

REQUEST FOR PROPOSAL: PCD/06/033
ANNEX I
TERMS OF REFERENCE

for the

DESK-TO-DESK ASSESSMENT OF
THE HUMAN AND FINANCIAL RESOURCES OF
THE WORLD INTELLECTUAL PROPERTY ORGANIZATION (WIPO)

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I. INTRODUCTION

1. The World Intellectual Property Organization (WIPO) is an international organization dedicated to promoting the use and protection of works of the human spirit. These works — intellectual property — are expanding the bounds of science and technology and enriching the world of the arts. Through its work, WIPO plays an important role in enhancing quality and enjoyment of life, as well as creating wealth for nations.

2. With headquarters in Geneva, Switzerland, WIPO is one of the 16 specialized agencies of the United Nations (UN) system of organizations. It administers 24 international treaties dealing with different aspects of intellectual property protection. The Organization counts 183 nations as Member States.

3. The Joint Inspection Unit (JIU), an independent external oversight body of the UN system mandated to conduct evaluations, inspections and investigations system-wide, conducted a “Review of Management and Administration in WIPO” in February 2004. At the end of its review, the JIU made several recommendations of which one was that:

“The Director General [of WIPO] should hire independent external expertise to perform a comprehensive desk-to-desk assessment of human and financial resources needs of the organization.”

4. WIPO welcomed this recommendation and saw it as a significant opportunity to strengthen the strategic plan of the Organization. Member States, in the 2005 Assemblies supported the recommendation. WIPO thus now wishes to undertake such a comprehensive desk-to-desk assessment of its human and financial resource needs.

5. The results of this assessment are expected to assist the Organization in better aligning its human resources to its strategic goals, to provide input to the development of a human resource management strategy and to assist WIPO in continuing to discharge effectively its mandate while responding swiftly to changes in its external environment.

II. ORGANIZATIONAL OVERVIEW: STRATEGIC, FINANCIAL AND HUMAN RESOURCE MANAGEMENT

Strategic Overview

6. WIPO is a specialized agency of the UN Common System with a mandate covering cooperation with developing countries, development of intellectual property norms and standards and delivery of intellectual property international registration services (through the PCT, Madrid and Hague systems) to the private sector. It also includes the operation of a global system of arbitration and mediation.

7. WIPO's programs and activities are guided by the strategic vision that intellectual property (IP) is an important tool for the economic, social and cultural development of all countries. Accordingly, WIPO's mission is to promote effective protection and use of IP

worldwide. The strategic goals of the Organizations as approved by the Member States in the 2006/07 Program and Budget are:

- Building the foundation for a more solid and extensive IP culture in Member States through cooperation with governments, intergovernmental organizations, partners in the private sector and other interested communities;
- Promoting IP policies and their integration into national development strategies and plans, custom-made for specific country requirements, conditions and available resources;
- Further developing international IP laws responsive to emerging needs and balancing the interest of IP Rights (IPRs) owners and public policy objectives;
- Ensuring delivery of quality service in global IP protection systems;
- Focussing implementation of program activities through responsible management and administrative efficiency in the context of WIPO's result-based program and budget framework.

8. The Program and Budget for 2006/2007 endeavors to clearly relate the above strategic goals with the activities undertaken by the Organization. A chart that illustrates this relationship and presents it in summary form is contained in Appendix I.

Financial Management Overview

9. WIPO is unique among UN specialized agencies in that nearly 92 per cent of its income is generated out of revenues from services provided to the private sector through the international registration systems established under the PCT, Madrid and Hague agreements, and the Arbitration and Mediation Center.

10. A review of the past 20 years reveals that the demand for the services provided by the Organization has been constantly growing, transforming the Organization from a 300-employee operation in 1986 to one that employs 1,260 persons today. In this period, the biennial budget of the Organization has grown from approximately 99 million Swiss francs to 531 million Swiss francs. Biennial income during the same period has grown from 107 million Swiss francs in 1984-1985 to 522.7 million Swiss francs. The PCT, which represents the Organization's main source of income, has grown from an operation that processed approximately 16,000 applications (1984-1985) to one that processed nearly 260,000 applications in 2004/05. PCT biennial income grew, in the same period, from 24.4 million Swiss francs to 400 million Swiss francs.

