



Internal Oversight Strategy 2022-2023

Internal Oversight



January 31, 2022



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LIST OF ACRONYMS

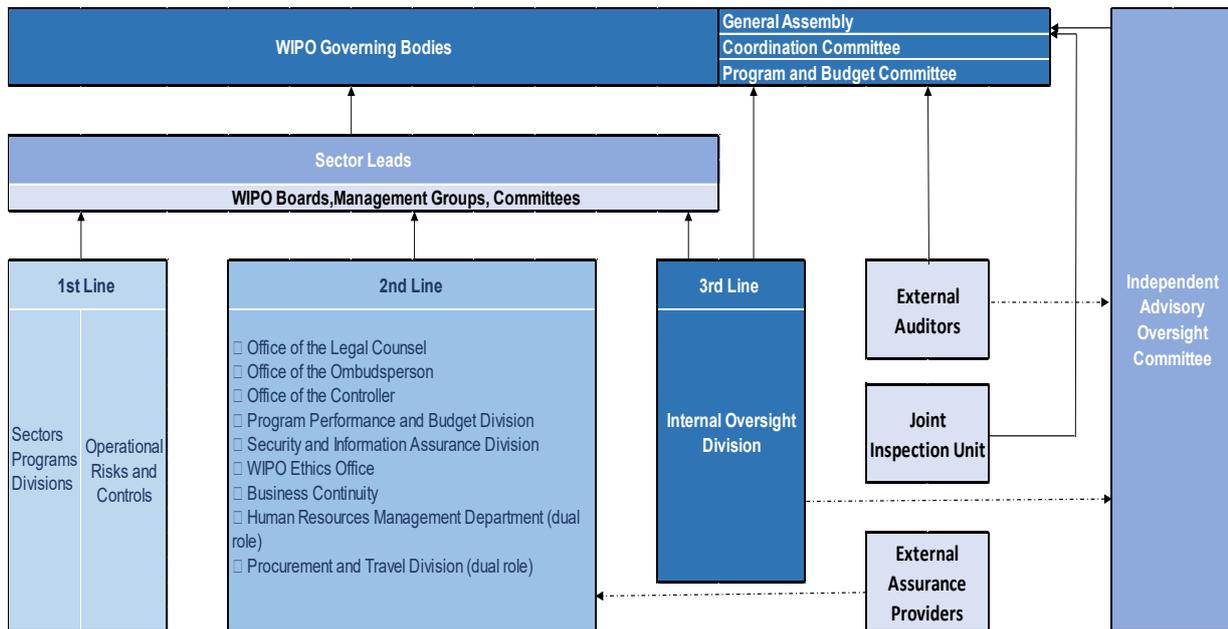
IAOC	Independent Advisory Oversight Committee
IIA	Institute of Internal Auditors
IOC	Internal Oversight Charter
IOD	Internal Oversight Division
IP	Intellectual Property
IT	Information Technology
MTSP	Medium-Term Strategic Plan
RNDS	Regional and National Development Sector
SME	Small and Medium-Sized Enterprise
QAIP	Quality Assurance and Improvement Program
UN	United Nations
WIPO	World Intellectual Property Organization

1. MISSION AND PURPOSE

1. As defined in the introduction of the Internal Oversight Charter (IOC), the role of the Internal Oversight Division (IOD) is to examine and evaluate, in an independent manner, the World Intellectual Property Organization’s (WIPO) control and business systems and processes and provide recommendations for improvement. By doing so, IOD provides assurance and assistance to management and staff in the effective discharge of their responsibilities and the achievement of WIPO’s strategic focus and expected results.

2. In order to accomplish its mission as part of the *Third Line* (of Defense), IOD shall work collaboratively and cooperatively with the *First* and *Second Lines*¹ within WIPO, and with other external governance bodies as depicted in the figure below:

Figure A: The Three Lines Model - WIPO



3. The purpose of this Strategy is to enable IOD and its three functions – Internal Audit, Evaluation, and Investigation, to allocate its financial and human resources effectively, to meet the expectations of key stakeholders including the Director General, the Independent Advisory Oversight Committee (IAOC) and WIPO Member States. IOD supports these stakeholders in achieving their objectives, by providing an independent and objective assessment of the Organization’s governance, risk management, control processes, learning, and accountability and integrity frameworks.

4. This Strategy is exceptionally developed only for one biennium (2022-2023) because of the upcoming change in leadership in IOD. A brief description of the functions that make up the Internal Oversight Divisions follows.

¹ With reference to, the *Three Lines Model - An update of the Three Lines of Defense*, position paper from the Institute of Internal Auditors (IIA). <https://global.theiia.org/about/about-internal-auditing/Public%20Documents/Three-Lines-Model-Updated.pdf>

<p>Internal Audit</p>	<p>In accordance with the definition adopted by the Institute of Internal Auditors (IIA), internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization’s operations. It helps the organization to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.</p> <p>The mission of internal audit is to enhance and protect organizational value by providing risk-based and objective assurance, advice and insight. Using a risk-based approach, the Internal Audit function of IOD plans to deliver on the above Mission Statement by providing the following core services:</p> <p><i>Assurance Services</i> – Review policies, procedures and operations, people, processes and systems, to assess adequacy, efficiency and effectiveness of, and compliance with, related control structures, so as to determine whether risks are appropriately managed; and</p> <p><i>Advisory/Consulting Services</i> – Assist key stakeholders by helping in reviewing specific issues and concerns that are better addressed through an advisory/consulting type of engagement. The term Consultancy is used when the Internal Audit function takes the lead in providing a service whose nature and scope have been agreed with the client, and provides a formal deliverable in that regard. The term Advisory is used when the Internal Audit function supports the client by providing advice, making comments, but does not take the lead in managing the activity or producing a formal deliverable.</p>
<p>Evaluation</p>	<p>An evaluation is a systematic, objective and impartial assessment of an on-going or completed project, program or policy, its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, its efficiency, effectiveness, impact and sustainability. An evaluation should contribute to learning and accountability and provide credible, evidence-based information, enabling the incorporation of findings and recommendations into the decision-making processes of WIPO.</p> <p>The Evaluation function at WIPO aims to provide innovative, high added-value quality services and products that will cater for learning, accountability and knowledge generation to WIPO’s relevant stakeholders, thus contributing to the achievement of the Organization’s strategic focus. This can be achieved by articulating a value proposition that considers the specific context and requirements of stakeholders, including helping these stakeholders adapt to the fast-changing environment.</p> <p>This value proposition encompasses the provision of services to stakeholder or “client” types/categories with slightly different specific needs segmented in three areas - accountability, learning and knowledge generation. In terms of accountability, the value proposition entails providing systematic, evidence-based assurances that WIPO achieve expected results in compliance with rules and standards.</p> <p>The learning proposition of value to the organization entails providing actionable knowledge to relevant WIPO stakeholders. For this, the Evaluation function provides evaluation products and services that describe, synthesize, and translate into actionable knowledge, explicit and useful to WIPO stakeholders for decision-making. Likewise, the knowledge generation segment of the proposition of value aims to contribute to fill the knowledge gaps through inductive reasoning and knowledge exploration. More detail on the value proposition is found under Annex IV. The value proposition would support the Evaluation function in addressing segmented demand</p>

