

Evaluation of the WIPO's corporate communications activities and their contributions to WIPO's brand and reputation

Internal Oversight Division

Reference: EVAL 2017-01

September 1, 2017



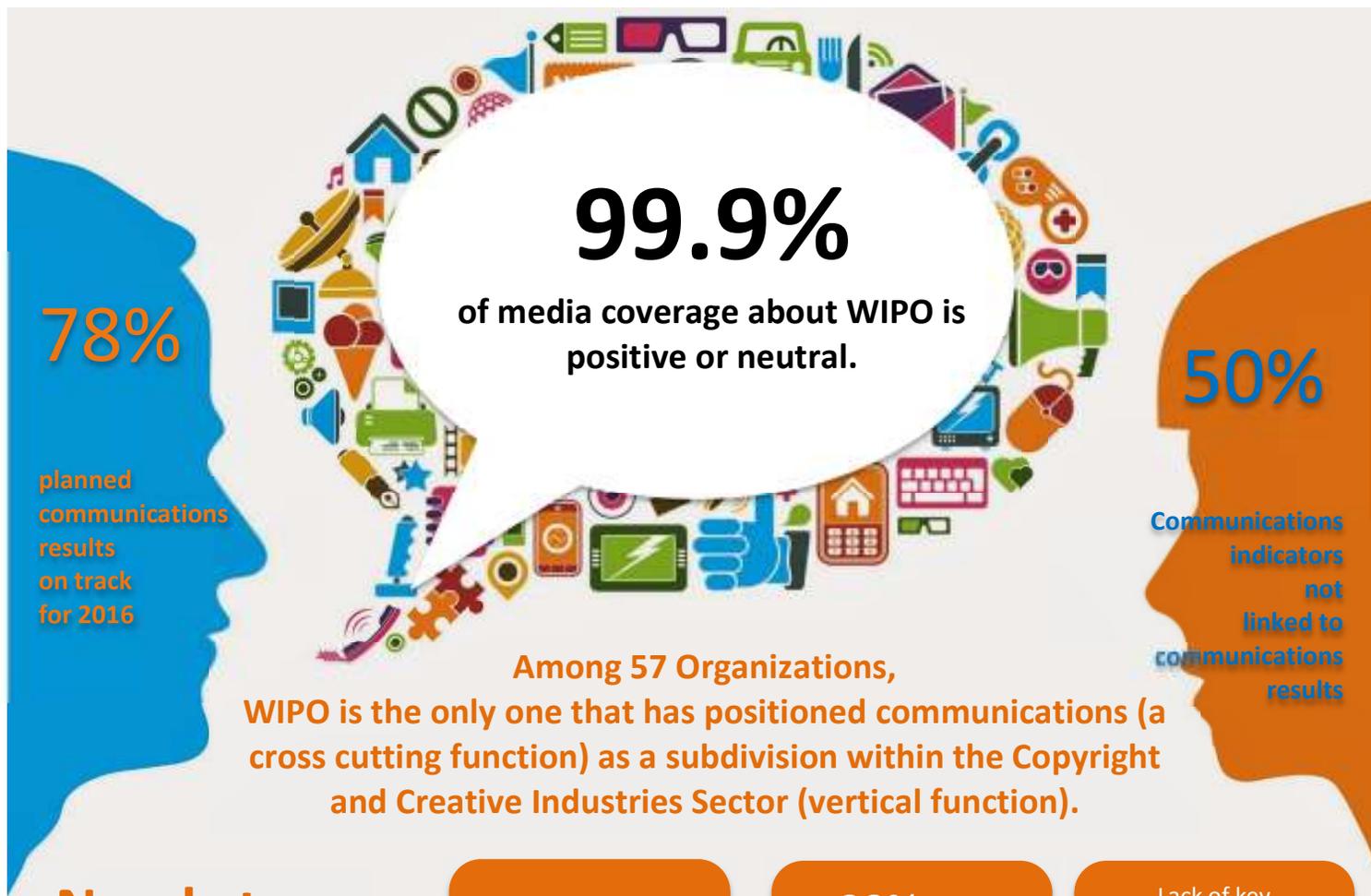
Good practices



Communications function embedded in WIPO's strategic documents

Commitment to promoting gender sensitive approach in its communications

Communications budget within the range of UN Agencies



Needs to change



Communications not strategically positioned

38% of the communications budget goes to non-core activities

Lack of key communication functions such as internal and crisis communication

How to change?



