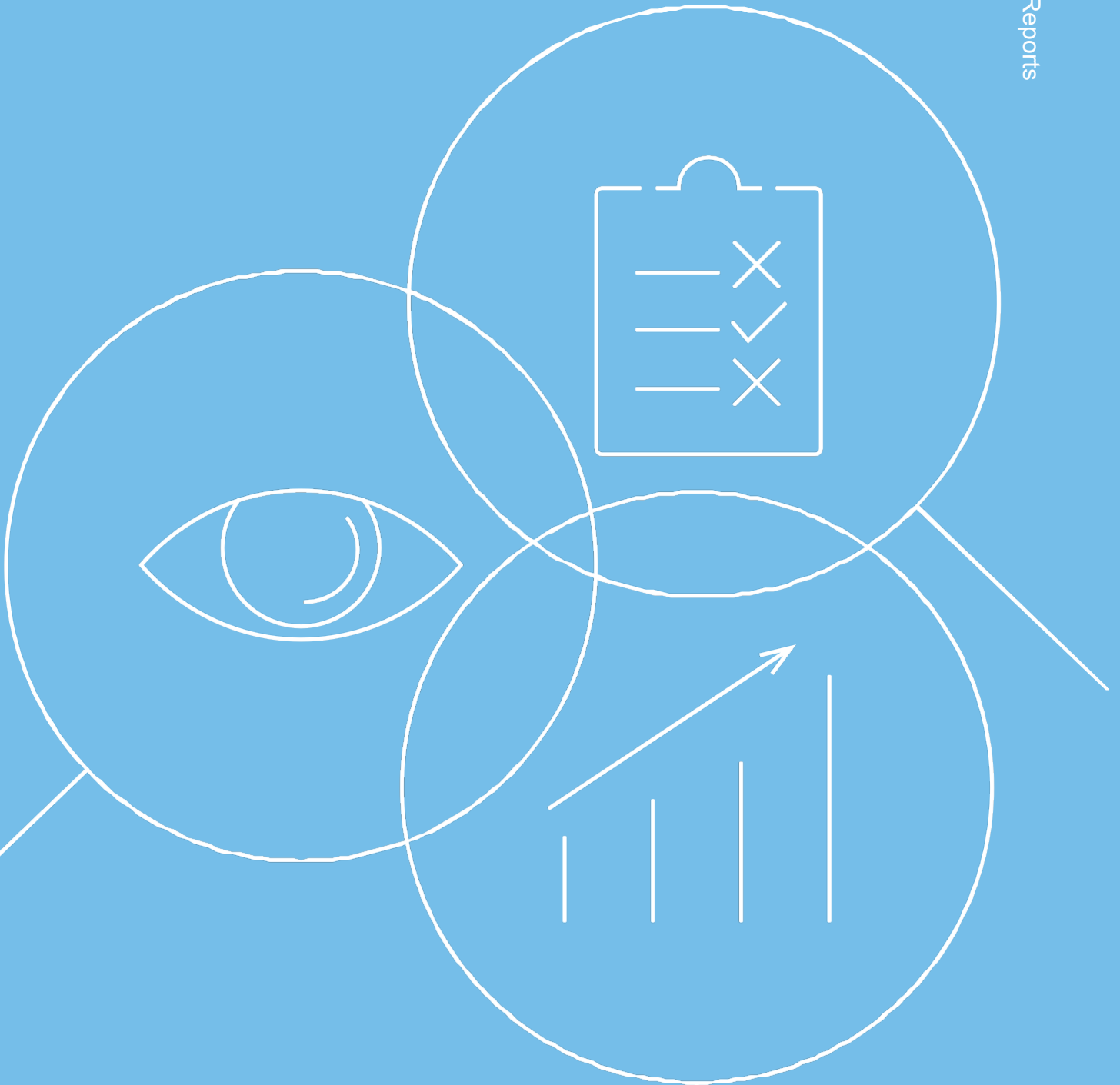


Review of WIPO Crisis Management during the Pandemic

Internal Oversight Reports



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LIST OF ACRONYMS

AIMS	Administrative Integrated Management System
AWS	Amazon Web Services
BCC	Business Continuity Coordinator
BCP	Business Continuity Plan
CMP	Crisis Management Plan
CMT	Crisis Management Team
COVID-19	Coronavirus Disease 2019
CRT	Crisis Response Team
DRP	Disaster Recovery Plan
EPM	Enterprise Performance Management
ERM	Enterprise Risk Management
HR	Human Resource
HRMD	Human Resources Management Department
ICS	Individual Contractor Services
ICT	Information and Communication Technology
ICTD	Information and Communication Technology Department
IOD	Internal Oversight Division
IP	Intellectual Property
IT	Information Technology
KIC	Knowledge and Information Central
LDC	Least-Developed Country
MU	Medical Unit
OI	Office Instruction
ORMS	Organizational Resilience Management System
PID	Premises Infrastructure Division
PTD	Procurement and Travel Division
SIAD	Security and Information Assurance Division
T&E	Trainings and Exercises
UN	United Nations
WHO	World Health Organization
WPR	WIPO Performance Report
WIPO	World Intellectual Property Organization

EXECUTIVE SUMMARY

1. The Coronavirus Disease 2019 (COVID-19) which was declared a pandemic by the World Health Organization (WHO) on March 11, 2020, presents a significant threat to people, businesses and organizations around the globe. Because of the possibility of similar crises occurring in the future, and the extent and duration of the associated operational disruptions, it is essential that the World Intellectual Property Organization's (WIPO) response be effective and sustainable to ensure that it continues to deliver on its strategic focus.
2. The review finds that WIPO has established a well-functioning Governance Structure for crisis management. The responsible teams covered operational, tactical and strategic decision-making and were well integrated in day-to-day activities of the Organization. Furthermore, IOD found that the existing policies and procedures were adequate in managing the crisis, and the management made necessary updates and changes as required. The Organization was successfully applied the WIPO Organizational Resilience Framework through WIPO Crisis Management Plans and other relevant actions. Going forward, WIPO needs to identify Business Continuity Focal Points at the Sector levels, to further enhance the operationalization of the Organizational Resilience Framework.
