drafted for the composition of advisory boards remains to refer to the need for a gender-balanced in the composition.

171. In the absence of more concrete guidance/policies on gender balance in the composition of boards, it is quite common to find cases were Member States nominate members of chairs of an advisory board, which are mostly male-dominated. This is the case of the Independent Advisory Oversight Committee (IAOC) or Staff Pension Committee of the United Nations Joint Staff Pension Fund (UNJSPF).

172. In the case of underrepresentation of women in chairs of advisory bodies, IOD did not find any mention in the SRRs of the rotation of chair according to gender. Consequently, several advisory bodies such as the Joint Advisory Group had for four consecutive years a male chair.

 (D)   ARE APPOINTMENT BOARDS GENDER BALANCED?

173. For 2017/19 IOD found that overall 58 per cent of women were represented in the appointment boards. As presented below about six out of 10 chairs are men and seven out of 10 hiring managers are men too. A concentration of female representatives is found in the secretaries' role where nine out of 10 secretaries are female. It is to note that secretaries are not member of the Appointment Board.

Figure 35: Representation of women and men in appointment boards for 2017 and 2018
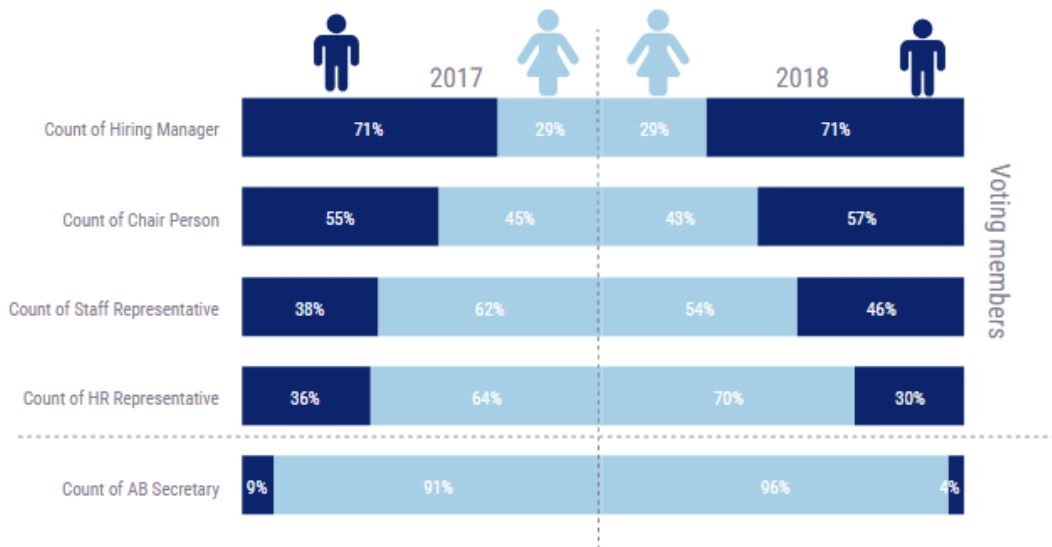
174. In 2017 and 2018, the chair of the boards was represented by a male staff member 57 per cent or 179 times. About 24 per cent of the chair representatives are at P3 level and in 26 per cent of the cases at D2 to P5 level.

Figure 36: Roles in appointment boards for 2017 and 2018
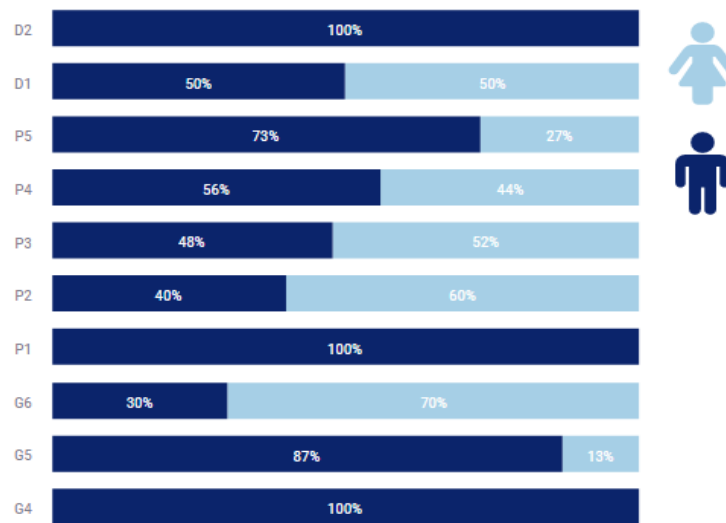
175. This data indicates that HRMD is aiming to close the gender gap at the level of the chairs in appointment boards. However, achieving gender parity in appointment boards proves already to be challenging task due to existing gender imbalance in the grades, as the majority of hiring managers are men and the majority of the HRMD staff are women. These structural challenges can only be overcome once the Organization starts getting more gender balanced at all staff levels. In the meantime, the Organization will need to increase its efforts to propose female chairs and more female staff representatives.

(E)   IS WIPO ACHIEVING GENDER BALANCE IN STAFF PROMOTION?

176. IOD assessed the promotions between 2015 and 2019 at managerial/leadership levels. The following was found: for every 10 staff members promoted at D1 and D2 levels seven are men and three are women (out of a total number of 18 posts). For P5 to D2 for every ten staff members, seven men are promoted compared to two women (out of a total of 43 P5 posts and above).

177. The above data can be explained in part due to historic reasons – gender imbalance of earlier years and resulting more men representing the higher level and therefore more likely to be reclassified.

Figure 37: Promotions 2015-2019

3/10 D2 and D1 promoted staff are female   **and**   **8/10** P5 and above promoted staff are male

Source: WIPO Staff Movement Office Notifications and HRMD data

Figure 38: Promotions from 2015 to 2019 by grade (Total number of promoted posts 71)
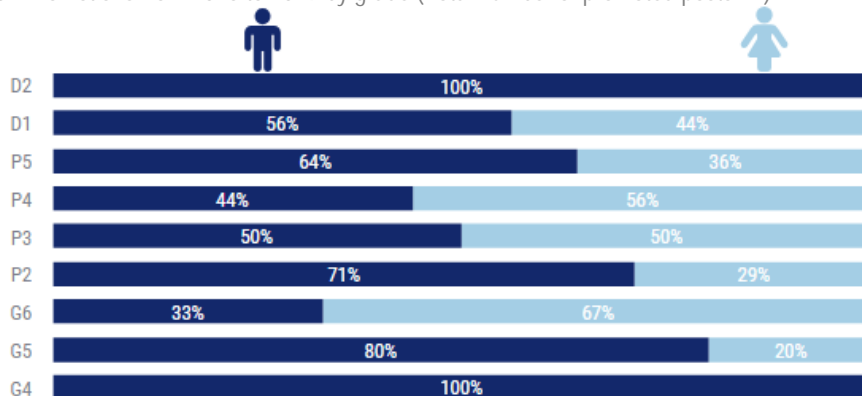
Source: WIPO Staff Movement Office Notifications

178. This data is in line with the organization-wide parity level. Parity has improved at the D1 level. However, at P5 level, the disparity has increased between 2018/19.

Good Practices: System-Wide United Nations Measures on Gender Parity

Maintain projection tables for each grade category by job type and stream, indicating the number of new female appointments required every year to reach gender parity by agreed deadline and maintain it from there. This will form the basis for the establishment of short, medium, and long-term targets.

Monitor data on staff selection at each level of the recruitment process (e.g. number and percentage of candidates who applied or who were considered, screened, long-listed, short-listed, interviewed, recommended, and selected, disaggregated by sex).

Recommendations to the Secretary-General by a Department must include written justification of efforts made to consider and recommend female candidates.

Source: UN System Wide Strategy on Gender Parity, 2017 adapted by IOD

(F)   IS WIPO CONTRIBUTING TO GENDER PARITY IN CONTRACTING INDIVIDUAL CONTRACTUAL SERVICES?

179. Similarly, records show that efforts in approaching gender parity vary in contracting individual consultants over the last three years. The figure below shows that between 2016 and 2018, Gender parity decreased in sourcing of non-staff resources contracted through ICS contract.

180. WIPO continues to explore ways to improve gender parity in both recruitment of staff and contractor services.

Figure 40: Gender in non-staff resources contracted through Individual Contractual Services contract
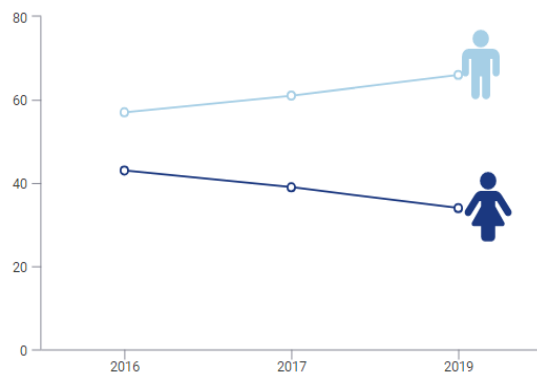
Source: Procurement and Travel Division

(G)   IS WIPO CONTRIBUTING TO GENDER PARITY IN CONTRACTING FELLOWS AND INTERNS?

181. Overall women are predominantly represented in the fellowships and interns' categories, as presented the figures below. Especially in 2019, only 19 per cent of male interns were recruited compared with 74 per cent of female interns.

Figure 41: Fellows by gender for 2018/19   Figure: 42 Interns by gender 2018/19
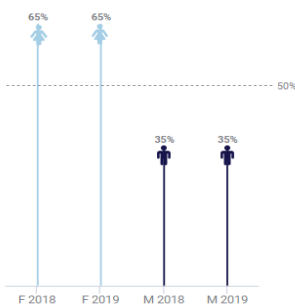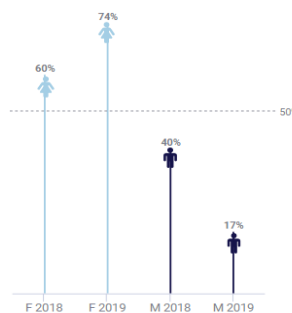
Source: HRMD , Business Intelligence, July 2019

Good Practices: Contributing to gender parity

The UN System-Wide Strategy on Gender Parity advise all entities to require hiring managers to be trained on eliminating unconscious bias in the workplace in general, and in job design, job descriptions and vacancy announcements, to increase awareness and standardize practice across the system. The UN Secretariat has made the "Unconscious Bias" training mandatory to support hiring managers in their role.

Each entity to consider developing ways of masking personal information including gender, geographical information, marital status, and number of children from hiring managers during recruitment.

Central Human Resources of each entity to establish standards for each set of TORs to ensure that they are written with only the essential qualifications of the job, rather than non-essential criteria.

Allow all UN system staff to apply for positions where they fulfil the requirements (in contrast to the current system of only allowing application one grade higher). This would impact senior levels — e.g. D1 to ASG, management layers — P5 to D2, and equally G to P).

Each entity to implement a system for mentoring female staff by both women and men, involving staff from all categories with a mentor being more senior and develop a good practice guidance note on the development of such networks.

Extend the requirement for both women and men to be represented at all stages of the assessment and interview processes for senior appointment selections to ensure equal representation of women and men at all stages of the selection process and on interview panels and consider including externals on senior level appointment panels.

Source: United Nations System Wide Strategy on Gender Parity, 2017 and IOD desk research, 2019

(H)   IS WIPO CONTRIBUTING TO LONGER TERM BEHAVIOURAL CHANGES?

182. Consulted WIPO staff indicated that WIPO is nowadays more conscious about gender equality and the need for gender parity thanks to the various awareness raising initiatives organized by the GDS in collaboration with WIPO Programs.

183. At the same time, IOD notes that despite all efforts including changes in policies, mainstreaming gender perspectives across activities, establishing GFP, reporting on the UN-SWAP, several pervasive social behaviors and a gap between the establishment of policies and its actual implementation presents significant limitations to progress on the implementation of the Policy and the advancement on gender equality such as:

(a)   Men and women perceive gender equality as a woman's issue;

(b)   There is still the fear of losing out from the side of men in case gender parity is reached;

(c)   Fear that by enforcing gender parity or quotas, especially in recruitment or reclassification processes, lower standards in terms of qualification and experience might be applied, resulting in the recruitment of unqualified women;

(d)   Even though nowadays there is enough evidence about the economic benefits of gender equality, as reported by McKinsey Global Institute, 12 trillion United States dollars can be added to global growth by advancing gender equality, the question in WIPO prevail about the added value that gender equality would bring to the Organization. As survey results indicate, female staff must work harder to overcome existing organizational and managerial bias. For instance, among the survey respondents who indicated that managers think men are more competent, 16 percent were men and 84 per cent were women.

Figure 43: Existing biases within the Organization
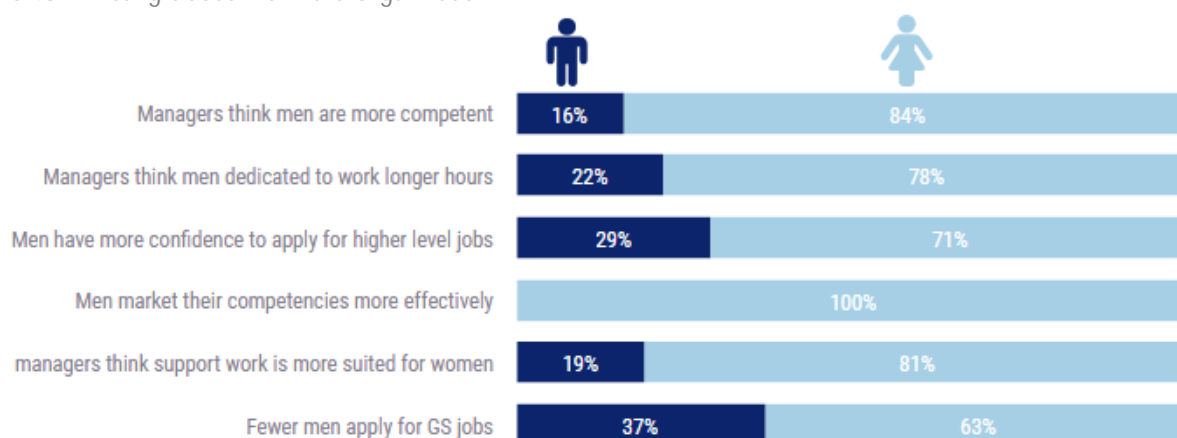
Source: IOD Survey on Evaluation of WIPO's Policy on Gender Equality, 2019

184. These, among other issues, were observed during interviews and consultations. As a result, marginal progress has been achieved in advancing gender parity. Nevertheless, some positive behavioral results, which go beyond compliance, have been identifyed in the following:

(a)   The Development Sector, where three out of seven divisions are fully committed to mainstream gender across its activities. Furthermore, staff in this Sector feel encouraged by its Senior Manager and Directors who provided them with the necessary support to advance on gender equality. The success in terms of this behavioral relies on:

(i)   Commitment from the top, the CDIP has recognized that inclusive IP policies can contribute to advancing gender equality, women, and girls' empowerment, which has a positive impact on innovation and economic growth;

(ii)   A clear guidance, the CDIP identified a series of 10 actions that the WIPO secretariat should take, as well as proposed the following tasks to help facilitate the implementation of the actions;

(iii)   The leadership provided by the Development Sector managers (Senior Manager and Directors), who have made changes possible; and

(iv)   Staff commitment – without the commitment and support of staff, progress would be limited.

(b)   The language initiative started by one staff member in the PCT sector, this has contributed to creating more gender-inclusive language across the organization.

185. Furthermore, survey results indicate the following:

(a)   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 good ideas seriously;

(b)   Significant shortcomings are mostly seen in terms of female staff's career development.

Figure 44: Behavioral survey results

Source: IOD survey 2019
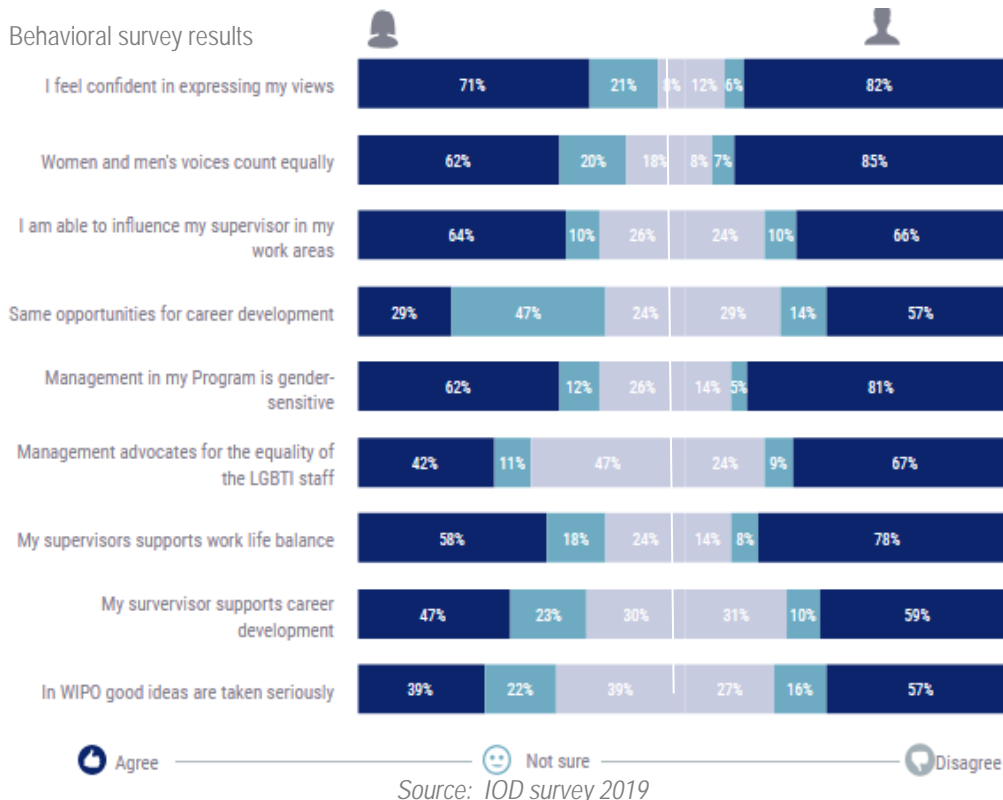
186. Considering that the reviewed policies are insufficient to make the necessary changes and those essential factors such as role model leadership and staff commitment examples might at times be a challenge, it becomes even more crucial to put measures in place that aim to advance on the Policy and address existing behavioral issues.

