Opening remarks

Since October 2008, the Organization has been engaged in an intensive process of change. The pace of technological evolution and the shift in the geographic landscape of innovation place great strain on an Organization built on a structure of permanence. The challenges range from ensuring that copyright keeps pace with the world of digital media and the need for our IP registration services to meet demands for a wider array of language competencies than exist within our current workforce. The reform of our contractual framework and the revised organizational structure will enable WIPO to be fit-for-today and more flexible for the future.

We have faced challenges arising from changing customer expectations. We realized that our customers needed round-the-clock availability of enhanced service. In response, we set up a Customer Service Center and trained staff across the Organization on service orientation. We remain focused on providing the best, timely advice and service to our stakeholders.
Our core value of “working as one” brings staff together from across the Organization to make WIPO stronger. We have implemented several initiatives to increase knowledge sharing across the Organization. The enthusiasm with which our staff have seized these opportunities to bring about some of the greatest improvements has been admirable.

Every staff member has been encouraged to feel accountable for their results, both at an individual and Organizational level. We now have a well-understood organizational results framework that starts at the level of our Strategic Goals and cascades through our Programs and units to individual work objectives. We have integrated risk management fully into our planning, monitoring and reporting processes. We have benefited greatly from the engagement of our oversight bodies that have helped strengthen our internal controls.

Following global best practice we have established an Ethics Office, a code of Ethics and a whistleblower protection policy. We have provided ethics training for every staff member. We have taken steps to reduce our carbon footprint and have made improvements to accessibility to open WIPO’s campus and services to all.

Witnessing the culture shift and the effects of the new systems, processes and frameworks being put in place has been a demanding, but rewarding experience. It has also been a continuous learning curve for all involved. The creation of a “learning WIPO” is one of the major outcomes of the Strategic Realignment Program (SRP).

We now move into a phase of “continuous improvement”. We take the meaning literally - each year we want to continue, sustain and build upon the improvements we achieve. This is why we built senior management ownership into the process from an early stage and are embedding the gains and resulting operations from the SRP firmly in our Programs.

While the SRP formally concluded in December 2012, I believe that WIPO and our stakeholders will continue to reap the benefits for many years to come.

Francis Gurry  
Director General  
April 2013
The Strategic Realignment Program

The SRP was started in 2008 as a comprehensive response to the call from our Member States for an organizational improvement program. The goal was to equip WIPO to deal more effectively with the emerging challenges we faced as an Organization in a rapidly changing environment.

The SRP aimed to streamline the Organization’s structures and systems. It aimed to make us more professional, by instilling best practices and processes into our daily work. Furthermore, it aspired to bring about cultural change, encouraging staff to live the four core values of service orientation; working as one; accountability for results; and environmental, social and governance responsibility.

This booklet presents the results of the 19 initiatives which made up the SRP – each summarized under the core value to which it contributed most. Each section shows what we achieved and how we achieved the goals of each initiative. A summary of the results of the staff survey for each value concludes each section.

The Strategic Goals

WIPO has nine Strategic Goals:

Substantive Goals

II. Provision of Premier Global IP Services
III. Facilitating the Use of IP for Development
IV. Coordination and Development of Global IP Infrastructure
V. World Reference Source for IP Information and Analysis
VI. International Cooperation on Building Respect for IP
VII. Addressing IP in Relation to Global Policy Issues

Enabling Goals

VIII. A Responsive Communications Interface between WIPO, its Member States and all stakeholders.
IX. An Efficient Administrative and Financial Support Structure to Enable WIPO to deliver its Programs
WIPO’s Mission

Our mission is to lead the development of a balanced and effective international IP system that enables innovation and creativity for the benefit of all.

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

The objective of our core value of service orientation is to ensure that we know our customers and stakeholders better, and they know and see that we are strongly focused on their needs and expectations. Four initiatives contributed to improving service orientation at WIPO, each one changing the way we do things.

We found that customers’ expectations were increasing and that they wanted to be able to communicate quickly and easily with the right person or sector in various ways: over the phone, in person, via e-mail, letter or fax and through the website and social media.