11. The management of the Organization is therefore closely linked to the administration of those services and the ability to forecast, for the medium- and long-term, the demand for those services and the income likely to be generated by them. The Organization has developed a new model to forecast demand and income from the PCT. The model is based on a variety of

endogenous and exogenous factors. Similar models are being fine-tuned for the Madrid and Hague systems.

12. These models enable the Secretariat to provide to Member States projections on the income of the Organization. These are the basis for establishing the draft Program and Budget of the Organization, which is submitted on a biennial basis for the approval of the Member States. The approved Program and Budget for the 2006/07 Biennium (531 million Swiss francs) is a balanced budget, with no deficit, no surplus, and reserves at the level targeted by the Member States. It also contains an update of the expected evolution of income, expenditure, and reserve in the medium term.

13. The Office of the Controller monitors on a monthly basis actual biennium-to-date income and expenditure, and elaborates projections thereof on a biennial and medium-term basis. Today, the medium-term trend is positive, with an estimated growth in demand of five per cent for PCT, three per cent for Madrid and two per cent for Hague on a yearly basis. If these growth rates are sustained, it is expected that WIPO will continue to maintain budgetary balance.

14. By the 2010/11 biennium, WIPO expects to adopt fully the International Accounting Standards. These standards require that liabilities arising from after-service staff benefits be recognized and provided for. WIPO has initiated efforts in this direction and has made an initial provision towards such liability.

Human Resource Management Overview

15. WIPO is engaged in several activities of a highly specialized and technical nature. The human resources management strategy, policies and practices of WIPO are driven by the UN Common System employment framework and the Organization's dual constituency, which includes the delivery of quality services to the private sector in respect of the international registration systems. Some of the challenges arising from these driving factors are the need to cope with growth rates and legal deadlines in the registration systems, to improve productivity continuously, to ensure that appropriate technical skills and profiles are available to its programs, and to comply with guidelines on geographical diversity and gender balance.

16. The significant increase in human resources over the last two decades is primarily due to the double-digit growth rate of the PCT system in the 1990s. The Organization had reached a peak staffing level in June 2003 with 1,417 staff, including temporary employees. Of these, 942 were staff members and 475 held temporary contracts.

17. In 2003, the Organization was faced with budget constraints while the PCT system entered a more moderate growth phase. To respond to this situation, several measures were taken mainly to achieve efficiency gains in the registration systems. At the end of 2005, the total number of employees was 1,260, representing an 11 per cent reduction, as compared to June 2003, and bringing the total number of fixed term staff below the 2002 level; the total number of temporary employees was also reduced to below the 1999 level.

18. The average length of service of current staff members is approximately ten years and the average employee age is 45. According to current projections, more than ten per cent of staff members are due to retire before the end of 2011 and 26 per cent before the end of 2016. The percentage of women in the professional and higher categories has risen from 30 per cent, in 1997, to 42 per cent in 2006, which means that the proportion of women in this category has increased by more than a third. In the general service category the percentage of women is currently 64 per cent, as compared to 71 per cent in 1997. The Organization's staff are drawn from over 90 countries.

19. The Human Resources Management Department is currently undertaking work to develop a comprehensive Human Resources Strategy. It aims to introduce a stronger performance-driven culture in WIPO, to better align human resources to the strategic goals of the Organization and to offer a stimulating and supportive work environment that creates the necessary engagement and attracts and retains highly qualified individuals from the different regions of the world. In recent months, the Human Resources Management Department has initiated various activities including the establishment of an enhanced framework for the redeployment of resources based on organizational priorities, development of guidelines for promotions, strengthening the internal system of administration of justice, and a pilot project for an enhanced performance development and management system.

III. PROJECT OBJECTIVES

Objective One

- 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.

Objective Two

- 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.
- To propose a robust and effective staffing structure that will allow the Organization to cope with the challenges ahead.

Objective Three

- As a by-product, to 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.

IV. PROJECT SCOPE

20. The project is intended to cover in a comprehensive way all categories of employment in the Organization, in all organizational units and in all geographical locations.