Conclusion 13: After five years of implementation of the Policy, gender imbalance persist in all aspects, with some marginal improvements. It is a fact that existing measures are insufficient to achieve expected effects, as policies aimed to close the gap remain to be enforced. Furthermore, essential factors such as good leadership and staff commitment examples might not always be present, reinforcing further the current situation. (Linked to findings 12 to 16, recommendation 1 to 4)

Good Practices: Promoting gender parity

A collaboration between ILO's gender unit and its human resources unit successfully contributed to improving gender parity. The gender unit to support the human resources unit to develop baseline indicators and identify strategies and activities to promote progress on gender parity provided a short-term expert on gender and organizational change.

Finding 16: After five years of implementation of the Policy, staff parity has been achieved at the DDG level and the gap is slightly reduced at the P4 level. However, disparities persist. In the decision-making levels, male representation is higher while in the lower levels (G, Interns and fellows) female representation is higher.

Finding 17: Results indicate that six out of 10 advisory body members are male, and seven out of 10 chairs in a board are male. In addition, six out of 10 WIPO staff promoted to D1 are women, and eight out of 10 staff promoted to P5 are men.

Finding 18: Similarly, records show that between 2016 and 2018, gender parity decreased in sourcing of non-staff resources contracted through ICS contracts.

Finding 19: 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. Showing that at the softer level, disparities also persist.

(All the above findings are linked to conclusion 13, recommendation1 and 4)

7.   WILL THE LONG-TERM BENEFITS CONTINUE?

187. For this assessment, sustainability has been measured following the UNEG Guidance Document on Integrating Human Rights and Gender Equality in Evaluations. Based on the UNEG Guidance, the Evaluation assessed sustainability by responding to the following questions:

    (a)   To what extent did the results of the Policy continue over time?

    (b)   What is the likelihood of a continuation of those effects in the future?

    (c)   What kind of changes are needed to ensure continuation of these effects?

188. The Policy is to be implemented through the leadership, responsibility, and accountability of the Program Managers with the assistance of the GFPs and the coordination and implementation of the Policy by the GDS. More so, the implementation of the Policy is supposed to be operationalized by WIPO Programs and supported through the annual actions plans developed by the GDS.

189. The sustainability of the Policy rests on the approach of the people that have actives roles and responsibilities for its implementation.

(A)   CAN WIPO BUILD THE CAPACITY OF GENDER FOCAL POINTS?

190.   The implementation of the policy envisaged an active role from both Program Managers and GFPs. While GFPs count with TORs to guide their work, Managers do not have them nor have they necessarily participated, or have been mandated to participate, in trainings related to gender mainstreaming in their Programs.

191.   As reported in the UN-SWAP, a series of activities have taken place since 2014. The most important to note are the yearly GFP workshops, the workshops on inclusive leadership and unconscious bias targeted to management and staff who participate in Appointment Boards, which, as of 2018, is open to all staff. Even though there have been some activities to build on existing knowledge, sustaining this capacity has been a challenge considering the limited financial and human resources. Furthermore, there is no formal handover process among focal points.

192.   Apart from the annual GFP workshops and from the mandatory online short course "I Know Gender" that they receive, no more targeted training has been given to GFPs. Moreover, since focal points participate voluntarily and on an *ad hoc* basis, many of the knowledge gained in any past training may be lost.

193.   During the focus groups, some GFPs mentioned that they were not aware of their ToRs, nor have they been on boarded to take on the tasks of the previous GFP. Furthermore, at times GFPs did not know who the previous GFP was within their Programs, highlighting the lack of coordination for the appointment and continuity of the GFPs.

194.   Survey results indicated that 56 per cent of the staff is also unaware of whom their GFP is or any initiatives spearheaded and lead by managers with the assistance of GFP.

195.   Still, it is essential to note that of those who were familiar with the GFP, about 45 per cent of them, on average, thought that the GFPs contribute to integrate gender perspectives within their Programs and aid in fostering an enabling environment within their workplace.

Figure 45: Average results for the survey question "To what extent do you agree with the following statements:"

45% ⓘ

Agree or strongly agree that the GFP within their program actively contribute to:

- ☑ Assist the program manager ensuring gender perspectives are incorporated in our work program.
- ☑ Assist the Program Manager fostering an enabling environment.
- ☑ Gather data for gender analysis as part of the strategic planning process.
- ☑ Assist in the integration of gender into results based management processes.
- ☑ Collect and analyse sex-disaggregated data.
- ☑ Facilitate the application of the gender markets into the work planning process.
- ☑ Assist in gender-inclusive communication.

Source: IOD Survey on Evaluation of WIPO's Policy on Gender Equality, 2019

(B)   WHAT ABOUT SUSTAINING THE CAPACITY OF WIPO'S MANAGERS?

196. Concerning capacity of managers, the staff has the perception that their Programs and management are capable and willing to work on gender issues within their activities and that these activities have contributed to the gender equality agenda in the Organization. More so, staff agree, over 55 per cent, that their supervisors create an enabling work environment in which work/life balance is promoted, career development is encouraged and that their ideas and voices count equally regardless of who provides them.

197. From the management side, focus group discussions highlighted the willingness of management to take and participate in more gender mainstreaming training within the workplace and within Program activities. Surveyed managers considered the easiest and most achievable target without requiring much preparation or investment from the Organization or extraordinary time from their part.

(C)   CAN THE BENEFITS RESULTING FROM THE POLICY BE SUSTAINED OVER TIME?

198. IOD assessed the extent to which sustainability practices were applied to sustain the long-term benefits resulting from the Policy. The evaluators used ten sustainability criteria, which provided the following results:

Figure 46: Sustainability criteria and results
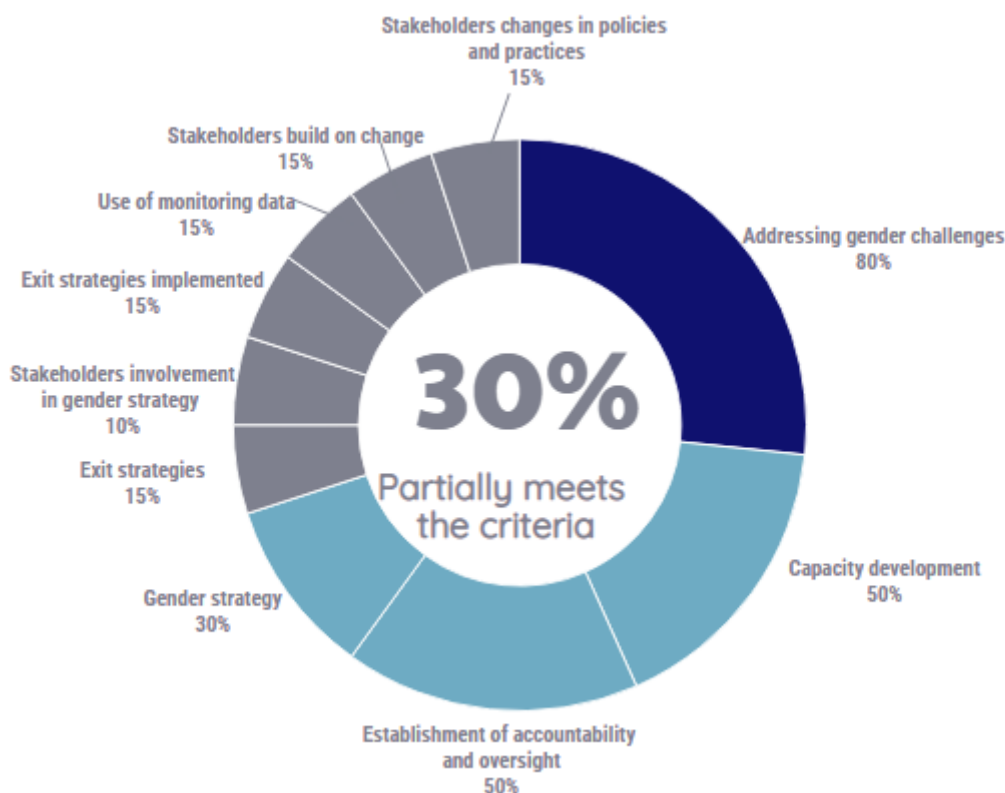
(a)   **Sustainability and exit strategy**: None of the 11 programs' activities had an exit strategy to support positive changes in gender equality after the end of the intervention;

(b)   **Strategy and planning framework**: Sustainability is also measured by the existence of a strategy and a planning framework that builds on the existing institutional and organizational context that is conducive to the advancement of gender equality. The original two-year action plan developed to accompany the publication of the Policy in 2014 was not included, and subsequent detailed action plans have not been established. Hence, the Policy does not count with a comprehensive action plan for its implementation and as such, makes the implementation and sustainability of the activities under the Policy challenging to follow. Nevertheless, WIPO does develop a list of action points on an annual basis in collaboration with the GFPs. In addition, gender has been mentioned in key WIPO documents such as the MTSP 2016/21, Human Resources Report, the P&B document, among other materials;

(c)   **Addressing organizational challenges**: Despite the absence of the organization-wide gender strategy, WIPO has tried to address gender disparity and gender challenges by revising 50 per cent of its relevant policies, encouraging Programs through the GFP the development of gender-related activities;

(d)   **Stakeholders' involvement:** WIPO activities are provided as per Member States request with some very few exceptions in which WIPO has taken the initiative like in the Sub-Regional Meeting on IP, Innovation, and Gender Equality in the Latin America and the Caribbean region. However, all activities are done in collaboration with Member States, and they are involved in the different aspects of the activity/project implementation;

(e)   **Activities promoting behavioral changes**: For one-off activities, the Evaluation did not find specific instances in which long-term sustainable changes in attitudes, behaviors, and power relations between the different stakeholder groups. In addition such changes are not being monitored;

(f)   **Monitoring** - As monitoring data and results reporting of the activities is inconsistent, it is a challenge to identify effects in which the participating institutions have changed their policies or practices to improve gender equality. Based on the sample of 11 activities out of 32, the Evaluation found that monitoring data on gender equality and progress made, especially for those related to gender activities implemented by the Programs, was limited. None of the sample activities use of gender-responsive monitoring data to enhance sustainable change on gender issues;

(g)   **Stakeholders building on long term changes:** It remains to develop a process in which stakeholders agree on how they will build on gender equality changes promoted by WIPO activities and follow up on activities after finalization;

(h)   **Accountability and Oversight**: The Policy highlights focus areas, but a monitoring system with baselines, targets, milestones, deadlines and data collection tools for measuring progress on the focus areas was not in place at the time of this exercise. This certainly reduces the accountability of managers and the effectiveness of oversight systems, as even a one per cent progress on any focus area could be count as progress;

(i)   **Capacity development of rights holders and duty bearers to demand and fulfill rights:** WIPO has put in place several interventions to build the capacity of its stakeholders. Even though there have been some activities to build on existing knowledge, sustaining this capacity has been a challenge considering the limited financial and human resources. Furthermore, there is no formal handover process among focal points; and
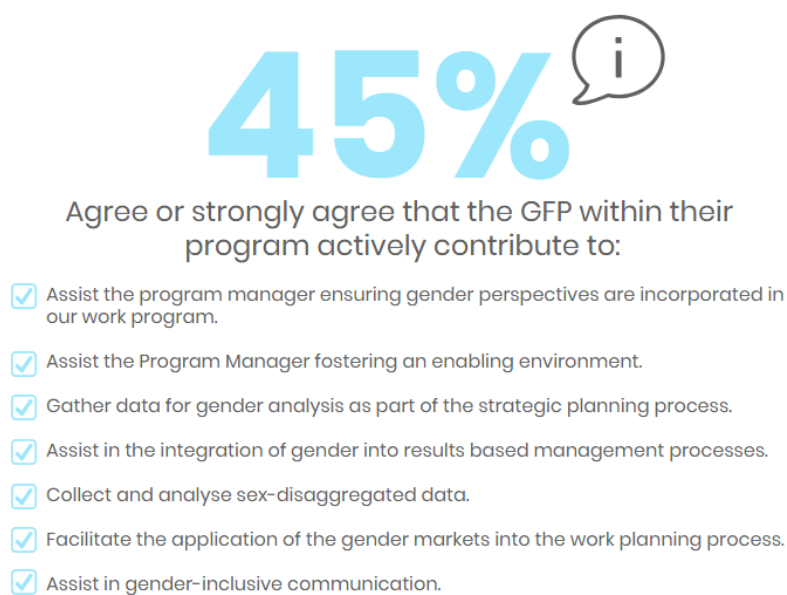
(j)   **Long-term benefits:** the Evaluation identified some cases based on stories and observations in which national stakeholders changed its policies and practices after WIPO's intervention/collaboration. However, the assessment requires evidence from the national counterparts to consolidate this finding.

Finding 20: WIPO fully met one out of ten sustainability criteria, three were partially fulfilled, and six did not meet the sustainability criteria.

Conclusion 14: The low levels of sustainability are linked to various factors. On the one hand, there is only one staff member in charge to support the implementation 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. (Linked to findings 20, recommendation 3)

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-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)

IOD wishes to thank all relevant members of staff for their assistance, cooperation, and interest during this assignment.

ANNEXES

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ANNEX I: TABLE OF RECOMMENDATIONS

No	Recommendations	Priority	Person(s) Responsible	Management Comments and Action Plan	Deadline
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-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.	High	TBD	The manager has indicated that in light of the fact that the new Gender and Diversity Specialist will only be joining WIPO as from October 2019, a comprehensive management action plan on the revised set of recommendations will be provided thereafter.	TBD

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 (a) 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.	Medium	TBD	The manager has indicated that in light of the fact that the new Gender and Diversity Specialist will only be joining WIPO as from October 2019, a comprehensive management action plan on the revised set of recommendations will be provided thereafter.	TBD
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.	Medium	TBD	The manager has indicated that in light of the fact that the new Gender and Diversity Specialist will only be joining WIPO as from October 2019, a comprehensive management action plan on the revised set of recommendations will be provided thereafter.	TBD
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.	Medium	TBD	The manager has indicated that in light of the fact that the new Gender and Diversity Specialist will only be joining WIPO as from October 2019, a comprehensive management action plan on the revised set of recommendations will be provided thereafter.	TBD

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.	Medium	TBD	The manager has indicated that in light of the fact that the new Gender and Diversity Specialist will only be joining WIPO as from October 2019, a comprehensive management action plan on the revised set of recommendations will be provided thereafter.	TBD
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.	High	TBD	The manager has indicated that in light of the fact that the new Gender and Diversity Specialist will only be joining WIPO as from October 2019, a comprehensive management action plan on the revised set of recommendations will be provided thereafter.	TBD
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	High	TBD	The manager has indicated that in light of the fact that the new Gender and Diversity Specialist will only be joining WIPO as from October 2019, a comprehensive management action plan on the revised set of recommendations will be provided thereafter.	TBD

	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.				
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.	Medium	TBD	The manager has indicated that in light of the fact that the new Gender and Diversity Specialist will only be joining WIPO as from October 2019, a comprehensive management action plan on the revised set of recommendations will be provided thereafter.	TBD

[Annex II follows]

ANNEX II: TERMS OF REFERENCES OF THE REFERENCE GROUP (RG)

EVALUATION – AUDIT OF WIPO POLIY ON GENDER EQUALITY

1.   Objective: A Reference Group (RG) composed of the main WIPO-internal stakeholders of an evaluation is established to increase ownership, transparency and the learning effect of evaluations.

2.   Composition and Scope: Members of the RG should represent the main stakeholders and have evaluationexercise and/or substantive knowledge as to be able to provide informed feedbacks on evaluationexercise methodologies, products, and processes.

3.   Role and function: The RG meets at critical junctures during the evaluation and provides feedback and advice to the evaluation team throughout the process.

4.   Specifically, the RG reviews and comments on the following:

    (a)   Evaluation Terms of Reference;

    (b)   Draft evaluation –audit report;

    (c)   Findings, conclusions and recommendations;

    (d)   Priorities, deadlines, and responsibilities for implementing recommendations, if any.

5.   Members of the RG act as a focal point for their respective sectors and facilitate information flows between the evaluation team and the Sectors they represent. The following members were nominated by WIPO Senior Managers to the RG for this evaluation:

Members	Title	Sector/ Function
Ms. Cornelia Moussa	Director	Human Resources Management Department
Ms. Chitra Narayanaswamy	Director	Administration and Management Sector Department of Program Planning and Finance
Ms. Maya Bachner	Director	Program Performance and Budget Division
Mr. Michael Svantner	Director	Department for Transition and Developed Countries
Mr. Giovanni Napolitano	Deputy Director	
Mr. Mario Matus	Deputy Director General	Development Sector
Ms. Beatriz Amorim-Borher	Director	Regional Bureau for Latin America and the Caribbean
Mr. Walid Abdelnasser	Director	Regional Bureau for Arab Countries
Ms. Michele Woods	Director	Copyright and Law Division, Copyright and Creative Industries Sector
Mr. Adam Rattray	Head	Information and External Relations Section, Patents and Technology Sector
Ms. Maria Beyeler Sapiente	Legal Officer	Capacity Building and Technical Assistance, Global Issues Sector
Ms. Sarah Neyroud	Senior Program Support Assistant	IP Office Business Solutions, Global Infrastructure Sector

Note: The Staff Council requested to see the draft report. Brands and Design Sector has not nominated a representative for the RG.