Our new Customer Service Center responds to the many enquiries not requiring expert knowledge, runs a 24-hour phone service, and ensures that specialized requests are routed efficiently to the right place throughout the Organization. Colleagues from all sectors dealing with customers’ external enquiries have received training in customer service soft skills, as well as in the use of our ticketing system to ensure that we offer a pleasing and efficient experience to everyone who contacts us.

We also analyzed and implemented policies to improve the availability of our systems, even during a period of disruption – ensuring our Business Continuity plan is sound.

To reinforce our identity as the international forum dedicated to making IP work for innovation and creativity, we reviewed the WIPO “brand” – the way we communicate about our Organization and our values. We conducted a comprehensive stakeholder perceptions assessment to measure both external and internal perceptions of WIPO and how we could improve them. We designed a new, forward-looking logo and corporate identity, and developed a branding strategy. We increased the reach of our external communications by making WIPO publications available in more languages, and by substantially expanding our footprint in social media through our presence on Twitter, Facebook, Flickr and Scribd. And we completed the groundwork for the complete overhaul of the WIPO website.
Our improved customer experience
The story of Lee, an inventor located in Canada who submits an international patent application.

Lee wants to know how to file a patent application on WIPO’s website. He finds out in less than a minute.

That was very easy!

1. Lee wants to know how to file a patent application on WIPO’s website. He finds out in less than a minute.

The initiatives illustrated by Lee’s story

**Improving customer service**
We put in place a new Customer Service Center, strengthened our customer service structure and processes, trained staff in service orientation, measured customer satisfaction and provided better technology.

**Strengthening communications and branding**
We introduced a new logo and developed a branding strategy. We engaged with our stakeholders through social media and prepared the launch of a user-oriented, forward-looking web site. We made WIPO publications available in more languages.
2. Lee realizes that he doesn’t understand one of the requirements and calls WIPO’s customer service. At this time, the Geneva headquarters are closed. But Nina, an operator in the New York office, takes the call.

3. After Nina successfully solved his problem, Lee submits his application. To relax, he checks WIPO’s Twitter account. He sees that WIPO is hosting an exhibition on 3D printing in Geneva.

4. Knowing that his company is about to change its corporate identity, Lee gets interested in WIPO’s new logo.

Supporting marketing and business development
We commissioned an independent study to analyze how we could improve the marketing and pricing of WIPO’s services so as to encourage greater use.

Ensuring business continuity
We analyzed all our business processes to identify which ones were most critical to our stakeholders. We put in place a business continuity management strategy, to ensure that we keep our services available, even if an unexpected interruption occurs.
## Results

<table>
<thead>
<tr>
<th>WHAT?</th>
<th>HOW?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Improve customer interface and experience</strong></td>
<td><strong>New Customer Service Center created in 2010. Enquiry processing application deployed.</strong></td>
</tr>
<tr>
<td>Improved response to customer enquiries on all WIPO subject areas and enquiry processing streamlined.</td>
<td></td>
</tr>
<tr>
<td>Areas for improvements identified via customer expectations.</td>
<td>Measurement and ongoing monitoring of customer satisfaction with WIPO’s service orientation.</td>
</tr>
<tr>
<td>Quality of the services provided strengthened, including extended phone service.</td>
<td>Implementation of the round-the-clock customer service. Staff trained on service orientation.</td>
</tr>
<tr>
<td><strong>2. Strengthen external communications and branding</strong></td>
<td><strong>New logo, visual identity and branding strategy.</strong></td>
</tr>
<tr>
<td>A clearer, more consistent and recognizable image.</td>
<td>A &gt;60% increase in WIPO’s social influence score.</td>
</tr>
<tr>
<td>A &gt;60% increase in WIPO’s social influence score.</td>
<td>New WIPO social media presences on Twitter, Facebook, Flickr and Scribd.</td>
</tr>
<tr>
<td>Procedures to ensure the quality and relevance of WIPO publications.</td>
<td>Increased language availability of WIPO core publications (&gt;70%); New Publications Board</td>
</tr>
<tr>
<td><strong>3. Support marketing and business development</strong></td>
<td><strong>Market and pricing analysis for WIPO’s fee-paid services.</strong></td>
</tr>
<tr>
<td>New initiatives on marketing and pricing.</td>
<td>Greater awareness and external validation of customer perceptions.</td>
</tr>
<tr>
<td>Greater awareness and external validation of customer perceptions.</td>
<td>Documented perceptions of service users who were interviewed by consultants.</td>
</tr>
<tr>
<td>Joint cross-sectoral initiatives.</td>
<td>Recommended closer cooperation between WIPO’s fee-based services.</td>
</tr>
<tr>
<td><strong>4. Ensure Business Continuity</strong></td>
<td><strong>Business continuity plan and policy issued.</strong></td>
</tr>
<tr>
<td>Better preparedness in case of business disruption.</td>
<td></td>
</tr>
</tbody>
</table>
WHAT THE SURVEY SAYS

