

## Program and Budget Committee

**Twenty-Third Session**  
**Geneva, July 13 to 17, 2015**

### JOINT INSPECTION UNIT REPORT “REVIEW OF MANAGEMENT AND ADMINISTRATION IN THE WORLD INTELLECTUAL PROPERTY ORGANIZATION (WIPO)” (JIU/REP/2014/2): PROGRESS REPORT ON THE IMPLEMENTATION OF RECOMMENDATIONS

*Document prepared by the Secretariat*

1. The Joint Inspection Unit (JIU) undertook a review of the management and administration of WIPO in 2014, as part of a series of reviews of participating organizations. The report was presented to Member States in 2014 (document WO/PBC/22/20). The Program and Budget Committee (PBC) took note of (i) the actions taken by the Director General to send letters to the Chairs of the WIPO General Assembly and the Coordination Committee, drawing their attention to the recommendations addressed to the legislative bodies of WIPO by the JIU, as well as (ii) of the progress made on the implementation of the recommendations addressed to the Director General.
2. In accordance with the PBC’s request, the Secretariat presents this follow-up report on the implementation of the JIU Management and Administration Report (MAR) recommendations and any other actions taken in response to the report.
3. The table below provides the details of the updated status of the actions taken by WIPO in response to the JIU recommendations, indicating that:
  - (a) Out of eight recommendations addressed to the Director General, seven have been fully implemented (recommendations 2, 3, 4, 5, 8, 9, and 10), and one (recommendation 7) remains subject to a legislative body recommendation (recommendation 6); and
  - (b) Two recommendations addressed to the legislative bodies of WIPO, i.e. the General Assembly (recommendation 1) and the Coordination Committee (recommendation 6) remain under consideration by these bodies.

4. WIPO will continue to report on the outstanding recommendations within the context of its regular reporting on the progress of implementation of JIU recommendations.

Recommendations	Responsible Officer	Acceptance Status		Management/Focal Point Assessment
		Acceptance	Implementation	
Rec. 1. The WIPO General Assembly should review the WIPO governance framework as well as current practices with a view to strengthen the capacity of the governing bodies to guide and monitor the work of the organization. In doing so, Member States may wish to consider in their deliberations the options suggested in this report.	Assistant Director General and Chief of Staff	Under consideration		A letter was sent on May 30, 2014, from the Director General of WIPO to the Chair of the WIPO General Assembly, drawing the Chair's attention to this recommendation. Governance was discussed during the 22 <sup>nd</sup> session of the PBC in September 2014, as well as at the Assemblies meeting of the same year. The decision of the Member States was to place this item on the agenda of the next (2015 summer) session of the PBC.
Rec. 2. The Director General should ensure that clear and updated terms of reference are made available for all WIPO organizational units and include them in relevant Office Instructions, in particular each time an internal re-organization is carried out.	Director, Human Resources Management Department	Accepted	Implemented	Following the appointment of the new Senior Management Team, this recommendation has been implemented.
Rec. 3. The Director General should issue comprehensive terms of reference for the management committees by the end of 2014 and circulate them to the relevant WIPO governing bodies.	Assistant Director General and Chief of Staff	Accepted	Implemented	Terms of Reference for the referenced Senior Management Team and the Management Meetings were issued as Office Instructions on December 1, 2014. Comprehensive Terms of Reference for other internal management committees have already been provided to the JIU.