[Annex III follows]

ANNEX III: DETAILED EVALUATION - AUDIT QUESTION MATRIX

Questions/sub-questions	OECD/DAC	UNEG	Audit	Measure/ Indicator of progress
RELEVANCE				
Q1. To what extent was the WIPO Gender Policy designed to address WIPO's staff needs, the needs of its external stakeholders' and organizational and international requirements?				
Did the organization have a consultation process to factor the needs of internal and external stakeholders (women, men and other gender) in the design process? How was it?	☑	☑		% of staff that participated in the consultation process
To what extend did the analyses promote inclusiveness and disaggregate the needs of the various group, specially excluded groups?	☑	☑		% of staff that participated in the consultation process
What is the baseline in which the policy was established? how was the process arranged?	☑	☑		% of activities with baseline
How is the policy aligned with WIPO's policies and strategic priorities?	☑	☑	☑	# of strategies that factored MTSP
How is the policy aligned to the UN strategy for gender mainstreaming and other UN gender related policies/strategies?	☑	☑		Level of achievement with UN-SWAP indicators
	☑	☑	☑	% of alignment of policy with other UN policies
How is the quality of the policy in comparison with other UN policies?	☑	☑		Identification of components of policy and benchmarking its contents in regards to other UN organizations best practices in gender policy
How suitable was the policy in the existing WIPO context? And how did it adapt over-time?	☑			At least x% of WIPO staff considered the policy relevant and successful in addressing their needs
What it the comparative advantage and role of WIPO in promoting gender equality within and outside?		☑		% of staff that sees GE as an advantage for the organization
Was the GM approach relevant to addressing the countries' needs and consistent with WIPO's mandate?		☑		% of stakeholders who perceive the support as relevant
		☑		% activities in line with WIPO's mandate
To what extent did detailed contextual analysis of GE inform policy and program development?		☑		Increase on the number of analysis presented in policy for a and included in program development?
To what extent are GM systems in place used, and considered relevant by staff?		☑		% of staff that considered the systems relevant
EFFECTIVENESS				
Q2. To what extent has the Organization contributed to the implementation and results achievement of the WIPO Gender Policy? What were the most and least significant changes identified and why? What needs to be done?				
How was the theory of change designed (baseline, strategy and action plans with results framework) to facilitate the implementation of the policy?	☑	☑		Strategic documentation
Was WIPO successful in reaching its GM policy objectives? In what ways?				% of WIPO policies that have factored GE
				% of Programs that have factored GE indicators and activities
				% of staff behaviour related to GE

Questions/sub-questions	OECD/DAC	UNEG	Audit	Measure/ Indicator of progress
				% of Gender parity level
				% of staff that would feel comfortable having a man, woman or both equally in leadership positions
	☑		☑	Identify and review initiatives taken to support work-life balance, career development, and prevention of discrimination and harassment for men and women.
			☑	Even distribution of management/technical staff posts among women and men.
			☑	Women and men are both represented in decision-making positions and roles (senior management and above).
			☑	Recruitment process is set up in a way to attract qualified female candidates; analysis of candidates is performed and potential causes of low female candidates are understood and lessons learned are applied to the recruitment process.
			☑	Initiatives exists to promote women and support women in enhancing their skill sets, to advance careers.
			☑	To what extent are programs and staff adhering to the Policy?
				% Increase in the awareness of staff about the policy since its implementation
				% Increase in the awareness of other UN organizations and external stakeholders about the policy since its implementation
Were the expected results realistic/feasible for the WIPO context?	☑	☑		% of staff that felt that the ER were feasible
What were the unintended results (positive/negative)?	☑			% of unintended results
Were opportunities to generate results missed?	☑			% of expected results that were not achieved
To what extent were the scope and scale of stakeholder needs in the WIPO context met?	☑			% of stakeholders whose needs were addressed
To what extent has it contributed to the national or IP offices relevant development goals and objectives?	☑		☑	Number of gender results based indicators
	☑		☑	Number of national strategies that have factored gender as a result of WIPO's interventions
What internal and external factors influenced (positive/negative) the achievement of results?	☑			List of factors identify that influence the achievement of results
Is the responsibility for ensuring adherence to the Policy well articulated in performance monitoring framework and implementation plans?		☑		List of allocation of responsibilities
Was monitoring data collected and disaggregated according to relevant criteria (gender, age, other)? And was it used for decision making?		☑		% of activities for which disaggregated data has been collected and monitored
Was monitoring information shared with stakeholders? And how?		☑		Frequency of reporting by stakeholders
Do the activities contribute to changing attitudes and behaviors towards gender empowerment, balance and underlying causes of inequality?		☑	☑	% of staff whose behavior has changed in response to the activities
To what extent do the focal points contribute to the effective implementation of the policy?				Participation/championing of GFP in activities and WIPO projects

EFFICIENCY

Q3. To what extent the allocation of and use of available resources was appropriate to achieve the Policy's goals and expected results?

Questions/sub-questions	OECD/DAC	UNEG	Audit	Measure/ Indicator of progress
How timely and realistic were results delivered?	☑			Time expend between the expected workplan and delivery
Were there any internal/external bottlenecks? And how were they mitigated?	☑	☑		Risk assessment in place
Were adequate resources provided for integrating gender equality as an investment in short, medium and long term benefits. How has money been allocated for GM: has it increased/decreased.		☑		% of resources invested in gender activities compared with other UN agencies
Is the budget sufficient to fully integrate gender into programming and policies?		☑		% of resources invested in gender activities compared with other UN agencies
Q4. To what extent the inputs and processes set in motion by WIPO's Gender Policy have contributed to an efficient delivery of results?				
Was the use of resources to address gender balance in line with the priorities of the policy? And how?	☑	☑		% of priorities in which resources were invested
To what extent does the gender architecture support an efficient use of resources to enhance attention to GM in the institution?		☑		Budget line for GM activities
What have been the effect of policy in the way the administration allocates its resources?			☑	Terms of reference for key job descriptions include staff awareness on gender issues.
			☑	Terms of reference for consultants stipulate that gender equality issues should be reported upon substantially within the context of their assignment.
			☑	Consultancy contracts awarded to both men and women.
			☑	Women and men consultants are remunerated on an equitable basis, using the same contractual criteria. Screening and selection of consultants include demonstrable gender sensitivity criteria.
			☑	All management/technical staff carry out missions regardless of rank and sex if the mission is within their area of technical expertise.
			☑	There is a strategy for promoting Women-owned (or managed) businesses (WOB) including their identification in the local procurement market.
			☑	WOB preferences are included in requests for tendering. Percentage of WOB that are successful in their tendering.
Q5. How effective is the governance around the implementation, monitoring and reporting on the Policy objectives?				
How efficient are existing managerial process (such as development of action plans including phase plan with timelines, involvement of programs in developing the plan, monitoring, feedback mechanisms reporting, gender communication strategy, knowledge sharing?	☑		☑	# of activities on the workplan that have been completed
			☑	List steps taken to develop resources and guidance on gender mainstreaming.
			☑	# gender sensitive KPI within WIPO strategic planning and work plan processes
			☑	% of KPI are measured and reported
			☑	Number of activities with gender markers are clearly established and distinct.
			☑	% of monitoring, assessment, evaluation and report mechanisms, aligned with UN Evaluation Group Standards on the integration of gender equality and human rights
			☑	% of improvements of UN-SWAP submissions since inception
			☑	Road map/maturity model has been developed to assess gender balance in staffing at all levels by 2020.

Questions/sub-questions	OECD/DAC	UNEG	Audit	Measure/ Indicator of progress
			☑	% of the composition of all advisory bodies include members of both genders
			☑	% of gender composition in appointment boards, the Joint advisory Group and WIPO Appeal board for 2017 and 2018
			☑	% of managerial criteria that aligns with other good practices in the UN
			☑	% of requirements in ToRs aligned with other good practices in the UN
			☑	% of programs that factored gender indicators
			☑	% of audit and evaluation recommendations on gender that have been addressed
			☑	% of women who participates in inter-agency coordination mechanisms on gender equality and the empowerment of women
			☑	% of gender related competencies within the competency framework including PMSDS
What effective measures are in place for capturing and applying lessons learned, sharing and replicating good practices?			☑	% of shared experiences and best practices which are replicated

IMPACT

Q6. To what extent did WIPO's Gender Policy contributed to the achievement of gender balance in WIPO and to integrate gender perspectives into policies and programs?

Questions/sub-questions	OECD/DAC	UNEG	Audit	Measure/ Indicator of progress
What was the expected impact? And how was it consider to be assessed at a later stage?		☑		% of activities aligned with longer term impact measures
To what long term changes has the intervention contributed in terms of gender balance or is expected to contribute in the future?	☑	☑		% of staff that see a change in Organization culture in regards to gender mainstreaming
To what extent have any unintended long term effects (positive/negative) arisen as a result of the implementation of the policy?	☑	☑		% of unintended long term effects compared to the total number of impacts
	☑	☑		% of staff that have been directly benefited from the policy implementation
	☑	☑		To what extent has the organization advance on creating a permanent behavioral change conducive to gender equality?

SUSTAINABILITY

Q7. To what extent did the results of the Policy continued over time? What is the likelihood of a continuation of those effects in the future? What kind of changes are needed to ensure continuation of these effects?

Questions/sub-questions	OECD/DAC	UNEG	Audit	Measure/ Indicator of progress
To what extent has the organization enable an adaptable environment for real change on gender equality? And what has been the barriers/challenges?	☑	☑		Number of identified challenges that were mitigated by the organization.
To what extent have the organization adequately prepared for the continuation of positive effects, according to its own circumstances and conditions?	☑	☑		Plans in place (programs/activities/updates in policy) for future implementation.
To what extent has the Organization supported the strengthening of systems, staff capacities and competency to support future development of gender mainstreaming?	☑		☑	% of staff and focal points whose capacities has been strengthened to support gender mainstreaming
What are the current plans to increase or maintain the use of resources?	☑			% of resources increases over the years compared to good practices among UN agencies
Assuming current conditions continue to hold, how likely is that any positive effects will continue in future for key stakeholders, including target population?	☑			Plans in place (programs/activities/updates in policy) for future implementation.

[Annex IV follows]

ANNEX IV: DETAILED BACKGROUND INFORMATION ON THE ASSESSMENT AND POLICY PROPOSAL ON GENDER MAINSTREAMING AND GENDER EQUALITY PERFORMED IN 2011.

The assessment focused on answering the recommendations provided by the documents mentioned in the report and assessed the Organization in regards to gender equality. Two exercises took place:

1. Measuring WIPO against the ECOSOC agreed conclusions.
2. Analysis of the state of gender equality in WIPO against the General Assembly and the Secretary-General's suggested measures.

Measuring WIPO against the ECOSOC agreed conclusions

ECOSOC recommendations relevant to WIPO and other specialized agencies focused on:
1. At the institution level:
    a. Intergovernmental bodies that deal with program and budgetary matters should ensure that all programs visibly mainstream a gender perspective.
2. The basic requirements:
    a. Accountability of senior managers for gender mainstreaming.
    b. With the assistance and support of the GFP, gender mainstreaming should be institutionalized at all levels including adoption of a policy and specific strategies, use of institutional directives, improvement of tools for gender analysis such as sex-disaggregated data, establishing mechanisms for monitoring and evaluation, and the creation of accountability mechanisms.
3. Based on a gender analysis, ensure that gender concerns are addressed in all planning activities when setting priorities, allocating resources and identifying actions and activities.
4. The role of the GFP:
    a. Strengthen the GFP's role with responsibilities that focus on supporting the development of gender-sensitive policies and program strategies; advice and support staff in applying gender perspectives; develop tools and methodologies for gender mainstreaming; collect and disseminate information on gender issues and best practices; and assist in monitoring and evaluating progress in policy, program and budgetary terms.
5. Capacity building:
    a. Integrate gender perspectives into training programs, provide gender training to all staff, ensure gender expertise is available, and coordinate training efforts through an evaluation of the impact of gender training.
    b. Strengthen capacities for collection, evaluation and exchange of gender information by developing gender-disaggregated statistics and indicators (as well as non-numerical indicators), propose the use of gender statistics to Member States, the use of electronic networks for information exchange, and gender sensitive public information available for all areas.
    c. Promotion of statistics on the number and percentage of women at all levels with a focus on the goal of 50/50 by 2000 especially at the D1 level and above.

The analysis against the ECOSOC recommendations highlighted that in many areas, WIPO was not yet mainstreaming gender perspectives into its policies and programs but that some ad hoc activities were taking place. The creation of a Policy could standardize the efforts in place and provide guidelines for their sustainable and continued implementation.

Analysis of the state of gender equality against the General Assembly and the Secretary General suggested measures

The analysis of the state of gender equality in WIPO was developed using an assessment framework from the Gender Equality Project and the United Nations suggested gender equality indicators.

The assessment focused on three metrics: gender balance, pay gap and employee rating of the Organization in terms of gender equality. The enabling environment within the Organization in turn, was examined within five focus areas: equal pay for work, recruitment, selection and promotion, training and mentoring, staff well-being and organizational culture.

The assessment looked at gender parity data, results of the 2010 Core Values Survey and discussions held during two focus groups with 23 staff members (five of whom provided comments in writing) and which consisted of staff with children under the age of three.

The UN suggested measures to improve the status of women in the UN System (Secretary-General's suggested measures) were also taken into account for the analysis of the state of gender equality in WIPO. The most relevant ones were:
1. Suggestion on broadening the pool of qualifies women applicants at mid-professional levels and to particularly target applications at the D1 and above levels.
2. Suggestions for improving the status of women through:
   a. The selection process
   b. Promotions
   c. Career development
   d. Career progression through mobility
   e. Flexible working arrangements
   f. Staff wellbeing

At the end of the complete baseline analysis, the assessment concluded that:
1. WIPO appeared to be an organization that fostered gender equality but the inequality was evident when analyzed further. "Women's edge in overall numbers of regular employees was due to their predominance in the General Service Category".
2. Equal pay for work could not be analyzed. "The predominance of women among WIPO temporary employees and the exercise of discretion in determining starting pay rates suggested further analysis".
3. Gender was not a subject of focus in WIPO, therefore little data was available.
4. Some policies were in place to support gender equality as for example equal pay for equal work and selection of merit without discrimination.
5. Selection through competition were generally free of gender bias as the percentage of women candidates that apply for any given position was roughly the same percentage of women at any level.
6. In terms of promotions, representation of women at the P4 level did not translate into gains of women at the P5 and D1 levels as it did for men.
7. Weak awareness and uneven implementation of staff well-being opportunities.
8. Flexible working arrangements critical to achieve gender equality. There was a need for commitment from the Organization to find a practical solution for greater flexibility.

The final recommendations of the complete report on gender mainstreaming and gender equality in WIPO focused on three main areas:
1. The adoption of a gender policy integrating UN-recommended indicators on gender equality.
2. The appointment of a high-level champion to oversee its implementation and
3. A call to the Director General to seize every opportunity to lead on gender equality.

[Annex V follows]

ANNEX V: ANALYSIS OF THE POLICY AGAINST THE UN COMMITMENTS AND ECOSOC AGREED CONCLUSIONS.

United Nations Commitments	Is the Policy designed to address these needs?
Beijing declaration	
Promote an active and visible policy of mainstreaming gender at all levels	**Yes**, in general terms, Policy was developed.
ECOSOC recommendations	
General directive to mainstream gender across all programs	**Yes**, Policy para. 2. "…to provide a general framework to integrate gender perspectives in its policies and programs".
<u>**Basic requirements:**</u>	
Accountability of senior management	**Partially**, Policy para. 13 "Leadership, responsibility and accountability….rests with the Program Managers" but no clear indication for a focus on senior management.
Adoption of a Policy and strategies	**Yes**, Policy was developed.
Development of institutional directives instead of discretionary guidelines for gender mainstreaming	**Partially**, Policy para 2. "…and supported through annual action plans". It could be say that the actions plans serve as a directive for implementation but the process or content is not explained in detailed.
Improvement of tools for gender analysis. Ex. Sex-disaggregated data	**Partially**, Policy para. 5. "Gender analysis and the development of applicable gender-sensitive performance indicators, will therefore be gradually integrated…" Gender analysis includes sex-disaggregated data. It is mentioned in the Policy but no clear plan for implementation.
Instruments and mechanisms for monitoring and evaluation. Ex. Gender impact analysis	**Partially**, Policy para. 5. "...as well as implementation and monitoring, performance assessment and evaluation mechanisms". It is mentioned in the Policy but no clear plan for implementation.
Creation of accountability mechanisms	**No**, no mention of accountability mechanisms other than that it rests with project managers.
<u>**Role of the gender focal point:**</u>	
Support the development of gender sensitive policies and program strategies	**Partially**, Policy para 11. "… is also responsible…developing tools and guidance notes". This could entail policies and strategies but not clear. To note that in the GDS job description it is mentioned more in detailed.
Advice and support staff in applying gender perspectives	**Partially**, Policy para 11. "The Gender and Diversity Specialist is also responsible for coordinating the capacity building of staff". This could entail support staff in inclusion of gender perspectives but not clear.
Develop tools and methodologies for gender mainstreaming	**Partially**, Policy para 11. "…developing tools and guidance notes". This could entail also methodologies but not clear.
Collect and disseminate information on gender issues and best practices	**Yes**, Policy para 11. "… developing communication and knowledge sharing initiatives...sharing experiences".
Assist in monitoring and evaluating progress in policy, program and budgetary terms	**Partially**, Policy para 11. "…as well as monitoring and evaluating their progress". More related to the Policy and not in terms of program and budgetary terms.
<u>**Capacity Building:**</u>	
Integrate gender perspective into training programs	**No**, no mention of integrating gender perspectives into training programs.
Provide gender training to all staff	**Yes**, Policy para 4. "... building the necessary capacities of staff to institutionalize gender equality".
Ensure gender expertise is available	**Yes**, Policy para 4. "... Developing and/or strengthening staff capacity and competency in gender analysis".
Coordinate training efforts through an evaluation of the impact of gender training	**No**, no mention of coordinating training efforts with an evaluation.

Develop gender disaggregated statistics and indicators	**Partially**, Policy para. 5. "Gender analysis and the development of applicable gender-sensitive performance indicators, will therefore be gradually integrated…". Gender analysis includes sex-disaggregated data. It is mentioned in the Policy but no clear plan for implementation.
Proposal to States on how to use the statistics	**No**, Member States only foreseen as being informed of progress of Policy.
Non numerical indicators to monitor gender mainstreaming	**Partially**, Policy para. 5. "Gender analysis and the development of applicable gender-sensitive performance indicators, will therefore be gradually integrated…". This could potentially include non-numerical indicators.
Networks of information exchange	**Partially**, Policy para. 6. "WIPO will participate systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women…". Only foreseen for GDS and not all staff.
Gender sensitive public information materials and activities	**Partially**, Policy para. 11. " …developing communication and knowledge sharing initiatives…". Although not clear if for the public.
Promotion of statistics on the number and percentage of women at all levels with a focus on the goal of 50/50, specially D1 and above	**Partially**, Policy para 7. "The Organization strives to achieve gender balance in staffing at all levels by 2020". Goal is there but no focus on the promotion of statistics and no mention of D1 and above levels.
United Nations Millennium Development Goals	
Gender equality as a goal in itself and a means to stimulate development that is truly sustainable	**Yes**, Policy para 1. Endorsement of the MDGs
United Nations System-wide policy	
Participation and adoption in the UN-SWAP	**Yes**, Policy para. 6 "...WIPO is committed to and will be guided by the UN System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP)".

