

## **Strategic Realignment Program**

- **PowerPoint Presentation given to the 15<sup>th</sup> Session of the Program and Budget Committee, September 1 to 3, 2010**
- **Report presented to the 18<sup>th</sup> Session of the WIPO Audit Committee, August 23 to 25, 2010 (PowerPoint Presentation)**
- **Report presented to the 17<sup>th</sup> Session of the WIPO Audit Committee, July 5 to 9, 2010**
- **Report presented to the 16<sup>th</sup> Session of the WIPO Audit Committee, April 12 to 16, 2010**

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# **Strategic Realignment Program**

Supporting WIPO to achieve  
its goals

September 2010

# Background

- Changing landscape and IP needs
  - Knowledge economy, globalization, digital technologies, knowledge gap
- Multiple external and internal challenges to the achievement of WIPO's Strategic goals

The SRP will better equip WIPO  
to face these challenges

# Agenda

- The Strategic Realignment Program (SRP)
- SRP collective ownership
- Key achievements and measuring success
- Reporting
- Next Steps

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# WIPO's four core-values

*We take ownership for our performance and achieve results*



*We increase our responsiveness to global stakeholders and our customers are satisfied with our service*

*We work as an integrated, responsive and efficient entity that is fit for purpose and delivers value for money*

*We perform in an ethical manner and care about our staff, community and the environment*

# Overview - Strategic Realignment Program

## Mission

The promotion of innovation and creativity for the economic, social and cultural development of all countries through a balanced and effective international IP system

## Objective of the SRP

WIPO is a responsive, efficient organization equipped to achieve its Strategic Goals and to provide global leadership on IP issues

## Values

### Service Orientation

We increase our responsiveness to global stakeholders and our customers are satisfied with our service

### Working as One

We work as an integrated, responsive and efficient entity that is fit for purpose and delivers value for money

### Accountability for Results

We take ownership for our performance and achieve results

### Environmental, Social and Governance responsibility

We perform in an ethical manner and care about our staff, community and the environment

## Initiatives

1. Customer interface and experience
2. External communications and branding
3. Marketing and business development
4. Business continuity

5. ERP
6. ICT framework
7. Regulatory framework for HR
8. Internal communications
9. External offices
10. Culture

11. Medium Term Strategic Plan
12. Organizational Design
13. Results Based Mgmt
14. PMSDS
15. Internal control system
16. Management of financial resources

17. Ethics
18. Impact on the environment
19. Disabled access to WIPO's services



# Agenda

- The Strategic Realignment Program (SRP)

- SRP collective ownership

- Key achievements and measuring success

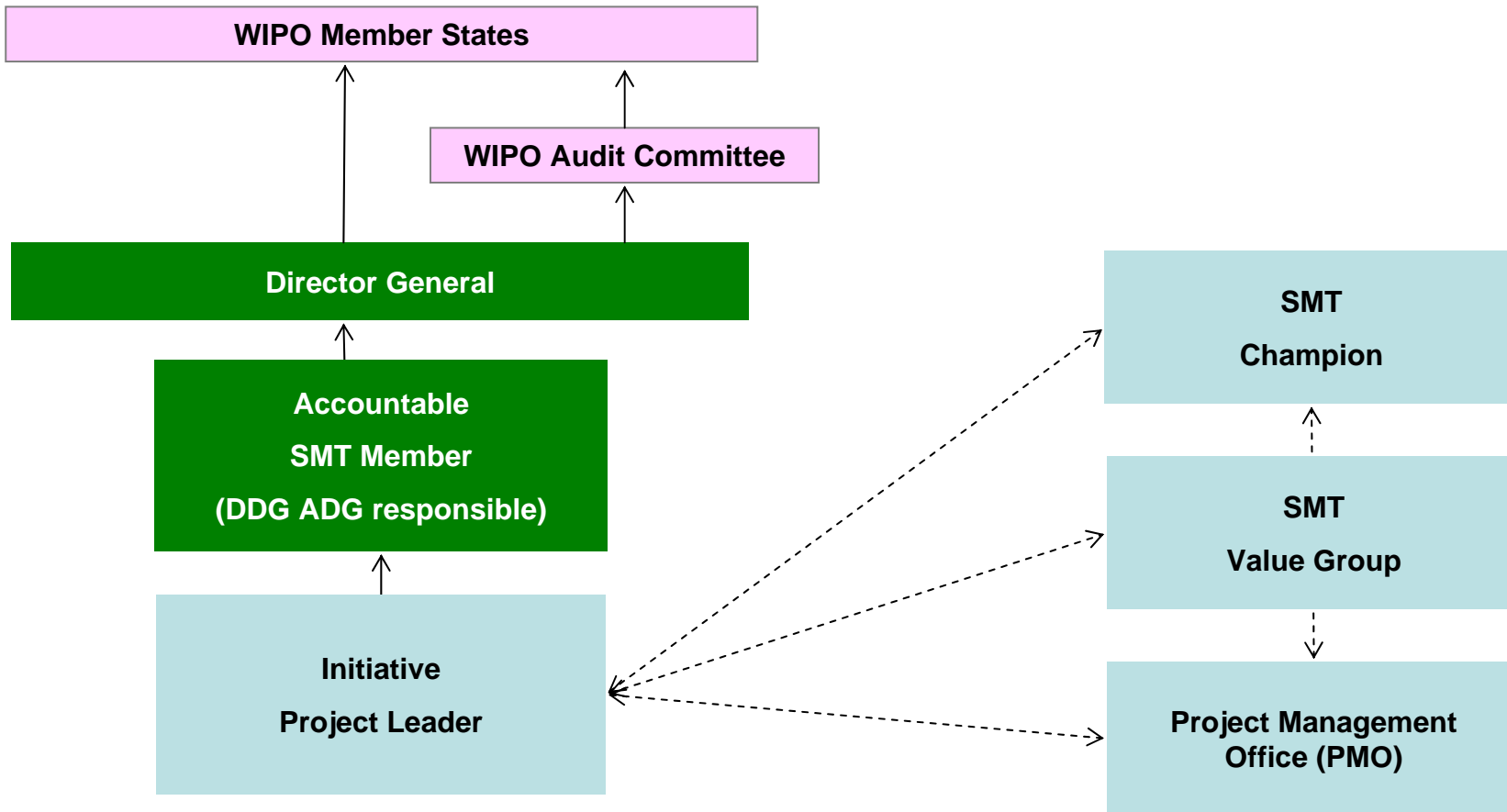
- Reporting

- Next Steps

# SRP's governance model overview

Each SRP initiative has a clear accountability and responsibility line

... With some new roles enhancing collaboration and collective ownership



# Quarterly SRP reporting to the Audit Committee

*“In view of the mandate given to the Committee by Member States to oversee the SRP, the Committee recommends that a progress report be presented to the Committee at each of its quarterly meetings”*

Report adopted by the WIPO Audit Committee  
April 2010

*“A report on the progress of the Strategic Realignment Program (SRP) was presented (...)”*

*“The Committee welcomed the report which included a roadmap for implementation of the SRP; the roadmap that had been requested by the Committee on several occasions in the past”*

Report adopted by the WIPO Audit Committee  
April 2010

# Agenda

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- Next Steps

# SRP progress up to date

- Launched in October 2008
- Updated around WIPO's four core-values in April 2010
- Value-based governance structure established
- Nineteen initiatives under definition and planning
- Indicators to measure SRP's success underway

All initiatives will move to the implementation phase by the end of the year

# Key SRP achievements since April 2010

## Values

## What we have achieved so far...

### Service Orientation

- New logo and organizational identity launched
- WIPO Open Day hosted

### Working as One

- Proposal to implement an ERP system submitted to Member States
- Draft ICT strategy reviewed by DG
- Core-values internalized in WIPO Internal Communications