Refine the communications mandate and relocate strategically

Develop a detailed corporate communications strategy with a SMART results based framework

Integrate additional key competencies

Assign a communications focal point in each Business Unit to liaise with a coordinator within the Communication Division

TABLE OF CONTENTS

LIST OF ACRONYMS	4
EXECUTIVE SUMMARY	5
1. BACKGROUND	7
2. WHAT IS BEING EVALUATED?	8
(A) EVALUATION OBJECTIVES.....	8
(B) SCOPE AND METHODOLOGY.....	8
(C) KEY STAKEHOLDERS.....	10
(D) LIMITATIONS.....	10
3. FINDINGS AND ASSESSMENTS	11
(A) RELEVANCE: DOES THE CURRENT GOVERNANCE SYSTEM AND OPERATIONAL STRUCTURE FACILITATE ACHIEVEMENT OF MEDIUM-TERM STRATEGIC PLAN OUTCOMES?.....	11
(i) Corporate communications relevance.....	11
(ii) Corporate communications mandate.....	12
(iii) Strategic communications.....	13
(iv) Corporate communications policy framework.....	15
(v) Strategic positioning.....	17
(vi) Corporate communications sub-functions.....	19
(B) EFFECTIVENESS: TO WHAT EXTENT HAVE THE COMMUNICATIONS STRATEGIC GOAL AND EXPECTED RESULTS BEEN ACHIEVED?.....	21
(i) Measuring communication achievements.....	22
(ii) Communication achievements observed.....	23
(iii) Factors influencing communication achievements.....	27
(iv) Gender and Equity.....	28
(C) EFFICIENCY: HOW ECONOMICALLY HAVE RESOURCES ALLOCATED FOR EXTERNAL COMMUNICATIONS ACTIVITIES BEEN CONVERTED INTO RESULTS?.....	28
(i) Financial and human resources available.....	29
(ii) Resource allocation in synchronization with communication priorities.....	30
(iii) Best use of activities to match audiences' needs.....	31
(iv) Coordination and synergy.....	33
(v) Training.....	35
(vi) Monitoring.....	36
TABLE OF RECOMMENDATIONS	40
ANNEXES	43

LIST OF ACRONYMS

BU	Business Unit
CF	Communications Function
DDG	Deputy Director General
ER	Expected Result
EUIPO	European Union Intellectual Property Office
HRMD	Human Resources Management Department
IC	Information Circular
ICS	Individual Contractor Services
IGO	Inter-governmental Organization
IOD	Internal Oversight Division
IP	Intellectual Property
IPO	Intellectual Property Office
JIU	Joint Inspection Unit
MOs	Multilateral Organizations
MTSP	Medium-Term Strategic Plan
ODG	Office of the Director General
OI	Office Instruction
P&B	Program and Budget
PCT	The Patent Cooperation Treaty
PIs	Performance Indicators
PPR	Program Performance Report
RBM	Result-based Management
RG	Reference Group
SG	Strategic Goal
SMART	Specific, Measurable, Attainable, Realistic, Timely
SMT	Senior Management Team
SRP	Strategic Realignment Program
UN	United Nations
USA	United States of America
UK	United Kingdom
WIPO	The World Intellectual Property Organization

EXECUTIVE SUMMARY

1. This report presents results of the evaluation of WIPO's corporate communications activities and their contributions to WIPO's brand and reputation. The evaluation was conducted between March and July 2017. It included interviews with 79 staff members; 11 Permanent Missions Representatives; seven journalists; and three Intellectual Property Offices (IPOs); a focus group discussion with 16 United Nations (UN) Agencies communications professionals; internal and external surveys; desk reviews of documentation, monitoring data, media and financial analyzes. Some of the key evaluation findings and conclusions include:

2. RELEVANCE¹:

(a) While WIPO communications function is embedded in the Medium Term Strategic Plan (MTSP) and the Program and Budget (P&B) documents, in the current decentralized² communications setting, the strategy and results framework are insufficient to guide the work of WIPO's corporate communications.