	from the different categories of clients with varying needs.
Investigation	<p>An investigation is a formal fact-finding inquiry to examine allegations of or information concerning misconduct or other wrongdoing involving WIPO personnel in order to determine whether they have occurred and if so, the person or persons responsible. Investigations may also examine alleged wrongdoing by other persons, parties or entities, deemed to be detrimental to WIPO.</p> <p>IOD’s authority to undertake investigative activities in WIPO mainly results from the IOC, which provides in particular that the Director, IOD, has the authority to initiate, carry out and report on any action, which he/she considers necessary to fulfil his/her mandate. It also provides for the Director IOD, to have unrestricted, unlimited, direct and prompt access to all WIPO records and to all the premises of WIPO. Accordingly, officials or personnel, holding any WIPO contractual status, have a duty to cooperate with IOD investigations.</p> <p>These provisions imply for IOD to adjust the nature and extent of its fact-finding activities, and to define and conduct awareness-raising and other proactive activities, in a strategic manner. Specifically, the Investigation function is constantly seeking to optimize its resources towards the prevention, detection and deterrence of prohibited activities and conduct in WIPO, and to ensure its relevance with regard to other oversight functions – Internal Audit and Evaluation – and the broader values, objectives, systems and processes driving the Organization.</p>

2. STRATEGIC DRIVERS

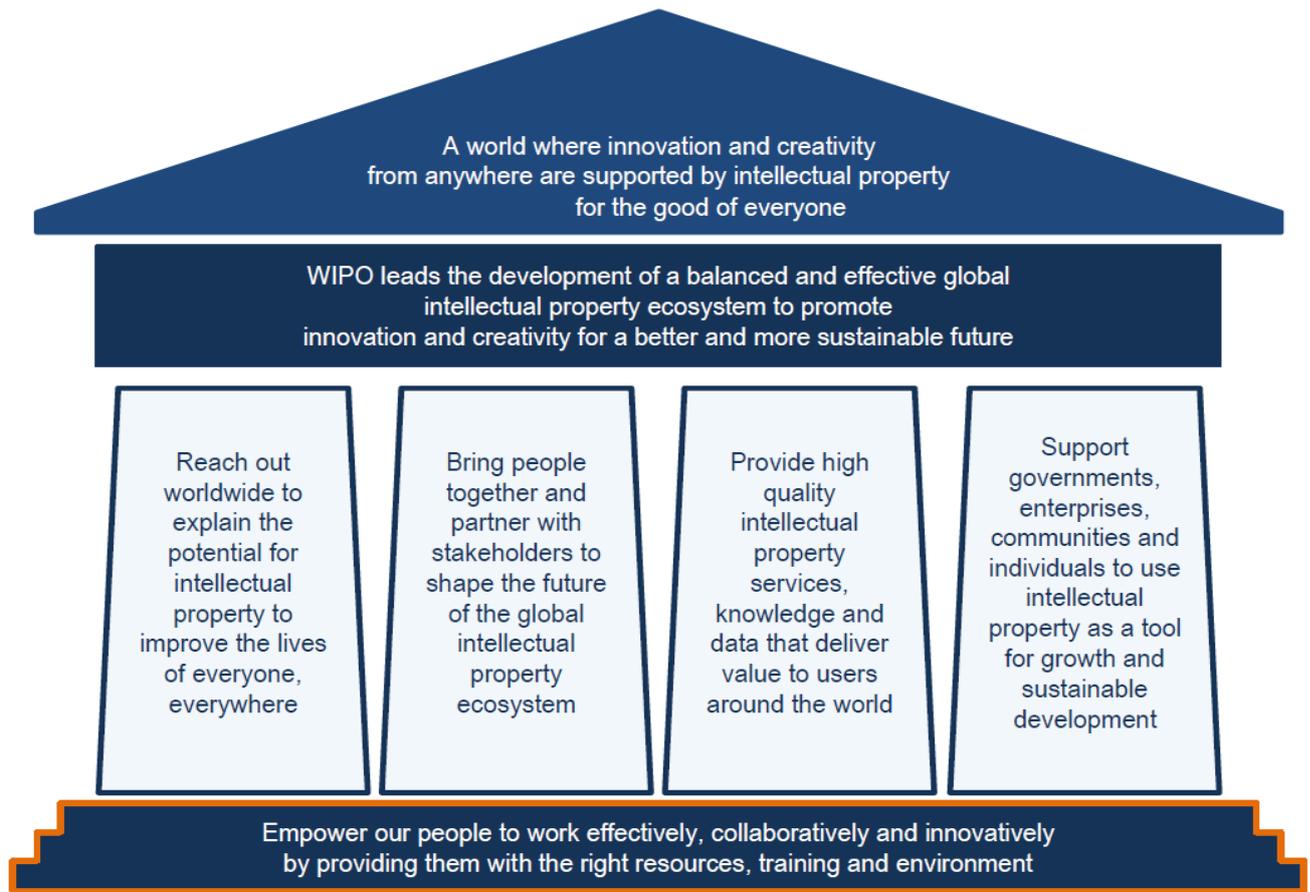
(A) MEDIUM-TERM STRATEGIC PLAN

5. The Medium-Term Strategic Plan (MTSP) serves as the overall strategic direction for the preparation of three consecutive biannual Programs and Budgets. The biennial Results Framework corresponding to those Programs and Budgets as approved by the Member States will measure progress under the MTSP.