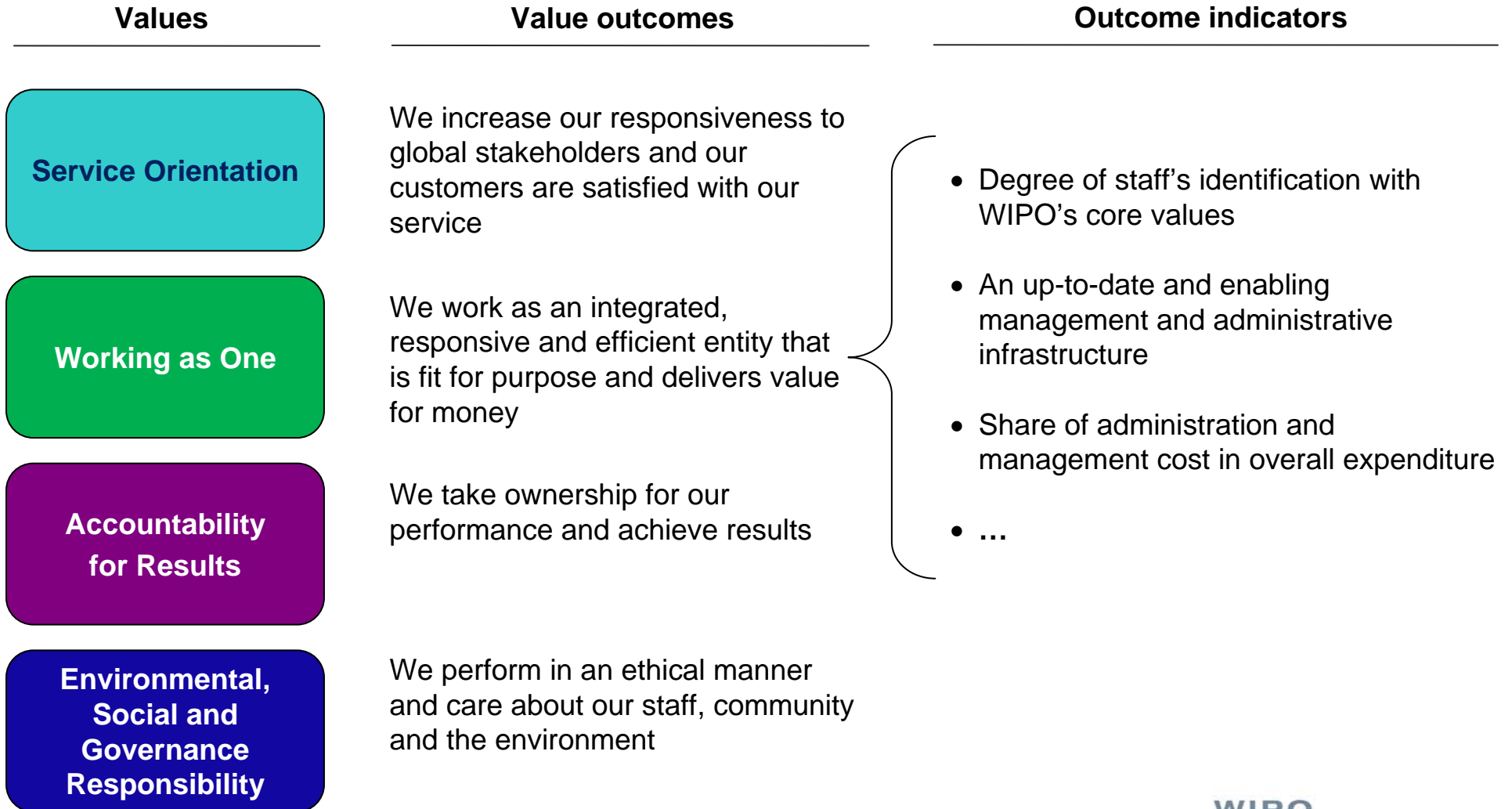
### Accountability for Results

- Proposed MTSP submitted to the PBC and the WIPO Assemblies following consultation process with Member States
- Senior Management Team's individual objectives signed with the DG (compacts)
- Work on the strengthening of WIPO's RBM framework well advanced, including that related to the CDIP RBM project
- Planning phase for staff performance and development deployed (second phase of PMSDS)

### Environmental, Social and Governance Responsibility

- Ethics office established
- A number of initiatives under the Carbon Neutrality project have been implemented

# Measuring success is key: results framework



# The main risk to the SRP is the potential delay on some of its initiatives

- The SRP could be delayed due to three main issues
  - Resource availability
  - Engagement at all levels
  - Broad scope of the program
- The Project Management Office works with the DG, SMT and with staff to develop mitigation tools and strategies



# Agenda

- The Strategic Realignment Program (SRP)
- SRP collective ownership
- Key achievements and measuring success
- Reporting
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# WIPO will report progress periodically

- Yearly progress report at the Value level
- Quarterly assessment on the overall status and progress of the SRP
- Online access to contents at the initiative and value levels ([http://www.wipo.int/about-wipo/en/strategic\\_realignment/](http://www.wipo.int/about-wipo/en/strategic_realignment/))

# Agenda

- The Strategic Realignment Program (SRP)
- SRP collective ownership
- Key achievements and measuring success
- Reporting
- Next Steps

# Next Steps

- Complete the definition and planning of all SRP initiatives
- Finalize the indicators to measure SRP success
- Assess where the Organization stands today (baselines)
- Move all initiatives to the implementation phase

## **Strategic Realignment Program**

- **Report presented to the 18<sup>th</sup> Session of the WIPO Audit Committee, August 23 to 25, 2010**



# **Audit Committee Meeting**

Progress on the Strategic  
Realignment Program

August 2010

# Agenda

- SRP progress to date
  - Initiative definition status
  - SRP project management tools
  - SRP results framework
  - Communication
- Main risks and mitigation
- Next steps
- Q&A

# Significant progress at all levels despite few delays at the initiative definition level

## Status

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### 1. Initiative Definition

- The initiative definition process is at ~60% completion

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### 2. SRP Project Management Tools

- The PMO has developed key tools for managing the program and implementation is currently underway

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### 3. Results Framework

- PMO is designing the SRP results framework (with Project Leader's collaboration)
- Its progress depends on the finalization of initiative definitions

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### 4. Communication Plan

- The communication plan has been elaborated and is on schedule



# 1. Initiative definition

VALUES	INITIATIVES	
Customer-Service Orientation	1	Improve customer interface and experience
	2	Strengthen external communications and branding
	3	Support marketing and business development
	4	Ensure 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

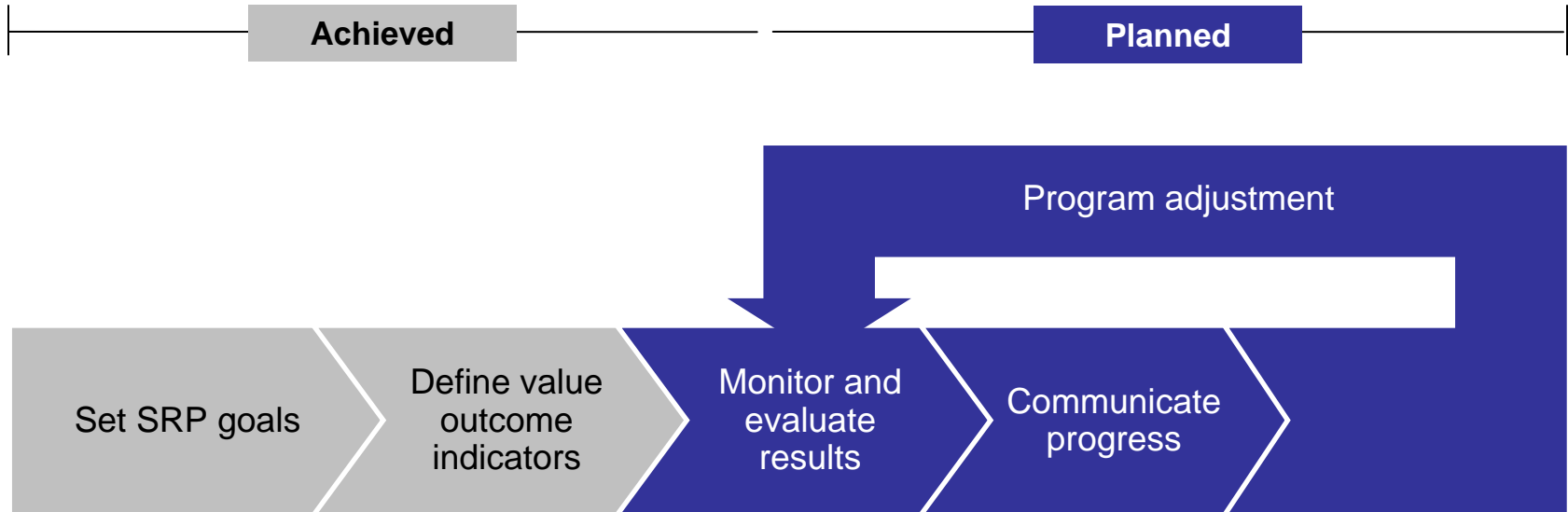
VALUES	INITIATIVES	
Accountability for Results	11	Define Medium Term Strategic Plan (MTSP)
	12	Develop WIPO organizational design
	13	Strengthen Results-Based Management (RBM)
	14	Implement Performance Management and Staff Development System (PMSDS)
	15	Strengthen internal control system
	16	Strengthen 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	Increase disabled access to WIPO's services

LEGEND	
	Project Leaders who have handed in final draft version of Project Brief with the Project Management Office
	Project Leaders who have shared 1st draft version of Project Brief with the Project Management Office
	Project Leaders who have not shared the draft version of Project Brief with the Project Management Office

## 2. SRP project management tools

	<b>Objective</b>	<b>Approach</b>
<b>Results Framework</b>	<ul style="list-style-type: none"><li>• Measure performance against targets over time and adjust program accordingly</li></ul>	<ul style="list-style-type: none"><li>• Design Value outcomes, indicators and measurement strategies (survey and data analysis)</li></ul>
<b>SRP timeline</b>	<ul style="list-style-type: none"><li>• Monitor implementation of initiatives, record delays and ensure timeliness</li></ul>	<ul style="list-style-type: none"><li>• Draw up a SRP monthly timeline</li></ul>
<b>Risk register</b>	<ul style="list-style-type: none"><li>• Enable proactive management of the program</li></ul>	<ul style="list-style-type: none"><li>• Assess risks (likelihood, potential impact) and define mitigation strategies at the program, value and initiative level</li></ul>
<b>Resources overview</b>	<ul style="list-style-type: none"><li>• Ensure initiatives receive financial support needed, while staying within budget</li></ul>	<ul style="list-style-type: none"><li>• Estimate and manage resource needs for initiatives for the current and next biennium</li></ul>

# 3. SRP results framework



- Set SRP objective and define Value outcomes
- Select indicators provided by Value Group and Project Leaders
- Identify tools to measure indicators (surveys, data analysis, etc.) and set baselines and targets
- Communicate results and progress yearly
- Perform periodic assessments of SRP progress and adjust actions to achieve targets

# 4. Communication plan



**Implementation** *Current*

*March 2011 – Dec. 2012*

**Objective** Staff are aware of the core values and curious about how it applies to their day-to-day work

Staff progressively understand, demonstrate and promote WIPO's core values

- Tools**
- Value Posters
  - Internal communications
  - E-tools (intranet, internet, wiki, e-suggestion box)

