

## REPORT OF THE DESK-TO-DESK ASSESSMENT

1. Following the report entitled “Review of Management and Administration in WIPO: Budget, Oversight and Related Issues” prepared by the United Nations Joint Inspection Unit in February 2005 (document JIU/REP/2005/1), the Program and Budget Committee (document WO/PBC/8/5, paragraph 174.2) and the WIPO General Assembly (documents A/41/17, paragraph 283 and A/42/14, paragraph 188(b)) approved the hiring of independent external expertise to perform a comprehensive desk-to-desk needs assessment of the human and financial resources of the Organization.
2. The WIPO Secretariat drafted the Terms of Reference for the Desk-to-Desk Assessment Project under the guidance of the WIPO Audit Committee and having addressed all their comments and suggestions, received approval of the Terms of Reference (TORs) from the Audit Committee in their July 2006 session. A Request for Proposal (RFP) containing these TORs was published under the Open International Tender procedure in July 2006. The evaluation of the bids received under this tender resulted in the selection of PricewaterhouseCoopers (PwC). The project was commenced in December 2006 upon signing the contract with PwC.
3. The terms of Reference (TORs) contained three main objectives. The first objective was to ascertain whether the current human resources of the Organization (in terms of numbers, skills, competencies, grade levels and contract types) are commensurate with the volume of work, nature of tasks and level of responsibility required to discharge the programs approved by the Member States in the Program and Budget for 2006/07 and whether these resources are

utilized in a cost-effective manner. The second objective was to develop recommendations on how to best align these resources, to the achievement of the strategic goals of the Organization while responding to changes in the global intellectual property environment and the expectations of the Member States and to propose a robust and effective staffing structure that will allow the Organization to cope with the challenges ahead. The third objective was to, as a by product, identify opportunities and develop recommendations to improve the structure and the key business processes of the Organization to better support the achievement of its strategic goals. The TORs also specified the key deliverables of the project.

4. In accordance with the TORs, PwC delivered its Draft Report on May 16, 2007. The WIPO Secretariat, through the Internal Project Steering Committee (IPSC), communicated to PwC its comments based on a comparison of the deliverables in their Draft Report with the deliverables described in the TORs. No substantive comments were made on the contents of Draft Report. PwC subsequently delivered their Final Report on June 28, 2007. The Report is set out in the Annex to this document.

5. In addition to publication on the WIPO website on July 2, 2007, and distribution to the Member States of hard copies with the paper form of this document, the Final Report has been transmitted to the members of the WIPO Audit Committee for their consideration and for the preparation of any comments that the Audit Committee might wish to make.

6. The Secretariat intends to prepare comments on the Final Report, which contains the independent and external assessment of PwC, as soon as it has had the opportunity to examine and analyse it. The final report and the Secretariat's comments will be submitted to the September 2007 session of the General Assembly. It is recognized that it is for the Member States to take a position on the Final Report and the intention of the comments of the Secretariat will be merely to provide its view to the Member States.

[Annex follows]