

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

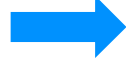
Internal Oversight Division

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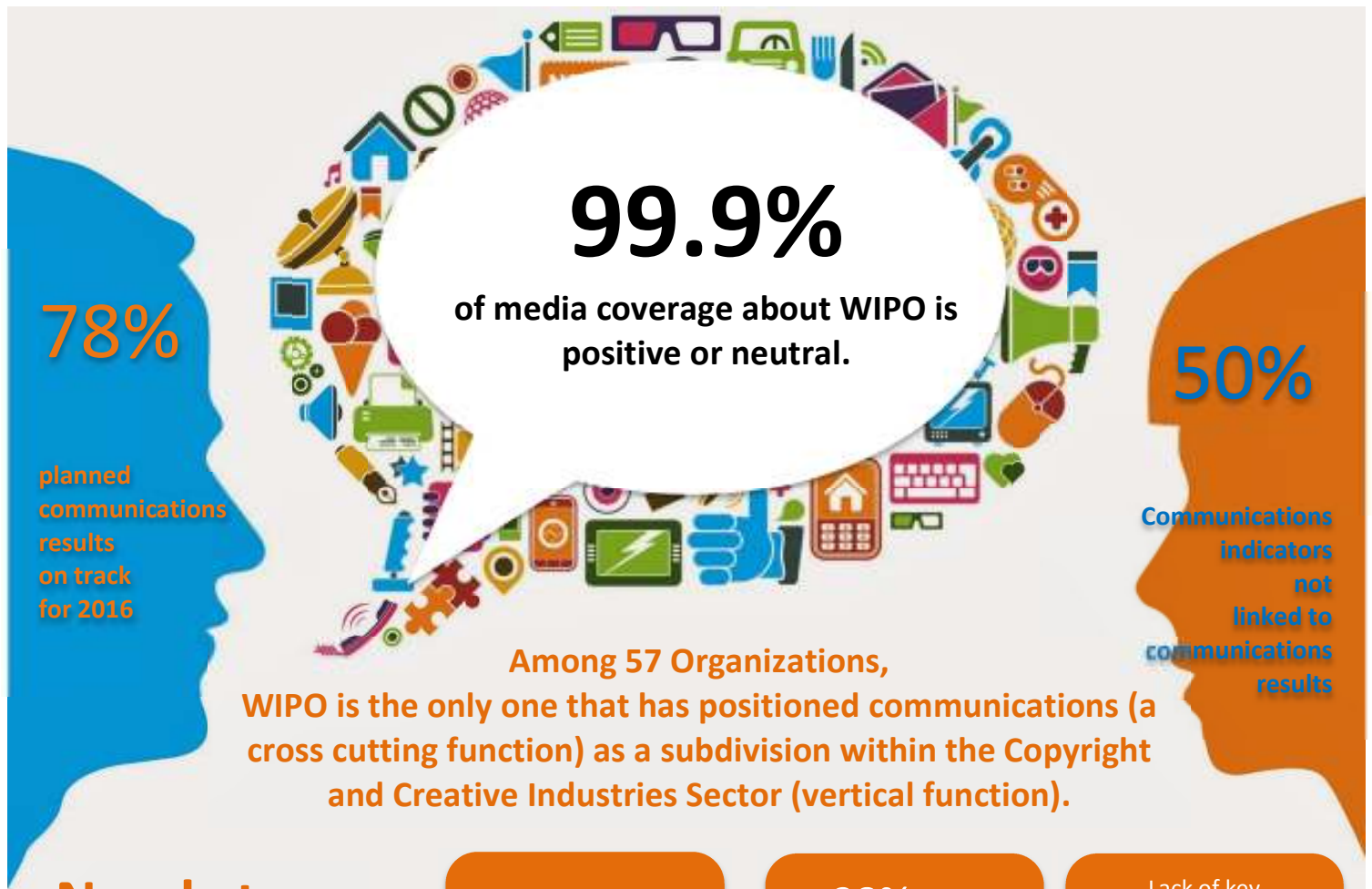
Good practices



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

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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.

1. BACKGROUND

7. The Internal Oversight Division (IOD) included in its 2017 Oversight Plan the evaluation of WIPO's corporate communications activities. This report presents the results of the evaluation, which was conducted between March and July 2017. The following communications definitions have been applied during this evaluation:

8. "Corporate communication is an instrument of management that has the task to harmonize all the consciously used forms of internal and external communication, including their stakeholders"⁵.

9. Communication activities refer to structured and systematic outreach activities aimed to increased awareness and understanding of the role of Intellectual Property (IP), WIPO's role, services and products carried out to communicate and engage with the external stakeholders who contribute to the brand and reputation of the Organization. Structure and systematic meaning that they are part of WIPO's work plan.

10. The CD (Program 19) is the primary stakeholder for this assessment. A secondary stakeholder is the Senior Management Team (SMT) as communication activities are spread across the Organization.

11. The CD reports to the Deputy Director General (DDG), Copyright and Creative Industries. It contributes to WIPO's SG VIII: A Responsive Communications Interface between WIPO, its Member States, and All Stakeholders.

12. Between 2014 and 2017, the CD has undergone several changes. During this period, CD had three different DDGs, and a period when a new DDG was under recruitment. In September 2016, WIPO appointed a new DDG. In February 2017, a new Director, CD joined the team. These changes provide an opportunity for reflection on past experiences. Moreover, the communications function has evolved over the years to become a decentralized function. WIPO's communications function has a very distinctive role compared to other UN Organizations since it generates the majority of its revenue through fees paying services. Therefore, most BUs have a communication role in marketing, promotion or outreach as a sub-function, presented in Figure 3: WIPO's corporate communications structure.

13. The CD is responsible for the Editorial and Design Section, the News and Media Section, Web Communications Section, Library and Publication Distribution Section, and Customer Service Section. It is also responsible for corporate branding, the Publication Board and the Customer Service Board Secretariats, and to a lesser extent outreach events. Marketing, promotion, outreach, awareness raising, internal communication, and government affairs, all of this fall mostly outside the CD's responsibility but are undertake in collaboration with the CD, whenever the BUs considered it relevant.

14. WIPO has made internal and external communications a priority. The Strategic Realignment Program (SRP) which was launched in 2008 included 19 initiatives and organizational priorities designed to make WIPO more effective, efficient, and responsive⁶. As part of the SRP, the following results were reported in the SRP 2013 booklet:

⁵ Corporate Communication is a set of activities involved in managing and orchestrating all internal and external communications aimed at creating favorable point of view among stakeholders on which the company depends". Riel, Cees B.M. van; Fombrun, Charles J. (2007). *Essentials Of Corporate Communication*: Abingdon & New York: Routledge. ISBN 9780415328265

⁶ Booklet 2012 Taking the Initiative, WIPO Strategic Realignment Program.

- (a) A clearer, more consistent recognizable image and increased reach of WIPO's external communications- achieved through a new logo, visual identity, branding strategy and a complete overhaul of its web site.
 - (b) Procedures to ensure the quality and relevance of WIPO publications (New Publications Board) and increased availability of WIPO's "core" publications in all official languages;
 - (c) More than 60 per cent increase in WIPO's social influence score – achieved through new WIPO social media presences on Twitter, Facebook, Flickr and Scribd.
 - (d) An increase in the percentage of respondents from 44 per cent in 2011 to 66 per cent in 2012 indicating that the Organization communicates effectively to staff thanks to initiatives such as the Town Hall Meetings and "What's New" Sessions.
15. In addition to the above, the communications function has been embedded in WIPO's MTSP and P&B documents with SG VIII dedicated to communications.

2. WHAT IS BEING EVALUATED?

(A) EVALUATION OBJECTIVES

16. The major objectives of this evaluation were to:
- (a) Assess the contribution of WIPO's corporate communications functions and activities to the SRP and SG VIII;
 - (b) Analyze whether the current governance system and operational structure facilitates achievement of MTSP outcomes;
 - (c) Identify any success factors or weaknesses and draw lessons from them; and
 - (d) If necessary, propose recommendations based on the findings and conclusions.

(B) SCOPE AND METHODOLOGY

17. The evaluation included the following:
- (a) Corporate communication governance and enabling capacities in WIPO, including strategy, organizational positioning, operations, reporting lines, coordination, and communication crisis management.
 - (b) A purposive sample of corporate communication activities including promotional, marketing and awareness raising activities by all WIPO Programs/Sections/Divisions ranging from 2014 to June 2017. A detailed list of sample activities can be found in Annex 12. Activities were sampled following the below perspectives:
 - (i) Structured and systematic communications activities aimed to increased awareness and understanding of the role of IP, WIPO's role, services and products carried out to communicate and engage with the external stakeholders who contribute to the brand and reputation of the Organization;
 - (ii) Structure and systematic meaning that they are part of WIPO's work plan;
 - (iii) Activities should be finalized; and

(iv) Monitoring data or stakeholders information should be available.

(c) A review of the CD results-based framework ranging from 2016 to 2019.

18. Currently, the Library and Publication Distribution Section and the Customer Service Section are located within the CD. However, these are not considered as core communications function and were therefore not included in this evaluation. In addition, the Customer Service Section had a separate audit in 2015. Reference is made to these services, where necessary, as they are integrated into the management, strategy, and budget of the CD and some staff are partially carrying out communication roles. A multilingualism analysis and its contribution to the promotion of WIPO's corporate communications were outside the scope of this evaluation.

19. The evaluation applied a participatory approach involving relevant WIPO staff and external stakeholders in the consultation process. The evaluation team collaborated with the Reference Group (RG) composed of 12 staff members representing the various WIPO Sectors. The RG provided technical input and feedback on the preliminary findings, conclusions and recommendations and draft evaluation report.

20. The evaluation team conducted 79 individual interviews with staff members from the CD as well as relevant staff members from other WIPO sectors including all directors and staff members with a role in communications, outreach, marketing, and promotion.

21. In addition to the above, the evaluation team consulted various external stakeholders through:

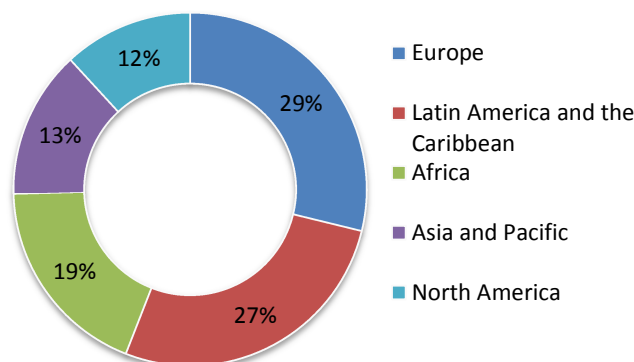
(a) Face-to-face interviews with 11 Permanent Missions Representatives to the UN in Geneva. The evaluation team has selected 20 Permanent Missions based on their IP filing activity and geographical coverage.

(b) Focus group discussion with 16 communications professionals from 10 other UN Agencies on benchmarking the communications function within WIPO;

(c) Telephone interviews with two IPOs (the United States of America, USA, and Canada) and seven journalists covering general UN affairs and/or specifically IP issues.

22. Two sets of survey questionnaires targeting various audiences (WIPO staff, external stakeholders including the remaining Permanent Missions, IPOs, business owners, innovators, among others) were sent out to complement the in-depth information gathered through stakeholder interviews and focus group discussion.

23. The survey was also distributed via the WIPO Wire and PCT Newsletter.



24. Figure 1 depicts the geographical distribution of the respondents to the external survey.

Figure 1:
Geographical distribution of the 60 respondents of

the external survey

Source: *External survey of WIPO's corporate communications, IOD, 2017*

25. The evaluation conducted a contribution analysis, which entailed the identification of WIPO's corporate communications framework, activities, and ERs.

26. The evaluation applied the Development Assistant Committee evaluation criteria of relevance, effectiveness, efficiency, coordination and, to the extent possible, achievement of MTSP outcomes. The evaluation constructed framework for impartiality by triangulating sources and methods of data collection and analysis such as:

- (a) Relying on a cross-section of information sources and methodologies, including desk reviews, stakeholder meetings, client surveys, and focus group interviews;
- (b) Reviewing a broad range of strategies, projects and Programs reports, policy, and guidance documents; and
- (c) Using a mixed of qualitative and quantitative methods.

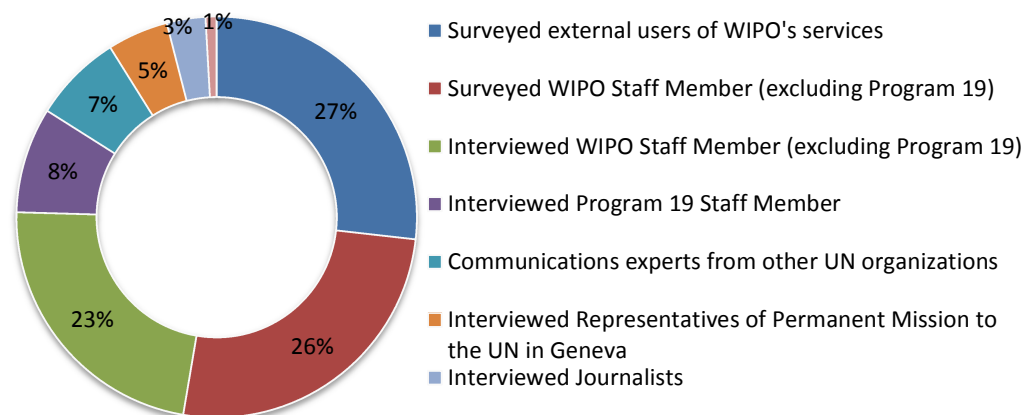
27. The evaluation made use, where relevant, of the CD's "Stakeholder Perception Surveys" and the Joint Inspection Unit (JIU) benchmarks identified in the report, JIU/REP/2015/4 – Public Information and Communications Policies and Practices in the UN System.

28. A gender analysis has been included to account, as far as possible, for gender related topics, and construct the validity of the evaluation study.

(C) KEY STAKEHOLDERS

29. In the course of the evaluation, the team reached out to internal and external stakeholders. Figure 2 provides an overview of stakeholders invited to participate in the consultation process. The comprehensive list of stakeholders interviewed is provided in Annex 1.

Figure 2: Consulted stakeholder groups



Source: Information compiled by IOD

(D) LIMITATIONS

30. Stakeholder information is scattered and inconsistent across the Organization. Therefore, the evaluation team was unable to gather a large enough sample of stakeholders, users/beneficiaries email addresses from WIPO's Programs. Consequently, the stakeholders' sample collected was too low to be considered for significant findings.

31. Program Managers indicated that low survey response rates should be expected due to the fact that WIPO distributes a large number of surveys and stakeholders may suffer from survey fatigue as a result.
32. Monitoring data collected by the CD and BUs with communication activities were limited, at times inconsistent, and not systematically organized in most cases. On occasion, results from surveys only referred to the quality of presentations and satisfaction with the facilities. Therefore, not all activities submitted by the BUs could be used for the evaluation sample.
33. The evaluation team addressed these limitations by relying on other primary data collected by the evaluation and secondary data from the Programs, apart from surveys.

3. FINDINGS AND ASSESSMENTS

(A) RELEVANCE: DOES THE CURRENT GOVERNANCE SYSTEM AND OPERATIONAL STRUCTURE FACILITATE ACHIEVEMENT OF MEDIUM-TERM STRATEGIC PLAN OUTCOMES?

Finding 1: The BUs with a communications role do collaborate on a formal or informal basis with the CD. However, the CD's role as the lead in harmonizing WIPO's external and internal communications remains unclear (linked to conclusion 1, recommendation 1).

Finding 2: WIPO's SG VIII, SRP, MTSP 2016/21, and the P&B documents guide the communications function. BUs outside the CD do contribute to SG VIII through their various communications related activities but its contribution has partially remained unspecified in the current Result-Based Management (RBM) framework (linked to conclusion 2, recommendation 2).

Finding 3: There is no formal process in place for implementing the communications policies, procedures, and guidelines. The WIPO CD has been inclined to develop instructions, policies, procedures, and guidelines on a need basis (linked to conclusion 3, recommendation 2).

Finding 4: Among 57 Organizations (27 UN Organizations, 25 IPOs and four MOs), WIPO is the only Organization where a cross cutting function (CD) is positioned as a subdivision of a vertical function (Copyrights and Creative Industries Sector) (linked to conclusion 4, recommendation 1).

Finding 5: Some key communications function and competencies such as internal communications, crisis management, strategic planning, stakeholder management, research, and analysis are underrepresented. Although awareness raising, marketing, and promotion are present in the BUs, harmonization of the communication practices and activities are currently done on an *ad-hoc* basis (linked to conclusion 5, recommendation 3).

(i) Corporate communications relevance

34. The evaluation found consensus among consulted WIPO staff and external stakeholders about the importance of corporate communications for the Organization. Persons interviewed agreed that corporate communications should:

- (a) Have a central role in providing strategic guidance for communications both externally and internally;
- (b) Have a more strategic role to contribute to creating a better understanding of IP by helping to shape strong messages;

- (c) Establish better criteria for identifying target audiences;
- (d) Lead the improvement of WIPO's profile, brand and media presence;
- (e) Contribute to raising awareness about the effects of IP and how it enhances the quality of life of individuals and society;
- (f) Increase the internal capacity to convey coherent messages to internal and external audiences; and
- (g) Play a role in overcoming the mostly vertical (silo) approach to communications.

35. Furthermore, across the UN System "Communications has a role to play in reaffirming the relevance of the UN system organizations and in invigorating their credibility, their image, and their reputation, provided that it is approached in a strategic manner"⁷.

(ii) Corporate communications mandate

36. WIPO's CD is the only in-house function responsible exclusively for communications under SG VIII - A Responsive Communications Interface between WIPO, its Member States, and All Stakeholders (See Figure 3). The strategic objective for the CD as defined in the P&B document is "More effective communication to a broad public about intellectual property and WIPO's role". Other Programs such as Program 20, 21, and 24 also contribute directly to the achievement of SG VIII on communications. A more detailed corporate communications results framework can be found in Annex 3.

37. The WIPO CD is responsible⁸ for:

- (a) Developing and delivering diverse communications strategies and content, which explains the IP System in an engaging and informative way, and which contribute to better understanding of WIPO's role.
- (b) Leading the Organization-wide customer service initiative to improve the way WIPO handles inquiries from our stakeholders and the public.

38. Even though all BUs either directly or indirectly contribute to the achievement of SG VIII, not all have a department and staff specifically dedicated to implementing their communications activities as highlighted in Figure 3.

39. To address the needs of the different BUs, WIPO has adopted a decentralized approach to its corporate communications. Overall, there are currently 38 (budgeted post), working for the CD. In addition, the evaluation identified that 76 staff members across the Organization, including ICSs, have a part-time communication role. Figure 3 below provides an overview of the BUs with a communication role or communication sub-function.

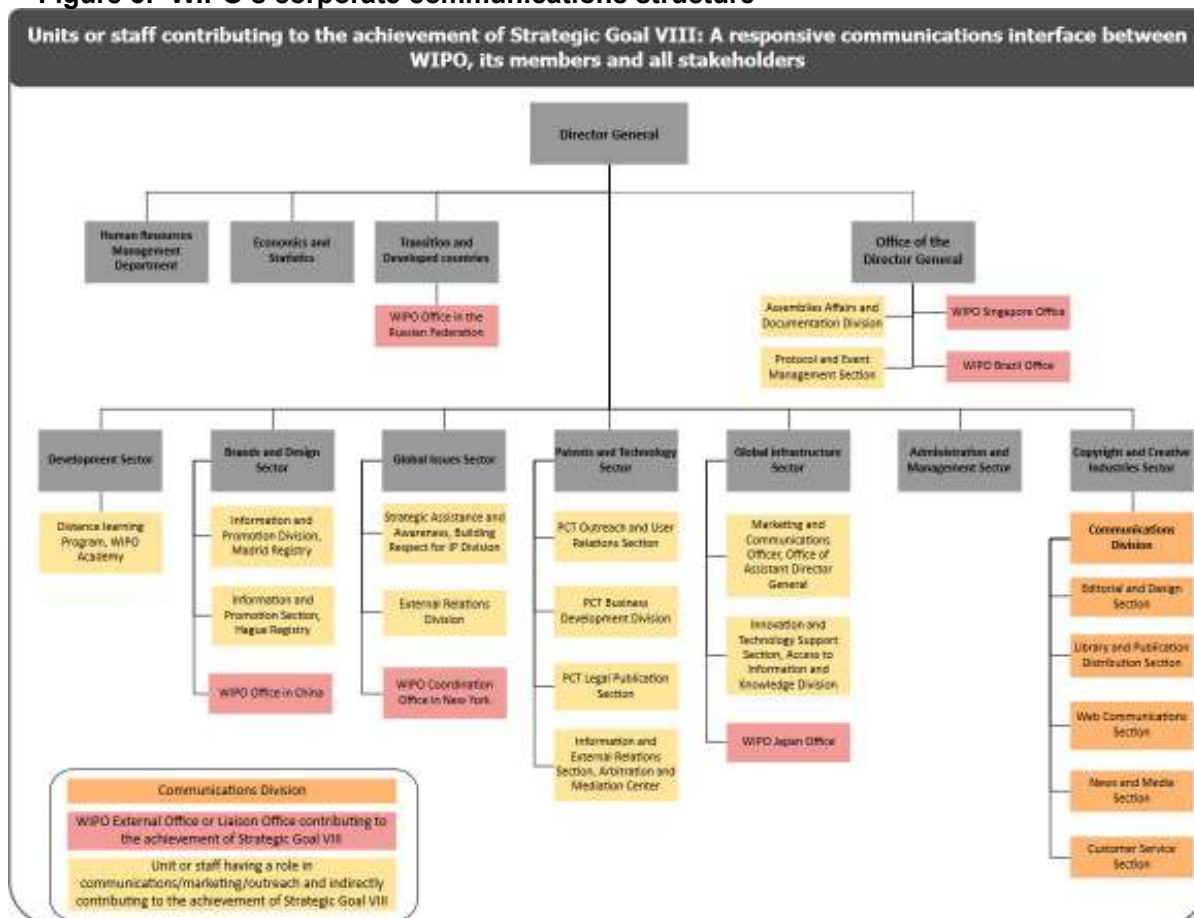
40. The orange colored boxes are positions in the CD; the pink boxes depict the External Offices or Liaison Offices contributing to the achievement of SG VIII. The yellow show the units or staff that have a direct role in communication/marketing/outreach⁹.

⁷ United Nations - JIU/REP/2015/4 Public Information and Communications Policies and Practices in the United Nations System. Prepared by Papa Louis Fall, Geneva, 2015.

⁸ http://www.wipo.int/about-wipo/en/activities_by_unit/units/comms.html

⁹ Other communication roles include: editorial and publications, web communications, video producer, marketing and promotion.

Figure 3: WIPO’s corporate communications structure



Source: Information compiled by IOD based on staff interviews

Conclusion 1: Despite the fact that the BUs with communications activities do collaborate on a formal or informal basis with the CD, it remains unclear whether the CD has the formal and recognized leadership in aligning and harmonizing WIPO’s external and internal communications (Linked to finding 1, recommendation 1).

(iii) Strategic communications

41. Every Organization communicates with its audience independent of whether they have a corporate communications strategy or not. However, best practices in communications based on academic research and case studies such as the JIU study on communications and public information maintain that, “a communications strategy states the organization’s communications principles and its overarching approach and goals on public information and communications. It serves as a roadmap for the communications plans of the Organization’s Departments, Programs, and offices country levels. It creates a basis to define the rationale for the communications function and its specific focus, for more coherence within the Organization itself”¹⁰.

¹⁰ UN - JIU/REP/2015/4 Public Information and Communications Policies and Practices in the United Nations System. Prepared by Papa Louis Fall, Geneva 2015.

42. The CD had drafted two communications strategies¹¹ between 2012 and 2015. These, however, were never approved for the following reasons: the first strategy, prepared by an external consultant, was seen by the CD Director as not addressing the main priorities of the Organization at that time. The second strategy was prepared and presented to the former DDG who left WIPO prior to the finalization of the document. Therefore, it remained in draft format. The CD has used these draft strategies to guide its' work, where relevant but no formal strategy has been created or approved since then. The CD also drafted a brand strategy, which was finalized, approved, and implemented. Moreover, WIPO's MTSP and P&B documents have formally guided the work of the communications function. Table 1 below provides an overview of WIPO's documented communication goal and outcomes.

Table 1: Overview of WIPO's communications strategic framework

SG VIII: A Responsive Communications Interface between WIPO, its Member States and All Stakeholders.		
Strategic Outcome		Expected Results from P&B
MTSP 2016/2021	Communicate to a global audience both the mission of the Organization to promote innovation and creativity through a balanced and effective IP system and the services and products developed by the Organization in support of that mission.	More effective communication to a broad public about IP and WIPO's role.
		Improved service orientation and responsiveness to inquiries.
		Effective engagement with the Member States.
		Open transparent and responsive interaction with non-governmental stakeholders.
		WIPO effectively interacts and partners with UN and other Inter-governmental Organization (IGO) processes and negotiations.
MTSP 2010/2015	WIPO is recognized as the primary trusted provider of international IP expertise, information, and services in support of innovation and creativity.	Enhanced awareness and understanding of the role of IP in encouraging creativity and innovation.
		Enhanced recognition of WIPO's corporate identity in line with its mission, mandate, and values
	Service-oriented culture established throughout the Organization.	Higher satisfaction of the Member States, other stakeholders, users and the interested public with WIPO's service provision.

43. The JIU study found that out of 27 UN Organizations, 70 per cent had a communications strategy finalized and approved. About 22 per cent of the Agencies were in the process of preparing their communications strategy. A detailed benchmark analysis using the JIU Benchmarks can be found in Annex 11.

44. While WIPO does include communications in its strategic documents, these documents were found to be used only for strategic guidance, which was seen as potentially challenging. For example:

- (a) The MTSP and P&B documents are used for reporting to WIPO's constituencies. Therefore, details regarding specific target audiences and tools for reaching out to the different audiences are largely missing.
- (b) The links between the communications goal, outcomes, and indicators are unclear at times.
- (c) The Substantial Programs¹² are implementing outreach, marketing and promotional activities, which have a direct effect towards SG VIII but such links, are not established or documented.

¹¹ The WIPO Communications Strategy 2012/13 and the WIPO Communications Context and Strategic Planning, 2014/15.

¹² The evaluation has used the term Substantial Programs when referring to IP services, normative, technical assistance related Programs.

Conclusion 2: In the current decentralized communications setting, the strategy and results-based framework are insufficient to guide the work of WIPO's corporate communications. Substantial Programs are implementing outreach, marketing and promotional activities that complement the activities for SG VIII but the linkages between the MTSP and the PIs of the substantial Programs contributing towards SG VIII have only been partially established in the CD RBF (Linked to finding 2, recommendation 2).

(iv) Corporate communications policy framework

45. Presently, there is no overarching communications' policy in WIPO. The evaluation identified that nine policies, four procedure documents for requesting services or approving, and 11 guidelines aimed to regulate different communications areas. The list provided below is not exhaustive but it provides sufficient information of the regulatory framework for communications.

Figure 4: Communications policies, procedures, and guidelines

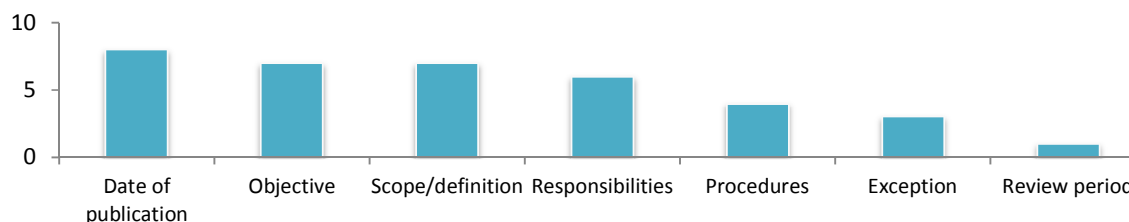
POLICIES AND OFFICE INSTRUCTIONS	PROCEDURES	GUIDELINES TEMPATES AND FORMS
1. Logo Policy and Guidelines for Use 2. WIPO Web Policy 3. WIPO E-Newsletter Policy – Office Instruction (OI) No.16/2015 4. WIPO Publications Policy 5. Social Media Access Policy 6. OI No. 51/2016 Communication with the Media in the Normal Course of Official Duties 7. OI No. 28/2016 WIPO Open Access Policy and New Licensing Tools 8. OI No. 30/2014 - Policy on Promotional Items 9. Policy on content and responsibility	1. OI No. 59/2012 WIPO Publications Board and Approval Procedure 2. Procedure for publishing OIs and Information Circulars (ICs) on the Intranet 3. Photographic coverage request procedures 4. Video production request procedure 5. Social media request procedure	1. WIPO Netiquette 2. WIPO Publications - Copyrights Notice and Disclaimer 3. WIPO Brand Book 4. E-mail newsletter guide 5. Brand architecture, pillars, positioning text and naming principles ¹³ 6. MailChimp Manual for Editors 7. MailChimp Cheat Sheet for editors and images 8. Video production request 9. Briefings request form 10. WIPO web style guide 11. Guidelines for the use of office instructions and information circulars

Source: Information compiled by IOD based on desk review

46. In addition the evaluation found the following:

- (a) Every policy followed a different format, as presented in Figure 5 bellow.

