

## **Program and Budget Committee**

### **Twenty-Seventh Session Geneva, September 11 to September 15, 2017**

#### **FINAL PROGRESS REPORT ON THE IMPLEMENTATION OF A COMPREHENSIVE INTEGRATED ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM**

*prepared by the Secretariat*

#### **I. INTRODUCTION**

1. The forty-eighth session of the Assemblies of WIPO in September 2010 approved the Secretariat's proposal for the Implementation of a Comprehensive Integrated ERP System (documents WO/PBC/15/17 and A/48/14), with a view to: (i) modernize WIPO's core administrative, management and customer-service functions; (ii) improve efficiency and productivity of WIPO's administrative and management processes; and (iii) enhance the capability to provide better information to Member States, stakeholders and management.

2. This report complements previous progress reports submitted to the Program and Budget Committee (PBC), providing Member States with a view of progress made, milestones reached and budget utilized under the ERP Portfolio of Projects during the period June 2016 to May 2017. This is the final progress report as the ERP Portfolio will be completed during the next reporting period. A summary of the ongoing projects that will complete, and their respective budgets, is included.

#### **II. OBJECTIVES, SCOPE AND APPROACH – BACKGROUND**

3. The ERP system is being implemented through a portfolio of inter-related projects, gradually evolving the Administrative Integrated Management System (AIMS Evolution).

4. The first stream of projects planned to establish a comprehensive set of tools to strengthen Human Resource Management (HR), comprising position management, benefits and entitlements, payroll, recruitment, staff performance, skills, learning and development.

5. The second stream of projects was aimed at embedding a set of tools to strengthen and support the implementation of Results-Based Management (RBM), namely Enterprise Performance Management (EPM), Enterprise Risk Management (ERM) and Business Intelligence (BI), comprising biennial planning, annual work-planning, implementation monitoring and performance assessment, reporting and analytics.
6. The third stream of projects targeted enhancements to the existing tools, used by the Finance, and Procurement and Travel Divisions, through configuration changes and upgrades to introduce new functionality and improvements to business processes.
7. The fourth stream of projects planned to deploy tools to enable WIPO to start gaining experience in the area of Customer Relationship Management (CRM), comprising mailing lists, contact database, access management and customer analytics.
8. WIPO's approach is based on the phased implementation of projects which help the ERP capabilities to evolve and embed progressively in a coherent and measured manner. The approach is also driven by business needs and priorities and takes into account the capacity of concerned organizational units to absorb and integrate changes.
9. Quality, accuracy and completion within the approved budget are the main drivers for the implementation of the ERP portfolio. The implementation plans have been adapted as more information has become available, drawing on lessons learnt from previous projects. These plans have been regularly communicated to the Member States in successive annual progress reports and the current plan to deliver the remaining projects and to bring the portfolio to closure is provided later in this report.

### **III. PORTFOLIO ACHIEVEMENTS**

10. Overall, the portfolio is well on track to deliver the objectives of modernizing and improving the quality, efficiency and productivity of WIPO's management, administrative and customer service functions, improving the Organization's capacity to provide better information to Member States, stakeholders and management. Diagram 1 shows the evolution and the plans up to the end of the portfolio's implementation.

Diagram 1 – Evolution of AIMS, 2010-2018



11. Section X provides a detailed overview of the impacts of the portfolio. The table below provides an overview of the key achievements within the reporting period:

Stream	Project	Benefits Achieved
HR	Self-Service	<ul style="list-style-type: none"> <li>- Company Directory functionality delivered;</li> <li>- Requesting and approving leave and absences introduced;</li> <li>- Staff dependent requests introduced;</li> <li>- Managers to maintain job descriptions introduced;</li> <li>- New Education Grant electronic forms delivered;</li> <li>- Staff rental subsidy requests introduced;</li> <li>- Contract extension requests delivered;</li> <li>- Electronic designations delivered.</li> </ul>
	Talent Management	<ul style="list-style-type: none"> <li>- Management of temporary, interns and fellows performance introduced;</li> <li>- Management of the regular staff performance annual cycle delivered;</li> <li>- Central training administration and recording tool delivered;</li> <li>- Solution to pilot selective skills across a small group of staff delivered.</li> </ul>
AIMS	Revenue Management	<ul style="list-style-type: none"> <li>- Future Finance Payment Architecture defined and approved;</li> <li>- Roadmap to transition to the future architecture defined;</li> <li>- Initial changes to support future architecture adopted in PeopleSoft;</li> <li>- ePay payment platform adopted as future standard for WIPO;</li> <li>- Number of business sectors started using ePay;</li> <li>- Design of new standardized financial business process completed.</li> </ul>
	Travel & Meetings	<ul style="list-style-type: none"> <li>- Streamlined process designed</li> <li>- Market analysis conducted to identify potential solutions</li> </ul>
CRM	PROdest	<ul style="list-style-type: none"> <li>- New processes designed</li> <li>- Standard solution configured and tested</li> <li>- Cloud based solution deployed to Protocol &amp; Events</li> </ul>

12. During the reporting period, the Transformation Plan for the organizational unit responsible for the ERP operations and services, the Management and Administrative Applications Section (MAAS), was developed and approved by the Director General for implementation. This included a revised structure that is more client-services orientated, combining operations, enhancements and projects, a new operating model based on managed services and new standard operating processes, all focused around improved service management. As a result the recruitment of a new Director, ERP transition, to head the combined structure was conducted and the introduction of new processes, tools and skills commenced.

