E

Program and Budget Committee

**Nineteenth Session
Geneva, September 10 to 14, 2012**

PROGRESS REPORT ON THE IMPLEMENTATION OF THE WIPO STRATEGIC REALIGNMENT PROGRAM

prepared by the Secretariat

I.   INTRODUCTION

1.   The thirty-fourth session of the General Assembly in September 2007, approved the proposal of the Audit Committee (predecessor of the Independent Advisory Oversight Committee (IAOC) for a comprehensive integrated program for Organizational Improvement along the lines and priorities recommended in the PricewaterhouseCoopers (PwC) desk-to-desk assessment Final Report, and as recognized by the Secretariat in its Report adopted by the Assembly at the Thirty-Fourth (18th Ordinary Session documents WO/GA/34/16, Corrigendum to the document WO/GA/34/12 and Report of the Desk-to-Desk Assessment WO/GA/34/1). The Strategic Realignment Program (SRP) was launched in 2008, in order to equip the Organization to achieve results in the face of numerous external and internal challenges.

2.   A comprehensive roadmap was issued for the WIPO SRP in 2010, providing a clear view of the planned initiatives and their timelines. The comprehensive organizational improvement program aims to bring new focus to the Secretariat's culture and values, greater efficiency in its business processes and better alignment of programs, structure and resources to the nine Strategic Goals of the Organization. It remains on track to conclude in December 2012,

II.   SCOPE OF THE SRP

3.   The SRP comprises 19 initiatives each contributing to strengthening WIPO's four Core Values: Service orientation; Working as one; Accountability for results; and Environmental, social and governance responsibility.

4.   Each initiative has a Project Leader and a Senior Management Team (SMT) Champion, who are accountable for project success. The initiatives, varying widely in magnitude of scope and duration, are being coordinated by a dedicated Project Management Office (PMO).

5.   Initiatives cut across the Organization, both to touch substantive sectors, for example, through the business development initiative, and through projects managed by the Administration and Management Sector, for example, the improvements to the Staff Rules and Staff Regulations (SRRs).

6.   The program as a whole is on track to conclude at the end of 2012. At that time, each initiative (with the exception of the Enterprise Resource Planning (ERP) project), will be mainstreamed into the operations of WIPO. The Organization will then enter into a period of continual improvement.

7.   The Core Values: Service orientation; Working as One; Accountability for Results and Environmental, Social and Governance Responsibility are intended to continue to guide the Organization.

III.   **COMMUNICATIONS**

8.   The initiatives which are grouped under the SRP are important in themselves, but it is a change in organizational culture underlying the initiatives and values which represents the greatest opportunity and challenge. All stakeholders are affected by the outcome of the SRP. Customers and the public are experiencing greater service orientation, Member States are engaging in a performance dialog to set targets and review progress towards results under the results-based management approach and staff members are engaging with supervisors to establish work objectives that align to organizational goals.

9.   Communication with each stakeholder group identified above has been a key focus throughout the SRP. The WIPO Internet site, group visits, press releases and presentations in multiple fora have all helped convey the message of improved efficiency and effectiveness to the public. Numerous presentations have been made to the staff during the Town-Hall meetings as well as smaller sessions to create an interaction with staff have been undertaken. The SRP Roadmap which was released in April 2010 was updated in April 2011 to track progress. In 2012, this roadmap remains the guide and has been complemented with a staff-oriented booklet which describes each initiative in simple language. Member States can access quarterly reports to the Internal Audit Oversight Committee (IAOC) on the Internet. Presentations were made to the Program and Budget Committee (PBC) and General Assembly sessions in 2011.

IV.   **MEASURING THE PROGRESS OF SRP IMPLEMENTATION**

10.   The SRP incorporates a thorough monitoring, oversight and evaluation framework. It is coordinated by a dedicated PMO that ensures interdependencies are identified and risks are managed. The IAOC reviews progress every quarter and its recommendations from each session are available to Member States on the Internet.

11.   The SRP Results Framework tracks progress by using clear, holistic and effective indicators in an easy-to-understand dashboard. An annual staff survey is one of the sources of data. The SRP results framework is available on the Internet and shows the progress towards the SRP targets in the first year of implementation.

12.   Each initiative is monitored closely *via* regular progress reports. Periodical reviews have been undertaken by the Director General along with the Project Leader, SMT Champion and PMO.

V.   KEY ACHIEVEMENTS

13.   The initiatives have been in the implementation phase since January 2011. The Organization has, since, been engaged in a period of significant change activity and will conclude the SRP as planned in December 2012. By that time, the improved outputs (of all initiatives), will be mainstreamed into the regular work of the Organization. All SRP initiatives will result in improvements in the way WIPO works.

