19 initiatives are changing the way we work at WIPO.

What has been done so far and what happens next?
It is three years since the launch of the Strategic Realignment Program (SRP). The tangible achievements reached so far across the Organization towards our Strategic Goals are remarkable. I am proud of the engagement of our Staff towards our 19 SRP initiatives aimed at making us a more efficient, effective and responsive Organization. I now look forward to this continued effort in our final year to reap the full benefits of the SRP.

In the first phase of the SRP, we restructured the organization around our Strategic Goals and developed our medium term strategic plan. In 2010, we diligently planned our SRP initiatives and developed them in a way that supports each one of our Core Values, and in 2011, we have completed our first year of implementation. Throughout this booklet, you will find concrete examples of what we have achieved initiative by initiative, as well as an outlook to our plans for 2012.

I intend to conclude the SRP at the end of 2012 and we are on target to do just that. I now welcome you to review our progress in this booklet and encourage every staff member to take the initiative to continue to contribute to strengthening our Core Values.

Francis Gurry
Director General

January 2012
Our 4 aspirational Core Values guide our work at WIPO. The values themselves are expected to be refined over time as we reflect on them. The nineteen initiatives in this booklet have been expressed in terms of the Core Value to which they contribute the most.

» **Service orientation**: We increase our responsiveness to global stakeholders and our customers are satisfied with our service;

» **Working as one**: We work as an integrated, responsive and efficient entity, that is fit for purpose and delivers value for money;

» **Accountability for results**: We take ownership for our performance and achieve results;

» **Environmental, social and governance responsibility**: We perform in an ethical manner and care about our staff, community and the environment.
Service orientation is at the heart of this initiative, ensuring that WIPO stakeholders are consistently satisfied with the assistance provided to them about our services. The focus is on improving the interaction with users, Member States and others, for example, by ensuring that when someone telephones WIPO’s offices, they are able to talk to the right person, first time.

**What have we done so far?**
We have improved the systems to make sure that callers are not left hanging on the ‘phone and that inquiries are always answered. For example, we have upgraded the call management functionalities and implemented a ticketing system. We have also created a Customer Service Center for general inquiries and to assist customers in contacting the appropriate WIPO sector and have started to train staff on “customer service soft skills and best practices”.

**What is planned for 2012?**
In 2012, we will introduce a 24 hour round-the-clock customer service – a first for WIPO. We will make further improvements to our call center telephone system, and run our first customer satisfaction survey. More WIPO staff will also benefit from “soft skills” training, that is, the small things that we can do to make a “customer’s” experience more pleasant and effective.

**What benefits will this project bring?**
As a result of this initiative, it is easier for WIPO customers and stakeholders to contact WIPO and get the information they need and this reflects positively on WIPO’s reputation and image. This project will also benefit WIPO by increasing satisfaction of both internal staff and external customers and stakeholders thanks to the improved assistance received through better internal processes for customers’ inquiries.

**Roughly what will this project cost?**
720,000 Swiss francs for training, technical system improvements and specialized advice and services.

---

**Results from 2011 Core Values Staff Survey**

- **62%**: We in WIPO deliver high quality services to our colleagues.
- **53%**: External services perceived as good or excellent.

**Project Leader:** Silverio Damiani  
**SMT Champion:** Christian Wichard
Strengthen External Communications and Branding

WIPO’s activities and services benefit communities around the world. But WIPO’s role in encouraging creativity and innovation and as the number one global provider of IP services and information, is still not well known or understood. Better communication and branding strategies will give WIPO a clearer, higher profile. More user-focused web communications and making quality publications available in all UN official languages, will help more stakeholders to better understand and do business with WIPO.

What have we done so far?
We have built upon our new logo to strengthen WIPO’s visual identity, and have established a distinctive look for the PCT, Madrid, Hague, Lisbon and AMC. We attracted 3,500 members of the local community through the doors at WIPO’s first Open Day. We have made more of WIPO’s “core” publications available in all official languages than ever before. We have expanded our social media communications with the 2011 World IP Day Facebook campaign.

What is planned for 2012?
» Work with a strategic communications agency to improve WIPO’s positioning through new branding and external communications strategies;
» Carry out user research and begin revamping the structure, content and design of the WIPO website to make it more user-friendly;
» Engage with bigger audiences through new social media presences on Twitter, Flickr and Scribd;
» Increase towards 70% the availability of WIPO core publications in all official languages – and develop editorial policies and procedures to ensure that new WIPO publications meet clear needs and standards.

