

Assemblies of the Member States of WIPO

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PROPOSAL FOR THE IMPLEMENTATION OF A COMPREHENSIVE INTEGRATED ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM

prepared by the Secretariat

1. The present document contains the Proposal for the Implementation of a Comprehensive Integrated Enterprise Resource Planning (ERP) System (document WO/PBC/15/17), which is being submitted to the WIPO Program and Budget Committee (PBC) at its fifteenth session (September 1 to 3, 2010).
2. The recommendation of the PBC in respect of this document will be included in the "Summary of Recommendations Made by the Program and Budget Committee at its Fifteenth Session Held from September 1 to 3, 2010" (document A/48/24).

3. *The Assemblies of the Member States of WIPO and of the Unions administered by it, each as far as it is concerned, are invited to approve the recommendation of the Program and Budget Committee made in respect of document WO/PBC/15/17, as recorded in document A/48/24.*

[Annex follows]



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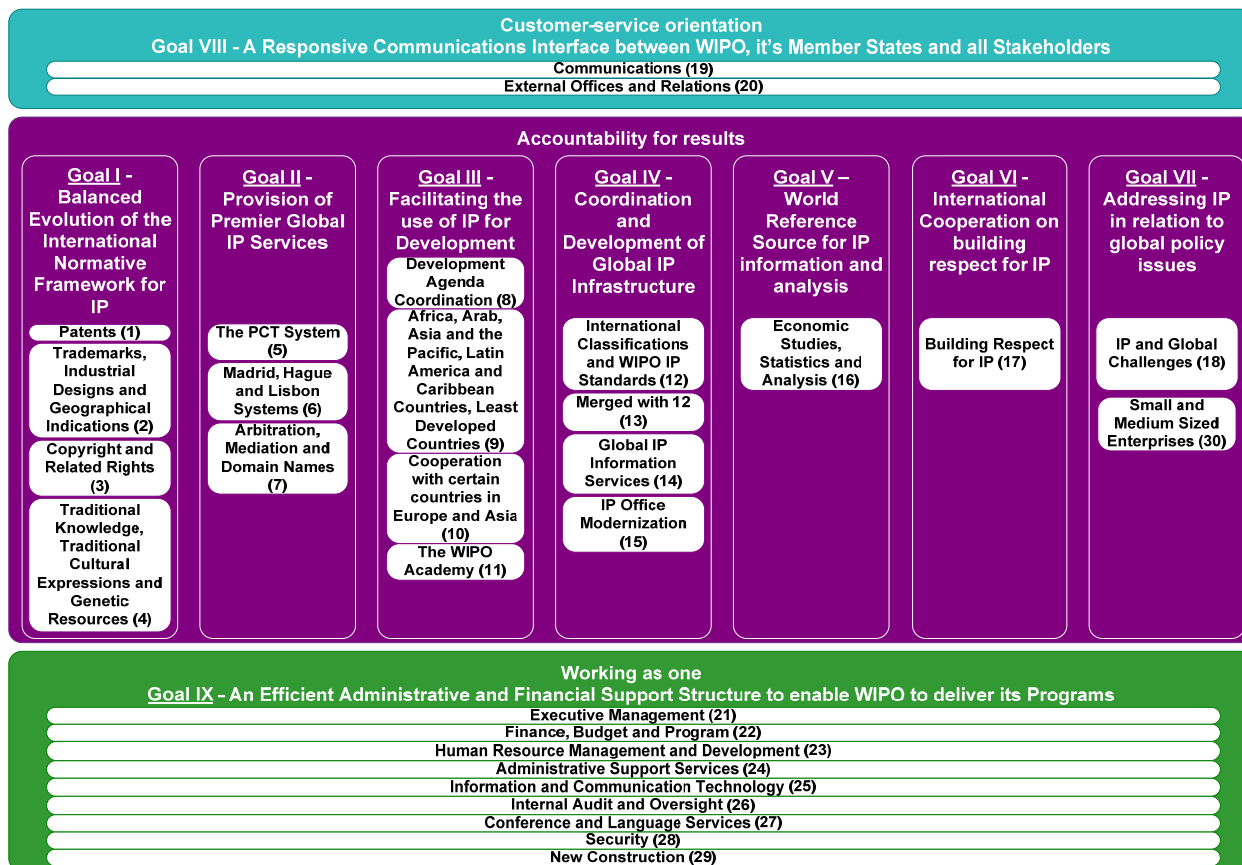
PROPOSAL FOR THE IMPLEMENTATION OF A COMPREHENSIVE INTEGRATED ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM

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1. WIPO's main aim is the promotion of innovation and creativity for the economic, social and cultural development of all countries through a balanced and effective IP system. The Organization's success in the achievement of its strategic outcomes will depend critically on ensuring that it remains an increasingly responsive and efficient Organization equipped to provide global leadership on IP issues.
2. In order to be responsive and efficient, WIPO needs to ensure that it builds "a responsive communications interface between itself and its Member States, customers and key stakeholders" (Strategic Goal VIII) and "an efficient Administrative and Management support structure" (Strategic Goal IX) to enable its Programs to deliver results. This implies:
 - (i) ensuring better service to Member States and all stakeholders;
 - (ii) placing results at the core of planning and managing programs;
 - (iii) managing human and financial resources effectively;
 - (iv) providing reliable operational support to programs; and above all
 - (v) ensuring efficiency, transparency and accountability.

3. WIPO's Medium-Term Strategic Plan (MTSP) (under consultations with Member States) enunciates several key strategies that will lead to a more service-orientated, efficient, transparent and accountable Organization. A comprehensive ERP system will support these strategies by providing tools to:
 - (i) Make performance and resource utilization information visible to Member States and all concerned: **Transparency**
 - (ii) Enhance linkages between the use of resources and results planned and approved by Member States: **Accountability**
 - (iii) Allow roles and responsibilities to be clearly defined with appropriate levels of authority in accordance with the Organization's accountability framework: **Accountability**
 - (iv) Capture data once at source for use in downstream processes: **Efficiency**
 - (v) Streamline processing of transactions and data: **Efficiency**
 - (vi) Provide accurate data and information in a timely manner from a single reliable source: **Transparency and Efficiency**
 - (vii) Comply with internal controls, data security, confidentiality and audit trail requirements: **Accountability**
 - (viii) Consolidate customer information and improve customer-service: **Service-Orientation**
4. The implementation of such an ERP system has thus rightly been identified as a key initiative of the Strategic Realignment Program (SRP) and is on the critical path to the achievement of several of the SRP outcomes. The SRP was launched by the Director General in October 2008 to address the major internal and external challenges faced by the Organization. It was conceptualized to bring in new focus to the Organization's culture and values, greater efficiency in its business processes and better alignment of its programs, structure and resources to the nine Strategic Goals. It is focused on the establishment of the four core values – Customer-service Orientation, Working as One, Accountability for Results and Environmental, Social and Governance responsibility which will enable the delivery of WIPO's Programs and the achievement of its Strategic Goals (see Diagram I)

Diagram I
WIPO's Goals and Programs enabled by the Strategic Realignment Program

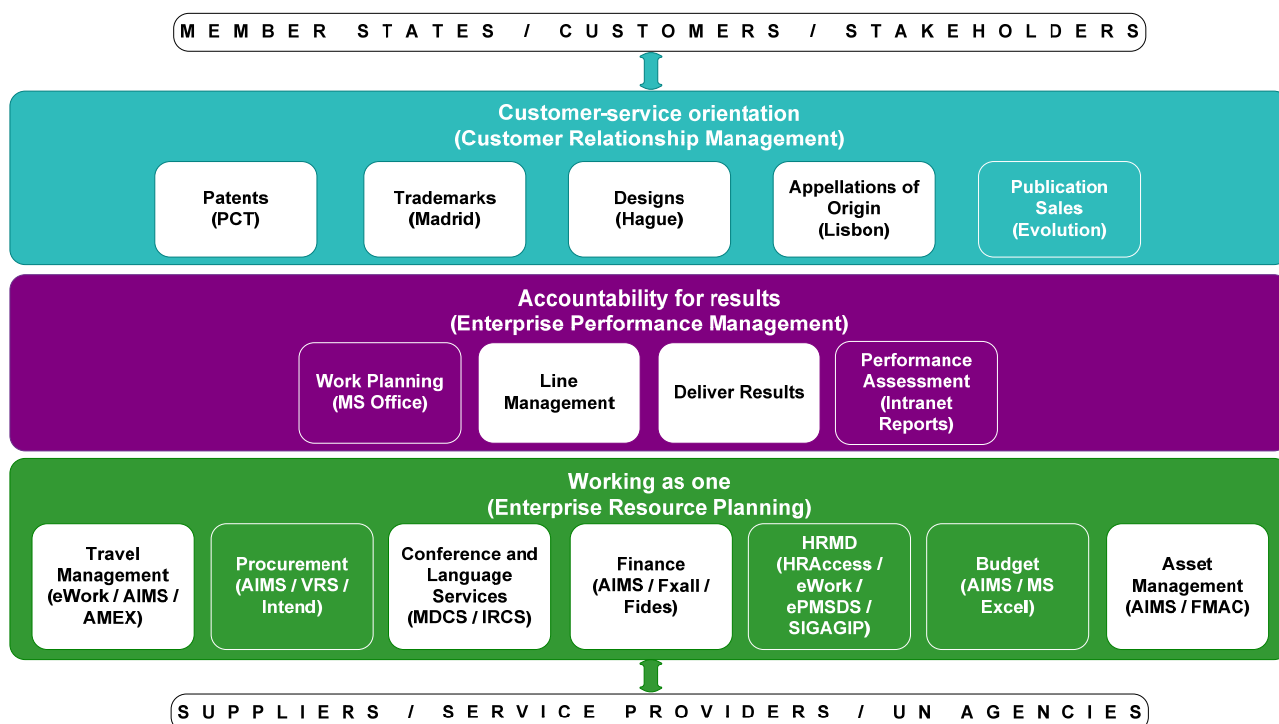


5. The implementation of the ERP system will enable WIPO to establish the tools, processes and integrated environment to support the core values. In particular, it will place in the hands of empowered managers across the Organization the information needed to improve customer-service, performance and resource management. It will also significantly enhance the capability of the Administration and Management Sector to enable and support the work of the substantive sectors through better service levels and improved productivity.
6. WIPO commenced the phased implementation of its ERP system in 2003, subsequent to obtaining approval from Member States for the implementation of the AIMS project, which addressed the financial and budget reporting needs of the Organization. The project was completed on-time and within budget and the system has now been in effective use since 2004. In December 2008, the Member States approved the implementation of the Procurement and Asset Management modules in order to achieve full compliance with the Financial Regulations and Rules (FRR) and International Public Sector Accounting Standards (IPSAS). This system went live in January 2010 in accordance with the plan and within the approved budget. WIPO is among a small number of UN Organizations to be fully prepared for IPSAS compliance.
7. The phased approach (in contrast to the “big-bang” approach) has ensured that the implementation of these projects was manageable and successful. WIPO has learnt a number of key lessons from these projects and foremost among these are the need for

senior management commitment and leadership, an enabling organizational structure and a well defined framework that enforces responsibility, accountability and authority.

