

Internal Audit and Oversight Division (IAOD)

TERMS OF REFERENCE (ToRs)

EVALUATION OF KNOWLEDGE SHARING IN WIPO

1. BACKGROUND

1. In accordance with the 2014 Oversight Plan, IAOD is conducting the thematic evaluation of Knowledge Sharing (KS) in WIPO.

2. WIPO is applying multiple knowledge management and knowledge sharing approaches, tools and activities in support of operations, communications and decision-making processes. This evaluation aims at providing WIPO's stakeholders with an assessment of the quality of internal knowledge sharing processes to further enhance existing knowledge sharing practices in WIPO to effectively achieve WIPO's goals.

3. This evaluation will also build on the Joint Inspection Unit (JIU) report on "Knowledge Management in the United Nations System"¹ and the United Nations Office of Internal Oversight Services (OIOS) which concluded that "there is no common understanding of knowledge management or knowledge sharing in the Secretariat, and knowledge and information are often confused."²

4. After a first design phase aimed at collecting initial views and expectations from WIPO's stakeholders to define the objectives and questions of the evaluation, IAOD is seeking a qualified expert in Knowledge Management to support the Task Manager with the undertaking of the evaluation.

2. PURPOSE, OBJECTIVES AND SCOPE OF THE EVALUATION

(A) PURPOSE

5. This Request for Offer (RFO) for a Knowledge Management expert is to assist in the Evaluation of Knowledge Sharing in WIPO.

¹ JIU/REP/2007/6

² E/AC.51/2006/2 Report of the Office of Internal Oversight Services on the thematic evaluation of knowledge management networks in the pursuit of the goals of the Millennium Declaration.

6. The primary purpose for this evaluation is to provide a systematic and comprehensive assessment of the relevance, effectiveness and efficiency of internal knowledge-sharing capacities and practices in WIPO and identify main assets and needs in KS.

7. Secondly, it should contribute to identifying actual and future knowledge sharing tools, processes and practices to inform future practice, policies and strategies for KS.

8. The third purpose is to provide practical recommendations to further improve the contribution of knowledge sharing to organizational learning and decision-making processes and for enhancing the knowledge sharing systems in WIPO.

(B) OBJECTIVES AND USES

9. The evaluation has three main objectives:

(a) Based on an initial inventory and on derived implicit knowledge sharing frameworks in WIPO, to contribute to:

(i) Developing a common understanding of knowledge sharing and a glossary of terms used in knowledge management common terminology;

(ii) Further complementing initial in house inventory and assessing the organizational knowledge needs and gaps; and

(b) Evaluate the relevance, effectiveness and efficiency of actual knowledge sharing capacities and practices in achieving expected results, e.g. on improving organizational learning and decision-making processes.

(c) Propose elements of an approach/ a strategy for knowledge sharing and suggestions for organizing knowledge sharing within the existing organizational structure.

(C) SCOPE

10. The evaluation will focus on internal knowledge sharing capacities and practices in WIPO.

11. The main users of the evaluation products are WIPO Senior Managers who will at their level follow up on the evaluation recommendations made to improve the quality of knowledge sharing in WIPO.

3. CRITERIA AND EVALUATION QUESTIONS

12. Under the above mentioned objectives the evaluation will aim at providing answers to the following questions:

(a) Relevance

i. Are existing knowledge sharing practices appropriate with the Organization's environment and consistent with its culture, structure and needs?

(b) Effectiveness

- i. The extent to which KS objectives are achieved, or are expected to be achieved, taking into account their relative importance and the available resources (systems, networks, tools, peoples' capacities to share knowledge, etc.)
- ii. Is there any in house evidence of the positive/negative effects of knowledge sharing?

(c) Efficiency

- i. The extent to which existing knowledge sharing practices contribute to the Organizational efficiency
- ii. What are the current and future implications for integrating and coordinating knowledge sharing into WIPO's practices and operations?