What benefits will this project bring?
A clearer, more consistent, and more visible image of WIPO to the outside world, communicating more effectively what we do and why. Stakeholders will better understand and know how to access WIPO’s services, information, expertise and assistance.

Roughly what will this project cost?
400,000 Swiss francs for specialized advice and services.
WIPO’s revenue is derived from fees levied on users seeking international protection for patents, trademarks, designs and through use of the Arbitration & Mediation Center. Some customers choose different routes to file and some customers do not file when they could. The objective of this initiative is to understand how WIPO can increase its “market share” of its fee-based services.

What have we done so far?
WIPO contracted the expertise of a consulting company to provide impartial research. The consultants contacted customers and assessed markets for the Patent Cooperation Treaty (PCT), the Madrid System, the Hague System and the Arbitration and Mediation Center. A report provides recommendations on how to more effectively market WIPO’s services.

What is planned for 2012?
A senior expert panel of WIPO staff is assessing the feasibility, cost and time lines of the recommendations, and will make proposals for which ideas should be implemented.

What benefits will this project bring?
The expected outcomes of this initiative are:
» Greater understanding of what types of marketing and pricing strategies might be helpful to WIPO in pursuit of greater uptake of its services;

Example: Share of PCT national phase entries out of total filings abroad (2009)

- PCT 54%
- Other 46%

» Increased “market share” (where applicable) for WIPO’s fee-funded services in relation to competing services or other options available to users of WIPO services;
» Increased WIPO revenue.

Roughly what will this project cost?
50,000 Swiss francs for specialized advice and services.

Project Leader: Matthew Bryan
SMT Champion: James Pooley
In the beginning, there was “Disaster Recovery Planning”. If a “disaster” occurred, then a plan was activated to recover the information technology systems. Next, organizations started to look at keeping Information and Communications Technologies (ICT) systems working, even when a “disaster” did not occur. Now, the focus has shifted from ICT to the whole organization. Business Continuity Management ensures that the Organization can operate to pre-determined satisfactory levels, even in the event of business disruption. Business continuity management is something that WIPO needs to address over the long term – this project is simply the mechanism to kick-start that function.

What have we done so far?
A Business Impact Assessment (BIA) identifies the effect on the Organization’s core services if one or more processes fail. The completion of the BIA represents the first step and means that we know which services are absolutely critical to our business and which ones can endure a longer service interruption. Business continuity management also serves as a foundation for other subject specific plans, such as IT Service Continuity Management. An awareness campaign has been undertaken and our first Business Continuity Plan developed.

What is planned for 2012?
The findings of the BIA now need to be considered carefully and the Business Continuity Plan will be further refined over time to address all areas of the Organization. Relevant staff members will be made aware of the critical processes and their roles when the Business Continuity Plan is activated. An IT Service Continuity Project will kick-off in 2012.

What benefits will this project bring?
WIPO will be prepared in case of business disruption. We will know what to do, how to do it, when to do it and who will do it. Once complete, technical solutions will ensure that if one system fails, where feasible, a back-up system can take over. All this will provide greater reliability and a higher level of comfort for all WIPO stakeholders in our ability to deliver.

Roughly what will this project cost?
110,000 Swiss francs for specialized advice and services.

Project Leader: Wei Lei
SMT Champion: Yo Takagi
Implement ERP: The Evolution of AIMS

Over the next few years, WIPO will re-imagine the way it undertakes some of its daily activities and our current ERP system, called AIMS, will be expanded and enhanced to serve the whole Organization. Staff will guide the end-to-end redesign of some of our fundamental work processes to enable us to work smarter; to enter data into systems only once and to have the right information at hand, reliably and accurately, to make better decisions. But what does this mean? This initiative is a true test of WIPO’s “working as one” spirit, bringing together a cross functional group to develop a solution satisfying WIPO’s business needs.

What have we done so far?
The finance, procurement and travel modules of AIMS have been in place for some years and in 2011 an upgrade began which will form the foundation of our new integrated system. AIMS has helped us with becoming IPSAS (accounting standard) compliant and work plans for 2012 were supported by a new module. In 2011, we focused on getting the “blueprint” right: Staff from across the Organization have collaborated to guide this effort.

