



Internal Oversight Division

Reference: IA 2016-02

Audit Report

Audit of Business Solutions for IP Offices

May 10, 2016

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EXECUTIVE SUMMARY

1. The objective of Business Solutions for IP Offices (Program 15) is to strengthen the business processes of IP Offices/Institutions in Member States by providing tools and services aiming to improve their efficiency and effectiveness.
2. The mandate of the Program would benefit from further clarification as the Program currently develops databases for users that are neither IP Offices nor IP Regional Institutions. This includes Copyright Collective Management Organizations (CMOs). This may help benefit from economies of scale in terms of systems, processes and knowledge required to support IP Offices/Institutions. However, the business model and needs for technical support of CMOs differ from the requirements of IP Offices/Institutions. Therefore, the rationale and benefits of including the CMO support in the Program need further consideration.
3. Establishing a strategic business plan that would enable the Program to achieve its goals and objectives, effectively address the needs of its internal and external stakeholders, and clearly identify resource needs is a key component to successfully manage and sustain the Program activities. Such a plan could include *inter alia* the following:
 - (a) A framework for providing technical support to IP Offices/Institutions, including the use of Service Level Agreements (SLA) for those requiring additional services; and
 - (b) Clear funding options that are aligned with any WIPO strategy on extra budgetary resources¹.
4. The current structure of the Program can be enhanced with appropriate measures that align the current and future needs of both the Program and the users of the tools and systems. This will enable the Program to effectively address certain conditions that could impair its operational effectiveness and efficiency. For instance, two Sections within the Program have only one staff each (the Heads of Sections), and the post of Head of the Project Deployment Section is vacant.
5. Establishing well defined eligibility criteria for IP Offices/Institutions requesting assistance from WIPO Business Solutions would further enhance consistency and efficiency of the business processes.
6. Capacity building and training activities are key components for sustainability. The survey conducted with IP Offices/Institutions using WIPO business solutions show that 35 percent of the respondents were concerned with the frequency and variety of training provided by the Program. Tailored online trainings, jointly developed with the WIPO Academy, would considerably enhance efficiency in capacity building activities.
7. Thirty-nine percent of the respondents have not yet signed a cooperation agreement with WIPO. A cooperation agreement would serve to mitigate risks that could affect licensing rights and dispute settlements among others.
8. Finally, the survey indicates that 85 percent of the respondents assess the goods and services provided by WIPO Business Solutions for IP Offices as good to excellent.

¹ At the time of writing this audit report, the draft WIPO Partnerships and Resource Mobilization Strategy was under consideration.