8. WIPO has now established a consolidated Administration and Management Sector, which is led by an Assistant Director General. Furthermore, the Director General has established a governance and management structure for the SRP based on the principle of collective ownership by the Senior Management Team. The existence of an organizational and governance structure with top management commitment is, as borne out by the experience of organizations across the public and the private sector, one of the most critical factors for the success of an ERP system implementation.
9. The implementation of the previous two projects (AIMS and FRR-IPSAS) has provided WIPO with the foundations of an ERP system and has addressed the core business needs of Finance, Budget, Travel, Procurement and Asset Management functions. However significant functional gaps exist as shown in Diagram II (WIPO's Current Solution Map). Additionally, the integration across the existing combination of ERP and legacy system solutions remains weak. WIPO's current payroll system which is over a decade old is struggling to keep pace with business needs and is becoming increasingly difficult to maintain. The replacement of this system has become a top priority. The full benefits of an ERP system will only be realized when the system is utilized in an integrated manner across the Organization.

Diagram II
WIPO's Current Solution Map

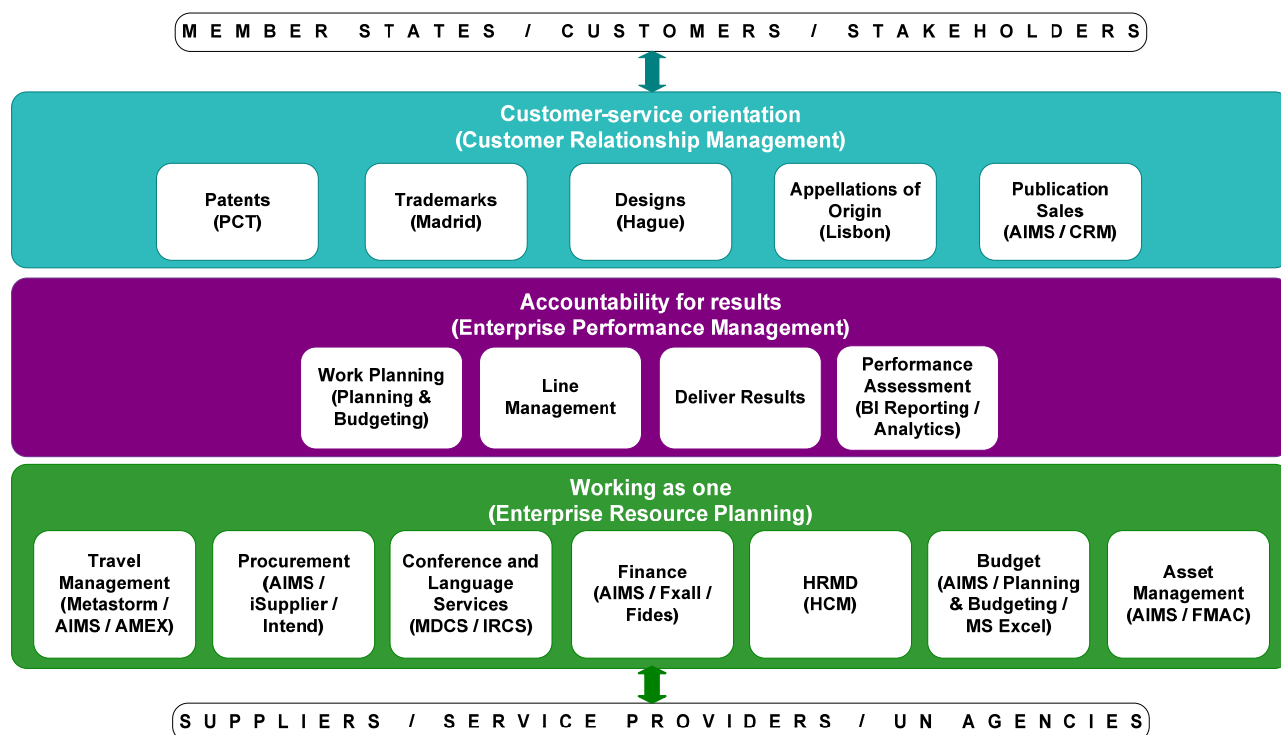


10. WIPO now proposes to address the gaps and urgent needs through the implementation of a comprehensive ERP system undertaken through a portfolio of projects, based on a clear portfolio vision and an integrated resource management framework. The portfolio vision

will include the future direction for the provision of management and administrative services. It will provide guidance for each functional area that lies within the scope of the portfolio of projects. Such an implementation will ensure that we cover the key functional gaps that exist in WIPO's current solution map (for administrative and management systems) including Human Resource Management and Development, Planning and Budgeting and Enterprise Performance Management. In developing the vision and the plan for the portfolio of ERP projects, careful consideration will be given to the information needs of the Member States, stakeholders and customers of the Organization since the ERP system will serve as a central repository for Program, Financial and Performance data. An important example of such a need is that of providing comprehensive and accurate information and reports on the development activities of the Organization including the Development Agenda projects. Such an analysis of information and reporting needs may necessitate changes to the currently deployed systems and tools – this proposal has allowed for such changes and enhancements.

11. The new functionality deployed will be fully integrated with the existing systems (Finance, Budget Reporting, Procurement, Travel and Asset Management). The ERP system will also provide tools for the consolidation of customer information and improved customer service. WIPO's future integrated solution map is shown in Diagram III below.

Diagram III
WIPO's Future Integrated Solution Map

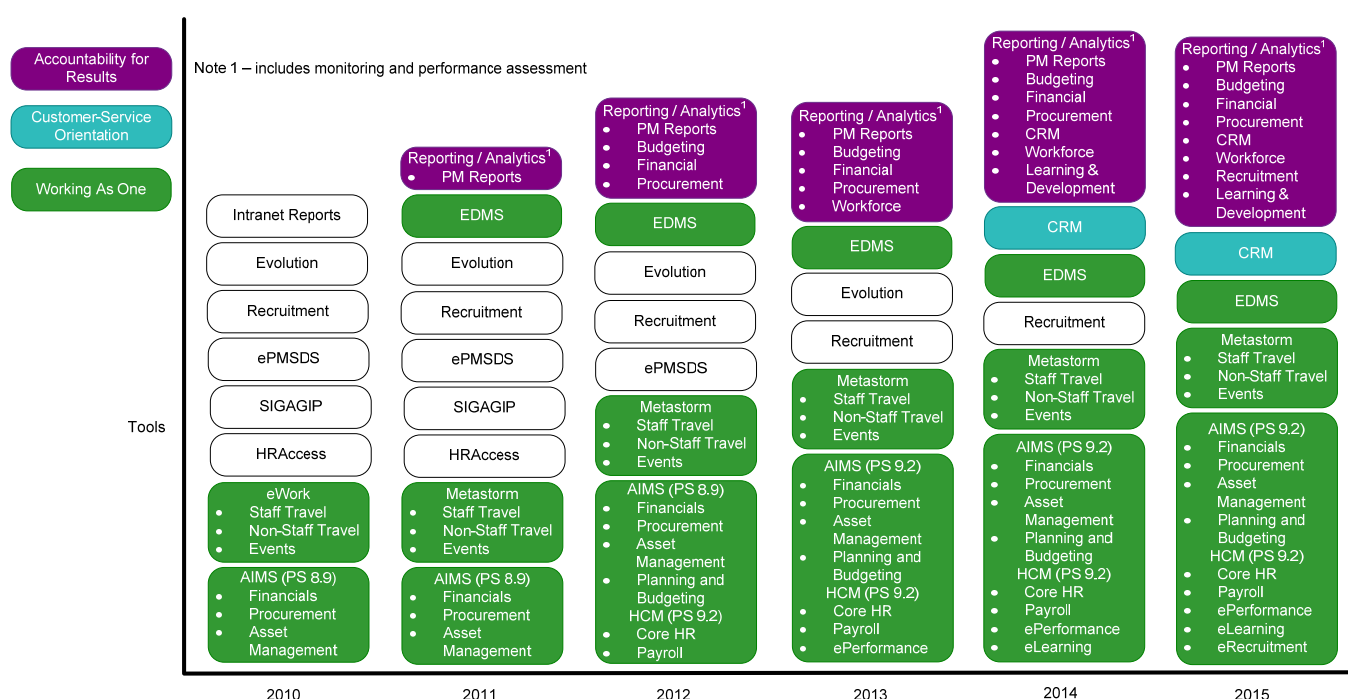


12. The proposed approach, while seeking to undertake a comprehensive implementation, remains prudent through the definition of projects that are phased in time and manageable in scope. It includes undertaking a comprehensive integrated design which provides an anchor for the functionality and business capabilities to be deployed through each project. This ensures coherence and systematic progress towards the portfolio vision. The phased approach also provides the Secretariat with an opportunity to establish management

checkpoints, at which time progress can be reviewed and the commitment to future phases re-confirmed after due consideration of external and internal factors that could impact the implementation. The implementation approach proposed addresses the key risks associated with ERP projects through strong Portfolio Governance and the adoption of best practices in ERP implementations.