<table>
<thead>
<tr>
<th>Percentage of staff respondents who agree.</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>increase</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>External Service orientation is good or excellent.</td>
<td>n/a</td>
<td>53 %</td>
<td>61 %</td>
<td>+ 8 %</td>
<td>+ 15 %</td>
</tr>
<tr>
<td>The quality of services delivered internally to WIPO is good or excellent.</td>
<td>n/a</td>
<td>37 %</td>
<td>52 %</td>
<td>+ 15 %</td>
<td>+ 40 %</td>
</tr>
<tr>
<td>We in WIPO find it important to deliver good service to our colleagues.</td>
<td>n/a</td>
<td>70 %</td>
<td>78 %</td>
<td>+ 8 %</td>
<td>+ 11 %</td>
</tr>
<tr>
<td>We in WIPO incorporate feedback to improve our services.</td>
<td>55 %</td>
<td>50 %</td>
<td>64 %</td>
<td>+ 9 %</td>
<td>+ 16 %</td>
</tr>
</tbody>
</table>

Service orientation at WIPO has improved according to staff who responded to an annual survey.

SRP RESULTS FRAMEWORK
A results framework was prepared which set out to evaluate whether the improvements in service orientation were seen throughout the Organization.

» Stakeholder satisfaction
» Business units’ Service orientation
» WIPO service orientation
» Awareness of WIPO and IP

For the full framework please visit our internet site at:
Working as One

Four years ago, different parts of WIPO were so focused on their own objectives that efficiencies in the context of WIPO as a whole were not seen as a priority. Through the SRP, we aspired to be an organization that collaborates more, shares more information and works as one entity.

Six initiatives were grouped under this value to focus on our systems, our regulatory framework and our organizational behavior. We launched an initiative to improve our internal communications, top down, horizontally and, not forgetting, bottom up. Among many other improvements, Town Hall meetings were more structured, the Director General met with groups of staff for tea-time discussions each month, and colleagues from right across the Organization came together in informal “What’s New” sessions throughout the year to share information with each other.

We updated the foundation of our staff-administration framework, by thoroughly revising the Staff Regulations and Rules (SRR). We implemented the International Civil Service Commission (ICSC) contractual framework, giving short-term employees staff contracts, with a range of enhanced benefits. Between May 2009 and February 2013, we regularized 107 of our long-serving colleagues on short-term contracts through a competitive process, resulting in their appointments to fixed-term posts. Additionally, we implemented measures to support work-life balance. All this contributed to a more harmonized work place.

We began the expansion of our Enterprise Resource Planning (ERP) solution and developed an ICT strategy. We trained staff in project management and updated ICT policies and processes to ensure that decisions about our technology investments are in line with business priorities and the Medium Term Strategic Plan.
Our collaborative working culture
The story of Naomi, who applies for a project manager position at WIPO: she gets the job.

Implementing an ERP system
At the end of 2013, “AIMS Evolution” will transform our basic administrative data into “intelligent” information and enable us to analyze our performance. Its true impact will lie in helping us to work “smarter” together – from administrative staff to senior managers.

Improving our ICT framework
ICT governance has been strengthened to ensure cost-effective investment in the medium term. Through project management training, staff have learned to plan and manage IT projects in a more integrated way using an organization-wide project registration system.

Revising Staff Regulations and Rules
Our new modernized staff regulatory framework provides the Organization with a streamlined contractual framework, ensuring clarity and transparency in staff contracts, and paving the way for a more flexible workforce.