13. As part of the MAAS Transformation, an international Request for Proposal (RFP) was launched to identify a selective number of companies which could provide managed services, as well as the traditional time & materials and work package engagements. The RFP resulted in three long term agreements (LTAs) being established with new service providers that will help MAAS to provide a quality service to its customers and to mature over the next five years.

#### IV. INDEPENDENT VERIFICATION AND VALIDATION (IV&V)

14. A second IV&V review was performed in 2016 by an independent external professional services provider, Gartner Consulting. This review focused, among other aspects, on the business benefits and provided WIPO Management with insights and recommendations to help ensure that WIPO realizes the full potential of the systems deployed by the ERP Portfolio of projects beyond the closure of the Portfolio.

15. Overall the review concluded that “The overall status of the AIMS evolution program reflects a learning organization that started with a strong vision and adapted its methodologies ....to become more successful.” and “The program has achieved benefits in several areas. This includes further integrated systems and more transparent workflows resulting in a landscape that offers a foundation for the improvement and further evolution of

WIPO processes within the limitation of the Regulatory Framework.” A full list of the recommendations may be found in the Annex to this document. The table below provides a summary of the five high-level recommendations made and the management actions taken. Two of the recommendations were directly related to the portfolio whereas three were addressed to the Organization, outside the remit of the portfolio.

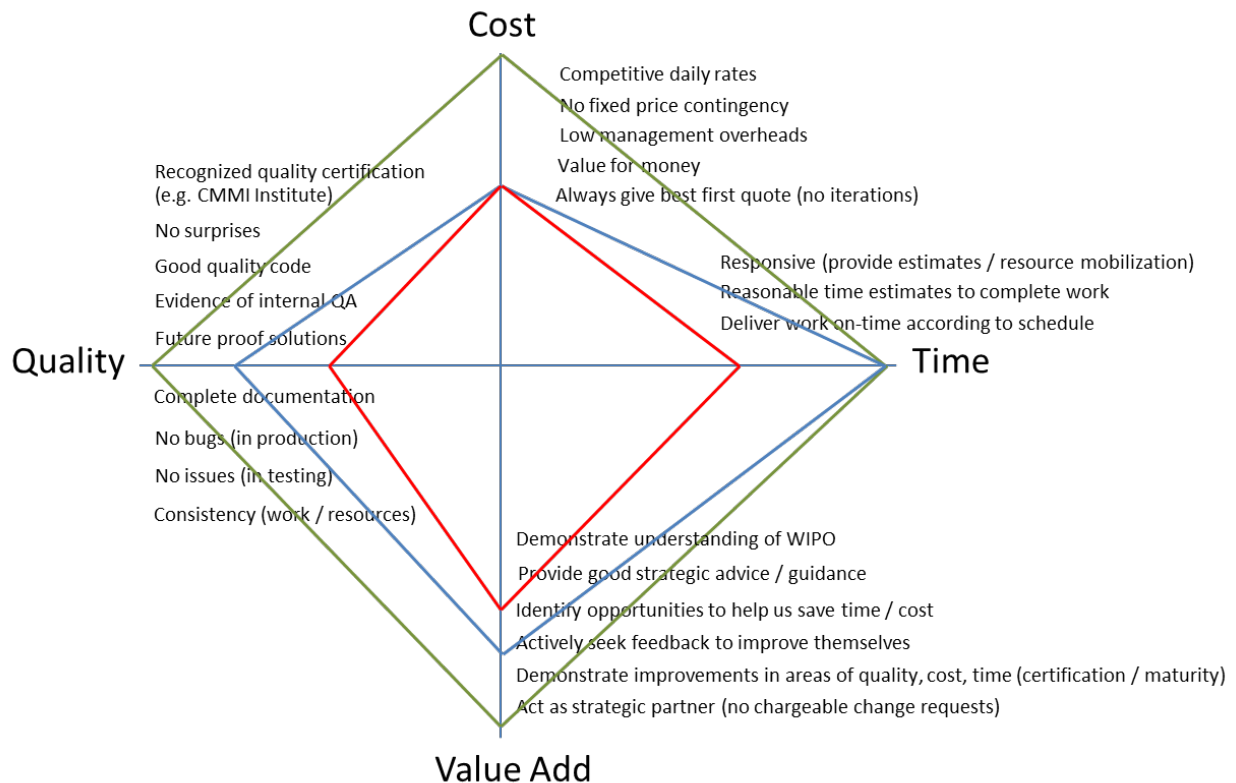
#	Portfolio or Organization Related	Recommendation	Management Action
1	Portfolio	Change the sourcing strategy: select an implementation/support partner	International RFP conducted to identify new partners (as reported in section 13)
2	Portfolio	Apply consistent implementation approaches	Common implementation methodology updated and will be continuously improved with input from new partners
3	Organization	Strengthen the support organization	MAAS Transformation plan (as reported in section 12)
4	Organization	Execute the Master Data Management (MDM) strategy (focus on customer)	ICTD introducing the MDM strategy in a phased approach. Customer being a key aspect of the Global IP Platform initiative
5	Organization	Agree on a CRM strategy	CRM is being considered in the wider context of the Global IP Platform initiative and the Customer Service Board

