

Office of Internal Oversight Services

INTERNAL AUDIT DIVISION

AUDIT REPORT

The “Inspira” talent management project at the United Nations Secretariat

To fully realize the benefits of the “Inspira” project, internal controls in project management need to be strengthened

28 January 2011

Assignment No. AT2010/512/01

United Nations  Nations Unies

INTEROFFICE MEMORANDUM

MEMORANDUM INTERIEUR

OFFICE OF INTERNAL OVERSIGHT SERVICES · BUREAU DES SERVICES DE CONTRÔLE INTERNE
INTERNAL AUDIT DIVISION · DIVISION DE L'AUDIT INTERNE

TO: Ms. Angela Kane, Under-Secretary-General
A: Department of Management

DATE: 28 January 2011

Mr. Choi Soon-hong, Assistant Secretary-General
Chief Information Technology Officer
Office of Information and Communications Technology

Ms. Catherine Pollard, Assistant Secretary-General
Office of Human Resources Management

REFERENCE: IAD: 11- 00065

FROM: Fatoumata Ndiaye, Director
DE: Internal Audit Division, OIOS



SUBJECT: **Assignment No. AT2010/512/01 - Audit of the "Inspira" talent management project at the United Nations Secretariat**
OBJET: **Nations Secretariat**

1. I am pleased to present the report on the above-mentioned audit.
2. Based on your comments, we are pleased to inform you that we will close recommendation 11 in the OIOS recommendations database as indicated in Annex 1. In order for us to close the remaining recommendations, we request that you provide us with the additional information as discussed in the text of the report and also summarized in Annex 1.
3. Your response indicated that you did not accept recommendation 13. In OIOS' opinion however, this recommendation seeks to address significant risk areas. We are therefore reiterating it and requesting that you reconsider your initial response based on the additional information provided in the report.
4. Please note that OIOS will report on the progress made to implement its recommendations, particularly those designated as high risk (i.e., recommendations 7, 8, 16 and 20), in its annual report to the General Assembly and semi-annual report to the Secretary-General.

cc: Mr. Ozzier Khan, Chief, HRISS, OHRM
Mr. Swatantra Goolsarran, Executive Secretary, UN Board of Auditors
Mr. Rohan Wijeratne, Board of Auditors
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INTERNAL AUDIT DIVISION

FUNCTION

“The Office shall, in accordance with the relevant provisions of the Financial Regulations and Rules of the United Nations examine, review and appraise the use of financial resources of the United Nations in order to guarantee the implementation of programmes and legislative mandates, ascertain compliance of programme managers with the financial and administrative regulations and rules, as well as with the approved recommendations of external oversight bodies, undertake management audits, reviews and surveys to improve the structure of the Organization and its responsiveness to the requirements of programmes and legislative mandates, and monitor the effectiveness of the systems of internal control of the Organization” (General Assembly Resolution 48/218 B).

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EXECUTIVE SUMMARY

Audit of the “Inspira” talent management project at the United Nations Secretariat

The Office of Internal Oversight Services (OIOS) conducted an audit of the “Inspira” talent management project at the United Nations Secretariat. The overall objective of the audit was to determine whether the project and its implementation processes adhered to best practices in the areas of governance, risk management and control. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

OIOS found that relevant controls had been established to support the management of the project, as follows:

- (i) Senior management is directly involved in the Inspira project. The Assistant Secretary General (ASG) for the Office of Human Resources Management (OHRM) chairs the project Steering Committee;
- (ii) Business units are adequately represented and involved in the Steering Committee;
- (iii) The role of the Steering Committee is documented in a formal charter, and it meets on a weekly basis to review and discuss accomplishments, upcoming deliverables, and potential issues;
- (iv) A dedicated support centre was established for supporting the new system;
- (v) Draft standard operating procedures had been prepared;
- (vi) A community of practice database was established as a project document repository;
- (vii) The learning and development module of the system was in an advanced stage of implementation, with user acceptance tests about to commence; and
- (viii) The e-Performance and recruiting modules of the “Inspira” system had been tested and piloted. In particular, the e-Performance module was piloted and tested with 5,500 users across the UN Secretariat, Offices away from Headquarters (OAH’s) and field missions.

The “Inspira” system has a critical role in supporting the human resources (HR) reform in the United Nations Secretariat. In this regard, the following control weaknesses were identified and should be addressed to ensure the effective deployment of the system in support of the reform:

- (i) The project did not have a complete and approved business case;

- (ii) The project charter had not been completed and signed off;
- (iii) The role of the Office of Information and Communications Technology (OICT) with regard to the project was undefined;
- (iv) The project lacked sufficient staffing resources, and roles and responsibilities were not clearly defined;
- (v) The project was subject to several changes in scope and timeline;
- (vi) Planning and control mechanisms were inadequate;
- (vii) Some weaknesses were identified with the procurement and contract management process;
- (viii) Project budget and training plans were not clearly defined; and
- (ix) User acceptance testing was not extended to key users.