[Annex VI follows]

ANNEX VI: ANALYSIS OF THE STATE OF GENDER EQUALITY AGAINST THE GENERAL ASSEMBLY AND THE SECRETARY GENERAL SUGGESTED MEASURES

State of gender equality in WIPO - baseline assessment	Is the Policy designed to address these needs?
WIPO's enabling environment for gender equality through policies and practices in five areas and United Nations suggested measure to improve the status of women in the UN System.	
Equal pay for equal work	**No**, not addressed in the Policy
Recruitment, selection and promotion	
Broaden the pool of qualifies women applicants at mid-professional levels	**Partially**, Policy para 7. "...the paramount consideration in the recruitment and appointment of staff members". No details or action plans provided for its implementation.
Target applications at the D1 and above levels	**Partially**, Policy para 7. "...the paramount consideration in the recruitment and appointment of staff members". No details or action plans provided for its implementation.
Selection process	**Partially**, Policy para 7. "...the paramount consideration in the recruitment and appointment of staff members". No details or action plans provided for its implementation.
Promotions	**Partially**, Policy para 7. "...the paramount consideration in the recruitment and appointment of staff members". No details or action plans provided for its implementation.
Training and mentoring	
Career development	**Partially**, Policy para 9. "Measures will be taken to foster an enabling environment...career development…". No details or action plans provided for its implementation.
Mobility	**Partially**, Policy para 9. "Measures will be taken to foster an enabling environment, including the support of work-life balance initiatives…". No details or action plans provided for its implementation.
Staff well-being	
Flexible working arrangements	**Partially**, Policy para 9. "Measures will be taken to foster an enabling environment, including the support of work-life balance initiatives…". No details or action plans provided for its implementation.
Staff well-being	**Partially**, Policy para 9. "Measures will be taken to foster an enabling environment, including the support of work-life balance initiatives…". No details or action plans provided for its implementation.
Organization culture	
Leadership	**Partially**, Policy para 14. "Leadership, responsibility and accountability …rest with the Program Managers.". The Policy is signed by the Director General but no clear description of other leadership and its role in implementing the Policy.
Rules to prevent sexual harassment	**Partially**, Policy para 9. "... and prevention of discrimination and harassment for men and women". But no clear specification of the rules or plans for its implementation.
Communication	**Partially**, Policy para 3. "...A key principle underlying this approach is communication and knowledge sharing". Yes mentioned but no clear plan for implementation of communication strategies or at what level.
WIPO own assessment of status on gender equality:	
Gender Balance	**Yes**, Policy para 7. "The Organization strives to achieve gender balance in staffing at all levels by 2020".
Gender pay gap	**No**, not addressed in the Policy.
Employee rating of the Organization for gender equality	**No**, not addressed in the Policy or as an annex.

[Annex VII follows]

ANNEX VII: WIPO SWOT[61] ANALYSIS ON GENDER EQUALITY MEASURES

The views expressed in this Annex resulted from 13 focus group discussions.

STRENGTHS	Records	WEAKNESSES	Records	THREATS	Records	OPPORTUNITIES	Records
CAREER DEVELOPMENT	**4**		**25**		**14**		**20**
Strategy in place for career development (talent identification)	1	All advertised positions are full time - part time posts are not available	1	Even when the organization provides career support, there is a big gap between actions to move from capacity building to career development	1	Analyze the level of qualification at all levels + gender	1
Job security in WIPO	1	As promotions are frozen and there is no promotions policy, this limits the career development opportunities of internal staff	1	Sabbatical with no opportunity to return to the same position	1	HRMD and managers could support better internal candidates	1
Skills inventory lead by the performance team that will be implemented soon	1	Career development in WIPO does not apply a proactive - more targeted approach	1	Freeze on promotions diminished career development options and increases demotivation	1	Change procedures to facilitate internal mobilization and revise the rule on temporary recruitment	1
Workforce planning progressing	1	The current swapping system does not work in practice	1	Increased paternity leave is essential to promote gender parity	1	Create more opportunities and initiatives for career development	1
		It is not easy to have internal mobility in WIPO but is standard in the rest of the UN. Limited internal mobility reduces staff exposure and cross-pollination	1	If you apply for a temporary job, you will lose your fix term position. This limits the career development options again	1	Encourage more internal mobility opportunities including temporary job mobility like job shadowing, cross-training including in other UN-Agencies), internal loans, hiring and matching internal mobility system, lateral mobility	1
		Recruitment filter for applying for jobs - makes things much harder	1	Losing staff capacities due to several factors - potential reputational - as limited career development opportunities increased the risk of losing talents	1	Find out cross-cutting opportunities within the organization	1

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[61] SWOT: strengths, weaknesses, opportunities, and threats

		In the experience was more relevant than qualification (university degree). This has changed, and there are now fewer opportunities for career development. In addition, new creative ideas are in WIPO are of lesser relevance		Lost hope - people might think is theoretical - no action after	1	IP skills - educational programs - In science innovation. But not WIPO	
		It is difficult for non-selected internal candidates when someone newly recruited comes in	1	Limited internal mobility and low awareness of these initiatives, such as secondments present a threat to the organization	1	Measures to foster an enabling environment to support career development initiatives	
		Internal discrimination of internal candidates during recruitment processes	1	There are very few career development opportunities, and this slows down the progress on gender equality	1	Meeting the conditions to allow staff to leave their posts temporarily (maternity leave)	
		P3 women will stay longer in the same position than men before being able to move up the ladder. Women are mostly recruited for starting positions	1	A skills inventory is useful but if people are not willing to use it because of fear or lack of understanding	1	Skills inventory - but need the Internal buy-in for use (interest)	
		Reclassification of staff is possible only once	1	Staff might not go through the second reclassification - because they might lose their position	1		
		Women might not always apply if requirements are not fulfilled opposite to men behavior	1				1
		PMSDS process - stays in management and outstanding rule depends on very subjective factors	1				1
CAREER SUPPORT	**7**		**7**		**5**		**12**
EMERGE - Program for Emerging Women Leaders offered in WIPO for (P3)	1	Managers might not always be very supportive	1	Little proactiveness from the organization to provide career support and financial resources to the career support services minimal 1	1	Change training procedures (official document) (put right instruments in place to create change)	1
HR is provides training opportunities, mentoring, coaching, training for newcomers		Next step after coaching - what? Opportunities for sharing newly acquired knowledge are	1	No transparent approach to staff development and training. While there is some professional and personal career development, there is no long-term plan for the people who participate in these trainings, and career	1	HRMD to provide support to managers on how managers could provide career support to their staff, identification of learning needs assessments and motivations	1

		development opportunities are limited					
Professional and personal career development program which includes training on interviews, cover letter, interview preparation	1	Organization culture is not prioritizing development - managers do not provide support and financial resources for strengthening career support services	1	No human resources staff competencies catalog	1	Allow staff to take sabbaticals as in the UN with a longer duration as ten days are not sufficient to support staff in the development of their skills	1
Unbiased view from the career support section	1	Staff engagement services are limited	1			Continue leadership program EMERGE - staff participating with UNOs	1
		WIPO may grant two weeks' study leave of intensive language training or external study leave. The UN offers each year, staff members selected for the sabbatical leave program have the opportunity to pursue research or study projects for a period of up to four months at recognized universities or independent institutions worldwide. Selected staff is placed on special leave with full pay for the period of the sabbatical leave	1			Create a mentoring program where higher staff (managers or senior staff) categories can mentor more junior or middle-level staff	1
COMMUNICATION	**7**		**4**		**1**		**5**
GDS publish some sex-disaggregated data and provides quarterly updates	1	Documents are not easily visible and accessible, and even within the sectors people do not know what is being done	1	WIPO image could be affected by limited gender mainstreaming	1	Be more mindful of addressing gender neutrality in WIPO communications and organization should promote the use of gender-neutral language	1
Gender balance communication material	1	Language inclusiveness & neutrality - old fashioned especially in another language such as in French	1			Practice - if management aware about gender then it might be inclined to consider it	1
Gender inclusive language makes a difference. Even legal documents are now being prepared in neutral language	1	Not communicating gender matters in the right way	1				1
CULTURE	**8**		**25**		**24**		**46**

In the beginning, there were some UNWOMEN facilitator who did brainstorming about different unconscious bias	1	Decision making not sufficiently balance - (more horizontal)	1	Even though at times gender issues are highlighted in reports, the organization lacks the curiosity to find out more and make the necessary changes to improve a negative situation	1	Have new managers tested on emotional intelligence and use 360-degree feedback approach across the organization including SMT	1
Create awareness about gender parity based on outside practices	1	Depending on supervisor - organizational culture, lack of trust creates a risk-averse culture. The lower the risk you take, the safer you are which is the wrong incentive for creativity	1	Conservative leadership style and appetite for risk are low partly because management fears that work is not going to be done. Linked to little decision-making opportunities	1	Analyze who are the influencers and bring them together as GFP	1
The organization is more conscious about gender and overall - gender has become an important topic	1	Disparities/gender unconscious biases affect the way we work, and it is a challenge to change the culture as people tend to stick to their habits and routines	1	Bias and male-dominated culture might reinforce macho culture / independent of the gender and reinforce cultural stereotypes	1	Assessment of biases (both men & women) and actions to change perceptions including customized mandatory training organization-wide including training on gender blindness, gender stereotypes, unconscious bias, values against discrimination, and diversity. Make the I know gender compulsory	1
Recognition - free to speak up with teams	1	If culture is not improving than programs can either	1	Bullying of genders (mainly male to female in WIPO)	1	Continue involvement of staff in future strategies/action plan development and empower supervisors in taking action on gender matters	
WIPO context is conducive for mainstreaming gender	1	Incentives are not the right ones to promote gender balance	1	People associate hard working with late night working, but they forget that some of the people working late at night are also late arrivals or people who might not necessarily enjoy going back home. Late night working should not be linked to efficiency	1	Identify strategies to focus on achievement of goals rather than on time spent in the office	1
		WIPO interview is very much western "I" culture rather than identifying team players "we" culture	1	Low management commitment to gender matters - demotivates staff participation	1	Going beyond the numbers and try to address behavior	1
		Mandatory training might not lead to a cultural shift	1	Men might start feeling threaten - challenging to have gender balance without being unfair	1	Guide managers on how to improve the culture/training regular on gender especially to understand the spectrum that women have after work hours/gender roles	

		WIPO on training need to have more explicit goals	1	Motivation by fear does not deliver the best results	1	Make managers accountable and hand back responsibility to the supervisors on management and train them on sensitives ways to empower staff, allow participation, working in teams inclusively while making practices consistent	
		Men might not be willing as women to take a more active role in their families due to financial issues in cases where the men are expected to provide for the family	1	No results-oriented presence culture - reduce professionalism and efficiency levels as staff tend not to do their best but meet expectation - risk-averse culture	1	Have clear values against discrimination	
		Some women managers have not left good memories	1	Not inclusive organization	1	Identify strategies to engage people in the process, especially those who do not get usually involved	
		WIPO's top-down - approach links to unsustain change	1	Over complexity about gender might have a negative effect	1	Increase cooperation to reduce silos-bring more the core values (foundation - get on them) working as one	
		Women's day is the only activity that targets the whole organization	1	Policies in place but nothing changes as enforcement is not happening	1	Learn from best practices from other agencies such as CERN	
		Working as one is not feasible in the current context	1	Reporting is more for HR purposes rather than to the supervisors	1	More community work such as meets up (storytelling) - the informal setting for more regular meetings. Create a habit on gender balance or make it a habit	1
		Harassment fear culture might not address these issues	1	Resistance to change	1	Encourage more initiatives such as the one on gender inclusive language	1
			1	WIPO does not like to align with the UN	1	Provide incentives for internal innovation - change & opportunities development that contribute to gender balance and diversity	1
				Discomfort around LGTB - biases on minority/diversity	1	Develop a participatory approach for internal policies implementation	1
					1	Apply a similar approach as in the strategic realignment program by nominating each senior manager as the champion of a gender balance policy action	1
						Framework for people management should be in place but no more rules (strategy)	1

					1	Work on the deconstruction of masculinity	1
GENDER AND DIVERSITY SPECIALIST	3		3		2		1
Advice from Kaori to support gender marker process helped create a better understanding among PMs	1	GDS is alone might not have capacity	1	Having only one person for the GDS represents is a risk for the sustainability of the work	1	GDS function should be at a cross-cutting organizational level and expert in gender and diversity	1
GDS and lunch breaks increased awareness of Gender balance	1	Lunch breaks talks are not sufficient to change the existing culture, and many people might not attend	1	Uncertainty in the recruitment of new GDS	1	Gender and Diversity Specialist should have a gender and diversity expert to support her with the work	
GDS convince the HR to push more reporting and attention to the Assemblies	1						
GENDER PARITY	2		6		3		4
52% of staff are women	1	GB has not been reached yet	1	Changes at a higher level (D1+) are more complex and complicated	1	Continue inviting and creating gender balance in management	1
WIPO has increased GB at senior level	1	Gender pyramid is inverse	1	Composition of hierarchy	1	At the current stage, WIPO should prioritize women for leadership positions	1
		Glass ceiling	1	Even with outreach, we are still below the targets for GB	1	During the recruitment process enforce the inclusion of women who have passed the test	1
						Make WIPO a gender UN champion to reduce the risk of imbalances in higher categories	1
GFP	6		17				26
Gender actions points are prepared annually and share with PMs	1	The definition of what means to be a GFP needs more clarity, and there is no standard practice for nominations of GFP	1			There should be 50/50 representation on the GFP network. Request PMs to nominate for every 50 staff one male and one female GFP and establish precise requirements for to nominate GFPs	1
Best practices on how to do peer reviews	1	GFP is low profile, and not everybody is familiar with their GFP	1			Analyze GFP's data (w/PM's) on decision making power vs. gender perspectives	1
GFP is are there to assist the PMs	1	GFP does not have access to a more extensive UN network on gender	1			Better more thorough definition of the GFP and their role. Instead of Tor's make the GFP leaflet in terms of services IOD Newsletter	1

Some managers recognize the work of the GFPs as working time in the PMSDS, but this is not a standard practice	1	GFP have not sufficient training and no standardized way of onboarding new GFP's	1			Expanding gender network in the UN system to GFP	1
An internal network of sharing ideas - information email by GDS	1	GFP work is not recognized as working time, and the Policy might not be a priority for the managers and the GFP	1			Provide formal training for GFP and structure guidelines on gender. Do training to GFP mandatory, including "I know gender" training. More targeted training for GFPs for assisting on PMs in fostering an enabling environment.	1
Some external speakers come to meet the WIPO GFP	1	GFP is not necessarily involved in the UN-SWAP data collection	1			GFP need to have handover process	1
		GFPs do not necessarily share sex-disaggregated data collection practices	1			Have an intranet dedicated portal for GFPs	1
		PMs might not always be delegating gender issues to the GFP, and there might be, at times power struggles. Some PMs might be resistant to gender mainstreaming ideas and this difficult the role of GFP	1			Make mandatory the inclusion of the GFP work in PMSDS, standardize time invested in GFP work and professionalize the role of the GFP like allowing the inclusion of GFP title in the email	1
		There is currently no formal/informal feedback mechanism between GFP and staff	1			ToT role for some GFP to create internal capacity	1
LEADERSHIP	**6**		**4**				**2**
DG gender champion	1	Leadership to foster/support gender	1			Changing culture requires senior managers to buy in by - demonstrating benefit (needs assessment analysis) - who are the champions.	1
Mr. Matus is internally a gender champion and the Bureaus count with the full support of management	1	More male-dominated leadership and not a lot of focus on getting more gender balance at higher levels of management	1			Having leaders that are committed and believe in the change - communication beyond numbers	1
The CDIP has a fora	1	Resistance to change from some managers	1				
SMT is supportive	1						
MONITORING AND EVALUATION	**2**		**6**		**1**		**14**

Collection of data on workshops participation	1	No clarity on how to develop and customized indicators, as well as monitoring results. Therefore, there is a lack of sex-disaggregated data	1	Sex-disaggregated data for HR is not always a priority	1	Assess the Impact of career development initiatives such as mentoring or mobility/swap initiative	1
		People's analytics there is any data we are not using - more predisposed areas	1			Building people analytics (to build into gender) - governance & proper ethics framework to use the data - have a group of consultants to help the organization to move into the people's analytics	1
						Formalizing indicators to measure efforts and having data disaggregate data available and for staff	1
						Include general / measures in the gender action plan	1
						Information sharing about gender representation figures - raising awareness of gender. A proactive approach by setting up targets and creating dashboards in the business intelligence system. Having gender analyzes on data such as analysis of the data from the ombudsman office, staff welfare or staff council who has gender disaggregated data	1
						Have more sex-disaggregated qualitative data, for example, on recruitment, or how long men and women stay in one post by grade. Standardize practices on data collection and sharing	
						How to monitor, report, learn, and share information. Program Managers & directors more accountable for gender balance	1
						Improve visibility of reports retrieval	1
POLICY	**1**			**6**		**1**	**4**
Policy on Gender	1	Enforcement processes are not in place	1	Policies useful but people's convincing is essential	1	Enforcement of the Policy and make gender balance mandatory including for subcontracting - affirmative action	1
		Lack of inclusiveness in the policy wording	1			More concrete measures to reach a goal (ex. quotas) - a mix of many measures	1