The initiatives illustrated by Naomi’s story

1. After her interview at WIPO, Naomi learns that she got the job! On joining WIPO Naomi’s information needs to be filled in different systems and forms. Omar, an HR assistant, helps her out.

Sorry for this administrative overhead. We’re about to adopt a fully-integrated HR system. It will be much easier in the future.

0. Naomi reads WIPO’s Staff Regulations and Rules that have been recently updated.

Our collaborative working culture
The story of Naomi, who applies for a project manager position at WIPO: she gets the job.

The initiatives illustrated by Naomi’s story

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Revising Staff Regulations and Rules
Our new modernized staff regulatory framework provides the Organization with a streamlined contractual framework, ensuring clarity and transparency in staff contracts, and paving the way for a more flexible workforce.
Naomi, the project manager

Flexible work week

40h

Illustrations: LargeNetwork/ Christian Bili

Naomi reads WIPO’s Staff Regulations and Rules that have been recently updated.

During her first day on the job, Naomi attends a “What’s New” meeting: one employee presents his ongoing projects to more than 100 staff members. The topic: WIPO’s new Beijing Treaty on Audiovisual Performances.

Naomi starts her own project. She is offered to attend a 5-day training program in project management. She goes to a class given by a coach called Tara.

Communicating better with each other

Staff met in ten cross-sectoral groups to improve internal communications resulting in 14 practical actions and initiatives which were designed to bridge gaps, break down “silos”, create feedback opportunities, and encourage more informal sharing of information.

External Offices - following the sun to work as one

We found that we could exploit an opportunity by using our external offices to provide a point of contact for customers, even when our Geneva headquarters is closed. This strategy, known as “follow the sun”, now enables our customers to contact WIPO around the clock.

Strengthening our “working as one” culture

We fostered cross-sectoral projects to encourage horizontal cooperation and to break down the “silo” culture within the Organization. The initial positive effects of this approach are reflected in the staff survey through the improved perception of the “working as one” culture.
<table>
<thead>
<tr>
<th><strong>WHAT?</strong></th>
<th><strong>HOW?</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5. Implement enterprise resource planning (ERP)</strong></td>
<td>Human resource and financial information on the same platform to ensure comprehensive analysis and reporting.</td>
</tr>
<tr>
<td></td>
<td>Annual work plans are driven by biennial plans. Actual resource utilization can be monitored by results and indicators.</td>
</tr>
<tr>
<td></td>
<td>Business and performance analytics drives Organizational decisions.</td>
</tr>
<tr>
<td><strong>6. Improve ICT framework</strong></td>
<td>Strengthened, timely ICT governance; ICT investments aligned to business priorities.</td>
</tr>
<tr>
<td></td>
<td>Improved project management.</td>
</tr>
<tr>
<td></td>
<td>Ability to act on ICT misuse.</td>
</tr>
<tr>
<td><strong>7. Revise enabling regulatory framework for HR management</strong></td>
<td>Modernized comprehensive SRR, in line with ICSC standards and best practices in the UN common system.</td>
</tr>
<tr>
<td></td>
<td>Efficient, clear and transparent regulatory and contractual frameworks.</td>
</tr>
<tr>
<td><strong>8. Strengthen internal communications</strong></td>
<td>82% of survey respondents said the “What’s New” program had made a positive difference to internal communication.</td>
</tr>
<tr>
<td></td>
<td>69% of survey respondents said that the “Learning at WIPO” program had made a positive difference to internal communication; 58% said that the HR’s regular information sessions program had made a positive difference.</td>
</tr>
</tbody>
</table>
9. Realign WIPO’s external offices to better contribute to Strategic Goals

<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>The 2014/15 Biennial plan includes the plans and strategies for External offices.</td>
<td>Two consultations with Member States regarding the policy for External Offices.</td>
</tr>
</tbody>
</table>

10. Strengthen “Working as one” culture

| More nimble and effective cooperation across Sectors and Departments within the Organization. | Introduction and increasing reliance on matrix cooperation models. |