6. In February 2021, the Director General launched consultations for the start of the development of the MTSP for years 2022-2026, which was subsequently published on June 7, 2021. The core elements of the MTSP are represented by a “Strategy House”, which consists of the Organization's Vision, Mission, Strategic Pillars and Foundation.

7. WIPO’s Vision is to help create a *world where innovation and creativity from anywhere is supported by intellectual property (IP) for the good of everyone*. Further, the mission is to *lead the development of a balanced and effective global intellectual property ecosystem to promote innovation and creativity for a better and more sustainable future*.

Figure B: The WIPO Strategy House²



8. The Strategy House includes four Strategic Pillars and Foundation that represent the strategic focus, and underpin the Vision and Mission as follows:

- (a) Reach out worldwide to explain the potential for intellectual property to improve the lives of everyone, everywhere (Pillar 1);
- (b) Bring people together and partner with stakeholders to shape the future of the global intellectual property ecosystem (Pillar 2);
- (c) Provide high quality intellectual property services, knowledge and data that deliver value to users around the world (Pillar 3);
- (d) Support governments, enterprises, communities and individuals to use intellectual property as a tool for growth and sustainable development (Pillar 4); and
- (e) Empower our people to work effectively, collaboratively and innovatively by providing them with the right resources, training and environment (Foundation).

9. Within the Strategy House, IOD's role would fall under the Foundation component. However, IOD as the third line of defense will continue to independently review, assess, examine and evaluate WIPO's environment, including the four Pillars and Foundation that support the achievements of the strategic focus.

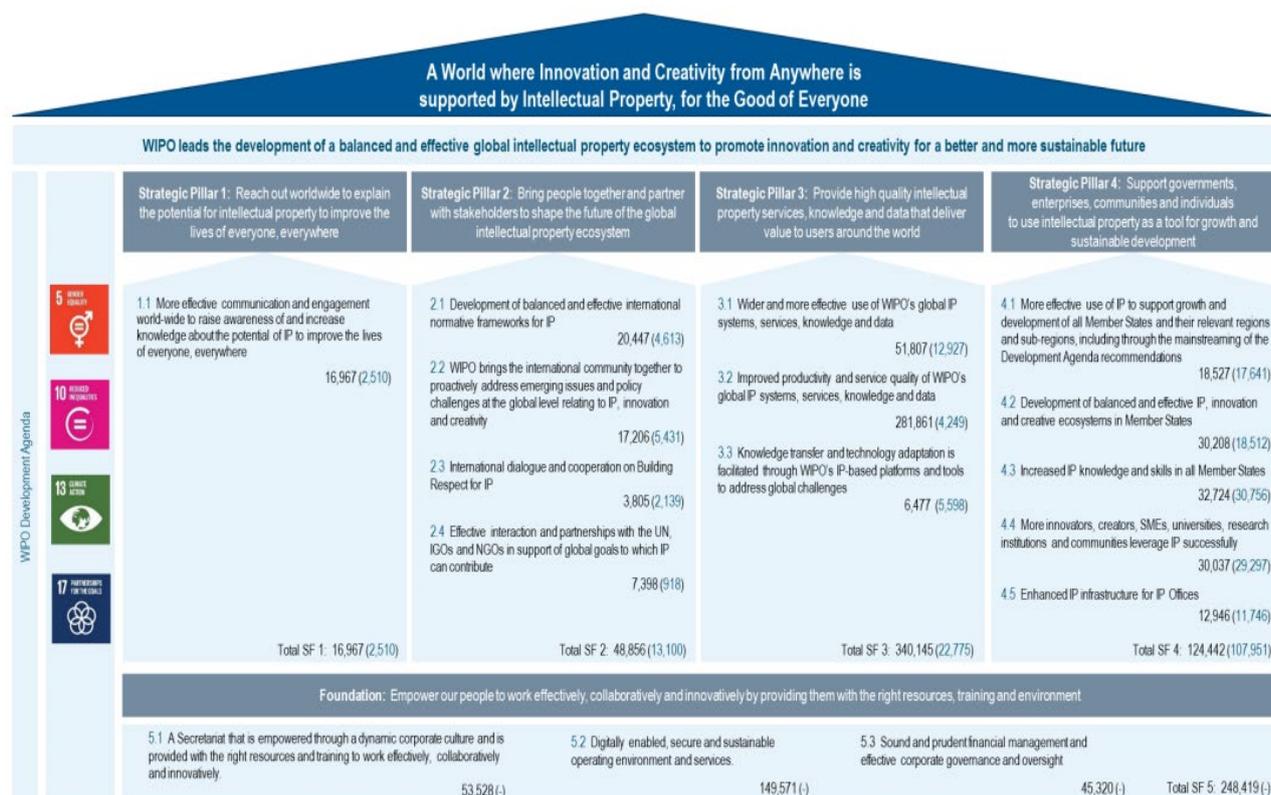
² From WIPO MEDIUM-TERM STRATEGIC PLAN (MTSP) 2022-2026. Document WO/PBC/32/3

(B) RESULTS FRAMEWORK

10. WIPO’s Results Based Management (RBM) Framework guides the work and activities of the Organization as presented in the Program of Works and Budget, and the Program Performance Reports. WIPO Program activities, are linked to strategic goals/focus and expected results, and are measured through performance indicators and targets. The WIPO Development Agenda, Gender and the Sustainable Development Goals are crosscutting issues, which are mainstreamed across the board.

11. The Program of Works and Budget is a defining document for the Organization that establishes the results that the Member States wish to see achieved by the Organization over the coming biennium and authorizes the programs and resources necessary for the realization for those results. The Program of Works and Budget provides the planning for the biennium guided by the WIPO MTSP, and considers inputs received from both the Member States and the 2030 Agenda for Sustainable Development. The introduction of the Strategy House, includes a revision and streamlining of the Results Framework, which has reduced the areas of Strategic focus from nine to five (represented by the Pillars and Foundation), and the Expected Results from 38 to 16 depicted below.