Figure 5: Policies' content based on a sample of nine communications policies

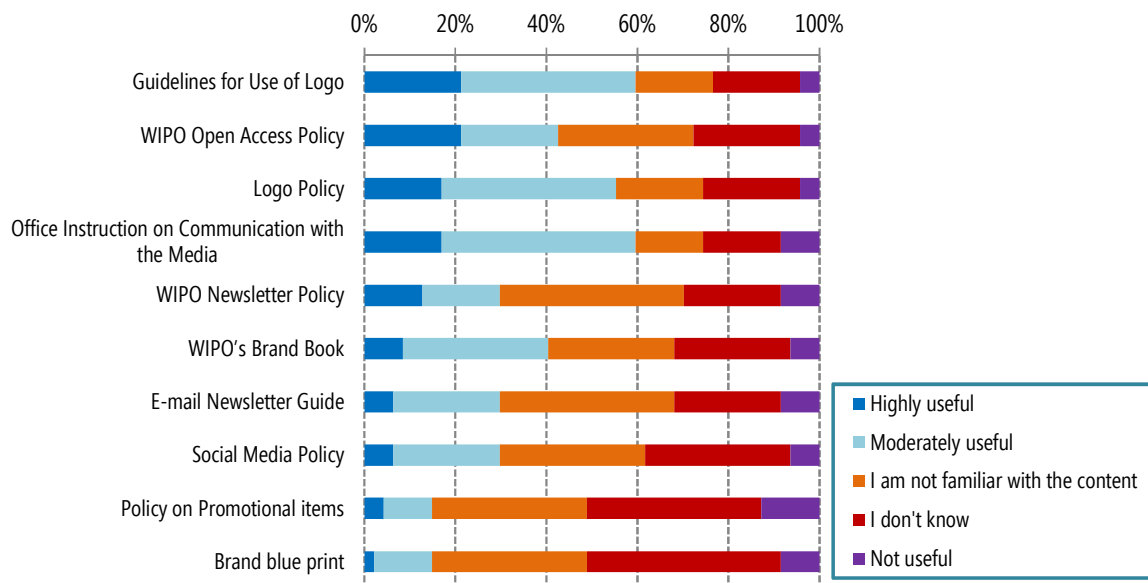


Source: Information compiled by IOD based on desk review

¹³ This guidance information can be found at the following link: <http://intranet.wipo.int/homepages/communications/en/brand/>

- (b) Interviewed staff indicated that existing policies, procedures, guidelines were not presented optimally in a user-friendly manner.
- (c) WIPO staff interviewed stated that information about policies, procedures, and guidelines is given through informal communication channels for example; staff would call the CD when searching for information.
- (d) Respondents to the internal survey questioned the usefulness of some of the existing policies and guidance documents with many remaining unknown to staff (See Figure 6 below).
- (e) Out of nine policies, only one included a review period. In some cases, policies were outdated, like for instance the policy on content and responsibility that dates many years back when the ICTD managed the website but it has neither been reviewed nor discontinued.
- (f) While, the CD indicated that the Communications Homepage available on the intranet is the repository for all related communications policies or guidance material, the evaluation found that communications related policies or guidance material were disperse.

Figure 6: Usefulness of Policies and Guidelines



Source: WIPO staff survey on corporate communications, IOD, 2017

Conclusion 3: While the CD has made efforts to develop a communications regulatory framework, this information is not available in a user-friendly form and an overall guide to translate the contents of the framework into action has resulted in lesser awareness and use of communications policies, guidelines, and procedures. Furthermore, the absence of an overarching communications policy', coupled with large number of policies, procedures, and guidelines has resulted in overregulation of the communications practices (Linked to finding 3, recommendation 2).

(v) Strategic positioning

47. The CD has encountered continuous fluctuations including changes in management, new Program titles, strategic organizational positioning, as well as functional changes. A timeline of the CD's evolution over the years can be found in Annex 2. Even though, the communications division is a cross cutting function, presently, it reports to the DDG, Copyrights and Creative Industries Sector which is a vertical function. The CD participation in the Organization's strategic planning process is currently limited. For instance, it does not participate in WIPO's P&B discussions of other Programs. Nevertheless, the CD does apply informal communications channels when defining divisional plans with the various Programs and key decision makers.

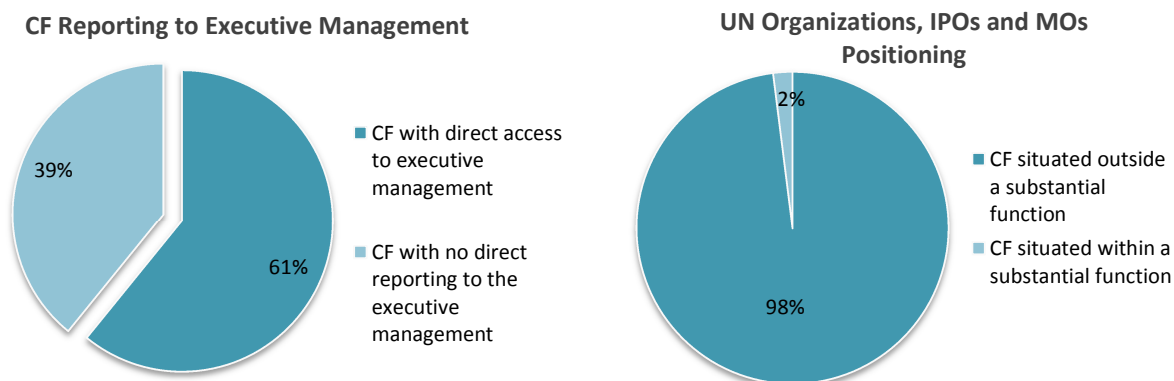
48. Based on the consultations and desk review, the evaluation found that expectations about the role of the communications function have also evolved over the years. The increased focus on maintaining WIPO's constituencies well informed and coping with the need to create a better understanding of WIPO's mandate and services has called for more strategic decision-making, according to WIPO's senior management. At the same time and as indicated by the CD, the proliferation of social media platforms and the increasing scrutiny that Organizations such as WIPO are confronted with on a daily basis, implies that the communications function needs to have direct access to WIPO's decision makers and participate in strategic decision-making process.

49. According to communications best practices from both the private and public sectors and looking at communications in comparable Organizations, to be effective, the communications function needs to be positioned next to the top management. In the private sector, a 2013 study on communications practices indicated that 86 per cent of the public information and communications entities had a reporting line to the chief executives. The study found that access to the chief executives was more important than the nature of the reporting (i.e. whether it was direct or indirect supervision)¹⁴.

50. In addition, the evaluation found that the communications function in 98 per cent of Organizations assessed (27 UN Organizations, 25 IPOs and four MOs) were located outside a substantial function. The communications function in 61 per cent of the Organizations reports directly to executive management (See Figure 7 and 8). A detailed analysis of the positioning of communications in 27 UN Organizations, 25 IPOs and four MOs can be found in Annex 15.

¹⁴ USC Annenberg School for Communication and Journalism, GAP VIII.

Figures 7 and 8: Reporting and Positioning of the Communications Function



Source: Information gathered by IOD based on JIU study and IPOs information

51. Similarly, the JIU study emphasized: “the communications function could be better integrated into the strategic decision-making processes if a direct and effective link is provided with senior management.” The JIU study found that currently, 57 per cent of the director/head of the communication entities within UN Agencies participate in the executive management committees/SMTs. Some UN Agencies include the United Nations Development Programme (UNDP), the United Nations Office for Project Services (UNOPS) and the United Nations Educational, Scientific and Cultural Organization (UNESCO). Other MOs such as the Organization for Security and Cooperation in Europe (OSCE) and the World Bank had similar positioning of their communication entities. This would imply that key decision makers should be involved in the development of WIPO’ corporate communications strategy.

52. In the Public Sector, the 2015 JIU study supported a strategic position for communications, stating: “The role of the public information and communications function in strategic decision-making is partly determined by its proximity and access (on reporting lines) to executive management.”

53. Professor, James L. Grunig, a key reference in communications¹⁵ led a study that has become a standard reference in communications. The “Excellence Study” aimed to identify the essential elements required to achieve excellence in communications as applied globally to all Organizations. It surveyed 321 Organizations in Canada, USA, and United Kingdom (UK) and found that for communication managers: “participation in strategic planning and management was among the most powerful predictors of communication excellence¹⁶.”

Conclusion 4: Even though, CD is a cross cutting function, presently, it reports to the DDG, Copyrights and Creative Industries Sector, which is a vertical function. The current structure coupled with the limited direct access of the CD to key decision makers within WIPO to ensure its proper integration in the Organization’s strategic decision-making process, diminishes the strategic relevance of the function within the Organization. (Linked to finding 4, recommendation 1).

¹⁵ Grunig, L. A., Grunig, J. E., & Dozier, D. M. (2002). *Excellent public relations and effective Organizations: A study of communication management in three countries*. Mahwah, NJ: Lawrence Erlbaum Associates, 653 pp.

¹⁶ Grunig, L. A., Grunig, J. E., & Dozier, D. M. (1995). *Manager’s Guide to Excellence in Public Relations and Communication Management*.

(vi) Corporate communications sub-functions

54. Today WIPO's CD has five organizational units:

- (a) Editorial and Design Section;
- (b) Library and Publication Distribution Section;
- (c) Web Communications Section;
- (d) News and Media Section; and
- (e) Customer Service Section.

55. The Library and Publication Distribution Section and the Customer Service Sections are both located in the CD. Although these units are linked to communications and some staff are partially carrying out communication tasks, best practices indicate that they would not typically be considered part of a core communications function.

56. The evaluation assessed whether the current structure was still appropriate to manage WIPO's corporate communications. It identified that the following communications sub-functions and competencies are yet to be covered by WIPO.

Internal communications

57. Although internal communications activities can be observed within the Organization for instance the WIPO Organizational Resilience Strategy promotes a clear and continued communication (internal and external)¹⁷, they are carried out on an *ad-hoc* basis. WIPO does not have a systematic internal communications sub-function or a consistent approach to its internal communications. The CD had no formal responsibility for internal communication prior to the publication, in 2016, of the Vacancy Announcement for the new Communications Director. The *What's New* initiative implemented by the CD since 2012 is an informal platform for staff to share information about activities and projects across the Organization, but this practice alone is insufficient to fill the information gap or keep staff well-informed about the Organization and future initiatives such as the Global IP, Enterprise Content Management, Cloud, among other. Distribution of responsibility for internal communications is unclear especially between Human Resources Management Department (HRMD), the Administration and Management Sector, the ODG and the CD. WIPO's Programs and HRMD, just to mention a few, communicate with staff on an *ad-hoc* basis.

58. According to best practices, creating an internal communications strategy would open the lines of communication and build loyalty and trust among staff¹⁸. In an Organization where staff communicate directly with WIPO's constituencies and are effectively ambassadors for the WIPO brand, it becomes crucial to ensure that communications are aligned. WIPO staff surveyed emphasized a need for internal communications (see Annex 5).

59. Consulted UN CDs provided examples of activities and tools used to strengthen internal communication some of which are being implemented by WIPO such as: lunch time presentations/informal meetings; Town Hall Meetings; Intranet system, weekly staff newsletter which includes inputs of all Programs and HRMD, among other initiatives.

¹⁷ Office Instruction No. 2/2015

¹⁸ Mishra, K., Boynton, L., & Mishra, A. (2014). Driving employee engagement: The expanded role of internal communications. *Journal of Business Communication*, 51(2), 183-202. <http://www.instituteforpr.org/driving-employee-engagement-expanded-role-internal-communications/>

Outreach

60. IP outreach encompass many activities intended to increase understanding and use of IP from booklets, which guide entrepreneurs through the patenting maze; to award schemes which promote design excellence; to anti-piracy campaigns designed to deter consumers from copying music or buying fake brands¹⁹.

61. WIPO outreach activities are mostly carried out by the BUs in a decentralized manner. However, currently, there is no function with coordination and monitoring role for all outreach activities within the Organization.

Marketing and promotion

62. While outreach activities are implemented to create an understanding about a specific product rather than selling it, marketing and promotion activities aim to market WIPO's IP services. Each substantial sector at WIPO, as presented in the organigram in Figure 3, has a marketing, promotion, and information function with its own practices and customized approaches. The evaluation did not found across the Organization any formal mechanisms to harmonize and coordinate marketing and promotion messaging to be consistent with WIPO's brand, products, service, and experience. As a result, activities carried out by the various BUs might contribute to an inconsistent and incoherent image of WIPO to current and potential clients given the lack of coordination and harmonization across the Organization.

Crisis management

63. Crisis management in the communication context refers to image, reputation, or social-mediated crisis, among other. While the CD participates in the Crisis Management Team, the evaluation was unable to locate a plan or strategy to manage communication crisis related to image, reputation, social-mediated crisis or any documentation indicating how senior managers, legal counsels and the communications function should communicate and act in such a crisis.

Research and data analysis

64. Within the Office of the Director of Communications, and in other Sections such as the News and Media Section (Meltwater media analytics) and the Web Communications Section (Google analytics), there is little capacity for communications monitoring, research and analysis, or a consistent approach to the interpreting and translating results into improved communications actions that could benefit the Organization.

Planning and coordination

65. Even though, the CD works with the Director General to identify major communications priorities, a planning and coordinating function are missing from the current WIPO communications structure. The absence of a focal person in the CD to liaise with WIPO's BUs to establish their needs and coordinate with the CDs services means that BUs go directly to services to request individual tools (e.g. a publication or video) rather than receiving advice on what tools and approach would best meet their needs. It also implies that no one has the overview to identify potential synergies between activities and avoid overlaps across the Organization.

¹⁹ <http://www.wipo.int/ip-outreach/en/tools/>

Stakeholder management competencies

66. In addition, each BU has its own systems and practices for identifying key target audiences and managing stakeholders, which implies that different approaches and messages are being used for the same stakeholders, e.g. national IPOs. The Customer Service Section does handle a stakeholders' database, but only to a limited extent. There is a need to harmonize the existing stakeholder management practices and systems.

Conclusion 5: In the current setting and in the absence of key competencies within the CD such as marketing and promotion, internal communications, strategic planning and coordination, crisis management among other, the CD may not be structured in a way to best respond to the strategic needs and demands of the Organization (Linked to finding 5, recommendation 3).

(B) EFFECTIVENESS: TO WHAT EXTENT HAVE THE COMMUNICATIONS STRATEGIC GOAL AND EXPECTED RESULTS BEEN ACHIEVED?

Finding 6: The 10 PIs supporting the ERs of SG VIII- Communications are 78 per cent "on track". However, this is insufficient to assess the extent to which goals and results were achieved as it only partially covers the full scope of WIPO's Communications activities (linked to conclusion 6, recommendation 2).

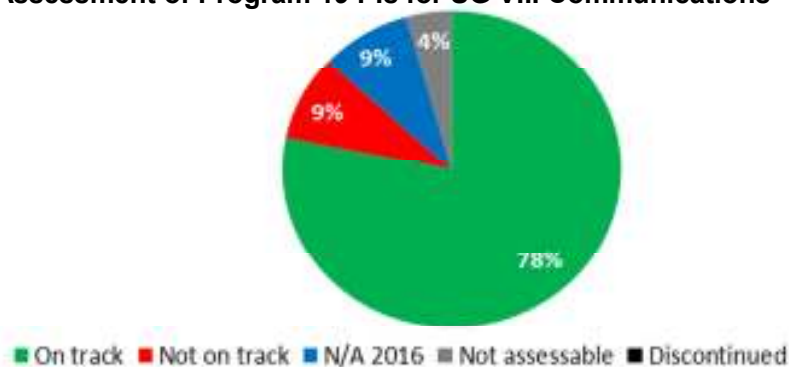
Finding 7: The current RBM framework for the communications function does not fully comply with the SMART criteria. In addition to the 25 PIs linked to the SG VIII, 25 PIs in 13 Programs were found to be linked to Communications activities supporting six other SGs. Over half (27) aim for results at the more significant outcome level, and less than half (23) focus on the less significant input and output levels. These indicators were found to be under-measuring the potential communications results, as presented in Annex 7 to10. (Linked to conclusion 6, recommendation 2).

Finding 8: The evaluation found examples demonstrating that WIPO has increased its visibility and awareness among key stakeholders, who were seen to have mostly positive attitude towards the Organization. However, they were of the view that the Organization needed to improve to become more "balanced" and "responsive." These examples illustrate achievements mainly among its key stakeholders but do not assess the extent to which WIPO is reaching a "global audience", and "broad public" or can isolate the effect of communication activities (linked to conclusion 7, recommendation 2).

Finding 9: Factors facilitating and hindering communication achievements were found to be mainly internal (linked to conclusion 8, recommendation 2).

Finding 10: WIPO is committed to promoting gender sensitive approach in its communication as seen through the support provided to the gender focal point. It also seeks to include gender sensitive language and use of images in most of its communications products (linked to conclusion 9, recommendation 2).

67. Program 19 – the communications goal, outcomes, and ERs as set out in Table 1 are delineated in the MTSP and the P&B. According to WIPO's 2016 Program Performance Report (PPR), the 10 PIs of the CD supporting the ERs in the SG VIII are 78 per cent "on track".

Figure 9: Assessment of Program 19 PIs for SG VIII Communications

Source: *Program Performance Report, WIPO, 2016*

68. The indicators listed as “not on track” were linked to the WIPO website and referred to a lower estimated “bounce rate” than was recorded (number of users who left the WIPO website directly from the portal and key gateway pages). The CD indicated that the “not on track” indicators needed some refinement as they could not provide accurate information for reporting purposes.

69. The evaluation found that the internal monitoring of 10 PIs in the SG VIII was insufficient to assess the extent to which the ERs and PIs of Program 19 contributed towards the achievement of SG VIII. This was mainly because the indicators only partially cover the scope of the corporate communications activities at WIPO. Annex 3 provides an overview of the communications function theory of change.

(i) Measuring communication achievements

70. An examination of the results framework of the P&B indicated that communication activities from 2014 to 2016, and consequently their PIs, were spread across the SGs and WIPO Programs, as noted in the previous section.

71. Based on the P&B 2016/17, this evaluation found:

(a) SG VIII contained 25 PIs, for the communication activities and other related activities, e.g. partnerships and external relations (See Annex 7);

(b) There are 25 PIs in 13 Programs for communication activities with a direct contribution to SG VIII, but currently they only show support to other SGs, such as SG I, II, III and V (see Annex 8); and

(c) These 50 PIs show that WIPO is implicitly working towards a responsive communications interface with its Member States and all stakeholders.

72. A categorization of these PIs by type and level of effect²⁰ showed that:

(a) Twenty-seven out of 50 indicators aimed to generate results at the more significant outcome level (mainly behavior such as carrying out an action) or attitudinal (such as improved satisfaction with a service).

²⁰ Effects are considered as the results anticipated from communications and can be categorized into three levels: Outcome (e.g. behavior), Output (e.g. reach) and input (e.g. message quality). See McNamara's Pyramid Model (p. 17); *PR Metrics: Research for Planning & Evaluation of PR & Corporate Communication (2011)*: <https://amecorg.com/wp-content/uploads/2011/10/PR-Metrics-Paper.pdf>

(b) Twenty-three out of 50 indicators focused on the less significant input and output levels such as desired changes to internal processes that would ultimately contribute to SGs (input level) or the number of people reached by activities (output).

(c) An analysis of the P&B 2018/19 indicators (see Annexes 9 and 10) revealed some improvements to the PIs (e.g. more accurate communications measures), but the balance between the outcomes and outputs/inputs remained unchanged.

Table 2: Categorization of SG VIII PIs by level and type of effect (2016/17)

SG VIII – Communications		SGs I-IX (excluding SG VIII)		Totals	
Level of effect	Type of effects	Level of effect	Type of effects	Level of effect	Type of effects
Outcome (10)*	Policy change (1) Behavior (5) Attitudes (6)	Outcome (17)*	Policy change (2) Behavior (5) Attitudes (6) Knowledge (5)	Outcome (27)	Policy change (3) Behavior (10) Attitudes (12) Knowledge (5)
Output (4)	Reach (4)	Output (7)	Reach (7)	Output (11)	Reach (11)
Input (10)	Process (10)	Input (2)	Process (2)	Input (12)	Process (12)

* One indicator desired both attitudinal and behavior change; another indicator desired both knowledge and behavior change.

Source: Data compiled by IOD based on desk review

73. While the evaluation found a representative number of indicators as part of the P&B, the PIs were found to be under-measuring the potential results in communications. The following three points illustrate this finding:

(a) Based on feedback from the BUs, 105 Communications activities were identified (see Annex 12). However, no corresponding communications PIs were found for some of these activities. For example, the Access to Information and Knowledge Division identified four communications activities, but no related PIs were found in the P&B 2016/17.

The majority of communications activities (up to 75 out of 105) focused on awareness raising and outreach (knowledge effect). However, PIs were under-represented for knowledge.

74. For the CD, their key objective for the communication sub-functions as encompassed in SG VIII I states: “more effective communication to a broad public about IP and WIPO’s role” (see Table 1). The evaluation found that five out of the seven indicators were online-based, three of these were counting views, and persons reached online. All indicators, except the reputation indicator, were measuring the potential results of the CD activities, such as the web, social media, publications and media relations in a superficial manner.

Conclusion 6: Communications activities in Program 19, as well as in other Programs, aimed to contribute to results across all the SGs and not only to the SG VIII. Just over half of results measured were at the more significant outcome level. At the same time, the PIs were under-measuring the potential results in communications and were, therefore, unable to fully describe the possible achievements of all communication activities.

(ii) Communication achievements observed

75. The previous sub-section found that current monitoring was under-measuring the possible results of WIPO’s communication activities. Therefore, this evaluation sought other examples where communication achievements could be seen. In identifying these examples, it was challenging to isolate the influence of communications activities contributing to the

achievements seen from other potential influences, such as internal (e.g. quality of WIPO's services) or external (e.g. other actors communicating and/or acting on IP). These examples are non-exhaustive and structured around the level of effect desired for communication results.

Input level

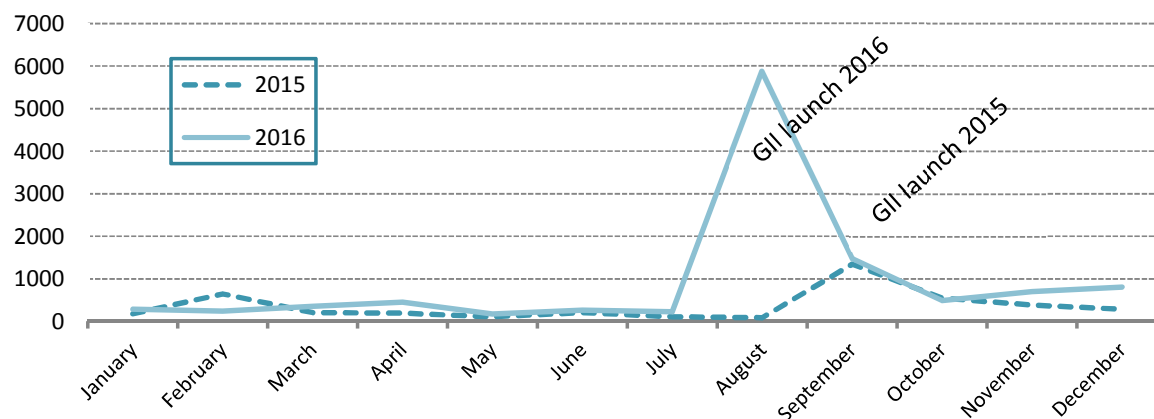
76. Appropriateness and quality of messages are important to achieving results²¹. Stakeholders such as media, national IPOs, and Permanent Missions interviewed indicated that, in recent years, WIPO had made considerable progress in preparing and communicating IP messages in newsworthy and creative manner. Examples cited included the Global Innovation Index and its key trends; using actors and musicians to speak on behalf of IP, and creating alliances to increase reach²².

Output Level

77. One indicator identified at the output level, in addition to reach, was visibility in the media. An example found was the media coverage of the Global Innovation Index. A comparison between 2015 and 2016 showed that visibility doubled (based on WIPO's media monitoring).

78. Similar peaks in visibility were also reported in social media. According to the media team, the growth in coverage was due to the newsworthy angle of 2016 (focus on China). Possible additions of sources to the monitoring database from 2014 to 2016 could have also contributed partially to the noted increase.

Figure 10: Media coverage of the Global Innovation Index: No. of articles 2015/16



Source: Media monitoring of Media Section in CD of WIPO, 2017; analysis by IOD

Outcome level

79. At the outcome level, the majority of WIPO communications activities aimed to increase awareness of the Organization and its key issues, as described above. Although no systematic assessment on awareness was found, the stakeholder perception study did measure basic awareness among the stakeholders surveyed. The CD indicated that they are currently working on aligning the customer feedback activities and introducing a customer satisfaction index in the P&B in coordination with the Program Performance and Budget Division. The customer feedback does not cover potential clients and beneficiaries, among other stakeholders.

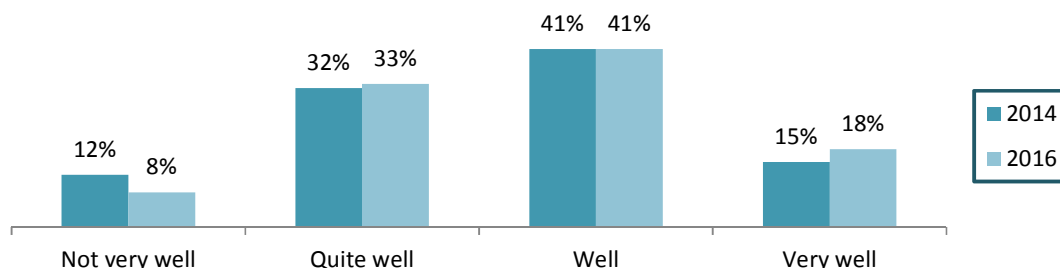
80. As seen in the chart below, awareness about WIPO was high in 2016, with only eight per cent of respondents selecting “not very well” when asked if they knew WIPO.

²¹ Op. Cit., McNamara (2011).

²² An example cited was the 2016 joint event of WIPO, WHO and WTO on the use of antibiotics; http://www.wipo.int/meetings/en/2016/wipo_wto_who_technical_symposium.html

Considering that the stakeholders surveyed were familiar with WIPO, it should be noted that only assumptions could be made as to what contributed to this awareness (discussed further in the next section on effectiveness).

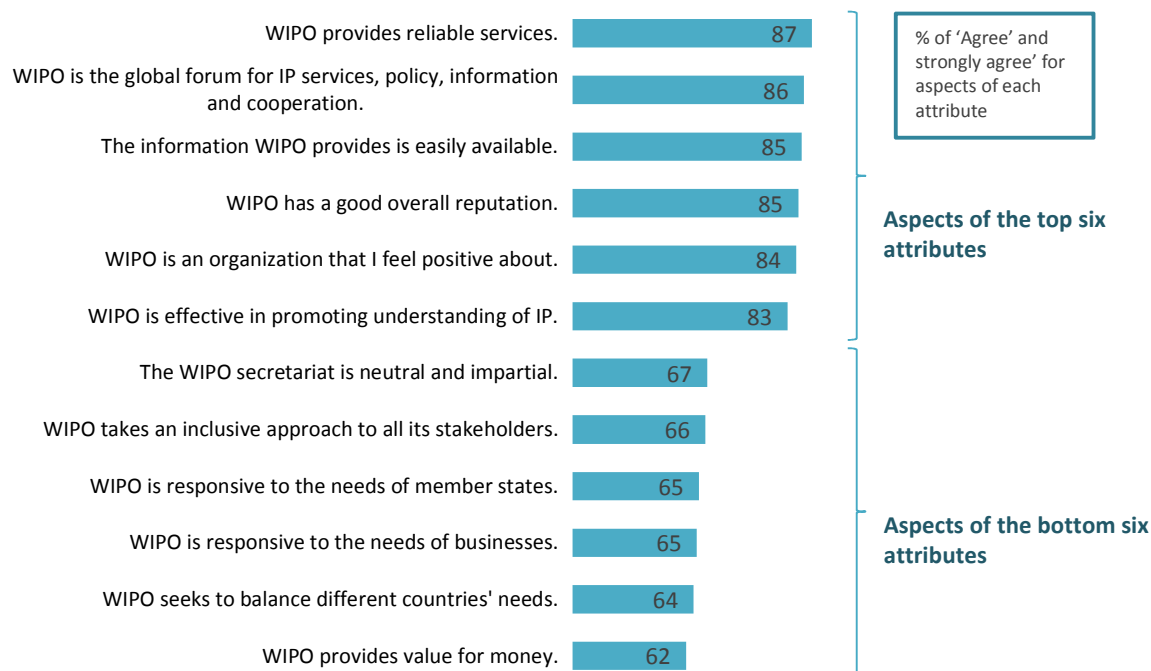
Figure 11: Knowledge of WIPO - 2014 & 2016



Source: WIPO’s Communications Division, Measuring Stakeholders Perception Survey, 2016

81. The perception study measured 20 key attributes on WIPO and six drivers of WIPO’s reputation. The graph below shows how WIPO is rated by stakeholders surveyed on certain aspects linked to these key attributes. The results illustrate that stakeholders were positive towards WIPO in terms of the service it provides, the global forum it offers, information provided and its promotional efforts. They were less positive with regard to the inclusive approach, responsiveness to the Member States and businesses, balancing needs, neutrality, impartiality, and value for money.

