



Internal Audit and Oversight Division

Terms of Reference

Country Portfolio Evaluation – Chile

Geneva-based Evaluation Expert

August 19, 2014

1. COUNTRY PORTFOLIO EVALUATION - CHILE

(A) INTRODUCTION

1. Country portfolio evaluations (CPE) encompass the entirety of WIPO related activities during a specific period in a given country. They evaluate the performance and results of the Organization as a whole and provide evaluative insights to make evidence-based strategic decisions about positioning WIPO in a country, strategic partnerships, operations design and implementation.

2. PURPOSE, OBJECTIVES AND SCOPE OF THE EVALUATION

(A) PURPOSE

2. The Chile CPE is part of the independent oversight activities planned by the Internal Audit and Oversight Division (IAOD) for 2014. The rationale for the CPE is to assist WIPO in reviewing its past and current performance, and to assess results and comparative advantages in the country. This evaluation will also support WIPO's efforts to define its country strategy for future activities.

(B) OBJECTIVES AND USES

3. The evaluation shall inform the Director General, the Regional Bureau for Latin American and Caribbean, the Brazil External Office, WIPO Senior Management Team and Program Managers implementing the various activities in the country on the main results achieved for the period of 2010-2014, the main changes / effects of WIPO's work, and on the challenges WIPO might be facing in the country. It will propose measures to address them if needed. As per current practice for oversight reports, the evaluation report will be made available to interested Member States upon their request.

4. The evaluation shall be used to identify good practices of technical cooperation which could be replicated in other interventions as well as to define improvements in the country – if any - that still can be made during the biennium 2014-2015 and beyond.

(C) SCOPE

5. The evaluation covers all activities conducted in a time frame of almost 5 years (2010-2014).

3. CRITERIA AND KEY QUESTIONS

6. The evaluation will employ internationally agreed evaluation criteria of relevance, efficiency, effectiveness, impact and sustainability. It will also consider other criteria such as coordination, coherence and coverage. Gender components will be addressed through the evaluation process with appropriate methodology and evaluation questions after consultations with the Gender and Diversity Specialist.

7. The evaluation will aim at providing answers to the questions and sub questions identified below in order to assess whether WIPO did deliver and continues delivering the right things in the right way, and also identify key lessons from the WIPO country activities and interactions with a view to inform future country strategies.

(a) Question on Relevance: Is the WIPO support needed in the country? And why?

- Have the implemented activities been relevant and in line with the country needs, priorities and capacities? Same for planned future activities?
- Has WIPO positioned itself as a strategic intellectual property partner for the government, civil society and other partners?
- What is the level of satisfaction among key stakeholders (WIPO stakeholders, customers and beneficiaries) on the quality and relevance of services provided by the Secretariat?

(b) Question on Efficiency: Did WIPO make best use of available resources?

- Has WIPO worked as one and have interventions been coordinated internally and externally with relevant partners? Will WIPO continue to do so in the future?
- Has WIPO been efficient when using and managing available resources?
- What are the key factors applied when making strategic choices and investing WIPO resources?

(c) Question on Effectiveness: Did we produce a difference?

- Has WIPO contributed and will still contribute (if required) through the implementation of its various interventions to the country's national plans and achievement of country goals?
- What strategic results have been achieved? Are there any changes (positive/negative) to which WIPO contributed?
- Are there any possible intended or unintended results that could have a multiplying effect?

(d) Question on Impact and Sustainability: To what extent have some of the interventions continued after WIPO funding has been terminated?

- Have the partners identified the capacity to maintain and further develop the IP systems and infrastructures developed in collaboration with them?
- Have criteria for phasing out of technical cooperation been discussed and agreed?

8. The questions highlighted above will be further detailed in a matrix of evaluation questions to be developed by the evaluation team during the inception phase.

4. PROPOSED METHODS AND KEY STAKEHOLDERS

(A) DATA COLLECTION METHODS AND PREVENTION OF BIAS

9. All existing primary and secondary country data shall be collected and analyzed: List of activities, country programs and budgets, strategic plans for service delivery and monitoring documents, (self-) evaluations, reviews and studies, meeting records and minutes, activity and mission reports, statements by Member States and by external stakeholders etc.

10. Key stakeholders shall be interviewed using interview protocols tailored to the specific groups. Interviews will be recorded on electronic files in such a way that the information can easily be processed and analyzed. The files corresponding to these records will be kept through Teammate, IAOD's electronic working paper tool, for further analysis and as pieces of evidence for factual checking and tracking.

11. Key findings shall be summarized as early as possible and main conclusions deduced from the findings (and related key recommendations if any) shall be validated in presentations to be shared with the Learning Resource Group (LRG) composed of key stakeholders.