Figure C: WIPO Results Framework and Strategy House³



12. WIPO’s Results Based Management Framework currently specifies IOD’s Expected Result (ER) as, "Improved Accountability, Organizational Learning, Value for Money, Stewardship, Internal Control and Corporate Governance through Assistance from Effective and Independent Oversight". As from 2022, IOD’s ER will shift to, *Sound and prudent financial management and effective corporate governance and oversight*.

³ From WIPO Draft Program of Work and Budget 2022-2023. WO/PBC/32/4

3. IOD IMPLEMENTATION STRATEGIES TO ADDRESS SHIFT IN STRATEGIC FOCUS

13. The new MTSP through the Strategy House, identifies a number of key shifts in strategic directions/focus for the Organization. IOD will implement a number of strategic initiatives to support the Organization in achieving its strategic focus. These include core strategic initiatives as follows:

- (a) Providing independent risk-based and objective assurance and advice through assessing the adequacy and effectiveness of internal controls, risk management and governance processes;
- (b) Supporting management in effectively and efficiently managing the Integrity Framework within which duties, roles, responsibilities and rights of all WIPO staff are clearly defined; and
- (c) Supporting the continued development of the Organization Results Framework, to encourage the full adoption of a results culture in the Organization, and fostering institutional learning and accountability through transparent and participatory oversight processes, to address risks *ex-post facto* or *ex-ante* as required;

14. Further and specifically, the table below summarizes focused strategies aligned to the strategic shift outlined in the MTSP.

Pillar	MTSP Strategic Direction	IOD implementation Strategy
Pillar 1 Reach out worldwide to explain the potential for intellectual property to improve the lives of everyone, everywhere	<ul style="list-style-type: none"> • More effective and dynamic communication and engagement worldwide to raise awareness of and increase understanding about the potential of IP • Staff empowerment and stronger internal communication • Broadening of communications and engagement activities and its focus on connecting IP with everyday life around the world. • Building an understanding that businesses, communities and individuals can use IP to translate their ideas into assets that generate income and create economic and social value, and at its broadest, improve the lives of people everywhere. 	<ul style="list-style-type: none"> • IP services, tools and systems are managed in an effective, secured, and efficient manner. • Communications are governed and delivered effectively and efficiently • <i>Ex-ante</i> evaluations to corroborate projects and services designs are aligned to MTSP pillars. • Security of WIPO assets.
Pillar 2 Bring people together and partner with stakeholders to shape the future of the global intellectual property ecosystem	<ul style="list-style-type: none"> • Continue to support the development of balanced and effective international normative frameworks for IP. • Bring the international community together to proactively address, at the global level, emerging issues and policy challenges relating to IP, innovation and creativity. • More dynamic approach to support collaboration on policy and substantive questions, and improve efficiency of planning and implementing negotiations • Follow a broad and holistic approach to raise IP understanding and awareness among communities, businesses and individuals, including young people, and focus on the aspirations, motivations and needs of young entrepreneurs, innovators and creators • Build effective interactions and partnerships with the UN, IGOs and NGOs in support of 	<ul style="list-style-type: none"> • Activities are carried in compliance with WIPO FRR and related agreements, and memoranda of understanding. • Leading knowledge based Evaluations and Synthesis (lessons learned and good practices) to contribute to global evidence-based stakeholder discussions. • Integrity, ethical behavior, and security of WIPO resources (e.g. Review of external activities financed/supported by WIPO).

	global goals to which IP can contribute.	
<p>Pillar 3</p> <p>Provide high quality intellectual property services, knowledge and data that deliver value to users around the world</p>	<ul style="list-style-type: none"> • Push for wider and more effective use of our IP services, knowledge and data. • Provide improved productivity and service quality in these areas. • Support knowledge transfer and technology adaptation that are needed to address global challenges through WIPO's IP-based platforms and tools. • Promote greater use of WIPO's Global IP Protection Services among new target groups, to make WIPO indispensable to IP commercialization • Continue to advance the digitization of our Global IP Protection Services, and support IP offices in deploying and integrating advanced technologies • Improve customer services, by addressing the different needs of varied customer segments 	<ul style="list-style-type: none"> • WIPO resources are effectively and efficiently utilized in achieving objectives, and data governance and digitalization strategies are aligned with relevant standards and best practices. • Delivery of National evaluation Capacities for evidence-based decision-making. U.N Joint Program for NECD 2015/2021 UNGA resolution. • Compliance with integrity and ethical standards (e.g. international standards on anticorruption systems and controls). • Service management strategies are designed to support achievement of strategic focus
<p>Pillar 4</p> <p>Support governments, enterprises, communities and individuals to use intellectual property as a tool for growth and sustainable development</p>	<ul style="list-style-type: none"> • Help all Member States make more effective use of IP to grow and develop through regional and sub-regional focused initiatives, and adopting a multi-pronged approach (including project based) that engages relevant actors • Support Member States at national level, to build balanced and effective IP, innovation and creative ecosystems. • Support Member States build in-country IP skills and knowledge, through among others, continued strengthening of the franchising model for IP education and training of the WIPO Academy • Engage with and support a wider range of stakeholders within a country's innovation and creative ecosystem, reaching out to communities, enterprises and individuals • Enhance the infrastructure of IP offices so that they can play a strong and effective role in developing their country's innovation and creative ecosystems. • Enable IP offices to operate as fully digital registries with a wide range of online services that improve the accessibility and usability of the IP system, and deepen work on patent analytics. 	<ul style="list-style-type: none"> • Activities are implemented in accordance with agreements and memoranda of understanding, and results are effectively measured and reported • Indicators in place to measure performance and achievement of objectives are effective and efficient • Impact evaluations to account for long-term effects of IP and value at societal level • Accountability, integrity, ethics, and best practices (e.g. compliance with norms and principles on business ethics, competition, data protection etc.) support implementation of organizational activities.
<p>Foundation</p> <p>Empower our people to work effectively, collaboratively and innovatively by providing them with the right resources, training and environment</p>	<ul style="list-style-type: none"> • Build a Secretariat that is empowered through a diverse, inclusive, and dynamic corporate culture and provided with the right resources and training to work effectively, collaboratively and innovatively. • Move towards a more employee-centric organization by, aligning workforce strategies with evolving employment practices and examine how to develop talent within WIPO • Ensure that we are an innovative, creative workplace where employees have a sense that they are contributing to the greater good. • Be digitally enabled and have a secure and sustainable operating environment and 	<ul style="list-style-type: none"> • Verify Effective and efficient practices including cost-effective risks management and internal controls surrounding WIPO Governance, people, process, and systems • Resources are used efficiently to deliver programs that offer value and create measurable impact. • Verify that the RBM Framework is designed to produce relevant, impactful and sustainable results, supported by effective mechanisms to share knowledge and enhance organizational learning