Figure 12: Top and bottom six WIPO attributes

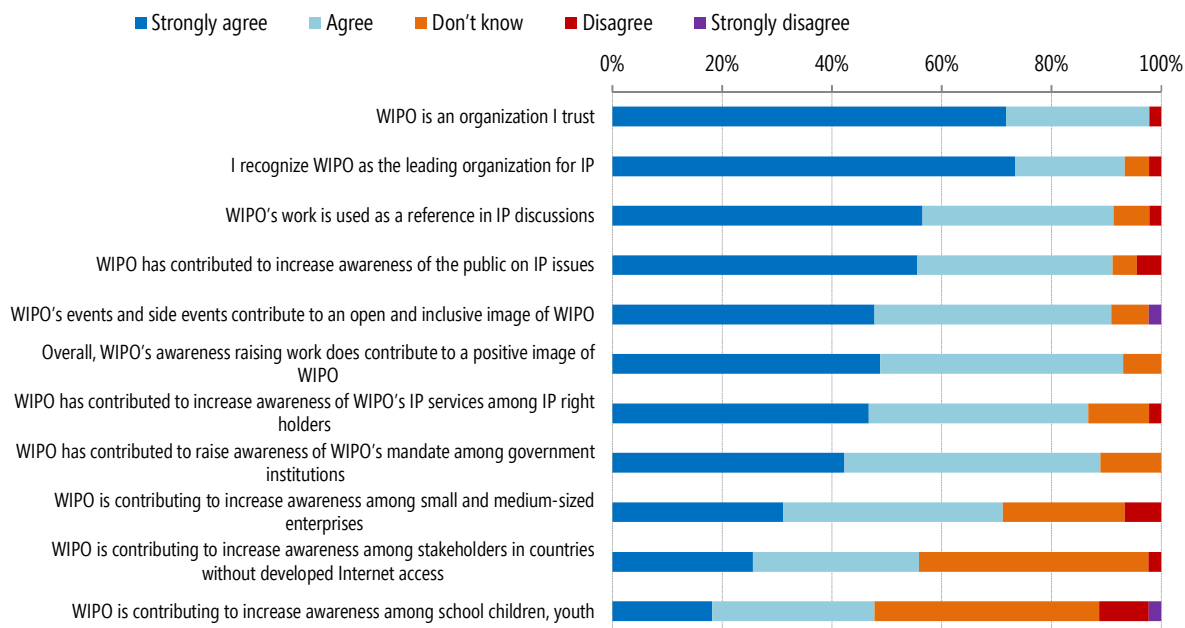


Source: WIPO’s Communications Division, Measuring Stakeholders Perception Survey, 2016

82. Another indicator at the outcome level was linked to the results perceived with influencing audiences’ attitudes. The 2016 perception study found that surveyed stakeholders had a more positive attitude towards WIPO in 2016 compared to 2014; a 65 per cent “Strong/Excellent” rating of criteria compared to 48 per cent in 2014.

83. These positive attitudes were also visible in the external survey carried out by this evaluation. While the number of responses was limited (60 persons), those who did provide feedback recognized WIPO as a leading Organization for IP and identified its role in raising awareness on IP issues. The results of the external survey can be found in Annex 6.

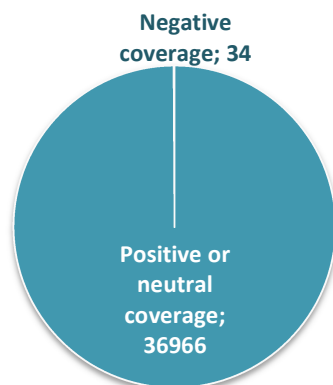
Figure 13: Assessment of WIPO’s attributes



Source: External survey of WIPO’s corporate communications, IOD, 2017

84. A proxy attitudinal²³ measure is the level of an Organization’s positive press coverage compared to the negative coverage, as presented in Figure 14.

Figure 14: Positive, neutral and negative media coverage on WIPO (No. of articles 2016)



Source: Media monitoring of Media Section of CD in WIPO, 2017; analysis by IOD

85. For example, according to WIPO’s 2016 press monitoring system, some 37,000 articles mentioned WIPO. Of these 37,000, only 34 articles were identified as negative towards WIPO (articles verified by the evaluation team). Of these 34 articles, four contested IP treaties and

²³ Attitudinal data: Information collected by a company that measures the importance a consumer places on particular attributes of products or services. <http://www.businessdictionary.com/definition/attitudinal-data.html>

laws defended by WIPO and 30 concerned governance issues within WIPO. It should be noted that negative press coverage was nearly entirely contained within the partisan press and showed little duplication effect, i.e. picked up by other media between zero and four times. On the other hand, examples were seen where positive/neutral news articles were duplicated, up to more than 10 times.

86. The examples mentioned above were provided to illustrate where the available data and information indicated that WIPO had accomplished achievements through communications. Compared to the communication goal, desired results and outcomes (Table 1), these examples suggest that WIPO increased its visibility and awareness among key stakeholders (Permanent Missions, national IPOs and clients). Mainly positive attitudes towards the Organization were seen from these stakeholders, as reflected in WIPO’s media coverage.

87. At the same time, stakeholders indicated that the Organization still needed to improve the level of “balance” and “responsiveness” as desired by the goal and objective. These examples illustrate WIPO’s communications achievements. However, they are not able to equally assess WIPO’s desired goal and objective to reach a “global audience” and “broad public.”

Conclusion 7: Positive results were seen in areas such as awareness, attitudes, and media visibility/coverage, as well as the quality of its messages. However, in most cases it was challenging to isolate WIPO’s contribution towards these results and the influence of the communication activities in particular. The ability to evaluate results with key stakeholders exists, but it is difficult to assess its impact on a global audience/broad public raising the question if this is a realistic target considering WIPO’s available resources.

(iii) Factors influencing communication achievements

88. Through the data and information collected, the following factors influencing communication achievements were identified:

Figure 15: Factors influencing communication achievements

<p>Internal – Facilitating</p> <ul style="list-style-type: none"> • Existing guidelines • Recognition of work units of importance of communications • Technical expertise of communications staff • Strong and effective teamwork in the CD • Responsiveness of communications (media and customer service) to queries • Move to messaging of interest, e.g. innovation 	<p>External – Facilitating</p> <ul style="list-style-type: none"> • Interest in innovation • WIPO’s unique positioning • The growing trends in innovation and start-ups requiring WIPO services • WIPO’s recognized reputation for professionalism and trust (see stakeholder perception survey)
<p>Internal – Hindering</p> <ul style="list-style-type: none"> • Lack of communication strategy • Lack of planning and coordinating communication activities between BUs • Lack of complete communication mandate for CD • Location of CD • Shortage of strategic expertise in CD specialized areas • Legal language used in many publications difficult for some audiences 	<p>External - Hindering</p> <ul style="list-style-type: none"> • IP considered a “niche” subject • IP perceived as interests of specific countries • Complexity of IP not understood by many • Competition from other IP bodies (regional) in overlapping areas

Conclusion 8: While external factors are important to construct the messages internally, the factors facilitating and hindering communication achievements are mainly internal. This indicates that further success could be seen if the hindering factors could be mitigated and the facilitating factors further emphasized.

(iv) Gender and Equity

89. WIPO appears to be committed to promoting gender equality, notably since the appointment of the gender and diversity specialist in July 1, 2013, and the establishment of a Policy on Gender Equality No. 47/2014. According to interviews conducted for this evaluation, the CD provides support to the gender and diversity specialist in collaborating on promoting gender equality. Communications tools include a website and an intranet, as well as a wiki page. The CD is making efforts to increase the geographical diversity of persons in images in WIPO's publications, especially in the WIPO Magazine.

90. The CD also provides support for activities on Twitter and liaising with media on gender issues. In particular, strategic and editorial support was mentioned as particularly valuable. Events such as International Women's Day, women's participation in the Assembly, and "Visit WIPO" Day for Children were special milestones mentioned where the gender focal point collaborated closely with the CD.

91. Based on a sample of 13 WIPO Publications, the evaluation found that WIPO's Publications were using gender-neutral language whenever possible, but the use of images demonstrated less diversity and balance (see Annex 13) with the exception of the WIPO Magazine. It was challenging to assess if such an approach was present across all communication activities of the Organization.

92. In addition to the above, the evaluation found that while the English version of the WIPO website applies a more gender inclusive and user-friendly language, this is not always the case for the Spanish and French versions of the website. The evaluation found that working groups met regularly to review the WIPO web pages in English, French, and Spanish and identify gender biased language in order to re-phrase in a gender-inclusive manner.

Conclusion 9: WIPO's communications displayed a mostly proactive and gender sensitive approach as illustrated by the communication products produced and the collaboration between the CD, WIPO staff and the gender diversity specialist.

(C) EFFICIENCY: HOW ECONOMICALLY HAVE RESOURCES ALLOCATED FOR EXTERNAL COMMUNICATIONS ACTIVITIES BEEN CONVERTED INTO RESULTS?

Finding 11: The CD budget for communication activities is within the range of related UN Agencies but appears higher due to the inclusion of non-communication sub-functions located in the CD (linked to conclusion 10, recommendation 3).

Finding 12: The majority of CD staff focus on production roles (linked to conclusion 10, recommendation 3).

Finding 13: An examination of the four strategies in the MTSP 2016/21 found only partial synchronization with budget allocations (linked to conclusion 11, recommendation 3).

Finding 14: Implemented communication activities match broadly to the audiences' needs with the importance of digital increasing compared to other channels (Linked to Conclusion 12 and recommendation 3).

Finding 15: Most of the reported communications activities were organized on an *ad-hoc* basis, creating challenges in reaching audiences in an appropriate and timely manner (linked to conclusion 12, recommendation 3).

Finding 16: No formal mechanism for planning, coordination and harmonizing was found for communications between the CD and the different BUs (linked to conclusion 13, recommendation 3).

Finding 17: Many WIPO staff surveyed have coordinated with the CD for production of products such as publications and design services (linked to conclusion 13, recommendation 3).

Finding 18: Only a minority of WIPO staff involved in communication activities have participated in appropriate training (linked to conclusion 14, recommendation 3).

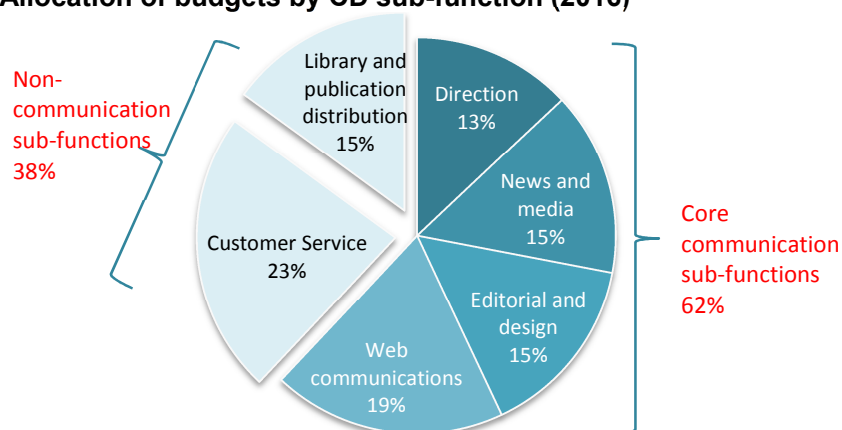
Finding 19: A systematic and comprehensive approach for monitoring communication activities and consequently using findings to improve current and future activities was lacking (linked to conclusion 15, recommendation 3).

(i) Financial and human resources available

93. WIPO currently has a biennial budget of 16,483,000 Swiss francs (P&B 2016/17) for the CD. The evaluation found that two Sections: the Library and Publication Distribution Section and the Customer Service Section considered as non-communications sub-functions were included in this budget:

94. What are not included in this budget are the costs of the communications activities carried out by other BUs within WIPO. The budget allocated to the core communications sub-functions is 62 per cent with the remaining 38 per cent assigned to non-communication sub-functions as seen in the graph below.

Figure 16: Allocation of budgets by CD sub-function (2016)



Source: *Program Performance and Budget, WIPO Business Intelligence System*

95. The 2015 JIU study compared total communications and public information entities of 26 UN Agencies as a percentage of the agencies' total expenditures (See Annex 16). On average, agencies budgeted 1.09 per cent of total expenses for communications. The evaluation found that with the inclusion of the Library and Publication Distribution and the Customer Service Sections, WIPO has allocated some 2.7 per cent of total budget to communications. Without these two Sections, WIPO was found to allocate some 1.7 per cent to communications. For both calculations, it places WIPO above average regarding the budget

assigned to communications compared to other specialized UN Agencies. For example, WIPO has a similar level of core communication budget to the International Telecommunication Union (ITU) (1.6 per cent) and the International Trade Centre (ITC) (1.7 per cent) while being above that of United Nations Industrial Development Organization (UNIDO) (0.4 per cent) and below that of the United Nations Conference on Trade and Development (UNCTAD) (2.9 per cent).

96. Regarding expertise, excluding the Library and Publication Distribution and the Customer Service Sections, of the remaining 21 permanent staff:

- (a) Nineteen per cent (four) have a management role, i.e. the Communication Director and the Section managers;
- (b) Ten per cent (two) have supporting roles, i.e. assistants; and
- (c) Seventy one per cent (15) have production roles, i.e. creating and/or editing web content, texts, videos and other communication products.

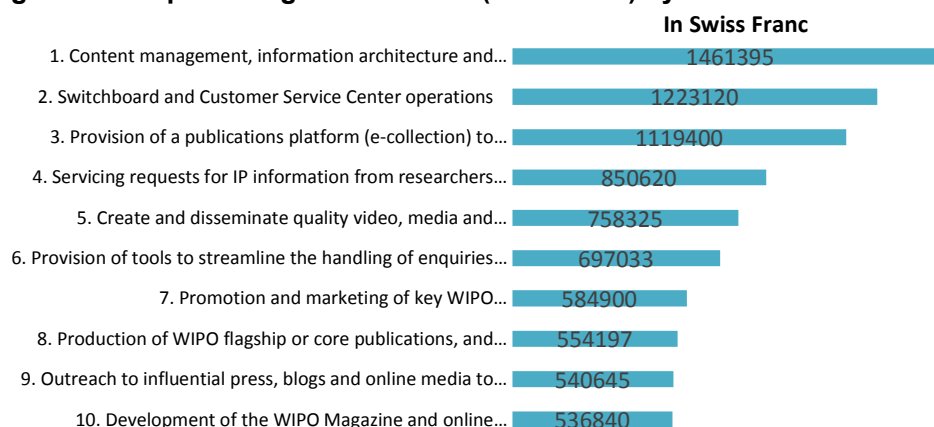
97. The fact that 71 per cent of the work in the CD focuses on production is reflective of the service nature of the CD. On the one hand, this is viewed positively by other BUs in the CD's ability to deliver technically high-quality products, but on the contrary, it means that limited focus and time is available for strategic communications initiatives and support. While feedback from interviews indicates that capacities and motivation of communications staff seem to be strong, the experience and training are in their technical areas of expertise and less on a strategic communications level. At the same time, the evaluation found that up to one-quarter of staff migrated from other sections within WIPO to the CD. Desk research and interviews showed that staff received some training to adapt to their new role in communications rather than having previous experience and qualifications in communications and that often, they learned "on the job".

Conclusion 10: The resources available to the CD to carry out communications activities was within the range of similar organizations but appeared higher due to the inclusion of non-communication sub-functions in the CD. Expertise was found mainly in production roles, which reflects the demands of the BUs but underplays the CD's potential strategic role.

(ii) Resource allocation in synchronization with communication priorities

98. Regarding financial resources, the budget allocation for personnel resources (85 per cent of the total allocated budget for the 2016/17 biennium) prioritizes activities focused on the web, customer service, open access publications, library resources for research, and content creation as seen in Figure 17 (a complete table of all 30 budgeted activities can be found in Annex 4).

Figure 17: Top 10 budget allocations (staff costs) by communication activity (2016-17)



Source: *Financial data compiled by IOD*

99. The MTSP 2016/21 and the P&B 2016/17 both included strategies that prioritized communications activities. An examination of the four communications strategies²⁴ in the MTSP 2016/21 compared to the budget allocations found that they were partially aligned as seen in Table 3 below. The 2016/21 MTSP was published in August 2016 i.e. after the 2016/17 P&B. It was not shared with the CD prior to publication. Despite this, the allocation of budgets was viewed to be in line with the MTSP strategies 2, 3 and 4 but the link is weak for strategy 1, as are the links to the P&B. Certain priority budgeted activities are also absent from the MTSP: communication activities 4, 5, 7, 9 and 10.

Table 3: Comparison of MTSP 2016/21 strategies to P&B 2016/17 and budget priorities 2016/17

MTSP 2016/21 communication strategies (summarized)	Link to P&B 2016/17	Budget priority – 2016/17
1. Increase the geographical availability and penetration of communications across all media and in all official languages...[focus on] school children, youth, small and medium-sized enterprises and countries without developed Internet access.	No specific mention of audiences referred to in MTSP.	Assumed “geographic availability and penetration” is spread across all budgets. No specific budget found to reach audiences mention.
2. The renovation of the WIPO website will be continued increasing its usability and focus. The development of apps will be pursued.	The website listed as a priority. Development of apps not mentioned.	The website is the first budget priority. No specific budget for development of apps assumed this is on the web and/or social media budgets.
3. The move towards digital publications will continue, with an open access policy governing as much published content as possible.	Open access is listed as a priority.	Provision of open access platform is the third budget priority.
4. Standardizing the customer experience across the Global IP Systems and other platforms and services establishment of a single client database.	The customer experience is listed as a priority.	Customer experience is second and sixth budget priority.

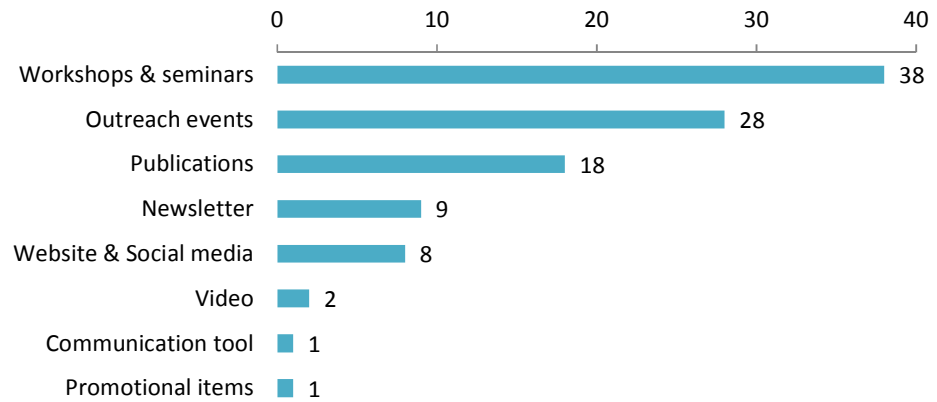
Conclusion 11: Some significant allocations in the budget were not featured as strategic priorities. In addition, budgets were not allocated to communication activities with some priority audiences listed in the strategy and activities to reach them were not clearly identified. This partial alignment indicates that there are some gaps between “what is prioritized” and “what is done”.

(iii) Best use of activities to match audiences’ needs

100. A range of different communications activities are used across WIPO. The focus from 2015 to June 2017 has been mainly on interpersonal channels, such as events and workshops as seen in the graph below (based on reporting by BUs). However, the graph underestimates the web and video area, which are ongoing activities, i.e. multiple videos have been produced (e.g. some 200 in 2016) and webpages updated. It should also be noted that a BU may initiate, or be involved in, a communication activity, such as a press event or a website posting, but may not have considered it as their activity but rather as a CD activity, and therefore not accounted for it in their statistics.

²⁴ A fifth strategy is concerned with WIPO’s External Offices and not considered in this analysis.

Figure 18: Type of communications activities carried out by WIPO BUs (2015/June 17)

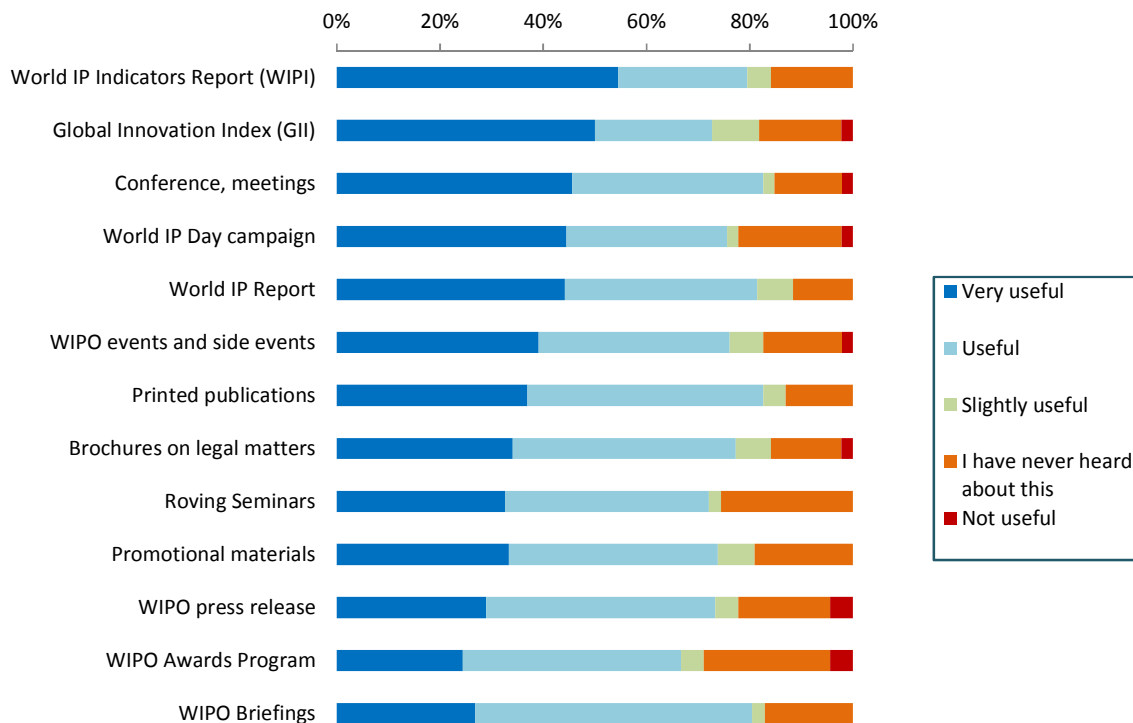


Source: Data compiled by IOD based on desk review

101. The 2016 perception study asked stakeholder respondents what were the most commonly used WIPO services/products. Respondents identified the WIPO website (97 per cent of stakeholders) followed by IP databases (91 per cent) and publications (79 per cent). The study also found that WIPO website usage by stakeholders jumped from 82 per cent to 97 per cent in 2014.

102. The external survey for this evaluation asked informants which activities were most useful to raise awareness. The graph 17 shows that respondents rated special reports/indexes highly followed by conferences/meetings and the World IP Day campaign. This implies that activities selected broadly matched the needs of the audiences (based on a limited canvassing of their needs). However, the findings indicate that activities using digital channels to reach more stakeholders are growing significantly compared to interpersonal channels such as workshops, conferences, and seminars.

Figure 19: Activities useful to raise IP awareness



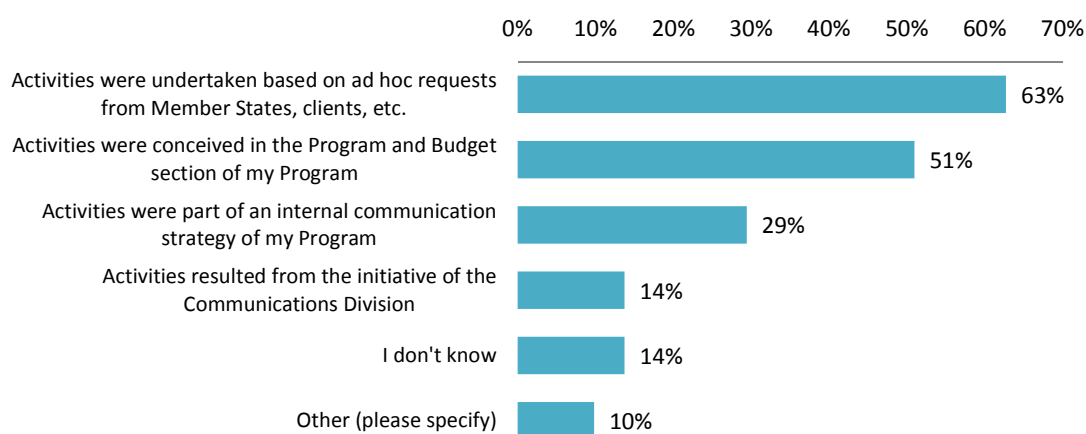
Source: External survey of WIPO's Corporate Communications, IOD, 2017

103. A further consideration is the selection of communications activities and how they match the BUs' audience needs. There was consensus from WIPO staff interviewed underlining that the BUs were not always able to select the activity the most suitable for their specific audiences and consequently unable to launch it in a timely manner. Feedback indicated that this was thought to be both due to lack of planning and coordination with the CD.

104. Moreover, some WIPO staff interviewed thought that certain activities could have been better aligned across the Organization to create synergies between initiatives such as events or promotions. According to WIPO staff, the majority of communication activities (63 per cent) were organized on an outside of the plan without coordination (see graph below).

105. In addition, the Web Communications Section estimated only 30 per cent of its work as strategic and 70 per cent unplanned, with some 100 weekly requests received on an *ad-hoc* basis. This was largely also seen as the result of last minute priority requests by BUs and the Member States.

Figure 20: How were communication activities decided within WIPO?



Source: Staff survey of WIPO's corporate communications, IOD, 2017

106. A detailed analysis of the strengths, weaknesses, and opportunities of the main types of communication activities are described in Annex 14: Feedback on the core areas.

Conclusion 12: WIPO has focused mainly on interpersonal channels, but digital channels have grown in importance. The *ad-hoc* approach to selecting and coordinating Communications activities implied that audiences' needs could not always be fulfilled.

(iv) Coordination and synergy

107. As described in the "Relevance" Section 3 (A) of this report, the CD's role as a lead in coordinating and harmonizing WIPO's communications was not defined. As a consequence, this was seen by staff interviewed as influencing the CD's capacity to coordinate and find synergies for communications activities across the Organization.

108. Although some coordinating entities such as the Publications Board (coordinating all publications within WIPO), or the Customer Service Board (coordinating customer services approaches within WIPO) exist, a formal mechanism for planning and coordinating between the CD and the different BUs carrying out communications activities was absent.