What is planned for 2012?
We will complete the planning exercise, guiding the years ahead. Three distinct projects will begin in earnest in 2012: Core HR and Payroll; Performance Management; and Business Intelligence analytics.

What benefits will this project bring?
At the end of the initiative, WIPO will be better enabled to achieve its Strategic Goals. AIMS’ true benefits lie in helping staff to work “smarter” together and to serve our Member States and customers better. Ultimately, WIPO will be positioned to deliver more, through integrated solutions by having superior access to information, enabling better decision making and by eliminating ineffective work processes.

Roughly what will this project cost?
25 million Swiss francs over a five year period for software, personnel, specialized advice and services.

Project Leader: Chitra Narayanaswamy
SMT Champion: Ambi Sundaram
ICT increasingly enables work processes that we could not have imagined just a few years ago. This initiative has three streams: 1) to establish a robust ICT governance structure and ICT strategy appropriately scaled to WIPO business needs; 2) to strengthen PRINCE2 project management knowledge and to share project status knowledge via a project registration system; 3) to develop and implement confidentiality and information security policies to protect staff and stakeholders.

What have we done so far?
The development of the ICT strategy and the establishment of the ICT Board have both been landmark achievements. More ICT professionals are PRINCE2 trained than ever before at WIPO and a web-based project registration system provides a clean and systematic tool to track projects. ICT security policies have been developed to ensure the confidentiality, integrity and availability of information and data.

What is planned for 2012?
The endorsement of the ICT strategy from senior management and the strengthening of the ICT Board are expected results of 2012. Furthermore, implementation of the confidentiality and information control policies is planned.

What benefits will this project bring?
These projects will help ensure that WIPO is equipped with a fit-for-purpose, flexible and reliable ICT offering to serve all WIPO stakeholders. This is done by ensuring that ICT work plans are aligned to ICT strategy, which in turn is aligned to business priorities and objectives through the Medium Term Strategic Plan (MTSP). Improved project management and strategic direction will bolster accountability and professionalism.

Roughly what will this project cost?
No direct costs.

Project Leader: Wei Lei
SMT Champions: Yo Takagi James Pooley
The WIPO Staff Regulations embody the fundamental conditions of service and the basic rights, duties and obligations of staff members to the International Bureau. The Staff Rules provide the clarity and detail required to make the Rules effective. Together, the Staff Regulations and Staff Rules (SRR) have grown organically over time and have been supported by a range of Office Instructions (OIs, which have the same weight as Rules) and information circulars. This project is chartered to bring the current SRR and all of related OIs and circulars up-to-date and to improve the contractual position of the short term staff. An e-HR Administrative Manual is planned to incorporate the revised regulatory framework.

What have we done so far?
A Consultative Group has been formed which includes members designated by the Director General, members elected by the staff and a representative from the Staff Council. Notable progress has been made in the area of contract reform.

What is planned for 2012?
Phased implementation of short term staff entitlements and consolidated contract types will be a primary focus. It is further foreseen that other chapters of the current SRR will be revised; however, progress on this element of the initiative will depend on the success of the Consultative Group’s resolve to move forward on other chapters of the SRR.

What benefits will this project bring?
Updating the SRRs and introducing a clearer set of contract types simplifies matters for both HR and staff. In particular, it is hoped that the new contractual framework and SRRs will improve the work culture of the Organization by creating a transparent and easily understood contractual framework for all WIPO employees; a framework that is clear in the obligations, rights and benefits of all WIPO employees as well as contracts that are more fair to WIPO short term staff. The updated regulatory framework will then allow the organization-wide ERP system to be designed with the right information.

Roughly what will this project cost?
No direct costs for project itself.

Project Leader: Thérèse Dayer
SMT Champion: Ambi Sundaram
Strengthen Internal Communications

Good internal communication is at the very heart of working as one. In organizations which communicate well, staff are happier, more engaged and more productive. That’s what we want for WIPO. Stronger internal communications should improve the availability of the information we need in our working lives; it should help build understanding of organizational changes and goals; improve our ability to work collaboratively with colleagues across the Organization; and – importantly – should enable all staff to feel involved, raise questions and contribute to discussion.