## V. EXTERNAL IMPLEMENTATION PARTNER PERFORMANCE EVALUATION

16. During the reporting period the performance of the key ERP implementation partners was continuously monitored as part of the delivery of each project. Within the reporting period, the services of one of the partners (reported in the 2016 status report) ended, as the concerned project had been successfully completed. A new partner was engaged with Microsoft Dynamics skills to support the Contact Database project

17. Diagram 2 provides a representation of the actual performance of the two external implementation partners used during the reporting period, represented by the inner red and blue profiles, with the perfect partner profile represented by the outer green diamond.

Diagram 2 – External Implementation Partner Performance



18. The above diagram illustrates that both of the key ERP implementation partners have their strengths and weaknesses. Overall partner performance, compared to the previous reporting period, has improved, primarily due to the shift from one of the old partners to a new partner.

19. As mentioned in paragraph 13, and as part of the ongoing continuous improvement process, the three new LTAs that have recently been established, following an open international tender based selection process, will help WIPO to continue to improve the performance levels of the key ERP implementation partners.

## VI. COMMUNICATIONS

20. The EPMO continues to communicate with staff at all levels. An autumn 2016 edition of the ERP Newsletter was published and distributed in order to keep staff informed of new product and service releases across the various projects.

21. The portfolio also completed a number of communication and training activities. In particular on-site training, training videos and email communications to support the Talent Management project and Self-Service project.

22. Lastly, at the time of preparing this report, an AIMS User Survey was in the process of being launched, to gather feedback from staff on the usability of AIMS. The results of this survey will be compared to the results of the survey conducted in 2015 to measure if the changes introduced in between these surveys have helped to improve the usability of AIMS and to also identify further improvement opportunities.

## VII. ERP PROJECT BUDGET UTILIZATION

23. The overall estimated cost for the implementation of the ERP portfolio of projects amounts to approximately 25 million Swiss francs over a five-year time frame. The estimated costs include application hosting, software acquisition, project personnel, user back-filling resources,

external implementation partner fees, training and communication as well as other project-related costs. A judicious mix of external and internal project resources has ensured that the portfolio, even with an extended timeframe, is being delivered within the original approved budget.

24. A summary of budget utilization to date by major functional area and cost element and estimated budget utilization to the end of the portfolio, is presented in the tables below.

### ERP Portfolio of Projects Budget Utilization (by Major Functional Area)

(In Swiss francs, as at May 31, 2017)

Major Functional Area	Original Budget	Updated Budget <sup>1</sup>	Actuals to Date <sup>2</sup>	Actual Utilization <sup>3</sup>	Progress
Program and Change Management	3,830,200	4,134,169	3,488,161	84%	87%
Human Resource Management and Development	8,945,755	7,044,173	5,789,582	82%	77%
Enterprise Performance Management	6,017,982	5,996,058	5,996,058	100%	100%
Customer Relationship Management	1,955,690	853,891	242,827	28%	15%
AIMS Enhancements	4,591,840	4,953,892	3,536,108	71%	77%
Accrued Contingency <sup>4</sup>	-	2,359,284	-	-	-
<b>Total</b>	<b>25,341,467</b>	<b>25,341,467</b>	<b>19,052,736</b>	<b>75%</b>	<b>79%</b>

<sup>1</sup> The updated budget is based on actual expenditure as at May 31, 2017 and the estimated budget to complete the remaining projects. The latter includes a 10 per cent contingency, in line with the original planning assumption in document WO/PBC/15/17.

<sup>2</sup> Actuals to date include actual expenditure as at May 31, 2017.

<sup>3</sup> Actual utilization reflects actual expenditure as at May 31, 2017 compared to the updated budget.

<sup>4</sup> Accrued contingency refers to unused funds from projects already delivered and those removed from the scope of the portfolio. The final accrued contingency will only be known at the end of the Portfolio.