- Focus groups
- Integration of Values in individual performance measurement tool

# SRP faces two main risks during the planning and definition phase

At the program level the PMO identified two main risks: potential delays and lack of staff involvement

## **Potential delays due to:**

- Less dedication from SMT and Project Leaders during summer months and Member States Assemblies (July-September)
- Lack of resources and lack of coordination across some initiatives
- To mitigate these risks, the PMO is defining project management tools and is arranging cross-functional working groups

## **Lack of staff involvement in some initiatives due to:**

- Change fatigue, skepticism and lack of awareness
- SMT Champions and Project Leaders whose initiatives do not fall under their core responsibilities may have difficulties dedicating time and effort on the SRP
- The PMO will continue communicating to staff to raise staff awareness and involvement. As well, the SMT will integrate the SRP on their agenda

Additionally, Project Leaders are currently defining risks and mitigation strategies at the initiative level

# Next steps

- Project Leaders and SMT will finalize the initiative definition process (project briefs)
- The SMT will collectively review the initiative definitions including resources, timing, risks, interdependencies and other
- SMT Champions and Project Leaders will set the baselines for each Value and will oversee progress
- Project Leaders will implement the initiatives with the support of SMT Champions and the Value group

# Q&A

## **Strategic Realignment Program**

- **Report presented to the 17<sup>th</sup> Session of the WIPO Audit Committee, July 5 to 9, 2010**



**REPORT ON THE PROGRESS ON  
THE STRATEGIC REALIGNMENT PROGRAM  
TO THE WIPO AUDIT COMMITTEE  
July 2010**

I. BACKGROUND AND INTRODUCTION

1. In October 2008, the Director General launched a Strategic Realignment Program (SRP) to enhance the Organization's responsiveness, efficiency and capacity to achieve its Strategic Goals and provide global leadership on IP issues. The SRP is envisaged to continue until the end of 2012, in a measured, systematic and professional manner, with full and transparent communications between the Organization and its stakeholders.

2. During the first 18 months the Organization made good progress along the Strategic Realignment Program, aligning program content to the Strategic Goals, completing an initial restructuring of many of the Organization's departments to align them to the Revised Strategic Framework approved by Member States, implementing the Voluntary Separation Plan and deploying a new Performance Management and Staff Development System.

3. Following the establishment of the new Senior Management Team in December 2009, the Director General reviewed the SRP. In order to give greater coherence to the multiple initiatives underway in the SRP, it was decided to group all initiatives under four core values:

- **Customer-service orientation** - we increase our responsiveness to global stakeholders and our customers are satisfied with our service
- **Working as one** - we work as an integrated, responsive and efficient entity that is fit for purpose and delivers value for money
- **Accountability for results** - we take ownership for our performance and achieve results
- **Environmental, social and governance responsibility** – we perform in an ethical manner and care about our staff, community and the environment

4. The opportunity was taken, under the new leadership, to prepare an inventory of the initiatives that constitute the SRP and to develop a plan of how to take the SRP and its initiatives forward. The roadmap developed as a result of this planning exercise also responded to the Audit Committee's recommendation "to build a comprehensive integrated plan and roadmap for implementing the SRP".

5. Under each of the core values, WIPO identified and grouped a set of new and ongoing initiatives that contributed to the overall Value outcomes, identifying the interrelationships within and across values and showing them on a common timeline. The initiatives address the key elements of organizational change, recommendations that resulted from the Desk-to-Desk Assessment in 2007 and relevant recommendations of the Audit Committee.

6. In order to achieve the desired progress on the values and the initiatives under each, WIPO has defined a robust governance and management structure. This structure<sup>1</sup> is composed of SMT collective ownership (through SMT Value Groups and SMT Champions), Project Leaders for all initiatives and a Project Management Office (PMO). This structure ensures a consistent approach to initiative definition, management and reporting, and will provide for an ongoing assessment of progress, risks and resource needs.

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<sup>1</sup> More information on the SRP Governance and Management structure can be found on the "Report on the progress on the Strategic Realignment Program to the WIPO Audit Committee" of April 2010 (paragraphs 26-35)

7. The present report provides a summary of the progress made on the Strategic Realignment Program since the last Audit Committee held in April 2010. Specifically, it covers the following aspects:

- **SRP results framework**
- **SRP Roadmap**
- **Critical Path**
- **Financial considerations**
- **Risks and mitigation**
- **Governance and management of the SRP**
- **Communications and involvement plan**
- **Reporting**
- **Next Steps**

## II. SRP RESULTS FRAMEWORK

8. In order to monitor the progress of the implementation of the SRP and to evaluate the progress on promoting the values, the Organization has developed a results framework. This includes a set of specific, measurable, achievable, relevant, time-bound, and consistent (SMART-C) outcomes. The progress on the outcomes will be monitored with outcome indicators. The SMT Value Groups are currently finalizing these indicators.

9. As soon as the outcome indicators are finalized, the Organization will determine the baselines for each indicator. This is planned to be completed by the end of September 2010 and will be shared with the Audit Committee. The outcome indicators will be used to monitor progress on a regular basis. The frequency will vary across indicators depending on how costly and meaningful the measurement of those indicators is.

## III. SRP ROADMAP

10. The SRP is a complex organizational process. As issues arise, priorities and timelines may need to be adjusted accordingly. As a result, the roadmap will evolve over time. The Organization will report to the Audit Committee any changes to the original roadmap as presented to the Audit Committee meeting of April 2010.

11. To date, the SRP roadmap has gone through minor modifications in order to better address all organizational challenges.

12. The first of these updates has been the addition of a new initiative to “Ensure business Continuity”, as part of a wider need for systematic risk analysis and management. This initiative will be championed by Mr. Ambi Sundaram, ADG of A&M, and will contribute to the “Customer-Service Orientation” Value.

13. The second update refers to the initiative to “Strengthen the management of financial resources”. This initiative was initially considered as dual in nature, among the values “Accountability for Results” and “Environmental, Social and Governance Responsibility”. Given its strong links to the “Accountability for Results” Value, this initiative will be considered part of this Value.

14. The deliverable, “Confidentiality and information security control policies are drawn up”, included under the initiative to “Establish a comprehensive ethics and integrity system”, has been moved to the initiative, “Support marketing and business development”, within the “Customer-Service Orientation” Value. The reason for this modification is the importance of confidentiality and information security to WIPO customers.

15. The updated roadmap is provided as an annex to this document.

#### IV. CRITICAL PATH

16. As requested by the Audit Committee, the Organization has performed a critical path analysis for the Strategic Realignment Program. This analysis has identified “critical” and “floating” initiatives. Critical initiatives should be implemented within the timeline specified on the roadmap. Floating initiatives have a higher degree of flexibility in implementation and could be delayed without having a significant impact on the critical initiatives, total duration or overall outcome of the SRP.

17. Initiatives included under the SRP are very different in nature and contribute to different goals. The distinction between “critical” and “floating” does not reflect the importance of each initiative. Indeed SMT Value Groups have agreed that all initiatives are needed in order for the SRP to succeed.

18. The initiatives that match any of the following criteria belong to the critical path.

- **1<sup>st</sup> Level: Interdependency with SRP initiatives.** The initiatives which are key for the performance or implementation of others are considered critical.
- **2<sup>nd</sup> Level: Strong impact on initiatives identified as “critical” under the previous criterion.** The initiatives whose implementation (or lack of it) would have a significant impact on critical initiatives are part of the critical path.
- **3<sup>rd</sup> Level: Strategic reasons.** There might be strategic reasons that require an initiative to be implemented in the specific timeline. These initiatives might not have strong impact or dependence on others but are key to the Organization and therefore are part of the critical path.

19. According to these criteria, the following SRP initiatives are considered part of the SRP critical path.

Value	Initiative
Customer-Service Orientation	Improve Customer Interface and Experience
	Ensure Business Continuity
Working as One	Implement ERP
	Improve ICT framework
	Revise enabling regulatory framework for HR management
Accountability for Results	Develop WIPO organizational design
	Strengthen Results Based Management (RBM)
	Implement Performance Management and Staff Development System (PMSDS)
	Strengthen internal control system

#### V. FINANCIAL CONSIDERATIONS

20. The initiatives contained under the SRP are very different in nature and are at varying stages of implementation. While some are new initiatives, others have been underway for some time and are detailed in the biennial budget. Regarding their financial needs, they may

be classified as follows: [WIPO can classify the initiatives as the following:]

- Major concrete projects with clearly identified budgets approved by the Member States (i.e. “Implement ERP<sup>2</sup>”).
- Initiatives which may not need additional significant resource allocation, but will rely on staff’s involvement (i.e. “Strengthen culture” or “Strengthen the management of financial resources”).
- Initiatives which are either partially or fully resourced through the Program and Budget approved by the Member States (i.e. the new WIPO Logo and WIPO Open Day, within the initiative “Strengthen external communications and branding”).

21. At the time of writing this report, Project leaders for all initiatives were working on the definition of the initiatives using a standard Project Brief template provided by the PMO. The Project Briefs will include information on resources allocated, resources utilized and additional resource needs.

22. The PMO will review and consolidate these resource requirements and provide these estimates to the next session of the Audit Committee through the appropriate SMT Value Groups/Champions.

## VI. RISKS AND MITIGATION

23. The Organization has identified the main risks related to the Strategic Realignment Program at this point of time. The risks are bundled in three main categories: resources, staff involvement and organizational capacity to absorb change.

24. The initiatives under the SRP are very different in terms of required **financial and human resources**. The non-availability of financial and human resources could present a risk, in particular for those SRP initiatives that require a significant capital investment (such as the Enterprise Resource Planning (ERP) implementation or the translation of core publications into all UN-official languages).