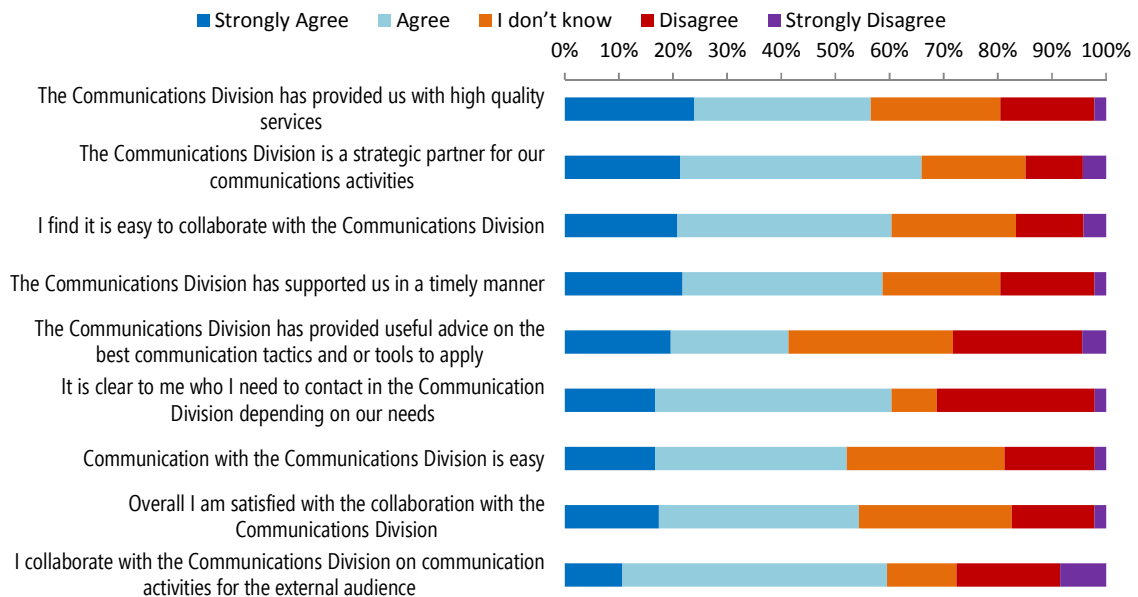
109. Although no formal mechanism was detected, BUs were found to coordinate with the CD as needed or tactical basis; 72 per cent of WIPO staff surveyed confirmed that they had

coordinated with the CD for their communication activities. However, the approach to engaging with a staff member in the CD was often based on either personal contact or a link to a specific individual with expertise in the required communications area. Therefore, CD staff members would often be interrupted in their work.

110. The evaluation found that the BUs perceived the CD as sometimes unable to offer a timely response or result, whereas the CD staff felt overwhelmed with tasks at times, lacking the resources to cope with a large number of unplanned demands. Both agreed that the relevant CD staff members were not always involved in the planning stages of an initiative, thereby not able to provide strategic input and expertise for best results.

111. As seen in the graph below, WIPO staff surveyed rated “the quality of the service offered,” “partnering and timeliness of the CD” as high. “The clarity of whom to contact within the CD” and “the ability to provide advice on tactics/tools to use” were not rated as high.

Figure 21: Rating of CD by WIPO staff



Source: Staff survey of WIPO’s Corporate Communications, IOD, 2017

112. WIPO staff surveyed was found to use mainly the services of the editorial and design section²⁵ and the web publication services of the CD, as seen in the figure 22.

Figure 22: Communication services of the CD used by WIPO staff



Source: Staff survey of WIPO's corporate communications, IOD, 2017

Conclusion 13: Limited formal coordination and synergy between the CD and the BUs (and among the BUs themselves) meant that communications collaboration was on an informal, *ad-hoc* basis. This approach does not allow for the best results in communications products or activities. For example, this method could result in audiences and stakeholders receiving overlapping or inconsistent communications from WIPO.

(v) Training

113. Findings from both the internal survey and the interviews indicate that only a minority of WIPO staff involved in communication activities participated in training in this area: only nine staff surveyed detailed the training they had received. According to CD staff, training on communication themes for staff is organized by the CD on an *ad-hoc* basis, such as individual coaching for staff on contributing website content or a briefing for a group of staff on a communications theme. CD staff commented that they did have access to training if needed; only some indicated that they were unable to benefit due to a lack of time.

²⁵ Advice on developing new or revised WIPO publications and promoting publications.

114. In 2016/17, nearly half a million Swiss francs was used for training, awareness and advice on customer service for WIPO staff. This is the thirteenth highest budget allocation for the CD (see Annex 4). The evaluation did not identify a budget allocation for training to develop the skills of the CD staff or other BUs staff who have direct or partial communications roles. WIPO staff indicated that it was essential to receive for instance media training, press releases or social media writing training, among other.

Conclusion 14: Given that Communications activities are developed and implemented across WIPO, the lack of a common training approach meant that the levels of required communications skills and know-how were inconsistent throughout the Organization and not focused on strategic capacity building.

(vi) Monitoring

115. As described in the “Effectiveness” Section 3 (B) of this report, the current indicators (as presented in the P&B documents) and monitoring system were found to be under-measuring the possible results of the Communications activities.

116. The indicators, as presented in the P&B documents, for measuring the core communication sub-functions were found to be superficial. Even though some monitoring is done within the CD for internal purposes, more significant measures at the outcome level are absent from the P&B document results framework, such as:

- (a) Awareness change (knowledge);
- (b) Attitudinal change beyond “satisfaction”;
- (c) Measures such as “responsive” and “balanced” that appear in communication objectives that are attitudinal and also feature in stakeholder perception study;
- (d) Positive coverage in top influential media for WIPO (a proxy measure for attitudinal measures);
- (e) Satisfaction of web users (attitudinal);
- (f) All supportive actions (not only retweets/likes) taken on social media (behavior);
and
- (g) The contribution of publications to knowledge, attitudes, and policy change.

117. The majority of Communications activities across WIPO focused on outreach and awareness raising, but this evaluation was unable to detect common indicators and methods to measure these results.

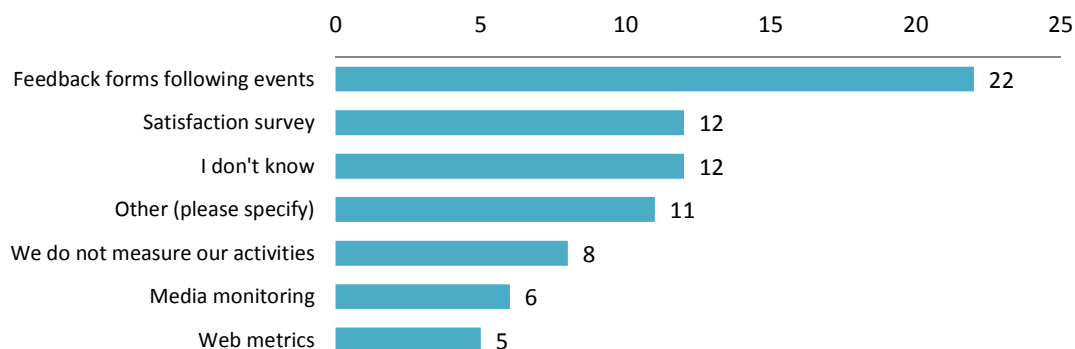
118. The perception study measured stakeholders’ assessment of WIPO regarding reputation and their level of interaction with the Organization, but it did not establish any links between specific communication activities and the stakeholders’ perceptions of WIPO (aside from the level of use of WIPO’s products and services).

119. Communications activities carried out by BUs were monitored to varying degrees. The evaluation found that the WIPO Roving Seminars are being monitored on a regular basis immediately after the seminar and six months after to capture attitudinal changes among beneficiaries. This good practice could be replicated across similar activities. According to the internal survey, WIPO measured their communication activities through feedback forms following events, satisfaction surveys, or informal feedback (main comments of “Others”). As seen in the graph below, 21 per cent (12 out of 58 respondents) did not know, and 14 per cent

(eight out of 58 respondents) did not measure communication activities. Interviews with WIPO staff confirmed that feedback is also sought informally following communication activities, but limited systematic approaches were found to be used. In BUs where marketing and promotional activities were carried out, indicators and monitoring to assess their relative relevance, effectiveness, and efficiency were absent.

120. The evaluation did not find any systematic process for interpreting or translating collected monitoring data into improving current and future activities within the CD or the BUs.

Figure 23: Measurement of communication activities used by WIPO staff



Source: Staff survey of WIPO's corporate communications, IOD, 2017

Conclusion 15: The lack of consistent monitoring of communications activities across WIPO resulted in an inaccurate assessment of their actual and potential achievements by management. Insufficient focus on establishing common indicators and measurement mechanisms has meant that WIPO was unable to analyse their progress fully and to translate this into operational measures to improve communications activities.

Recommendations:

1. ODG should consider strengthening the CD's strategic impact by refining its mandate and relocating the CD directly under ODG. *(Priority: High)*

Closing criteria:

- (i) Refine the existing CD mandate to facilitate complementarity, and alignment of all external and internal communications.
- (ii) Move CD to ODG.
- (iii) Include the CD in other program budget planning discussions to be informed, and anticipate the BU needs.

2. The CD should develop a detailed Corporate Communications strategy with a SMART results based framework. *(Priority: High)*

Closing criteria:

- (i) The strategy should be developed in collaboration with the key decision makers in each sector, including sub-strategies for each of the CD functions such as: digital media, media relations, and publications in particular.
- (ii) Revise the organizational communications results based framework and objectives to conform with SMART criteria, and encompass all activities (CD and all business units) with appropriate indicators.
- (iii) Develop guidelines that allow select senior/expert in communications staff to engage online on behalf of the Organization.
- (iv) The strategy should align all existing communications policies and OIs into one single corporate communications framework in consultation with the SMT, and centralized in an easily accessible and comprehensible repository.

3. The CD should integrate additional key competencies; encourage each business unit to assign a communications focal point to liaise with a coordinator within the CD. *(Priority: High)*

Closing criteria:

- (i) Restructure the CD to integrate key competencies encompassing internal communications, crisis management, strategic planning, stakeholder management, as well as, research and analysis.
- (ii) Focus on training both CD staff to improve strategic level communications skills, and for WIPO staff involved in communications (in collaboration with the HRMD).
- (iii) Develop and promote a systematic monitoring approach across all Sections involved in communications in collaboration with the Program Management and Budget Section.
- (iv) Appoint communication focal points in each business unit, a coordinator within the CD (project manager) and a formal mechanism to guide the harmonization.

ACKNOWLEDGMENT

The IOD wishes to thank the members of WIPO Program 19 as well as other WIPO staff members and external stakeholders for their assistance, cooperation, and interest during this assignment.

Prepared by IOD Evaluation Section: Ms. Julia Engelhardt, Senior Evaluation Officer; Ms. Patricia Vidal Hurtado, Associate Evaluation Officer; Ms. Tiantian Xiang, Intern and Mr. Glenn O'Neil and Ms. Patricia Goldschmid, external evaluation and communication experts.

Reviewed and approved by Mr. Rajesh Singh, Director, IOD.

TABLE OF RECOMMENDATIONS

Recommendations #	Accepted / Rejected (indicate reason for rejecting)	Person(s) Responsible	Deadline	Management Comments and Action Plan
<p>1. ODG should consider strengthening the CD's strategic impact by refining its mandate, and relocating the CD directly under ODG. <i>(Priority: High)</i></p> <p><i>Closing criteria:</i></p> <ul style="list-style-type: none"> (i) Refine the existing CD mandate to facilitate complementarity, and alignment of all external and internal communications. (ii) Move CD to ODG. (iii) Include the CD in other Program Budget Planning discussions to be informed and anticipate the BU needs. 	Accepted	Ms. Forbin Mr. Prasad	TBD	The recommendation is in principle accepted.

Recommendations #	Accepted / Rejected (indicate reason for rejecting)	Person(s) Responsible	Deadline	Management Comments and Action Plan
<p>2. The CD should develop a detailed corporate communications strategy with a SMART results based framework. <i>(Priority: High)</i></p> <p><i>Closing criteria:</i></p> <p>(i) The strategy should be developed in collaboration with the key decision makers in each sector, including sub-strategies for each of the CD functions such as: digital media, media relations, and publications in particular.</p> <p>(ii) Revise the organizational communications results based framework and objectives to conform with SMART criteria, and encompass all activities (CD and all business units) with appropriate indicators</p> <p>(iii) Develop guidelines that allow select senior / expert in communications staff to engage online on behalf of the Organization.</p> <p>(iv) The strategy should align all existing communications policies and OIs into one single corporate communications framework in consultation with the SMT, and centralized in an easily accessible and comprehensible repository.</p>	<p>Recommendation and closing criteria are accepted</p>	<p>Ms. Forbin Ms. Lloyd da Silva</p>	<p>June 2018</p>	<p>Development of a corporate communications strategy in consultation with key stakeholders to address the four closing criteria.</p>

Recommendations #	Accepted / Rejected (indicate reason for rejecting)	Person(s) Responsible	Deadline	Management Comments and Action Plan
<p>3. The CD should integrate additional key competencies; encourage each business unit to assign a communications focal point to liaise with a coordinator within the CD. <i>(Priority: High)</i></p> <p><i>Closing criteria:</i></p> <ul style="list-style-type: none"> (i) Restructure the CD to integrate key competencies encompassing internal communications, crisis management, strategic planning, stakeholder management, as well as, research and analysis. (ii) Focus on training both CD staff to improve strategic level communications skills, and for WIPO staff involved in communications (in collaboration with the HRMD). (iii) Develop and promote a systematic monitoring approach across all Sections involved in communications in collaboration with the Program Management and Budget Section. (iv) Appoint communication focal points in each business unit, a coordinator within the CD (project manager), and a formal mechanism to guide the harmonization. 	<p>Recommendation and closing criteria are accepted</p>	<p>Ms. Forbin Ms. Lloyd da Silva with HR, SMT and PM&B</p>	<p>December 2018</p>	<p>Development of pragmatic solutions to address the four closing criteria while addressing the needs prioritized by the new Corporate Communications Strategy.</p>

ANNEXES

ANNEX 1	List of interviewees
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ANNEX 3	Corporate Communications theory of change
ANNEX 4	Communications division budget allocation 2016/17 by activities (ranked)
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[Annexes follow]

ANNEX 1: LIST OF INTERVIEWEES

During the data collection process of the evaluation the following stakeholders were interviewed. We would like to thank all interviewees for their time and contribution to this evaluation.

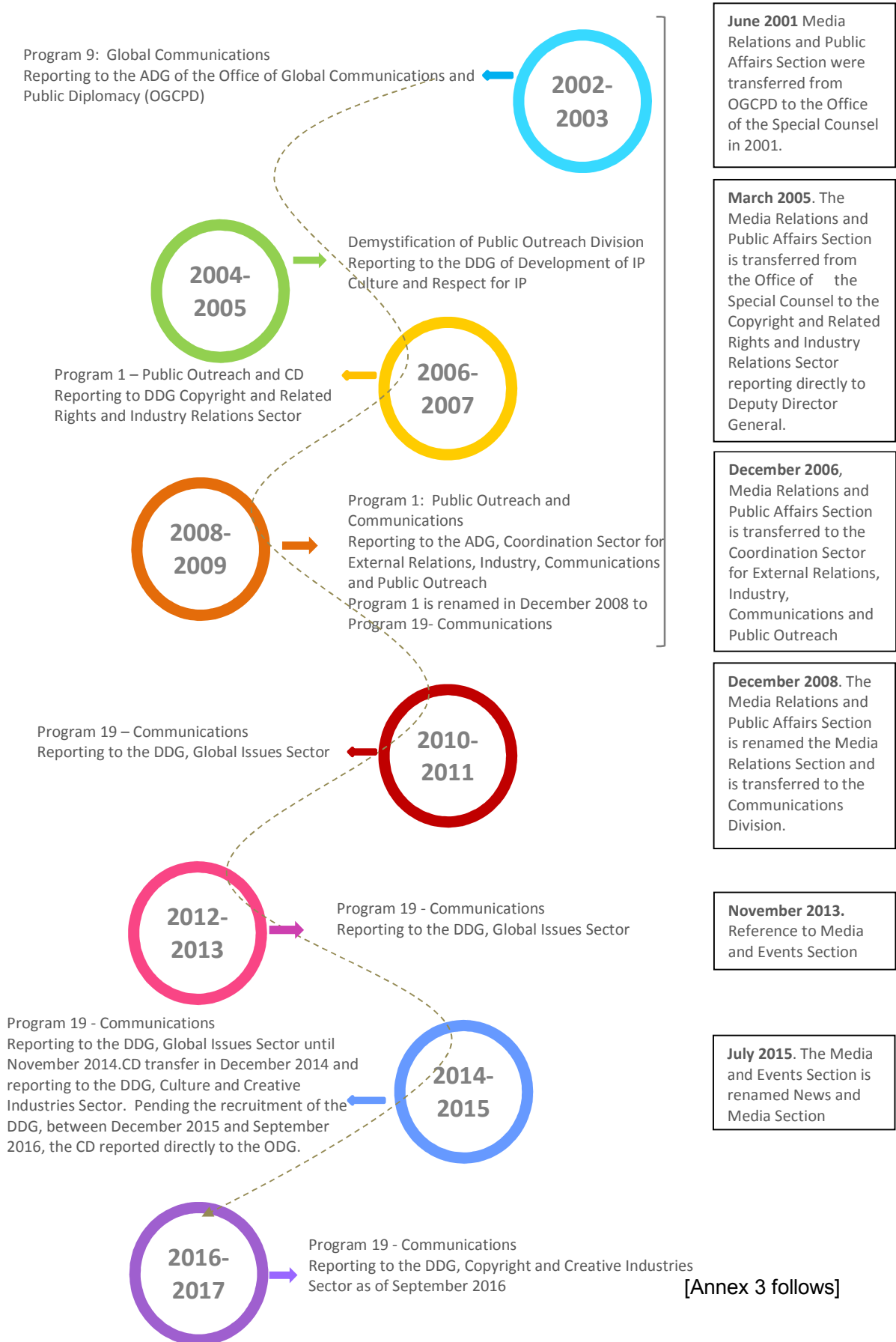
Number of Interviewees	WIPO
7	Office of the Director General
2	Copyright and Creative Industries Sector
6	Development Sector
6	Patents and Technology Sector
5	Brands and Designs Sector
6	Global Issues Sector
5	Administration and Management Sector
4	Global Infrastructure Sector
4	Human Resources Management Department
18	Communications Division
1	Regional Bureau for Arab Countries
2	Regional Bureau for Latin America and the Caribbean
1	Regional Bureau for Asia and the Pacific
1	Division for Least-Developed Countries
1	Copyright Law Division
1	Economics and Statistics Division
3	Department for Transition and Developed Countries (TDC)
2	WIPO Singapore Office
1	the WIPO Office in the Russian Federation
1	the WIPO Office in the Russian Federation
2	WIPO Japan Office

Number of interviewees	Permanent Missions in Geneva
1	Permanent Mission of Japan to the International Organizations in Geneva
3	U.S. Permanent Mission to the United Nations
1	Permanent Mission of the Argentine Republic
2	Permanent Mission of Mexico to the United Nations
1	Australian Permanent Mission to the World Trade Organization
2	Permanent Mission of the United Kingdom of Great Britain and Northern Ireland to the United Nations Office
4	Permanent Mission of India to the United Nations
2	World Meteorological Organization
1	International Telecommunication Union
1	EUROVISION
1	International Organization for Migration
1	World Trade Organization
1	United Nations Office at Geneva
3	The Joint United Nations Programme on HIV and AIDS
1	United Nations Development Programme
1	International Trade Centre

Number of interviewees	Media
1	O Estado de S. Paulo
1	Kyodo News Geneva Bureau
2	World Trademark Review
1	Reuters
1	European, US (Mclatchy Group) and Australian media
1	IP Watch
2	Canadian Intellectual Property Office
1	US Patent and Trademark Office (USPTO)
1	IP Australia

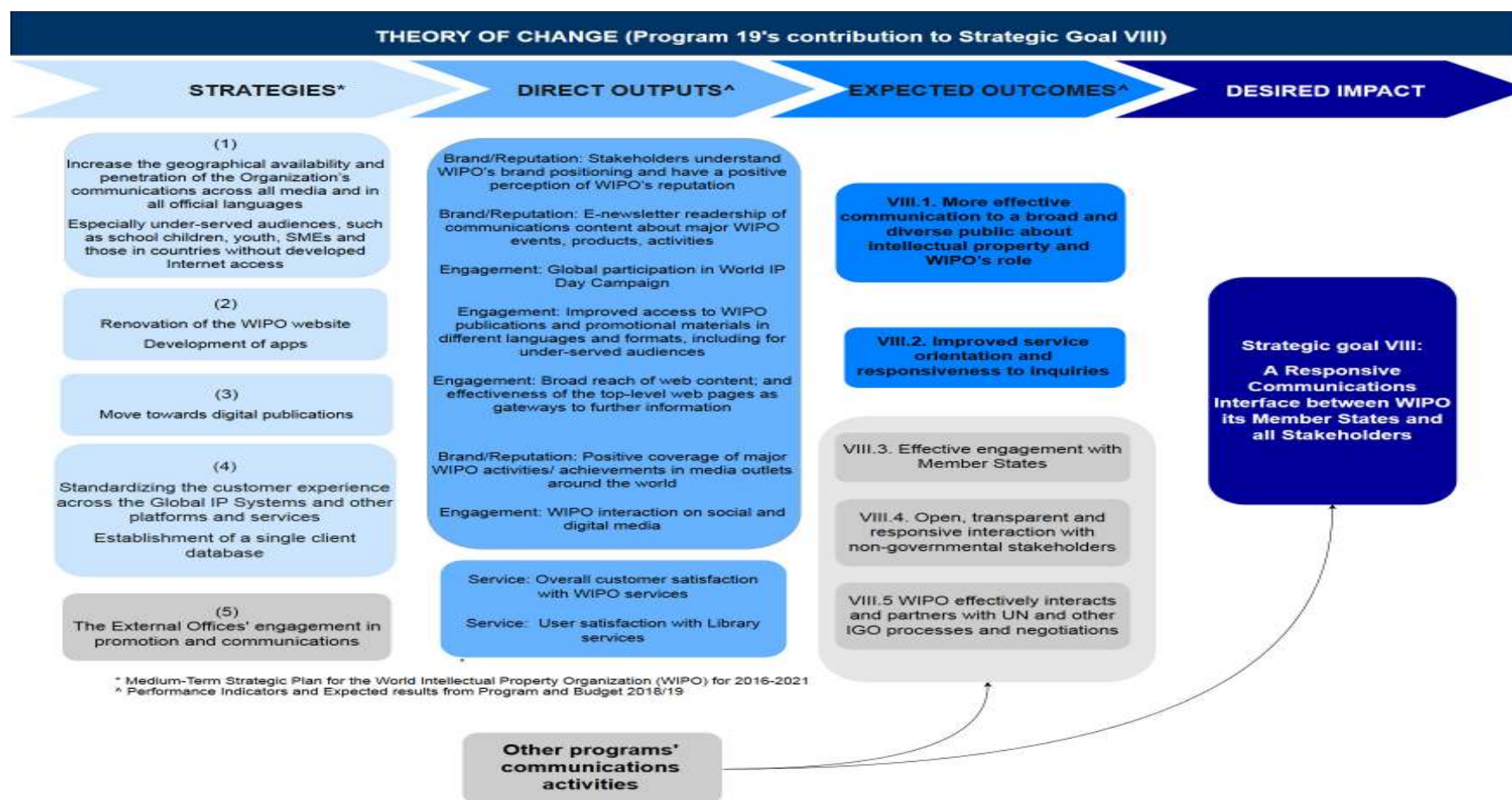
[Annex 2 follows]

ANNEX 2: COMMUNICATIONS FUNCTION EVOLUTION OVER THE YEARS



[Annex 3 follows]

ANNEX 3: CORPORATE COMMUNICATIONS THEORY OF CHANGE



[Annex 4 follows]

ANNEX 4: COMMUNICATION DIVISION BUDGET ALLOCATION 2016/17 BY ACTIVITIES – STAFF COSTS (RANKED)

This is a position cost analysis. It includes personnel resources (post and temporary staff costs) and does not include non-staff costs. This is the budget plan for the biennium. It is not the actual expenditure. The total staff count and budget amount include four staff members (approximately 10 per cent of 38 staff members) that are charged to the CD but who are either on loan to another sector or vacant for administrative reasons.

	Unit	Section	Act. code	Activity	Staff costs 2016-17
Core Communication Functions	0130	Web Communications	P1544	Content management, information architecture and usability of the WIPO website	1,461,395
	0054	News and Media	P3046	Create and disseminate quality video, media and photographic content	758,325
	0054	News and Media	P1514	Promotion and marketing of key WIPO events/achievements/offerings	584,900
	0054	News and Media	P1521	Outreach to influential press, blogs and online media to help position WIPO as the world reference source on international IP issues	540,645
	0057	Editorial and Design	P1543	Development of the WIPO Magazine and online expansion of its readership	536,840
	0053	Communications Division	P3337	Strategic direction and management of the Program, resources and personnel	478,533
	0053	Communications Division	P3338	Administrative support and management	459,600
	0057	Editorial and Design	P3251	Creation of promotional materials for major WIPO events, including editorial, graphic design and infographic content	456,322
	0130	Web Communications	P3463	Coordination of internal web tools for Communications purposes	436,340
	0057	Editorial and Design	P1538	Production of WIPO flagship or core publications, and corporate public information products	554,197
	0057	Editorial and Design	P1532	Strengthening the WIPO brand and corporate identity	258,168
	0130	Web Communications	P3252	Develop and diversify social media presences to extend reach and increase engagement with IP community and new audiences	236,425
	0053	Communications Division	P3249	Production, oversight and dissemination of quality content	235,833
	0130	Web Communications	P3116	Creation, publishing and promotion of digital content to support communications priorities	235,715
	0057	Editorial and Design	P1515	Annual World IP Day campaign to engage a broad public	193,364
	0053	Communications Division	P3187	Advice to senior managers and DG on communications and media issues	179,450
	0053	Communications Division	P3459	Corporate communications and brand promotion	179,450

	Unit	Section	Act. code	Activity	Staff costs 2016-17
Core Communication Functions	0053	Communications Division	P3461	Development and delivery of effective promotion and marketing strategies	179,450
	0057	Editorial and Design	P1545	Editorial and design services to support publication quality, availability in appropriate digital formats, and in official language versions	175,823
	0130	Web Communications	P1534	Lead the annual World IP Day campaign to engage a broad public	143,625
	0053	Communications Division	P1526	Internal coordination and initiatives to improve horizontal and same page" communication	142,817
	0054	News and Media	P3121	Equipment for video and photo production	104,930
non-core communications functions	0061	Customer Service	P1565	Switchboard and Customer Service Center operations	1,223,120
	0060	Library and Publication Distribution	P1516	Provision of a publications platform (e-collection) to enable open access to all WIPO publications and studies	1,119,400
	0060	Library and Publication Distribution	P1552	Servicing requests for IP information from researchers and visitors to the Library	850,620
	0061	Customer Service	P3188	Provision of tools to streamline the handling of enquiries and the management of WIPO contacts	697,033
	0061	Customer Service	P1553	Training, awareness and advice activities	459,078
	0061	Customer Service	P3122	Customer feedback activities including monitoring stakeholders perception	332,558
	0060	Library and Publication Distribution	P1522	Depository Library Program	250,980
	0061	Customer Service	P1563	Monitoring operational procedures and quality standards	139,360

Source: WIPO communications division

[Annex 5 follows]

ANNEX 5: WIPO STAFF SURVEY RESULTS

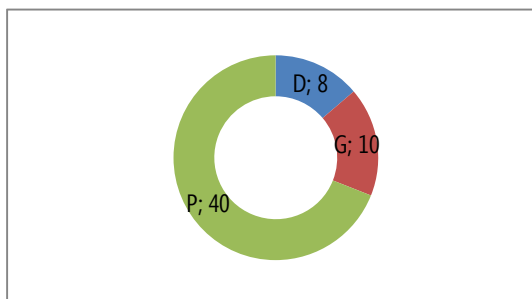
Note: the totals and subtotals of the various responses do not always sum to the number of responses received for all questions. The reasons for this are that not all staff responded to all parts of a question and other indicated more than one response to a single question.

Final valid responses	58
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Section 1: Details of the Respondent

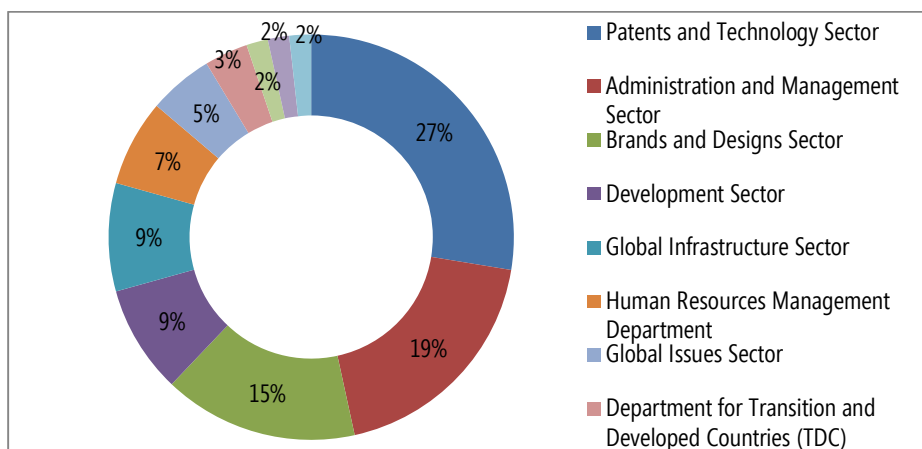
Question 1: Grade of the respondents

Response Options	
D	8
G	10
P	40
Total	58



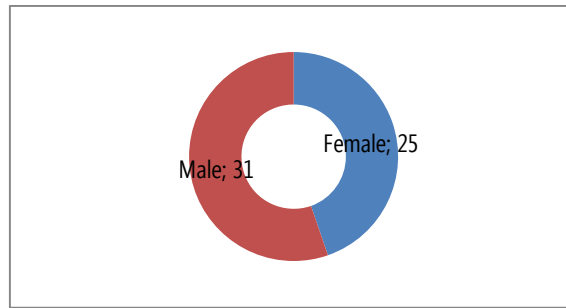
Question 2: Which sector you are working?