13. The implementation of the portfolio of projects as proposed will result in the footprint of WIPO ERP system gradually evolving over the five year timeframe as shown in Diagram IV.

Diagram IV
WIPO's ERP Solution Evolution over time



14. The principal benefits from the implementation of the ERP system may be summarized as: (i) the modernization of WIPO's core administrative, management and customer-service functions; (ii) improved productivity; and (iii) capability to provide better information on performance and resource utilization to the Member States and Management.
15. The overall estimated cost for the implementation of the portfolio of projects is approximately 25 million Swiss francs over a five year timeframe. The estimated costs include application hosting, software acquisition, project personnel, user back-filling resources, external implementation partner fees, training and communication and other costs. As systems/modules are deployed and become operational, the recurring costs of maintenance and system operation would be included in successive Program and Budget proposals as part of the regular budget.
16. The Annex to this document entitled "Proposal for the Implementation of a Comprehensive Integrated Enterprise Resource Planning (ERP)" system sets out, in more detail, the Background, Expected Benefits, Scope, Deliverables, Key Elements of the Approach,

Phasing and tentative timeline, Program Organization and Governance, Estimated Costs and Reporting Mechanism. In preparing this proposal, the Secretariat has considered the recommendations of the Desk-to-Desk assessment, the WIPO Audit Committee and the External Auditor. It has also thoroughly reviewed and considered lessons learnt from previous projects within WIPO in addition to those learnt by other UN and international organizations.

17. The Program and Budget Committee is invited to recommend to the Assemblies of the Member States of WIPO to:

(i) approve the proposal to implement the ERP project as set out in the Annex of this document; and

(ii) approve the appropriation of a total of 25 million Swiss francs for this purpose from the reserves, to be available to be utilized in accordance with the plan and progress of the portfolio of projects for the envisaged duration of the implementation, as set out in paragraph 15 of this document and in paragraph 24 of the Annex to this document.

[Annex follows]

[Appendix follows]

ANNEX

**Proposal for the Implementation of a Comprehensive Integrated Enterprise
Resource Planning (ERP)**

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I. BACKGROUND

1. The achievement of Strategic Goal IX of WIPO's Strategic Framework which seeks to build "an efficient administrative and financial support structure to enable WIPO to deliver its Programs" depends critically on the successful and effective implementation of an integrated Enterprise Resource Planning (ERP) system. The ERP system will be a central tool and enabler for a number of key strategies being enunciated within the Medium Term Strategic Plan (MTSP) for this Goal (under Consultation with Member States). The ability of WIPO to build a responsive communications interface between WIPO and its Member States and key Stakeholders will also depend to a significant extent on the ERP implementation which will enable the capture, consolidation and reporting of information in a streamlined, reliable and transparent manner.

2. WIPO's Strategic Realignment Program (SRP) which commenced in October 2008 has been re-formulated around the four core values:

- Customer-service orientation;
- Working as one;
- Accountability for results;
- Environmental, social and governance responsibility.

The establishment of these core values will enable the achievement of the Organization's strategic goals and the delivery of its programs (Refer Diagram I). The implementation of a comprehensive and integrated Enterprise Resource Planning (ERP) solution (a key strategy within Strategic Goal IX in the MTSP) will provide the tools, processes and the integrated environment needed to support the promotion of the core values.

3. The Secretariat started using PeopleSoft (an ERP system now used by several UN agencies) through the AIMS project which was approved by Member States, as part of the 2002/03 Program and Budget. This implementation had been restricted in scope to Finance and Budget Reporting for manageability and budgetary reasons while recognizing that several other administrative areas had equally important and urgent information processing needs. The system was implemented on time and within budget and allowed for the phasing out of high-cost mainframe based legacy systems which had limited capability to keep pace with WIPO's changing business needs. The project, in addition, seeded PeopleSoft and ERP skills and competencies within the Organization.

4. More recently the Secretariat enhanced the above mentioned AIMS/PeopleSoft solution through the FRR-IPSAS Project which was approved by the Program and Budget Committee at their Thirteenth Session held in December 2008. This project covered the implementation of the Procurement and Asset Management modules, fully integrated with the existing Finance and Budget Reporting (AIMS) System. It was consciously restricted in scope to allow WIPO to achieve, at a minimum, IPSAS compliance and to implement the Financial Regulations and Rules in an electronic system. This system became operational in January 2010, as planned and within the approved budget. This project, in addition to ensuring FRR and IPSAS compliance, has provided WIPO staff with significant experience of implementing cross-functional projects. WIPO is one of a small number of UN system organizations that have successfully implemented all measures and

functionality necessary to achieve compliance with IPSAS within the timeframe targeted by the Chief Executives Board (CEB) and High Level Committee on Management (HLCM). WIPO has also taken full advantage of the work done by

the IPSAS task force under the HLCM. The implementation of the system has also provided the much needed automation of WIPO's core procurement processes and the end-to-end integration of the Requisition-to-Payment process.

5. It was emphasized, during the same Program and Budget Committee session of December 2008, that the full benefits of an ERP system can only be realized when it is used in an integrated manner across the Organization. Following the successful completion of the AIMS (Finance and Budget Reporting) and FRR-IPSAS (Procurement and Asset Management) projects WIPO now has the foundations of an ERP system. However, significant pieces of functionality are either missing or are supported by stand alone IT systems. Diagram II shows the solutions currently used to support a function. The functional blocks shown in color are still missing essential pieces of functionality. Additionally, the integration across current solutions remains weak. The gaps include the following three main areas:
 - Human Resource Management and Development:
 - Personnel Management;
 - Payroll;
 - Performance Management;
 - Learning Management;
 - Recruitment.
 - Enterprise Performance Management:
 - Results Based Management;
 - Planning and Budgeting;
 - Enterprise Reporting and Analytics.
 - Customer Relationship Management:
 - Customer information consolidation;
 - Support for Sales, Distribution and Marketing of products and services;
 - Support for Customer-centric business practices.

Diagram I
WIPO's Goals and Programs enabled by the Strategic Realignment Program

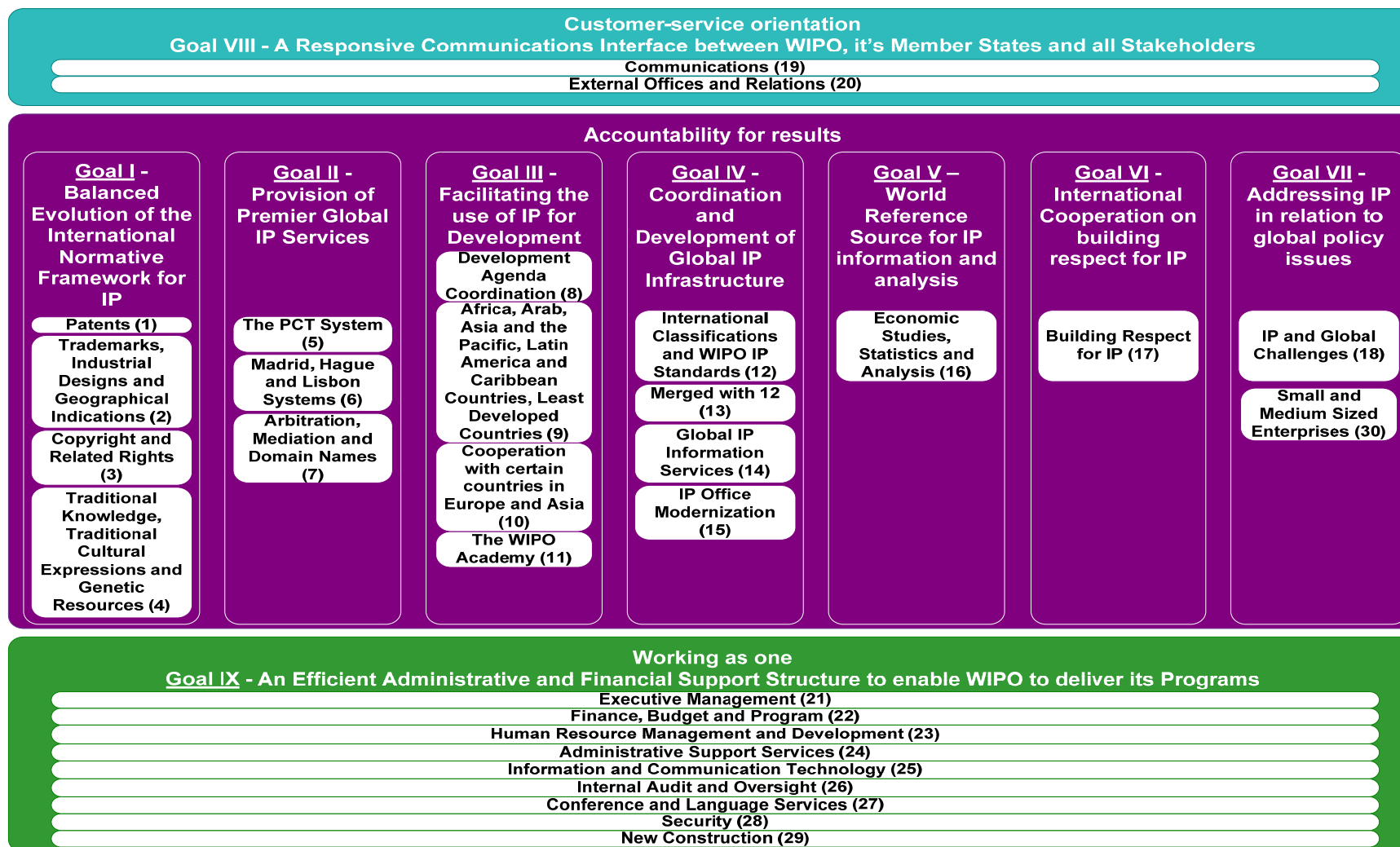
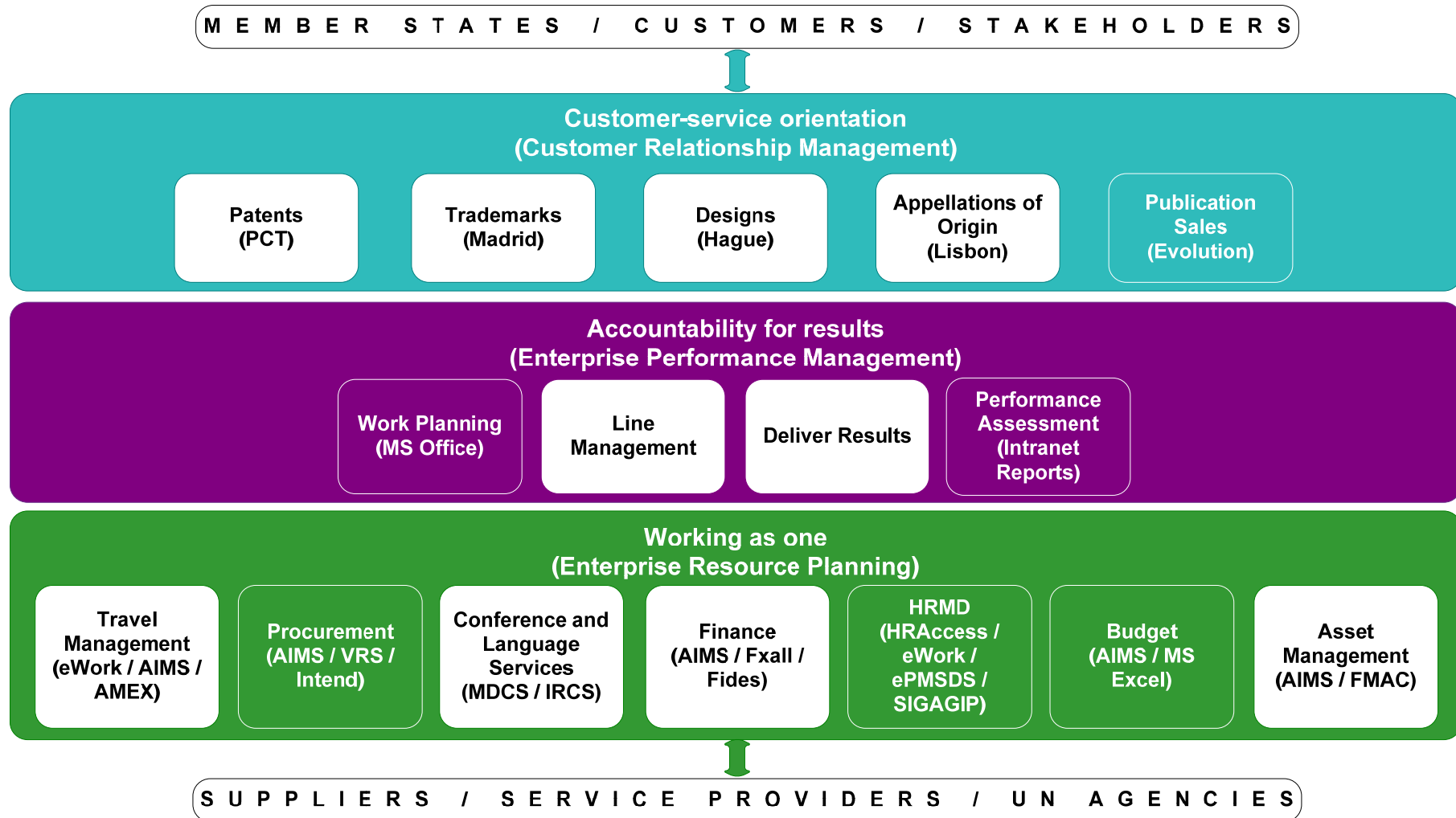