		Measures and targets not evident in the Policy	1			Promoting existing policies	1
		No, formalize an approach to have gender balance in teams and trying to reach gender balance is a challenge	1				1
PROGRAMMATIC	**39**		**8**		**3**		**4**
Developing gender initiatives such as including gender and IP in regional and national meetings, invitation letter, L'Oreal initiative, matchmaking events with gender balance, regional IP meeting in the LAC region to support national IPOs with the inclusion of gender, statistics on gender at the national level, World IP day among other	1	Member states driven activities which creates a comfort zone for staff and managers in WIPO	1	Turnover difficult achieving gender balance	1	More guidance is needed on how to mainstream gender, for instance, in strategies and programs	1
Enforcing policies implementation + leading the mainstreaming of gender in program activities such as: in meetings, keynote speakers, external experts, representation of mediators, arbitrators	1	Few women experts in technical areas like economics, IT or other technical areas	1	Very little focus on gender balance in teams	1	Do standard practice to encourage balance gender participation in meetings	1
The WIPO Academy has a program to target teachers on how to teach innovation and creativity through IP using interactive content on Copyright, Patents, and Trademarks, blended learning course	1	In addition to silos working, no clear benefit of implementing gender in initiatives / no interest - lack of recognition of an issue (bender blinders)	1	WIPO - IP not getting a voice - outside	1	Develop an educational program for girls in Science, Technology, Engineering, and Mathematics (STEM) in collaboration with UNESCO	1
Bureaus are a good reference point for cultural	1	Not everybody is familiar with the gender markers, as they are not compulsory	1			Think beyond patents such as women in trademarks	

awareness and gender sensitiveness						
Inclusion of gender balance in programmatic initiatives - effect: builds capacity + more women could apply for jobs. Letter of invitations: Training ex: examiners	1	No budget for gender and to implement gender balance activities	1			Create a worldwide gender award for women inventors	1
Invitation letters	1	No sustainability in terms ok Knowledge Sharing	1				1
Everybody/program is asked to use the gender marker	1					
RECRUITMENT	**9**		**11**		**9**		**30**
Appointment boards - encouragement to look at internal candidates - also reminder by HR to take into account gender aspect	1	Limited targeted advertisement and French language might at times be a limitation for having more diversity	1	Candidate pool not sufficient and it seems that it is difficult to find qualified women. Even though in WIPO, there are almost the same amount of qualified women and men, for example at P4 level positions.	1	Undertake anonymous test - assessment for shortlisting candidates as part of the recruitment process. Ensure fair process by sticking to selection criteria, Introduce blind recruitment and requirements for all posts under recruitment that go beyond the CV such as including in the screening process the identification of creative ideas, participants who have attended a gender training should be one of the core competencies, and "we" candidates rather than "I" ones. Allow whenever possible experience equivalent to the degree.	1
Core values & competencies - PMSDS & recruitments (diversity)	1	Diversity value is not mandatory in recruitment	1	Complex political negotiations of MSs influencing the higher level and above managerial nominations	1	Make all appointment boards gender balance and having the panel with the experience required for the job (technical vs. Softer competencies/skills)	1
Years of experience vs. equivalent degree	1	For technical areas, there is a limited number of women applicants	1	Job descriptions do not encourage the (right) candidates creating more unbalances	1	Enforce gender balance in the recruitment of managerial staff	1

Posts are advertised outside and online	1	The selection process is very subjective, and at times people are selected without clear criteria	1	Boards might misinterpret that gender representation does not mean at least one women on the board, but it rather means 50/50 gender balance representation	1	Spell out work-life balance benefits including flexibility in job descriptions	1
	1	Still, some appointment boards for recruitment are not gender balance	1	Political pressures to take specific candidates and usually, there are not women	1	Convey a roadmap of recruitment	1
				Recruitment towards more gender balance	1	Encourage the inclusion of internal applicants for recruitment and develop rosters for internal staff for recruitment	1
						Targeted advertisement of the job description by having paid advertisement, partnering with institutions/universities to improve outreach	1
						Include prompts remaining appointment board members and those staff shortlisting candidates of the contribution they are making to gender balance when considering a gender balance and diversity during shortlisting and selection of candidates	1
						Recruiting women at the beginning of their careers	1
						Requesting MS when nominating or recommending potential candidates to provide at all times, one female and one man candidate	1
						A steady pipeline of women such as a senior female talent pool	1
WORK-LIFE BALANCE	**7**		**30**		**17**		**20**
30 minutes of coffee breaks are included as working hours	1	Daycare - WIPO does not have an agreement with any daycare facility	1	Certified sick leave	1	Provide advisory support to managers understanding / dealing with work-life balance policies	1
WIPO is financially healthy	1	Few daycare activities do not receive financial support. WIPO ITU initiative	1	Colleagues' lives might be challenging - Not able to go back to 100%	1	Agreement for daycare availability should be a priority	1

Having working time for medical appointments	1	How to create more conscious and flexibility around the same WIPO rules like, for instance, instead of having 30 minutes coffee break, allow staff to use those 30 minutes for either coffee or lunch break	1	Daycare = expensive alternatives staff might take a break	1	Consider teleworking which would provide more flexibility for everyone and encourage more flexibility for all genders at higher levels, and no meetings should be encouraged after 5 pm	1
In the security services, ICS are allowed to work from home, especially for paternity/maternity live	1	Staff at higher post might not have the same or no flexibility at all	1	Limited encouragement of flexible working arrangements	1	Having specific processes in place that facilitates work-life balance especially towards promoting gender at managerial levels	1
Not being expected to be available 24h a day	1	Measures to foster an enabling environment ex-work life balance for instance: No much difference before and after new flextime - count the hours of work - fear of no counting hours - not a system between staff and managers - after 8 pm it does not count - no flexibility in terms of capacity. Old school mindset of working hours- no teleworking	1	Higher post - do not accommodate work-life balance	1	Having a shorter probationary period facilitates family relocations	1
Nursery initiative has been initiated	1	Not allowed to bring kids to the office	1	Limitation of existing time management such as RTO on a fixed date - Leads to less flexibility	1	Part time should be encouraged for both managers and staff	1
Time management policies	1	Staff work part-time due to not sufficient flexibility or lack of teleworking	1	Lots of abuse leads to more rules which result in demotivation	1		1
		Policies on maternity/paternity leave are outdated (breastfeeding policy)	1	No teleworking less flexibility	1		1
		RTO - structure of time management policies (limitation)	1	Short paternity leave	1		1
		Some areas might not allow for flexibility like conference services	1	Policy vs. practice in terms of part-time working/RTO/ flexibility	1		1
		Staff working from home but not recognized	1	Temporary positions are not ideal for reallocation of families	1		1
		Still resistance on flexibility ex: unpaid leave	1				1
		Double standards as teleworking are possible for outsource some areas of work even in the PCT there are external examiners but not for internal staff	1				2

| | | Temporary agency workers are not entitled to have holidays ex. ICS can be up to 2 years, and working conditions are not facilitating work-life balance | 1 | | | | | 1 |
| | | UN New York is only seven working hours and 1 hour for lunch | 1 | | | | | 1 |

[Annex VIII follows]

ANNEX VIII: SURVEY RESULTS

Section	Responses				
	Category	≥Agree	Neutral	≤Disagree	Total
A: Gender mainstreaming in WIPO's policies					
I am familiar with the content of the Policy.	Female	50.0%	30.2%	19.8%	100.0%
	Male	62.4%	27.4%	10.3%	100.0%
	Overall	**56.8%**	**28.6%**	**14.6%**	**100.0%**
The Policy fully addresses the needs of the Organization.	Female	28.4%	57.9%	13.7%	100.0%
	Male	42.2%	49.1%	8.6%	100.0%
	Overall	**36.0%**	**53.1%**	**10.9%**	**100.0%**
I am informed of the progress made on the implementation of the Policy.	Female	37.9%	37.9%	24.2%	100.0%
	Male	51.7%	33.1%	15.3%	100.0%
	Overall	**45.5%**	**35.2%**	**19.2%**	**100.0%**
WIPO integrates gender perspectives into its relevant policies.	Female	49.0%	40.6%	10.4%	100.0%
	Male	56.0%	36.2%	7.8%	100.0%
	Overall	**52.8%**	**38.2%**	**9.0%**	**100.0%**
B: Gender focal point					
Assist in ensuring that gender perspectives are incorporated in our work program.	Female	52.3%	36.4%	11.4%	100.0%
	Male	50.0%	41.2%	8.8%	100.0%
	Overall	**51.3%**	**38.5%**	**10.3%**	**100.0%**
Assist in fostering an enabling environment in our workplace.	Female	45.5%	45.5%	9.1%	100.0%
	Male	41.2%	52.9%	5.9%	100.0%
	Overall	**43.6%**	**48.7%**	**7.7%**	**100.0%**
Gather data for gender analysis purposes as part of strategic planning process.	Female	44.2%	39.5%	16.3%	100.0%
	Male	47.1%	44.1%	8.8%	100.0%
	Overall	**45.5%**	**41.6%**	**13.0%**	**100.0%**
Assist in the integration of gender into results based management processes.	Female	43.2%	45.5%	11.4%	100.0%
	Male	50.0%	47.1%	2.9%	100.0%
	Overall	**46.2%**	**46.2%**	**7.7%**	**100.0%**
Collect and analysis of sex-disaggregated data.	Female	39.5%	44.2%	16.3%	100.0%

	Male	35.3%	52.9%	11.8%	100.0%
	Overall	**37.7%**	**48.1%**	**14.3%**	**100.0%**
Facilitate the application of the gender markers into the work planning process.	Female	50.0%	42.9%	7.1%	100.0%
	Male	41.2%	55.9%	2.9%	100.0%
	Overall	**46.1%**	**48.7%**	**5.3%**	**100.0%**
Assist in gender-inclusive communications.	Female	46.7%	42.2%	11.1%	100.0%
	Male	44.1%	47.1%	8.8%	100.0%
	Overall	**45.6%**	**44.3%**	**10.1%**	**100.0%**
C: Gender Mainstreaming in WIPO's programs					
My program collects and analyses gender and age disaggregated data to design, implement, and monitor them.	Female	34.0%	44.7%	21.3%	100.0%
	Male	32.4%	52.1%	15.5%	100.0%
	Overall	**33.3%**	**47.9%**	**18.8%**	**100.0%**
My program has means (both human and financial resources) available to implement the Policy.	Female	29.8%	53.2%	17.0%	100.0%
	Male	36.6%	52.1%	11.3%	100.0%
	Overall	**32.7%**	**52.7%**	**14.5%**	**100.0%**
Our national counterparts support the inclusion of gender perspectives in our activities.	Female	23.4%	69.1%	7.4%	100.0%
	Male	33.8%	60.6%	5.6%	100.0%
	Overall	**27.9%**	**65.5%**	**6.7%**	**100.0%**
I know how the gender markers are implemented in my program.	Female	33.7%	33.7%	32.6%	100.0%
	Male	31.0%	39.4%	29.6%	100.0%
	Overall	**32.5%**	**36.1%**	**31.3%**	**100.0%**
The gender markers have a relevant impact in promoting gender mainstreaming within my program and across the Organization.	Female	19.1%	56.4%	24.5%	100.0%
	Male	23.6%	62.5%	13.9%	100.0%
	Overall	**21.1%**	**59.0%**	**19.9%**	**100.0%**
D: Consciousness and Awareness					
There have been instances when proposals to integrate gender perspectives into programs/projects have not been considered.	Female	24.2%	58.9%	16.8%	100.0%
	Male	14.3%	63.5%	22.2%	100.0%
	Overall	**20.3%**	**60.8%**	**19.0%**	**100.0%**
My program counts with the capacity and willingness from management to work on gender issues within our activities.	Female	38.9%	51.6%	9.5%	100.0%
	Male	55.6%	38.1%	6.3%	100.0%
	Overall	**45.6%**	**46.2%**	**8.2%**	**100.0%**

WIPO has carried out activities that have contributed to the progress of the gender equality agenda in the Organization.	Female	51.6%	44.2%	4.2%	100.0%
	Male	70.3%	26.6%	3.1%	100.0%
	Overall	**59.1%**	**37.1%**	**3.8%**	**100.0%**
E: Participation in WIPO gender development activities					
I find the gender related activities to develop my capacities very useful for my work.	Female	68.8%	21.9%	9.4%	100.0%
	Male	73.9%	21.7%	4.3%	100.0%
	Overall	**70.9%**	**21.8%**	**7.3%**	**100.0%**
I have noticed a positive improvement towards gender balance in our workplace.	Female	25.8%	48.4%	25.8%	100.0%
	Male	63.6%	27.3%	9.1%	100.0%
	Overall	**41.5%**	**39.6%**	**18.9%**	**100.0%**
F: Gender Equality in WIPO's workplace					
Staff are encouraged to take advantage of flexible work arrangements.	Female	57.7%	18.6%	23.7%	100.0%
	Male	69.8%	15.9%	14.3%	100.0%
	Overall	**62.5%**	**17.5%**	**20.0%**	**100.0%**
Staff are encouraged to take advantage of maternity or paternity leave.	Female	44.8%	42.7%	12.5%	100.0%
	Male	68.3%	27.0%	4.8%	100.0%
	Overall	**54.1%**	**36.5%**	**9.4%**	**100.0%**
The gender expertise of staff in the organization has increased since the implementation of the Policy.	Female	31.3%	53.1%	15.6%	100.0%
	Male	50.8%	46.0%	3.2%	100.0%
	Overall	**39.0%**	**50.3%**	**10.7%**	**100.0%**
G: Gender Equality in WIPO's workplace - Organizational Culture					
I feel confident in expressing my views in meetings.	Female	70.8%	8.3%	20.8%	100.0%
	Male	81.4%	11.9%	6.8%	100.0%
	Overall	**74.8%**	**9.7%**	**15.5%**	**100.0%**
Women and men's voices count equally within my program.	Female	61.9%	18.6%	19.6%	100.0%
	Male	84.7%	8.5%	6.8%	100.0%
	Overall	**70.5%**	**14.7%**	**14.7%**	**100.0%**
I am comfortable raising dissenting views in my program.	Female	60.4%	18.8%	20.8%	100.0%
	Male	67.2%	15.5%	17.2%	100.0%
	Overall	**63.0%**	**17.5%**	**19.5%**	**100.0%**

My views are heard and respected in my program.	Female	62.1%	25.3%	12.6%	100.0%
	Male	68.3%	21.7%	10.0%	100.0%
	Overall	**64.5%**	**23.9%**	**11.6%**	**100.0%**
I am able to influence my supervisor in my work areas.	Female	63.5%	26.0%	10.4%	100.0%
	Male	76.3%	13.6%	10.2%	100.0%
	Overall	**68.4%**	**21.3%**	**10.3%**	**100.0%**
Women and men have the same opportunities for career advancement in WIPO.	Female	28.9%	22.7%	48.5%	100.0%
	Male	56.9%	29.3%	13.8%	100.0%
	Overall	**39.4%**	**25.2%**	**35.5%**	**100.0%**
My Program provides a supportive environment for work/life balance.	Female	57.7%	21.6%	20.6%	100.0%
	Male	71.2%	18.6%	10.2%	100.0%
	Overall	**62.8%**	**20.5%**	**16.7%**	**100.0%**
Management in my Program is gender-sensitive (male and female staff treated equally.	Female	61.9%	25.8%	12.4%	100.0%
	Male	82.8%	12.1%	5.2%	100.0%
	Overall	**69.7%**	**20.6%**	**9.7%**	**100.0%**
Management advocates for the equality and non-discrimination of the LGBTI staff.	Female	41.7%	46.9%	11.5%	100.0%
	Male	67.2%	24.1%	8.6%	100.0%
	Overall	**51.3%**	**38.3%**	**10.4%**	**100.0%**
I feel comfortable speaking out against sexism and gender-based discrimination.	Female	52.1%	30.2%	17.7%	100.0%
	Male	78.0%	16.9%	5.1%	100.0%
	Overall	**61.9%**	**25.2%**	**12.9%**	**100.0%**
My supervisors promote gender equality in the workplace.	Female	60.8%	25.8%	13.4%	100.0%
	Male	73.2%	23.2%	3.6%	100.0%
	Overall	**65.4%**	**24.8%**	**9.8%**	**100.0%**
My supervisors foster an enabling environment that supports work life balance.	Female	57.9%	24.2%	17.9%	100.0%
	Male	77.6%	13.8%	8.6%	100.0%
	Overall	**65.4%**	**20.3%**	**14.4%**	**100.0%**
My supervisors foster an enabling environment that supports career development.	Female	47.4%	30.5%	22.1%	100.0%
	Male	59.3%	30.5%	10.2%	100.0%
	Overall	**51.9%**	**30.5%**	**17.5%**	**100.0%**

In WIPO good ideas are taken seriously regardless of who (M/W) suggests them.	Female	38.5%	39.6%	21.9%	100.0%
	Male	56.9%	27.6%	15.5%	100.0%
	Overall	**45.5%**	**35.1%**	**19.5%**	**100.0%**
WIPO could do much more than it is currently doing to institutionalize gender equality.	Female	65.6%	30.2%	4.2%	100.0%
	Male	35.6%	49.2%	15.3%	100.0%
	Overall	**54.2%**	**37.4%**	**8.4%**	**100.0%**

Section	Ranking							
	Category	First	Second	Third	Fourth	Fifth	Sixth	Total
H: Gender Equality in WIPO's workplace - Career Support								
Hiring managers think men are more competent.	Female	22.5%	19.7%	16.9%	18.3%	12.7%	9.9%	100.0%
	Male	16.0%	20.0%	12.0%	4.0%	16.0%	32.0%	100.0%
	Overall	**20.8%**	**19.8%**	**15.6%**	**14.6%**	**13.5%**	**15.6%**	**100.0%**
Hiring managers think men are available and dedicated to work longer hours.	Female	28.4%	23.0%	12.2%	17.6%	14.9%	4.1%	100.0%
	Male	26.1%	13.0%	8.7%	17.4%	13.0%	21.7%	100.0%
	Overall	**27.8%**	**20.6%**	**11.3%**	**17.5%**	**14.4%**	**8.2%**	**100.0%**
Men have more confidence to apply for higher level jobs.	Female	20.8%	19.4%	22.2%	19.4%	12.5%	5.6%	100.0%
	Male	23.1%	19.2%	15.4%	23.1%	19.2%	0.0%	100.0%
	Overall	**21.4%**	**19.4%**	**20.4%**	**20.4%**	**14.3%**	**4.1%**	**100.0%**
Men market their competencies more effectively.	Female	15.1%	24.7%	19.2%	27.4%	11.0%	2.7%	100.0%
	Male	0.0%	26.1%	30.4%	26.1%	8.7%	8.7%	100.0%
	Overall	**11.5%**	**25.0%**	**21.9%**	**27.1%**	**10.4%**	**4.2%**	**100.0%**
Men have better access to training, networking and mentoring.	Female	14.9%	6.8%	20.3%	10.8%	25.7%	21.6%	100.0%
	Male	13.3%	16.7%	23.3%	20.0%	23.3%	3.3%	100.0%
	Overall	**14.4%**	**9.6%**	**21.2%**	**13.5%**	**25.0%**	**16.3%**	**100.0%**
Fewer women apply to P posts.	Female	12.0%	16.0%	18.7%	12.0%	14.7%	26.7%	100.0%
	Male	37.1%	8.6%	14.3%	14.3%	11.4%	14.3%	100.0%
	Overall	**20.0%**	**13.6%**	**17.3%**	**12.7%**	**13.6%**	**22.7%**	**100.0%**