	<p>services, by further digitalization of our end-to-end business processes and the adoption of new technologies to drive value, and adopting a transformative use of data analytics among others.</p> <ul style="list-style-type: none"> • Exercise sound and prudent financial management and put into place effective corporate governance and oversight systems. 	<ul style="list-style-type: none"> • Support fostering of transparency and accountability within the Organization's internal justice system by protecting human and financial resources of the Organization, and supporting ethics and integrity. • Ensure efficient and effective protection of organizational assets • Verify continued independence of oversight activities
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15. Further, other strategic initiatives⁴ aimed at further strengthening the oversight functions, and delivery capacity, relevance and value include:

- (a) Contributing to effective oversight coverage in close cooperation with organizational entities, which have a role as a second line of defense function, and by identifying and implementing innovative technologies and practices to ensure effective delivery;
- (b) Pursuing and further developing cross-sectional engagements, including integrity reviews to examine those systems and processes within the Organization carrying high-risk exposures to fraud, abuse or misconducts;
- (c) Improving Internal Oversight service delivery by building on the results and recommendations of the external quality assessments of IOD functions, strengthening their synergies through common planning, training and follow-up activities; continue developing and updating appropriate oversight tools and systems that align with organizational needs; and
- (d) Ensuring that Internal Oversight at WIPO contributes to, and benefits from, the latest developments in the area of oversight by continuing to cooperate and coordinate with the External Auditor, other oversight assurance providers, the UN internal oversight community and international and professional associations.

4. RISKS AND OPPORTUNITIES

16. A recommendation from the External Auditor and similarly from an External Quality Assessment of the Internal Audit function, proposed that IOD provide an annual overall opinion on risk management and the internal control environment of WIPO, in alignment with the organizational annual Statement of Internal Controls. This shift presents risks and opportunities that need to be considered while establishing a roadmap towards the successful implementation of an overall opinion. A proposed Roadmap has been established that would allow IOD to provide an overall opinion in 2025 for the annual period ended at December 31, 2024 (Annex III).

17. Investigative rules, procedures and guidelines are set out in WIPO's IOC, and operationalized in IOD's Investigation Policy and Investigation Manual. These reference documents have been regularly revised over the past years, resulting in a procedural framework, which currently allows for the independence and consistency of IOD's investigative practice in an effective manner. This was confirmed in particular by the External Quality Assessment, which also highlighted some potential improvements to the structure and processes of WIPO's Internal Justice System, to address remaining issues including the prevention of conflicts of interest.

⁴ Derived from the Program of Work and Budget 2022/23

18. An organizational restructuring took place that resulted in a series of discontinued, transferred, renamed, and established functions. Some new relevant functions are summarized under Annex IV. These key and other structural changes bring about new mandates with new objectives, initiatives, requirements and processes that need to be integrated in IOD’s strategies for delivering and adding value in supporting the organizational strategic focus.

19. IOD has performed a SWOT analysis to identify gaps (internal and external factors) that need to be addressed in order to effectively implement value added strategies and provide an overall opinion. The detail SWOT analysis is found under Annex I.

(A) GAP ANALYSIS AND KEY ACTIONS

20. To successfully implement strategies aimed at supporting the MTSP and strategy house, IOD performed an analysis of opportunities and strengths that can be leveraged to address identified threats/risks. The resulting key risks are summarized below:

Table 2: Key risks

Category	Description
Workforce planning and management	This is inherent to the current structure of IOD, and affects mostly the Investigation and the Evaluation Sections, who have to recruit a P3 Investigator and a P3 Evaluator every two years due to the absence of fixed posts. This is not sustainable with WIPO’s expanded organizational structure and related mandates and Results Framework. Further, the Investigation function needs to address the growing need for proactive and combined integrity reviews with other IOD functions. The evolving technology stack of the Organization, significance of IT projects, and the information security environment, raise the need to reconsider the sustained value of the current use of external resources. Finally, IOD needs a data scientist to enhance coverage, scope, and assurance over WIPO risk management and internal controls as the Organization expands its activities. A proposed structure for IOD is depicted under Annex II.
Staff Knowledge and Skillsets	For IOD to continue to effectively support the Organization’s evolving needs, staff knowledge and skillsets need to be continually enhanced. IOD established a staff development and training program to enhance knowledge and skills to implement new approaches and internalize new skills. However, this is limited by temporary nature of some posts; further, the time and cost required in acquiring specific expertise and experience such as IT and cybersecurity, including the current costs of outsourcing, may outweigh the cost and benefits of recruiting an in-house IT audit resource.
Communication on IOD value added	This category is derived from the perceived institutional misunderstanding of the role and utility of IOD functions, which could lead to lower organizational interest and demand for oversight and evaluation services. IOD has established dashboards and newsletters issued annually to inform on achievements and results of engagements, and takes part in the WIPO Induction Program.
Relationship with Management and Leads	Failing to maintain constructive relationships with Management and Sector Leads would reduce interest and potential value of IOD work. IOD should continue to engage with Sector Leads and Management to promote IOD’s service catalog (i.e. assurance, evaluation, investigations, consulting, and advisory services).
Organizational Strategies	IOD has limited access to key Boards and Committees, and Groups; hence, does benefit from the opportunity of getting involved in new initiatives early in order to refocus its oversight activities to provide more value and assurance. The Director General has recently invited IOD to the risk Management Group. Going forward, as a short-term

	remediation, communication and information flows should be adjusted so that IOD be systematically provided with minutes from all relevant Board Meetings.
Recommendation Management	IOD recommendations have a slow implementation rate potentially resulting in limiting the expected transformational impact. Going forward, IOD should engage with the IAOC to consider a set timeline for recommendation implementation.
Multiple effects of the Pandemic	The Coronavirus Disease 2019 (COVID 19) has changed the way work is performed, and IOD should have adequate mechanisms and tools to ensure continuity of work if the underlying conditions persist. Remote working has associated risks that need to be closely monitored and mitigated
Impairment of Independence	This risk has not materialized to date. IOD should continue to monitor to ensure that conditions of impairment of independence do not materialize. This is a key performance indicator in IOD's Results Framework
Impeding IOD work and reputation exposure	Misinformation and misleading legal counseling can lead to staff abusing rights and processes established by WIPO's internal justice system, resulting in impeding investigative work, with potential negative effects on IOD's reputation.
Opinion on Risk Management and Internal Controls	IOD has not been in a position to provide an overall assurance statement on the effectiveness and efficiency of WIPO's Risk Management and Internal Controls. Going forward, IOD will develop a road map to detail actions and conditions required to enable an overall opinion by 2025.