(b) The Business Units (BUs) do collaborate with the Communications Division (CD). However, the CD's role as the lead in harmonizing WIPO's communications remains unclear. The evaluation found that among 57 Organizations including IPOs, UN Organizations and other Multilateral Organizations (MOs), WIPO was the only Organization that has positioned a cross cutting function (CD) as a subdivision of a vertical function (Copyrights and Creative Industries Sector). As a result, the CD is not strategically positioned within the Organization, limiting its capacity to harmonize internal and external communications.

(c) The absence of an overarching communications' policy coupled with a very high number of policies, procedures, and guidelines has resulted in overregulation of the communications practices.

3. EFFECTIVENESS³:

(a) The 10 Performance Indicators (PIs) supporting the Expected Results (ERs) of Strategic Goal (SG) VIII- communications are 78 per cent "on track". Fifty four per cent of the 50 PIs linked to communications activities across the Organization aimed to achieve results at the outcome level. Furthermore, WIPO increased its visibility and awareness among key stakeholders.

(b) Conversely, the current communications results framework was found to cover only partially the full scope of WIPO's communications activities, as it does not consider the communications activities conducted in the BUs. The PIs were found to be under-measuring the potential results in communications and were, therefore, unable to fully describe the possible achievements of all communications activities. The factors facilitating and hindering communications achievements were found to be mainly internal.

4. EFFICIENCY⁴:

(a) The CD budget for communications activities was found to be comparable to UN Agencies but appears higher due to the inclusion of non-communication sub-functions

¹ Communication strategy consistent with priorities/needs of countries, clients and beneficiaries.

² Thirty-eight budgeted post working for the Communications Division and 76 staff members including ICS having a part time communication role.

³ Achievement of communication strategy goals and results.

⁴ Resources converted into results.

such as the library and customer service. The majority of CD staff focuses on production roles, which reflects the demands of the BUs but underplays the CD's potential strategic role. Some key communication functions were found to be underrepresented in the CD, for example internal communications, planning and coordination among others. In addition, the CD budget was found to be only partially synchronized with the MTSP 2016/21.

(b) Only a minority of WIPO staff involved in communications activities were found to have participated in appropriate training. Given that communications activities were developed and implemented across WIPO, the lack of common training meant that communications skills were inconsistent across the Organization. Training was lacking a focus on strategic communications.

(c) Most of the reported BUs and the CD communications activities were organized on an *ad-hoc* basis, which was seen as creating challenges in reaching audiences in an appropriate and timely manner. No formal mechanism for planning, coordination, and harmonizing was found for communications.

(d) Inconsistent monitoring of communications activities across WIPO was seen to result in an inaccurate assessment of their actual and potential achievements by management. Insufficient focus on establishing common indicators and measurement mechanisms meant that WIPO was unable to analyze their progress fully and to translate this into operational measures to improve communications activities.

5. RECOMMENDATIONS: Based on the above findings and conclusions, the evaluation recommends the following:

(a) The Office of the Director General (ODG) should consider strengthening the CD's strategic impact by refining its mandate and relocating the CD directly under ODG.

(b) The CD should develop a detailed corporate communications strategy with a Specific, Measurable, Attainable, Realistic, Timely (SMART) results based framework.

(c) The CD should integrate additional key competencies; encourage each BU to assign a communications focal point to liaise with a coordinator within the CD.

6. Page 38 of this report provides a detailed overview of the closing criteria for the recommendations.