Section	Ranking						
	Category	First	Second	Third	Fourth	Fifth	Total
H: Gender Equality in WIPO's workplace - Career Support							
Hiring managers think the nature of program support work is more suited for women.	Female	33.3%	15.2%	19.7%	18.2%	13.6%	100.0%
	Male	25.0%	20.0%	15.0%	20.0%	20.0%	100.0%
	Overall	**31.4%**	**16.3%**	**18.6%**	**18.6%**	**15.1%**	**100.0%**
Fewer men apply for GS jobs.	Female	33.8%	21.1%	12.7%	16.9%	15.5%	100.0%
	Male	41.2%	17.6%	14.7%	8.8%	17.6%	100.0%
	Overall	**36.2%**	**20.0%**	**13.3%**	**14.3%**	**16.2%**	**100.0%**
Hiring managers give preference to women, consciously or unconsciously.	Female	13.8%	24.6%	27.7%	18.5%	15.4%	100.0%
	Male	23.3%	36.7%	26.7%	6.7%	6.7%	100.0%
	Overall	**16.8%**	**28.4%**	**27.4%**	**14.7%**	**12.6%**	**100.0%**
GS work hours and conditions are attractive to women.	Female	16.9%	21.1%	21.1%	19.7%	21.1%	100.0%
	Male	17.2%	27.6%	27.6%	20.7%	6.9%	100.0%
	Overall	**17.0%**	**23.0%**	**23.0%**	**20.0%**	**17.0%**	**100.0%**
Women are more expected than men to apply for and occupy program support work.	Female	13.0%	26.0%	28.6%	19.5%	13.0%	100.0%
	Male	23.3%	16.7%	26.7%	26.7%	6.7%	100.0%
	Overall	**15.9%**	**23.4%**	**28.0%**	**21.5%**	**11.2%**	**100.0%**

[Annex IX follows]

ANNEX IX: ANALYSIS ON WIPO'S UN-SWAP REPORTING 2013-2017

UN-SWAP AREAS	REPORTED ITEMS
ACCOUNTABILITY	
1. Policy and Plan	Action Plan September 2014 - December 2015
	Workshops and training given 2013: no mention of number 2014: 20 GFP 2015: 22 GFP 2016: 25 GFP - all programs 2017: 25 GFP - all programs 2018: 25 GFP - all programs
	WIPO Staff Regulation 2014 - first introduction - 4.2 "Geographical Distribution and Gender Balance" that stated that "(a) Due regard shall be paid to the importance of recruiting staff members on as wide a geographical basis as possible" was revised to include "recognizing also the need to take into account considerations of gender balance".
	Gender Parity Action Plan - important to note to ask value of it The Director General approved WIPO Gender Parity Action Plan at the end of 2018. Discussions are underway on how best to implement the Plan.
2. Gender responsive performance management	**WIPO Code of Ethics** includes "Respect for human rights" and specifically mention respect for gender equality.

PMSDS - Performance Management and Staff Development System
Started with one core competency within the PMSDS related to "Respecting Individual and Cultural Differences", in which a staff member has to demonstrate "the ability to work constructively with people of all cultures, GENDER and backgrounds (emphasis added)".

In 2017, WIPO revised its core values and competency framework. WIPO's core competencies have been replaced by organizational competencies, all of which are applicable to all staff. The core values and organizational competencies are embedded in the new performance management tool supporting PMSDS. All of them have to be evaluated as part of the performance evaluation. They are also being used in WIPO's vacancy announcements.

In the revised framework, gender equality is implied in the core values: Working as One, Shaping the Future, Delivering Excellence and Acting Responsibly. In addition, the organizational competency "Valuing Diversity" has been created and is explicitly included under the core value "Acting Responsibly".

"Valuing Diversity" is defined as "Treat all people with fairness, dignity and respect".
The behavioral indicators for this competency are as follows:

• Work effectively with people of different cultures, gender or backgrounds.
• Treat men and women equally.
• Consider issues from the perspective of others and welcome their contributions.
• Reflect on your behavior to avoid biases and stereotypical responses.

RESULTS	
3. Strategic planning	**Medium Term strategic plans:** WIPO's Medium Term Strategic Plan 2010-2015 recognize that a well-managed, diversified, motivated, appropriately skilled professional workforce is essential to achieve Strategic Goal IX and, by extension, all of the Organization's substantive goals. The subsequent Plan for 2016-2021 included that the pursuit of the attainment of gender equality and diversity at all levels of the staff will remain a priority under the Strategic Goal IX. The Plan recognized that progress has been made in developing the administrative and management structures, including the adoption of WIPO Policy on Gender Equality.

Program and budget
A performance indicator related to gender is included in the area of human resources in the Program and Budget 2012/13, 2014/15, 2016/17 which is the percentage of women at P4 and above (Program 23). Baseline: P4 - 45.6% P5 - 35.6% D1 - 30.0% D2 - 16.7% (end 2016). Target: P4 - 48% P5 - 40% D1 - 35% D2 - 20%.

WIPO Program and Budget for the 2016-2017 biennium stressed that "(e)fforts to achieve an agile and smooth functioning Secretariat with a well-managed and appropriately skilled workforce which is effectively delivering results will continue to be pursued under Strategic Goal IX. Gender balance and geographical diversity will receive particular attention in the biennium. Further efforts will be made to develop managerial and leadership skills of women in the Organization, with a view to enabling them to take up positions at higher levels, while continuing the outreach to potential women candidates (emphasis added)".

In addition, six Programs included gender equality under their implementation strategies or planning context in the Program and Budget for 2016-2017: Program 4, Program 10, Program 11, Program 19, Program 23, Program 30.

WIPO Program and Budget for the 2018-2019 biennium, specifies that Gender and the Sustainable Development Goals (SDGs) are two of the cross-cutting issues, which are mainstreamed across all Strategic Goals.

In addition, ten (10) Programs (which is an increase from 6 Programs in 2016-2017) included gender equality under their implementation strategies or planning context in the Program and Budget for 2018-2019: Program 2, Program 4, Program 9, Program 10, Program 11, Program 16, Program 22, Program 23, Program 27, Program 30.

PROGRAM 22 PROGRAM AND RESOURCE MANAGEMENT – Performance indicator.
While the target was "At least 40% of WIPO's operational units have substantively completed the gender marker". As of end 2018, 47% of WIPO's operational units have substantively completed the gender marker, as compared to 20% in 2017 and 8% in 2016.

Substantive completion of gender marker in annual workplans leads to better gender mainstreaming by operational units. In practical terms, such completion lead to:
• More awareness raising on gender gaps in innovation through the inclusion of specific agenda on gender and intellectual property in capacity building training
• Better and more sex-disaggregated data
• Inclusion of more women in capacity building activities on intellectual property
• Use of gender-inclusive language in legal texts when advising Member States on their IP-related laws (e.g., by copyright law division, patent law division and other legal divisions)
• Encouraging more women's participation in WIPO's meetings
• Organizing mixed-gender panels and inviting speakers and experts including women

As such, reaching WIPO's target under this performance indicator supports the SDG target 5.5 to ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

Also, more capacity building to women on the effective use of intellectual property supports women's equal rights to economic resources, as well as access to ownership and control their property, including intellectual property (SDG target 5.A). By promoting inclusive innovation, WIPO is supporting the use of enabling technology, in particular information and communications technology, to promote the empowerment of women (SDG target 5.B). Lastly, through the use of gender-inclusive language in legal texts and promoting inclusive national intellectual property policies, WIPO is supporting the adoption and strengthening of sound policies and enforceable legislation for the promotion of

gender equality and the empowerment of women and girls (SDG target 5.C).

Indication that we have fulfilled out performance indicators.
Indication that we are fulfilling and working towards SDG indicators.

4. Monitoring and reporting	**WIPO HR Dashboard / reporting to the Member States / HR Annual Report** HRDM uses Human Resources Dashboard monthly to monitor gender balance in the organization by sector and grade. HRMD reports to the Member States twice a year on the gender balance by category within the organization. HRMD also prepares the HR Annual Report, which includes the reporting of both gender mainstreaming and the representation of women for the WIPO Coordination Committee. BI – PROGRESS: In 2014 the Business Intelligence Project, improved the management of human resources data, enabling sex-disaggregation in the data reporting which continued in 2015 and on. REPORTS - PROGRESS: In 2015 the Global Innovation Index (GII) 2015 included a gender-related indicator. The Global Innovation Index (GII) ranks the innovation performance of 141 countries and economies around the world, based on 79 indicators. The GII is co-published by WIPO, Cornell University and INSEAD. The report continued to published this indicator in 2016, 2017. SUBSTANTIVE AREAS - PROGRESS: In 2013 there was limited sex-disaggregated data available for some key data, such as the gender of the participants of the WIPO Academy. But other ex-disaggregated data cannot be readily be extracted from its collection of IP databases, WIPO GOLD. In 2014 WIPO started collecting collects the gender of the participants of WIPO-organized events but was not used for analysis. In other areas in 2014 WIPO planned the study to find out the gender of patent applicants in the Patent Cooperation Treaty. The effort started in December 2015 as collaboration between WIPO's Economics and Statistics Division and the WIPO Gender and Diversity Specialist. And in 2016 WIPO published a study on the gender of patent applicants in the international patent filings. The new WIPO statistics are the first-of-its kind global view on women inventorship as reflected in international patent applications filed via WIPO's Patent Cooperation Treaty (PCT), which has 152 contracting states across the globe. Based on this study in 2017, the yearly review of the PCT System contains data and analysis on women's participation in the international patent system and in 2018, the WIPO Data Center made available the data on women's participation in PCT by country, year and technology, so the public can find out easily. Preliminary analysis took place for women's participation in industrial designs and trademarks.

OVERSIGHT

5. Evaluation

Evaluations considering Gender

2013/2014: IAOD decided for each of its assignments in 2014 to take into account the principles of the gender strategy and action plan. Coverage of gender aspects has been part of the ToR of country evaluations and some of the technical assistance project evaluations where relevant. In 2015 Internal Oversight Division (IOD)'s evaluation reports include actionable recommendations regarding Human Rights and Gender Equality (HRGE) in order to profile actions with a clear identification of equity (including gender) components as well as to include gender sensitive measurement tools.

2015 – 3 evaluations include a core Gender Equality and the Empowerment of Women. 1. Rewards and Recognition Pilot Program, 2. Program 30: SMEs and Innovation, 3. Program 3: Copyright and Related Rights.

2016 - Three out of four Internal Oversight Division (IOD) evaluations include gender related findings, conclusions and actionable recommendations. 1. Evaluation of WIPO's External Communications, 2. Evaluation of the Pilot Project for the Development of Women – Phase 2, 3. Evaluation of a WIPO Regional Bureau.

2017 - The three evaluations completed include gender related findings, and gender related recommendations. 1. Evaluation of the WIPO's corporate communications activities and their contributions to WIPO's brand and reputation, Internal Oversight Division, September 1, 2017, 2. Evaluation of Program 12: International Classifications and Standards, Internal Oversight Division, June 27, 2017, 3. Evaluation of the WIPO Global Databases Division, Internal Oversight Division, January 25, 2017.

2018 - four evaluations included specific questions on gender mainstreaming and gender equality. 1. Meta-Evaluation Synthesis Report of WIPO Evaluation Products; 2. Evaluation of the Pilot Program on Professional and Career Development (Phase 2); 3. Evaluation of the Regional Bureau for Asia and the Pacific and 4. Evaluation of WIPO's Partnerships.

All meet UNSWAP evaluation indicator scorecard.

6. Gender responsive auditing	**AUDITS** 2013/2014: planned to develop Key performance indicators (KPIs). 2015: An audit recommendation on developing gender sensitive performance indicators resulted in the inclusion of gender mainstreaming in the guidelines for developing Program Activities for the 2016/17 biennium. The audit of the Academy in 2015 expressed the need for more efforts in mainstreaming gender in programmatic activities. The Audit of Individual Contractor Services (ICS) contracts proposes that reporting on ICS contracts include sex disaggregated data, to enable the organization to compare the number of contracts signed with male and female consultants. 2016: The 2016 audit of Business Solutions for IP Offices makes a gender mainstreaming recommendation. During the audit of Performance Management issued in 2016, IOD flagged gender mainstreaming challenges related to the Organization's gender related initiatives. The report from the audit of WIPO's Ethics Framework conducted end 2016 makes a gender mainstreaming recommendation. 2017: Audit of Recruitment 2017 – IOD reviewed the gender parity and effectiveness of measures taken to increase the number of Women applicants to WIPO jobs. Past recommendations made on Gender Mainstreaming to integrate gender mainstreaming in the result based management process has contributed in the establishment of a gender marker (ESTABLISHED) in the activities planning process. The final report on the audit of WIPO's Ethics Framework issued in March 2017 makes an observation on gender. 2018 – Audit on travel 2018.
7. Program review	 also use the same info as #8 - Gender marker.
HUMAN AND FINANCIAL RESOURCES	

8. Finance resource tracking	**GENDER MARKER** The first Organization-wide gender-marker exercise started in April 2016, to establish a baseline on the mainstreaming of gender in WIPO's work. WIPO Program Performance and Budget Division created a Gender Marker column in WIPO's Enterprise Performance Management (EPM) system, which became available to managers in June 2016. This is a code that arises from a series of questions during the preparation of the program activities in each work plan. Question during planning stage: how did the planning incorporate gender perspectives, how will it benefit both women and men? During implementation: what measures will be taken to benefit both women and men? And at outcome level: what is the expected outcome? Then a code from 0 to 1 and 2A and 2B is given. From no gender consideration to targeted action/full gender mainstreaming. In the 2016 Workplan (as of January 2017): - 8 operational units (8%) out of 97 operational units substantially completed the gender marker coding in the 2016 workplan. - While 19 operational units (20%) out of 97 operational units filled in the gender marker column, only 8 of them (8%) substantially completed the gender marker coding. In the 2017 annual workplans (monitored in January 2018), - 19 operational units (20%) substantially* completed the gender marker coding (* substantially for the purpose of the gender marker means at least one of the gender marker coding (of the operational unit) includes a comment). - A total of 68 operational units (70%) inserted either codes or comment in the gender marker column. As of end 2018, 47% of WIPO's operational units had substantively completed the gender marker, as compared to 20% in 2017 and 8% in 2016. In 2018, WIPO improved the EPM system to enable tracking of expenditures by activity.
9. Financial resource allocation	Not fulfilling requirement. No financial benchmark is set.

10. Gender architecture

GFP and Gender Specialist

A post of Gender and Diversity Specialist was created at P4 2013. Gender and Diversity Specialist came on board in July 2013. Gender and Diversity Specialist oversees both mainstreaming and representation of women, has clearly written terms of reference and dedicates at least 50% of time on gender issues.

A network of Gender Focal Points was formed in November 2013. The GFPs is tasked to support the implementation and monitoring of the gender policy and action plan.

It continues to be the same with changes on the GFP network.

Career Development Pilot

2015 - Human Resources Management Department started a pilot project to support professional and career development of women in April 2015. 5 P4 women supervisors with outstanding performance receive individually tailored career coaching and support from Human Resources for a year.
2016: 8 women and one man with supervisory functions receive individualized career coaching, priority in training and other career-related support, for one year.
2017: A total of 13 women (P3, P4 and P5) and 1 man (G6) received individualized career coaching. The results of the pilot project are: 5 of the participants received promotion, 2 officially have a higher responsibility at the same grade, and 1 completed an MBA.

Other - DG Gender Champion:

2016 - Within one year of joining the Geneva Gender Champions, the WIPO Director General met two of his public commitments to promote gender equality: firstly, to train managers on unconscious bias to promote a diverse and inclusive workplace (to date, more than 60 WIPO managers have received such training) and secondly, to provide career and professional support to women at the P3, P4 and P5 levels, prioritizing those with supervisory responsibilities.

Budget

2018 - The gender and diversity budget is currently under the Office of the HRMD Director. Each year, the expenditure on gender and diversity initiatives surpassed what has been budgeted, and the difference has been covered by the Office of the Director and the Performance and Development Section. During the 2020-21 planning discussion, creating a separate and adequate budget line for gender and diversity initiatives was discussed and approved.

11. Organizational culture

Office Instructions that support the performance indicator on organizational culture

2013 office instructions
* Office Instruction No. 8/2013 Maternity, Paternity and Adoption Leave and Post-Maternity Benefits
* Office Instruction No. 70/2012 Compassionate Leave
* Office Instruction No. 69/2012 Sick leave, leave for family-related emergencies and absences for medical appointments
* Office Instruction No. 71/2012 (Corr.) Working Hours
* Office Instruction No. 68/2012 (Corr.) Part-Time Employment
* Office Instruction No. 83/2012 Annual Leave
* Office Instruction No. 4/2013 Appointment Boards and Rules of Procedure
* Office Instruction No. 11/2013 Selection Procedures for Temporary Appointments

2014: Office instructions added to list on UNSWAP (old ones phased on - what attribution is there?)
• Office Instruction No. 25/2010 WIPO Ethics Office
• Office Instruction No. 84/2012 WIPO Code of Ethics
• Office Instruction No. 7/2014 Workplace-related conflicts and grievances
• Office Instruction OI/ 11/2014: Procedure for the submission and consideration of requests for review of administrative decisions under Staff Rule 11.4.3
• Office Instruction OI/58/2012 Whistleblower Protection Policy
• Office Instruction No. 8/2014 Rebuttal of performance appraisal
• Office Instruction No. 9/2014 Procedure governing the application of disciplinary measures
• Office Instruction No. 37/2014 The Office of the Ombudsperson
• Guide to Respectful and Harmonious Workplace
• Office Instruction 79/2014   Sick leave, leave for family-related emergencies and absences for medical appointments

2015: No new policies linked

2016: 2 new policies
• Office Instruction No. 47/2016 Workplace-related conflicts and grievances
• Office Instruction 11/2016   Sick leave, leave for family-related emergencies and absences for medical appointments

2017: 2 new policies
• Office Instruction OI/33/2017 Policy to protect against retaliation for reporting misconduct and cooperating with duly authorized audits or investigations
• Office Instruction No. 46/2017 Maternity, Paternity and Adoption Leave and Post-Maternity Benefits

2018: 3 revised policies
• Office Instruction No. 33/2018 Sick leave and leave for family-related emergencies
• Office Instruction No. 30/2018 Policy on Time Management and Flexible Working Arrangements
• Office Instruction No. 32/2018 Part-Time Employment

An improved and streamlined internal justice system entered into force in 2014, with the revision of Chapters X and XI of the Staff Regulations and Rules (SRR).