(B) KEY SUCCESS FACTORS

21. Further, to successfully implement its strategies, address related risks to support the MTSP, IOD needs to consider the following key success factors:

Human Resources and Skillsets - It will be crucial to ensure that human resources, skills sets, and structure of IOD are aligned with increased structure and scope of the Organization. This is critical for IOD to deliver on its mandate, including providing an overall opinion on risk management and internal controls in WIPO by 2025. IOD has discussed and agreed in principle with the Department of Program Planning and Finance to address these priorities, notably the conversion of temporary posts to fixed posts, and the contracting of a Data Scientist.

Effective Use of Resources - To cater for the increased workload and skills gaps, IOD will continue to use external resources as required in the short term. However, relevant agreed upon internal changes in contract types need to be finalized to further support the practice of combined engagements with other functions, to optimize assurance and add further value. In the longer term, an assessment should be conducted to verify whether the current costs of outsourcing, and time and cost for in-house capacity building outweigh the cost and benefits of recruiting an in-house IT audit resource.

Increased Cooperation and Access to Timely Information– Increased collaboration with other second line functions such as risk management and information assurance are critical to support the objective of providing an overall assurance on risk management and internal controls in WIPO. IOD should develop a mechanism to share relevant information with second line functions to ensure a better global assurance over WIPO’s environment. Further, systematic and timely access to minutes and decisions of key Boards, Groups and Committees is crucial, in order to identify strategic initiatives that could affect the risk profile of the Organization among others, and enhance oversight planning process, and assurance mapping and focus.

WIPO staff awareness of IOD’s investigative activities and the value they bring to the organization is crucial for IOD to meet its investigative objectives and targets. The information needed to complete fact-finding activities and meet required evidentiary standards involves cooperation from WIPO staff members. The value of such cooperation is highly contingent on the general awareness of WIPO staff regarding prohibited conduct, investigation procedures, and whistleblowing systems and protection measures.

Innovative Methods, Tools and Systems - As the technology need of the Organization evolves, and as it explores new frontiers in technology such as artificial intelligence, machine learning, robotics, and Cloud among others, IOD should ensure that its tools and systems evolve at the same pace, in order to reduce any risk related to inefficient or ineffective oversight work. IOD should increase the use of data analytics to strengthen assurance. Further, in line with the provisions of the IOC, to increase effectiveness of the Investigation function in addressing risk management, proactive integrity reviews have to be strengthened. Finally, the transformation of the Evaluation function into an agile, systemic, internal high value added service provider, will entail broadening the classic evaluation paradigm and embrace modern and innovative evaluation approaches, such as behavioral insight evaluations, developmental evaluation, complexity system evaluation and blue marble evaluation.

Quality Assurance and Improvement Program (QAIP) - Each function of IOD has implemented QAIP in accordance with respective standards and guidelines. Quality related initiatives include among others: (i) staff training; (ii) customer feedback; and (iii) internal and external assessments of IOD functions. Full details of the QAIP programs of IOD functions can be found in relevant manuals, guidelines, and operating procedures.

Performance Indicators - In line with IOD’s Quality Assurance and Improvement Program, and the WIPO Results Framework, IOD has adopted a set of Performance Indicators, some of which are reported in the biennial Program of Work and Budget document, the WIPO Performance Report (such as on independence of the Oversight functions, and acceptance of Oversight recommendations), and the Annual Report of the Director IOD, to the Member States. These internal key metrics help among others, measure successful implementation of the IOD Strategy and related activities.

5. WORK PLANNING PRINCIPLES

22. Oversight engagements and activities are conducted in accordance with a Work Plan established by IOD on an annual basis, as foreseen in the IOC⁵. Further, IOD also conducts a midterm review of the Work Plan to among others, ensure alignment with the evolution of organizational risks and strategic focus. For that purpose, IOD has developed a standard operating procedure to support the planning process.

6. REVISION

23. The Internal Oversight Strategy will be reviewed as required and in case of a significant changes to IOD⁶ or to the Organization. Any substantial deviations will be communicated to the IAOC and the Director General, including any significant potential impact on resources, people, processes, and systems.

[Annexes follow]

⁵ Paragraph 28 (a) of the Internal Oversight Charter states: “The Director, IOD, shall establish long and short term internal oversight work plans in coordination with the External Auditor. The annual work plan shall be based, where relevant, on a risk assessment to be carried out at least annually, on which basis work would be prioritized. In preparing the annual work plan, the Director, IOD shall take into account any suggestions received from Management, the IAOC or from Member States. Prior to finalizing the internal oversight plan, the Director, IOD shall submit the draft plan to the IAOC for its review and advice.”

⁶ This Strategy is exceptionally developed for only one biennium due to the upcoming change in leadership of IOD.