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Rec. 4. The Director General should request the Internal Oversight Division to include in its workplan a series of evaluations of the Strategic Realignment Program (SRP) initiatives and their results to capture lessons learned, thus supporting WIPO management during the next phases of the reform process of the organization.	Director, Internal Oversight Division	Accepted	Implemented	In early 2014, IOD completed the audit of results-based management specifically undertaken as a review of an SRP initiative under the core value "Accountability for results". IOD has also completed the evaluation of knowledge sharing in WIPO which considered closely another SRP core value, "Working as one" and one of its activities, "to strengthen internal communication". IOD also completed the evaluation of the rewards and recognition program (RRP) which relates to two SRP activities, "Revise regulatory framework for HR" and "Implement PMSDS" (an activity under "Accountability for results"). Other audits already undergone include an audit of the VSP and an audit on data migration for the ERP. The External Auditors have carried out a performance audit of the ERP.
Rec. 5. The Director General should finalize, by the end of 2015, and regularly update the WIPO Risk Policy and all the elements of a comprehensive risk management framework.	Director, Program Planning and Finance (Controller)	Accepted	Implemented	WIPO has all elements of a comprehensive risk management framework in place: risk management group, risk appetite, risk policy, a risk and internal control manual, and risk is addressed as an integral part of the RBM process. WIPO's Risk Appetite Statement was presented to and discussed by Member States (document WO/PBC/22/17) in September 2014, and the Organization's risk management processes are now fully supported by an Enterprise Risk Management system.
Rec. 6 The Coordination Committee should revisit the present principles concerning geographical distribution in order to ensure broader geographical diversity within the WIPO professional workforce.	Director, Human Resources Management Department	Under consideration		A letter was sent on May 30, 2014, from the Director General of WIPO to the Chair of the WIPO Coordination Committee, drawing the Chair's attention to this recommendation.
Rec. 7 Based on guidance provided by the Coordination Committee, the Director General should establish, by the end of 2015, a Plan of Action with	Director, Human Resources Management Department	Accepted	In progress	A program of action will be established in consultation with Member States with a view to broadening the geographic diversity within the professional workforce. Outreach campaigns and increased interaction with Member States were initiated in October 2013 and

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specific measures and targets to broaden the geographical diversity within the professional workforce and report annually on its implementation.				will continue throughout 2014-2015 to increase the Organization's geographical diversity. HRMD reports progress on WIPO's geographical diversity biannually to all Member States and annually to the WIPO Coordination Committee through its Annual Report on Human Resources.
Rec. 8 The Director General should finalize the WIPO Gender Policy by the end of 2014, ensuring that it contains specific measures and targets to improve gender balance, in particular at senior management level, and report annually on its implementation.	Director, Human Resources Management Department	Accepted	Implemented	WIPO published its policy on Gender Equality in August 2014, in the form of an Office Instruction, which addresses both the mainstreaming of gender in the work of WIPO Programs and gender equality in the WIPO workplace with specific measures and targets for improving gender balance at all levels by 2020. An Action Plan was issued in parallel, setting out actions to be put in place between September 2014 – December 2015, together with specific timeframes and action owners for each. Progress on gender balance is reported biannually to Member States and annually to the WIPO Coordination Committee through its Annual Report on Human Resources.
Rec. 9. The Director General should further formalize WIPO's Information and Communication Technology (ICT) Strategy and present it to the General Assembly by the end of 2014.	Chief Information Officer, Information and Communication Technology Department	Accepted	Implemented	The WIPO Information and Communication Technology (ICT) Strategy has been provided as part of the documentation of the 54th Session of the Assemblies of the Member States of WIPO (September 22 to September 30, 2014).
Rec. 10 The Director General should finalize a comprehensive Knowledge Management Strategy and present it to the General Assembly by the end of 2015.	Assistant Director General, Administration and Management Sector	Accepted	Implemented	The Knowledge Management Strategy is available to Member States as part of the documentation of the 55 <sup>th</sup> Session of the Assemblies of the Member States of WIPO.

5. The following decision paragraph is proposed.

6. *The Program and Budget Committee:*

*(i) took note of the Secretariat's updated comments on the Joint Inspection Unit's (JIU) Report "Review of Management and Administration in the World Intellectual Property Organization" (JIU/REP/2014/2) as set out in document WO/PBC/23/4, and noted that recommendations 2, 3, 4, 5, 8, 9 and 10, addressed to the Director General have been fully implemented; and*

*(ii) requested the Secretariat to continue to report on any outstanding recommendations in the future under the regular progress reports provided to Member States on the implementation of JIU recommendations.*

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