CAPACITY	
12. Assessment	**Capacity bulding of GFP** **2013 and 2014:** nothing **2015:** capacity assessment of Gender Focal Points in gender equality and women's empowerment was carried out during the WIPO Gender Focal Point workshop in December 2015. The workshop used the assessment tool produced by UN Women. **2016:** further capacity assessment took place on 23 of the managers who participated in the new gender marker exercise. The results showed that 1) the majority (74%) attended a face-to-face learning session on gender issues; 2) the vast majority (91%) had not taken any online course on gender issues; 3) a good majority (65%) received support from the Gender and Diversity Specialist or the gender focal point of their Program for gender issues; and 4) most of them considered that gender is relevant from the range of "to a limited amount"(61%) to "significantly" (34%). **2017:** no training **2018:** no training
13. Development	**Training to all staff:** **2013:** none **2014:** 1.Induction mandatory programs with a session on gender and diversity. 2. availability of a gender training course "I know Gender" mandatory for GFP 3. 1 GFP attended a"Empowering UN System Gender Focal Point" at ITCILO in Turin. 4. Gender and Diversity Specialist and Senior Auditor were certified after completing the requirements for the training "Participatory Gender Audit Certification Training" at ITCILO. **2015:** 1. Induction programs with a session on gender and diversity 2. 2 GFP worshops, 3. 1 one-day workshop on leadership, diversity and unconscious bias. The workshop targeted managers and staff who participate in Appointment Boards. **2016:** 1. Induction programs with a session on gender and diversity 2. GFP workshops, 3. 3 one-day workshop on leadership, diversity and unconscious bias. The workshop targeted managers and staff who participate in Appointment Boards. 4. recommendation from DG for all to take the "I know gender" training. 5. Deputy Director General of the Copyright and Creative Industries Sector received an individually tailored session on gender and diversity. **2017:** 1. Induction programs with a session on gender and diversity 2. GFP workshop, 3. 2 one-day workshop on leadership, diversity and unconscious bias. The workshop targeted managers and staff who participate in Appointment Boards. 4. 62 WIPO staff have engaged in "I Know Gender" and 34 of them completed the first 3 modules in English. **2018:** 1. Induction programs with a session on gender and diversity 2. GFP workshop, 3. 2 two-day workshop on leadership, diversity and unconscious bias. The workshop is now open to all staff.
COHERENCE, KNOWLEDGED AND INFORMATION MANAGEMENT	

14. Knowledge generation and communication

Knowledge sharing: webpage, WIKI, panel during assemblies, lunchtime talks, econ patent study (and subsequent PCT review), DG message on WD.

2013: Intranet page on gender and diversity, WIKI page on gender and WIPO for staff

2014: nothing new

2015: A panel on Women and Intellectual Property took place on October 13, 2015 during WIPO's General Assemblies. WIPO launched the renewed website on "Women and Intellectual Property". Women/Gender at Work – Lunchtime Talks were organized. Since the start of the initiative in November 2013, a total of 11 sessions took place and 21 speakers from different walks of life shared their professional and personal stories, thoughts and insights. WIPO made a one-time contribution of USD 10,000 to UN Women to develop and distribute core UN-SWAP communication products.

2016: Program 19 (Communications) included gender equality under their implementation strategies (P&B 2016/17). Study on the gender of patent applicants in the international patent filings. First time ever, WIPO Director General posted a video message on International Women's Day. WIPO website on "Women and Intellectual Property", posted nine news stories. A panel on Women, Innovation and Intellectual Property (IP) took place in October 2016 at WIPO. 1 session held on Gender at Work – Lunchtime Talks.

2017: The yearly review of the PCT System contains data and analysis on women's participation in the international patent system (based on the study done in 2016). A panel on Women, Innovation and Intellectual Property (IP) took place in October 2017 during the Assemblies.WIPO organized the Leadership Workshop - Empowering Women in IP for female delegates for the second time during the Assemblies in October 2017. A desk was set up to inform delegates about WIPO's work on gender equality, where they received a pamphlet encouraging them to take action to bend the trend and make gender parity a reality sooner. The WIPO webpage on "Gender Equality and Intellectual Property" posted nine news stories. Gender and Diversity Specialist sent the newsletter "Updates on gender issues" three times in 2017.

2018: World Intellectual Property Day, April 26. WIPO chose the theme: Powering change: Women in innovation and creativity. In connection with the Day, WIPO made a press release that its new figures show the highest-ever rate of women named as inventors in PCT applications, although gender gap still persists. The World IP Day webpage and WIPO Magazine featured inspiring videos and articles on intellectual property empowering women. Some 1,200 articles in the world mentioned WIPO between April 26 and April 27, many of them with the World IP Day theme of empowering women in innovation and creativity.

In the WIPO Program and Budget for 2018-2019, the Strategic Goal VIII "A responsive communications interface between WIPO, its Member States and all stakeholders" has a cross-cutting issues of Gender and SDGs, including Goal 5.

In 2018, several of WIPO's flagship reports, such as the yearly review of the PCT System and the World Intellectual Property Indicators, contained data and analysis on women's participation in the international patent system.

A panel on Empowering Women in the Creative Industries took place in September 2018 during the Assemblies. WIPO organized a leadership workshop - Empowering Women in IP - for female delegates for the third time during the Assemblies in September 2018. For the 2nd year, a table was set up to delegates about WIPO's work on gender equality.

The WIPO webpage on "Gender Equality and Intellectual Property" posted seven news stories in 2018.

Gender and Diversity Specialist sent the newsletter "Updates on gender issues" in 2018.

15. Coherence	**Participation with Other UN agencies:** **2013:** involvement but nothing more **2014**: Gender specialists of Geneva-based UN entities started meeting to exchange ideas, network, and to work better together. WIPO took the initiative and hosted a meeting in May 2014 **2015:** UN SWAP Focal Points and other gender specialists of Geneva-based UN entities meet every other month to exchange ideas and to coordinate their work **2016:** WIPO co-chaired the Geneva Gender Champions Impact Group on Talent Development together with WHO **2017**: same as other years **2018:** same as other years

| UNSWAP 18. #7 Leadership | DGs contributions / DDGS
2018:
- posted a video message on the occasion of World Intellectual Property Day
- chose the theme of World Intellectual Property Day "Powering Change: Women in Innovation and Creativity"
- is an International Gender Champions since the network started in September 2015. He met his two specific commitments in 2016, 2017 and 2018
- opening remarks of the 2018 Assemblies of the Member States of WIPO, the Director General reaffirmed "our fundamental commitment to the elimination of all forms of sexual exploitation and abuse
- joined the Collective Statement of the Members of the Secretary-General's Circle of Leadership on the Prevention of and Response to Sexual Exploitation and Abuse in United Nations Operations on September 27, 2018
- opening remarks in the panel discussion on "Empowering Women in the Creative Industries"
- introduction for the WIPO Secretariat's presentation during the Committee on Development and Intellectual Property (CDIP) for agenda item "Women and Intellectual Property"
- The Deputy Director General (DDG) of the Development Sector gave opening statements to the session entitled "Encouraging Innovation and Creativity of Women in the Arab Region, also met with the Honorable Dr. Maya Morsi, the President of the Egyptian National Council for Women, to share WIPO's initiatives to encourage women's innovation and creativity. he also welcomed the award winners of the UNESCO-L'Oréal For Women in Science Programme during the WIPO workshop on intellectual property for the outstanding women scientists
- Director General welcomed the award winners of the UNESCO-L'Oréal For Women in Science Programme at the reception
- Assistant Director General of the Global Infrastructure Sector spoke at a special workshop for women inventors in April 2018
- DG issued a memo in March 2018 to reflect his "panel Parity" commitment throughout WIPO
- World Intellectual Property Day 2018 – "Powering change: Women in innovation and creativity" topic chosen
- Town Hall meeting on October 3, 2018, the Director General talked about sexual exploitation, abuse and harassment in the UN, stressing the importance of a respectful workplace and encouraging everyone to take part in the upcoming UN system-wide survey on sexual harassment followed up by an email
- Director General issued his annual all-staff message for International Women's Day, and for the International Day against Homophobia, Transphobia and Biphobia |

UNSWAP 18. #12 Equal representation of women	**2018:** WIPO is yet to reach the equal representation of women at P4 and above levels, where women are underrepresented. WIPO has reached sufficient levels of representation of women in the General Service category, where women are the majority in the overall GS category and at the levels G7, G6 and G5. The Director General approved WIPO Gender Parity Action Plan at the end of 2018. The Plan was shared with the Chief Executive Board for Coordination. The Director General undertook, as one of his commitments as an International Gender Champion in 2018, to provide individualized support for career and professional development to a minimum of five women per year between P3 and P5 levels at WIPO, prioritizing those with supervisory responsibilities. By the end of 2018, a total of fourteen (14) women with supervisory responsibilities at P3, P4 and P5 levels, as well as one man in the GS, received individualized support for their career and professional development as below: • Six (6) women at P3 took part in the interagency leadership program "EMERGE" • Eight (8) women at P3, P4 and P5 levels took part in HRMD's pilot project The Internal Oversight Division's evaluations of HRMD's career and professional development program in 2016 and 2018 found positive results on the participants.

[Annex X follows]

ANNEX X: UN-SWAP PERFORMANCE INDICATORS – WIPO STATUS

Functional area	Performance indicator	Status 2017	Status 2013
Accountability	Policy and Plan	☐Meets requirement	☐Approaches requirement
	Gender responsive performance management	☑Meets requirement	☐Approaches requirement
Results	Strategic planning	☐Approaches requirement	☐Approaches requirement
	Monitoring and reporting	☐Approaches requirement	☐Approaches requirement
Oversight	Evaluation	☑Meets requirement	☐Approaches requirement
	Gender responsive auditing	☑Meets requirement	☐Approaches requirement
	Program review	☐Approaches requirement	☐Missing
Human and financial resources	Finance resource tracking	☑Meets requirement	☒Missing
	Financial resource allocation	☒Missing	☒Missing
	Gender architecture	☐Approaches requirement	☐Approaches requirement
	Organizational culture	☐Approaches requirement	☐Approaches requirement
Capacity	Assessment	☐Approaches requirement	☒Missing
	Development	☐Approaches requirement	☒Missing
Coherence, knowledge and information management	Knowledge generation and communication	☑Meets requirement	☐Approaches requirement
	Coherence	☑Meets requirement	☑Meets requirement

Functional area	Performance indicator	2018
Results based management	Strategic Planning Gender-related SDG Results	☑ Meets requirement
	Reporting on Gender-related SDG Results	☐ Approaches requirement
	Programmatic Gender-related SDG Results	☒ Not Applicable
Oversight	Evaluation	☑ Meets requirement
	Audit	☑ Meets requirement
Accountability	Policy	☑ Meets requirement
	Leadership	☑ Meets requirement
	Gender responsive performance management	☑ Meets requirement
Human and financial resources	Finance resource tracking	☐ Approaches requirement
	Financial resource allocation	☒ Missing
	Gender architecture	☐ Approaches requirement
	Equal Representation of Women	☐ Approaches requirement
	Organizational culture	☐ Approaches requirement
Capacity	Capacity Assessment	☐ Approaches requirement
	Capacity Development	☐ Approaches requirement
Coherence, knowledge and information	Knowledge and communication	☐ Approaches requirement
	Coherence	☐ Approaches requirement

[Annex XI follows]

ANNEX XI: FOCUS GROUP TOPICS

Date	Topic	Participants
April 23, 2019 10:00am	Fostering and enabling staff environment: Processes and tools aimed to mainstream gender equality in the workplace, including staffing, gender responsive performance management and competency framework.	All staff
April 23, 2019 2:00pm	Fostering and enabling staff environment: Processes and tools aimed to mainstream gender equality in the workplace, including staffing, gender responsive performance management and competency framework from the Human Resources side.	HRDM colleagues
April 24, 2019 10:00am	Strengthening staff capacities: Mainstreaming of gender perspectives into the work of WIPO.	Al Staff
April 24, 2019 2:00pm	Key role by the Program Managers: to include gender perspectives into their work, nominate the GFP and leadership.	Management
April 25, 2019 10:00am	Gender parity and organizational culture: bias reduction, social norms, and values.	All staff
April 25, 2019 2:00pm	GFP: Terms of Reference, enabling environment, resources, and capabilities.	GFP
April 26, 2019 10:00am	Gender mainstreaming across WIPO programs including development and use of gender sensitive performance indicators, innovations to promote gender mainstreaming, including coordination, communication strategies to keep internal and external stakeholders informed and knowledge sharing.	Professional Staff
May 6, 2019 9:30am	WIPO staff rules, regulations, and entitlements to achieve work life balance.	HRDM
May 6, 2019 10:30am	WIPO recruitment and work force planning, including job descriptions, classifications, and contracts.	HRDM
May 6, 2019 11:30am	Staff development and performance management.	HRDM
May 17, 2019 9:00am	Gender parity and organizational culture, bias reduction, social norms, and values.	All staff
May 17, 2019 10:00am	Existing measures to foster an enabling environment such as support of work life balance initiatives.	All staff
May 17, 2019 11:00am	Existing measures to foster an enabling environment such as support of career development initiatives.	All staff
May 17, 2019 11:45am	Existing processes and tools aimed to mainstream gender equality in the workplace specially recruitment and appointment of staff members.	All staff

[Annex XII follows]

ANNEX XII: LIST OF WIPO ACTIVITIES

#	Activity name	Supporting Women in Innovation and Science	Further information
1	For Women in Science Program	From 2018, WIPO is collaborating with UNESCO and L'Oréal Corporate Foundation in organizing a study visit to Geneva to the Women in Science laureates and fellows. The visit will focus on the basics of intellectual property relevant to the areas of research of the laureates and fellows, so that they would be able to use the knowledge to their advantage. Since 1998, UNESCO and L'Oréal Corporate Foundation have recognized over 97 women researchers from 30 countries who have contributed to overcoming global challenges.	(About the Program) http://www.unesco.org/new/en/natural-sciences/priority-areas/gender-and-science/supporting-women-scientists/for-women-in-science-programme/ https://www.wipo.int/academy/en/news/2019/news_0008.html
2	WIPO joint initiative with UNESCO and UN Women on Gender and Science, Technology and Innovation for SDGs	This inter-agency initiative aims to identify and elaborate practical strategies, such as future foresight methodologies, that could be used by countries and the UN system to reach the goals set by the SDGs in the field of women and girls in STI and particularly for their economic empowerment. Among its deliverables are the initiation of a sub-group on gender and STI in the Inter-Agency Task Team on STI to enhance synergies among the UN system, and initiatives to enhance action-oriented networks among member State delegations to the UN New York and broader stakeholders.	http://www.unesco.org/new/en/unesco-liaison-office-in-new-york/about-this-office/single-view/news/closing_the_gender_gap_to_meet_the_sdgs/
3	World Intellectual Property Day – April 26, 2018 "Powering change: Women in innovation and creativity"	Every April 26, WIPO and its partners celebrate World Intellectual Property Day to learn about the role that intellectual property rights (patents, trademarks, industrial designs, copyright) play in encouraging innovation and creativity. This year's World Intellectual Property Day campaign celebrates the brilliance, ingenuity, curiosity, and courage of the women who are driving change in our world and shaping our common future. More than 600 activities took place worldwide to celebrate the Day.	http://www.wipo.int/ip-outreach/en/ipday/

4	Korea International Women's Invention Forum	The Korea International Women's Invention Forum aims to form a global human network among women inventors and share future vision. The annual forum introduces success stories of women inventors and entrepreneurs in advancing into markets. WIPO organizes the Forum together with the Korea Intellectual Property Organization and the Korea Women Inventors Association. The Forum and Workshop (below) take place annually in Seoul, Korea, during the Korea International Women's Invention Exposition, where women inventors from Korea and around the world (from some 25 countries) are invited to display their inventions. The Expo, Forum, and Workshop offer opportunities to women inventors to connect with others using their inventions and learn about entrepreneurship and intellectual property. IP Wave for Creative Women Leaders - WIPO and the Korea Women Inventors Association collaboratively developed and delivered this International Workshop for Women Inventors & Entrepreneurs on intellectual property rights, customized to women inventors and entrepreneurs of small- and medium-sized companies. The Workshop offers seminars on intellectual property rights and creativity especially for women inventors and SMEs, introduction of success stories and business strategies of women inventors and entrepreneurs, and training sessions for actual international business activities. This is an annual event where women inventors from all over the world participate in an inventor's exhibition where their inventions are show cased. WIPO organizes in collaboration with the Korea Women Inventors Association a workshop for these inventors on I Annual International Workshop for Women Inventors and Entrepreneurs held in Seoul Korea.	http://www.wipo.int/women-and-ip/en/news/2016/news_0005.html http://www.wipo.int/tad/en/activitydetails.jsp?id=13043
5	WIPO Academy	WIPO Academy is empowering women with intellectual property training since 1998. WIPO Academy offers training and human capacity-building activities, particularly for developing countries, least-developed countries, and countries in transition. Nearly 25,000 women (51% of total) took WIPO Academy distance learning courses in 2016.	http://www.wipo.int/academy/en/news/2017/news_0004.html
6	International Education Project on Invention, Innovation and IP Rights for Women (SEED Project)	WIPO has been cooperating on the SEED Project with the Government of Korea and the World Women Inventors & Entrepreneurs Association (WWIEA) successfully since 2013, continuously receiving very positive feedback from the participants. Woman representatives of Central Asian, Caucasian, and Central and Eastern European countries (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan, Armenia, Azerbaijan, Croatia, Georgia, Serbia, Belarus, Republic of Moldova, Russian Federation, Ukraine) as well as other regions (Dominican Rep., Iran, Lao PDR, Pakistan, Philippines, Samoa, Mongolia, United Arab Emirates) have received an opportunity to learn from the rich experience of the Republic of Korea in the field of innovation and management of intellectual property, with around 15-20 participants at each yearly event.	https://www.ifia.com/departments/women-inventors/seed-project/
7	Panel on Women, Innovation and Intellectual Property	Since 2015, WIPO organizes an interactive panel discussion as a side event during its Assemblies, which explores what needs to be done to foster more inclusive innovation ecosystems for both women and men.	http://www.wipo.int/women-and-ip/en/news/2017/news_0003.html