What have we done so far?
We asked staff to identify the weaknesses and to suggest solutions. Some 130 staff took part in open discussions, which led to 14 key recommendations - all now approved by the DG for implementation. Several “quick wins” were implemented immediately, including measures to improve the Town Hall meetings, expansion of the “Tea with the DG” program and development of a WIPO “netiquette.” An internal communications coordinator has been designated within HRMD.

What is planned for 2012?
2012 will see the start of “Question Time” meetings on human resource and administrative issues. There will also be monthly “What’s New?” sessions where teams can share interesting developments with other colleagues; and the launch of an Inspiring IP Speakers program. Work will begin on internal communications Guidelines to help foster good practice; as well as a set of Tips for Team Meetings. A project framework will be developed for implementation of other more complex, longer term recommendations.

What benefits will this project bring?
WIPO’s effectiveness depends on its staff. Strong internal communications will help equip staff with the information, understanding and shared sense of purpose we need to enjoy our work and to better serve our Member States and stakeholders.

Roughly what will this project cost?
40,000 Swiss francs for specialized advice and services.

Project Leader: Elizabeth March
SMT Champion: Francis Gurry
Realign WIPO’s External Offices to Better Contribute to Strategic Goals

The WIPO External Offices serve an important role in bringing WIPO’s services and cooperation closer to its Member States, stakeholders and partners, and in achieving the Organization’s strategic goals. These cover cost-effective support services in respect of the PCT, the Madrid and Hague Systems, the Arbitration and Mediation Center, collective management, research, development, capacity building, and UN system-wide cooperation, in coordination with the relevant sectors in the Headquarters. Currently, WIPO has four Offices outside of the Headquarters in Geneva, namely, WIPO Brazil Office (Rio de Janeiro), WIPO Japan Office (Tokyo), WIPO New York Office and the WIPO Singapore Office.

What have we done so far?

Three consultations with Member States have taken place since the 2010 General Assemblies and a concept paper has been developed which includes comments from Member States. The WIPO Japan Office has expanded the scope of its activities to support research, development, outreach and capacity building in coordination with WIPO’s Regional Bureau for Asia and the Pacific.

What is planned for 2012?

One of the areas being investigated for 2012 is integrating the 24 hour round-the-clock service from initiative 1 with a “follow-the-sun” strategy, taking advantage of our global presence.

What benefits will this project bring?

Through expanding scope of our external offices, WIPO is able to better promote increased visibility and engagement with global stakeholders and with other UN system organizations. Through follow-the-sun principles, we can serve our stakeholders in a more timely and consistent way.

Roughly what will this project cost?

No direct costs.

Project Leader: Francis Gurry
SMT Champion: Francis Gurry
Culture is the set of norms and traditions adhered to by a group. Our organizational, or “corporate” culture describes our aspirations and the accepted approach to how we operate. Traditionally, WIPO has followed a hierarchical, “vertical” approach to working. The objective of this initiative is to create a more “horizontal” collaborative and engaging cross-functional working environment, where project team members may receive direction from colleagues outside of their functional group.

What have we done so far?
This initiative weaves its way into a number of organizational projects. It has been instrumental in bringing teams from different sectors together to solve a common problem once, rather than numerous times. One example concerns translation technology. Translation groups from PCT, Madrid and the Conference and Language Department are working together to find the best solution for the Organization as a whole.

What is planned for 2012?
In 2012, this initiative will continue to work with its “host” initiatives. One of the biggest engagements will be its contribution to ensuring that SRP initiative 5, concerning the ERP system, is implemented with a focus on project teams being composed of a cross-sector mix of colleagues.

What benefits will this project bring?
This strengthening of the “Working as one” cultural element is expected to contribute to a more productive staff, focused on the objectives of the Organization. Increased efficiencies through pooling of resources and a greater sense of team spirit throughout WIPO would give the opportunity to undertake projects in a matrix organization.

Roughly what will this project cost?
No direct costs.

Project Leader: David Muls
SMT Champion: Trevor Clarke
Define Medium Term Strategic Plan

A Medium Term Strategic Plan, or MTSP, is a management plan which defines exactly what an organization will focus on. Medium Term, for WIPO, is a six-year plan; this plan focuses on the three biennia which make up 2010-2015. The development of WIPO’s MTSP was a landmark achievement and the nine Strategic Goals contained therein have already been absorbed into WIPO.