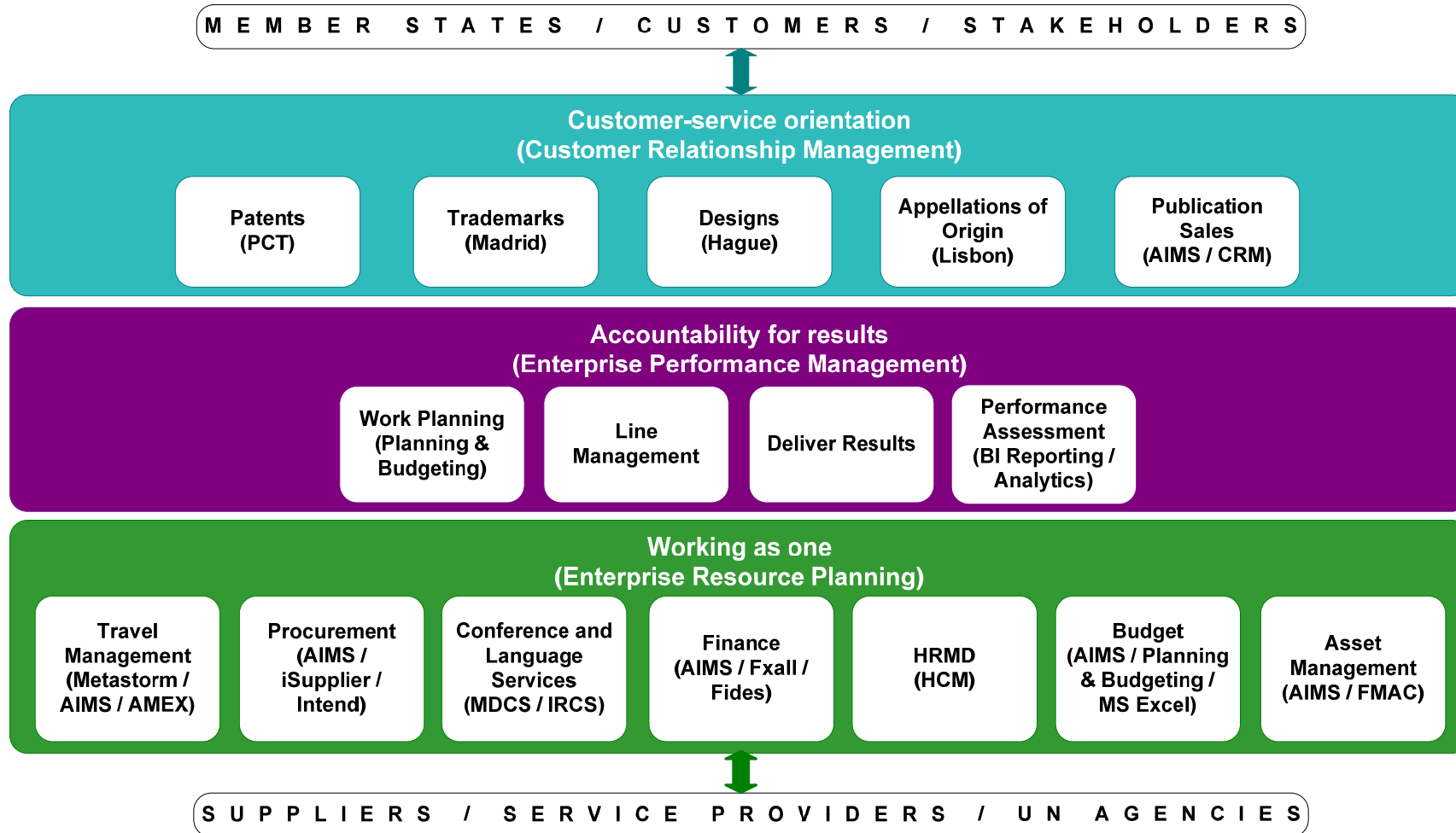
Diagram II
WIPO's Current Solution Map



6. The success of the previous two projects is largely due to WIPO's prudent and phased implementation approach, in contrast to the "big-bang" approach. In the same vein the current proposal also remains prudent and provides a roadmap for WIPO for the next five years (this is the only initiative within the SRP which will continue beyond 2012) over which time the existing ERP system functionality will be gradually enhanced and expanded through the implementation of a portfolio of projects to include the above mentioned missing functional blocks. WIPO is, however, very conscious that the implementation of the future phases of the ERP would need to be based on a clear vision, a comprehensive and integrated conceptual design across all functions, well defined business requirements and in particular, a review and modification, as appropriate, of the chart of accounts that will take into account a comprehensive analysis of the reporting needs of Member States, customers and stakeholders. To achieve this, a Portfolio Vision will be agreed and a comprehensive portfolio of projects will be planned and managed in an integrated and structured manner to deliver the vision, thereby allowing WIPO to continue to prudently deploy the ERP system in a phased and controlled manner. Such an approach will also allow WIPO to continually assess and select, for each project, the most appropriate software solution, method of hosting and implementation assistance. Please refer to Chapter V for further information on implementation strategies and approaches that will be considered for each project.
7. The portfolio of projects within the scope of this proposal will contribute significantly to the achievement of the following three outcomes:
 - Increased customer satisfaction and responsiveness to all global stakeholders (Customer-service orientation);
 - Ownership for our actions, performance and the results we achieve (Accountability for results);
 - Standardized integrated tools and processes promoting collaborative working, efficiency and value for money service delivery (Working as one).

Diagram III shows the solutions that will be in place, and the functions they support, following the successful completion of the portfolio of projects.
8. The main elements of the proposal are elaborated in Chapters II to VIII. A preliminary cost estimate for the portfolio of projects, with its underlying assumptions, is provided in Chapter IX.

Diagram III
WIPO's Future Integrated Solution Map



II. EXPECTED BENEFITS

9. The implementation of the ERP system will enable the establishment of an integrated organization that is efficient, responsive and delivers value for money. The ERP will be implemented on the basis of a clear vision and an enabling regulatory framework and will:

- establish a transparent platform that enforces the consistent implementation and application of resource management policies and principles;
- facilitate decision making based on enhanced access to improved performance and enterprise management information;
- provide easy-to-use tools, automated workflows, productivity improvements and the opportunity for WIPO staff to perform value added work, such as analysis and reporting;
- allow ICT to support a fully integrated cohesive strategic and modern administrative infrastructure.