8	Regional forum on women researchers and entrepreneurs in agri-business across Africa	More than 200 women researches and entrepreneurs in agriculture and agribusiness, representing over 50 African countries, gathered in Casablanca, Morocco, in November 2017 at a forum organized by WIPO and its partners. The forum aimed at providing them with an opportunity to learn innovative ways to do business and use the IP system effectively in agriculture and agribusiness. The participants appreciated, among others, their first exposure to IP rights and understanding how IP can strategically enhance their research and business competitiveness.	
9	International conference on innovation and creativity in Warsaw, Poland	Since 2008, WIPO has annually organized, in cooperation with the Patent Office of the Republic of Poland, international conference on innovation and creativity. While the conference no longer focuses solely on the innovation and creativity of women as it did in in initial years, it continues to place a strong emphasis on women's innovation and creativity.	
10	SDG Lab "So What" on Gender and Innovation	WIPO hosted in June 2017 the first meeting in a series of interactive dialogues to explore the linkages between two SDGs. The event at WIPO featured gender (SDG 5) and innovation (SDG 9). WIPO Director General opened the event and special guests included the Permanent Representative of Colombia to the United Nations Office and other international organizations in Geneva and United Nations Office at Geneva (UNOG) Director General.	https://www.youtube.com/watch?v=cx6aLJaTA78
11	Side event during the Standing Committee on Patents on "Measuring women's participation in international patenting"	The lunchtime panel "Measuring women's participation in international patenting" took place in July 2017 as the first side event during the Standing Committee on Patents (SCP) meetings that discusses gender issues. WIPO and other colleagues explained the subject and potential for future.	http://www.wipo.int/women-and-ip/en/news/2017/news_0005.html
12	Sub-regional meeting on IP, Innovation and Gender Equality	WIPO organized, for the first time, a sub-regional meeting on IP, Innovation, and Gender Equality in October 2017 in Bogota, Colombia. The objective was to reflect on the possible strategies, actions, and tools to promote gender equality in the use of the IP system. The authorities of the invited countries expressed great interest in identifying existing programs on gender equality and integrating the IP component. Work continues in 2018.	
13	Arab Regional Conference on Encouraging Women Innovation	WIPO organized the first-of-its-kind event in the Arab region dedicated to encouraging women inventors and innovation in May 2017 in Cairo, Egypt, in partnership with the League of Arab States and the World Women Inventors & Entrepreneur Association (WWIEA). Participants from 12 Arab countries highlighted challenges and recommended, among others, raising the awareness of inventors in the Arab region, particularly women, of the different IP mechanisms that could contribute to enhancing their innovative capacity. Building onto the above initiative, the 2018 Regional Coordination Meeting with the Heads of IP Offices in the Arab Region in April is planned to focus on women's innovation and creativity as a special theme.	

14	IP Training Program for Least Developed Countries	A WIPO training program on intellectual property (IP) for Least Developed Countries (LDCs) has integrated gender issues in the substantive content of its curriculum. The "Advanced Training and Advisory Program on Intellectual Property Rights in the Global Economy for the Least Developed Countries" includes a session entitled "Gender Equality". This allows participants to learn about the integral elements of an effective IP system and in addition, facilitates better understanding of inclusivity issues surrounding IP, for example:· The importance of sensitizing both men and women to use IP as a tool for invention and innovation. How to ensure that the benefits of IP, and specifically the use of IP for economic growth and development, are understood and reaped by all.	http://www.wipo.int/women-and-ip/en/news/2016/news_0007.html
15	Contributing to Elsevier's report "Gender in the Global Research Landscape"	WIPO contributed to Elsevier's report "Gender in the Global Research Landscape", which was launched in March 2017. WIPO also participated in the panel at the launch of the report in Washington, D.C. At the 2017 Gender Summit in Tokyo, Elsevier created this Japan-specific infographic, which includes the proportion of inventors and patent application by gender in English and Japanese, using WIPO's study on women inventors.	https://www.elsevier.com/about/press-releases/corporate/share-of-women-researchers-grows-with-their-research-as-impactful-as-mens Panel for the launch of the report https://www.elsevier.com/promo/research-intelligence/gender-report/speakers
16	Bend the Trend – campaign to make gender parity a reality at the WIPO Assemblies	**Supporting Women in Leadership / Representation of Women -** The equal representation of women in decision-making is key to achieving the 2030 Agenda for Sustainable Development. WIPO introduced a campaign during its Assemblies in 2017 to show that it has taken more than 36 years to get to 36% participation of women delegates at the WIPO Assemblies, and following this trend, it will take us until 2035 to reach parity. The campaign, which included a banner, pamphlets, and an information booth during the Assemblies, encouraged WIPO's Member States to take action to bend the trend and make gender parity a reality sooner.	http://www.wipo.int/women-and-ip/en/news/2017/news_0008.html
17	Leadership Workshop – Empowering Women in IP	Since 2016, WIPO has organized a leadership workshop for female delegates attending the annual Assemblies of the Member States. The workshop aims to support participants to develop their personal leadership skills and capacities and to strengthen the community of female delegates to the WIPO Assemblies. In addition to the workshop, the participants have an opportunity to receive individual coaching sessions.	http://www.wipo.int/meetings/en/details.jsp?meeting_id=45627
18	Promoting Equal Representation in Arbitration	Drawn up by members of the arbitration community, the Equal Representation in Arbitration Pledge was launched in 2016 and has more than 3,000 signatories to date, including WIPO. The Pledge is about equal representation in arbitration. This Pledge was launched for the purpose of promoting awareness among the key players in international arbitration (users, counsel, arbitrators, and institutions) for the need for more gender diversity in this field, in particular on arbitral tribunals.	http://www.wipo.int/women-and-ip/en/news/2017/news_0001.html
19	Taita Basket" brand benefiting rural women in Kenya	**Supporting Women in Entrepreneurship -** The sisal baskets produced in the Taita Taveta County of Kenya are produced according to the traditional art by local women who have passed down the skill from generation to generation. The production, however, has been fragmented, with small groups of basket weavers operating independently in their respective villages and assisting each other only informally. Through WIPO's multi-step branding project on sisal baskets, these Kenyan	

		women are learning how they can come together and leverage the intellectual property system to protect and promote their products on a larger stage.	
20	Building IP capacities among women entrepreneurs in Tanzania	A meeting titled *Harnessing Intellectual Property for the Benefit of Women's Entrepreneurship* held in Dar es Salaam, Tanzania, in August 2017 focused on raising awareness on the benefits of the use of intellectual property (IP) tools such as trademarks, geographical indications, and patents for women entrepreneurs. Participants, all of whom were women business owners, learned how IP could be used to generate, maintain, and maximize the value of their goods and services and thereby act as an engine for economic development and empowerment.	http://www.wipo.int/women-and-ip/en/news/2017/news_0006.html
21	Studying "Women and IP Commercialization in the Asia Region"	WIPO, with the support of the Funds-In-Trust Australia, is undertaking a study to: assess the participation of women at different stages of the IP commercialization process in the Philippines and Sri Lanka; determine the factors involved in their absence from commercialization activities; and propose incentives and best practices that can be promoted to address this imbalance. The results are expected mid-2018.	
22	Finding out about Women in Technology Transfers	In 2014, WIPO introduced in its evaluation questionnaire specific questions regarding participation of women in technology transfer processes. The results collected in Southeast Asia and the Baltic States have shown what the respondents regarded as important for increasing the number of women in the field of research, development, and innovation, which included incentives, career, and training opportunities, as well as culture change in the office/lab/university.	
23	Involving Women SMEs in Design Management	The Pilot Project on Intellectual Property (IP) and Design Management for Business Development in Developing and Least Developed Countries (LDCs) promoted the strategic use of IP rights - by SMEs - in domestic and export markets in Morocco and Argentina. This two-year Pilot Project, which started in 2014, considered how to involve women in four areas: in the recruitment of project team members; among key stakeholders; with beneficiaries; and in data collection.	
24	Enhancing Capacity of Women with Traditional Knowledge in Papua New Guinea	As part of the International Trade Centre project "Economic Empowerment of Women in the Pacific Region (Women and Trade II)", WIPO's Traditional Knowledge Division organized a training workshop with the objective to enhance the capacity of women *bilum* bag producers from Papua New Guinea and other communities to make use of IP tools to better market, commercialize and protect their tradition-based handicraft against misuse and misappropriation, through the establishment of an effective IP strategy.	

25	Empowering Rural Women in Africa through IP Knowledge	In collaboration with UN Women Nairobi, WIPO contributed to the "Sharefair on Rural Women's Technologies" by proving a seminar on IP in 2014. The majority of the 54 participants were women and many of them were inventors from Eastern, Central and Southern Africa, gathered at the UN Office in Nairobi. The feedback of the seminar was positive with the participants eager to learn more.	
26	Worldwide Gender Name Dictionary	The Worldwide Gender Name Dictionary is an inventory of traditionally male and female names. WIPO constructed the tool using 14 different sources containing 6.2 million names used in 182 countries and covering 12 languages. Using the Dictionary, WIPO was able, with a high degree of certainty, to attribute 96% of the 9 million names of inventors and individual applicants in the Patent Cooperation Treaty (PCT) System data to either women or men. The names are also cross-referenced with nationalities and other factors to take into account national and cultural differences. The Worldwide Gender Name Dictionary is available to the public free of charge on WIPO's website. WIPO invites anyone interested to use and improve the tool.	http://www.wipo.int/publications/en/details.jsp?id=4125
27	Identifying the gender of PCT (Patent Cooperation Treaty) inventors, Economic Research Working Paper No. 33, 2016	This paper analyzes the gender of inventors in international patent applications and explains the methodologies for building and using the Worldwide Gender Name Dictionary. The results suggest that there is a gender imbalance in PCT applications, but the proportion of women inventors is improving over time. We also find that the rates of women participation differ substantially across countries, technological fields, and sectors.	http://www.wipo.int/publications/en/details.jsp?id=4125
28	Website: Gender Equality and Intellectual Property	This website highlights roles models and stories of women in innovation and creativity, academic resources on gender and IP, challenges in promoting gender equality in the field of intellectual property and WIPO's related initiatives.	http://www.wipo.int/women-and-ip/en/
29	World Intellectual Property Indicators (WIPI)	Following the 2016 edition of the World Intellectual Property Indicators (WIPI) that included measuring of women's contribution in international patent applications as a special theme, WIPI now includes, as a regular feature, the data, and analysis on the share of international patenting applications with women inventors. One of the findings in the 2017 analysis, for example, was that women's participation rate in patent applications tends to be high in technology fields related to life sciences.	http://www.wipo.int/publications/en/search.jsp?set4=37
30	Patent Cooperation Treaty (PCT) Yearly Review	Since 2017, the Patent Cooperation Treaty (PCT) Yearly Review includes the share of PCT applications with women inventors as one of the key numbers. The 2017 edition of the PCT Yearly Review shows the rising trend in the share of PCT applications with women inventors, while gender gap persists.	http://www.wipo.int/publications/en/details.jsp?id=4196
31	WIPO Magazine	WIPO Magazine often includes articles of female inventors and creators to highlight role models in the field. For example, in this article, Dr. Özge Akbulut who was one of the panelists WIPO's panel on Women, Innovation and IP during the Assemblies, talked to WIPO Magazine about her work and the challenges of innovation in an emerging economy.	http://www.wipo.int/wipo_magazine/en/2017/02/article_0006.html

32	Global Innovation Index	Since 2015, the Global Innovation Index that WIPO co-authors includes a gender-related indicator to reflect the interest in better understanding the innovation role and contribution of women – in particular female researchers and entrepreneurs.	http://www.wipo.int/women-and-ip/en/news/2016/news_0001.html

ANNEX XIII: OFFICE INSTRUCTIONS THAT COULD BE CONSIDERED FOR AN ASSESSMENT

IOD has not undertaken an exhaustive assessment of the implications WIPO policies have on women and men. The IOD assessment was based on a sample of 78 polies. According to the rapid assessment, 47 policies remain to be assessed in terms of the implications these policies might have on women and men and ultimately its implications on gender equality.

	DATE	OI Number	Office Instruction Name
1	Apr 29, 2019	OI/15/2019	Elections for the WIPO Appeal Board (WAB) and the Joint Advisory Group (JAG)
2	Jan 16, 2019	OI/4/2019	Members of the Construction Committee
3	Jan 16, 2019	OI/3/2019	Terms of Reference of the Construction Committee
4	Jan 31, 2019	OI/5/2019	Translation of Official WIPO Documentation
5	Jan 8, 2019	OI/1/2019	WIPO Internship Program
6	Apr 24, 2019	OI/31/2015 Rev.3	WIPO Rewards and Recognition Program
7	Mar 27, 2018	OI/9/2018	2018 Declaration of Dependents
8	Dec 7, 2018	OI/31/2018	Absences for exceptional and important reasons, for medical appointments, and on official business or authorized training
9	Dec 18, 2018	OI/35/2018	Overtime for Staff Members in the General Service Category
10	Apr 19, 2018	OI/12/2015 Rev.	Probationary period for staff members on an initial fixed-term appointment
11	Apr 10, 2018	OI/5/2016 Rev.	Probationary period for staff members on an initial temporary appointment
12	Nov 28, 2018	OI/29/2018	Recruitment Incentive
13	Mar 7, 2018	OI/4/2018	Rules of Procedure of the WIPO Appeal Board
14	Jan 16, 2018	OI/2/2018	WIPO Collective Staff Insurance Management Committee
15	Jul 12, 2018	OI/21/2018	WIPO Fellowship Policy
16	Apr 4, 2018	OI/11/2018	WIPO's Policy on Meetings and Official Hospitality
17	Mar 9, 2017	OI/6/2017	Delegation of Authority
18	Feb 7, 2017	OI/3/2017	Home Leave
19	Dec 15, 2017	OI/39/2017	Members of the Contracts Review Committee (CRC)
20	Nov 21, 2017	OI/35/2017	Office Instruction No. 35/2017: General Principles and Basic Rules of Procurement
21	Jul 21, 2017	OI/25/2017	Performance Appraisal of Temporary Staff Members
22	Dec 22, 2017	OI/45/2017	Performance Management and Staff Development System (PMSDS)
23	May 31, 2017	OI/16/2017	Permanent and Continuing Appointments
24	Sep 14, 2017	OI/32/2017	Policy on briefings and study visits for universities, schools and government officials
25	Nov 17, 2017	OI/34/2017	WIPO Classification Committee
26	Aug 4, 2017	OI/27/2017	WIPO Occupational Safety and Health (OSH) Committee - new composition
27	Jun 8, 2017	OI/17/2017	WIPO Policy on Mobility to Offices Away from Headquarters
28	Jul 17, 2017	OI/24/2017	WIPO Voluntary Job-Swapping Program - 2017 Pilot

29	May 23, 2016	OI/02/2016	Code of Conduct for Staff Involved in Procurement Actions
30	Dec 19, 2016	OI/41/2016	Language Allowance for Staff Members in the General Service Category
31	Dec 19, 2016	OI/46/2016	Performance Appraisal of Temporary Staff Members
32	Sep 29, 2016	OI/32/2016	Senior Management Team (SMT) Composition and Terms of Reference
33	Dec 19, 2016	OI/43/2016	Special Salary Increment
34	Jan 20, 2016	OI/03/2016	WIPO Advisory Committee on Investments (ACI)
35	Oct 27, 2016	OI/34/2016	WIPO Publications Board - New Composition
36	Oct 19, 2016	OI/33/2016	WIPO's Risk Management Group - Terms of Reference and Membership
37	Dec 21, 2016	OI/52/2016	Working Group on Duty of Care relating to Safety and Security
38	Dec 19, 2016	OI/47/2016	Workplace-related conflicts and grievances
39	Jul 3, 2015	OI/29/2015	Compassionate Leave
40	Jun 24, 2015	OI/18/2015	Mission Travel to the Host Countries of WIPO's External Offices
41	Nov 11, 2015	OI/34/2015	New composition of the Information and Communications Technology Board (ICT Board)
42	Mar 9, 2015	OI/12/2015	Probationary period for staff members on an initial fixed-term appointment
43	Jan 22, 2015	OI/06/2015	Rules of Procedure of the WIPO Joint Advisory Group (JAG)
44	Dec 17, 2015	OI/46/2015	Termination of appointment for reasons of health
45	Feb 18, 2015	OI/01/2015	WIPO Organizational Resilience Management System Policy
46	Sep 7, 2015	OI/32/2015	WIPO Staff Pension Committee Elections: Member and Alternate Member representing the Participants of the United Nations Joint Staff Pension Fund
47	Jun 8, 2015	OI/16/2015	WIPO e-Newsletter Policy

[Annex XIV follows]

ANNEX XIV: PRIORITY OF RECOMMENDATIONS

The recommendations are categorized according to priority, as a further guide to WIPO management in addressing the issues. The following categories are used:

Priority of Audit Recommendations	Nature
Very High	Requires Immediate Management Attention. This is a serious internal control or risk management issue that if not mitigated, may, with a high degree of certainty, lead to: • Substantial losses • Serious violation of corporate strategies, policies, or values • Serious reputation damage, such as negative publicity in national or international media • Significant adverse regulatory impact, such as loss of operating licenses or material fines
High	Requires Urgent Management Attention. This is an internal control or risk management issue that could lead to: • Financial losses • Loss of controls within the organizational entity or process being reviewed • Reputation damage, such as negative publicity in local or regional media • Adverse regulatory impact, such as public sanctions or immaterial fines
Medium	Requires Management Attention. This is an internal control or risk management issue, the solution to which may lead to improvement in the quality and/or efficiency of the organizational entity or process being audited. Risks are limited. Improvements that will enhance the existing control framework and/or represent best practice.

[End of annexes and of document]