Categories of Employment

21. The assessment will include 1,260 employees (as of January 13, 2006) broken down into the following categories:

- All employees on regular budget posts:

approved posts for the 2006/07 biennium:	935
occupied posts as at January 1, 2006:	901
- All employees on General Service short-term contracts: 236
- All employees on short-term translator (TTs) contracts: 29
- All employees on consultancy contracts: 50
- All employees on Special Services Agreements (SSAs): 41
- All employees on Special Labor Contracts (SLCs): 3

Organizational Units

22. The assessment shall include all WIPO organizational units as defined, on a program and priority area basis, in the approved Program and Budget for 2006/07 (Publication No. 360E/PB0607). It will be guided by the strategic framework contained in this publication (see page 30) which shows how the strategic goals of the Organization cascade into 13 priority areas and 31 programs (see also Appendix I).

23. The official WIPO Organigram will provide the basis for the identification of the organizational units that will be the subject of the assessment.

Geographical Locations

24. The assessment shall cover the following:

- Geneva Headquarters;
- WIPO Coordination Office in Brussels;
- WIPO Coordination Office in New York;
- WIPO Coordination Office in Singapore;

- WIPO Coordination Office in Tokyo; and
- WIPO Coordination Office in Washington.

V. PROJECT DELIVERABLES

Deliverable One

An assessment of the current status of the Organization with respect to human resources (including staff composition, functions and positions, skills and competencies, grade levels, contract types), financial resources, organizational structure and key business processes, taking into account the Strategic Goals of the Organization as contained in the 2006/07 approved Program and Budget. Gaps will be identified.

25. To produce this deliverable, the external firm shall undertake a comprehensive assessment of the adequacy of current resources. It shall ascertain whether the resources are utilized in a cost-effective manner. A qualitative and quantitative gap analysis shall be undertaken.
26. The External Firm shall invest effort to identify opportunities to improve or better align the organizational structure and streamline business processes, as appropriate.
27. Prior to undertaking the assessment, the External Firm shall build an understanding of WIPO's mandate and activities through a review of background information and discussions and structured interviews with senior management. In this context, it shall also identify any major shifts in strategies needed to respond to changes in the external environment and to new challenges that will be faced. The External Firm's team shall make a presentation of this understanding and validate it with WIPO's Management.
28. To build its understanding, the External Firm shall take into account:
 - The strategic goals set out in the Program and Budget for 2006/07 (Publication No. 360E/PB0607);
 - The expected evolution in demand for WIPO services (related to PCT, Madrid, Hague, Arbitration and Mediation) and related income forecasts, based on the models developed by the Secretariat in the respective areas and characterized by volume, geographical origin, mode of applications (e.g. paper vs. electronic filing for the PCT system);
 - The technology plans of WIPO to move away from manual processing to electronic processing of international applications under the PCT, Madrid and Hague systems;

- The main challenges that WIPO faces and must address and respond to within the next few years;
- WIPO's current human resource management practices and policies;
- Relevant best practices within the UN Common System of Organizations and other IP organizations.

Deliverable Two

A multiple-scenario human resource plan for the 2008/09, by strategic goal and priority area (including functions and positions, skills and competencies profiles, grade levels, contract types, and the financial resources required). Gaps will be identified between the existing resources and the requirements identified in the plan.

29. The External firm shall base the development of the human resource plan on the Program and Budget for 2006/07 (approved in 2005), including the evolution of the Income from Registrations Systems contained within it (continuously monitored by WIPO), the Director General's outline of the Program and Budget for 2008/09 (that will be available in December 2006) and relevant inputs provided by WIPO Management, particularly on the preparation of the draft Program and Budget of 2008/09.

30. In elaborating this plan, the External Firm shall consider at least two scenarios: one based on a growth-oriented and another based on a conservative, demand forecast for WIPO's services. It shall determine the human resource requirements for both scenarios by strategic goal and priority area. It shall also document all key assumptions underlying the plan and agree these with WIPO Management. The plan shall include an estimate of financial resources required to fund it.

31. The External firm shall then undertake a comprehensive analysis of the qualitative and quantitative gaps in the existing human resources with respect to the resource requirements identified within the human resource plan.

Deliverable Three

A set of recommendations on how to implement the multiple-scenario human resource plan and to bridge the gaps identified.

32. The recommendations shall cover the following: (i) how to implement the human resources plan; (ii) how to address the gaps identified between the plan and the current human resources; (iii) how to improve the alignment of WIPO's human resources to the attainment of the Organization's strategic goals. Additionally, the External Firm shall develop recommendations on (iv) how to improve the organization structure and key business processes to better support program delivery.