The following benefits are expected from the three main areas:

A. Human Resource Management and Development:

- Integration of HR and Payroll into a single administrative system;
- Stabilized and robust payroll processing infrastructure (WIPO's current system is over ten years old and has limited ability to cope with business changes without risk);
- Efficient end-to-end processes for personnel, recruiting, performance management, learning and payroll through integrated workflow enabled modules that encourage collaborative working;
- Operational cost improvements through more efficient processes;
- An integrated system that enables improved HR practices, such as:
 - Targeted recruitment activities based on needs;
 - Reduced time to fill vacancies and to bring new people on-board;
 - Increased performance by helping to support strategic change within the Organization;
 - Engaged and empowered employees and managers;
 - Learning needs and development opportunities captured, consolidated, implemented and progress tracked;
 - Learning activities linked to role requirements and career progression needs.

B. Enterprise Performance Management:

- Increased efficiency of the program and budget preparation process;
- Alignment of the existing ERP chart of accounts with the strategy of the Organization and reporting needs of Member States, customers and stakeholders;

- More complete and accurate budgets with forecasts that are integrated within the ERP system and which incorporate income, expenditure and HR;
- Improved reporting through higher quality information to support program management, donors and initiatives funded through extra-budgetary sources;
- Accountability by allowing delegated decision making, transaction tracking, transparency and internal control;
- Transparency of how resources are allocated and utilized against the expected results, thus enabling the optimal utilization of available resources toward strategic goals and objectives;
- Results planned and actual performance captured, monitored and assessed, allowing activity outputs and outcomes to be compared to the plans thus allowing Programs to continually improve.

C. Customer Relationship Management:

- Centralized repository providing a single consolidated view of Member States, customers, stakeholders and their needs;
- Improved customer interface and experience through a central customer service centre utilizing a single repository of customer information;
- Sophisticated analytics and reporting capabilities providing flexibility to interrogate data, uncover hidden trends and to improve information availability to Member States, customers and stakeholders;
- Use of consolidated customer data to potentially increase revenues through a better understanding of customer needs.

III. OVERALL SCOPE OF THE ERP PORTFOLIO OF PROJECTS

10. The first phase will be an initiation and vision phase. In this phase, a high-level Portfolio Vision will be defined and agreed for the core functional areas that the portfolio of projects will impact. This will include the future direction for the provision of management and administrative services based on the strategies outlined in the MTSP. It will also provide guidance and direction for each functional area - Program Management, Finance and Budget, Human Capital Management, Procurement, Travel and ICT. It will provide the key principles of how WIPO will manage its resources and a conceptual design of the required future solution, taking into consideration the accountability framework for WIPO and the delegation of authority (DOA) needed to achieve effective results.
11. The scope of the initiation and vision phase will include an analysis of the impact of the conceptual design and DOA on current systems, tools and processes, including master data changes such as the chart of accounts. The Portfolio Vision will provide guidance, clarity and will help to ensure that all the projects within the portfolio deliver solutions that are coherent, aligned and support WIPO's ICT strategy. Each project will provide benefits to WIPO and will gradually deliver business capabilities supported by an integrated set of tools and applications across the three main areas as follows:

A. Human Resource Management and Development

12. The current SIGAGIP and Human Resource Access (HR Access) systems, which were implemented around the year 2000, are struggling to keep pace with user requirements, in particular with respect to reporting and management information. They are also now running on older technology, which is becoming increasingly obsolete, unreliable and difficult to maintain. The implementation of the Human Resource Strategy submitted in its preliminary form to the WIPO Assemblies in 2006 (document A/42/10, Annex V) and in its final form to the 2007 session of the Assemblies of WIPO Member States, will depend extensively on the enhanced utilization of IT systems within HRMD. The ultimate functionality of such a system would need to cover all aspects of Human Capital Management (HCM). The initial project would provide the core HR functionality to replace what is provided by the current SIGAGIP/HR Access systems, including personnel data management, benefits and entitlements, payroll and absence management. An important component of this project would be the implementation of a position management solution that complies with the Regulatory Framework/revised Staff Regulations and Rules that are targeted for implementation on January 1, 2012.
13. The current ePMSDS system is a stand-alone application with limited integration into the other WIPO applications. By the end of 2012, WIPO's knowledge and maturity of using a performance management solution will have grown, having used the ePMSDS system for a number of years. Following the successful introduction of core HR functionality and once the maturity of the business processes is sufficiently established, a project would be initiated to introduce an integrated staff performance management solution, either through a new module or through the integration of the ePMSDS into the HCM modules.
14. Following the successful introduction of performance and position management, the next logical step would be to take the outputs from these processes, the development opportunities, and to use these to create an Organization that continually learns, evolves and nurtures the internal talent. This would be achieved by introducing a learning management and career development solution fully integrated with the other HCM modules.
15. Whilst WIPO will always look to, and fully utilize, the existing internal talent within the Organization, a need to attract and retain new external talent has been recognized by the SRP. To enable WIPO to attract the best talent the Organization needs to portray a professional image from the outset. A modern electronic recruitment solution will be introduced to complete the HCM solution. This may be achieved by introducing a new solution, or possibly by integrating the eRecruitment solution currently being implemented.

B. Enterprise Performance Management

16. A strategic enterprise reporting tool will be introduced. This tool will provide the strategic basis for future reporting and analytics. A plan will be developed and implemented to integrate the current Program Management Reports into the Enterprise reporting architecture over the timeframe of the project.
17. At present, the process of preparation and finalization of the Program and Budget of the Organization lacks structured IT system support. This is currently undertaken using spreadsheets which are limited in functionality and structure. Also, with the move to an organization that has more accountability for results and the need to strengthen Results Based Management (RBM), WIPO urgently needs

to introduce tools to support planning, budgeting, monitoring and performance assessment. These tools would be fully integrated into the existing financials solution and the proposed HCM solution. They would also utilize the strategic reporting tool to allow reporting and analytics to help the Organization monitor activities, budget usage and achievement of results.

18. Whilst the existing chart of accounts (COA) structure implemented in AIMS has supported WIPO for many years the introduction of RBM and advanced analytical reporting tools provides WIPO with an opportunity to enhance the COA to meet the key analysis and reporting needs of Member States and stakeholders. Once the Portfolio Vision has been agreed, the existing COA structure and usage will be reviewed. This review would include an analysis of all existing solutions that would be impacted by the introduction of a redesigned COA.

C. Customer Relationship Management

19. Customer-Service orientation is a core-value that is sought to be established and promoted through the SRP, with customers including Member States, fee paying customers and other stakeholders. Significant efforts are underway to establish best practice based customer service processes. Improved customer information is a key enabler for Customer-Service. At present customer information is held within many different systems, including: PCT, Madrid, Hague, Lisbon, Publication Sales and AIMS. None of these systems provide a single view of a customer, their relationship with the Organization and their needs. A Customer Relationship Management (CRM) system would sit above and gradually integrate with the existing systems to provide a single consolidated view of WIPO's customers. This would help WIPO to understand customer needs more clearly, improve Member States and stakeholder reporting and help WIPO to implement strategies to optimize revenue streams. A CRM system would also provide an opportunity for WIPO to replace the home grown Publication Sales system with a fully integrated solution.
20. Once established, and whilst outside the scope of this project, the functionality in the CRM solution will provide opportunities for WIPO to offer customer-centric services in the future, such as grouping services, supporting different pricing strategies, allowing discounts and additional value-added and fee-paying services.
21. As previously mentioned WIPO has the foundations of an ERP system. However, with increased user awareness and maturity and the availability of new functionality within the standard products, some functions may have the potential to benefit from additional functionality. Additionally, the Portfolio Vision and conceptual design may necessitate changes or modifications to the existing systems. This proposal includes enhancing the existing Finance, Procurement and Travel systems through upgrades to introduce improved functionality contained in the latest versions of the software and tools, additional modules and configuration changes to enable new features.

IV. KEY DELIVERABLES

22. The key deliverables from the portfolio of projects are the following:
 - ERP Portfolio Vision, Conceptual Design, Accountability Framework and Delegation of Authority;

- Implementation of Core HR and Payroll;
- Implementation of Performance and Position Management;
- Implementation of Learning Management and Career Development;
- Implementation of Recruitment;
- Implementation of Planning and Budgeting;
- Implementation of Reporting, Analytics, Monitoring and Performance Assessment;
- Implementation of Customer Relationship Management (CRM);
- All implementations will adopt the best practices inbuilt in the software;
- Where required WIPO processes and practices will be re-engineered to suit the best practices in the software thus minimizing the customizations.

V. KEY ELEMENTS OF THE PORTFOLIO APPROACH

23. The portfolio of projects will be implemented with full consideration of the key success factors for such implementations and of the lessons learnt by WIPO on previous projects and by other agencies of the UN system. The approach will include the following:

A. Strong Portfolio and Project Governance

- A Project Portfolio Board will be established to provide overall management across the portfolio of projects, providing the governance structure to ensure that progress is made and that the wider business benefits are identified and realized, managing the high level issues/risks and designing a quality management strategy that all projects will work within.
- A high-level Portfolio Vision and conceptual design will be established to provide guidance and clarity and to ensure that individual projects deliver solutions/benefits that are aligned with the vision. The broad contents of the Portfolio Vision have been described in paragraph 11 above.
- A Project Portfolio Management Office (PPMO) will be established to plan, monitor and support all the projects on a day to day basis.
- For each project a brief will be created which provides the outline business case, the measurable business benefits that will be achieved, clarification on the solutions that will deliver the benefits, firm costs for the project and an assessment of the business readiness in relation to the project. Based on the information in the project brief the Project Portfolio Board will then authorize the project to proceed.

B. Adoption of Implementation Best Practices

The approach to the implementation will include the following key elements:

- The projects will be implemented based on a clear and coherent Portfolio Vision.
- Senior management sponsorship and accountability.
- A business driven approach as opposed to an IT driven approach.