Response Options		
Patents and Technology Sector	16	28%
Administration and Management Sector	11	19%
Brands and Designs Sector	9	16%
Development Sector	5	9%
Global Infrastructure Sector	5	9%
Human Resources Management Department	4	7%
Global Issues Sector	3	5%
Department for Transition and Developed Countries	2	3%
Copyright and Creative Industries Sector	1	2%
Economics and Statistics Division	1	2%
Office of the Legal Counsel	1	2%
Total	58	100%



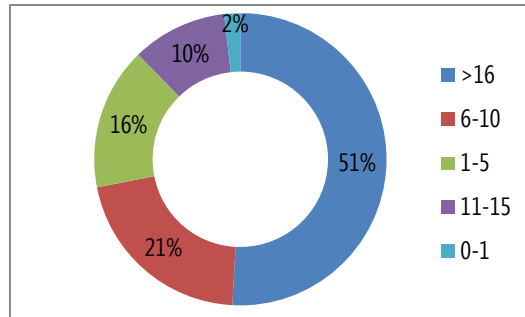
Question 3: Gender

Response Options	
Female	25
Male	31
Total	56



Question 4: For how many years have you been working at WIPO?

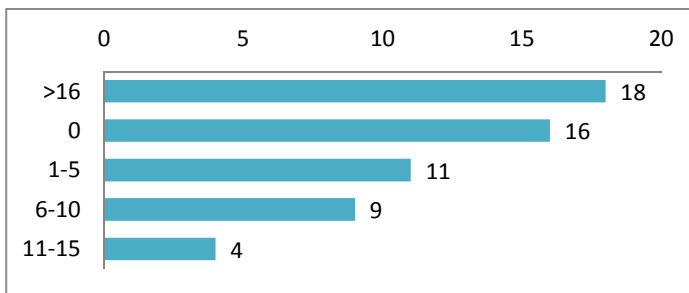
	29	51%
6-10	12	21%
1-5	9	16%
11-15	6	11%
0-1	1	2%
Total	57	100%



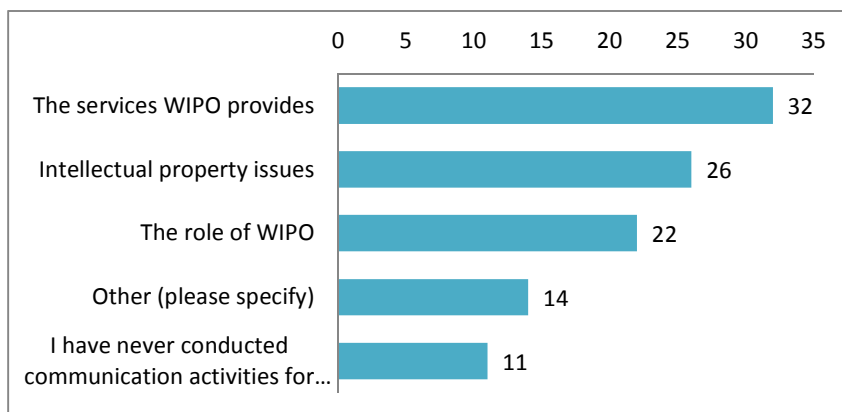
Part A. Effectiveness and Efficiency of Corporate Communications

Question 5: Please indicate the average number of communication activities (for external audience(s)) that you have carried out in the past year:

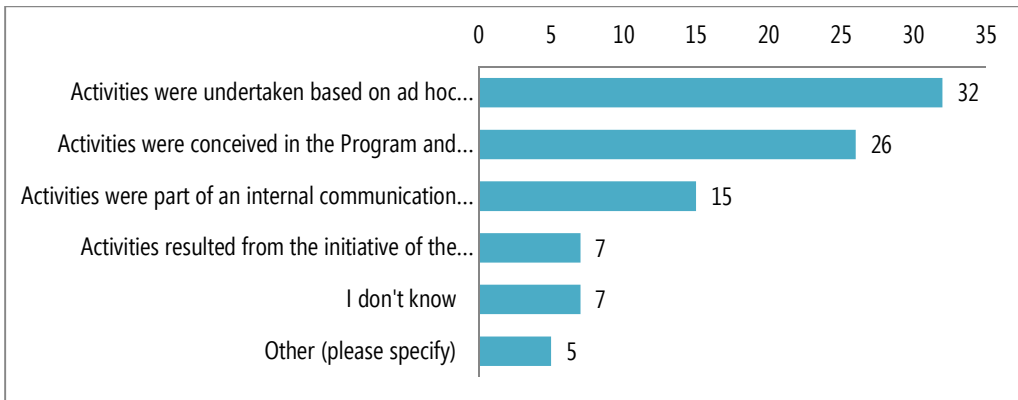
>16	18
0	16
1-5	11
6-10	9
11-15	4
Total	58



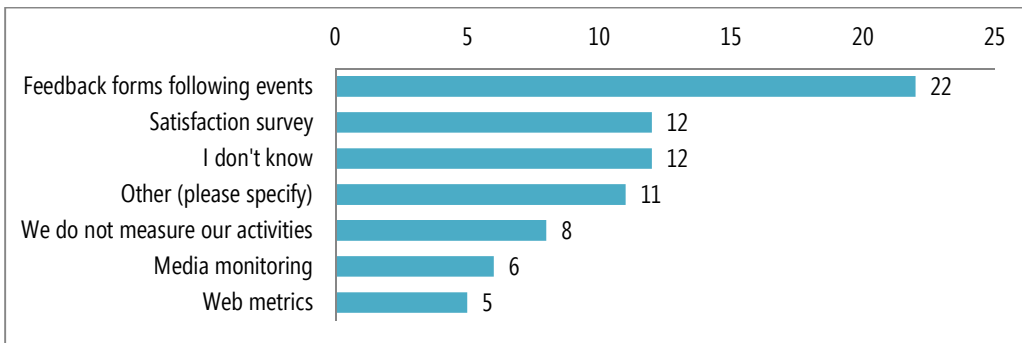
Question 6: Please indicate from the list below the areas where you have implemented Communication activities for external audience(s) (please choose as many as applicable)



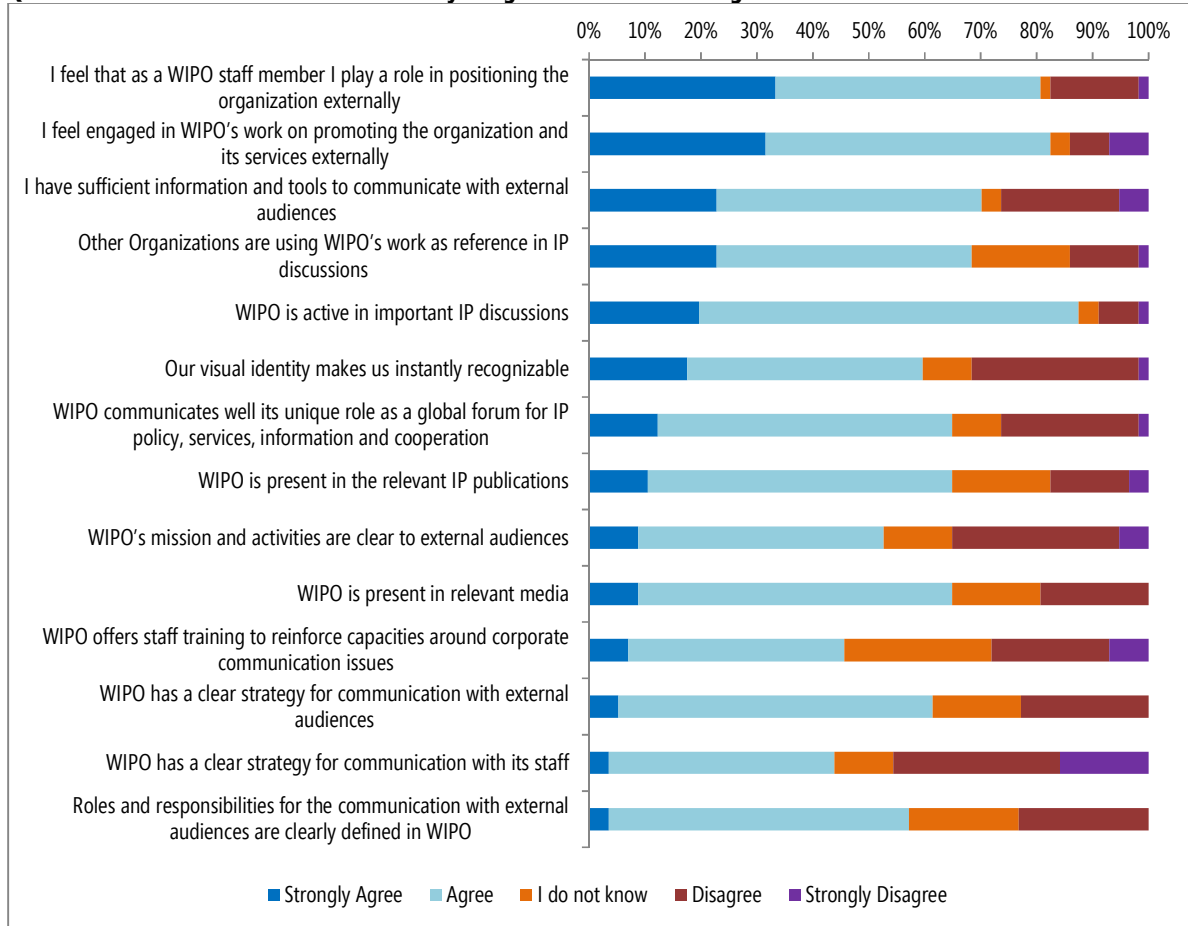
Question 7: How were communication activities to external audience(s) decided? (Please choose as many as applicable)



Question 8: How do you measure your Communications activities?

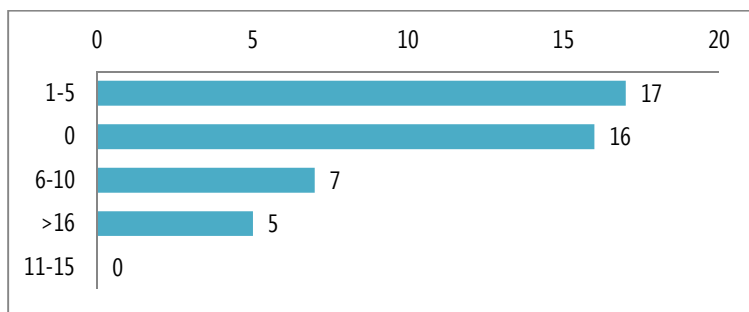


Question 9: Please indicate to what extent you agree with the following statements:

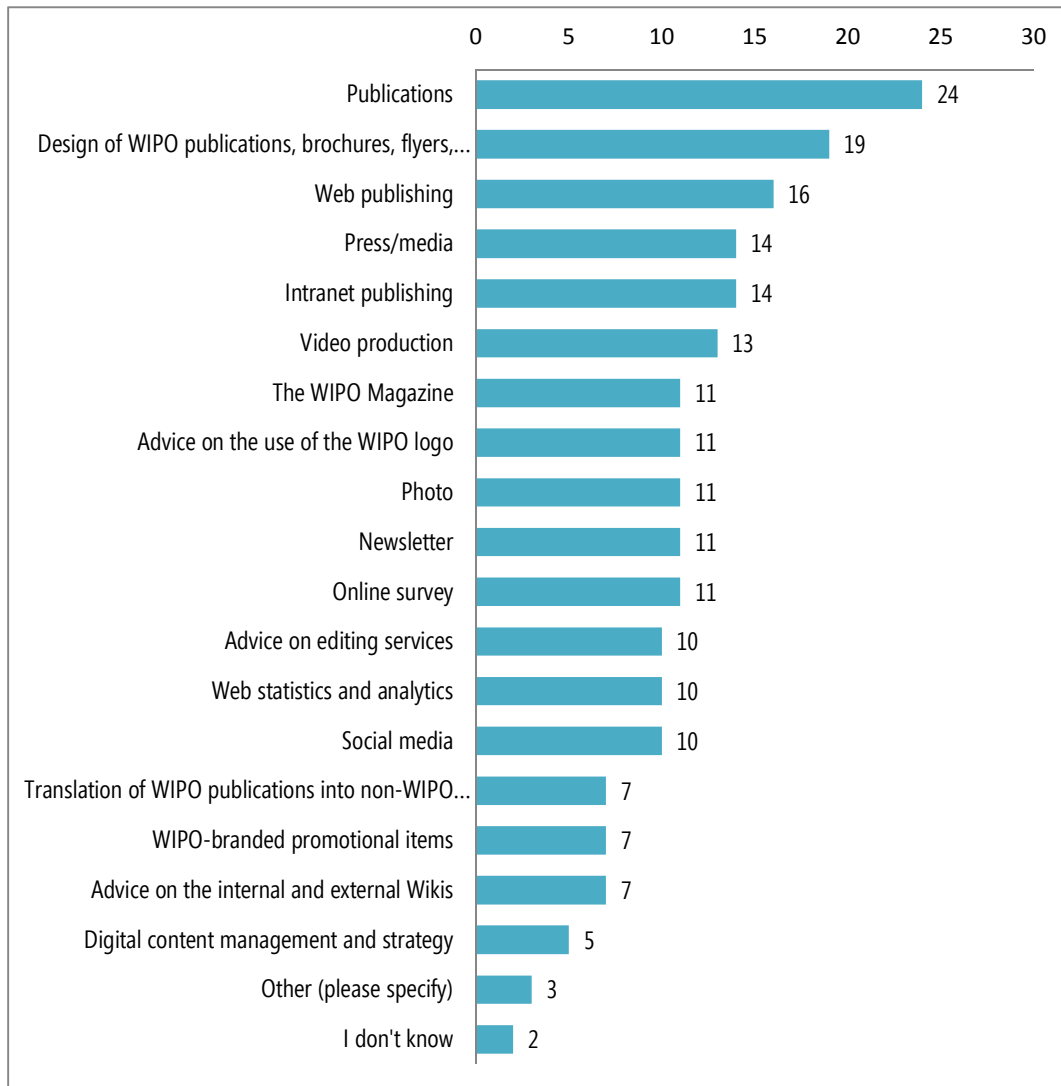


Part B. Collaboration with the Communications Division

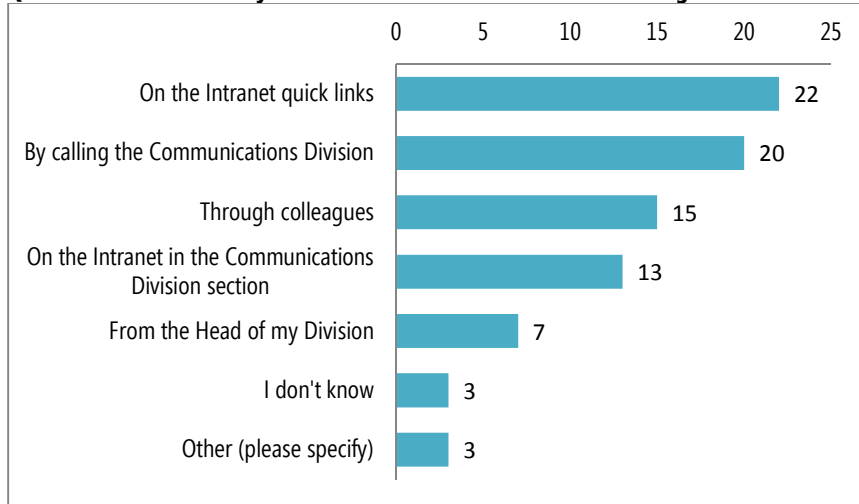
Question 10: How many activities have you coordinated with the Communications Division?



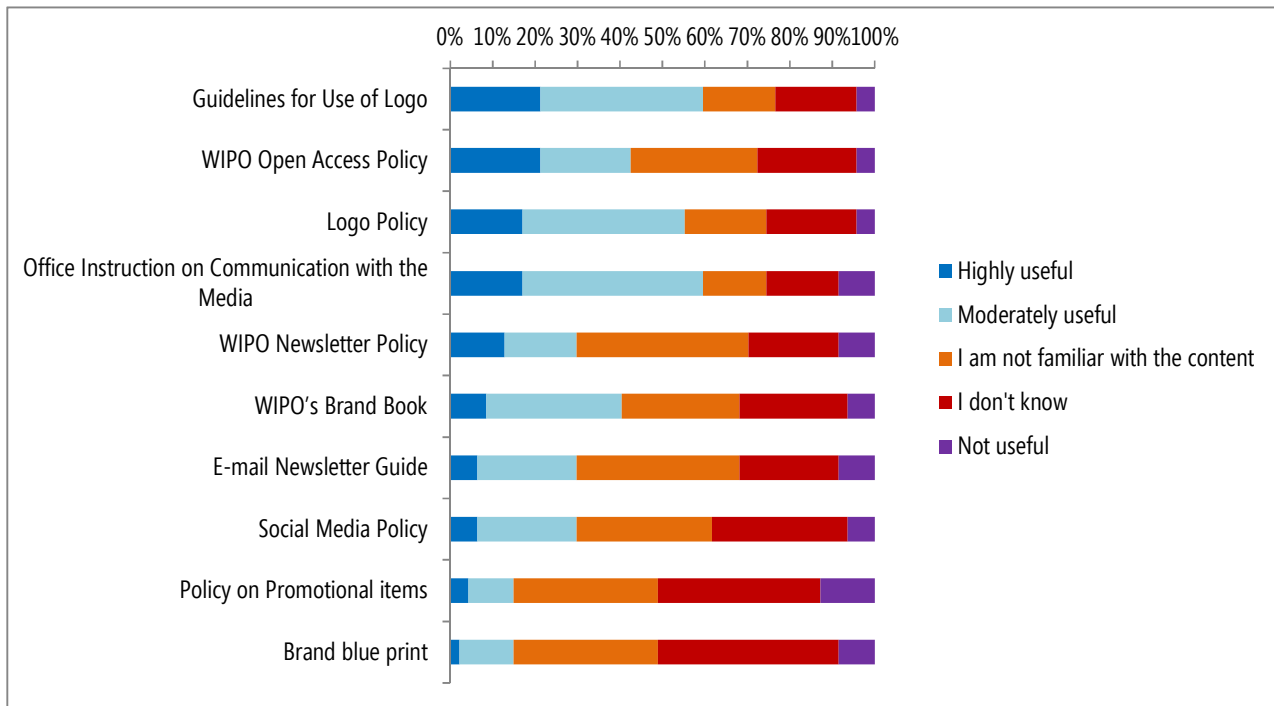
Question 11: Please indicate which communications service you use most (you may select more than one):



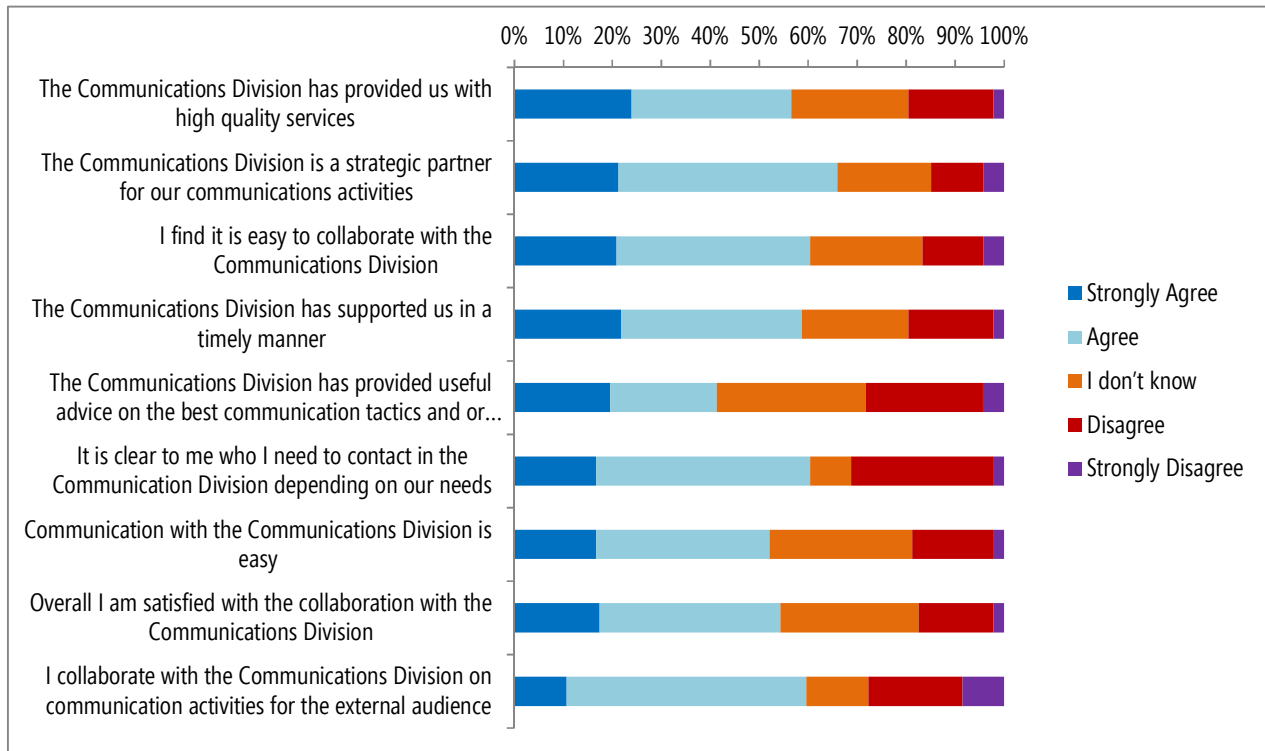
Question 12: Where do you receive information about the WIPO guidelines on communications?



Question 13: To what extent do you find the following policy and guidance tools useful?

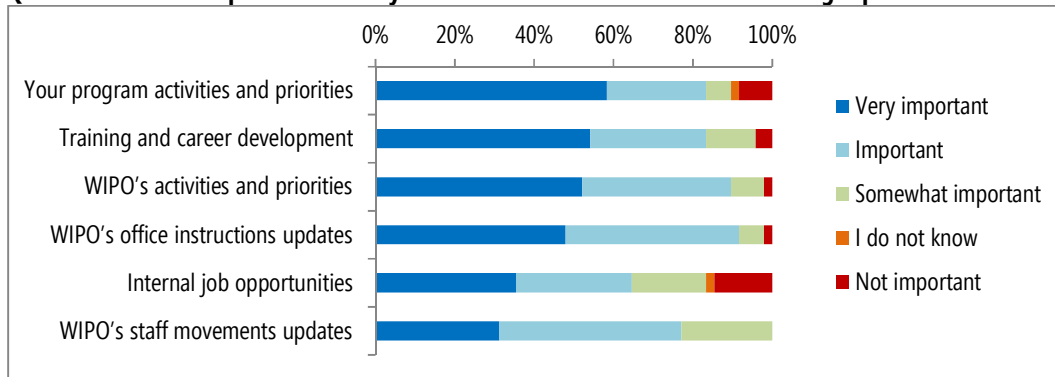


Question 14: Please indicate the extent to which you agree with the following statements:

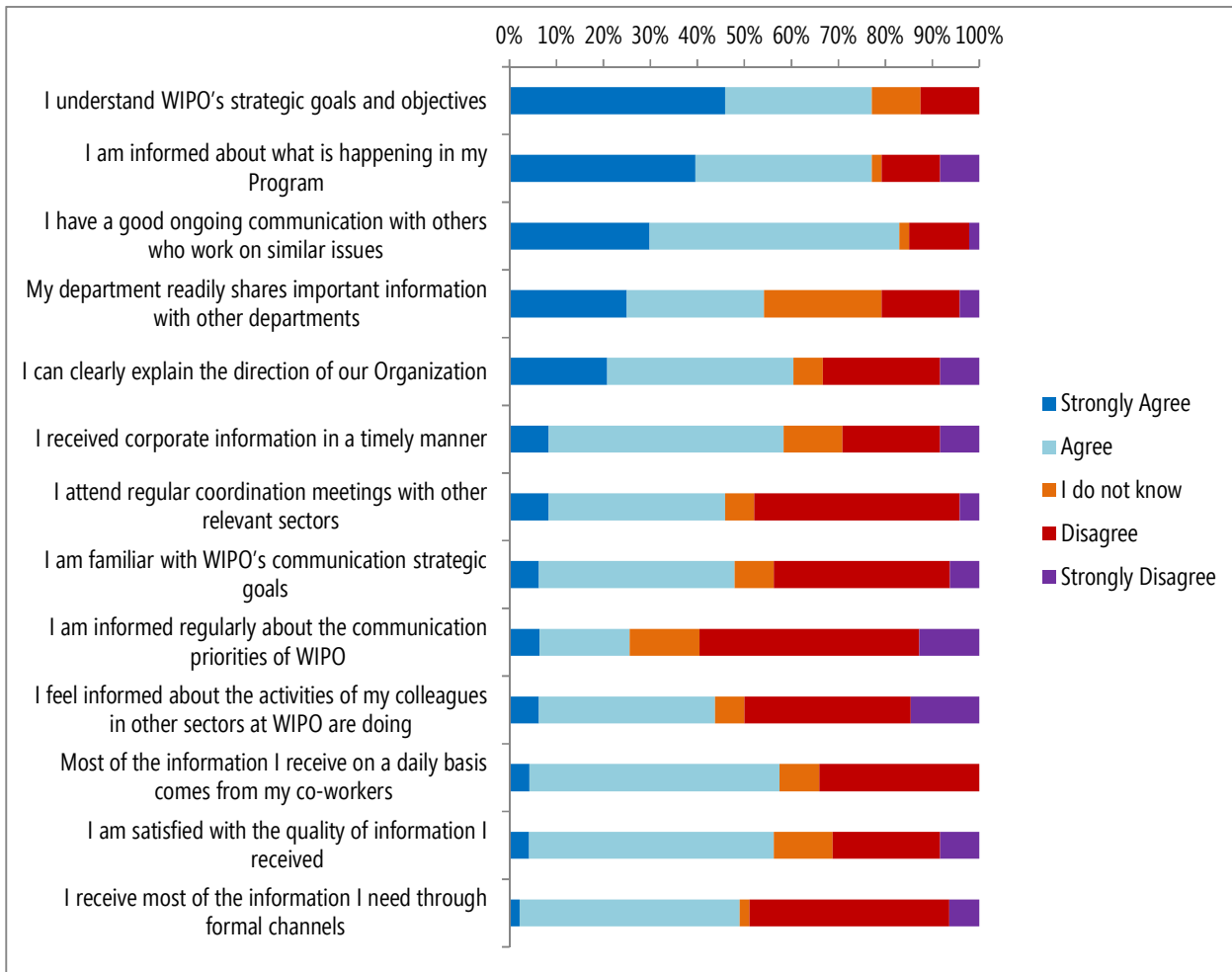


PART C. Internal communications

Question 15: How important is it for you to receive information on the following topics



Question 16: Please rate to what extent you agree with the following statements:



[Annex 6 follows]

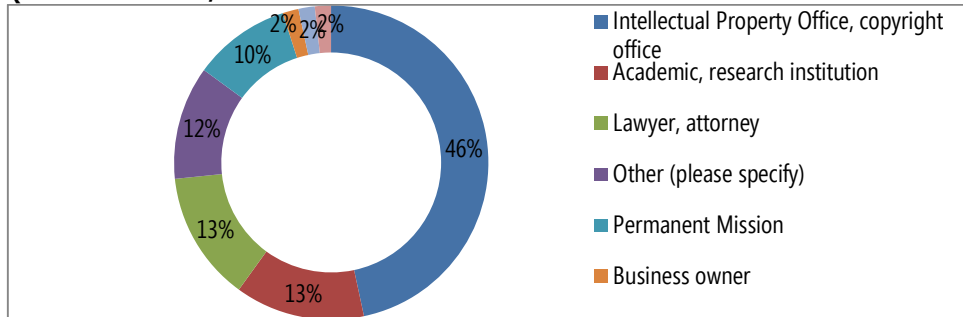
ANNEX 6: EXTERNAL SURVEY RESULTS

Survey response summary

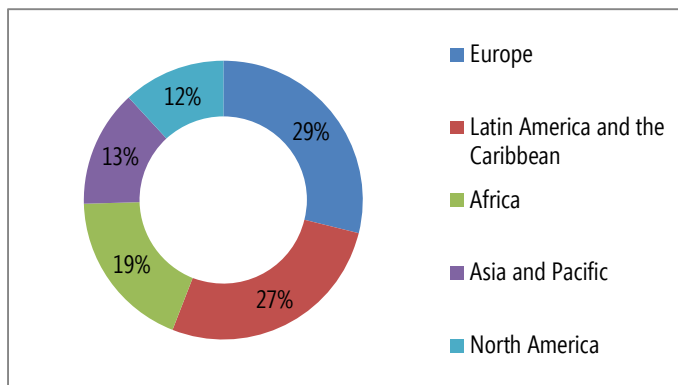
Final valid responses	60
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Details of the Respondent