### ERP Portfolio of Projects Budget Utilization (by Cost Element)

(In Swiss francs, as at May 31, 2017)

Cost Element	Original Budget	Updated Budget <sup>1</sup>	Actuals to Date <sup>2</sup>
Application Hosting	1,383,360	337,258	203,883
Software Acquisition	3,989,738	2,688,881	2,411,487
Project Personnel	5,564,680	6,927,892	6,482,744
User back-filling resources	2,703,800	1,650,511	1,193,092
External Implementation Partner	9,896,109	9,955,085	7,689,315
Training	1,253,780	461,004	261,244
Communications and other	550,000	961,551	810,972
Accrued Contingency <sup>3</sup>	-	2,359,284	-
<b>Total</b>	<b>25,341,467</b>	<b>25,341,467</b>	<b>19,052,736</b>

<sup>1</sup> The updated budget is based on actual expenditure as at May 31, 2017 and the estimated budget to complete the remaining projects. The latter includes a 10 per cent contingency, in line with the original planning assumption in document WO/PBC/15/17.

<sup>2</sup> Actuals to date include actual expenditure as at May 31, 2017.

<sup>3</sup> Accrued contingency refers to unused funds from projects already delivered and those removed from the scope of the portfolio. The final accrued contingency will only be known at the end of the Portfolio.

25. Overall, the portfolio budget utilization remains on track, and the scope related to major functional areas will be delivered within the original approved budget.

26. In 2016 it was forecast that the final expenditures under the EPM area would be less than one per cent above the original budget estimate. Within the reporting period support has been successfully transitioned to MAAS and the EPM stream has subsequently closed with final expenditures slightly lower than the original budget as estimated in 2010.

27. In the 2016 report it was estimated that the final expenditures for the Program and Change Management area would be nine per cent higher than the original 2010 budget. Within the reporting period these additional expenditures have been carefully managed and whilst the funding of this stream will continue until the portfolio closes in 2018, it is currently estimated that the final expenditures for this area will be eight per cent above the original budget estimate.

28. In 2016 it was forecast that the final expenditures for the Human Resource Management and Development (HRMD) area would be significantly higher than the 2015 forecast. This was primarily due to an estimate received from an implementation partner for the Talent Management project. During the reporting period an alternative strategy for resourcing the project was implemented which has significantly helped to control project costs. As a result the final expenditures for the HRMD area are currently forecast to be 21 per cent lower than the original 2010 budget and just over two per cent higher than the 2015 forecast.

29. In 2016 it was reported that Project Personnel costs were expected to be 25 per cent higher than the original budget estimated in 2010. This was primarily due to the relatively higher use of skilled and qualified temporary staff resources. Within the reporting period these additional personnel expenditures have been carefully managed and whilst the funding of some of these resources will continue until the portfolio closes in 2018 the current estimate remains at 25 per cent above the original budget estimate. It can be concluded that the original Project Personnel budget underestimated the need and market rates for specific skilled staff resources. This has been identified as an important lesson learned.

30. In 2016 it was reported that the External Implementation Partner costs would be seven per cent above the original budget estimated in 2010. This was mainly due to the Talent Management project. It was reported that a competitive tender process would be launched to help control these costs. During the reporting period an alternative resourcing strategy was implemented and the current estimate for the final expenditures in this area is now less than one per cent above the original budget estimate.

31. Communications and Other expenses were estimated in 2016 to be above the original 2010 budget estimate. The forecast increase, however, has significantly reduced from 143 per cent to 75 per cent.

32. The accrued contingency has allowed the portfolio to remain flexible and able to adapt to unforeseen or emerging business requirements whilst ensuring completion within the original approved budget. At the end of the portfolio the accrued contingency, which at the time of writing this report is expected to be around 2.4m Swiss francs, will be returned to the Reserves.

## **VIII. PORTFOLIO SCHEDULE**

33. The portfolio schedule, originally presented to the Member States in 2010 as a five-year project, has been impacted by a number of delays and subsequently revised, as reported to the Member States in the annual progress reports.

34. As reported in the 2016 progress report, the AIMS Portfolio Board has only approved the commencement of any new project in the reporting period that met specific criteria in preparation for the closure of the portfolio. Approval to proceed was only granted if:

- (i) the objectives are aligned with those originally defined for the portfolio;
- (ii) it has a strong enough business case, based on a detailed cost/benefit analysis;