4. METHODOLOGY FOR THE EVALUATION

13. The methodological approach will apply a mixed-methodology to triangulate information and will be based on the evaluation and knowledge management assessment techniques of document reviews, consultation meetings, interviews, as well as surveys, whenever necessary.

14. The evaluation will assess the level of maturity of KS in WIPO and establish a gap analysis with good/best practices. Furthermore, it will propose elements of an approach/a strategy for KS and roadmap for WIPO as requested in the JIU and OIOS assessments on Knowledge Management in the UN System.

15. Following the mapping process undertaken in the preliminary phase of this exercise, the evaluation will validate the proposed methodology for this task as part of the inception report and apply it to the evaluation exercise.

16. The evaluation process will be participatory with the engagement of internal stakeholders and will come up with recommendations on further improvements of the knowledge sharing in WIPO.

17. The evaluation will integrate gender equality approaches as part of its methodology and consider all groups that have benefited from any knowledge sharing initiatives and the groups that have contributed to it. All groups will be disaggregated by relevant criteria: disadvantaged and advantaged groups depending on their gender or status

18. The evaluation process and report shall apply the United Nations Evaluation Group (UNEG) Norms and Standards for evaluation, as well as the Guidance Document on Integrating Human Rights and Gender Equality in Evaluation.

5. DELIVERABLES

19. Based on the above, the expert will contribute to producing the following deliverables, which will be reviewed by IAOD:

(a) A draft English written evaluation report including findings, conclusions and recommendations. The following annexes should be included in the report:

- i. A glossary of common terminology;
- ii. A Knowledge inventory, including main assets, needs and organizational gaps;
- iii. Proposed elements of an approach / strategy for knowledge sharing and suggestions for organizing knowledge sharing within the existing organizational structure; and
- iv. A roadmap for future work on improving KS at WIPO.

(b) A review of the final draft evaluation report (in track changes); and

(c) A suggestion for a Power Point presentation of conclusions and recommendations for priority focus areas to be improved.

20. The external expert will provide all above-mentioned written outputs fully edited in English with IAOD's assistance, using IAOD's templates and reporting standards.

6. TIME TABLE

21. The evaluation will take place between April 1, 2014 and July 15, 2014.

22. Fieldwork will be conducted during the period April 15, 2014 through May 16, 2014.

23. The evaluation draft report will be completed by May 30, 2014. IAOD will review the draft report and provide comments to the expert(s) by June 18, 2014.

24. The final report will be delivered by June 27, 2014.

7. MANAGEMENT ARRANGEMENTS AND CONDITIONS

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

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

8. PROFILE

27. IAOD is conducting this evaluation with the support of an external Knowledge Management expert with experience in similar exercises. The selection of the consultant will be based on a transparent and competitive process in accordance with standard WIPO procurement procedures.

28. The expert shall have the following expertise:

- (a) Degree and/or extensive working expertise in knowledge management;
- (b) Desirable past experience in administration, planning, monitoring or evaluating knowledge management programs;
- (c) Ability to conceptualize complex interactions and to design approaches and methodologies in knowledge management adapted to the field of evaluation;
- (d) Experience in analyzing databases and designing, preparing knowledge management surveys using survey software and analyzing surveys results;
- (e) Good data analysis skills and report presentation;
- (f) Proven excellent English writing and editing skills and proficiency with modern IT tools (MS office).
- (g) Good process management, facilitation and presentation skills; and
- (h) Excellent English editing skills.

9. SUBMISSION AND SELECTION

29. The interested expert must submit the proposal (technical and financial) by March 21, 2014. IAOD will review each proposal and select the successful candidate using predefined selection criteria respecting the confidentiality of the candidates.

30. The response should identify the evaluation experience, membership and credentials of the expert and the primary contact's information: the expert(s) should in particular provide with:

- (a) CV accompanied by a cover letter;
- (b) Two references; and
- (c) An example of a recent report.