33. The recommendations shall take into account the UN context and UN legal framework of employment within which WIPO operates and possible human resource management strategies such as redeployment and re-training.

34. Each recommendation shall be accompanied by an estimation of the corresponding cost. For the purpose of comparison of cost-effectiveness, multiple cost scenarios shall be developed on the basis of possible combinations of recommendations. The costing of the scenarios shall include an estimate of long-term liabilities of after-service medical insurance and separation costs. These scenarios shall be used by WIPO Management to propose optimum levels of staffing required to its Member-States.

Deliverable Four

A final report, including an executive summary and supporting documentation.

35. The External Firm shall provide WIPO Management with the preliminary results of their assessment and a draft human resource plan by the end of March 2007 to enable the WIPO Secretariat to take these into account in the finalization of the draft Program and Budget 2008/09.

36. The External Firm shall be expected to provide its final report to WIPO by the end of June 2007, in time for the Secretariat of WIPO to present the conclusions and any comments, as appropriate, to the Assemblies of the Member States in September-October 2007. Prior to submitting its final report, the External Firm shall provide to WIPO a draft report for the review by WIPO Management, in May 2007.

37. The report shall be comprehensive and include an executive summary and supporting documentation.

VI. WIPO MANAGEMENT CONSIDERATIONS

38. In the opinion of WIPO Management, the project shall consider the needs of the Organization in the short- and medium-term to:

- Build capabilities to continue to effectively discharge the programs and activities mandated by the Member States through the Organization's biennial program and budget and quadrennial medium-term plans;
- Cope with expected growth and geographical diversification of the workload in the PCT, Madrid and Hague international registration systems as well as in the Arbitration and Mediation Center, while delivering quality services;
- Continue to develop a results-based budget and management culture within the Organization in line with UN best practice;

- Achieve efficiency gains in the management of PCT, Madrid and Hague operations through the re-engineering of business processes and returns from IT investments;
- Improve managerial flexibility and service levels through strategies such as outsourcing, use of internship programs and use of partnerships and other collaboration arrangements with national and regional intellectual property offices;
- Eliminate duplication, and examine possible consolidation of tasks or functions, while complying fully with the confidentiality and specific requirements of services provided;
- Identify opportunities to streamline business processes where appropriate;
- Ensure that the nature of the contracts held by employees is consistent with the nature of the tasks performed by them and that functions of a continuous nature are reflected in the regular budget post structure of the Organization;
- Ensure that the Organization attracts and retains skilled and competent staff;
- Supply programs with new skill-sets as required;
- Ensure that regular budget posts are suitably graded and classified and allocated to programs in accordance with their requirements;
- Plan for succession to retirements;
- Continue to support key business processes through deployment of new and enhanced IT systems.

39. The External Firm shall be expected to take into due account these challenges in the implementation of the project and to consider them in the development of recommendations.

VII. KEY ELEMENTS OF THE APPROACH

40. The key elements of the approach — to ensure that WIPO and its Member States derive value from the project — shall be:

- Use of a qualified and experienced External Firm that will be selected through an international tender process in accordance with WIPO's procurement and purchase principles, framework and procedures;

- Establishment, at the start of the project, of a well-defined project management structure to ensure that roles and responsibilities are clearly defined and communicated;
- Adequate effort on the part of the External Firm to build a sound understanding of WIPO's mandate and activities;
- Continuous involvement of WIPO Management through clearly defined and agreed checkpoints, throughout the duration of the project, to ensure that WIPO's objectives and organizational constraints are understood and addressed;
- Maintenance of a risk register as a key project management tool.

VIII. PROJECT TIMELINE

41. The project preparation phase has commenced and is expected to be completed by October or November 2006, when the contract with the selected External Firm is finalized.

42. The project is expected to require a minimum timeframe of seven to eight months in order to be able to deliver high-quality results and implementable recommendations.

43. WIPO Management expects to receive from the selected External Firm inputs for the preparation of the draft Program and Budget for 2008/09, by March 2007 at the latest, and the final report of the project, by June 2007 at the latest, in order to be able to submit the conclusions to the Assemblies in 2007.