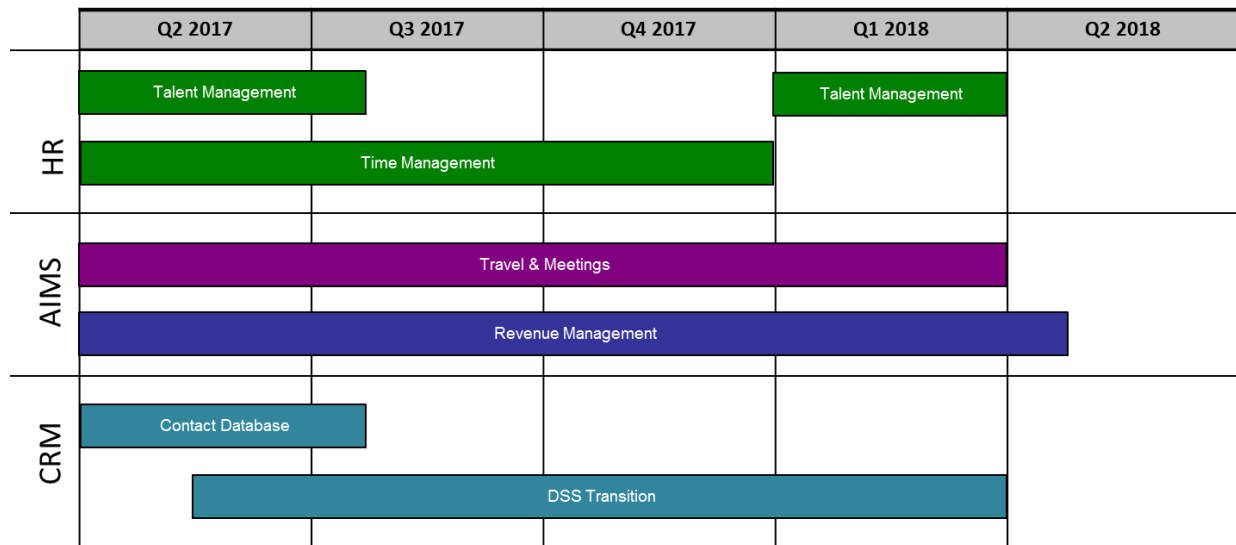


- (iii) the scope can be realistically delivered;
- (iv) resources are available to execute it in parallel and without detriment to other regular activities, existing ERP projects and initiatives outside of the portfolio; and
- (v) the portfolio has sufficient budget to fund the project through to completion.

35. Diagram 3 below provides an overview of projects in progress. The sections below the diagram explain each project shown in the diagram, as well as any that have been completed or removed from the scope of the portfolio since the 2016 progress report.

Diagram 3 – AIMS Portfolio Closure Plan

## AIMS Portfolio Closure Plan



36. The Talent Management project covers staff performance (ePerformance), Enterprise Learning Management (ELM) and a skills inventory. During Q2/Q3 2017 the project will launch a skills inventory covering ICT skills across a small group of staff members. At the same time ELM will be delivered for initial use by HRMD to replace their standalone training database. Once proven, skills and ELM will then be gradually rolled out by HRMD to more users in Q4 2017 and beyond. Also, in Q2 2017 ePerformance will be deployed for certain categories of staff, such as temporary, fellows and interns, replacing the existing paper based process. In Q3 2017 the ePerformance functionality will be extended to cover all categories of staff. The project will then pause to allow the 2017 staff performance cycle to conclude in the old ePMSDS system. The 2018 cycle will be initiated in the new ePerformance solution. Hence, Talent Management appears twice, with a gap, in the closure plan.

37. In 2016 the Flexi-time replacement project was reported as pending approval. This project was waiting for the recommendations from a working group to be made and approved. During the reporting period the recommendations have been made and whilst waiting for the approval the portfolio analyzed the impact of adopting the recommendations and created a design, plan and budget for their introduction. As part of the analysis the project was renamed to match the scope and is now known as the Time Management project as shown in the closure plan. The recommendations have subsequently been approved and at the time of writing this report the project is in the process of engaging with an implementation partner to start work in July 2017 with a go-live target of the end of 2017.

38. In the 2016 report the Travel/Event Redevelopment project was shown, but was reported as not being part of the portfolio. During the reporting period the AIMS Portfolio Board agreed

for the project to be governed as part of the portfolio, for it to be combined with the Online Booking Tool (OBT) Integration project, and for this joint project to be renamed to Travel & Meetings. Subsequently, the project has captured the business requirements, designed a streamlined process and performed a market analysis, with the help of an external partner. At the time of writing this report decisions are pending in relation to the tool to be used, the scope to be covered and the implementation approach. These decisions will dictate if the project implementation can commence, and the associated costs and timeline.

39. During the reporting period the Revenue Management project was approved and initiated. The first stage was a financial payment architecture review by an external partner, which produced a future architecture and a high-level roadmap on how to transition to this in phases. At the same time a number of smaller incremental improvements were made to the existing financial system. The first stage completed successfully and the second stage was launched to introduce additional improvements to the existing financial system in accordance with the high-level roadmap. The second stage will complete at the end of Q2 2017. Further improvements will be planned and delivered in subsequent stages during the second half of 2017 and early 2018. These will partly depend on the progress made by the Global IP Platform program, of which the Revenue Management project is part, and other business driven initiatives, such as the Hague platform project, which will utilize the future financial payment architecture.

40. During the reporting period the Contact Database project concluded the design of a Microsoft Dynamics based solution, which could be hosted on premise or in the Cloud. An analysis of various hosting arrangements was performed, which included costs and the associated risks. This process delayed the project but ensured that all the facts were known prior to taking a decision on the hosting arrangement. Subsequently, the decision to use a Cloud based solution was taken by the ICT Board and the commercial arrangements with a provider and deployment partner were completed. The project has successfully deployed the Cloud based solution to the first user group, Protocol and Events, and is now deploying to other user groups across WIPO, with official project closure planned for early Q3.