- A “minimum customization” approach will be adopted. As previously mentioned, the cost and time to develop customizations are prohibitive factors. Additionally the ongoing cost of maintaining existing customizations, and ensuring they operate after upgrades, continues to cost WIPO significant sums of money and therefore it is imperative that such needs are reviewed by senior management with rigor, and undertaken only upon full justification.
- A “not reinventing the wheel” approach. This will be achieved by using the vanilla out of the box solutions as much as possible, as mentioned in the point above. Additionally, WIPO will leverage the experience and knowledge of other UN agencies by taking, where possible, the solutions they have already implemented. This will potentially provide time and cost savings as a project will start with a pre-configured proven solution which WIPO can then build on.
- Risk management is seen as a key element of the approach. High-level risks will be recorded in a portfolio risk register which will be updated regularly and monitored at the PPMO level.
- A formal control structure will be established for each project, including a Project Board comprising a single executive (ultimate decision maker), a senior user (customer) and senior supplier (IT and/or external supplier). The senior user will be a Program Manager in charge of the main business area concerned, who will be responsible for driving the change required within their respective area, and who will need to take policy and other decisions that will facilitate the smooth implementation in their sector.
- Project Management is a key role which must be undertaken by someone who has had recent successful experience in similar projects.
- Each project will be undertaken with substantial assistance from an experienced and qualified Implementation Partner.
- User ownership will be needed in order to complete a project successfully. Therefore, the participation of full-time users who are knowledgeable about their business areas and information needs (relieved partially, substantially, or fully, as appropriate, from their current duties) is imperative for the success of each project. Such participation has been assumed and costs of backfilling have been included in the estimates.
- A thorough planning, scoping and preparation phase will be performed during initiation of a project, focusing on the development of a detailed project plan, finalizing the scope based on the business process requirements, and potentially preliminary training of certain key team members.
- Project level risks will be recorded in a project risk register which will be updated regularly and monitored by the Project Board. All risks will be assessed and prioritized based on their probability of occurrence and potential impact, with suitable countermeasures identified and recorded.

C. A Comprehensive Solution Architecture

- The ERP system will be implemented on the basis of a well-defined solution map and architecture (developed by a qualified and experienced Enterprise

Architect) which addresses Enterprise Reporting, Electronic Document Management and Workflow. Emphasis will be on establishing a modern and scalable architecture that can support WIPO and its evolving business needs for many years. The ICT department will define the technical architecture and ensure that the project tools and standards comply with the ICT framework and strategy, especially IT Security.

- The architecture will be based on Oracle/PeopleSoft products which seamlessly integrate together and are compatible with the existing modules that make up AIMS (the financial, budget reporting, procurement and asset management system which is also based on Oracle/PeopleSoft).

D. Leveraging of Existing Application Hosting Arrangements

- WIPO is successfully using PeopleSoft Applications hosted at the UNICC, which will be one option considered for some of the projects. Additionally other hosting arrangements will be considered for each project, including: in-house, on demand (software provided as a service), fully outsourced and shared service provider (solution hosted by another UN agency). The decision on hosting will be taken when creating the project brief for each project based on the software to be used, cost, service level and suitability for the overall solution.

VI. PROJECT PHASING AND TENTATIVE TIMELINE

24. At this stage it is envisaged that the indicative timelines for the portfolio will be as shown in Diagram IV. The timeline depicts the estimated timing in which business capabilities and supporting functionality will be deployed but does not depict all work streams required to implement the portfolio of projects. A comprehensive and detailed plan will be developed during the initiation/ vision phase, once the PPMO is established. This section provides a description of the key deliverables anticipated by year.

2010

- Establish the PPMO and Project Portfolio Board;
- Initiate creation of the Portfolio Vision, conceptual design and solution map, including the accountability framework and delegation of authority;
- Confirm the strategic direction of the enterprise architecture and technology solutions for Business Intelligence, Enterprise Reporting, Electronic Document Management, Business Process Management and Workflow;
- Initiate the project to introduce an electronic document management system (EDMS) to strategically manage paper based documents/information that are within the scope of the ERP;
- Review and refine the portfolio plan to ensure that the current systems and modules are aligned with the strategic direction, target tools and architecture;
- Prepare detailed plans and resource estimates for the high priority phases/projects and obtain approval.

2011

- Finalize the Portfolio Vision, conceptual design and solution map;
- Determine the impact of the conceptual design on the current chart of accounts, systems and processes;
- Design the technical architecture and establish the technical environment and tools for the portfolio and its constituent projects;
- Upgrade the PeopleSoft Tools used within WIPO, to provide a technically sound foundation for future development work based on the latest release;
- Deploy the strategic EDMS solution and start using it to manage the paper based documents/information that will support the scope of the ERP;
- Initiate the project to introduce a Personnel and Payroll solution;
- Initiate the project to introduce the Planning & Budgeting solution;
- Initiate the project to introduce the Enterprise Performance Management (EPM) solution, to support RBM, reporting, business analytics, monitoring and performance assessment;
- EPM analytics deployed for Procurement and Financials.

2012

- Redesigned COA deployed at the start of 2012;
- Personnel and Payroll solution deployed early 2012;
- Planning & budgeting solution deployed during 2012;
- Initiate the project to introduce a staff Performance Management solution;
- EPM analytics for Workforce and Budgeting deployed during 2012;

- Initiate AIMS upgrade to the latest version of PeopleSoft Applications to ensure ongoing support and to take advantage of functionality improvements.

2013

- Staff Performance Management solution deployed during 2013;
- AIMS, based on latest version of PeopleSoft, deployed during 2013;
- Initiate the project to introduce a Learning Management solution;
- EPM analytics for Workforce Performance deployed during 2013;
- Agree the scope of a Customer Relationship Management (CRM) solution and initiate a project to commence a pilot CRM project.

2014

- Learning Management solution deployed during 2014;
- CRM pilot solution deployed during 2014;
- EPM analytics for Learning Management and CRM deployed during 2014;
- Initiate projects to expand the CRM solution across, and integrated with, the existing strategic systems, such as PCT, Madrid, Hague and Lisbon;
- Initiate the project to introduce the Recruitment solution.

2015

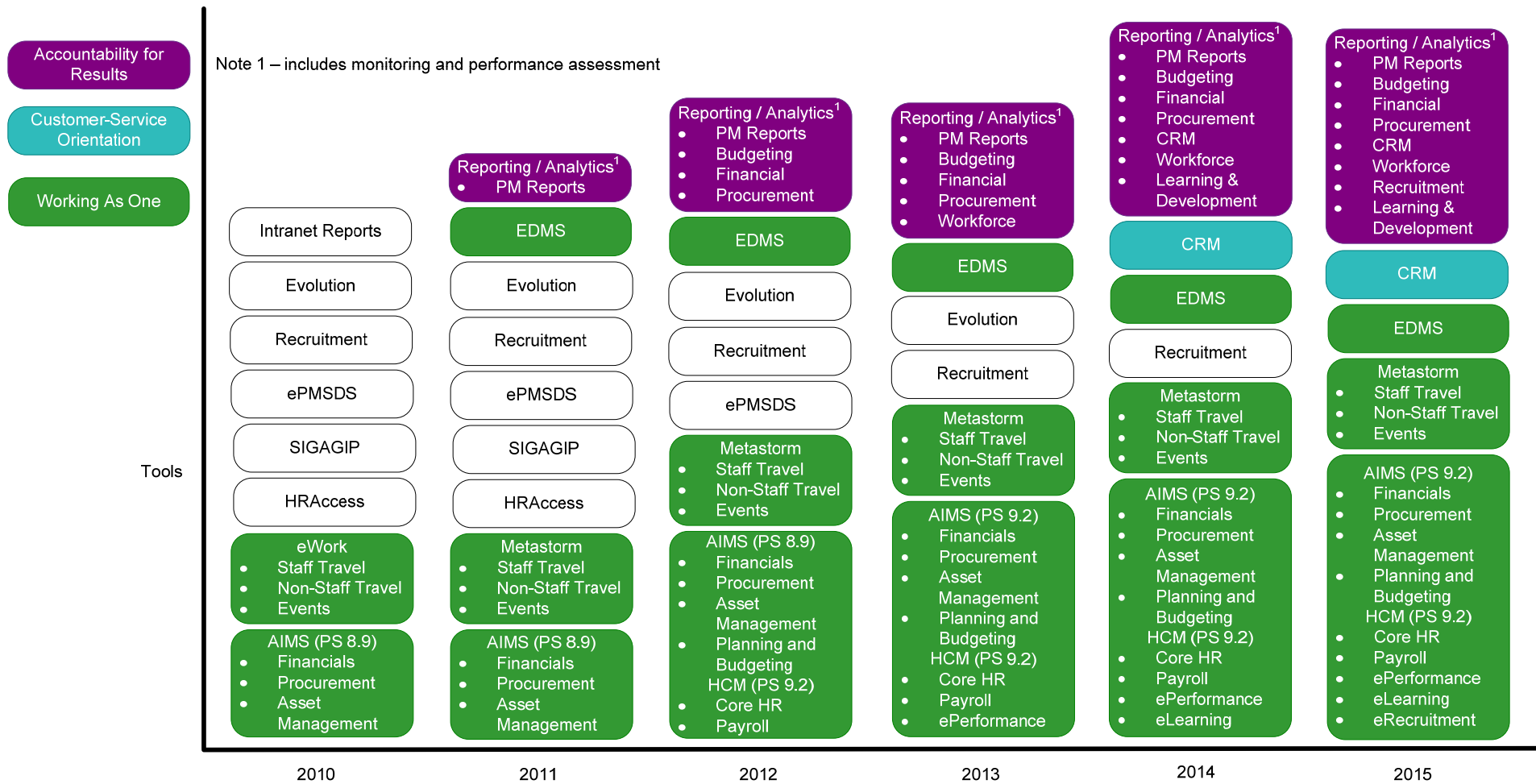
- Recruitment solution deployed during 2015;
- CRM solution footprint expanded and deployed during and after 2015;
- EPM analytics for Recruitment deployed during 2015.

Time must be allowed between each project to allow a period of stabilization after each solution is deployed and for a post implementation review to be performed. This ensures solutions are fully bedded-in and lessons learned are fed into future projects.