44. The project timeline is set out in Appendix III. The main project work segments are described in Appendix IV.

IX. PROJECT MANAGEMENT

45. To ensure efficient management of the project, WIPO has established an internal management structure composed of the following entities:

- An Internal Project Steering Committee;
- An Internal Project Core Team;
- Program Focal Points;
- A cross-sector Internal Evaluation Team.

46. The Terms of Reference and composition of these entities are laid out in Appendix V.

47. To ensure the success of the project, senior management shall make appropriate communications and give instructions at the start of the project to ensure that Program Managers and all staff have been informed of the objectives of the project and cooperate fully in its execution.
48. The WIPO Staff Association shall also be informed of the project's objectives and scope.
49. The Secretariat shall keep the Audit Committee regularly informed of developments and progress related to the project. In particular, it will make available to the Committee, the reports of the meetings of the Internal Project Steering Committee.
50. The Secretariat shall keep WIPO's Member States informed on the progress of the project through the Program and Budget Committee and the General Assembly.
51. The interaction among the Secretariat, the External Firm, the Audit Committee, the Member States and other WIPO external and internal oversight bodies is illustrated in the Project Organizational Chart appearing in Appendix VI.

X. COMPETENCIES OF THE EXTERNAL FIRM

52. The type of External Firm qualified to undertake such a review would typically be a human resource and management consulting firm with a sound reputation and extensive proven experience in undertaking large-scale strategic reviews of organizations similar to WIPO. An understanding of the UN and its specialized agencies shall be deemed to represent an advantage.
53. The External Firm (and the individual consultants proposed for the exercise) should offer the following competencies:
- (a) Recognized expertise in all aspects of organizational reviews and assessment (strategic and operational) in large organizations, preferably in the UN, its specialized agencies, other international or intergovernmental organizations, state departments or public sector organizations; experience and knowledge of other offices engaged in activities related to intellectual property protection would be useful;
 - (b) Understanding of the mandate and the nature of the Organization, with particular reference to its dual constituency (governments and private sector users of Organization's services);
 - (c) Understanding of the legal framework for employment within the UN Common System (including geographical distribution), and any constraints arising from the Organization's Staff Rules and Regulations;
 - (d) Proven expertise and experience in using a structured methodology for human resource assessment and planning;

(e) Proven track record of undertaking the development of comprehensive human resource strategies for large organizations; once again, experience in the UN or similar international organizations would be preferred;

(f) Ability and experience working in a multi-cultural environment. While the final report will be in English, the External Firm shall be required to be able to provide resources who are fluent in English and French.

54. Appendix VII elaborates in further detail on the structure and content of the proposal to be submitted by interested bidders in response to the RFP.

[Appendices follow]

APPENDIX I

WIPO STRATEGIC FRAMEWORK

APPENDIX II

LIST OF BACKGROUND DOCUMENTATION

- WIPO Organigram
- Program and Budget for 2002-2003 (document WO/PBC/4/2);
- Program and Budget for 2004-2005 (document WO/PBC/7/2)
- Program and Budget for 2006/07 (Publication No. 360E/PB0607);
- Financial Management Report for 2002-2003 (document FMR/2002-2003)
- Program Performance Report for 2002-2003 (document A/40/2)
- Program Performance Report for 2004-2005 (document A/42/2)
- The Short and Long-Term Financial Situation of WIPO (document WO/PBC/IM/05/2)
- Review of Management and Administration in WIPO: Budget, Oversight and Related Issues (document JIU/REP/2005/1)
- WIPO's Preliminary Comments on JIU/REP/2005/1 Entitled "Review of Management and Administration in WIPO: Budget, Oversight and Related Issues" (document WO/PBC/8/INF/2)
- Follow up of the Joint Inspection Unit's recommendations as contained in its report "Review of Management and Administration in WIPO: Budget, Oversight and Related Issues" (JIU/REP/2005/1) (document A/41/12)
- Adjustment to Budget Process Policy on Reserve and Working Capital Funds Policy and Budget Surplus (document WO/PBC/2/2)

[Appendix III follows]

APPENDIX III

PROJECT TIMELINE

APPENDIX IV

MAIN PROJECT WORK SEGMENTS

The detailed approach to conducting the project will be finalized through discussions with the selected External Firm that is expected to bring to the project its tested and proven methodologies, tools and techniques. In particular, aspects such as the approach to business process assessment, human resource assessment, use of existing performance management-related data and the approach to conducting interviews need to be carefully considered and agreed as these will have a direct impact on the timeline and cost of the project.