3. The Internal Oversight Division finds that generally, WIPO has executed its crisis management policies and procedures in effective and compliant manner. All WIPO critical functions re-calibrated and fine-tuned their operations to the "new normal" mode. The Organization can make further enhancements by assessing external stakeholders' needs in the area of additional communication and collaboration platforms. Furthermore, the Organization has adjusted its systems of Risk Management and Internal Controls to the pandemic condition, and kept them duly functioning.
4. Given the pervasive impact of the pandemic on the Organization and its stakeholders, IOD supplemented its substantive work with three surveys, aimed at WIPO staff, supervisors and Member States¹, to capture valuable insights and perception on the Organization's management of the crisis, and related lessons learned. The survey results highlighted Flexibility and Work life Balance as a predominant theme from WIPO staff members, while a majority of supervisors mentioned that the crisis helped re-think the operational processes and make them more efficient, economic and effective without compromising the quality of outputs. Member States focused on the importance of virtual meetings (hybrid meetings, webinars, online training, among others), and the need to continue with these meetings format as they have proven to be one of the most valuable changes resulting from the pandemic.
5. The Internal Oversight Division makes four recommendations and has identified 22 lessons learned, covering areas such as crisis governance and communication, execution of policies and procedures, and internal controls. These recommendations and lessons learned would help further enhance existing framework and processes, and support preparation for any future crisis conditions.
6. Like other Organizations, WIPO was not fully prepared to face the COVID-19 pandemic. However, the review indicates that WIPO and its employees have moved to adjust and have demonstrated great resilience; kept delivering; integrated and managed related emerging risks; accelerated its digital transformation to better align with the demands of the "new normal"; and proved to be caring and responsible.

¹ Survey to 1047 WIPO staff members with 31 per cent response rate; Survey to 224 WIPO supervisors with 42 per cent response rate; and Survey to WIPO Member States, distributed to 193 persons with 43 per cent response rate.