VALUES		INITIATIVE
Service Orientation	1	Improve customer interface and experience
	2	Strengthen external communications and branding
	3	Support marketing and business development
	4	Business Continuity
Working As One	5	Implement Enterprise Resource Planning (ERP)
	6	Improve Information and Communications Technology (ICT) framework
	7	Revise enabling regulatory framework for HR management
	8	Strengthen internal communications
	9	Realign WIPO's external offices to better contribute to strategic goals
	10	Strengthen culture
Accountability for Results	11	Define Medium Term Strategic Plan (MTSP)
	12	Develop WIPO organizational design
	13	Strengthen Results-Based Management (RBM)
	14	Implement Performance Management and Staff Development System (PMSDS)
	15	Strengthen internal control system
	16	Strengthen the management of financial resources
Environmental, Social and Governance Responsibility	17	Establish a comprehensive ethics and integrity system
	18	Reduce WIPO's adverse impact on the environment
	19	Improve accessibility to WIPO campus and services

14.   The following paragraphs provide a progress update on the 19 initiatives. Further details are available in the staff-oriented 2012 SRP progress brochure.

SERVICE ORIENTATION

15.   Service Orientation is a mindset which applies both externally towards WIPO stakeholders and within the Organization. A systematic training program, aimed at making staff interaction with stakeholders more productive and helpful, has begun. The first phase of this has focused on staff in externally-facing service roles, such as those in the newly established Customer Service Center. Consolidating WIPO service centers brings a number of benefits, including ease of use, consistency in message and reduced costs. Investment has also been made in telephony improvements and a customer ticketing system, which allows one system to reliably serve many areas of the Organization, such as the PCT and the WIPO Academy. The launch of round-the-clock customer service in July 2012, in conjunction with initiative nine, represents a significant milestone.

16.   WIPO's visual identity has been strengthened, building on the new logo. Three thousand five hundred members of the local community attended the first WIPO Open Day. The availability of "core" publications in all official languages continues to increase past 70 per cent. Editorial standards and procedures have been developed to ensure that new WIPO publications meet clear requirements and quality levels. A survey of stakeholder (external and internal) perceptions of WIPO has been completed, analyzed and used to form the basis of a draft brand strategy, which is nearing completion. A communications strategy is under development. Web presence realignment is underway with a 2012 World IP Day Facebook campaign, together with new social media presence on Twitter, Flickr and Scribd, having been launched in early 2012. An in-depth restructuring and re-design of the WIPO Internet site is also underway.

17.   Research into the use of our fee-based services has led to a better understanding of marketing and business development opportunities that exist. The report, summarizing the research, provides recommendations on how to effectively increase the use WIPO's services. A senior expert panel of WIPO Staff has assessed the feasibility, cost and time-lines of the recommendations and will make proposals to the Director General on their implementation.

18.   A Business Impact Assessment (BIA) has provided a better understanding of WIPO's critical processes and a sound basis for the development of a Business Continuity Plan. The completion of the BIA represents the first step and ensures that services which are absolutely critical to WIPO's business are prioritized for re-establishment in the case of business disruption. Business continuity management also serves as a foundation for other subject-specific plans, such as IT Service Continuity Management. An awareness campaign has been undertaken and a draft Business Continuity Plan developed.

WORKING AS ONE

19.   WIPO has upgraded its ERP system to the latest version of PeopleSoft. Core-users (upwards of 225 users) have been trained on PeopleSoft standard functions and business processes. The evolution of the ERP AIMS system is now well defined in the five-year blueprint. The Results-Based Management (RBM) stream has delivered early value, providing the basis for implemented monitoring and assessment and the biennial planning solution for 2014-15. The project has identified key opportunities and recommendations for improvements in the Results Framework, the Accountability Framework and the delivery or implementation structure. Furthermore, the RBM stream has delivered "quick wins", mainly though the work-planning module, providing useful reporting such as country analysis and results-based analysis. Preparatory work for the Human Resource Management (HRM) stream has been completed, and a comprehensive training plan has been developed for staff. A successful arrangement has been made to use the United Nations High Commissioner for Refugees (UNHCR) payroll (and customizations) to jump-start the first phase of the HRM stream. Oracle licenses were acquired at 70 per cent discount and hosting arrangements at United Nations International Computing

Centre (UNICC) for HR and EPM projects have been agreed. A separate progress report (WO/PBC/19/14) is available on the ERP Project.

20.   WIPO stakeholders continue to benefit from the strengthened Information and Communication Technology (ICT) framework. The improvement of the ICT framework initiative strengthens three areas: governance, project management and confidentiality and information control. The reconstitution of the ICT Board, now chaired by the Director General, facilitates coherent, cross-sectoral prioritization and decision-making. The ICT strategy is currently being updated after consultations with the ICT Board. Particular benefits have been seen in the area of confidentiality and information control. A high level of staff awareness and sensitivity to external security threats has been achieved as a result of the information security awareness program, undertaken.