The project approach will, however, include the following broad work segments or stages as defined in the Project Timeline provided in section VIII:

- Organize and plan: In this segment, the External Firm's team would familiarize itself with the background material provided by WIPO. Project work procedures and standards to be followed will be established. A detailed project plan will be developed and approval of the Internal Project Steering Committee (IPSC) obtained. Project communication procedures will be agreed with the IPSC and initial communications will be developed and disseminated.

The External Firm will build an understanding of WIPO's current mandate and activities through discussions and structured interviews with senior management. It will also identify any major shifts in strategies needed to respond to changes in the external environment and to new challenges that will be faced.

At the end of this segment, the External Firm's team will make a presentation of its understanding and obtain a validation of its understanding from WIPO's Management.

- Assessment of the current Organization: This would include a comprehensive assessment of the adequacy of current resources in terms of staffing composition, functions and positions, competencies and skills, contract types and funding with respect to those required for achievement of the strategic goals as defined in the Program and Budget for 2006/07. Gaps would be identified. WIPO Management will brief the External Firm on current and planned HR management and other relevant initiatives. The External Firm will invest effort to identify opportunities to improve or better align the organizational structure and streamline business processes, as appropriate.
- Human resource planning: A comprehensive multiple-scenario human resource plan will be developed for the 2008/09 biennium. Resource requirements will be determined. All key assumptions underlying the plan will be documented and agreed with WIPO Management. The plan will include an estimate of financial resources required to fund it. A comprehensive analysis of the qualitative and quantitative gaps in the existing human resources with respect to the human resource plan will be undertaken.

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- Recommendations and determination of the financial implications thereof:
Recommendations will be developed on how to implement the human resources plan, address the gaps identified and align WIPO's resources to its strategic goals. Additionally, the project would develop recommendations on how to improve the organization structure and business processes to better support program delivery.

Multiple cost scenarios will be developed for the implementation of the recommendations. The costing of the scenarios would include an estimate of long-term liabilities of after-service medical insurance and separation costs. These scenarios would be used by WIPO Management to propose optimum levels of staffing required to its Member-States.

- Report Development: The External Firm is expected to provide the preliminary results of their work and a draft human resource plan by the end of March 2007 to enable WIPO to take into account these inputs in the development of the 2008/09 draft Program and Budget. A comprehensive report, including an executive summary and supporting documentation, will be developed. A draft report will be provided to WIPO Management for its review in May 2007. The final report is expected to be delivered by end-June 2007, in time to present the conclusions and any comments from the Secretariat, as appropriate, to the Assemblies of the Member States in September-October 2007.

[Appendix V follows]

APPENDIX V

TERMS OF REFERENCE AND COMPOSITION OF THE WIPO INTERNAL ENTITIES ASSIGNED TO MANAGE THE IMPLEMENTATION OF THE PROJECT

A. INTERNAL PROJECT STEERING COMMITTEE (IPSC)

1. The Internal Project Steering Committee (IPSC) has been appointed by the Director General to oversee the implementation of the project at WIPO's level.

2. The Terms of Reference for the IPSC are to:

- (a) oversee the project internally;
- (b) ensure that organizational interests and long-term objectives are considered while undertaking the various activities and in the development of recommendations and strategies;
- (c) ensure that the project scope is adequately covered;
- (d) ensure that the project is properly supported by internal resources and timely decisions as required;
- (e) communicate with other members of senior management to ensure a common vision of the project's objectives and expected benefits;
- (f) review progress and issues; provide input and decisions to resolve any issues, as appropriate;
- (g) review and validate any assumptions made by the External Firm and any interim deliverables, presentations and reports;
- (h) review and accept all project deliverables;
- (i) make necessary recommendations for the successful execution and completion of the project; and
- (j) report regularly to the Director General and to the WIPO Audit Committee.

The IPSC shall be composed of senior management members of WIPO drawn from various sectors and shall report, through its Chair, to the Director General.

B. INTERNAL PROJECT CORE TEAM

4. The Director General has appointed an Internal Project Core Team (IPCT).

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The IPCT shall be chaired by the Project Coordinator who shall report to the IPSC and act as the Secretary to the Project Steering Committee. The Project Co-ordinator shall be the focal point for the External Firm and internally, for Procurements and Contract Division.