ANNEXES

Annex I.	Strengths Weaknesses Opportunities and Threats (SWOT)
Annex II.	Proposed Structural Changes to the Internal Oversight Division
Annex III.	Roadmap to Provide an Overall Opinion on Risk Management and Internal Controls
Annex IV.	Some Key Organizational Changes
Annex V.	Evaluation Value Proposition and Services

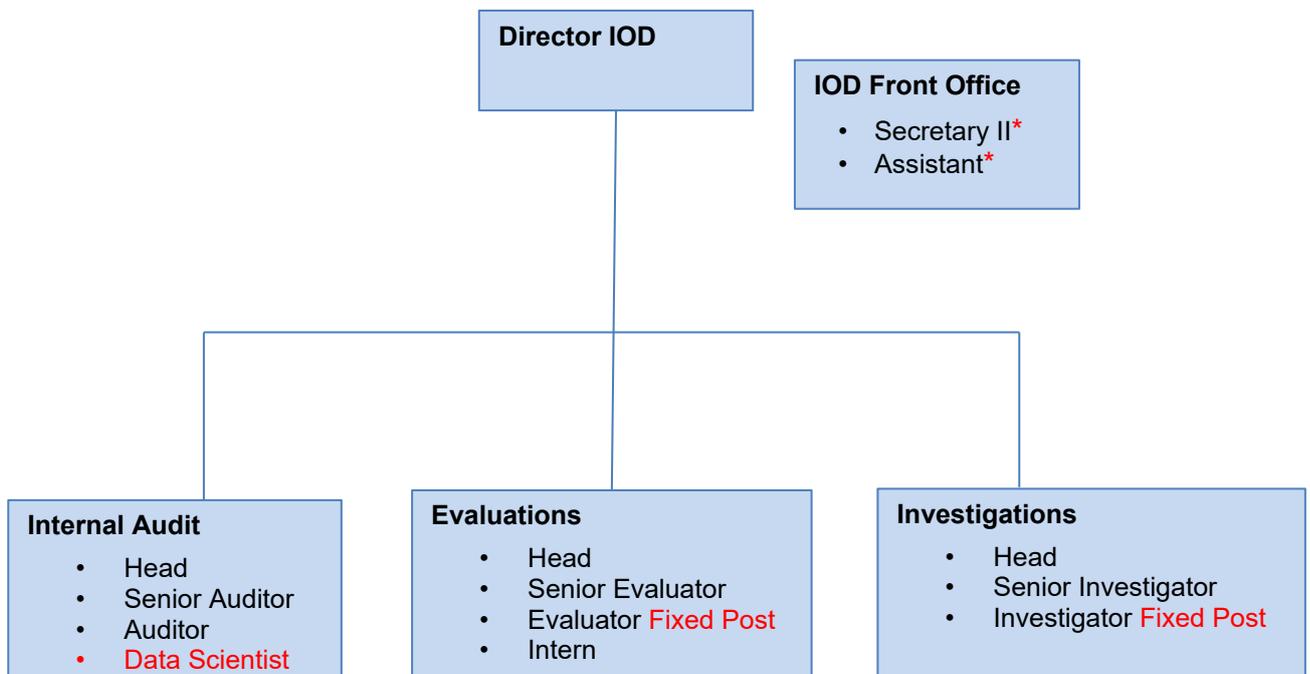
ANNEX I – STRENGTHS WEAKNESSES OPPORTUNITIES AND THREATS (SWOT)

STRENGTHS	WEAKNESSES
1. Oversight Charter with clearly defined vision, mission, values, and authority	1. Staff turnover, partly due to temporary staff contracts
2. Policies, procedures and manuals including formal reporting standards and templates	2. Institutional knowledge gap
3. Individual staff training/certification plans	3. Skill gaps due to limited human resources
4. Formalized recommendation follow-up and reporting process	4. Limited use of data analytics and IT auditing
5. Constructive relationship with Senior Management and IAOC	5. Limited staff career opportunities (within IOD and WIPO)
6. Quality assurance and improvement program in place	6. Exposed to loss of institutional knowledge
7. Use of integrated Audit Management System including recommendation follow-up process	7. Perceived institutional misunderstanding of the role and utility of IOD functions
OPPORTUNITIES	THREATS
1. Improve staffing structure, knowledge, and capabilities	1. Organization slow to implement recommendations and limited use of recommendations to induce transformational impact
2. Educate stakeholders on Internal Audit's role and capabilities	2. Impairment of independence
3. Become involved in new initiatives and innovations early to incorporate in Oversight activities	3. Ineffective communication with management and reduction in management cooperation
4. Increased collaboration with other assurance functions	4. Prolonged pandemic conditions or new pandemic within the next six years
5. Provide overall assurance opinion on WIPO internal controls and risk management	5. Reluctance from staff to cooperate with oversight activities
6. Enhance knowledge and skills to implement new approaches and internalize new skills to provide new high added value services	6. Staff turnover and limited expertise to implement innovative high added value evaluation approaches
7. Effective use of outsourcing and co-sourcing	7. Limited awareness of evolving organizational strategies due to among others limited participation as observer on various Boards and Committees
8. Further leverage access to the United Nations (UN) and International Organizations network for knowledge sharing	8. The Organization's interest and demand for oversight services decreases over time
9. Leadership position in the wider evaluation community in the UN and beyond (use of partnerships)	9. Staff abusing rights and processes established by WIPO's internal justice system
10. Engage with new Sector Leads to develop a constructive relationship	10. Reputational impact of investigation cases and related actions

[Annex II follows]

ANNEX II – Proposed Structural Changes to the Internal Oversight Division

The figure below depicts proposed changes to the current structure and posts within IOD to support the evolving needs, scope and structure of the Organization, including continual adoption of new technology to enhance work and capacity to deliver. Discussions with have begun to address these priorities, notably the conversion of temporary posts to fixed posts, and the contracting of a Data Scientist. These needs have been in discussion with the Department of Program Planning and Finance, and agreed in principal for converting the two temporary posts to fixed term, and contracting a Data Scientist.



* Front office staff also serve as investigations assistants to among others, maintain investigation files, provide support and attend certain interviews.

Human Resources Needs

Data Scientist Post (Individual Contractual Service) needed to enhance scope and coverage of IOD work and in particular to enable overall assurance on risk management and internal controls.

Evaluator Post – convert into a **Fixed Term Post** to support a sustainable and impactful evaluation strategy aligned with evolving organizational structure, mandate, and strategic focus.

Investigation Post – convert into a **Fixed Term Post** to support more effective risk management aligned with growing need for proactive and combined integrity reviews.

[Annex III follows]

Annex III - Roadmap to Provide an Overall Opinion on Risk Management and Internal Controls

The Roadmap is designed to provide the first overall opinion in 2025 for the annual period ended as at December 31, 2024.