41. In 2016 the DSS Transition project was reported as being on hold due to multiple dependencies. During the reporting period some of these dependencies reduced, due to the progress made on the Travel & Meetings project, progress made by the Capital Master Plan's Enterprise Content Management (ECM) project and opportunities to link development and work plan activities. As a result the project was launched in Q2 to perform a detailed analysis of requirements and to define the solution to replace the IP\_TAD and IP\_ROC databases. If the analysis concludes that WIPO already has the technology building blocks in place then the delivery stage of the project will be launched with a target completion of early 2018.

42. The Recruitment and Self-Service projects were both reported as being in progress in the 2016 AIMS Portfolio Future Plan. These projects have subsequently been successfully completed in the reporting period with ongoing enhancements being delivered as part of MAAS regular operational support.

43. The Conference Service Transition project was reported as pending approval in the 2016 AIMS Portfolio Future Plan. During the reporting period a high-level analysis was conducted and based on this and the dependencies on other projects it was concluded that the scope could not be delivered in the portfolio timeframe. Whilst the delivery of the project has been removed from the scope of the portfolio it was agreed that the detailed requirements could be captured and compared to existing solution capabilities. This will provide valuable input into the initiation stage, when this project is launched later outside of the portfolio.

44. The Customer Data Warehouse project was reported as pending approval in the 2016 AIMS Portfolio Future Plan, whilst Microsoft Dynamics was sufficiently established. The delay in achieving readiness to initiate the project combined with the lack of a strong business case meant the project did not meet the approval criteria. This project has subsequently been removed from the scope of the portfolio.

45. The projects planned for completion will be within the originally approved budget. As projects are completed support will transition to MAAS. Towards the latter part of 2017 through to Q2 2018 a small team will perform the formal portfolio closure procedures, such as ensuring that post project benefits are delivered, final reports produced, all the necessary documentation archived, accounts reconciled and closed, etc. The resources to perform these closure activities have been included in the ERP project budget.

## IX. PORTFOLIO RISKS

46. The ERP portfolio of projects continues to comprehensively identify, monitor and manage risks through the implementation of mitigation strategies. The table below highlights some of the key risks identified for the portfolio of projects as a whole.

Risk	Description	Risk Mitigation
Completion of the portfolio scope within the closure time-frame	The remaining scope of the portfolio still shows a number of projects that need to be completed within a relatively short time-frame. The capacity of the Organization to absorb this additional work and to gain the knowledge of the technologies is a concern	Portfolio timeline extended to early 2018. Projects that did not meet the criteria for inclusion in the portfolio dropped. Projects split into defined stages so that a project can be prematurely closed at the end of a stage, whilst delivering some benefits, to ensure portfolio timeline is not extended again
Inability to extract the maximum value and sustain the benefits from the ERP solutions introduced	The portfolio is successfully delivering projects, but the full value of the ERP will only be obtained in the future through ongoing changes to processes, behaviors, etc.	Embed a continuous improvement process into the Organization, through the portfolio, to ensure the maximum value is extracted during the portfolio and in the future. Perform post-implementation reviews to identify lessons and to capture future opportunities. Introduce an enhanced governance structure to ensure ongoing delivery of benefits post-portfolio
Loss of resources before the portfolio completes	As the portfolio is starting to close resources will start to look for other opportunities and they may leave before their work on the portfolio is complete	Utilize resources from partners who will then provide support services to MAAS to ensure continuity through the end of the portfolio and beyond

## X. PORTFOLIO IMPACTS

47. The forty-eighth session of the Assemblies of WIPO in September 2010 approved the Secretariat's proposal for the Implementation of a Comprehensive Integrated ERP System (documents WO/PBC/15/17 and A/48/14). In these documents it was highlighted that a comprehensive ERP system would support a number of the key strategies enunciated in WIPO's Medium-Term Strategic Plan (MTSP) in eight areas. The following tables illustrate the contribution of the portfolio by providing examples of key changes introduced across these eight areas.

(vi) Make performance and resource utilization information visible to Member States and all concerned: **Transparency**

Pre-Portfolio	Post-Portfolio
Budgets tied up by estimated purchase orders	Purchase orders match value of work and unused amounts returned, freeing up budget
Work situation/budget position difficult to ascertain due to estimated purchase orders	System provides clear reports of work situation and budget position
Manual time-consuming local dashboards produced	Automated enterprise-wide business intelligence dashboards
Managers had limited access to information	Search capabilities allow managers to be more proactive/targeted
Programs can only see their own information in their local tool/spreadsheet	Programs can monitor their own, and other programs, using the central tool

(vii) Enhance linkages between the use of resources and results planned and approved by Member States: **Accountability**

Pre-Portfolio	Post-Portfolio
Annual workplanning based on spreadsheets	Central application for results based annual workplanning used by all programs
Programs use local tools to monitor work plans	Programs use the central tool to monitor work plans
Biennial planning based on multiple spreadsheets	Central application for results based biennial planning used by all programs
Additional budget allocated for end of year biennium translation work due to unclear budget usage and forecast	No additional budget allocation needed for translation work as current budget usage and forecast clear

