



**Internal Oversight Division**

Reference: IA 2019 - 02

**Audit Report**

Audit of the WIPO Enterprise Content Management (ECM) System Project

September 3, 2019

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**LIST OF ACRONYMS**

<b>AIIM</b>	The Association of Information and Image Management
<b>CRA</b>	Corporate Records and Archive
<b>ECM</b>	Enterprise Content Management
<b>IIA</b>	Institute of Internal Auditors
<b>IOD</b>	Internal Oversight Division
<b>KMS</b>	Knowledge Management Strategy
<b>NMRC</b>	New Mission Reports Capability
<b>ODGIM</b>	Office of Director General Incoming Mail
<b>PCVM</b>	Procurement Contract Vendor Management
<b>PID</b>	Project Initiation Document
<b>SMT</b>	Senior Management Team
<b>TWMS</b>	Translation Workflow Management System
<b>UAT</b>	User Acceptance Testing
<b>WIPO</b>	World Intellectual Property Organization

## EXECUTIVE SUMMARY

1. The World Intellectual Property Organization's (WIPO's) Enterprise Content Management (ECM) project is part of the Capital Master Plan, funded through the reserves and approved by the Assemblies of Member States<sup>1</sup>. Following a feasibility study conducted in 2014, the project was re-scoped and rescheduled with a view to further increasing the probability of successful delivery.
2. Overall, the Internal Oversight Division (IOD) found that the ECM project has been effectively managed, and notes in particular that the project is being implemented using a more agile "bottom-up" approach, with successive steps and early wins, allowing a learning path, and facilitating both cultural change and technical migration of contents. Resources have been managed in an agile manner, with the use of an unassigned resource pool allowing for financial agility, and enabling the Project Board to effectively and timely manage unexpected events.
3. The selected software, OpenText, can be considered appropriate to fulfil the needs of WIPO and is quoted by third party market analysts (e.g. Gartner) as one of the best-in-class, and the development approach based on configuration without customization ensures long-term sustainability, including possible migration to the existing cloud version.
4. While acknowledging that the ECM project has introduced a structure and an appropriate tool to manage digital content that was previously mainly available in paper or in non-structured digital forms, WIPO could create more benefit by placing the ECM project in a broader context, and making sense of the investment in a vision of a digital transformation. In particular, WIPO would benefit from establishing a digital strategy, leveraging the outcomes of the ECM project.
5. A digital strategy or plan is a vision and an implementation guideline on how digital capabilities can improve access to information and the creation of knowledge, support simplification and automation of processes, and increase the experience of users and stakeholders, while considering end-to-end views of processes and other WIPO initiatives, such as the planned Data Charter.
6. IOD notes that establishing a content management tool also helps support the implementation of the Knowledge Management Strategy, and specifically addresses the case for "*coherent organization-wide tools and processes to facilitate content management, and the sharing of knowledge*". The maturity assessment of both the ECM and the Knowledge Management based on professional judgement<sup>2</sup> and on available information, shows that currently, the Content Management can be considered more mature than Knowledge Management at WIPO, when applying the same maturity criteria to both areas. In particular, quality, culture readiness, people and knowledge sources have potential for improvement with regards to Knowledge Management at WIPO.
7. IOD also notes that the endorsement of the Knowledge Management Strategy has not yet been formalized by nominating a member of the Senior Management Team (SMT) as the owner of the strategy. The owner will among others, update the strategy, establish a framework to support, the knowledge management lifecycle, and the integration of the knowledge management principles defined in the strategy within WIPO business and operational plans, as well as overall business strategy.
8. Finally, IOD encourages the ECM project team to expedite the already planned implementation of a communication plan, and a business-as-usual operating model, addressing among others: transition measures, roles and responsibilities, change management, training, maintenance and support of the ECM system.

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<sup>1</sup> Capital Master Plan as outlined in the 2013 Program and Budget Committee's 21st Session (WO/PBC/21/18), and recommended to the Assemblies of Member States at the Fifty-first series of meetings held between September 23rd and October 2nd, 2013.

<sup>2</sup> The Maturity Model developed by PwC contributed to this assessment