What have we done so far?
The MTSP was completed in 2010 and has been published on the WIPO public internet site. It takes into account the changing landscape for IP: the “knowledge economy”; geographic changes; the internationalization of science and technology production; globalization and the “knowledge gap”. The development of the Organization’s nine Strategic Goals also guides the work we do. It has close links to SRP initiatives 13 and 14, and has so far channeled the development of organizational Expected Results, and provided a foundation for individual work objectives. In a nutshell, we now know definitively where we are heading.

What is planned for 2012?
2012, particularly, will see the implementation of the MTSP-guided Program and Budget. As we move through the biennium, Program Managers and their teams will implement the Programs that will help the Organization get closer to its Strategic Goals.

What benefits will this project bring?
The MTSP has been instrumental in providing a clear message to stakeholders about our purpose and priorities as an organization. It guides WIPO to focus on the most important issues for the Organization and ensures that work plans are aligned to the Goals. Furthermore, the MTSP provides clarity and transparency for our organizational objectives.

Roughly what will this project cost?
No direct costs.

Project Leader: Naresh Prasad
SMT Champion: Francis Gurry
The objective of this initiative is to put in place a continuous process that will increase our ability to work together and deliver on our nine Strategic Goals. It is a process for connecting people, information and systems to achieve results. A poorly designed organization may suffer from symptoms such as employee frustration, absenteeism, lack of ownership (‘It’s not my job’), duplication of effort, and may work in silos with little regard for the good of the larger organization. Strengthening organizational design will ensure that we are ready to meet the challenges posed by our business requirements.

What have we done so far?
The Organization was consolidated to seven sectors aligned to our Goals, grouping related functions for more efficiency (e.g., creation of the Administration and Management Sector) as well as identifying and filling key positions to develop the skills and competencies required in the Organization. More recently, we have started integrating organizational design in our work planning in order to ensure that we have the adequate human resources necessary to deliver on our key objectives.

What is planned for 2012?
In 2012, we plan to step up our effort to build a more effective organizational design, looking to the future. One key deliverable will be to establish good job design in order to strengthen the recruitment process, increase job satisfaction, and support the efficient utilization of employee skills.

What benefits will this project bring?
This project will ensure that through organizational design we implement workforce planning integrated with Results-Based Management (RBM). All positions in the Organization will be designed to facilitate the Organization’s Strategic Goals, with the workload fairly distributed to the greatest extent possible, so that all employees are clear about their roles and are able to contribute to their best capacity.

Roughly what will this project cost?
140,000 Swiss francs for specialized advice and services.

Project Leader: Adélaïde Barbier
SMT Champion: Binying Wang
Strengthen Results-Based Management

A focus on performance, based on a set of pre-defined goals, is the core element of a Results-Based Management (RBM) approach. An organization with a strong RBM culture centers its operations and decision-making on results to boost its performance, prioritize resources, engage in continuous learning and increase transparency and accountability to its stakeholders.

What have we done so far?
Closely linked with initiative 11 MTSP, this initiative has significantly contributed to enhanced biennial planning with a set of organizational Expected Results linked to the Strategic Goals and a strengthened measurement framework. The Program & Budget (P&B) 2012/13 also includes, for the first time, a results-based budget, and development has been mainstreamed throughout the substantive Strategic Goals in line with the WIPO Development Agenda recommendations. Throughout the planning process, managers have been actively engaged through continuous dialogue and training to better root a strong RBM culture.

What is planned for 2012?
Moving forward into implementation, a flexible and pragmatic approach will be adopted. A monitoring and assessment system is being developed. A results-based planning approach will be incorporated into the nascent country plans to strengthen linkages to results at the national level within WIPO Member States. Throughout 2012, the RBM team will work closely with initiative 5 ERP, to develop systems and tools to support and enable WIPO staff at all levels, to drive the results-based approach deeper into the core of WIPO’s work. Efforts will continue to focus on future planning cycles.

What benefits will this project bring?
These reform initiatives will help to promote greater accountability, deliver better results to WIPO Member States, strengthen project management, promote collaboration, create cross-sectoral synergies and reduce overlaps. Strengthening RBM within WIPO will contribute to ensuring that WIPO is an effective learning organization which engages with its stakeholders in an accountable and transparent manner.

Roughly what will this project cost?
776,000 Swiss francs for projects, specialized advice and services.