WHAT THE SURVEY SAYS

<table>
<thead>
<tr>
<th>Percentage of staff respondents who agree…</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>increase</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>We in WIPO “work as one”</td>
<td>29 %</td>
<td>37 %</td>
<td>56 %</td>
<td>+ 27 %</td>
<td>+ 92 %</td>
</tr>
<tr>
<td>I feel committed to WIPO’s four Core Values</td>
<td>86 %</td>
<td>81 %</td>
<td>94 %</td>
<td>+ 8 %</td>
<td>+ 9 %</td>
</tr>
<tr>
<td>The Organization communicates effectively to staff</td>
<td>n/a</td>
<td>44 %</td>
<td>66 %</td>
<td>+ 22 %</td>
<td>+ 50 %</td>
</tr>
<tr>
<td>I find it easy to work collaboratively with colleagues across sectors on common projects</td>
<td>46 %</td>
<td>52 %</td>
<td>68 %</td>
<td>+ 21 %</td>
<td>+ 46 %</td>
</tr>
</tbody>
</table>

Working as one at WIPO has improved according to staff who responded to an annual survey.

SRP RESULTS FRAMEWORK

A results framework was prepared which set out to evaluate whether the improvements in working as one were seen throughout the Organization.

» Identification with Core Values
» Enabling infrastructure
» Efficient administration
» Financial closure compliance

For the full framework please visit our internet site at: www.wipo.int/about-wipo/en/strategic_realignment/results_framework.html
Accountability for Results

Better accountability is the result of integrating organizational and individual performance management, strategic planning and delegation of authority.

Six initiatives linked together to reinforce their benefits, creating an Organization which manages for results. The Medium Term Strategic Plan 2010 – 2015 now provides the strategic guidance for our work in the medium term. We have implemented a comprehensive Enterprise Performance Management (EPM) system, to allow the impact of our work to be measured and to promote decision-making based on return on investment. In the 2012/13 biennium, the EPM system (part of SRP initiative 5) provided first generation tools to support annual work planning and biennial planning processes enhancing cross organizational analytical capabilities. An organizational risk management system was put in place to allow managers to handle the uncertainty relating to the achievement of Expected Results.

Achieving results requires the individual contribution of every staff member. Our Performance Management and Staff Development System (PMSDS) enables us to track staff performance and to manage staff development needs. It ensures that individual work objectives are aligned to organizational Expected Results and so helps us understand how what we each do makes a difference.

Through our organizational design and strategic workforce planning initiative, we aim to ensure that the Organization's structure and functions are best aligned to support WIPO's work, focusing on the desired results. Improvements in our financial management have strengthened links between internal forecasting systems.
How we manage for results

The story of Dara, who became a section head in the Madrid Registry for trademarks after one year at WIPO.

The initiatives illustrated by Dara’s story

Medium Term Strategic Plan (MTSP)
Our MTSP, together with the Member States’ comments, sets the strategic direction for the Organization. It defines the Organization’s nine Strategic Goals.

Organizational design
Our biennial planning now integrally includes strategic planning for the human resources that we need to achieve our Organizational Expected Results and priorities. Organizational design looks to the future, pro-actively anticipating evolving needs to ensure that the Organization is positioned to meet its objectives.

Managing performance
We have developed a holistic, simple to understand results framework. Each Strategic Goal from the MTSP has Organizational expected results defined for it and we then ensure that we expend effort and funds effectively to achieve them.
The initiatives illustrated by Dara’s story

**Medium Term Strategic Plan (MTSP)**

Our MTSP, together with the Member States’ comments, sets the strategic direction for the Organization. It defines the Organization’s nine Strategic Goals.

**Organizational design**

Our biennial planning now integrally includes strategic planning for the human resources that we need to achieve our Organizational Expected Results and priorities. Organizational design looks to the future, pro-actively anticipating evolving needs to ensure that the Organization is positioned to meet its objectives.

**Managing performance**

We have developed a holistic, simple to understand results framework. Each Strategic Goal from the MTSP has Organizational expected results defined for it and we then ensure that we expend effort and funds effectively to achieve them.

**Implementing PMSDS**

The Performance Management and Staff Development System (PMSDS) has matured over the years in scope, acceptance and application. Every year, supervisors and supervisees jointly establish individual work objectives, which contribute to the Organizational Expected Results defined in the results framework.