21.   Staff are a step closer to having a clearer HR regulatory framework and short-term staff will be provided with more entitlements as a result of the WIPO Coordination Committee endorsing Chapter 4 of the revised Staff Regulations and Rules (SRRs) which is concerned with contract reform. SRR Chapter 4 (including contractual reform and recruitment) was approved by the WIPO Coordination Committee 65th Session of the Assemblies of Member States of WIPO and promulgated in January 2012. Consultations with the staff and Staff Council have resumed regarding a fully revised SRR.

22.   The initiative to strengthen internal communications has continued to make significant progress. Around 140 staff members attended small workshop sessions to help shape the internal communications recommendations in 2011. The Director General approved a set of 14 wide-ranging recommendations/projects proposed by staff to improve internal communications over the coming years, to continue after the close of the SRP. A number of recommendations have been implemented. A monthly informal "What's New" program has been established and has proved to be popular. Administration and Management Sector "Question Time" sessions were held with all sectors. Thematic briefings were held on selected HR issues and were well received (training, contract reform, performance management changes). A first staff briefing following the Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore (IGC) was well attended. "Start smart" learning modules on administrative procedures have been introduced for new staff. "Quick win" suggestions that have been implemented include the use of photographs on staff movement circulars, introduction of new staff at town hall meetings and opening up of the "Tea with the Director General" program. The internal communications initiative has attracted positive comments in response to the Core Values Survey.

23.   The proposed initiative to realign WIPO's external offices has contributed to the round-the-clock customer service for WIPO, utilizing external offices to respond to enquiries received during out-of-office hours in Geneva. Two consultations have taken place with Member States since September 2010 on the policy for WIPO external offices.

24.   The strengthen culture initiative focuses on enhancing the "Working as one" spirit by engaging with a number of existing projects ("focus projects") with a view to improving horizontal cooperation; the internal communications SRP initiative has contributed to fostering an atmosphere that is aligned with the objectives of this initiative. Other focus projects include a translation technology project and the implementation of the ERP initiative. The planning for the diplomatic conference in Beijing was added as a focus project, with the SMT Champion leading the high-level team as a prime example of working as one.

ACCOUNTABILITY FOR RESULTS

25.   Accountability of the Results, as a Core Value, has seen significant staff uptake, and performed best of all Core Values in the SRP Results Framework dashboard. The definition of the MTSP is complete as a project, the MTSP and the Member States comments have guided the preparation and subsequent approval and commencement of implementation of the 2012-13 Program and Budget.

26.   The Organizational structure is being reviewed in order to ensure that resources are allocated in the context of results to be delivered.. The review involves a detailed, sector-by-sector, examination to adapt the structure to our mandate. Focus is on ensuring that all positions in the Organization contribute to the Strategic Goals. This review will enable the Organization to identify future skill profiles required. Furthermore, an analysis of workload and productivity is underway, in key operational areas, to ensure that the Organization can cope with anticipated growth within the business areas. A series of Office Instructions which fine-tune the Organizational structure, based on the organizational review with management, have been released in 2012. The WIPO organizational charts have been adapted accordingly. As of the end of July 2012, six sectors out of seven will have been reviewed. Organizational Design is not perceived as a one-time event, and through the SRP initiative, the Organization is working towards putting in place a continuous process that will increase the ability to monitor, reassess and adapt the Organization to respond to future changes and challenges.

27.   At an Organizational level, the focus on results has never been stronger, which is the goal of the strengthen RBM Initiative. The support of the Member States to define organizational expected results and engage in a performance dialog has enabled the development of the first truly Results-Based budget for 2012-13. Across the Organization, from staff to Member States, the mindset has shifted from planning to full lifecycle program management. Through the initiative, management has a strengthened capacity for results-based planning as a result of awareness sessions and training. A "country view" of 2012 work plans has also been delivered which is expected to contribute to better planning, coordination, implementation and assessment of development activities at the country level. Work has also been undertaken, together with the ERP implementation project, to support the continued strengthening of RBM at WIPO. Planning for improving project management competencies through a training program is also underway.

28.   Staff engagement in the Performance Management and Staff Development System (PMSDS) has been exceptional. Nearly 80 per cent of the 2011 staff-supervisor evaluations were completed by the end of the first quarter of 2012, almost a 30 per cent improvement on the previous year. An improved dialog on performance throughout the Organization has helped to take a major step forward in managing individual performance within WIPO´s RBM framework. It has enabled closer alignment with the Strategic Goals, since staff have developed a good understanding of their individual work objectives and how these relate to the Expected Results of their Programs. Proactive staff development is exemplified by over 1,350 training needs being identified in the 2011 cycle, which reflects an average of 1.6 training needs per employee. Ongoing dialog has been established between all supervisors and supervisees, having at least one formal "one-to-one" meeting per year in which they discuss the performance of the past cycle and the performance expectations for the next cycle. The PMSDS, having completed at least two full cycles from planning to evaluation is now fully operational.

