

# WIPO Strategic Realignment Program

VALUE	OUTCOME	INITIATIVE	PLANNING AND DESIGN				IMPLEMENTATION				CLOSE				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		Q1 2013		
Service Orientation	We increase our responsiveness to global stakeholders and our customers are satisfied with our service	1. Improve customer interface and experience		A modernized infrastructure is implemented (telephone system, IT, centralized customer database) 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											Christian Wichard			
		2. Strengthen external communications and branding	WIPO Open Day is organized and held New WIPO logo and organizational identity go live Branding and communications are reviewed and developed WIPO GOLD IP portal is defined and launched														James Pooley	
		3. Support marketing and business development				Terms of reference for consultancy study of marketing and service orientation	External study	Analysis and implementation plan									James Pooley	
		4. Ensure business continuity					A Business Impact Assessment (BIA) is completed	Draft Business Continuity Plan is completed	First drill and assessment								Yo Takagi	
Working as One	We work as an integrated, responsive and efficient entity that is fit for purpose and delivers value for money	5. 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						ERP continues independent from the SRP	Ambi Sundaram				
		6. Improve 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		
				Project registration mechanism	Project coordination mechanism	Benefit review mechanism									James Pooley			
			Confidentiality and information control policies are drawn up				Confidentiality and information control policies are implemented									James Pooley		
		7. Revise enabling regulatory framework for HR management	A proposal for the SRR is presented to Member States						New SRR entry into force		Transition and implementation of new SRR							Ambi Sundaram
		8. Strengthen internal communications			Open staff discussion process is planned and implemented to identify weaknesses and solicit suggestions for improvements.		Action plan submitted to SMT	Action plan is implemented									Francis Gurry	
		9. Realign WIPO's external offices to better contribute to strategic goals			Consultations with Member states over strategy				External offices policies are developed		WIPO external offices are established in accordance with Member States approved policy					Francis Gurry		
10. Strengthen culture			Guiding principles and methodology for addressing key cultural issues (confirmed to exist by Core Values survey) proposed for SMT approval. SMT engagement secured		Report detailing the most pressing cultural issues for attention presented for consideration and approval by SMT		A program addressing the priority issues, as identified by the SMT, is designed and a baseline is drawn		The program is rolled out					Trevor Clarke				
Accountability for Results	We take ownership for our performance and achieve results	11. Define Medium Term Strategic Plan (MTSP)	MTSP is clearly defined (goals, outcomes and strategies) and proposed for approval to Member States													Francis Gurry		
		12. Develop WIPO organizational design							Enabling transitional policies to support the new organizational design are defined									Binying Wang
		13. Strengthen Results Based Management (RBM)	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 for RBM trainings and RBM Project, having a clear link to MTSP outcomes									Geoffrey Onyema		
			The RBM Project is accomplished by strengthening the RBM framework in relation to Development, as approved by the Committee on Development and Intellectual Property (CDIP)				RBM Coaching and Training programs are provided									James Pooley		
		14. Implement Performance Management and Staff Development System (PMSDS)	SMT agrees on objectives with Director General		PMSDS Phase II: performance plans are elaborated and objectives are set; Training and development needs are identified		PMSDS Phase III: Staff are evaluated against previously defined set objectives Training needs are identified									James Pooley		
		15. Strengthen internal control system			Gap assessment		Develop Risk Assessment plan		Strategic Risk Assessment	High-level Risk Assessment	A&M pilot full Risk Assessment		A&M pilot mitigation strategies developed and Internal Controls are strengthened			Francis Gurry		
									Define information and communications channels for internal controls Monitor usefulness of internal controls and improve accessibility of internal controls information to external stakeholders									Ambi Sundaram
16. Strengthen the management of financial resources			Inventory OI, policies and procedures gaps and draft req'd documents. Prepare capital planning/mgt fwk		Regulatory fwk training and info									Ambi Sundaram				
Environmental, Social and Governance Responsibility	We perform in an ethical manner and care about our staff, community and the environment	17. 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				
							Ethics and integrity system are communicated. Staff are trained									Christian Wichard		
		18. Reduce WIPO's adverse impact on the environment	Environmental assessment for 2009 (travel and buildings) Environmental awareness sessions are held		Environmental baselines for all programs	Mobility survey	Mobility awareness & incentives (public transports and bicycles) Review and implementation of green travel principles in official travels Launching tenders and completing processes for greener catering and office supplies services									Christian Wichard		
19. Improve accessibility to WIPO campus and services			Practice introduced for WIPO web contents to be adapted for people with disabilities		An accessibility assessment is carried out through all WIPO buildings		Obtaining an audit by specialized architects on physical accessibility to and in certain buildings		Implementation of physical access audit recommendations in certain buildings					Francis Gurry				

Shading denotes completed activities