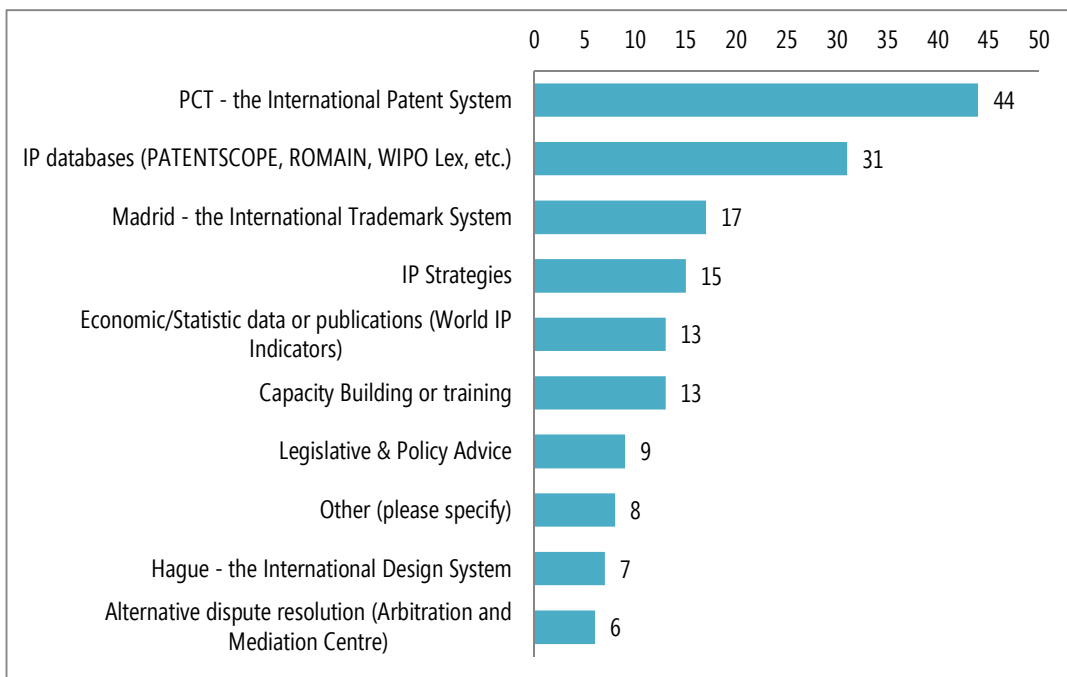
Question 1: I work as/at



Question 3: Nationality

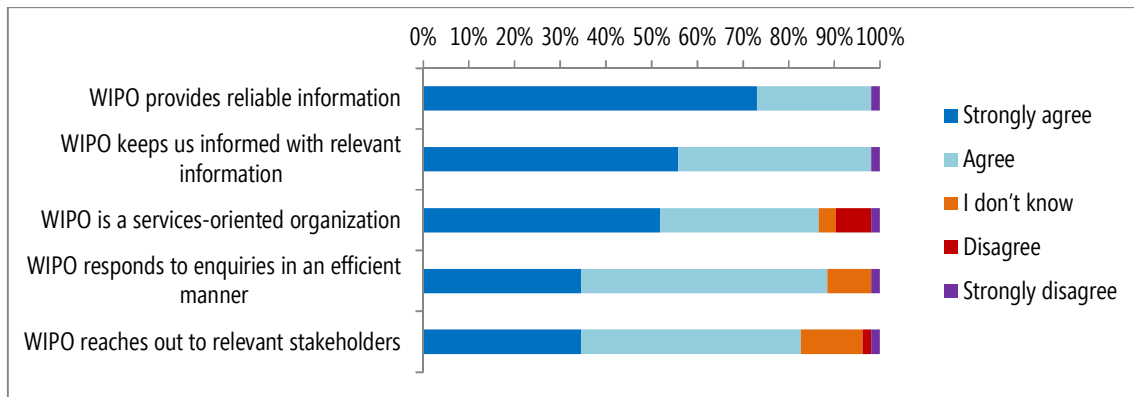


Question 4: Please select from the list the WIPO services you use (multiple choice)



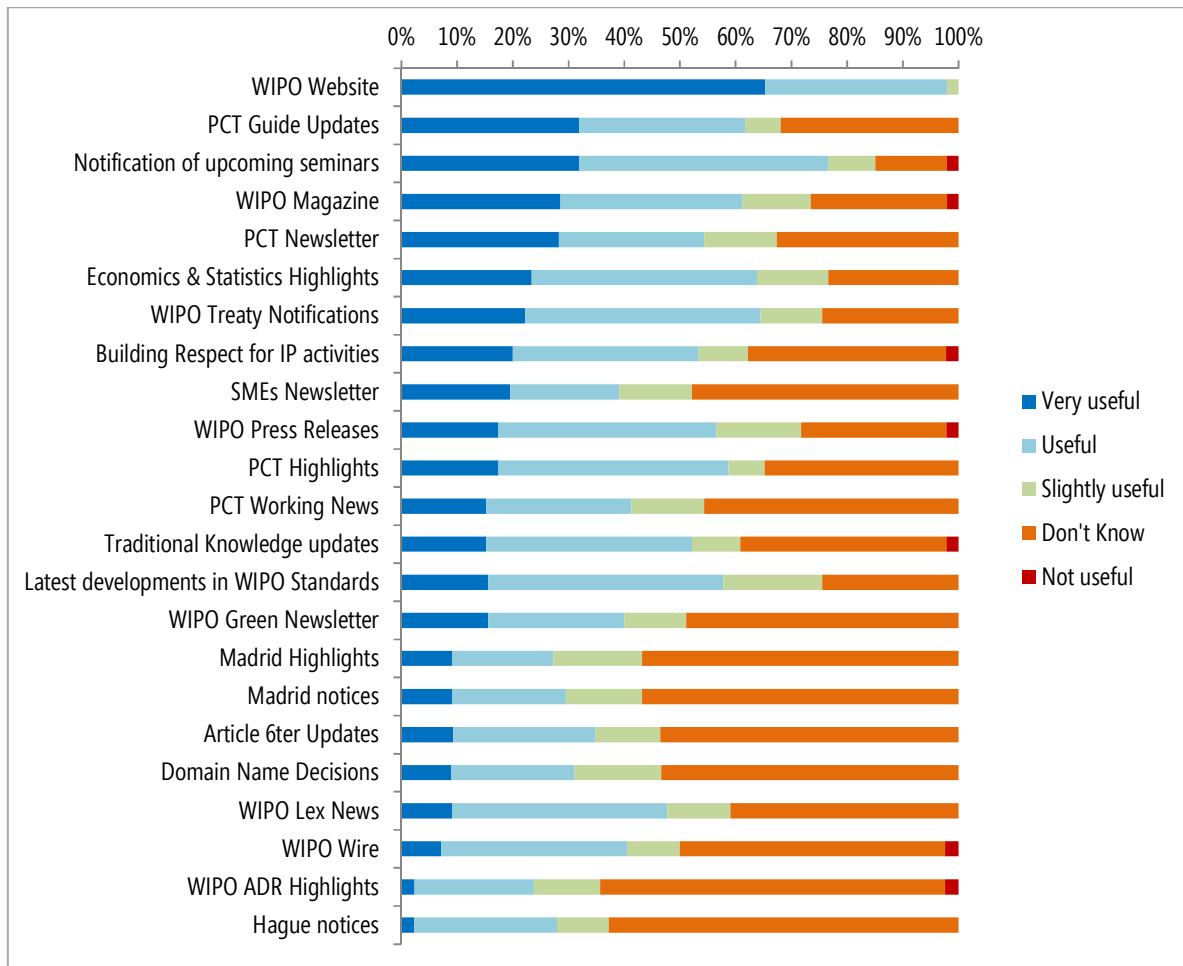
PART A: RELEVANCE OF WIPO'S CORPORATE COMMUNICATIONS

Question 5: Please indicate to what extent you agree with the following statements

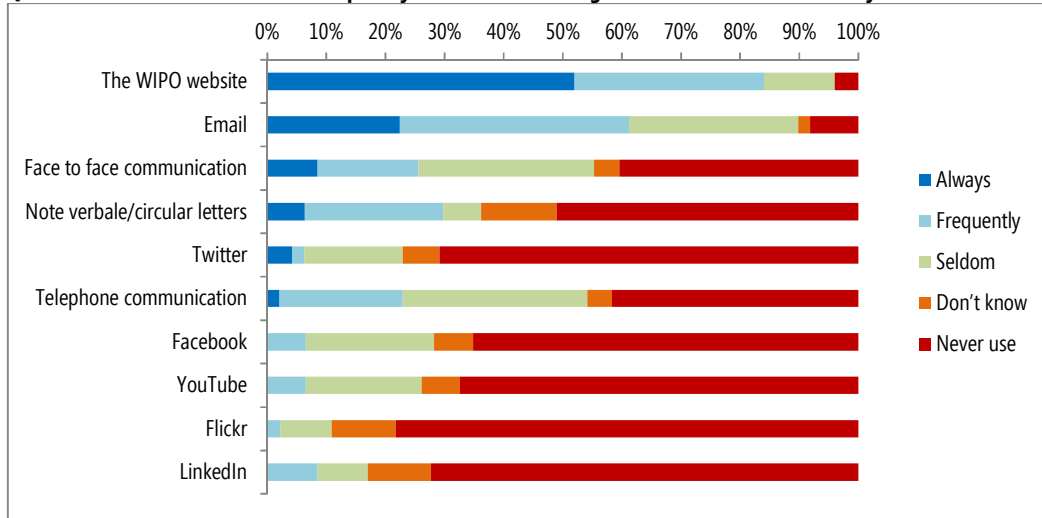


PART B. WIPO COMMUNICATION PRODUCTS

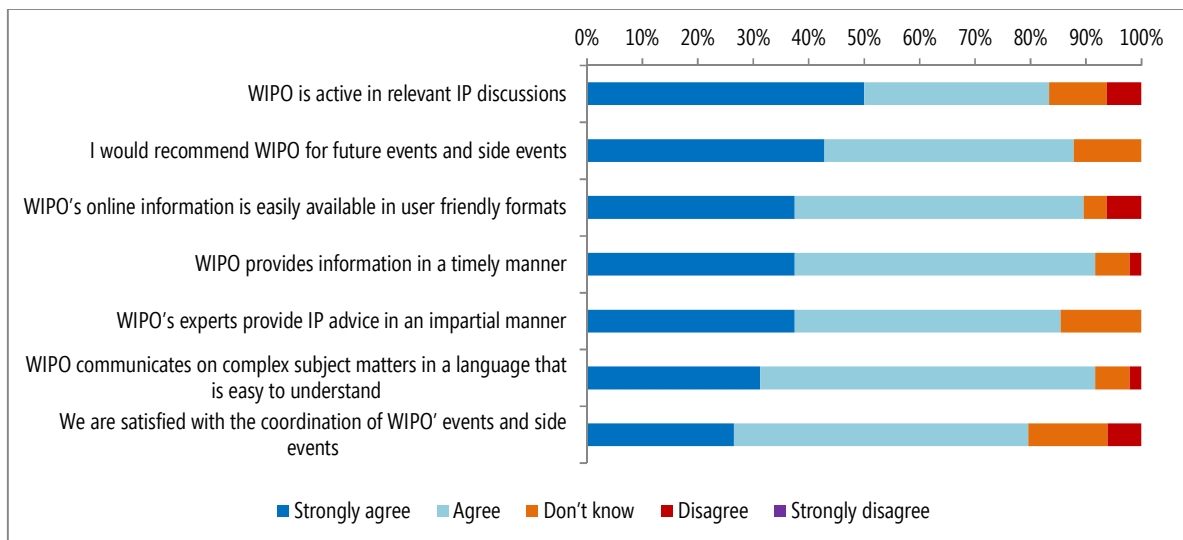
Question 8: Please rate the usefulness of the following information sources about WIPO



Question 9: Please indicate how frequent you use the following communication channels in your interactions with WIPO

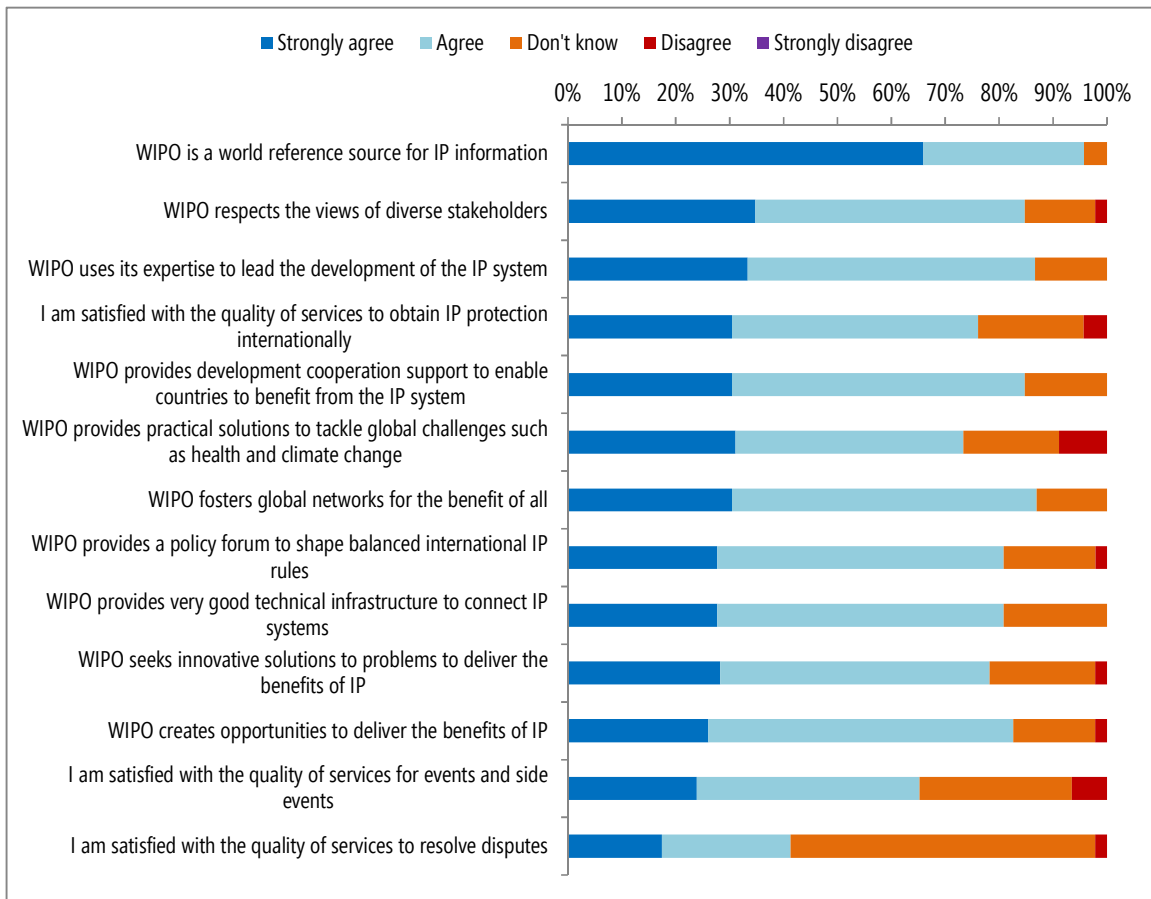


Question 10: Please indicate to what extent you agree with the following statements

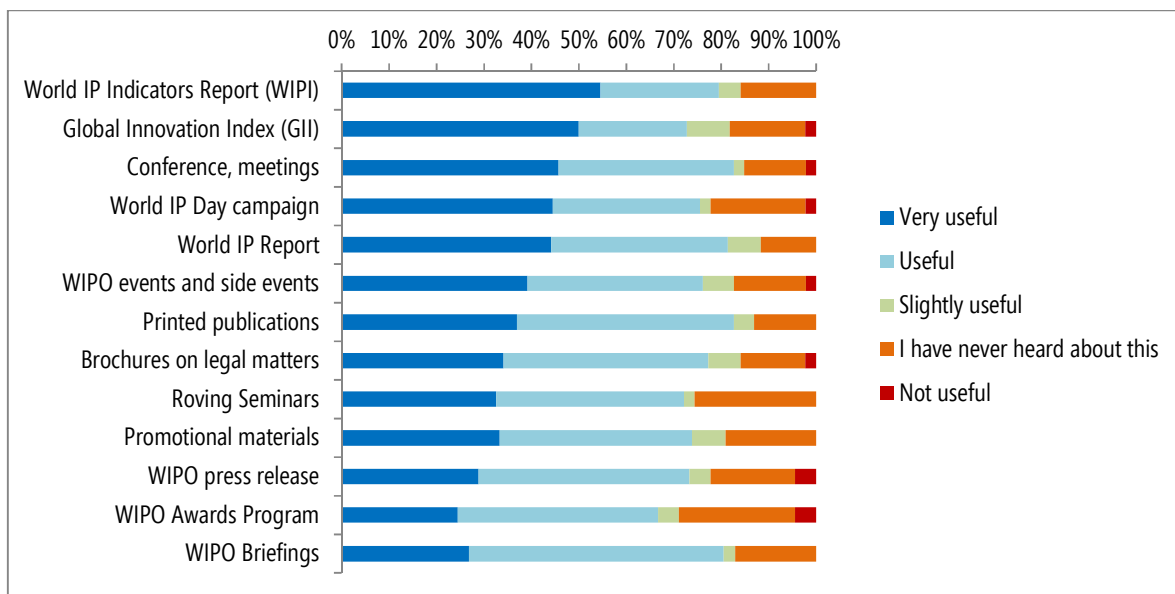


PART C. OVERALL CONTRIBUTION OF WIPO'S WORK

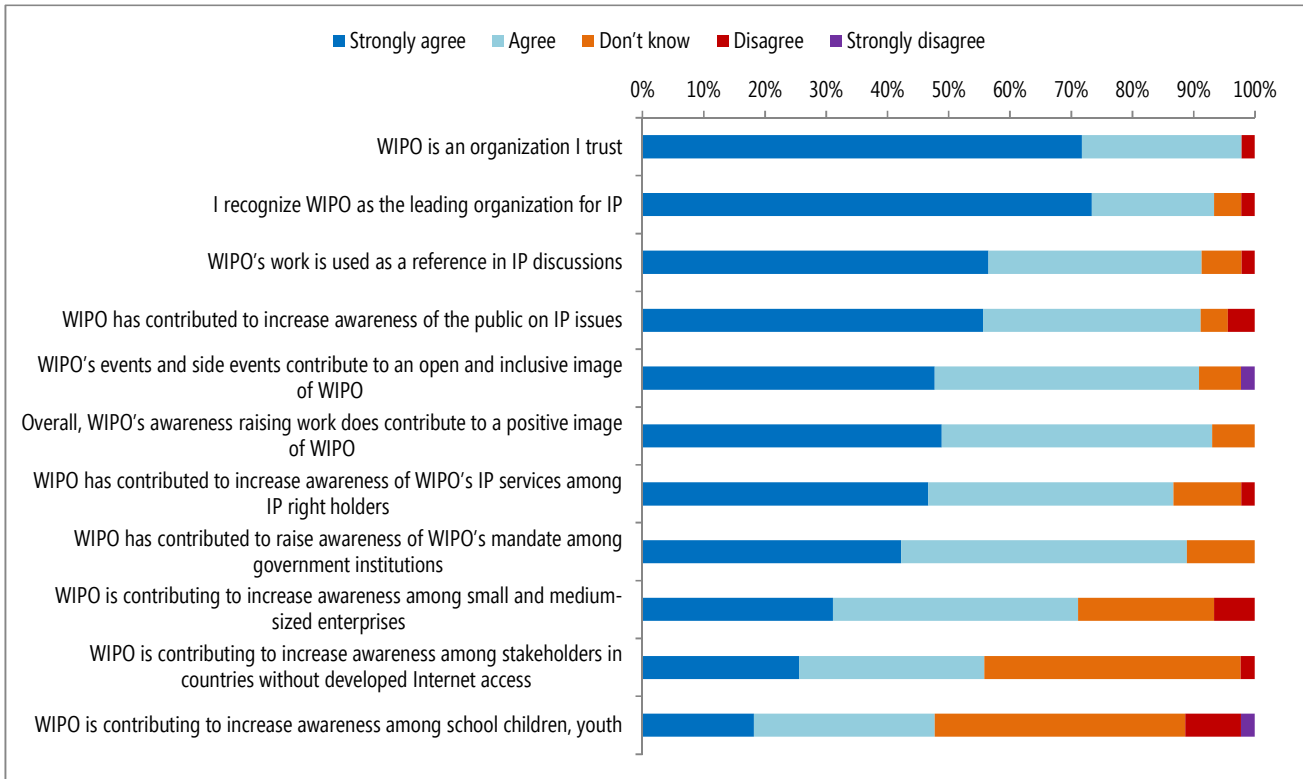
Question 13: Please indicate to what extent you agree with the following statements



Question 14: Which of the following activities are useful to raise awareness about IP?



Question 16: Please indicate to what extent you agree with the following statements



[Annex 7 follows]

ANNEX 7: ANALYSIS OF PERFORMANCE INDICATORS OF P&B 2016/17
CONTRIBUTING TOWARDS SG VIII

#	Program	Indicator	Description	Type of effect desired	Level of effect
1.	Program 17	No. of Member States participating in the WIPO Awards Program	Participation of MS – form of behavior	Behavior	Outcome
2.	Program 19	Stakeholders with a positive perception of WIPO's reputation; and increased brand recognition of WIPO.	Perception is considered as attitudinal	Attitude	Outcome
3.	Program 19	No. of people who view content about major WIPO events, achievements, activities	Viewing content is considered as Reach	Reach	Output
4.	Program 19	Global participation in World IP Day campaign	Participation is a form of behavior	Behavior	Outcome
5.	Program 19	Online traffic to the WIPO Publications site and WIPO Magazine site	Viewing content is considered as Reach	Reach	Output
6.	Program 19	Views of WIPO press, video and photographic content	Viewing content is considered as Reach	Reach	Output
7.	Program 19	Fewer users who leave the WIPO website directly from the portal and key gateway pages	User actions online is a form of behavior	Behavior	Outcome
8.	Program 19	WIPO influence and stakeholder engagement on social media	Online influence is attitudinal ("e.g. "like") and behavioral (e.g. "re-tweet").	Attitude Behavior	Outcome
9.	Program 20	Increased traffic to the website of WIPO External Offices	Viewing content is considered as Reach	Reach	Output
10.	Program 19	User satisfaction with Library services	Satisfaction is considered as attitudinal	Attitude	Outcome
11.	Program 19	Customer/stakeholder satisfaction rate	Satisfaction is considered as attitudinal	Attitude	Outcome
12.	Program 19	Service Standards for the WIPO Customer Service Center	This is an internal metric, e.g. seeking changes to process.	Process	Input
13.	Program 20	Processing time of inquiries	This is an internal metric, e.g. seeking changes to process.	Process	Input

#	Program	Indicator	Description	Type of effect desired	Level of effect
14.	Program 21	Percentage of Committee meetings for which pre-committee information meetings for Member States are held	This is an internal metric	Process	Input
15.	Program 21	Percentage of adherence and other WIPO Treaty-related actions by Member States processed in a timely manner	This is an internal metric	Process	Input
16.	Program 21	Timeliness of publication of Assemblies documents	This is an internal metric	Process	Input
17.	Program 21	Satisfaction rate of Member States and stakeholders with the Organization of events	Satisfaction is considered as attitudinal	Attitude	Outcome
18.	Program 21	Delegates' satisfaction levels with the Organization of the Assemblies	Satisfaction is considered as attitudinal	Attitude	Outcome
19.	Program 21	Number of permanent observer NGOs engaging in WIPO's work and vice versa	Engagement is a form of behavior	Behavior	Outcome
20.	Program 20	WIPO's contributions reflected in UN and IGO reports, resolutions and documents from relevant, targeted processes	Contribution to documents and policies is policy change	Policy change	Outcome
21.	Program 20	Number of WIPO-led initiatives in partnership with UN and other IGOs to implement the SDGs	This is an internal metric	Process	Input
22.	Program 20	Number of joint activities with ASEAN Secretariat, ECAP/OHIM, Asia/Europe Foundation, AANZFTA	This is an internal metric	Process	Input
23.	Program 21	New joint initiatives with other UN Agencies/IGOs	This is an internal metric	Process	Input
24.	Program 24	Percentage of locally sourced goods and services compared to total amount procured for development activity	This is an internal metric	Process	Input
25.	Program 24	Percentage of spend subject to UN leverage (either common tender or piggybacking)	This is an internal metric	Process	Input

[Annex 8 follows]

ANNEX 8: ANALYSIS OF PERFORMANCE INDICATORS OF P&B 2016/17 - COMMUNICATION ACTIVITIES OUTSIDE OF SG VIII (COMMUNICATIONS)

#	Program	Indicator	Description	Type of effect desired	Level of effect	Contributing to which SG
1.	Program 1: Patent Law	Percentage of recipients which found information concerning legal principles and practices on the protection of utility models, layout designs (topographies) of integrated circuits and confidential information, useful	Usefulness is considered as an attitudinal	Attitude	Outcome	SG I: Balanced evolution of the international normative framework for IP
2.	Program 3: Copyright and Related Rights	Number of visits to the Portal on Copyright Infrastructure	Views are considered as Reach	Reach	Output	SG III: Facilitating the use of IP for development
3.		Percentage of participants' positive rating of the usefulness of copyright and related rights capacity building meetings and workshops	Satisfaction is considered as an attitudinal	Attitude	Outcome	SG III: Facilitating the use of IP for development
4.		Percentage of participants in copyright related capacity building workshops reporting practical use of knowledge nine months after the workshop	Change to use is considered as behavior change	Behavior	Outcome	SG III: Facilitating the use of IP for development
5.	Program 4: Traditional Knowledge (TK), Traditional Cultural Expressions (TCEs) and Genetic Resources (GRs)	Percentage of participants in WIPO activities who report enhanced capacity to understand and use IP principles, systems and tools for the protection of TK and TCEs and for addressing the interface between IP and GRs	Knowledge and behavior change as a result of participating in WIPO activities	Knowledge/ Behavior	Outcome	SG III: Facilitating the use of IP for development
6.	Program 5: PCT	Level of satisfaction of PCT users with PCT-specific legal advice, information, training and customer service	Satisfaction is considered as an attitudinal	Attitude	Outcome	SGII: Provision of premier global IP services
7.	Program 8: Development Agenda Coordination	Percentage of satisfied participants in events on the WIPO Development Agenda targeting Member States, Civil Society, IGOs and stakeholders	Satisfaction is considered as an attitudinal	Attitude	Outcome	SG III: Facilitating the use of IP for development

#	Program	Indicator	Description	Type of effect desired	Level of effect	Contributing to which SG
8.	Program 9: Africa, Arab, Asia and the Pacific, Latin America and the Caribbean countries, LDC	Percentage of participants in WIPO events who express satisfaction with the content and Organization of these events	Satisfaction is considered as an attitudinal	Attitude	Outcome	SG III: Facilitating the use of IP for development
9.		Number of national, sub regional and regional/ interregional cooperation agreements, projects, programs, and partnerships to promote the effective use of the IP systems through sharing of best practices.	An internal metric as measures WIPO's efforts	Process	Input	SG III: Facilitating the use of IP for development
10.	Program 10: Transition and Developed Countries	Percentage of survey respondents showing increased use of WIPO services within six months of attending Roving Seminars on WIPO Services and Initiatives	Use of services is considered as behavior change	Behavior	Outcome	SG II: Provision of premier global IP services
		Percentage of trained IP professionals and IP Officials using upgraded skills in their work	Use of services is considered as behavior change	Behavior	Outcome	SG II: Provision of premier global IP services
		Number of established partnerships	An internal metric as measures WIPO's efforts	Process	Input	SG III: Facilitating the use of IP for development
11.	Program 16: Economics and Statistics	Number of downloads of annual statistics reports within six months of their publication	Downloads are considered as Reach	Reach	Output	SG V: World reference source for IP information and analysis
12.		Annual number of visitors to Global Innovation Index websites	Views are considered as Reach	Reach	Output	SG V: World reference source for IP information and analysis
13.		Number of downloads of World IP Report within six months of publications	Downloads are considered as Reach	Reach	Output	SG V: World reference source for IP information and analysis
14.	Program 17: Building Respect for IP	Number of strategic collaborations or other joint activities with partner Organizations on building respect for IP	An internal metric as measures WIPO's efforts	Process	Input	SG VI: International cooperation on building respect for IP
15.		Number of countries that have adopted and/or implemented a national strategy on Building Respect for IP, or are in the process of doing so, with WIPO assistance	Adoption of new strategy is policy change	Policy change	Outcome	SG I: Balanced evolution of the international normative framework for IP

#	Program	Indicator	Description	Type of effect desired	Level of effect	Contributing to which SG
16.	Program 18: IP and Global Challenges	Number of visits to the Global Challenges website	Viewing content is considered as reach	Reach	Output	SG VII: Addressing IP in relation to global policy issues
17.		Number and diversity of stakeholders (IPOs, competition and authorities, relevant IGOs and NGOs) engaged in dialogue with WIPO	Participation is considered as behavior	Behavior	Outcome	SG I: Balanced evolution of the international normative framework for IP
18.	Program 20: External Relations, Partnerships and External Offices	Percentage of policy makers, government officials, and IP practitioners and participants in targeted workshops with enhanced understanding of PCT and related topics	Understanding is considered as knowledge change	Knowledge	Outcome	SG II: Provision of premier global IP services
19.		Percentage of policy makers, government officials, and IP practitioners and participants in targeted workshops with enhanced understanding of the Hague System	Understanding is considered as knowledge change	Knowledge	Outcome	SG II: Provision of premier global IP services
20.		Percentage of policy makers, government official, IP practitioners and participants in targeted workshop with enhanced understanding of the Madrid System	Understanding is considered as knowledge change	Knowledge	Outcome	SG II: Provision of premier global IP services
21.		Percentage of policy makers, governments officials, IP practitioners and other targeted groups, including universities, CMOs, journalists, with enhanced understanding of IP policies, and how to effectively use IP development	Understanding is considered as knowledge change	Knowledge	Outcome	SG III: Facilitating the use of IP for development

#	Program	Indicator	Description	Type of effect desired	Level of effect	Contributing to which SG
22.	Program 30: Small and Medium-Sized Enterprises (SMEs) and Entrepreneurship Support	Number of subscriptions to the SME Newsletter	Subscriptions are considered as Reach	Reach	Output	SG III: Facilitating the use of IP for development
23.		Number of downloads of topical SME material and guidelines	Downloads are considered as Reach	Reach	Output	SG III: Facilitating the use of IP for development
24.		Percentage of trained SMEs support institutions who provide information and advisory services on IP asset management	Providing information/ services is considered as policy change	Policy change	Outcome	SG III: Facilitating the use of IP for development
25.	Program 32: Lisbon System	Percentage of participants in Lisbon System events satisfied and reporting enhanced awareness post an event	Satisfaction is considered as an attitudinal	Attitude	Outcome	SGII: Provision of premier global IP services

Note: Three indicators were also focused on internal communications:

Program 21: Percentage of WIPO staff aware of services available from Ombuds-Office and informal conflict resolution mechanism percentage of WIPO staff being aware of WIPO ethics principles and policies.

