WIPO

WORLD
INTELLECTUAL PROPERTY
ORGANIZATION

Internal Oversight Division

Reference: IA 2016-04

Audit Report

Audit of Project Management

December 7, 2016

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LIST OF ACRONYMS

AGILE	Agile Software Development
AIMS	Administrative Integrated Management Systems
CDIP	Committee on Development and Intellectual Property
DA	Development Agenda
DACD	Development Agenda Coordination Division
DPPF	Department of Program Planning and Finance
EPM	Enterprise Performance Management
EPMO	(ERP) - Project Management Office
ERM	Enterprise Risk Management
ERP	Enterprise Resource Planning
HRMD	Human Resources Management Department
ICT	Information and Communication Technology
ICTD	Information and Communication Technology Department
IIA	Institute of Internal Auditors
IOD	Internal Oversight Division
IPOBSD	Intellectual Property Office Business Solutions Division
IT	Information technology
MSP®	Managing Successful Programmes
PB	Project Brief
PCT	Patent Cooperation Treaty
PCT-IS	Patent Cooperation Treaty - Information System
PID	Project Implementation Document
PM	Project Management
PMO	Project Management Office
PMBOK®	Project Management Body of Knowledge
PPBD	Program Performance and Budget Division
PRINCE2®	PRojects IN Controlled Environments
PVC	Project Validation Committee
RBM	Results Based Management
WIPO	World Intellectual Property Organization

EXECUTIVE SUMMARY

1. The Internal Oversight Division (IOD) conducted an audit of Project Management at WIPO in line with its 2016 work plan. The main objectives of the audit were to review the effectiveness and efficiency of project management practices as well as assess governance, risk management and compliance processes linked to managing projects at WIPO.

2. A Project Management Framework defines a set of criteria and practices aiming at effective and efficient delivery of projects, as well as a methodology that can be tailored to various types of projects undertaken. Although WIPO has implemented components of a project management framework, the Organization has yet to establish a formal framework. In addition, lack of clarity in defining a project confuses WIPO Programs and results in inconsistent project management approaches and practices across WIPO.

3. The Project Board is one of the key components for effective and efficient project management. Establishing guidelines for Project Charters would provide further clarity for roles and responsibilities within Project Boards and also enhance accountability and support for successful implementation of projects.

4. A working group has been established at the request of the Director General, to review Information Technology (IT) Governance at WIPO, including IT project management. This group is currently assessing the benefits of a Project Management Office (PMO) for IT projects. IOD supports this initiative that would be a right step forward in establishing a robust project management framework, which would also enhance management information reporting on projects. IOD considers important that the role of a PMO is aligned with the WIPO's Accountability and Results Framework.

5. WIPO would benefit further by expanding the scope of a support structure, such as a PMO, to cover not only IT projects but also other types of projects across the Organization. This would bring further coherence and efficiency in managing projects.

6. While WIPO has organized project management trainings for staff, there is need for tailor-made, more focused trainings in line with organizational needs and priorities.

7. Lastly, the role of the Development Agenda Coordination Division (DACD) in managing development projects under the Committee on Development and Intellectual Property (CDIP) could be expanded to better support these projects. Furthermore, follow-up of recommendations made in evaluations of development projects could be further enhanced by establishing a process and tool to monitor their implementation.