12. The same group of people shall comment on intermediary and final products of this evaluation (evaluation design and framework for main phase, inception report, draft and final report) which will take into account their comments to the extent possible.

13. Information shall come from a variety of sources to allow for triangulation and ensure its accuracy and that the views from all-important stakeholders are considered.

(B) KEY STAKEHOLDERS AND INFORMATION SOURCES

14. IAOD will provide the external expert working under this evaluation all necessary access to WIPO's key stakeholders, systems, networks, data, documents, and any other information required.

15. The following groups of stakeholders shall be consulted during this evaluation:

(a) In WIPO: Regional Bureau for Latin America and Caribbean, WIPO Brazil Office, Program Managers and their delegates working either directly or indirectly with Chile;

(b) In Chile: the team will need to consider a wide stakeholder consultation and involvement. It is required to meet with government ministries/institutions, IP office officials, research institutions, civil society and private sector representatives, UN agencies, bilateral donors, regional partners, etc. The team should envisage visits to project/field sites when required;

(c) Other country key stakeholders and beneficiaries.

5. DELIVERABLES

16. Based on the above, IAOD has foreseen contracting for a period of four months one Geneva based evaluation expert under the management of the Task Manager to assist with the evaluation design, inception report, country visit and evaluation reporting, as well as, administrative support to the evaluation, and in particular for the purpose of:

(a) Data collection, mapping and analysis, and inception report writing;

(b) Assist in setting up interviews with key stakeholders, especially in-country interviews and making all the necessary logistic arrangements for meetings in Chile;

(c) Assist in the design and preparation of questionnaires and tools required for the evaluation;

(d) Assist with the collection and analysis of data and records related to country activities and participate actively in key stakeholders' interviews, as well as recording information from interviews and meetings;

(e) Provide substantive support and assistance during the inception phase, data collection and analysis, and writing phases including report drafting and editing;

(f) Assist the Task Manager in any other task she might assign during the design and implementation of this evaluation.

17. All evaluation products will be in English. Some information materials such as an information leaflet and summaries for debriefings may be issued in Spanish.

6. TIME TABLE

18. Overall, the evaluation will take place between August and December, 2014.

19. The inception phase¹ will be undertaken during Mid-August and end of September, 2014.

20. Fieldwork will be conducted between October and Mid-November, 2014.

21. The evaluation draft report will be completed by early December, 2014. IAOD will review the draft report and provide comments by Mid-December, 2014.

22. IAOD will deliver the final report in December, 2014.

7. MANAGEMENT ARRANGEMENTS AND CONDITIONS

23. For the services described above, the Organization shall pay the expert a full inclusive fixed price.

24. The payment of the fixed price sum will be subject to satisfactory performance, and timely production of deliverables accepted by IAOD.

8. PROFILE

25. The selected expert to work on this evaluation shall have the following expertise:

(a) Demonstrated qualification and past experience in evaluation, monitoring and/or planning of programs or projects in the private and public Sector;

(b) Ability to conceptualize, analyze and draw evidence-based conclusions;

(c) Quantitative and qualitative data analysis;

(d) Knowledge and experience in evaluating cross-cutting themes (such as Gender and Human Rights where applicable) is desirable;

¹ This stage will serve to ensure the evaluation team has a good understanding of the scope of work described in the ToR, will validate the evaluation approach, and will develop a coherent methodology and data gathering techniques for the main evaluation phase, which will be presented according to IAOD's report template.

- (e) Analyzing databases and designing and implementing surveys;
- (f) Process management, presentation and facilitation;
- (g) Excellent communication, writing and report presentation;
- (h) Fully proficient in Spanish and English writing and speaking.

9. SUBMISSION AND SELECTION

26. Experts will be identified through a transparent selection process.

27. Interested experts wishing to apply for the above assignment should not have been significantly involved in direct work with WIPO activities under the scope of the evaluation nor have other conflicts of interest. The selected external expert will act impartially and respect the code of conduct of the evaluation profession and adhere to the UNEG quality standards for reports.

28. Interested experts applying for this assignment will need to apply before **Sunday September 7, 2014** and provide the IAOD Evaluation Section with the following:

- (a) One page expression of interest indicating daily fee rates;
- (b) A curriculum vitae;
- (c) Three working references.

29. Only applications containing the above mentioned information and fulfilling the specific requirements as defined in the ToR will be considered.

30. Interested external experts can send their applications via e-mail to the following address julia.engelhardt@wipo.int copying iaod@wipo.int before the end of the indicated deadline.