Program 28: No. of staff aware of their information security responsibilities, security policies, and best practice

[Annex 9 follows]

ANNEX 9: ANALYSIS OF PERFORMANCE INDICATORS FOR COMMUNICATION ACTIVITIES 2018-19 CONTRIBUTING TOWARDS SG VIII²⁶

SUMMARY OF ANALYSIS					
Level of effect	Type of effects	Level of effect	Type of effects	Level of effect	Type of effects
Outcome (12)	Policy change (1) Behavior (5) Attitudes (6)	Outcome (14)	Behavior (2) Attitudes (8) Knowledge (4)	Outcome (26)	Policy change (1) Behavior (7) Attitudes (14) Knowledge (4)
Output (4)	Reach (4)	Output (7)	Reach (7)	Output (11)	Reach (11)
Input (8)	Process (8)	Input (1)	Process (1)	Input (9)	Process (9)

ANALYSIS OF PIS OF P&B 2018/19 FOR THE SG VIII (COMMUNICATIONS)						
#	Program	Indicator	Description	Type of effect desired	Level of effect	
1.	Program 19	Brand/Reputation: Stakeholders understand WIPO's brand positioning and have a positive perception of WIPO's reputation	Perception is considered as attitudinal	Attitude	Outcome	
2.	Program 19	Brand/Reputation: E-newsletter readership of communications content about major WIPO events, products, activities	Viewing content is considered as Reach	Reach	Output	
3.	Program 19	Engagement: Global participation in World IP Day Campaign	Participation is a form of behavior	Behavior	Outcome	
4.	Program 19	Engagement: Improved access to WIPO publications and promotional materials in different languages and formats, including for under-served audiences	Viewing content is considered as Reach	Reach	Output	
5.	Program 19	Engagement: Broad reach of web content; and effectiveness of the top-level web pages as gateways to further information	Viewing content is considered as Reach	Reach	Output	
6.	Program 20	Increased traffic to the website of WIPO External Offices	Viewing content is considered as Reach	Reach	Output	
7.	Program 21	Number of Member States participating in the WIPO Awards Program	Participation of MS – form of behavior	Behavior	Outcome	
8.	Program 19	Brand/Reputation: Positive coverage of major WIPO activities/ achievements in media outlets around the world	Satisfaction is considered as attitudinal	Attitude	Outcome	

²⁶ PIs are reported in P&B 2018/19 document on page 152

ANALYSIS OF PIS OF P&B 2018/19 FOR THE SG VIII (COMMUNICATIONS)					
#	Program	Indicator	Description	Type of effect desired	Level of effect
9.	Program 19	Engagement: WIPO interaction on social and digital media	Engagement is a form of behavior	Behavior	Outcome
10.	Program 19	Engagement with WIPO multi-media content	Engagement is a form of behavior	Behavior	Outcome
11.	Program 19	Service: Overall customer satisfaction with WIPO services	Perception is considered as attitudinal	Attitude	Outcome
12.	Program 19	Service: User satisfaction with Library services	Perception is considered as attitudinal	Attitude	Outcome
13.	Program 20	Processing time of inquiries	This is an internal metric, e.g. seeking changes to process.	Process	Input
14.	Program 21	Percentage of Committee Meetings for which pre-Committee information meetings for Member States are held	This is an internal metric	Process	Input
15.	Program 21	Percentage of official documentation prepared by the Office of the Legal Counsel (OLC) that is published on time	This is an internal metric	Process	Input
16.	Program 21	Timeliness of publication of Assemblies documents	This is an internal metric	Process	Input
17.	Program 21	Satisfaction rate of Member States and stakeholders with the Organization of events	Perception is considered as attitudinal	Attitude	Outcome
18.	Program 21	Delegates' satisfaction levels with the Organization of the Assemblies	Perception is considered as attitudinal	Attitude	Outcome
19.	Program 20	No. of permanent observer NGOs engaging in WIPO's work and vice versa	Engagement is a form of behavior	Behavior	Outcome
20.	Program 20	WIPO's contributions reflected in UN and IGO reports, resolutions and documents from relevant, targeted processes	Contribution to documents and policies is policy change	Policy change	Outcome
21.	Program 21	New joint initiatives with other UN Agencies/IGOs	This is an internal metric	Process	Input
22.	Program 24	Percentage of spend through UN cooperation	This is an internal metric	Process	Input
23.	Program 20	Number of WIPO-led initiatives in partnership with UN and other IGOs to implementation SDGs	This is an internal metric	Process	Input
24.	Program 24	Percentage of locally sourced goods and services compared to total amount procured for development activity	This is an internal metric	Process	Input

[Annex 10 follows]

ANNEX 10: ANALYSIS OF PERFORMANCE INDICATORS OF P&B 2018/19: COMMUNICATION ACTIVITIES OUTSIDE OF SG VIII (COMMUNICATIONS)

#	Program	Indicator	Description	Type of effect desired	Level of effect	Contributing to which SG
1.	Program 1: Patent Law	Percentage of recipients which found information concerning legal principles and practices on the protection of utility models, layout designs (topographies) of integrated circuits and confidential information, useful	Usefulness is considered as an attitudinal	Attitude	Outcome	SG I: Balanced evolution of the international normative framework for IP
2.		Level of satisfaction of participants in awareness raising and promotional activities on patents and related matters	Satisfaction is considered as an attitudinal	Attitude	Outcome	SG I: Balanced evolution of the international normative framework for IP
3.		Percentage of recipients that found information concerning legal principles and practices of the patent, utility model and integrated circuit systems, including the flexibilities, useful	Usefulness is considered as an attitudinal	Attitude	Outcome	SG I: Balanced evolution of the international normative framework for IP
4.	Program 2: Trademark and Industrial Designs and Geographical Indications	Number and percentage of participants providing positive feedback with general awareness raising and promotional activities on trademarks, industrial designs and geographical indications	Perception is considered as attitudinal	Attitude	Outcome	SG III: Facilitating the use of IP for development
5.	Program 3: Copyright and Related Rights	Number of users accessing or downloading WIPO online and print publications, tools and resources for copyright management in the creative industries	Downloads are considered as Reach	Reach	Output	SG III: Facilitating the use of IP for development
6.	Program 4: Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources	Level of satisfaction of participants in general awareness raising and promotional activities related to GRs, TK and TCEs	Satisfaction is considered as an attitudinal	Attitude	Outcome	SG III: Facilitating the use of IP for development

#	Program	Indicator	Description	Type of effect desired	Level of effect	Contributing to which SG
7.	Program 5: PCT	Level of satisfaction of PCT users with PCT-specific legal advice, information, training and customer service	Satisfaction is considered as an attitudinal	Attitude	Outcome	SGII: Provision of premier global IP services
8.	Program 6: Madrid System	Overall customer satisfaction with Madrid services	Satisfaction is considered as an attitudinal	Attitude	Outcome	SG II: Provision of premier global IP services
9.	Program 9: Africa, Arab, Asia and the Pacific, Latin America and the Caribbean countries, LDC	Percentage of participants in WIPO events who express satisfaction with the content and Organization of these events	Satisfaction is considered as an attitudinal	Attitude	Outcome	SG III: Facilitating the use of IP for development
10.		Percentage of participants in WIPO workshops who apply the skills learned in their work/enterprise	Use of services is considered as behavior change	Behavior	Outcome	SG III: Facilitating the use of IP for development
11.	Program 10: Transition and Developed Countries	Percentage of survey respondents showing increased use of WIPO services within four months of attending Roving Seminars on WIPO Services and Initiatives	Use of services is considered as behavior change	Behavior	Outcome	SG II: Provision of premier global IP services
		Percentage of trained IP professionals and IP Officials using upgraded skills in their work	Use of services is considered as behavior change	Behavior	Outcome	SG II: Provision of premier global IP services
		Number of established partnerships	An internal metric as measures WIPO's efforts	Process	Input	SG III: Facilitating the use of IP for development
12.	Program 16: Economics and Statistics	Number of downloads of annual statistics reports within five months of their publication	Downloads are considered as Reach	Reach	Output	SG V: World reference source for IP information and analysis
13.		Annual number of visitors to Global Innovation Index websites	Views are considered as Reach	Reach	Output	SG V: World reference source for IP information and analysis
14.		Number of downloads of World IP Report within five months of publication	Downloads are considered as Reach	Reach	Output	SG V: World reference source for IP information and analysis

#	Program	Indicator	Description	Type of effect desired	Level of effect	Contributing to which SG
15.	Program 17: Building Respect for IP	Number of strategic collaborations with partner organizations on building respect for IP	This is an internal metric	Process	Input	SG VI: International cooperation on building respect for IP
16.	Program 18: IP and Global Challenges	Number of visits to the WIPO Re:Search and WIPO GREEN databases	Views are considered as Reach	Reach	Output	SG VII: Addressing IP in relation to global policy issues
17.		Number of visits to the Global Challenges website	Viewing content is considered as reach	Reach	Output	SG VII: Addressing IP in relation to global policy issues
18.	Program 20: External Relations, Partnerships and External Offices	Percentage of policy makers, government officials, and IP practitioners and participants in targeted workshops with enhanced understanding of PCT and related topics	Understanding is considered as knowledge change	Knowledge	Outcome	SG II: Provision of premier global IP services
19.		Percentage of policy makers, government officials, and IP practitioners and participants in targeted workshops with enhanced understanding of the Hague System	Understanding is considered as knowledge change	Knowledge	Outcome	SG II: Provision of premier global IP services
20.		Percentage of policy makers, government official, IP practitioners and participants in targeted workshop with enhanced understanding of the Madrid System	Understanding is considered as knowledge change	Knowledge	Outcome	SG II: Provision of premier global IP services
21.		Percentage of policy makers, governments officials, IP practitioners and other targeted groups, including universities, CMOs, journalists, with enhanced understanding of IP policies, and how to effectively use IP development	Understanding is considered as knowledge change	Knowledge	Outcome	SG III: Facilitating the use of IP for development
22.	Program 30: Small and Medium-Sized Enterprises	Number of unique page views of the SME website	Views are considered as Reach	Reach	Output	SG III: Facilitating the use of IP for development

[Annex 11 follows]

ANNEX 11: BENCHMARK WIPO'S POSITION AGAINST JIU RECOMMENDATIONS

Benchmark	Recommendation	WIPO position	Rating
Benchmark 1	Public information and communications is embedded in strategic planning at the global, regional and national level to support the Organization's SGs and priorities defined by Member States, taking into account organizational specificities.	WIPO's CD is not fully embedded in strategic planning.	
Benchmark 2	Public information and communications has a formal and inclusive Organization-wide framework/strategy that cascades down to the communications plans of the departments and offices at various locations.	WIPO's CD currently does not have a communications strategy and collaborates strategically with only very few other divisions in the Organization.	
Benchmark 3	The public information and communications function has sufficient access to executive management to ensure its proper integration in the strategic decision-making processes of the Organization.	The CD does have access to executive management; however it is not integrated into the strategic decision-making process. It is seen as executing aspects of the strategy but not involved in the creation of the strategy.	
Benchmark 4	Public information and communications activities and products are delivered by all parts of the Organization through concerted planning and are based on harmonized and coherent messaging.	While these are delivered by all parts of the Organization, no particular systematic planning or harmonized and coherent messaging was identified	
Benchmark 5	The Organization develops multilingual public information and communications activities and products to reach out to local audiences and to maximize the uptake of its messages.	The CD is effective in producing multi-lingual content for print and online publications. It also works well to disseminate the material to local audiences.	
Benchmark 6	The Organization devotes adequate and sustainable resources to public information and communications, enabling its dedicated corporate entity to coordinate, guide and perform its advisory role at all levels.	The resources allocated to communications are comparable to other UN Agencies. However, resources are focused on production roles and are not fully performing an advisory and strategy role. Furthermore, WIPO have a very distinctive role compared to other UN Organizations as it does not only focus on normative work but the business part of IP since most of its revenue results from clients fees.	
Benchmark 7	The Organization integrates internal and external communications into a holistic approach, recognizing the role of non-communication staff in public information and communications.	WIPO does not have a documented and Organization-wide approach to internal communications.	
Benchmark 8	The Organization offers regular public information and communications training, in order to refine the competencies of public information and communications officers as well as of other staff communicating on behalf of the Organization.	The Organization has a strong system for training. Staff have significant opportunities to engage in communications training. Nevertheless, only <i>ad-hoc</i> communications training is offered by the CD.	

[Annex 12 follows]

ANNEX 12: SUMMARY TABLE OF SAMPLED COMMUNICATIONS ACTIVITIES (2015-2017)

Program	Activity	Type of activity	Year(s) this activity is taking place	The most significant change this activity aimed to achieve
The Communications Division				
	World IP Day Campaign	Outreach events	Regular basis	Position WIPO as the global forum for IP through engagement with the general public and other stakeholders to promote greater awareness and understanding of IP and WIPO's role and mandate.
	CEB at WIPO (April 26-27)	Outreach events	2017	Position WIPO as an authority and reference source for IP information, establish credibility and relevance
	World Intellectual Property Indicators (WIPI) Launch (December)	Outreach events	Regular basis	Position WIPO as an authority and reference source for IP information, establish credibility and relevance
	Global Innovation Index (GII) Launch	Outreach events	Regular basis	Position WIPO as an authority and reference for measuring innovation and guiding policy on innovation, establish credibility and relevance
	Global Digital Content Market Conference	Outreach events	2016, 2017	Increase public and policy-makers awareness of the challenges and opportunities of the digital environment and the link to IP, Position WIPO as the central forum for discussion of these issues
	Accessible Books Consortium	Outreach events	Regular basis	Show how the IP system can assist marginalized populations in developing and developed countries
	WIPO Briefings Program	Outreach events	Regular basis	To position WIPO as the global forum for intellectual property through direct engagement with WIPO stakeholders, students and other external groups and to promote better understanding of IP and WIPO's activities and mandate.
	Journalists Training Seminars	Workshops & seminars	Regular basis	Build the Organization's media contact list, train journalists in IP reporting, creates networking opportunities
	Global IP Systems Results	Publications	Regular basis	Position WIPO as an authority and reference source for IP information, establish credibility and relevance
	WIPO Assemblies Results	Publications	Regular basis	Enhance transparency of governance

Program	Activity	Type of activity	Year(s) this activity is taking place	The most significant change this activity aimed to achieve
	WIPO Wire (Newsletter, 6 languages)	Newsletter	2016, 2017	Provides busy stakeholders with a quick and engaging way to keep abreast of WIPO's wide ranging activities and free resources.
	Promoting study on gender and IP	Outreach events	2016	Position WIPO as an authority and reference source for IP information, establish credibility and relevance
	Production of flagship, core publications and corporate public information products	Publications	Regular basis	Explain WIPO's role, values, mission and activities
	Production of stands, banners and marketing materials	Promotional items	Regular basis	Market WIPO's activities to the IP community
	Production of interactive, animated content for web and social media	Website & Social media	2016, 2017	Engage with the IP community and reach new audiences
	Bi-monthly WIPO Magazine	Publications	Regular basis	To engage WIPO stakeholders and the general public in IP, promote better understanding of role IP and WIPO plays in promoting innovation and creativity through articles that offer a variety of perspectives on topical themes.
	Media Center – Videos	Video	Regular basis	To engage WIPO stakeholders and the general public in IP, promote better understanding of role IP and WIPO plays in promoting innovation and creativity through articles that offer a variety of perspectives on topical themes.
	Corporate brochure	Publications	Regular basis	Raise public awareness and understanding of WIPO and its activities and IP
	Development of mobile app for delegates (ongoing)	Communication tool	2017	Facilitate the work and access to pertinent information for delegates to WIPO meetings
	Continued web site overhaul with systematic clean-up, improvement and redesign of lower-level pages, frequent revamping of old pages and increase in number of pages available in six languages	Website & Social media	Regular basis	Improve content and usability of the WIPO website
	Supporting all areas within the Organization in daily updating and management of website	Website & Social media	Regular basis	Improve content and usability of the WIPO website

Program	Activity	Type of activity	Year(s) this activity is taking place	The most significant change this activity aimed to achieve
	Daily writing and publishing of fresh content on the website site to promote WIPO and awareness of IP	Website & Social media	Regular basis	Improve content and usability of the WIPO website, and ensure website remains a key outreach tool
	New web pages for: external offices; women & IP; Budapest System, university IP policies; Assemblies, conferences and all major events; and many more	Website & Social media	Regular basis	Improve content and reach new audiences
	Daily management of social media platforms	Website & Social media	Regular basis	Engage with the IP Community and reach new audiences
	Ongoing media outreach (regular outreach to journalists, briefing Geneva-based journalists, outreach to non-Geneva based) to promote IP and WIPO	Outreach events	Regular basis	To build WIPO's visibility in the media, promote understanding and buy-in of WIPO's mission, promote awareness of WIPO and IP issues
Development Sector				
Division for Least-Developed Countries(LDCs)	Joint WIPO-Sida Training and Advisory Program on Intellectual Property Rights in the Global Economy for the LDCs	Workshops & seminars	2016	Not specified
	Strategic Use of Intellectual Property Institutions and System for Invention, Innovation and Technological Capacity Building for Economic Competitiveness and Development in the LDCs of Asia and the Pacific Region	Outreach events	2016	Not specified
Regional Bureau for Asia and the Pacific	The Advisory Mission on Information Technology (IT) aspects relating to the Hague System for the International Registration of Industrial Designs	Workshops & seminars	2016	Not specified
Regional Bureau for Latin America and the Caribbean	WIPO/IDB National Workshop on the Strategic Use of Intellectual Property by SMEs for Competitiveness and Export Markets	Workshops & seminars	2016	Not specified

Program	Activity	Type of activity	Year(s) this activity is taking place	The most significant change this activity aimed to achieve
	WIPO/IDB-REACH Workshop I: Optimizing the Competitiveness of Geographical Indications (GIs) and Origin Linked Products (OLPs) for CARICOM Countries	Workshops & seminars	2016	Not specified
	WIPO/AECID/OEPM XIII Regional Seminar on Intellectual Property for Judges and Prosecutors of Latin America	Workshops & seminars	2016	Not specified
	WIPO Training Program on Intellectual Property Marketing and Valuation - Organized & co-financed by WIPO/TDC/SMEs Entrepreneurship Support Division	Workshops & seminars	2016	Not specified
	WIPO National Seminar on Intellectual Property for Journalists	Workshops & seminars	2016	Not specified
	Back-to-Back National Workshops on Enforcement of IP Rights for Law Enforcement Officials and the Judiciary	Workshops & seminars	2016	Not specified
	National Workshop on the Promotion and Use of the Industrial Property System for the Protection and Management of Industrial Designs	Workshops & seminars	2016	Not specified
	National Seminar on the Enforcement of Intellectual Property for Judges and Prosecutors	Workshops & seminars	2016	Not specified
	Back-to-Back events: (1) National Workshop on Intellectual Property for Journalists (2) National Workshop on Enforcement of Intellectual Property Rights	Workshops & seminars	2016	Not specified

Program	Activity	Type of activity	Year(s) this activity is taking place	The most significant change this activity aimed to achieve
	DS/LAC contribution to WIPO Workshop on Support Services on Added Value Innovation based on the Technological Surveillance and to the Competitive Intelligence for Personnel of TISCs in Universities and Research and Development Centers of Central American Countries - organized by GIS/AIKD	Workshops & seminars	2016	Not specified
	Regional Seminar to Raise Industrial Property Awareness among SMEs: Training Future Entrepreneurs; followed by (2) Open Awareness Day on Intellectual Property for SMEs - co-organized by WIPO/IMPI/OEPM and the Spanish Chamber of Commerce	Workshops & seminars	2016	Not specified
	Regional Workshop on Innovation; followed by (2) First Meeting of the Intellectual Property Economists Network in Latin America	Workshops & seminars	2016	Not specified
	Programming mission to hold meetings with government officials and stakeholders on IP issues	Workshops & seminars	2016	Not specified
Regional Bureau for Arab Countries	2nd Symposium for the Heads of Arab Institutes for Diplomatic Studies on IP	Workshops & seminars	2016	Not specified
	Study Visit to WIPO for 20 Government Officials from Saudi Arabia focusing on Madrid system took place at WIPO Head Quarters	Workshops & seminars	2015	Not specified

Program	Activity	Type of activity	Year(s) this activity is taking place	The most significant change this activity aimed to achieve
Regional Bureau for Africa	African Conference on the Strategic importance of intellectual property policies to foster innovation, value creation and competitiveness; Dar es Salaam, Tanzania: March 12 and 13, 2013	Workshops & seminars	2013	Not specified
	Dakar Ministerial Conference, 2015: Intellectual Property in an emerging Africa; Dakar, Senegal: November 3-5, 2015	Workshops & seminars	2015	Not specified
	Atelier de promotion, du respect de la PI et de la lutte contre les atteintes aux droits de PI à l'intention des autorités en charge de l'application de la loi (douaniers, policiers, inspecteurs de marché) de l'UEMOA, Cap Vert, Guinée et Mauritanie -Abidjan	Workshops & seminars	2016	Not specified
Brands and Designs Sector				
Madrid Registry	Celebrations of major Madrid System milestones (Madrid System 125th Anniversary, 1.25 millionth international trademark)	Outreach events	2015, 2016	Trademark users, Madrid Registry Staff and general public are aware of the Madrid System Milestones and have received key information on Madrid legacy and future developments
	Roving Seminars on WIPO Services and Initiatives	Workshops & seminars	Regular basis	Potential users in various country have an increased knowledge of the Madrid System as a WIPO Global IP services
	Annual bilateral meetings with trademark user associations at WIPO headquarters (MARQUES, ECTA, CITMA)	Workshops & seminars	Regular basis	User associations' representatives have been briefed on recent/future developments by WIPO experts and shared their user's view on Madrid System issues
	Quarterly newsletter and news items on the Madrid System	Newsletter	Regular basis	Users are provided with Madrid System updates and information of interest on a regular basis

Program	Activity	Type of activity	Year(s) this activity is taking place	The most significant change this activity aimed to achieve
Global Infrastructure Sector				
WIPO Lex	Dissemination of the WIPO Lex brochure prepared in six UN languages	Publications	2016, 2017	Raise awareness of WIPO Lex; contribute to the growth of its world audience
	Dedicated email messages to recipients in WIPO Member States (universities and law companies)	Newsletter	2016	Raise awareness of WIPO Lex; contribute to the growth of its world audience
	Presentation on WIPO Lex for parliamentarians from Chile during their Visit to WIPO (November 24, 2016)	Workshops & seminars	2016, 2017	Raise awareness of WIPO Lex; contribute to the growth of its world audience; explore ways of interaction with Chile in order to enrich the content of the database
Global databases	PATENTSCOPE publication	Publications	Regular basis	Awareness-raising and better understanding of the database
	GDD publication	Publications	2017	Awareness-raising and better understanding of the database
	Article in WIPO Magazine about the latest development of our tools	Publications	Not specified	Not specified
	Dedicated webpages for databases to keep our users informed about our databases; one page per database	Website & Social media	Regular basis	Awareness-raising, better understanding of the database, information to users
	Seminars	Workshops & seminars	Regular basis	Provide patent attorneys, paralegals and practitioners with information on WIPO Services. Global databases, and platforms
	Flyers	Publications	Regular basis	Provide potential users with information on WIPO Services, databases, and platforms

Program	Activity	Type of activity	Year(s) this activity is taking place	The most significant change this activity aimed to achieve
Access to Information and Knowledge Division	Participation in the World Economic Forum (WEF) in Davos, presenting the TISC program	Outreach events	2017	Awareness of high-level, broader audience on TISC, ARDI and ASPI activities
	Briefings on our work during side events of committees (CDIP, SCCR...) study visits (of universities, research institutes, journalists...) in coordination with the Bureaus;	Outreach events	Regular basis	Public outreach to a broad range of audiences and potential new users of our tools and services
	Presentation and promotion of WIPO's work in IP professional events, such as II-SDV conference in Nice, EPOPIC, PATLIB etc	Outreach events	Regular basis	Public outreach to a broad range of audiences and potential new users of our tools and services
	Promotion as well to broader audience, e.g. during the Global Entrepreneurship Week at the University of Geneva during the last five years	Outreach events	Regular basis	Public outreach to a broad range of audiences and potential new users of our tools and services
Global Issues Sector				
Building Respect for IP Division	Building Respect for IP Quarterly Newsletter	Newsletter	Regular basis	Maintaining awareness of WIPO's activities on building respect for IP and sharing news of national and international developments in this field.
	TDC: Moldova - Regional Workshop for Judges on IP enforcement	Workshops & seminars	2016	Not specified
	Arab region: Jordan - Sub-regional workshop for members of the judiciary	Workshops & seminars	2016	Not specified
	Africa: Namibia - National workshop on building respect for IP - focus on awareness-raising	Workshops & seminars	2016	Not specified
	ASPAC: Sub-regional workshop on BRIP for prosecutors of ASEAN countries	Workshops & seminars	2016	Not specified
	Assisting Member States in specific outreach activities, such as competitions for children	Outreach events	2016	Not specified

Program	Activity	Type of activity	Year(s) this activity is taking place	The most significant change this activity aimed to achieve
	Holding of a high-level WIPO conference on Building Respect for IP in Shanghai	Outreach events	2016	Not specified
	Regular cooperation with WCO, WTO, INTERPOL, UNEP, EU (incl. the EU Observatory/OHIM), INTA, ICC and other IGOs/NGOs	Outreach events	2017	Not specified
	TDC: Romania - National seminar on IP enforcement, with focus on car industry and spare parts	Workshops & seminars	2016	Not specified
	Arab Region: Saudi Arabia - National workshop on copyright enforcement for the Judiciary	Workshops & seminars	2016	Not specified
Global Challenges Division	WIPO GREEN Newsletter	Newsletter	Regular basis	Provide information about the multi-stakeholder platform in a WIPO Newsletter format
Traditional Knowledge Division	Annual Newsletter to subscriber list of more than 6000 addresses, and quarterly Newsletter specifically for indigenous and local communities	Newsletter	Regular basis	Not specified
	Tweets and other social media messaging	Website & Social media	Regular basis	Not specified
Economics and Statistics Division				
	PCT Yearly Review	Workshops & seminars	Regular basis	Promote WIPO's PCT System. Annual report that provides information on the performance of the PCT system.
	Madrid Yearly Review	Publications	Regular basis	Promote WIPO's PCT System. Annual report that provides information on the performance of the Madrid system.
	Hague Yearly Review	Publications	Regular basis	Promote WIPO's PCT System. Annual report that provides information on the performance of the Hague system.
	World Intellectual Property Indicators (WIPI). Annual press conference hosted by the DG to publicize worldwide IP activity. Includes, a press release, interviews with media, infographics, video, etc.	Outreach events	Regular basis	Promote WIPO's IP statistics. Annual report that provides statistics on IP activity at global level. This publication is the reference source of IP data worldwide.