(viii) Allow roles and responsibilities to be clearly defined with appropriate levels of authority in accordance with the Organization's accountability framework: **Accountability**

Pre-Portfolio	Post-Portfolio
System-based approvals mainly performed centrally by HRMD	Self-service transaction approval typically performed by program managers/supervisors
Business structures inconsistent between systems	Master data monitored through data control dashboards to ensure consistency
No differentiation when recruiting staff, interns, fellows, individual contractor service providers	Different templates for each type of vacancy announcement
Contact data ownership unclear	Contact data records have clear owner
Loose internal controls with user free to select approver for certain transactions	Transaction approver automatically assigned based on organizational structure

(ix) Capture data once at source for use in downstream processes: **Efficiency**

Pre-Portfolio	Post-Portfolio
Each translation purchase requisition took 10 minutes to create in AIMS (600 per quarter)	Translation purchase requisitions automatically created in AIMS
Translation purchase orders had to be manually closed, slowing annual financial closure	Translation purchase orders automatically closed once final invoice processed
Master data (departments, locations, exchange rates, chart-fields, positions) in the human resources and financial systems had differences	Master data maintained in one system and shared with the other to ensure consistency
Budget data sharing based on manual, error prone and time consuming process	Budget data shared automatically when master source is updated
Actuals data sharing manually intensive on request process	Actuals data shared automatically each night
Absence information only available to HR	Absence information available in business intelligence for all users
Contact information maintained in local tools/systems with inconsistencies	Single consistent central contact information maintained
Risk reports take approximately six weeks effort to produce	Risk reports take under a week to produce
Managers used multiple tools to manage the recruitment process	Managers use one tool to manage recruitment process
Duplicate data entered into multiple systems	Data entered in one source system (master) and then shared across others

(x) Streamline processing of transactions and data: **Efficiency**

Pre-Portfolio	Post-Portfolio
PTD spent time converting translation purchase requisitions (600 per quarter) into purchase orders and resolving issues	Translation purchase requisitions auto-sourced to purchase orders with no issues to resolve
PCT Translation followed two different processes	PCT Translation follow one consistent process
One translation purchase order covered multiple pieces of translation work, difficult to manage	One translation purchase order equals one piece of translation work, easier to manage
Each travel transaction cost 130 Swiss francs	Each travel transaction costs 81 Swiss francs
Effort to prepare workplans for second year of a biennium: 40 workdays	Effort to prepare workplans for second year of a biennium: 20 workdays
Static recruitment tool with little flexibility	Regularly updated recruitment tool with industry leading functionality
Highly customized payment predictor in accounts receivable/billing	Mainly standard payment predictor functionality used
Education grants processed manually (45 minutes each for HR operations)	All education grant vouchers created automatically (15 minutes each for HR operations)
Four automated processes for HR	10 automated self-service processes for HR
Paper based processes for Education grants and rental subsidy filed in employee physical record	Electronic process for Education grants and rental subsidy (no paper copy)
Mid-biennium rollover of allocations takes 15 workdays	Mid-biennium rollover of allocations takes 8 workdays
All trips booked via the travel agency	More than 60% of trips booked online (automated)
Leave can be requested by eWork or email	All leave requested through PeopleSoft self-service

(xi) Provide accurate data and information in a timely manner from a single reliable source: **Transparency and Efficiency**

Pre-Portfolio	Post-Portfolio
Days to react to translation workload fluctuations	Hours to react to translation workload fluctuations
Purchase orders exceeded estimated value of work	Purchase orders match value of each piece of work
No analytics dashboards available	Multiple analytics dashboards available
Data in multiple systems was inconsistent	Data is consistent with automated tools to check
Risk data spread across organization, not visible and rarely used	Risk data centrally visible and used as part of planning
Staff outside Geneva paid via accounts payable	All staff paid through Payroll
Data duplicated within departmental tools	Single set of source data centrally available
Manual processes to share changed information	Automated processes automatically share changed information
Personal information changes entered centrally	Personal information changes entered by individual
High number of retro changes that affect staff pay	Reduction in retro changes as data accurate and up to date
Reliance on many technologies, some obsolete	Number of technologies reduced and obsolete technologies retired

(xii) Comply with internal controls, data security, confidentiality and audit trail requirements: **Accountability**

Pre-Portfolio	Post-Portfolio
Remaining up to date required updates every 3 years through a large expensive time consuming project	Updates can be applied more regularly in a small low cost cumulative approach
No security certification	ISO27001:2013 certification

Pre-Portfolio	Post-Portfolio
Risk management recommendations could not be implemented	Risk management recommendations implemented
Effort to collate, check and coordinate annual risk information: 4 weeks	Effort to check and update annual risk information: 1 week
Recruitment audit trail based on manual tracking	Recruitment audit trail automated in the tool
High risk of PeopleSoft software being out of date	Low risk of PeopleSoft software being out of date

(xiii) Consolidate customer information and improve customer-service:  
**Service-Orientation**