25. Additionally, the Organization has identified **staff involvement** as a key success factor. Failure to ensure staff involvement, and thereby ownership, will result in risks to the SRP. Our workforce will only be motivated if they understand the challenges ahead, WIPO’s strategies to address them and their own role or contribution to the overall goals of the Organization. In order to mitigate this risk and ensure success, WIPO will ensure that SRP is regularly communicated to staff, that staff is given the opportunity to actively engage in this important improvement and change program and that this involvement is continuously recognized. The Organization will minimize this risk through a Communications and Involvement Plan, explained in more detail later in this document.

26. Finally, the SRP is comprehensive in scope, with 19 initiatives and numerous deliverables, and will have an impact on WIPO as a whole. Given that the **capacity to absorb change** is limited, the Organization will have to actively manage this change. This will imply defining the initiatives in a realistic manner with respect to scope, timelines and targets. WIPO will alleviate this risk through a robust Project Management Office monitoring and supporting the process and collaborating with Project Leaders and SMT Champions when needed.

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<sup>2</sup> The ERP project, which will need significant resource allocation and will be subject to Member State approval, has been defined in a separate proposal which will be submitted to the PBC (see attached)

Risk category	Content	Mitigation
Financial and human resources	<p>Potential lack of financial and human resources due to high intensity of the SRP, with many initiatives in parallel</p> <p>An example of this risk is the temporary lack of leadership and the loss of some key resources within HRMD, which is central to the change program</p>	<p>Capital and human requirements for each initiative will be defined promptly for each initiative</p> <p>Initiatives with high resources risks (financial or human) will be analyzed separately by PMO, Project Leaders and SMT Value Groups. Action strategies and solutions will be defined</p>
Staff involvement	<p>SRP heavily relies on staff contribution and collaboration across different sectors.</p> <p>Risks of change fatigue, change aversion, skepticism, misconceptions, lack of awareness, etc.</p>	<p>Communications and Involvement plan will be defined by PMO, SMT and Project Leaders.</p>
SRP scope	<p>Potential initiative delays due to difficulties in an organization-wide process that is new and challenging for WIPO</p> <p>Lack of understanding of the SRP process</p>	<p>SMT and Directors will set the tone at the top and support SRP as a valid and useful enabling tool for WIPO</p> <p>A PMO, with adequate resources and well defined procedures will facilitate and monitor the process constantly</p>

27. WIPO's assessment of SRP risks may change as Project Leaders fully define the initiatives and the SMT Champions assess risks and define mitigation measures.

## VII. GOVERNANCE AND MANAGEMENT OF THE SRP

28. WIPO has put in place the new governance and management structure as presented to the Audit Committee by April 2010: WIPO has set up the SMT Value Groups, appointed Project Leaders for each initiative, and established the Project Management Office.

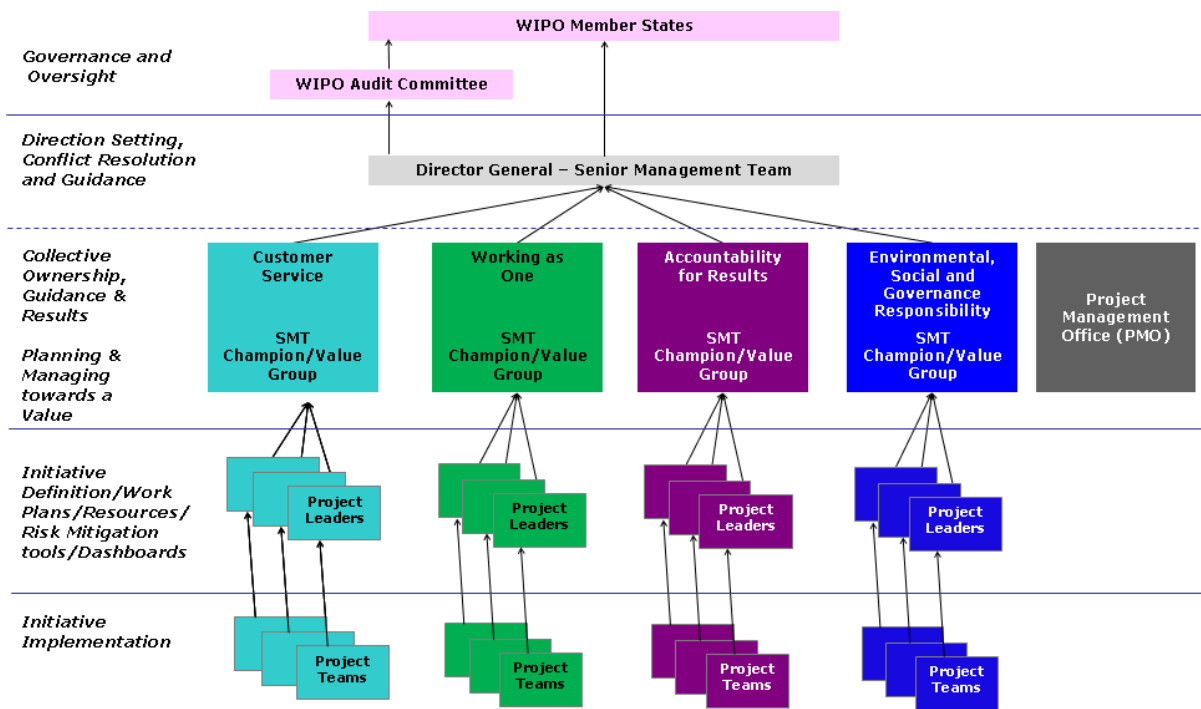
29. The SMT has taken ownership of the SRP initiatives and projects and is collaborating in order to achieve progress. The SMT involvement is structured in two ways: a) SMT Champions and b) SMT Value Groups:

- **SMT Champions.** Each SMT Member has agreed on championing at least one SRP initiative, supporting the day-to-day Project Leader. Given that the list of Project Leaders was finalized by the end of June, the collaboration between Project Leaders and SMT Champions has just started. WIPO expects this collaboration to become fluid on the coming months.
- **SMT Value Groups.** SMT Champions and Project Leaders contributing to each Value have already met during the SMT Value Group meetings. These meetings have addressed the definition and aspirations for each value. The SMT Value

Groups have also defined SMART-C outcome indicators (how to measure the achievement of value aspirations), and discussed risks and mitigation. Each group has appointed a Value Group Coordinator who will coordinate the work and meetings of the Value Group and facilitate the Value Group's monitoring of progress and effectiveness.

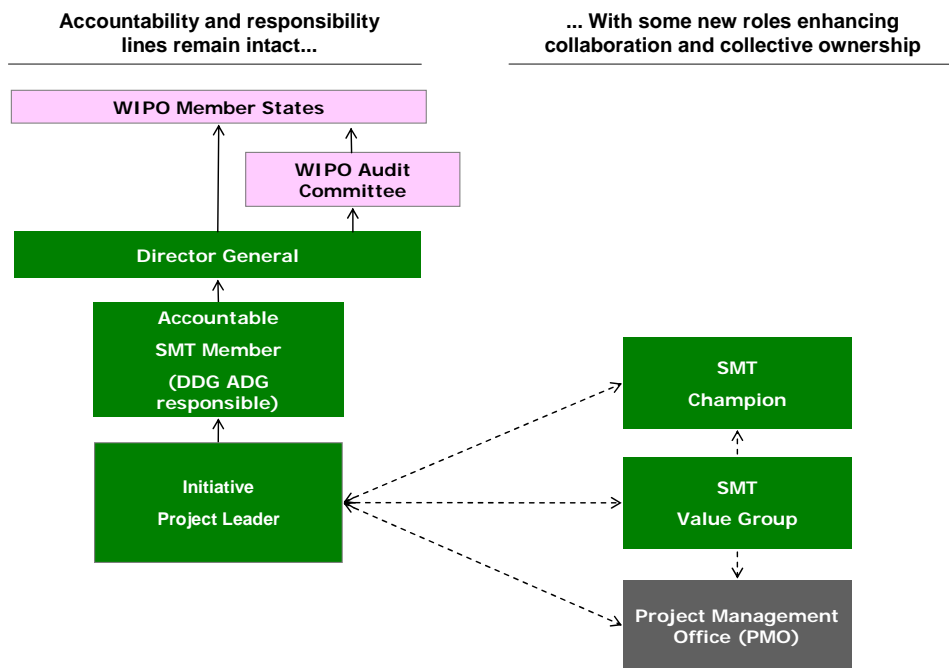
30. The Director General has appointed a Project Leader for each initiative. The role of the Project Leader is to define the initiative, develop the timeline, estimate resources needed, manage the project team, assess risks and interdependencies, and implement risk mitigation strategies with the support and guidance of the SMT Champion. All Project Leaders have been briefed on their new terms of reference and have started defining their SRP initiatives. It may be noted that in all cases, the project content (or at least a part of it) falls within the Project Leaders job description and current responsibilities.

31. The Project Management Office (PMO), led by Chitra Narayanaswamy, is currently supporting Project Leaders and SMT Champions with managing and leading initiatives, ensuring that the governance and management mechanisms are established and work properly. The governance and management structure is displayed on the following graph.



32. This governance and management structure will allow a consistent approach to initiative definition, management and reporting. SMT Champions and Project Leaders have understood the need for such homogeneity.

33. The SRP governance and management structure does not interfere with the previously established accountability and responsibility lines. It provides a structure that enhances collaboration and collective ownership. Thus the standard governing structure remains intact. This is illustrated on the following graph.