**Controlling risks**

We have developed a risk management framework which allows risks that put an Organizational Expected Result in jeopardy to be identified, prioritized and addressed. We have cultivated a “risk culture”, where discussing risks is often the most effective way to get to the heart of the matter.

**Managing financial resources better**

We have a better understanding of the relationships between our expenditure vs. revenue and we have implemented the IPSAS accounting standards bringing strengthened accountability and transparency and we now have a results-based budget.

---

2 Dara attends a Program and Budget planning meeting for trademarks and presents one of her section’s projects. Amir, a risk manager, is skeptical about the political stability in the project’s country, but Dara defends her idea.

3 During the meeting, another section head presents his project, which takes place in the same country. Dara sees that they should coordinate their work in order to save money.

4 Back in her office, Dara meets with one of her team members to check on his performance. This kind of staff meeting takes place up to three times a year.

---

Illustrations: LargeNetwork/ Christian Bili

Dara reads WIPO’s Medium Term Strategic Plan 2010-2015, which explains the Organization’s nine Strategic Goals.

During the meeting, another section head presents his project, which takes place in the same country. Dara sees that they should coordinate their work in order to save money.

“Well, that’s what risk management is for... We constantly record the risks and make an alternative plan in case such an event occurs.

Back in her office, Dara meets with one of her team members to check on his performance. This kind of staff meeting takes place up to three times a year.

Let’s talk about your individual work objectives and your personal development. As you know, your tasks should contribute directly to our Program’s Expected Results and ultimately to WIPO’s Strategic Goals...

Yes, now I can see how I contribute. I am looking forward to the training we have identified!
## Results

<table>
<thead>
<tr>
<th>WHAT?</th>
<th>HOW?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>11. Define medium term strategic plan (MTSP)</strong></td>
<td>Concise understanding of mandate from all stakeholders.</td>
</tr>
<tr>
<td></td>
<td>MTSP with Member States’ comments guide Organization’s work.</td>
</tr>
<tr>
<td><strong>12. Develop WIPO organizational design</strong></td>
<td>Efficient grouping of related functions and alignment with Strategic Goals.</td>
</tr>
<tr>
<td></td>
<td>Greater clarity and transparency for staff and administration, enabling strengthened performance and career management.</td>
</tr>
<tr>
<td></td>
<td>Organizational design clarity, both internally and externally.</td>
</tr>
<tr>
<td><strong>13. Strengthen results-based management (RBM)</strong></td>
<td>Strengthened focus on priorities/results Resources allocated where it counts; Better decisions.</td>
</tr>
<tr>
<td></td>
<td>Better coordination of work across the Organization Greater transparency for staff and administration.</td>
</tr>
<tr>
<td></td>
<td>Mainstreaming of development across the Strategic Goals</td>
</tr>
<tr>
<td><strong>14. Implement performance management and staff development system (PMSDS)</strong></td>
<td>We can analyze needs in a systematic manner, to identify learning priorities and to provide cost-effective cross-sectoral group training sessions.</td>
</tr>
<tr>
<td></td>
<td>Increase in performance dialogue; A high awareness from staff about the expected results of their Programs: 90% of staff believes that their individual work objectives are linked to their Program’s expected results.</td>
</tr>
<tr>
<td><strong>15. Strengthen risk management and internal control system</strong></td>
<td>Improved management and discussion about risks reduces risk to WIPO.</td>
</tr>
<tr>
<td></td>
<td>Greater assurance to stakeholders regarding WIPO’s ability to control uncertainty.</td>
</tr>
</tbody>
</table>
16. Strengthen the management of financial resources

<table>
<thead>
<tr>
<th>Improved revenue generation and expenditure planning, implementation and monitoring aids better decision-making and financial planning.</th>
<th>Mapping the economic forecast to the revenue generating services and to expenditure.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinforced ability for effective and efficient use of resources.</td>
<td>Strengthened and improved financial and budgetary policies and procedures.</td>
</tr>
<tr>
<td>Strengthened responsible spending culture and accountability for delivery of results.</td>
<td>Improved financial and management reporting.</td>
</tr>
</tbody>
</table>