Pre-Portfolio	Post-Portfolio
Multiple HR technologies in place preventing information sharing and service orientation	All HR systems based on Oracle technology with information entered once and shared
System enabled Staff Regulation and Rule (SRR) changes take a long time to implement and are all customizations	System enabled SRR changes are relatively easy to implement using standard configured functionality
High risk of technology or system failure	Low risk of technology or system failure
Mailing lists used to push out vacancy notices	Tool auto-notifies candidates of vacancies
Recruitment tool is old and standalone	Recruitment tool is modern and able to link with social sites such as LinkedIn and Facebook
Staff contact information limited (one emergency contact, one personal phone and one email address)	Staff contacts expanded (unlimited emergency contacts, two personal phones and two email addresses)
Recruitment tool only available in English	Recruitment tool can support multiple languages
Consultants arriving at HQ to work often not-known by security (access prevented/delayed)	System informs security beforehand of consultants expected to work at HQ

48. The following decision paragraph is proposed.

*49. The Program and Budget Committee took note of the Progress Report on the Implementation of a Comprehensive Integrated Enterprise Resource Planning (ERP) System (document WO/PBC/27/10), in particular the fact that:*

*(i) The Portfolio will complete within the approved budget;*

*(ii) The Portfolio will close in 2018;*

*(iii) Projects/stages have only been initiated if approved by the AIMS Portfolio Board according to defined criteria; and*

*(iv) Unspent funds when the portfolio closes will be returned to the Reserves.*

[Annex follows]

**ANNEX  
INDEPENDENT VERIFICATION AND VALIDATION (IV&V) RECOMMENDATIONS**

N°	DESCRIPTION
1	Ensure the Program Management Office can support change management, training and communication
2	Investigate (on an ongoing basis) whether external parties/ implementation partners might experience internal difficulties due to delays in the program, scope changes or other events
3	A senior member of the external system integrator / implementation partner should take a position in the board and steering committee
4	Establish regular meetings on a cross-functional level related to activities such as testing, build, design or training/change management
5	Revise the business case
6	Individual PIDs for each project should describe the implementation approach in more detail
7	More clarity needs to be included in PIDs around expected benefits (measurable)
8	Investigate the possibility of distinguishing between risk and issues in the new EPM Tool
9	Grant the project manager access to the risk management tool
10	Make risk management a formal and repeatable agenda item at Board meetings
11	Scope (functional and technical) needs to be more explicitly defined in the PID, it will become more challenging with future projects such as CRM
12	Adjust the overall high level plan to reflect a more realistic schedule and make sure all team members sign off on it
13	Provide plans for all projects, even those in the strategy phase
14	When pressed for time, try to not execute sequential activities together which also have dependencies on each other (e.g. testing or design & build)
15	Introduce a time register which is tightly managed by both the program and project manager
16	Shadow external resources (not only those from the implementation partner) and assure there is an effective knowledge transfer to internal resources
17	Start building up internal project skills by hiring full time (no temporary contracts) project managers and ensure they are acquainted with the WIPO/UN way of working. These resources can then build up a more common way of executing projects, change management approaches, etc.
18	Involve change management and communication in the requirements gathering or envisioning phase, as this builds a foundation for change management which will fuel future acceptance
19	Do not involve off-shore external experts in the design phase
20	In case of a more agile approach only use onsite resources
21	Use a single implementation partner as much as possible, to ensure ownership and accountability for results
22	Apply a consistent method of requirements gathering and documentation. The requirements should be linked to test cases and modifications

23	Requirements which are based on a current process / system that will be replaced should be gathered via a bottom up approach and a full understanding of the as-is scenario
24	Have security participate in either the ICT board or at least the AIMS steering committee to ensure early involvement of security in new initiatives
25	Ensure user acceptance testing becomes the final stage of project delivery and is considered as the handover from the project team to the business (an important change management instrument). This is especially true with the some of the new initiatives which are “change sensitive areas”
26	Make the MDM initiative a formal part of BI
27	Reduce the scope of MDM. A good start could be in the customer relationship management area. Create some tangible benefits with small initiatives that consolidate data and improves data quality
28	Establish a training certification process and create a database which details staff and the training they have received
29	Keep interfaces as simple as possible. Interfacing should be part of the selection of a tool or the project objective should be to plan for simplification of interfaces
30	Identify tasks still need to be done regarding BI which are big enough to treat as a project
31	Assure that BI does not become the remedy for the bad user experience of the transaction system, such as the lack of drill down functionality
32	Complete the benefits realization plan to include all intended projects/initiatives
33	Make the benefits in the PIDs more concrete (measurable)
34	Investigate the effectiveness of the operating budget for projects transitioning to support
35	Make a clear definition between support tasks and enhancement projects
36	Create project manager positions within the support organization (skilled project managers)
37	Only allocate super user roles to internal staff
38	Establish SLAs between the support organization and the users/business. This will also facilitate the dialogue around resource requirements for support
39	Discuss the option to create a project/program team within the support organization that includes a communication/ training or change manager and project managers to ensure proper facilitation of the ongoing evolution of AIMS

[End of Annex and of document]