As can be seen from the above schedule there are a number of projects and WIPO will only realize the full benefits through the successful completion of a combination of projects. Therefore, the Project Portfolio Board will be responsible for defining and measuring the achievement of benefits across all the projects.

As a result of the projects the footprint of WIPO's systems will gradually change, as shown in Diagram V.

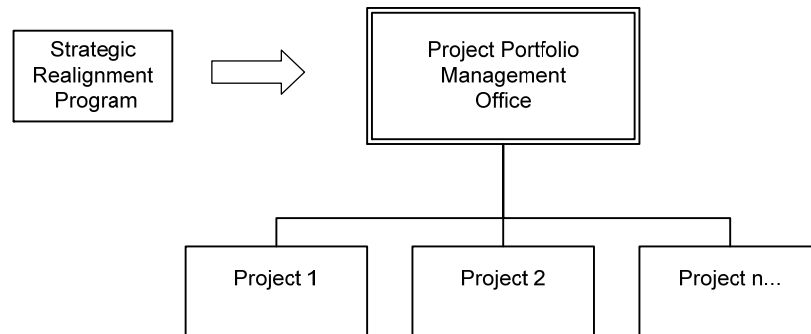
Diagram V
WIPO's ERP Solution Evolution over time



VII. PORTFOLIO ORGANIZATION AND GOVERNANCE

25. A Project Portfolio Management Office (PPMO) will be established to oversee this strategic change program being delivered through a portfolio of interrelated and coherent projects, as set out in Chart I below.

Chart I: Portfolio Structure



A. Project Portfolio Management Office

26. The PPMO will define the tools, methodology, standards and quality by which all projects will be executed. The PPMO will provide common planning and reporting processes and will bring structure and support to evaluating, justifying, defining, planning, tracking and executing projects. The PPMO will also help resolve cross project conflicts caused by limited resources and other constraints. The PPMO will work in close cooperation with the other areas of the Organization that have major IT initiatives underway.

B. Project Portfolio Board

27. WIPO Senior Management Team (SMT) members will form a Project Portfolio Board (PPB). The PPB has ultimate responsibility for delivering the capability, realizing the benefits defined, ensuring the projects support the SRP and is accountable to the Director General. The PPB will ensure progress of all projects, focusing on the realization of business benefits, controlling the work, ensuring the establishment and operation of a controlled environment, defining and implementing a quality management strategy to ensure all projects deliver to the required level of quality.
28. The PPB will deliver the high level decisions and inputs which will guide the implementation of each project. Given the cross-functional nature of the projects and the decisions that would need to be taken, it is imperative to have a single Executive Sponsor who will chair the PPB and who is delegated the authority by the Director General to take decisions that are necessary for effective implementation of all projects.

C. Project Portfolio Manager

29. A Project Portfolio Manager (PPM) will be appointed (WIPO project official) who will be delegated responsibility for the day-to-day execution of the portfolio of projects by the PPB. The PPM oversees all of the projects, ensures coordination between the various projects, and other SRP initiatives, and ensures the standards, quality and consistency across the various streams of work. The PPM also provides leadership and acts as a mentor to the individual project managers.

D. Change Manager

30. A Change Manager would be appointed (WIPO project official) as part of the PPMO, reporting to the PPM, to ensure that the relevant change management activities, such as communications, briefings, presentations, training and readiness assessments, are performed across the portfolio of projects in a timely, consistent, coordinated and coherent manner.

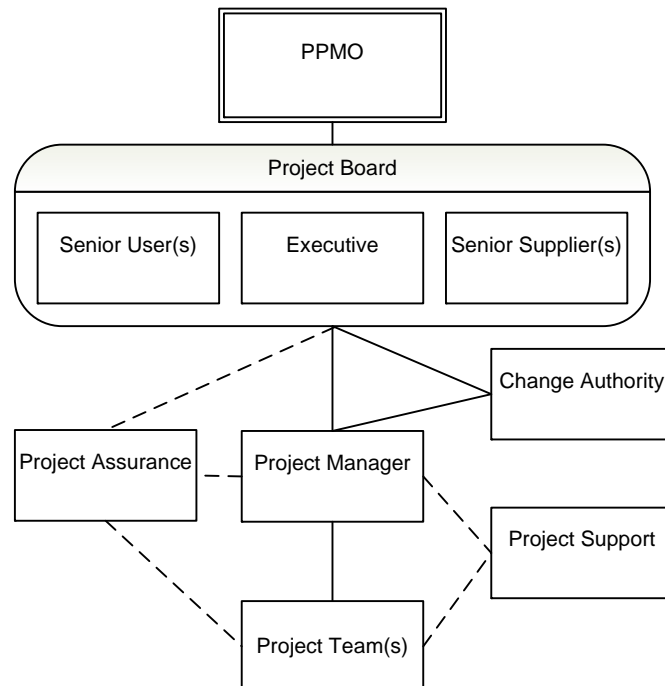
E. Enterprise Architect

31. An Enterprise Architect will be appointed as part of the PPMO, reporting to the PPM. This role will liaise between the PPMO, ICT and the wider SRP initiative to actively develop enterprise-wide business systems architectures for the ERP-related processes. This person will be pivotal to influencing key stakeholders, evolving the existing ICT strategies and developing architecture capabilities. They will ensure business solutions are aligned with architecture standards and IT security policies, procedures and tools. In addition, they will actively look for IT enabled improvement opportunities and keep up-to-date with industry trends.

VIII. PROJECT ORGANIZATION AND GOVERNANCE

32. For each project an organization structure will be implemented based on the structure as set out in Chart II below. In essence, each project will be run by WIPO with external assistance from an Implementation Partner.

Chart II: Project Organization and Governance



33. The entries appearing in Chart II are further defined and described below.

A. Project Board

34. The Project Board will comprise senior officials who are responsible for the project, as delegated by the PPB, and who exhibit the following four characteristics:

- Authority: to make decisions and to provide resources to the project;
- Credibility: ability to direct the project;
- Ability to Delegate: keeping the Project Board activity at the right level and allowing the Project Manager to manage the project;
- Availability: ensuring they are available to make decisions and provide direction.

35. The Project Board will deliver the decisions and inputs which will guide the implementation of the project within the mandate set by the PPB. Given the cross-functional nature of the projects and the decisions that would need to be taken, it is imperative to have a single Executive who, whilst supported by the Senior User(s) and Senior Supplier(s), is the key decision maker and is ultimately accountable for the project's success.

36. The Senior User represents the interests of all those who will use the project's outputs. When a project covers many user interests more than one person may be required, but for the sake of effectiveness the role will not be split between too many people. The Senior User commits user resources to the project, specifies user requirements, monitors project outputs against requirements and liaises between users and the project team.

37. The Senior Supplier represents the interests of those providing and implementing the project's outputs. The role may be split between two people, an internal and external resource. The Senior Supplier provides supplier resources to the

project, is accountable for the quality of project deliverables and liaises between the ICT department and the project team.

B. Project Manager

38. The Project Manager would be a WIPO project official (appointed for the duration of the project) who will be delegated responsibility for the day-to-day execution of the project by the Project Board. The Project Manager will also report to and receive guidance from the PPM.

C. Change Authority

39. The Project Board is ultimately responsible for agreeing to all changes raised during the project. However, depending on the size/complexity of the project they may decide to delegate approval of some changes to a change authority who will be allowed to approve changes that meet pre-defined criteria relating to time, cost and scope.

D. Project Assurance

40. The Project Board is ultimately responsible for project assurance in their respective area of concern (business, user and supplier) by monitoring all aspects of the project's performance and outputs through the practice of Independent Verification and Validation (IV&V). If a Project Board member has insufficient time to perform this role, they may appoint internal, or external, individuals to carry out IV&V for their area of concern. Whilst independent, project assurance still supports the Project Manager and Project Team(s) by providing advice and guidance on issues such as standards and personnel.

E. Project Team(s)

41. Within each project one or more teams will be created, led by a Team Manager. The Team Manager reports to, and takes direction from, the Project Manager for the duration of the teams work. The consistency, size and duration of each team will vary depending on the work they are expected to perform. Teams will typically consist of a core strong internal team, led by a WIPO staff member, with cross functional support, supplemented by resources from an external implementation partner. Teams will have a mix of functional/technical skills and will be able to provide the specialist skills/business knowledge required.

F. Project Support

42. Project Support is responsible for administering the governance and administrative support processes and tools used by the Project. Depending on the size of the project this may be performed by the Project Manager or may be delegated to a Project Support role/group.

IX. ESTIMATED PORTFOLIO COSTS AND UNDERLYING ASSUMPTIONS AND PROPOSED SOURCE OF FUNDING

43. The total cost of the planned portfolio of projects is estimated at approximately 25 million Swiss francs. The Secretariat wishes to draw the attention of the Program and Budget Committee to the fact that this estimated cost includes a general 10% contingency factor. Delivering the portfolio of projects within budget requires very strict portfolio and project management, scope control and

deployment based on standard functionality as opposed to undertaking customizations. The quality and availability of data in legacy systems is a major factor that could lead to delays and cost overruns.

44. Chart III (next page) shows the estimated costs for each major area, Chart IV (next page) shows the same costs by each element, and the overall underlying assumptions. As shown, the preliminary cost estimate for the planned portfolio of projects is 25 million Swiss francs. This cost estimate is based on WIPO's own experience of implementing the PeopleSoft finance and budget reporting system (AIMS), the more recent FRR-IPSAS project and the implementation experiences of other UN system organizations.
45. It is highlighted that the portfolio will run over a five year period and whilst all of the funds will not be committed to upfront, the projects are highly interdependent. Certain components which are integrated and impact all projects such as the conceptual design, the solution architecture and the acquisition of software products in accordance with the solution architecture will be carried out in the early stages of the overall timeframe. The approval for appropriation of funds must therefore cover the full costs of all projects for continuity purposes.