34. The first step to the consistent approach is the Project Brief definitions. All Project Leaders are currently defining each initiative following a Project Brief template provided by the PMO. These project briefs will describe each initiative, covering aspects such as outcomes, outcome indicators, deliverables, timelines, interdependencies, risk and mitigation and resource requirements (for 2010-2011 and for 2012). SRP project briefs are expected by July 5<sup>th</sup>.

35. The list of SMT Champions and Project Leaders per initiative is included in Annex 1.

## VIII. COMMUNICATIONS AND INVOLVEMENT PLAN

36. The Strategic Realignment Program is a complex organizational change program that will only succeed if relevant stakeholders are engaged and all staff are committed. So far, the new SRP core-value structure has been extensively communicated both internally and externally. Furthermore, to ensure momentum, a Communications and Involvement Plan is currently being defined.

37. Since April 2010, the new SRP structure has been communicated extensively in different forums. The Director General held a Town hall meeting, where all staff were informed about the SRP and received the SRP brochure. Additionally, the Director General has engaged in presentations and discussions with the SMT and WIPO Directors emphasizing the importance of the SRP and its collective ownership. Finally, the Project Management Office has widely briefed SMT and Project Leaders about the SRP.

38. Moreover, the Project Management Office, SMT and Project Leaders are defining a Communications and Involvement Plan to be implemented from September. The main objectives of this plan will be to raise SRP awareness, avoid misconceptions, address staff concerns and generate a sense of ownership. More information on this strategy will be provided to the next Audit Committee meeting.

39. As part of the Communications strategy, WIPO has updated the SRP section of its Website<sup>3</sup>. This update reflects the new articulation of the SRP program in terms of the four core-values, the SRP roadmap, outcomes, outcome indicators and key achievements.

## IX. REPORTING

40. This is the first report on the progress of the SRP under the new core value structure. Unless the Audit Committee requests otherwise, the Organization will report SRP progress to the Audit Committee according to the following guidelines:

- The Organization will report to each Audit Committee meeting the progress on the SRP in an aggregated manner, focusing on the program as a whole and the progress achieved at the Value level, through Value dashboards.
- The Organization will provide information about each SRP initiative through the intranet SRP site. This site will contain the initiatives project briefs, brief quarterly reporting, initiative dashboards and relevant working documents. This site will be ready by September 2010.
- Once the baselines for the outcome indicators have been set, the Organization will provide the Audit Committee with an evaluation of the progress on promoting the value. This outcome indicators measurements will be gathered periodically, some more frequently than others depending on the source, e.g. surveys not more than once a year. This frequency provides enough time for the Organization to achieve progress and measure it. It further allows WIPO to mitigate against deviations from the defined SRP roadmap.

## X. NEXT STEPS

41. Initiative Project Leaders, in close collaboration with the SMT Champions, will finalize the Initiative Project Briefs by the beginning of July. Some project leaders have submitted draft Project Briefs to the PMO.

42. Once the initiatives have been defined and Project Briefs reviewed and approved by the SMT Champions/Value Groups, Project Leaders will implement the initiatives with SMT Champions' support. In parallel, several Value Group meetings will be held in order to ensure that initiatives are aligned to overall Value outcomes, that risks and interdependencies are addressed and that Values progress in accordance with the timelines.

43. Between July and the end of September, the Organization will set the baselines for each initiative. This will enable the measurement of progress by Q1/Q2 2011.

44. From October 2010, the SRP will enter an implementation phase for the majority of the initiatives and progress will be measured periodically. The Audit Committee will receive information on the SRP progress accordingly. In managing the SRP it is of utmost importance to ensure a consistent approach to this process (through consistent initiative definition in Project Briefs, quarterly reporting, Value Group meetings, etc.). This approach will be pragmatic and value adding, ensuring that focus remains on the substance and results of the initiatives and not on the process.

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<sup>3</sup> [http://www.wipo.int/about-wipo/en/strategic\\_realignment/](http://www.wipo.int/about-wipo/en/strategic_realignment/)



**Annex 1. SRP Governance and Management Structure**

<b>Value</b>	<b>Initiative</b>	<b>SMT Champion</b>	<b>Project Leader</b>
Customer Service Orientation	(1) Improve customer interface and experience	Christian Wichard	Silverio Damiani
	(2) Strengthen external communications and branding	Trevor Clarke	John Tarpey
	(3) Support marketing and business development <sup>4</sup>	James Pooley	Mat Bryan
	(4) Ensure business continuity	Ambi Sundaram	Wei Lei
Working as One	(5) Implement ERP	Ambi Sundaram	Chitra Narayanaswamy
	(6) Improve ICT framework	Yo Takagi	Wei Lei
	(7) Revise enabling regulatory framework for HR management	Ambi Sundaram	Therese Dayer
	(8) Strengthen internal communications	Francis Gurry	Elizabeth March
	(9) Realign WIPO's external offices to better contribute to strategic goals	Geoffrey Onyeama	Rowena Paguio
	(10) Strengthen culture	Trevor Clarke	David Muls
Accountability for Results	(11) Define Medium Term Strategic Plan	Francis Gurry	Naresh Prasad
	(12) Develop WIPO organizational design	Binying Wang	Marika Coutier
	(13) Strengthen Results Based Management	Geoffrey Onyeama	Maya Bachner
	(14) Implement Performance Management and Staff Development System (PMSDS)	Ambi Sundaram	Ingrid Klein
	(15) Strengthen internal control system	Francis Gurry	Philippe Favatier
	(16) Strengthen the management of financial resources	Ambi Sundaram	Magdi Bona
Environmental, Social and Governance Responsibility	(17) Establish a comprehensive ethics and integrity system	Naresh Prasad	Avard Bishop
	(18) Reduce WIPO's adverse impact on the environment	Francis Gurry	Isabelle Boutillon
	(19) Increase disabled access to WIPO's services	Francis Gurry	Isabelle Boutillon

<sup>4</sup> This initiative will include the deliverable "Confidentiality and information security control policies are drawn up" which was initially included under the "Establish a comprehensive ethics and integrity system". The Project Leader for this deliverable will be Mr. Wei Lei

## **Strategic Realignment Program**

- **Report presented to the 16<sup>th</sup> Session of the WIPO Audit Committee, April 12 to 16, 2010**

**REPORT ON THE PROGRESS ON  
THE STRATEGIC REALIGNMENT PROGRAM  
TO THE WIPO AUDIT COMMITTEE  
April 2010**

I. BACKGROUND AND INTRODUCTION

1. In September 2008, the Member States of WIPO appointed a new Director General. In his acceptance speech, the Director General emphasized the dual basis of the Organization as a service provider to the global economy and as a development agency. He outlined the key challenges in the external environment that the Organization would need to address in discharging its mandate. He also highlighted the need to widen the horizon of the intellectual property (IP) system to make its mission more attuned to the needs of the whole international community, and in particular to those of the developing and least developed countries (LDCs) that the Organization serves.
2. To achieve its objectives, the Organization needs to be well functioning with trustworthy communications between the Secretariat and the Organization's Member States and large body of constituent stakeholders.
3. In response to Member States' strong desire to see improvement in the Organization's functioning and performance, the Director General launched a Strategic Realignment Program (SRP) to cover the Organization's corporate culture and values, the efficiency of its business processes, and the alignment of its programs, structure and resources to the Strategic Goals. The SRP is envisaged to continue in a measured, systematic and professional manner, spanning three years from now, with full and transparent communications between the Secretariat and its Member States, and internally with the WIPO staff itself.
4. The Audit Committee recommended a comprehensive integrated plan and roadmap for implementing the SRP, showing on a common timeline, the interrelationships of the component modules (or initiatives) and the organization and resourcing requirements. The purpose of this document is to present this roadmap with the common timeline, the interrelationships and the governance and management structure.
5. The roadmap for the SRP is an organization-wide comprehensive inventory of all current and planned initiatives, indicating responsibilities and estimated timelines. It includes new initiatives that have not yet been fully defined, e.g. marketing and business development, (these are shown in white on the roadmap). Initiatives are SMART C i.e. Specific, Measurable, Attainable, Realistic, Timely and Consistent. The link between each initiative and the nine goals of the WIPO Strategic Framework, as well as the Desk-to-Desk assessment recommendations is shown in a table at paragraph 23.
6. Senior Management Team (SMT) Champions and Project Leaders have been identified for each initiative. These individuals will share accountability and take the planning forward for each initiative, including the resources and risk assessment. These elements will be shared with the Audit Committee at the next meeting.
7. The early stages of planning, budgeting and coordination require strong support and management to ensure they are consistent across initiatives and provide a basis for thorough assessment of financial and non-financial risks at a later date. Section IV of this report describes how a clear governance and management structure has been designed to mitigate risks for all initiatives.

8. The Strategic Realignment Program reflects the Senior Management Team's shared determination to maintain the momentum of positive strategic change and to continue building WIPO's capacity to deliver the results desired by Member States. The SMT's collective ownership and commitment will also ensure that the SRP translates into continuous improvement after the projects and initiatives are completed.

## II. OBJECTIVE OF THE STRATEGIC REALIGNMENT PROGRAM

9. The Strategic Realignment Program began with the redefinition of WIPO's Strategic Goals, a review and alignment of its programs in relation to those goals, and an initial redistribution of resources between programs, all within the context of the Revised Program and Budget which was approved by Member States in the forty-sixth session of the Assemblies of WIPO held in December 2008.

10. When the Strategic Realignment Program started in 2008 it had three streams:

- a) Establish a stakeholder-, customer-service and performance-focused corporate culture;
- b) Ensure WIPO's core administrative and management processes are efficient, service-oriented and cost-effective;
- c) Realign programs, organization structure and resources to the nine Strategic Goals.