Program	Activity	Type of activity	Year(s) this activity is taking place	The most significant change this activity aimed to achieve
	Global Innovation Index (GII)	Publications	Regular basis	Promote wider and better use of WIPO economic analysis in policy formulation
	World Intellectual Property Report (WIPR)	Publications	2015, 2017	Promote wider and better use of WIPO economic analysis in policy formulation
HRMD				
	Lunchtime event on women and intellectual property	Outreach events	2015, 2016, 2017	Facilitate discussions on how best to capitalize on women's creativity and innovation
Office of the Director General				
Protocol and Event Management Section	Events related to IP matters, organized in WIPO premises both by WIPO and by/with other entities (e.g. side-events to WIPO bodies)	Outreach events	Regular basis	spread the knowledge about IP matters
Office of the Legal Counsel				
	Brochures concerning WIPO legal matters (i.e. WIPO Convention, Paris/Berne treaties, Rules of Procedure, Summaries of WIPO conventions and treaties)	Publications	Regular basis	Further disseminate information on WIPO legal instruments
	E-mail Newsletter "WIPO Treaty Actions"	Newsletter	2016, 2017	Increase the audience receiving information on WIPO Treaty Notifications
Patents and Technology Sector				
PCT	Celebration of major PCT events (e.g., PCT 3 Million, PCT 2 Million, PCT 1 Million)	Outreach events	2017	Promotion of the PCT
	Representation of WIPO at Invention Fairs (e.g., Geneva, Nuremberg, Istanbul)	Outreach events	Regular basis	Promotion of the PCT
	Participation in major IP events with a PCT component (e.g., AIPLA, BIP Asia, IP5 Heads of meeting, etc.)	Outreach events	Regular basis	Promotion and the provision of information on WIPO services and activities
	Seminars and workshops to users/public (e.g., annual PCT seminar in Geneva, seminars in various locations around the world)	Workshops & seminars	Regular basis	Promotion and the provision of information on WIPO services and activities

Program	Activity	Type of activity	Year(s) this activity is taking place	The most significant change this activity aimed to achieve
	Information meetings with users, students, delegates and the public, WIPO Head Quarters	Outreach events	Regular basis	Information about the PCT
	PCT Newsletter	Newsletter	Regular basis	Information about the PCT
	IPO visits	Outreach events	Regular basis	Promotion and the provision of information on WIPO services and activities
	Visuals and videos	Video	Regular basis	Promotion of the sector's products and services
WIPO Arbitration and Mediation Centre	Printed publications in a range of languages (including general and event based)	Publications	Regular basis	Promote the use of WIPO ADR among potential parties Inform interested stakeholders
	Newsletters	Newsletter	2015, 2016, 2017	Promote the use of WIPO ADR among potential parties
	Presentations for visiting delegations and students	Outreach events	Regular basis	Promote the use of WIPO ADR among potential parties Inform interested stakeholders
Department for Transition and Developed Countries (TDC)				
Section for Coordination of Developed Countries	Roving Seminars	Workshops & seminars	Regular basis	Learn from senior WIPO experts about the latest IP trends, practical tips and issues.
	WIPO services guidebook	Publications	Regular basis	Update and provide in-depth information on key WIPO services, provides a backup for Roving Seminars
SMEs and Entrepreneurship Support Division	Training programs for universities and public research institutions on IP commercialization	Workshops & seminars	Regular basis	Knowledge and capacity of universities and public research institutions to engage in IP commercialization strengthened
Copyright and Creative Industries Sector				
Copyright	Regional Conference on Intellectual Property and the Creative Industries, Kingston, Jamaica, February 10-12,2014	Outreach events	2014	Not specified
	National Seminar on Creative Industries and Economic Growth - Jakarta, Indonesia, June 19 and 20, 2014, and Launching of the Study on the Economic contribution of the Copyright Industries in Indonesia, June 18, 2014	Workshops & seminars	2014	Not specified
	Workshop on the Economic Performance and Contribution of Copyright-Based Industries, August 14, 2014, Surinam	Workshops & seminars	2014	Not specified

Program	Activity	Type of activity	Year(s) this activity is taking place	The most significant change this activity aimed to achieve
	Regional Seminar on Creative Industries, Singapore, April 24-25, 2014	Workshops & seminars	2014	Not specified
	National Workshop on Making a Living From Music, Quito, Ecuador, May 27 and 28, 2015	Workshops & seminars	2015	Not specified
	Annual Meeting of the association of Caribbean Societies, Barbados, August 12-14, 2015	Outreach events	2015	Not specified

[Annex 13 follows]

ANNEX 13: GENDER ANALYSIS ²⁷OF WIPO COMMUNICATION PRODUCTS

#	Name of product	Gender neutral language?	Gender Diversity in images used?	Comments
1.	Global Innovation Index	Yes	No	Gender is mentioned in three paragraphs of this report, especially in Annex 2 – Cluster Characteristics, the share of women inventors. The word “HE” came out 134 times compared to 41 times the word “SHE”. Regarding the images, only male executives are featured in this report.
2.	World Intellectual Property Report	Yes	No	The word “HE” appears 20 times compared to “SHE” two times. From approximately 22 inventors mentioned in the report, only one woman is mentioned. There are some pictures at the end of the report, four are from male and one from a female inventor.
3.	WIPO Magazine	Yes	Partly	Out of 14 pictures, 10 are pictures from men and four are from women. The word “HE” is mentioned 19 times compared to the word “SHE” eight times.
4.	Copyrights: How to Make a Living in the Creative Industries	Yes	Yes	No gender-related language found; balance in images used.
5.	Madrid: Madrid Yearly Review 2017	Yes	N/A	No gender-related and no imaged language found. No images of people.
6.	PCT: Identifying and ranking the world's largest clusters of inventive activity	Yes	N/A	No images of people in the report.
7.	PCT: WIPO GREEN: Year Review 2016	Yes	Yes	No gender-related language found; balance in images used.
8.	PCT: Patent Cooperation Treaty Yearly Review-2017	Yes	N/A	No images of people found. Information on gender and patent registrations balanced.
9.	Protect and Promote Your Culture	Yes	No	Only one image of a man with a hat. One story of an indigenous man, no stories about women.
10.	Utility Models: World Intellectual Property	Yes	N/A	No images of people. Specific language and statistics on gender of inventors. Focus on female participation in international patenting.

²⁷ The above analysis is based on best practices recommended in the UN Women Evaluation Handbook and is a valid first hands-on pragmatic approach to the gender analysis of WIPO products. <http://www.unwomen.org/en/digital-library/publications/2015/4/un-women-evaluation-handbook-how-to-manage-gender-responsive-evaluation#view>

#	Name of product	Gender neutral language?	Gender Diversity in images used?	Comments
	Indicators - 2016			
11.	WIPO Re: Search Strategic Plan 2017–2021	Yes	N/A	No images of people.
#	Name of product	Gender neutral language?	Gender Diversity in images used?	Comments
12.	Global Infrastructure: Technology and Innovation Support Centers (TISCs) Report 2016	Yes	No	One drawn illustration with only male figures.
13.	WIPO: Your own World of IP	Yes	Yes	

CRITERIA	
Language check:	his him man men mankind the common man chairman mailman, policeman, steward, actress, congressman
Images:	use of women and men use of people from diverse backgrounds

Source: <http://writingcenter.unc.edu/handouts/gender-inclusive-language/>

[Annex 14 follows]

ANNEX 14: FEEDBACK ON THE CORE AREAS

This summary encompasses most of the feedback received from the interviews and surveys, as well as findings from best practices for communications both in the private and in public sectors. Some of the information in this summary was used and integrated in the evaluation report. The core communication sub-functions of the CD are covered by this feedback. The non-core sub-functions and the Communications activities carried out by other BUs are not included.

Area of work	Strengths	Weaknesses	Opportunities
Communications Division			
General Feedback	<ul style="list-style-type: none"> World IP day seen as well organized and successful event across the Organization Multilingualism is seen as a strength Positive collaboration on gender was identified internally The CD is seen as very professional The CD is seen as very responsive and helpful within their capacity The new WIPO website is seen as well designed and well received by internal and external stakeholders Collaboration with the CD was seen as positive by some staff members (team work) Stakeholder perception survey first systematic attempt to measure reputation and over time (carried out twice) 	<ul style="list-style-type: none"> The CD was seen as not proactive enough The focus on production has underplayed CD potential in strategic advice for BUs Resources seen as lacking in the CD in all areas which is perceived as leading to delays Coordination among Sections within CD was seen as problematic by some BUs A “one size fits all” communication approach seen as not effective. Target audiences are changing and should be better selected and messages adapted accordingly; no overview or common approach of all communications to the same specific audiences (e.g. national IPOs) Communication measurement mechanism and reporting should be improved There is no “organizational voice”. Need clear guidelines to communicate in one voice (in terms of strategy) Due to lack of strategy and definition of target audiences, ongoing internal debate on specialized verses broader audiences unresolved 	<ul style="list-style-type: none"> Establish communications focal points in each business and a coordinator in the CD who could have a global view of all the entities and activities A communications strategy would allow for better selection of target audiences and a more proactive approach to communications internally and externally A structured strategy could also improve effectiveness and efficiency through the integration of a mechanism for evaluation and measurement of Communications activities Internal communications could be developed to create more transparency internally and more effective communication externally
Editorial and Design Section			
Editorial	<ul style="list-style-type: none"> WIPO Magazine seen as valuable and well 	<ul style="list-style-type: none"> No WIPO style guide was seen as available with the 	<ul style="list-style-type: none"> The use of more simple language “plain-

Area of work	Strengths	Weaknesses	Opportunities
	<p>organized</p> <ul style="list-style-type: none"> The guidance provided by the team was seen as valuable The WIPO Open day 2010 was seen by WIPO staff as a very good practice directed to internal and external audiences including the general public. The open day had been organized with UNOG and the local authorities 	<p>proper spelling and references used by the Organization</p> <ul style="list-style-type: none"> No clear guidelines were seen as available for content in publications Delays for publications were identified as cumbersome and potentially detrimental for the WIPO image by some internal staff Working in unfamiliar languages was seen as challenging No approach to evaluate the contribution of publications to achieving results 	<p>English” was identified as potentially useful for internal and external communications</p> <ul style="list-style-type: none"> Clear guidelines to communicate in one voice (in term of languages/wording used) was seen as necessary Hiring a multilingual team or finding additional resources for outsourcing was seen as potentially valuable Piloting evaluation of the contribution of select key publications to achieving results WIPO to reconsider continuing the Open Day as it is seen as a good practice to raise awareness of WIPO’s work in Geneva among UNOG, local authorities, professionals and the general public
Graphic Design	<ul style="list-style-type: none"> The graphic design team was as very responsive also for short notice events Assistance provided was seen as valuable 	<ul style="list-style-type: none"> WIPO staff are more likely to rely on personal contacts for information about graphic guidelines than an official channel such as the intranet The restricted availability of software of programs to use for communications was seen limiting in terms of communication. For example, only PowerPoint 	<ul style="list-style-type: none"> Up-to-date presentation and document templates are needed. More availability of software and programs with the approved WIPO branding Simple design tools such as infographics should be made available for each program Allow each BU to be more creative in the use of tools for presentations while providing clear guidelines about graphic requirements

Area of work	Strengths	Weaknesses	Opportunities
Press	<ul style="list-style-type: none"> • Journalist feedback was positive on the support provided by the media team • Internal staff feel that there is good collaboration with the Press Section • Press briefings were seen as clear and useful for journalists • The press team was seen as responsive to journalist queries • WIPO's approach to media was seen as more transparent compared to other similar Organizations • The press team was seen by media in doing all they could to "sell" a complex subject to mainstream media by using creative and newsworthy angles • Access to WIPO meetings for press has improved in past years • The press team were monitoring their coverage and progress with the media 	<ul style="list-style-type: none"> • Some journalists would like better access to the staff and the data produced by WIPO • Some journalists commented that quotes by WIPO officials in interviews were requested for checking prior to publishing which was seen as being unusual practice • Specialized media sought to establish more direct contact with senior WIPO staff on a regular basis • Some journalists commented that a press officer sitting in on media interviews was not necessary • Some journalists see WIPO as a closed Organization, difficult to access (others did not) • Press team were not always involved at the conception of key WIPO products (e.g. Global Innovation Index) and therefore had little input in to shaping what would be the key messages • The trend towards more informal meetings as part of treaty negotiations was seen as challenging for media given that participants were not allowed to comment on the proceedings • In meetings where media were allowed they were restricted to the press room and couldn't sit in the main meeting room (press room does have live streaming) 	<ul style="list-style-type: none"> • Involve systematically the Press team at the concept stage of major WIPO products and services • Specialized media suggested organizing visits for them to WIPO, e.g. background briefings by the trademark staff for the trademark media • Specialized media would like more briefings on areas of interest to them and some pre-launch access to information and data • Suggested that media releases/information be circulated to staff at the same time (or before) being released to the media • Media would like a revision of the access rules to the meetings • More training was seen as necessary for WIPO staff dealing with media
Video/photo	<ul style="list-style-type: none"> • Support with video was appreciated • Images were seen as positive • Video production is often strategic and follows the process from the beginning 	<ul style="list-style-type: none"> • Not enough videos are produced for external audiences. For every 50 videos produced for specialized IP audiences only one is made for broader audiences 	<ul style="list-style-type: none"> • A focus on video documentaries to inform specific target audiences was identified as a potential effective way to improve external awareness about WIPO • BUs expressed the need to produce more, short, business-oriented promotional video

Area of work	Strengths	Weaknesses	Opportunities
Website	<ul style="list-style-type: none"> • Staff mentioned receiving good support when creating content • Website assistance and expertise was seen as valuable among staff • Staff appreciated insights on technical language for web • Some web team members were involved in strategic work with the BUs for the creation of websites 	<ul style="list-style-type: none"> • The website was seen as having minimal appeal in terms of graphics, images and videos • Lack of content sharing and priorities between intranet and extranet was seen as potentially generating complications • Web metrics were used but under-developed; no regular surveying of website users and linking this to P&B indicators was seen 	<ul style="list-style-type: none"> • Staff across different sectors expressed the desire to have more autonomy with publication of content • Adding more visual content to the website was seen as potentially beneficial for WIPOs external image • Using more simple language on digital media was seen as a way to reach broader audiences • Better use of user surveys and linking usability ratings to P&B indicators
Social Media	<ul style="list-style-type: none"> • Seen as responsive and supportive • Seen as managing the accounts effectively • Conferences seen as strong point (suggestion to allow participants to tweet) 	<ul style="list-style-type: none"> • Staff expressed frustration about not being able to follow social media coverage of their own events and activities as access to social media was blocked by the IT system • Staff felt that the current management of social media hindered its effective and efficiency used and the national level for instance; countries like China do used different social media platforms than the ones used in Europe, which means that currently there is a huge group of stakeholders who cannot interact with WIPO through these channels. WIPO's external offices would be well suited to manage social media interactions in other languages and through adequate platforms but this is not currently the case. • Staff are not satisfied with tracking/analytics of social media, they asked for more access to social media and tools to systematically monitor social media • Twitter feed was seen as being very institutional and lacking interactivity (rare retweets and few conversations) • No use of interactive platforms such as blogs, with examples cited of UK and US IPOs successfully using blogs for senior staff and events • Staff felt that having a Facebook page for World IP Day only was not enough 	<ul style="list-style-type: none"> • Staff called for an updated social media policy • Explore the possibility of allow External Offices to engage on social media platforms used in the corresponding country and diversifying the used of languages such as Chinese, Russian, Spanish, Portuguese, among others • Allow staff to monitor and engage on social media platforms linked to their activities or events • Increasing WIPO presence and engagement on various social media platforms was suggested by many (WIPO Facebook page, creating an Instagram account, and being more active on LinkedIn were some examples) • Refine use of Twitter to make it less institutional, more engaging and more spontaneous, e.g. photos of what is happening at WIPO, live tweeting from key events, etc • Some staff felt that the social media team should adopt and increase the use of localized social media platforms in countries such as China, Russia, and India, and tailor their messages for different groups of audiences

[Annex 15 follows]

ANNEX 15: CORPORATE COMMUNICATIONS ENTITIES IN THE UNITED NATIONS, IP OFFICES AND OTHER INTERNATIONAL ORGANIZATIONS

Head of communication entity is director	16	59.2%
Head is a member of SMT	15	55.6%
Communication entity situated outside substantial function	26	96%

UN Organizations	Corporate Communications entity	Level of head	Reporting to	Head is a member of SMT
1. United Nations Development Programme (UNDP)	Office of Communications	Director (D2)	Director of the Bureau of External Relations and Advocacy	Yes
2. United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)	Department of External Relations and Communications	Director (D2)	Commissioner General's Office	Yes
3. United Nations Office for Project Services (UNOPS)	Communications Practice Group	Director (D2)	USG/Executive Director	Yes
4. UN Secretariat	Strategic Communications Division	Director	USG Communications and Public Information	Yes
5. United Nations Environment Programme (UNEP)	Division of Communications and Public Information	Director	Deputy Executive Director	Yes
6. United Nations Educational, Scientific and Cultural Organization (UNESCO)	Division of Public Information	Director	ADG of External Relations and Public Information Sector	Yes
7. Office of the United Nations High Commissioner for Refugees (UNHCR)	Communications and Public Information Services	Director	High Commissioner and the Director of External Relations	Yes
8. Joint United Nations Programme on HIV/AIDS (UNAIDS)	Department of Communications and Global Advocacy	Director	Executive Director	Yes
9. International Atomic Energy Agency (IAEA)	Office of Public Information and Communication	Director	Director General	Yes
10. World Food Programme (WFP)	Communications Division	Director	Executive Director	Yes
11. Food and Agriculture Organization of the United Nations (FAO)	Office for Corporate Communication	Director	Office of the Director-General	Yes
12. United Nations Children's Fund (UNICEF)	Division of Communication	Director	Deputy Executive Director	Yes
13. United Nations Population Fund (UNFPA)	Media and Communications Branch	Director	Executive Director as part of the External Relations Division	Yes
14. United Nations Human Settlements Programme (UN-Habitat)	Advocacy, Outreach and Communications Branch	P5	Executive Director	Yes
15. World Tourism Organization (UNWTO)	Communications and Publication	P4	Secretary-General	Yes

UN Organizations	Corporate Communications entity	Level of head	Reporting to	Head is a member of SMT
16. WIPO	Communications Division	Director	DDG Copyrights and Creative Industries Sector	No
17. World Health Organization (WHO)	Department of Communications	Director	Executive Director of the Director's General Office	No
18. International Labour Organization (ILO)	Department of Communications and Public Information	Director	Deputy Director-General for Management and Reform	No
19. United Nations Conference on Trade and Development (UNCTAD)	Communications, Information and Outreach Section	P5	Deputy Secretary-General	No
20. International Telecommunication Union (UIT)	Corporate Communications Division	P5	Chief, Strategy, Policy & Membership Department	No
21. International Trade Center (ITC)	Communications and Events	P5	Executive Director and Deputy Executive Director	No
22. International Maritime Organization (IMO)	Public Information Service	P5	Director of the Division for Legal Affairs and External Relations	No
23. UN-Women	Communications and Advocacy Section	P5	Division for Strategic Partnership, Advocacy, Communications, Civil Society and Resources Mobilization	No
24. United Nations Office on Drugs and Crime (UNODC)	Advocacy Section	P5	Chief, Public Affairs Branch, Division for Policy Analysis and Public Affairs	No
25. World Meteorological Organization (WMO)	Communications and Public Affairs	P5	Director of Cabinet and External Relations Department	No
26. Universal Postal Union (UPU)	Communications Programme	P4	Director of Executive Office, Strategy and Communication	No
27. United Nations Industrial Development Organization (UNIDO)	Advocacy and Communications Unit	P4	Director Policymaking Organs and Advocacy Branch	No
28. International Civil Aviation Organization (ICAO)	Communications Unit	P4	Secretary-General	No

Source: *Public Information and Communications Policies and Practices in the United Nations System, JIU, 2015*

IPOs	Corporate Communications entity	Reporting to	Direct access to executive management	Communications function located within a technical program
1. IP Australia	GM People & Communication Group	Deputy Director General Policy & Corporate Division	Yes	No
2. European Union Intellectual Property Office (EUIPO)	Communication Service	Executive Director	Yes	No
3. Swiss Federal Institute of Intellectual Property	Communications	Staff Division	Yes	No
4. The Swedish Patent and Registration Office	Marketing Department includes communications	Director General	Yes	No
5. United States Patent and Trademark Office (USPTO)	Chief Communications Officer	Deputy Under Secretary of Commerce for Intellectual Property and Deputy Director of the United States Patent and Trademark Office who reports to the Under Secretary	Yes	No
6. United Kingdom IPO	Director Innovation & Chief Economist includes all communications areas apart from economics	Chief Operating Officer who reports to the Chief Executive and Comptroller General	No	No
7. Danish Patent and Trademark Office	Secretariat to the Board of Directors and Communication	Deputy Director general, CFO	No	No
8. IPO of Singapore	Media & Communications Department	CE Office Departments who reports to the Board of Directors	No	No
9. German Patent and Trademark Office	Media and Communications	President and Vice-president	Yes	No
10. Korean Intellectual Property Office	Spokesperson	Commissioner (i.e. Director General)	Yes	No
11. Japan Patent Office	Information Dissemination and Policy Promotion Division	Policy Planning and Coordination Department which reports to the Commissioner	Yes	No
12. Organisation Africaine de la Propriété Intellectuelle (OAPI)	Service de la communication, des relations publiques et de l'informatique	Director General Adjoin who reports to the DG	Yes	No
13. IPO of the Philippines	Deputy Director General for Advocacy Policy and International Relations	ODG	Yes	No
14. Information and Education Centre	Director General for Economic Affairs	President	Yes	No
15. Taiwan IPO	International Affairs and Planning	Secretary General	Yes	No

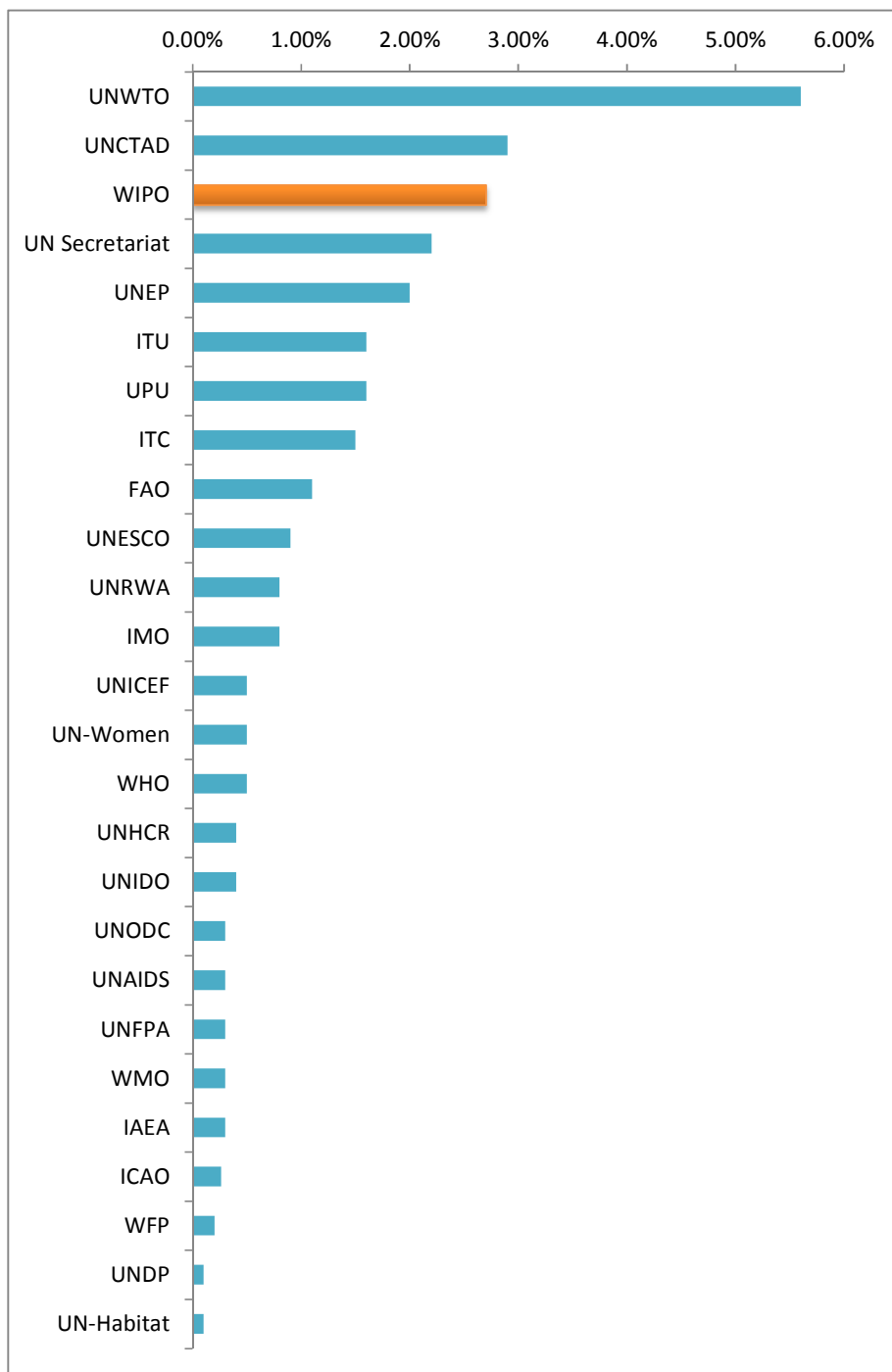
IPOs	Corporate Communications entity	Reporting to	Direct access to executive management	Communications function located within a technical program
	Division			
16. New Zealand IPO	Stakeholder Engagement Manager	National Manager IPO New Zealand	Yes	No
17. Norwegian Industrial Property Office	Marketing and Information	Assistant Director General who reports to the DG	No	No
18. Government of the Republic of Moldova State Agency on IP (AGEPI)	External Relations and Promotion Department	DDG who reports to the DG	No	No
19. Spanish Patent and Trademark Office	Outreach, Communication and Business Relations Area	Support Unit which reports to the DG	No	No
20. State Intellectual Property Office of the Republic of Croatia	Independent Service for Customer Support and Information Services and the Independent Service for Education, Promotion and Development of Use of Intellectual Property	DG and Deputy DG	Yes	No
21. State Intellectual Property Office of the People's Republic of China.	Communications activities are within the General Affairs Office	DG	No	No
22. Canadian Intellectual Property Office	Communications functions are located within the Business Services branch	Business Services Executive Manager who reports to the Commissioner	No	No
23. National Institute of Industrial Property (INAPI) of Chile	Communications Department	National Director	Yes	No
24. National Institute of Industrial Property (INIPI) of Brazil	Communications function within the DG's Cabinet	President of the National Institute of IP	Yes	No
25. Mexican Institute of Industrial Property (IMPI)	The Divisional Promotion and Technological Information Services Bureau	Deputy Direction General of Support Services which reports to the DG	No	Yes

Other Institutions	Corporate Communications entity	Reporting to	Direct access to executive management	Communications function located within a technical program
26. Organisation for Economic Co-operation and Development (OECD)	Public Affairs and Communications Directorate	Secretary General	Yes	No
27. World Bank	Vice President, World Bank Group External and Corporate Relations	WB President	Yes	No
28. International Finance Corporation	Vice President Communications and Outreach	Chief Executive Officer, IFC*	Yes	No
29. World Trade Organization	Information and External Relations Division	DG	Yes	No

Source: IOD desk research analysis as of June 2017

[Annex 16 follows]

ANNEX 16: SHARE OF THE COMMUNICATIONS BUDGET IN THE TOTAL EXPENSES OF THE ORGANIZATION, 2012-2013



Source: *Public Information and Communications Policies and Practices in the United Nations System, JIU, 2015*

[End of Annexes and of document]