29.   Good risk management is at the foundation of a valuable internal controls system. Since 2011, every SMT member has worked with their sector to identify risks as part of the work planning process. The IAOC uses a risk view to analyze the Organization at each of its quarterly sessions which has helped guide the initiative. The Internal Audit and Oversight Division (IAOD) has also been consulted. WIPO has produced risk registers for every sector and most other organizational units (departments, divisions and sectors). A small consultancy firm was selected after a rigorous evaluation process to collaborate with WIPO officials to steer

the Organization to strengthen its own risk management and internal controls systems. First deliverables have been a draft risk management policy, a draft risk management manual and an assessment of the internal control environment at WIPO. WIPO has also established a roadmap for Risk Management directing the Organization towards a system of Enterprise Risk Management.

30.   A number of efforts are underway to strengthen the management of financial resources. An extensive study has been undertaken which maps the economic forecast to the revenue generating services and expenditure, which varies with service usage. Member States have approved the organization's investment policy which guides it in its decisions regarding the management of its liquid funds. A capital planning and management framework has been presented to Member States for their information. Office Instructions relating to the regulatory framework have been updated, in areas such as hospitality and travel and *honoraria*. In cooperation with the Implement ERP initiative, significant advances towards developing an Accountability Framework have been made. In cooperation with both the ERP and RBM initiatives, work planning tools have been strengthened.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE RESPONSIBILITY

31.   Establishment of a comprehensive ethics and integrity system has made a number of significant advances. An Ethics Office has been established and a Chief Ethics Officer has been appointed. The Organization has an enhanced capacity to deal with potential abuse of resources and other misconduct owing to development of a draft whistle-blowing protection policy (WPP), which is in the final stages of consultation. A Code of Ethics has been issued after wide consultation with staff. A Financial Disclosure Policy (FDP) has been developed which is on track for a consultation process with the target population following approval from the Director General. Planning for an ethics training program for every staff member has commenced with the training program scheduled to start before the end of 2012.

32.   The initiative to reduce WIPO's adverse effect on the environmental has received many commendations externally. Incentives and awareness have encouraged staff to use alternative means to get to work, for example, a bike-to-work month encouraged over 100 staff members to commute to work by bicycle or to test drive an electric bike. A bus pass initiative allowed 200 staff members to use public transport. In the new building, there is a special focus on protecting the environment. Tapped, filtered water saves 23,000 liters of bottled water being bought and shipped to WIPO and a commitment to the greenest electricity tariff in the new building helps fully fund renewable electricity in Switzerland. Conference Services has initiated an electronic communication system for official documents issued for the purpose of delegates attending the WIPO Assemblies, under which printed material is no longer dispatched systematically, but rather, only upon explicit request. Initial discussions with potential service providers for a future mandate on draft overall mobility incentives and programs, and separately for an overall carbon emission reduction plan have commenced.

33.   Finally, a preliminary wheelchair access study has been undertaken which identifies some of the basic shortfalls of the current building equipment with regard to accessibility for persons with less mobility. For example, visually impaired persons would benefit from Braille signs in elevators and by the improvement of some access ramps which are currently not accessibility friendly. A policy has been implemented to ensure that WIPO web site content is adapted for persons with disabilities. Terms of reference have been developed for an architectural audit of accessibility on the WIPO campus, to build on the findings of the aforementioned study.

VI.   SRP RESOURCES OVERVIEW

34.   The total resources required for the SRP are a function of (i) time dedicated by WIPO's staff to SRP-related activities; and (ii) financial resources needed for systems and temporary personnel.

35.   The first category of resources, time dedicated by WIPO staff, is part of their day-to-day responsibilities within the Organization. This work is therefore budgeted in the work plans and the Program and Budget (P&B) and does not specify any additional staff time requirements within the SRP.

36.   For the second category of resources in the 2010-11 biennium, approximately 1.55 million Swiss francs was allocated in the revised budget for financial resources needed for systems and temporary personnel and approximately 1.42 million Swiss francs was actually spent.

37.   For the second category of resources in the 2012-13 biennium, direct financial resources for the SRP were allocated from funds retained as unallocated within the Program and Budget of 2012-13. The total funds allocated to SRP initiatives 1, 2, 8, 12, 13, 14, 15, 17 and 19 for 2012 amounts to 1 million Swiss francs.

38.   The total SRP budget based on estimates provided by Project Leaders for the cost of each project (which includes funding from regular P&B for both biennia as well as specific SRP funding) but excluding initiatives 5 and 18 and the funding for the PMO is 3.42 million Swiss francs.

39.   The Program and Budget Committee is invited to recommend to the Assemblies of the Member States of WIPO to take note of the contents of the present document.

[End of document]