ID	Task Name	Start	Finish	2021				2022				2023				2024				2025	
				Q1	Q2	Q3	Q4	Q1	Q2												
1	Implement fully functioning Data Analytics and continual auditing processes	1/4/2021	12/30/2022																		
2	Establish protocol with second line areas (Risk; InfoSec; Compliance, etc..) for better collaboration	6/1/2022	6/30/2023																		
3	Establish internal database of staff skills including internal skills gap analysis	1/3/2022	4/29/2022																		
4	Obtain Observer seat to other major Boards and Committees	1/4/2021	1/2/2023																		
5	Data Scientist (temp staff) to reinforce the Oversight Team	4/1/2022	4/1/2024																		
6	IT Auditor to reinforce Oversight Team	1/1/2024	12/31/2025																		
7	Perform an Assurance Mapping to assess effect of enhancements in oversight staff, processes, and practices	4/1/2024	8/30/2024																		
8	Issue Overall Opinion on risk management and Internal Controls for the year ended December 31, 2024	12/31/2024	4/30/2025																		

[Annex IV follows]

ANNEX IV – Some Key Organizational Changes

In February 2021, the Director General proceeded with an organizational restructuring that resulted in a series of discontinued, transferred, renamed, and established functions. Some new relevant functions are summarized as follows:

IP and Innovation Ecosystems	Responsible for helping Member States develop their IP and innovation ecosystems to drive enterprise and economic growth. The Sector is also responsible for providing support for researchers and innovators, as well as enterprises, including Small and Medium-sized Enterprises (SMEs), in IP commercialization and otherwise using IP for business growth among others.
IP for Business	Acts as the central reference point within WIPO for business-related IP issues, and is responsible for assistance and programs related to IP commercialization that are targeted at innovators and enterprises, including SMEs, so as to help them use IP to take their ideas to the market.
IP and competition Policy	Analyzes global trends concerning the interface among IP, antitrust and unfair competition for participating in international competition networks and committees, and liaise with other international organizations on IP-related competition matters.
Future of IP	Addresses cutting-edge issues around the future development of IP, including in the context of emerging global challenges, and provides research, thought leadership and policy advice on such issues.
External Office	The WIPO Offices in Algeria, Brazil, Nigeria, the Russian Federation and Singapore are transferred to the Regional and National Development Sector (RNDS). To coordinate External Offices centrally, WIPO China and Japan Offices will also functionally report to the RNDS.

[Annex V follows]

ANNEX V – Evaluation Value Proposition and Services

1. The Evaluation function identified differentiated value propositions to address the varied (or segmented) needs of Programs as follows:

Table 1: General Differentiated Proposition of Value

Accountability - Providing systematic, evidence based assurances that WIPO achieves expected results in compliance with rules and standards.
Demonstrative - Providing systematic evidence of WIPO's impact (contribution and attribution)
Performance - Improving products and service performance.
Design and Quality - Advising on reaching superior design of program, project, or line of work.
Innovation - Satisfying an entirely new set of needs that were not perceived before, due to the lack of a similar offering.
Cost/benefit relation and increases in efficiency.
Customization - Tailoring products and services to the specific needs of individual stakeholders.

2. To support the value proposition approach and design appropriate and suitable solutions and services, the Evaluation function would need to produce a:

- (a) Universal evaluation questions map underpinned by eight categories of WIPO constituencies and stakeholders;
- (b) Segmented needs assessment value added map for specific value proposition for each WIPO stakeholder; and
- (c) Ranking of evaluation questions and program value propositions aligned to organizational strategic focus, and the Evaluation function's strategy of supporting learning, accountability and knowledge generation.

3. Further, each WIPO stakeholder's demand corresponds to a specific proposition of value that in turn can be satisfied by the delivery of a catalogue of evaluation services.

4. The value proposition design that overarches the evaluation strategy is based on three principles: design, test and deliver products and services to create value and satisfy client demands. This approach is described in more detail below:

WIPO Stakeholder	Value Proposition to WIPO stakeholder	Corresponding Evaluation Service or Approach
WIPO Member States	<ul style="list-style-type: none"> Accountability at large of the whole organization Knowledge of best practices on IP to be used in progress of IP policies at national level 	<ul style="list-style-type: none"> Evidenced-based communication products that synthesize evidence Summative evaluation National Evaluation Capacities
IAOC	<ul style="list-style-type: none"> Accountability across the entire organization 	<ul style="list-style-type: none"> Synthesis Evaluation Cross cutting evaluation themes Summative evaluations
WIPO Director General	<ul style="list-style-type: none"> Accountability (all organization) Learning (across the organization) Knowledge Generation best practices on IP to be used in progress of IP policies at international level 	<ul style="list-style-type: none"> Big data analysis Data visualization Complexity science Evaluation Synthesis Impact Evaluation Behavioral Insights Evaluation
Sector Leads	<ul style="list-style-type: none"> Accountability (sectors), Learning (Sectors and across the 	<ul style="list-style-type: none"> Impact Evaluation Case studies

	<p>organization)</p> <ul style="list-style-type: none"> • Knowledge Generation of best practices on IP to be used in the progress of IP policies at international level 	<ul style="list-style-type: none"> • Real time evaluation • Behavioral Insights Evaluation
Program Managers	Learning (improvement of programs, lessons learned), and Knowledge Generation IP to be used in the progress of IP policies at national and international level	<ul style="list-style-type: none"> • Behavioral Insights Evaluation • Developmental evaluation • Ex-ante evaluations • Evaluability Assessment • Mid-term evaluations
Clients of WIPO services	Accountability on regards of quality and relevance of services.	<ul style="list-style-type: none"> • Performance appraisals • Need assessments • Ex-ante evaluation • Summative evaluations • Behavioral Insights Evaluation
Global community of IP agents	Learning (lessons learned) and Knowledge Generation of best practices on IP to be used in progress of IP policies at national level	<ul style="list-style-type: none"> • Impact Evaluations • Case Studies • Evaluation Synthesis
Citizenship	Accountability at large of the United Nations and WIPO in particular.	<ul style="list-style-type: none"> • Evidenced-based communication products that synthesize evidence-based. • Impact Evaluations • Evaluation Synthesis

[End of Annexes and of Document]