Project Leader: Maya Bachner
SMT Champion: Geoffrey Onyeama

ACCOUNTABILITY FOR RESULTS
WIPO’s greatest asset is its staff, so developing competencies in line with changing organizational needs is extremely important. The Performance Management and Staff Development System (PMSDS) is designed to ensure continuous development and improvement through systematic and proactive staff development, close alignment of staff with WIPO’s Strategic Goals, and open dialogue between supervisors and supervisees throughout the year to ensure engagement.

What have we done so far?
PMSDS has been implemented in phases over the past three years (starting in 2009) and is now operating in all areas of WIPO.

What is planned for 2012?
To ensure that PMSDS continues to develop in line with the evolving needs of the Organization, a refinement of the system has been introduced in 2012. These changes include an improved rating scale, a shift in emphasis from evaluation to planning and development, and the linkage of individual objectives with expected Program results.

What benefits will this project bring?
» Proactive staff development: Entering training needs into ePMSDS (about 1,400 per year) enables WIPO to analyze them in a systematic manner, to identify learning priorities and to provide cost-effective cross-sectoral group training solutions;
» Closer alignment with Strategic Goals: PMSDS has increased the awareness of WIPO staff about the Expected Results of their Programs (87 %*) and a high majority of staff (82 %*) believe that their individual objectives relate to those results. The new link in ePMSDS between individual objectives and Expected Results will help WIPO manage delivery of each Expected Result;
» Open Dialogue: PMSDS recommends ongoing performance dialogue between supervisors and supervisees throughout the year. This has had a positive impact, as reflected by the notable increase in staff who state that they have had regular feedback from their supervisor on their performance (2010: 58%*, 2011: 65%*).

*according to the WIPO Core Values Survey

Roughly what will this project cost?
530,000 Swiss francs for training & software development.

Project Leader: Ingrid Bina
SMT Champion: James Pooley
WIPO’s internal control system comprises the tools, procedures and mechanisms in place, which help ensure the integrity of WIPO’s financial and organizational processes. Effective management of risks can be thought of as the overarching principles of which the internal control system is one element. The project’s objective is to first strengthen the existing risk management practices at WIPO, and subsequently ensure that controls are in place to provide assurance to our stakeholders that all is as it should be.

What have we done so far?
The Organization has developed risk registers for all Programs (and most organizational units). These are basically lists of risk areas which could affect a Program’s performance. The WIPO Risk Management Framework (RMF) has been drafted, it lays out a standardized approach to risk management at WIPO. The RMF is based on international standards, and is aligned to other UN system risk frameworks.

What is planned for 2012?
A structured risk management assessment of each of the sectors is planned, followed by an in depth risk assessment of each organizational unit in the Administration and Management Sector. Finally, a focus on internal controls is intended to identify policy and system weaknesses to be addressed.

What benefits will this project bring?
Governance bodies of WIPO are already using risk management principles when considering decisions. Being prepared with agreed risk management information helps everyone involved. A risk approach also focuses attention on the biggest problems facing the Organization and promotes prioritization to mitigate those risks. Finally, strengthening internal controls will provide greater assurance to our stakeholders.

Roughly what will this project cost?
300,000 Swiss francs for specialized advice and services.
WIPO’s economic forecast for future registration and filing volumes is used across the Organization by different sectors to estimate income and expenditure for the coming financial period. An investment policy guides the Organization in the continued prudent management of its liquid funds. The capital planning and management framework provides an overview of the manner in which capital investment projects of the Organization are managed.

What have we done so far?
An extensive study has been undertaken which maps the economic forecast to the revenue generating services and to expenditure, which varies with service usage. Member States have approved the Organization’s Investment Policy, which guides it in its decisions regarding the management of its liquid funds. A capital planning and management framework has been presented to Member States for their information.

What is planned for 2012?
The follow up to the study will require cross-sectoral cooperation to implement its key recommendations over the coming months. An Investment Advisory Committee will be set up within the context of the implementation of the Investment Policy. Further work will also be done to continue to strengthen the implementation of the capital planning and management framework.

What benefits will this project bring?
Better income and expenditure projections for WIPO’s key services have been enabled, resulting in optimized work planning. WIPO’s capital investment projects are better managed and mainstreamed into operational activities.

Roughly what will this project cost?
50,000 Swiss francs for specialized advice and services.