WHAT THE SURVEY SAYS

<table>
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<tr>
<th>Percentage of staff respondents who agree…</th>
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<th>2011</th>
<th>2012</th>
<th>increase</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>We in WIPO are accountable for results</td>
<td>59 %</td>
<td>68 %</td>
<td>80 %</td>
<td>+ 21 %</td>
<td>+ 36 %</td>
</tr>
<tr>
<td>I am aware of expected results to which my program contributes</td>
<td>88 %</td>
<td>87 %</td>
<td>91 %</td>
<td>+ 3 %</td>
<td>+ 3 %</td>
</tr>
<tr>
<td>My supervisor provides regular feedback on my performance</td>
<td>58 %</td>
<td>65 %</td>
<td>72 %</td>
<td>+ 14 %</td>
<td>+ 24 %</td>
</tr>
<tr>
<td>I am satisfied with my learning opportunities at WIPO</td>
<td>n/a</td>
<td>56 %</td>
<td>67 %</td>
<td>+ 11 %</td>
<td>+ 20 %</td>
</tr>
</tbody>
</table>

Accountability for results has improved at WIPO according to staff who responded to an annual survey.

SRP RESULTS FRAMEWORK

A results framework was prepared which set out to evaluate whether the improvements in accountability for results were seen throughout the Organization.

» Organizational performance
» Individual performance
» Identification of goals
» Financial sustainability

For the full framework please visit our internet site at:
Environmental, Social and Governance Responsibility

We see the three initiatives under this value all contributing to strengthening our responsibilities in the areas of the environment, society and good governance. But these three initiatives are only the beginning of what we see as our obligations in these areas.

Sound business ethics are at the heart of good governance and enhance mutual trust and respect within WIPO and with those with whom we interact. Formal policies and guidelines are the physical displays of our commitment in this area. We established an Ethics Office in 2010 to develop a comprehensive ethics and integrity system at WIPO. This includes providing advice to WIPO personnel faced with ethical issues and which complements other services, such as those of our Ombudsperson. Following wide consultation with staff, we published the WIPO Code of Ethics - based closely on the United Nations’ code – which seeks to reflect and reinforce a shared understanding of what professional ethics means at WIPO. We also adopted a whistleblower protection policy and delivered interactive customized professional ethics training courses to every member of WIPO personnel.

We undertook a number of measures to promote our environmental awareness. Initiatives such as bike-to-work month and free day public transport passes helped promote alternative ways for staff to commute. Our new building has a stream of environmentally conscious features, such as tapped drinking water fountains and lake-water cooling system.

Strengthening our social responsibility, we have improved the accessibility of our website for people with visual impairments or print disabilities. Conscious of the need to improve physical access to our campus, we undertook an architectural study so that we can take measures to improve access in particular for persons using wheelchairs and those with other physical and sensorial disabilities.
Taking our responsibility
The story of Sam, who works in the Internet dispute resolution section of the WIPO Arbitration and Mediation.

1 Sam arrives at the office on an electric bike lent by WIPO, which encourages its employees to use alternative means of transport and reduce their carbon footprint.

Sam, the AMC specialist

It’s such a pleasure to commute by bike...

...the fresh air reminds me of the cooling system in WIPO’s new buildings: it uses lake water!

The initiatives illustrated by Sam’s story

Establishing a comprehensive Ethics and Integrity System
Our business ethics training program gave staff an opportunity to learn about our Code of Ethics and how to recognize and manage a conflict of interest, whilst maintaining impartiality and independence in their work. It sought to reassure staff that they can obtain confidential advice to help guide them to do the right thing.

Reducing WIPO’s adverse impact on the environment
We distributed free day bus passes to encourage staff to use greener means of transport and we dedicated a month to promoting the use of bikes, which included offering electric bike trials and labor-free bike repair stands. We undertook a number of activities to reduce waste.

Improving accessibility to WIPO campus and services
We have taken the first steps to improve our services for persons with physical disabilities or visual impairment, including making our website content accessible. Our new buildings have spaces which can be accessed by all and an architectural study details modifications recommended for existing buildings.

Internal Audit & Oversight Division
HR

Ombudsman

Ethics

Sam, the AMC specialist

It’s such a pleasure to commute by bike...

...the fresh air reminds me of the cooling system in WIPO’s new buildings: it uses lake water!