11. In the first 18 months the Organization has made good progress in the third stream by aligning program content to the Strategic Goals, completing an initial restructuring of many of the Organization's departments and implementing the Voluntary Separation Package (a detailed briefing will be provided by the Human Resources Management Department). While there are always continuous improvements that can and will be made on an ongoing basis, the urgent priority changes have now been completed.

12. In the next three years the Strategic Realignment Program will continue to focus on the delivery of initiatives and projects in support of the first two objectives of the three-stream approach that are characterized by four core values, namely:

- a) **Customer-service orientation** - we increase our responsiveness to global stakeholders and our customers are satisfied with our service
- b) **Working as one** - we work as an integrated, responsive and efficient entity that is fit for purpose and delivers value for money
- c) **Accountability for results** - we take ownership for our performance and achieve results
- d) **Environmental, social and governance responsibility** – we perform in an ethical manner and care about our staff, community and the environment

13. The Senior Management Team has taken stock of the initiatives and projects to date and identified values as a means of clustering and communicating the links between interdependent initiatives. This value-driven approach resonates well with staff because it is broad-based and hence relevant to all business units. All current and planned initiatives and projects have therefore been regrouped under the most appropriate of the above-mentioned values. As a result, each of the values has a set of initiatives that together are designed to lead to measurable improvements.

14. As there are and will be interrelationships and interdependencies between initiatives both within each value and between values, the overall outcomes being targeted will be achieved only through an integrated and coherent approach. The initiatives within a value contribute to a common set of outcomes. Thus the value-driven approach allows for joint accountability towards business outcomes and for consolidated monitoring of common outcome indicators.

15. The objective of the Strategic Realignment Program is to ensure that WIPO is a responsive, efficient organization equipped to achieve its Strategic Goals and to provide international leadership on IP issues. The structure of the SRP can be visually depicted as follows:

### WIPO Strategic Realignment Program



16. In the next section the SRP initiatives will be described in more detail, including when they will happen and what the expected outcome is. The Senior Management Team commits to completing the SRP by the end of 2012. Thereafter, the objectives of the SRP will be maintained through a process of continuous improvement.

### III. ROADMAP FOR IMPLEMENTING THE STRATEGIC REALIGNMENT PROGRAM

17. The roadmap is available in A3 size in the Annex to this document.

18. The roadmap shows the initiatives grouped by Value with the start and end dates of the specific and high level deliverables of each initiative mapped for each quarter until end 2012.

19. The roadmap also describes the business outcomes of each Value and the outcome indicators for tracking progress.

20. The qualifying attributes of the Strategic Realignment Program initiative are the following:

- a) **Values.** The initiative must contribute to achieving one of the SRP's four values.
- b) **Outcomes.** The initiative must lead to SMART C outcome i.e. it must be Specific, Measurable, Attainable, Realistic, Timely and Consistent.
- c) **Completeness.** Only the complete top line initiative should be included in the inventory, not the intermediate activities. For example, translating the website is an intermediate activity under Strengthen External Communications & Branding.
- d) **Impact.** The initiative must lead to organization-wide or external impact, for example in terms of staff, customers or environment.

- e) **Feasibility.** It must be feasible to implement the initiative over the next three years.

21. The outcome and outcome indicators for each value have been articulated as follows:

- a) **Customer-Service Orientation.** We increase our responsiveness to global stakeholders and our customers are satisfied with our service
  - (i) **Customer service is improved**
  - (ii) Faster response to enquiries, and better knowledge of the source and motivation of enquiries
  - (iii) More standardized structure and process for handling customer inquiries
  - (iv) Customer satisfaction surveys are initiated and results improved
  - (v) New logo is recognized and brand awareness increased
  - (vi) Increase in number of publications available in all official UN languages
- b) **Working as One.** We work as an integrated, responsive and efficient entity that is fit for purpose and delivers value for money
  - (vii) **WIPO becomes an integrated organization**
  - (viii) ERP system provides useful information for management decision making
  - (ix) ERP is fully implemented and used to manage WIPO's resources
  - (x) A clear set of HR policies, visible and understood by staff, is enacted.  
The number of complaints and appeals decreases
  - (xi) The number of WIPO's staff contract types is rationalized and contracts correspond to the nature of functions being performed
  - (xii) Geographical and gender balance of staff improves
  - (xiii) **The Organization functions in a more cohesive way**
  - (xiv) Core-Value Statement is drawn up
  - (xv) Staff identify with the organizational goals and values and have a greater sense of ownership
  - (xvi) Staff contacts and communications throughout different sections increase (staff perception)
  - (xvii) The opportunities for staff to work in cross-functional working teams increase
- c) **Accountability for Results.** We take ownership for our performance and achieve results
  - (xviii) **The organization adopts the Medium Term Strategic Plan for 2010-2015 and works towards the achievement of its goals**
  - (xix) Performance accountability and evaluation mechanisms are established
  - (xx) The number of decisions based on performance data increases
  - (xxi) Work plans are defined and translated into individual objectives.  
Then individual performance is evaluated against them
  - (xxii) Training needs are identified and training is implemented
  - (xxiii) **Results and Performance Tracking improve (including Development aspects)**
  - (xxiv) Mechanisms to manage and track development expenditure are established
  - (xxv) **A comprehensive internal control system is established, communicated and enforced**

- d) **Environmental, Social and Governance Responsibility.** We perform in an ethical manner and care about our staff, community and the environment
- (xxvi) **A clear ethics system is established, communicated and enforced**
  - (xxvii) Ethics codes, confidentiality and information security control policies are drawn up. Staff understands and remembers these codes.
  - (xxviii) A whistle-blowing hotline is implemented
  - (xxix) **WIPO reduces its environmental footprint.**
  - (xxx) Greenhouse gas emissions are reduced.
  - (xxxi) Staff suggestions and participation in reducing environmental footprint continue
  - (xxxii) **WIPO increases its content accessible to disabled people and improves accessibility infrastructure**

22. To support these outcomes, the following initiatives have been designed, planned or commenced under each value:

**a) Customer-Service Orientation**

- (1) Improve customer interface and experience
- (2) Strengthen external communications and branding
- (3) Support marketing and business development<sup>1</sup>

**b) Working as One**

- (4) Implement Enterprise Resource Planning (ERP)
- (5) Improve Information Communications Technology (ICT) framework
- (6) Revise enabling framework for HR management
- (7) Strengthen internal communications<sup>2</sup>
- (8) Realign WIPO's external offices to better contribute to strategic goals
- (9) Strengthen culture (pending)<sup>3</sup>

**c) Accountability for Results**

- (10) Define Medium Term Strategic Plan
- (11) Develop WIPO Organizational Design
- (12) Strengthen Results Based Management (RBM)
- (13) Implement Performance Management and Staff Development System
- (14) Strengthen internal control system

**d) Environmental, Social and Governance Responsibility**

- (15) Strengthen WIPO's financial management<sup>4</sup>
- (16) Establish a comprehensive Ethics and Integrity system
- (17) Reduce WIPO's adverse impact on the environment
- (18) Increase disabled access to WIPO's services

23. The initiatives map to the Strategic Goals and to the Desk-to-Desk assessment recommendations as follows:

---

<sup>1</sup> Initiative to be further defined

<sup>2</sup> Initiative to be further defined

<sup>3</sup> Initiative to be further defined

<sup>4</sup> This initiative also contributes to the "Accountability for Results" Value


<b>Value</b>	<b>Initiative</b>	<b>Link to Strategic Goal</b>	<b>Link to recommendations in Desk-to-Desk Assessment</b>
Customer Service Orientation	(1) Improve customer interface and experience	2, 3, 4, 5, 8, 9	
	(2) Strengthen external communications and branding	5, 6, 7, 8	
	(3) Support marketing and business development	2, 3	
Working as One	(4) Implement ERP	All	Annex 1 Recommendations 3.1 and 3.2 ERP and other technology
	(5) Improve ICT framework	All	
	(6) Revise enabling framework for HR management	All	Annex 1 Recommendations 2.3 HR Process design
	(7) Strengthen internal communications	All	
	(8) Realign WIPO's external offices to better contribute to strategic goals	2, 3, 4, 5, 6, 7, 8	Annex 1 Recommendations 3.3 Organizational Design
	(9) Strengthen culture	All	
Accountability for results	(10) Define Medium Term Strategic Plan	All	Annex 1 Recommendations 2.1 Performance Management
	(11) Develop WIPO Organizational Design	All	Annex 1 Recommendations 3.3 Organizational Design
	(12) Strengthen Results Based Management	All	
	(13) Implement Performance Management and Staff Development System	All	Annex 1 Recommendations 1.2 Management Development, 2.1 Performance Management and 2.2 Career and Staff Development
Accountability for results	(14) Strengthen internal control system	9	
	(15) Strengthen WIPO's financial management	9	
Environmental, social and governance responsibility	(16) Establish a comprehensive Ethics and Integrity system	All	
	(17) Reduce WIPO's adverse impact on the environment	9	
	(18) Increase disabled access to WIPO's services	2, 3, 4, 5, 6, 7, 8	

24. Some initiatives depend on other initiatives. This dependence does not always go two ways. For example, ERP implementation should take into account the revised regulatory



framework for HR management. But the initiative revising the regulatory framework for HR management does not need to take into account ERP implementation. One way interdependencies have been shown in the table below:

VALUES	INITIATIVES	LEVEL OF INTERDEPENDANCE	INTERDEPENDENCIES		
			INTERNAL TO SRP, INTERNAL TO VALUE	INTERNAL TO SRP, EXTERNAL TO VALUE	EXTERNAL TO SRP
Customer-Service Orientation	(1) Improve customer interface and experience	Medium / Low		- Internal Communications (7)	- External providers (infrastructure, soft skills trainings)
	(2) Strengthen external communications & branding	Medium / Low			- Availability of Translation Skills - IT department
	(3) Support Marketing and Business Development	Initiative to be further defined			
Working As One	(4) Implement Enterprise Resource Planning (ERP)	High	- Information Communication Technology (5) - Enabling regulatory framework (6)	- Result Based Management (12) - PMSDS (13) - Internal control system (14) - Financial management policy (15) - Adverse impact on environment (17)	- External providers - IT department - Different business areas across WIPO - Member States' Approval
	(5) Improve Informations Communications Technology (ICT) framework	Medium			- IT areas from PCT, TM, Global IP Infrastructure
	(6) Revise enabling regulatory framework for HR management	Medium / High	- Internal Communications (7)		- Member States' Approval
	(7) Strengthen internal communications	Initiative to be further defined			
	(8) Realign WIPO's external offices to better contribute to strategic goals	Low		- MTSP (10)	
	(9) Strengthen culture	Initiative to be further defined			
Accountability for Results	(10) Define Medium Term Strategic Plan (MTSP)	Medium			- Member States' Approval
	(11) WIPO Organizational Design	Medium / Low		- Internal Communications (7)	- External providers (consultants) - Different business areas across WIPO
	(12) Strengthen Results Based Management (RBM)	Medium	- MTSP (10) - WIPO Organizational Design (11) - PMSDS (13)		
	(13) Implement PMSDS	Medium / High	- MTSP (10) - WIPO Organizational Design (11) - Result Based Management (12)	- ERP (4)	- External providers (trainings)
	(14) Strengthen internal control system	Low		- ERP (4) - Ethics and Integrity system (16)	
Environmental Social and Governance Responsibility	(15) Strengthen WIPO's financial management	Medium / Low	- MTSP (10) - Internal Controls (14)	- ERP (4)	
	(16) Establish a comprehensive Ethics and Integrity system	Low			
	(17) Reduce WIPO's adverse impact on the environment	Medium		- ERP (4)	- Different business areas across WIPO - External providers (green and organic procurement, IT solutions)
	(18) Increase disabled access	Low			

 Initiative to be further defined. Thus its interdependencies cannot be fully assessed yet.

25. As the SRP has been in progress for the last 18 months, there have been a number of key achievements to date:

**a) Customer-Service Orientation**

- (i) Communications Division has been restructured to increase focus on Customer Service and Branding
- (ii) Customer service units for Finance and the Madrid System have been established
- (iii) Customer service contact points have been established for each WIPO section
- (iv) The processing of all enquiries via WIPO's central public interfaces has been streamlined (switchboard, Contact Us website)
- (v) New WIPO logo and organizational image have been developed and implementation strategy has been defined (launch on 26 April 2010)

**b) Working as One**

- (i) Internal Communications have been strengthened
  - Regular Town Hall meetings
  - Regular Senior Management Team meetings with the Director General
  - Regular Director meetings with the Director General
  - Regular meetings between the Director General and a cross section of staff (different staff each time)
- (ii) ERP procurement and Asset Management modules have gone live
- (iii) WIPO is now IPSAS compliant
- (iv) Voluntary Separation Program has been implemented
- (v) Revised Internship Policy has been enacted
- (vi) Human Resources Management Department organizational design has been redefined
- (vii) Initial round of restructuring in 2009. Second round with new SMT in April 2010

**c) Accountability for Results**

- (i) Rigorous review of Results Based Management has been promoted by the Director General
- (ii) A performance "traffic light" system has been established
- (iii) An independent validation of Program Performance Reports has been established
- (iv) Baselines have been introduced for the Program & Budget 2010/2011
- (v) Performance Management and Staff Development System (Phase I) has been launched and all staff have been trained on the system

**d) Environmental, Social and Governance Responsibility**

- (i) Senior Ethics Officer has been identified
- (ii) A new financial disclosure policy has been defined and deployed
- (iii) Environmental assessment for 2008 has been accomplished (scope: buildings and travel)

#### IV. GOVERNANCE AND MANAGEMENT OF THE STRATEGIC REALIGNMENT PROGRAM

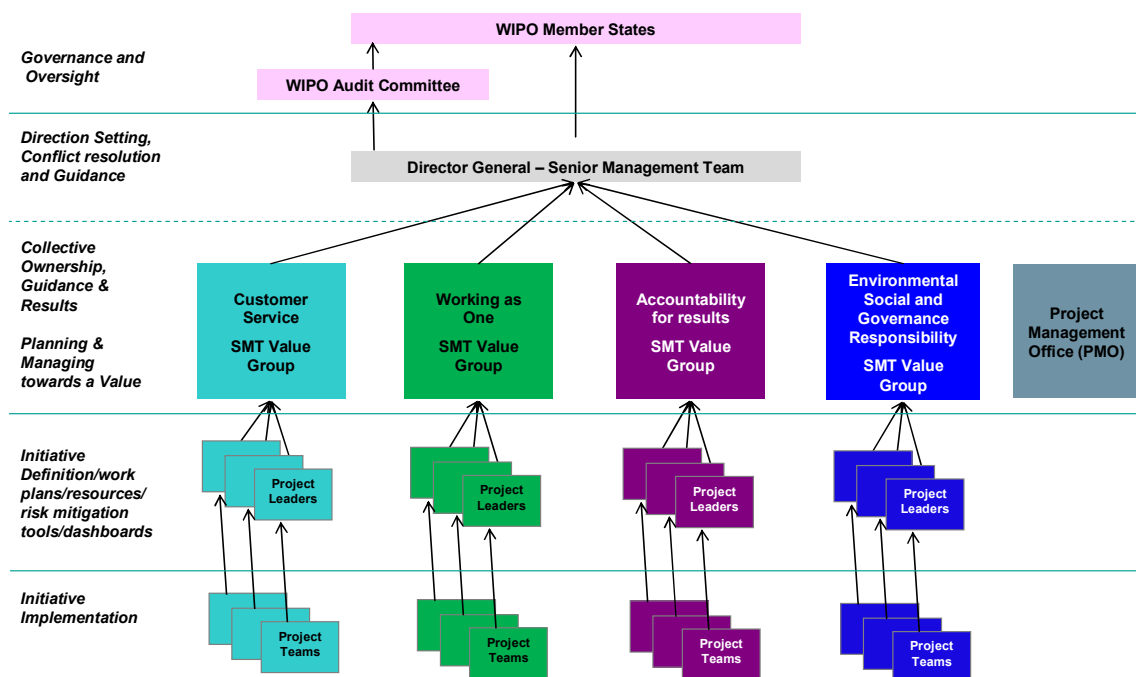
26. The early stages of planning, budgeting and coordination require strong support and management to ensure they are consistent across initiatives and provide a basis for thorough assessment of financial and non-financial risks at a later date.

27. To mitigate against these risks, each initiative has been assigned a Senior Management Team Champion to support each Project Leader. Each member of the SMT has agreed to take on at least one organization-wide change initiative and to support the day-to-day project leader.

28. The role of the Project Leader is to define the initiative, map the timeline, determine the resources needed (financial and human), manage the project team, assess risks and implement risk mitigation strategies.

29. The role of the SMT Champion is to provide strategic guidance to the Project Leaders, act as Ambassadors for the initiatives and the entire SRP and resolve bottlenecks and conflicts. The SMT Champions of each initiative that support a given Value meet in a Value Group, so that interdependencies can be discussed and any risks and challenges jointly addressed.

30. There is a dashboard tracking progress towards each Value. These dashboards are compiled by the Project Leaders of each initiative and aggregated for each Value by the SMT Champions. The Value dashboards will be presented to the Director General at each SMT meeting. A summary dashboard for the whole SRP will be compiled by the Project Management Office and presented to the Audit Committee annually until the end of 2012, along with the four Value dashboards.



31. Each initiative has a management dashboard completed by the Project Leader to track progress:

- a) Deliverables and timeline

- b) Resources needed and allocated (financial and human)
- c) Progress to date
  - (i) Key achievements
  - (ii) Baselines
  - (iii) Deliverables underway (% completion)
- d) Interdependencies
- e) Main risks and mitigation tools

32. A Value dashboard is constructed by the SMT Champions based on the initiatives dashboards and presented to the Director General at each meeting that tracks progress as follows:

- a) Planning for success
  - (i) Does each initiative have a plan with clear deliverables and timeline?
- b) Resources
  - (i) Does each initiative have enough resources for the current biennium?
  - (ii) Are there initiatives with spare capacity?
  - (iii) Are there opportunities for sharing resources within the value group?
  - (iv) Is there any foreseeable resource constraint?
- c) Value progress
  - (i) Is the value progressing according to the roadmap?
  - (ii) Has progress been measured or documented and communicated to stakeholders?
- d) Interdependencies
  - (i) Are there major interdependencies within the Value group? And with initiatives outside the Value group? And with initiatives outside the SRP?
  - (ii) Is there a plan to tackle the most significant interdependencies?
- e) Risks
  - (i) Have the major risks been identified?
  - (ii) Have the mitigation tools been defined and put into practice?
- f) Overall
  - (i) Is this value on track?
  - (ii) Is the SMT Champion Value Group providing strategic guidance and advice to the different initiatives?
  - (iii) Is there a good working relationship between each SMT Champion and the Project Leaders in this Value Group?

33. While the Strategic Realignment Program has been underway since 2008, WIPO will be undertaking a set of baseline surveys to measure improvements between April 2010 and December 2012. Two annual surveys will be needed:

- a) Customer-satisfaction survey to measure the Organization's Customer Service Orientation
- b) Staff-perception survey to measure the Organization's increased sense of Working as One, Accountability for Results and Environmental, Social and Governance Responsibility

34. Once the baseline surveys have been carried out it will be possible to set improvement targets. These will be set in the next six months.