Project Leader: Magdi Bona
SMT Champion: Ambi Sundaram
Establish a Comprehensive Ethics and Integrity System

An ethics system at WIPO has to do with the quality of our professional lives. A values-based system, its aim is to guide us when we find ourselves in a dilemma either because there is no clear rule to apply or because there is a conflict between our personal interests and those of the Organization. It helps to tell us in challenging situations when we risk “crossing the line” and to point us in the right direction.

What have we done so far?
We established an Ethics Office and appointed a Chief Ethics Officer. Articulating the principles of a WIPO Code of Ethics and finding common ground with the Staff Council is an achievement for all concerned. We developed a draft “Whistleblower Protection Policy” (WPP), which provides protection from retaliation for staff members who report suspected wrongdoing in good faith.

What is planned for 2012?
2012 will see a focus on ethics and integrity training, reaching out to all staff, at all levels, to offer guidance and knowledge on ethics and integrity principles and applying them at work. Additional training will be directed to high-risk groups. We plan to issue the WPP and to develop a comprehensive Financial Disclosure Policy (FDP) to help identify and manage operational and reputational risk and conflicts of interest in the Organization.

What benefits will this project bring?
The establishment of a comprehensive ethics and integrity system will enhance mutual trust and respect amongst staff members, between staff and management and between the Organization, its staff and our stakeholders, particularly Member States. This will improve and enhance the working environment and the credibility and thus effectiveness of the Organization.

Roughly what will this project cost?
226,000 Swiss francs for specialized advice, training and services.

Project Leader: Avard Bishop
SMT Champion: Naresh Prasad
Reduce WIPO’s Adverse Impact on the Environment

WIPO plays an important role in actively engaging in efforts to reduce our environmental impact. Our focus is not only within the Headquarters, but also in our interaction with Member States and other stakeholders. For example, reducing the number of printed documents for formal meetings and instead providing electronic media, has been a very successful initiative.

What have we done so far?
Our project focus, institutionalizing environmental awareness has received many commendations externally. Incentives and awareness have encouraged staff to use alternative means to get to work. Our bike-to-work month saw over 100 staff members adapt to this initiative by commuting to work by bicycle, borrowing an electric bike, or having their bike repaired by a technician for free. Our bus pass initiative allowed 200 staff members to use public transport. In the new building, we have a special focus on protecting the environment. Tapped, filtered water saves 23,000 liters of bottled water being bought and shipped to WIPO and our commitment to the greenest electricity tariff in the new building helps fund fully renewable electricity in Switzerland.

What benefits will this project bring?
Being considerate to the environment is our first goal with this initiative. Some activities result in an immediate cost reduction to WIPO, such as lighting sensors, while other activities require more investment before they break even. Overall, our actions in this area are in keeping with our commitment to the public at large.

What is planned for 2012?
In 2012, our focus will continue to be two fold: reducing energy consumption in our premises and encouraging alternative transport options, including another bike-to-work month, incentives for using public transport and car-sharing.

Roughly what will this project cost?
Approximately 500,000 Swiss francs annually over the next few years with most investments paying for themselves within two to five years.

Project Leader: Isabelle Boutillon
SMT Champion: Christian Wichard
Improve Accessibility to WIPO Campus and Services

WIPO aims to “take appropriate measures to ensure to persons with disabilities access, on an equal basis with others, to the physical environment, to transportation, to information and communications, including ICT systems, and to other facilities and services open or provided to the public” (The UN Convention on the Rights of Persons with Disabilities).

What have we done so far?
A preliminary study has been undertaken which identifies some of the basic shortfalls of the current building equipment. For example, visually impaired persons would benefit from Braille signs in elevators and by the improvement of some access ramps, which are currently noncompliant. We have also implemented a policy to ensure that WIPO website content is adapted for persons with disabilities.

What is planned for 2012?
The next step is to solidify the initial study findings into an architectural audit, which will detail all the actions required in certain buildings to reach full compliance. Once this detailed audit is complete, we can prioritize implementation of the recommended modifications. The continued application of the website content policy will further bolster our reach to persons with disabilities.

What benefits will this project bring?
Ensuring fair access to all stakeholders is important to WIPO and this initiative reflects our commitment to persons with disabilities. Upon completion of the project, WIPO will boast premises compliant with the highest standards of accessibility.

Roughly what will this project cost?
80,000 Swiss francs for specialized advice and services.

Project Leader: Isabelle Boutillon
SMT Champion: Francis Gurry