Internal Audit & Oversight Division
HR

Ombudsman

Ethics

Sam, the AMC specialist

Oh, I see: in my case, I need to ask the Ethics office.

You have to ignore your prejudices and base your decision on purely objective criteria.

You know, I feel biased sometimes.
To build a strong ethical culture we need clear values and principles which we all share and understand. Shared ethical values help us work as one; they guide our conduct and decisions; and they make WIPO an organization that we feel proud and happy to work for.

Francis Gurry  
Director General
### Results

<table>
<thead>
<tr>
<th>WHAT?</th>
<th>HOW?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>17. Establish a comprehensive ethics and integrity system</strong></td>
<td>Greater understanding of obligations and commitment of WIPO to highest professional ethical standards.</td>
</tr>
<tr>
<td></td>
<td>Building common understanding of ethical values and principles relevant to all WIPO personnel.</td>
</tr>
<tr>
<td></td>
<td>Ensuring protection from retaliation for those who speak up so that there is a safe alternative to silence.</td>
</tr>
<tr>
<td><strong>18. Reduce WIPO’s adverse impact on the environment</strong></td>
<td>Decrease in the number of personal car users during the period of the campaign.</td>
</tr>
<tr>
<td></td>
<td>Reduction of consumables decreases WIPO’s activities adverse environmental impact (about 40% of the total office space and total employees of WIPO are located in the New Building).</td>
</tr>
<tr>
<td></td>
<td>Reduction of paper consumption, as well as reduction of share of transportation.</td>
</tr>
<tr>
<td></td>
<td>Reduction of energy consumption expected.</td>
</tr>
<tr>
<td><strong>19. Improve accessibility to WIPO campus and services</strong></td>
<td>Provides WIPO with greater understanding of what is required to reach the highest standards of accessibility. Will serve as a basis for WIPO to select and prioritize architectural improvements to be made.</td>
</tr>
<tr>
<td></td>
<td>Improved website accessibility for persons with disabilities.</td>
</tr>
</tbody>
</table>
WHAT THE SURVEY SAYS

<table>
<thead>
<tr>
<th>Percentage of staff respondents who agree…</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>increase</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>We in WIPO care about the environment</td>
<td>73 %</td>
<td>64 %</td>
<td>70 %</td>
<td>- 3 %</td>
<td>- 4 %</td>
</tr>
<tr>
<td>WIPO plays an important role for society at large</td>
<td>72 %</td>
<td>77 %</td>
<td>82 %</td>
<td>+ 10 %</td>
<td>+ 14 %</td>
</tr>
<tr>
<td>I am aware of WIPO's ethics principles</td>
<td>77 %</td>
<td>74 %</td>
<td>96 %</td>
<td>+ 19 %</td>
<td>+ 25 %</td>
</tr>
<tr>
<td>We in WIPO are committed to ethical principles</td>
<td>63 %</td>
<td>62 %</td>
<td>70 %</td>
<td>+ 7 %</td>
<td>+ 11 %</td>
</tr>
<tr>
<td>I would recommend WIPO as a good place to work</td>
<td>n/a</td>
<td>74 %</td>
<td>88 %</td>
<td>+ 14 %</td>
<td>+ 19 %</td>
</tr>
</tbody>
</table>

Environmental, social and governance responsibility has generally improved at WIPO according to staff who responded to an annual survey.

SRP RESULTS FRAMEWORK

A results framework was prepared which set out to evaluate whether the improvements in environmental, social and governance responsibility were seen throughout the Organization.

» Ethical manner
» Staff: diversity and equality
» Caring about the environment

For the full framework please visit our internet site at: www.wipo.int/about-wipo/en/strategic_realignment/results_framework.html
WIPO’s Strategic Realignment Program (SRP) was conceived in October 2008 and implemented between 2010 and the end of 2012, with the aim of reforming the Organization to make it more effective, transparent, efficient and responsive. It mobilized management and staff to embed four Core Values in the organizational culture and to implement 19 separate initiatives, each led by a senior official and championed by a member of the Senior Management Team. This brochure highlights the main achievements of the SRP and shows how staff opinion shifted markedly between December 2010 and February 2013.

For more information contact WIPO at www.wipo.int

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