Chart III: Preliminary cost estimate by major area
(in Swiss francs)

Costs per Major Area	2011	2012	2013	2014	2015	Total
PPMO and Change Management	933,607	917,107	917,107	605,440	456,940	3,830,200
Human Resources Management and Development	3,589,190	2,169,088	1,171,884	1,640,425	375,169	8,945,755
Enterprise Performance Management	3,715,781	1,666,115	0	636,086	0	6,017,982
Customer Relationship Management	0	0	254,320	884,818	816,552	1,955,690
AIMS Enhancements	1,841,048	1,270,896	1,479,896	0	0	4,591,840
Grand Total	10,079,625	6,023,205	3,823,207	3,766,769	1,648,661	25,341,467

Chart IV: Preliminary cost estimate by element
(in Swiss francs)

Costs per Element	2011	2012	2013	2014	2015	Total
Application Hosting	713,196	443,652	156,816	69,696	0	1,383,360
Software Acquisition and Maintenance	2,995,794	383,678	111,670	392,997	105,600	3,989,738
Project Personnel	1,476,567	1,330,487	1,170,987	948,420	638,220	5,564,680
User back-filling resources	774,400	715,000	396,000	506,000	312,400	2,703,800
External Implementation Partner	3,611,469	2,674,309	1,541,794	1,576,416	492,121	9,896,109
Training	398,200	305,580	330,440	185,240	34,320	1,253,780
Communications and other	110,000	170,500	115,500	88,000	66,000	550,000
Grand Total	10,079,625	6,023,205	3,823,207	3,766,769	1,648,661	25,341,467

A. Underlying Assumptions

46. The above cost estimate is driven by the following assumptions, which, if not held true, would result in a need to modify the estimate and possibly the timeframe. These are:
- (a) A Portfolio Vision will be defined and agreed before any projects are initiated. Prior to initiating a project the scope for that project will be clearly defined and will support the Portfolio Vision. Any changes to the Portfolio Vision, or the scope of a project, after a project commences may impact the cost estimates.
 - (b) This is an ambitious large scale transformational change that is reliant on the organizations full support, clarity and consistency of vision, timely decision making, willingness to change and capacity to absorb the additional work to deliver the portfolio of projects within the timeframe.
 - (c) The effort estimates and therefore costs of internal and external resources are based on a "minimum customization" approach. This will imply important changes to policies and business processes to adapt the Organization's way of working to the best practices and functionality within the software. However, if a Project Board is for any reason unable to ensure the effective enforcement of this approach, user requests for customizations may explode, and the project effort estimate, and therefore cost, will be commensurately higher.

- (d) The estimation of effort and therefore cost of the External Implementing Partner's services has been prepared on the assumption that temporary internal project resources will be hired (these appear in Chart IV as "project personnel"). Such internal temporary project resources are typically hired at considerably lower costs (60% lower) than external resources. However, if for any reason the project is unable to attract and hire such internal project resources, these resources would need to be supplied by the External Implementing Partner and the costs would increase commensurately.
- (e) The portfolio of projects will be enhancing and expanding the existing AIMS system and it is therefore assumed that the underlying AIMS system will remain relatively stable. Any changes made to the AIMS system outside of the planned projects may result in additional effort and customizations to ensure integration with the new solutions.
- (f) The estimates include the costs needed to achieve a live solution. Once each solution is live the ongoing costs, such as UNICC hosting, AIMS support, ongoing software maintenance, upgrades, further enhancements, etc will need to be funded by ICT and will therefore need to be included in their future budget.
- (g) The existing AIMS support structure, staffing levels, skills and competencies will be impacted by this proposal and therefore, whilst no cost estimates have been included, changes to the AIMS support group are assumed and expected by ICT. ICT has already anticipated these changes and in the recent reorganization, consolidated the structure for AIMS support with a view to strengthening it and ensuring interchangeability of skills.
- (h) The timing and estimates assume that the personnel and payroll project will be based on the new Regulatory Framework/revised Staff Regulations and Rules that are targeted for implementation on January 1, 2012. It is therefore assumed that these must be ready for June 2011 ready for submission to the assemblies that will be held in September 2011. If the new Regulatory Framework/revised Staff Regulations and Rules are not available in June 2011, or are not implemented on January 1, 2012, then the personnel and payroll project and all subsequent HCM and related EPM projects may be delayed, or may be implemented based on the existing rules with a further project, and cost, to update to the new rules when these become available.
- (i) The concept of Results Based Management (RBM) must be clearly defined, accepted and already being applied in WIPO before the project to implement an IT based solution can be initiated. This will ensure that a results based culture has been established and that there is a clear vision of the efficiencies that an IT based system will bring; WIPO has recently commenced a major initiative to strengthen its RBM framework under the SRP.
- (j) A strategic Electronic Document Management System (EDMS) will be agreed and the parts which will support the ERP will be implemented during 2011 as a project within the portfolio. This will provide a solution for the ERP related paper based documents, covering handling, workflow, and storage outside of the ERP through the Organization's selected specialist document management tool. A delay in the decision or the implementation of the EDMS will impact the other project timeframes and/or costs.

- (k) During 2010 the existing eWork system will be upgraded to the latest version of Metastorm in preparation for the projects. Therefore, no costs have been included for the Metastorm upgrade or for the ongoing maintenance and enhancement of this.
- (l) AIMS will be upgraded to the latest version of PeopleSoft as part of the ongoing maintenance and support for this system. The timing of this is still to be decided but it will be scheduled so as not to disrupt planned project activities, potentially towards the end of 2012/early 2013.

B. Summary Explanations and Key Assumptions

47. Summary explanations and key assumptions for the costing used in Charts III and IV are provided below.
- (a) *Application Hosting:* Estimated costs assuming hosting of the solutions at UNICC. It is assumed that no tender process will be required for additional UNICC hosting.
 - (b) *Software acquisition and maintenance:* Software acquisition costs have been estimated based on a budgetary quote from Oracle. Software Maintenance costs, which will be at 22% of the license costs for the first year are to be paid along with the purchase. These costs are therefore included in the project cost. Maintenance costs for future years will not be funded by the Project, but will be funded by ICT. The budgetary quotes from Oracle are based on a standard 50% discount. If WIPO procure a large value of software at the same time, for example 600,000 United States dollars, then the discount offered by Oracle will be higher thus reducing the Software Acquisition and Maintenance costs. It is assumed that no tender process will be required for additional software products from Oracle.
 - (c) *Project Personnel:* Project personnel costs relate to temporary project personnel who will be recruited for the duration of each project. Project personnel are estimated at an average monthly cost in the range of 10,000 – 14,000 Swiss francs per month depending on the role and profile needed.
 - (d) *User Back-Filling Resources:* Building on our own experience of implementing AIMS, FRR-IPSAS, and that of other agencies we have consulted, business areas would need to assign key users who are knowledgeable about their business processes to the project for various activities during the design and implementation phases. This budget line refers to the cost of replacing user resources who are released to work on a project, by temporary resources in order to allow routine business operations to continue smoothly during the project timeline.
 - (e) *External Implementing Partner:* In our own experience during the AIMS and FRR-IPSAS projects and in that of other agencies, the role of an External Implementing Partner is critical for a successful implementation and represents a considerable portion of the costs. The External Implementing Partner(s) will bring in the much needed expertise for designing, configuring and implementing the system. Many of the proposed projects include expanding the existing AIMS system and therefore require any new solutions to coexist with the existing modules. Changes to one of these modules can impact the design and functioning of other modules. The External Implementing Partner costs have been estimated based on our experience with previous projects and from feedback from other agencies who have already implemented the new modules. An international tender will be used to select an implementation partner who has experience of the software being implemented as well as experience across the UN/Public

Sector/International environment. WIPO will retain the flexibility to use one or implementation partners for the implementation of the portfolio of projects.

- (f) *Training:* The cost of PeopleSoft training is based on the assumption that the arrangement with Oracle through UNICC for training in Geneva will continue. All functional/process training of users will be undertaken by project resources. The estimated cost covers on-site and off-site courses and represents training for a limited number of project team members at the start of each project, training for testers during each project and training for end users and support staff in preparation for each project go-live.
- (g) *Communications and Other:* The estimated costs under this budget line refer to any communication, change management, team building and travel activities needed as part of each project.
- (h) *PPMO and Change Management:* The estimated costs under this budget line refer to the formation and resourcing of the PPMO and the development of a Portfolio Vision, which will require assistance from external resources.
- (i) *Human Resources Management and Development:* The estimated costs under this budget line refer to all the projects to introduce a complete and integrated HCM solution. As part of the Personnel and Payroll project brief, a decision will be taken on retroactive payroll processing and data conversion from SIGAGIP/HR Access, both of which are within this project's scope and included in the cost estimates.
- (j) *Enterprise Performance Management:* The estimated costs under this budget line refer to the planning and budgeting project, and the enterprise performance reporting projects that will introduce enhanced reporting and analytics.
- (k) *Customer Relationship Management:* The estimated costs under this budget line refer to the projects to introduce a customer relationship management (CRM) solution, a pilot project, and the projects to gradually rollout and integrate CRM with the existing PCT, Madrid, Hague and Lisbon systems.
- (l) *AIMS Enhancement:* The estimated costs under this budget line refer to the ongoing enhancement of the AIMS system to provide improved functionality to the existing finance, procurement and travel users which will enable the projects to succeed. This includes upgrading PeopleTools and PeopleSoft, introducing additional functionality to expand the solutions already in place, introducing EDMS linked to AIMS and introducing a WebPortal to allow users to access the various solutions through a single login page.

C. Proposed Source of Funding

48. It is proposed to fund the portfolio of projects from the available reserves.

X. REPORTING MECHANISM

49. The Secretariat will provide progress reports of the portfolio of projects to the Program and Budget Committee on a regular basis.

XI. CONSULTATIONS WITH OTHER UNITED NATIONS AND INTERNATIONAL ORGANIZATIONS

50. In preparing this proposal WIPO has consulted with the following Organizations to ensure their experience, knowledge and lessons learned have been considered:

- United Nations High Commissioner for Refugees (UNHCR);
- The Global Fund (TGF);
- World Health Organization (WHO);
- International Labour Organization (ILO);
- International Fund for Agricultural Development (IFAD);
- Oxfam, Oxford;
- United Nations Development Program (UNDP).

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