6. The terms of reference of the Internal Project Core Team are:

(a) undertake preparatory tasks as required prior to commencement of the project, including tasks related to finalization and publishing of the Request For proposal;

(b) provide information and data requested by the external firm through the Project Coordinator;

(c) undertake follow-up or analytical tasks required to provide the information;

(d) work with focal points from the different programs (See C below) within the Organization to obtain information and data as required;

(e) prepare progress reports and highlight any issues that would need to be resolved by the IPSC.

C. PROGRAM FOCAL POINTS

8. Program Managers will be requested to nominate focal points for each of their sectors who will be responsible for providing the necessary information and data requested by the Internal Project Core Team.

D EVALUATION TEAM

9. The Director General has appointed an Internal Evaluation Team the Terms of Reference of which are to:

(a) prior to the evaluation of proposals, propose, along with PCD, to the IPSC and the Deputy Director General responsible for procurement, the evaluation methodology;

(b) conduct a structured evaluation of the bids received in accordance with this methodology and approved by the Deputy Director General responsible for procurement;

(c) conclude, at its level, the selection of the most suitable bidding firm;

(d) prepare a report summarizing the evaluation and its conclusions;

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- (e) present the evaluation to the IPSC and obtain its approval;
- (f) substantiate the recommendation, as appropriate, in the Contracts Review Committee.

[Appendix VI follows]

APPENDIX VI

PROJECT ORGANIZATIONAL CHART

APPENDIX VII

EXTERNAL FIRM'S PROPOSAL: STRUCTURE AND REQUIREMENTS

The external bidding firm's proposal shall include the essential components and follow the structure described below. Additional relevant information may be furnished and suitably referenced in the core proposal:

I. A technical proposal, comprising:

- The bidder's understanding of WIPO's requirements: This should be a summary, in its own words, of the bidder's understanding of the project objectives, the environment, the Organization and the constraints and key success factors;
- The bidder's experience, qualifications and financial stability: This must include the financial situation, overall credentials in the areas of organizational strategy development, organizational assessments, human resource strategy development and human resource management consulting. A summary listing of similar projects undertaken for other organizations must include, as applicable, the bidder's experience of undertaking such projects within the UN, its specialized agencies, national and/or regional intellectual property offices and other inter-governmental, governmental or non-governmental organizations;
- Client references: This should be a description of at least two projects that the external bidding firm has carried out successfully that are similar to the project being planned by WIPO. The description shall include the project objectives, scope, the approach followed, the team size, the results and the implementation experience. It must also include client contact references and an indication that WIPO can undertake an independent verification of the references. Thus, any waivers of non-disclosure or other confidentiality agreements must be obtained by the bidder prior to citing the references in its bid to WIPO;
- Proposed methodology and project approach: This must include a clear explanation of the methodology that the firm intends to use for the project, including any structured questionnaires, analytical/IT tools and any other techniques that will be used to support the bidder's work. A detailed approach to the project must be included in this section. The approach must be driven by the project deliverables laid out in Section V (Project Deliverables) of the present TORs;
- Proposed resources: This section must include a description of the team that the bidder proposes for the project. It must provide detailed CVs for the team members proposed, including qualifications, experience and specific client references for the individual consultants if these are different from the client references and contacts provided in the subparagraph on credentials and qualifications above;
- Proposed project plan and deliverables: Based on the bidder's understanding of the project requirements, the approach and the resources proposed, this section must include a

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project plan which illustrates the organization of the work segments, resource assignments and timeframes. Intermediate and final deliverables, milestones and management checkpoints must be identified as appropriate. With respect to the approach and timeline, the external bidding firm is requested to make a proposal that will enable WIPO to receive, no later than the end of March 2007, any recommendations that could affect the preparation, by the Secretariat, of the draft Program and Budget for the 2008/09 biennium, and the final report by the end of July 2007;

- Pre-requisites: This section must identify clearly the pre-requisites in terms of information or data that will be needed from WIPO, an estimate of management and staff time that will be needed, office space and equipment, administrative and support arrangements and any other requirements that the bidding firm believes are critical to the successful execution of the project;

II. Commercial Proposal strictly in compliance with the requirements, formats and guidelines provided by WIPO's Procurement and Contracts Division PCD).

[End of appendices and of document]