35. The list of SMT Champions per initiative follows:

<b>Value</b>	<b>Initiative</b>	<b>SMT Champion</b>
Customer Service Orientation	(1) Improve customer interface and experience	Christian Wichard
	(2) Strengthen external communications and branding	Trevor Clarke
	(3) Support marketing and business development	James Pooley
Working as One	(4) Implement ERP	Ambi Sundaram
	(5) Improve ICT framework	Yo Takagi
Working as One	(6) Revise enabling framework for HR management	Ambi Sundaram
	(7) Strengthen internal communications	Francis Gurry
	(8) Realign WIPO's external offices to better contribute to strategic goals	Geoffrey Onyeama
	(9) Strengthen culture	Trevor Clarke
Accountability for results	(10) Define Medium Term Strategic Plan	Francis Gurry
	(11) Develop WIPO Organizational Design	Binying Wang
	(12) Strengthen Results Based Management	Geoffrey Onyeama
	(13) Implement Performance Management and Staff Development System	Ambi Sundaram
	(14) Strengthen internal control system	Francis Gurry
Environmental, social and governance responsibility	(15) Strengthen WIPO's financial management	Ambi Sundaram
	(16) Establish a comprehensive Ethics and Integrity system	Naresh Prasad
	(17) Reduce WIPO's adverse impact on the environment	Francis Gurry
	(18) Increase disabled access to WIPO's services	Francis Gurry

**REPORT ON THE PROGRESS ON  
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April 2010**

**CORRIGENDUM**

**1. Page 2 – Paragraph 12**

*Instead of:*

In the next three years the Strategic Realignment Program will continue to focus on the delivery of initiatives and projects in support of the first two objectives of the three-stream approach that **are** characterized by four core values, namely:

*Read:*

In the next three years the Strategic Realignment Program will continue to focus on the delivery of initiatives and projects in support of the first two objectives of the three-stream approach that **is** characterized by four core values, namely:

**2. Page 3 – Paragraph 15**

*Instead of:*

The objective of the Strategic Realignment Program is to ensure that WIPO is a responsive, efficient organization equipped to achieve its Strategic Goals and to provide **international** leadership on IP issues.

*Read:*

The objective of the Strategic Realignment Program is to ensure that WIPO is a responsive, efficient organization equipped to achieve its Strategic Goals and to provide **global** leadership on IP issues.

**3. Page 3 – WIPO Strategic Realignment Program Visual**

*Instead of:*

Objective of the SRP: WIPO is a responsive, efficient organization equipped to achieve its Strategic Goals and to provide **international** leadership on IP issues

*Read:*

Objective of the SRP: WIPO is a responsive, efficient organization equipped to achieve its Strategic Goals and to provide **global** leadership on IP issues

**4. Page 3 – WIPO Strategic Realignment Program Visual**

*Instead of:*

Initiative 15: **Strengthen WIPO's financial management**

Initiative 17: **Environmental policy**

Initiative 18: **Content accessible to disabled people and infrastructure**

*Read:*

Initiative 15: **Strengthen the management of financial resources**

Initiative 17: **Impact on the environment**

Initiative 18: **Disabled access to WIPO's services**

**5. Page 4 – Paragraph 21**

*Instead of:*

The **outcome** and outcome indicators for each value have been articulated as follows:

*Read:*

The **outcomes** and outcome indicators for each value have been articulated as follows:

**6. Page 5 – Paragraph 21 d) (xxix)**

*Instead of:*

WIPO reduces its **environmental footprint**

*Read:*

WIPO reduces its **adverse impact on the environment**

**7. Page 5 – Paragraph 22**

*Instead of:*

Initiative 6: Revise **enabling framework** for HR management

Initiative 9: Strengthen culture (**pending**)

Initiative 15: **Strengthen WIPO's financial management**

*Read:*

Initiative 6: Revise **enabling regulatory framework** for HR management

Initiative 9: Strengthen culture

Initiative 15: **Strengthen the management of financial resources**

**8. Page 6 – Paragraph 23 – Link to Desk-to-Desk Assessment Recommendations Chart**

*Instead of:*

Initiative 6: Revise **enabling framework** for HR management

Initiative 15: **Strengthen WIPO's financial management**

*Read:*

Initiative 6: Revise **enabling regulatory framework** for HR management

Initiative 15: **Strengthen the management of financial resources**

**9. Page 7 – Paragraph 24 – SRP Interdependencies Chart**

*Instead of:*

Initiative 15: **Strengthen WIPO's financial management**

*Read:*

Initiative 15: **Strengthen the management of financial resources**

**10. Page 9 – Paragraph 30 – Governance Visual**

*Instead of:*

**SMT Value Group**

*Read:*

**SMT Champion/Value Group**

**11. Page 11 – Paragraph 35 – SMT Champions Chart**

*Instead of:*

Initiative 6: Revise **enabling framework** for HR management

Initiative 15: **Strengthen WIPO's financial management**

*Read:*

Initiative 6: Revise **enabling regulatory framework** for HR management

Initiative 15: **Strengthen the management of financial resources**

VALUES	OUTCOMES	INITIATIVES	DELIVERABLES												SMT CHAMPION									
			Q1 2010	Q2 2010	Q3 2010	Q4 2010	Q1 2011	Q2 2011	Q3 2011	Q4 2011	Q1 2012	Q2 2012	Q3 2012	Q4 2012										
Customer-Service Orientation	We increase our responsiveness to global stakeholders and our customers are satisfied with our service	Improve customer interface and experience	A modernized infrastructure is implemented (telephone system, IT, centralized customer database)												Christian Wichard									
		Strengthen external communications & branding	Central customer service center, and customer service units for key IP areas are created.																					
			The required set of soft skills trainings, customer service policies and standards, and feedback schemes are established																					
Working As One	We work as an integrated, responsive and efficient entity that is fit for purpose and delivers value for money	Implement Enterprise Resource Planning (ERP)	A proposal to implement an ERP system based on Integrated Resource Management principles and enabling regulatory framework is presented for approval to member states						A clear vision and plan are elaborated Underlying policies and procedures are drawn up A conceptual design for the ERP is defined						ERP is implemented	Ambi Sundaram								
		Improve Informations Communications Technology (ICT) framework	Governance mechanism is established			A new strategy for ICT Governance, and Security is defined			The new ICT strategy is implemented across WIPO						Yo Takagi									
		Revise enabling regulatory framework for HR management	A proposal for the new SRR is presented to Member States						Policies and procedures are developed and revised e-HR Administrative Manual is established						New SRR entry into force	Transition and implementation of new SRR	Ambi Sundaram							
Accountability for Results	We take ownership for our performance and achieve results	Strengthen internal communications	Review and update Internal communications plan			Internal communications policies, trainings & tools plan is drawn up			The plan is implemented						Francis Gurry									
		Realign WIPO's external offices to better contribute to strategic goals	External offices policies and strategy are developed			WIPO external offices are established in accordance with Member States approved policy						Geoffrey Onyeama												
		Strengthen culture	WIPO's key cultural issues, strengths and weaknesses are confirmed			A program addressing the two most urgent issues regarding culture is designed. A baseline is drawn			The program is rolled out			Relevant trainings and coaching sessions are implemented			Trevor Clarke									
Environmental Social and Governance Responsibility	We perform in an ethical manner and care about our staff, community and the environment	Define Medium Term Strategic Plan (MTSP)	MTSP is clearly defined (goals, outcomes and strategies) and proposed for approval to Member States												Francis Gurry									
		Develop WIPO Organizational Design	Enabling transitional policies to support the new organizational design are defined												Binying Wang									
		Strengthen Results Based Management (RBM)	Administration and Management organizational design pilot												Learnings from pilot phase reviewed	A plan for organization wide design is developed	The new organizational plan, with new job descriptions is implemented							
			Review and finalize work plans for year 2010												Work plans for 2011 are elaborated	New P&B for 2012 - 2013 focuses on performance and benefits form RBM trainings and RBM Project, having a clear link to MTSP outcomes			Geoffrey Onyeama					
		Implement PMSDS	Senior Management Team signs Compacts with Director General where objectives are established												Phase II: performance plans are elaborated and objectives are set			Phase III: Staff are evaluated against previously defined set objectives						Ambi Sundaram
		Strengthen internal control system	Gap Assessment			Scoping Paper			High level values statement and policy document is drawn up			Internal Controls are strengthened across the whole organization (PCT, ERP, etc.)						Gap Assessment	Francis Gurry					
		Strengthen WIPO's financial management	Investigation framework and manual are drawn up												A Reserves and Investments policy and a Capital master plan are drawn up						Ambi Sundaram			
Environmental Social and Governance Responsibility	We perform in an ethical manner and care about our staff, community and the environment	Establish a comprehensive Ethics and Integrity system	Ethics Office is established			WIPO's ethics code of conduct is developed						Whistle blowing policy is enacted			Naresh Prasad									
		Reduce WIPO's adverse impact on the environment	Confidentiality and information security control policies are drawn up						Ethics and integrity system are communicated Staff are trained															
			Environmental assessment for 2009 (travel and buildings)						Environmental assessment for 2010 (increasing scope)						Environmental assessment for 2011 (increasing scope)									
		Increase disabled access to WIPO's services	Environmental awareness sessions are held			Environmental baselines provided to all programs			WIPO contents (web, core publications) are adapted to disabled people						An accessibility assessment is carried out through all WIPO buildings	Francis Gurry								

Initiative to be further defined