



**Internal Oversight Division**

Reference: IA 2018 - 03

**Audit Report**

**Audit of Enterprise Resource Planning Portfolio**

Date: December 20, 2018

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**LIST OF ACRONYMS**

<b>AIMS</b>	Administrative Integrated Management Systems
<b>BI</b>	Business Intelligence
<b>BRM</b>	Benefits Realization Management
<b>CMP</b>	Capital Master Plan
<b>CRM</b>	Customer Relationship Management
<b>DPPF</b>	Department of Program Planning and Finance Department
<b>ECM</b>	Enterprise Content Management
<b>EDMS</b>	Electronic Document Management System
<b>EPM</b>	Enterprise Performance Management
<b>EPMO</b>	Enterprise Resource Planning Project Management Office
<b>ERM</b>	Enterprise Risk Management
<b>ERP</b>	Enterprise Resource Planning
<b>HR</b>	Human Resources
<b>HRMD</b>	Human Resources Management Department
<b>ICS</b>	Individual Contractual Services
<b>ICT</b>	Information and Communication Technology
<b>ICTD</b>	Information and Communication Technology Department
<b>IIA</b>	Institute of Internal Auditors
<b>IOD</b>	Internal Oversight Division
<b>ITSM</b>	IT Service Management
<b>IV&amp;V</b>	Independent Verification and Validation
<b>MAAS</b>	Management and Administrative Applications Section
<b>MVP</b>	Minimum Viable Product
<b>PID</b>	Project Implementation Document
<b>PMO</b>	Project Management Office
<b>PTD</b>	Procurement and Travel Division
<b>PRINCE2®</b>	PRojects IN Controlled Environments
<b>RBM</b>	Results-Based Management
<b>TOR</b>	Terms of Reference
<b>UN</b>	United Nations
<b>UNICC</b>	United Nations International Computing Centre
<b>WIPO</b>	World Intellectual Property Organization

## EXECUTIVE SUMMARY

1. IOD notes that while the timelines for completion of the Enterprise Resource Planning (ERP) Portfolio have been adjusted more than once since its inception in 2010, the World Intellectual Property Organization (WIPO) delivered the projects within the overall budget approved by the Member States.
2. Whereas the Benefit realization plan of the ERP Portfolio set 132 expected benefits, 82 per cent of which have been achieved, there are opportunities to extract further benefits from the ERP by developing a collaborative mechanism to support business areas in deriving more value from the ERP business solutions and related processes.
3. This can be achieved by among others, establishing a method to assess and support the maturity of business solutions deployed through the ERP Portfolio, in order to quantify and develop capabilities, which will sustain a gradual and stable evolution of these solutions towards an optimized state.
4. As the Organization prepares to move to the Cloud, the Administrative Integrated Management Systems (AIMS) Portfolio Board should take a leading role in reviewing the potential impact of the move on both the ERP System, and related organizational policies, regulations, rules, and practices, in order to ensure adaptability, alignment and safeguard operational continuity, among others.
5. Management of major Information and Communication Technology (ICT) projects in WIPO would benefit from establishing an internal process whereby, Service delivery agreements and related service request accounts are created with the United Nations International Computing Centre (UNICC) at the onset, in order to better capture related costs and avoid reconciliation issues as was experienced during the implementation of the ERP Portfolio.
6. In addition, a number of issues raised on effective and efficient management of the projects in the ERP Portfolio, have been highlighted as systemic issues that have also been identified during IOD's audit of Project Management at WIPO (IA 2016-04) issued in 2016. Implementing the pending recommendations from the Project Management report would help address these systemic issues.
7. Finally, among the opportunities identified for improving project management, include, developing a common nomenclature for classifying, filing and archiving relevant project documentation within the Enterprise Content Management (ECM) system in order to enhance accuracy, completeness and efficient accessibility and sharing of project documentation.