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I. INTRODUCTION

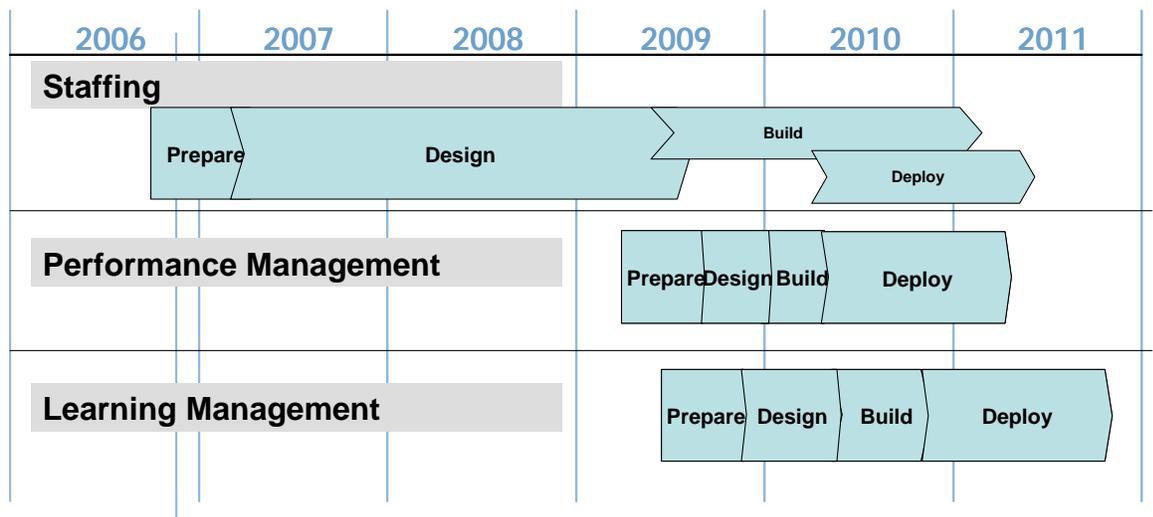
1. The Office of Internal Oversight Services (OIOS) conducted an audit of the “Inspira” talent management project at the United Nations Secretariat. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

2. Deployment of the talent management system is part of the United Nations Secretariat’s human resources (HR) reform. The system is based on an integrated framework of four core areas: (a) workforce planning; (b) staffing; (c) performance management and development; and (d) learning management. Once implemented, this new system is expected to provide a streamlined solution for the United Nations Secretariat’s efforts to recruit, retain and develop staff.

3. “Inspira” is built on an Oracle PeopleSoft software platform and has been adapted by developers to meet the Organization’s specific requirements. “Inspira” aims to integrate processes that in the past had been supported by different and separate systems (i.e. Galaxy, Nucleus and the electronic performance appraisal system ePAS), into one platform. In addition, “Inspira” will also provide the functionalities for position management, reporting and a careers portal. It is expected that “Inspira” will eventually be integrated with the new enterprise resource planning (ERP) system “Umoja”.

4. The talent management system is being implemented in three distinct phases as shown in Figure 1.

Figure 1: Consolidated Inspira Project Timeline as at August 2010



5. Comments made by the Department of Management (DM) are shown in *italics*.

II. AUDIT OBJECTIVES

6. The main objectives of the audit were to:
- (i) Determine the adequacy of the governance structure and oversight of the “Inspira” project;
 - (ii) Assess the adequacy of the business case (investment/benefit realization), project plan and approach;
 - (iii) Assess the effectiveness of project management, including whether the design, testing and implementation phases are clearly defined and managed; and
 - (iv) Determine whether the procurement (vendor selections) and recruitment (staff and consultants) processes were in accordance with established rules and procedures.

III. AUDIT SCOPE AND METHODOLOGY

7. The audit covered the activities performed by the departments and offices of the United Nations Secretariat involved in the “Inspira” project, members of the Senior Management working group, and consulting firms engaged to support the project.

8. The audit methodology involved an analysis and review of project documentation, applications (i.e. community of practice database and shared drives dedicated to the project), and interviews with the officers in charge of the relevant functions, including:

- (i) Members of the Senior Management Working group;
- (ii) Functional leaders;
- (iii) Representatives of Oracle; and
- (iv) Representatives of relevant functions in offices of the Secretariat, including the International Criminal Tribunal for Rwanda (ICTR), and the United Nations Office in Nairobi (UNON);

9. In addition, OIOS interviewed the Executive Officers of all departments and offices of the UN Secretariat in New York, to discuss issues of relevance to the project and obtain their feedback on the adequacy of the training and the functionalities of the application in meeting their operational requirements.

10. The scope of this audit did not include the risks and controls related to the “Inspira” support centre located at the Economic and Social Commission for

Asia and the Pacific (ESCAP) in Bangkok, which will be the subject of a separate audit in 2011.

IV. AUDIT RESULTS

A. Background

Replacement of Galaxy

11. The Galaxy e-staffing tool was internally developed by the Department of Peacekeeping Operations (DPKO) in 2002 as a web-based electronic system for recruitment, replacing the old paper-based process. At the time of its deployment, the Galaxy system made the advertisement and processing of applications more transparent and accessible.

12. In the biennium 2005-2006, the United Nations Secretariat conducted an analysis of the Galaxy system and concluded that: (a) significant changes were required to ensure compliance of the system with industry standards; (b) there was an increasing need for using Galaxy as a support system for other staffing purposes, such as the implementation of managed mobility; (c) further modification of the existing Galaxy technological infrastructure would not be a cost-effective solution; and (d) new recruitment applications had become commercially available. These considerations demonstrated that the most cost-effective and feasible solution was to procure a commercial software package that would be integrated into the future ERP system.

13. The Secretary-General in his report A/61/537 of 26 October 2006 outlined his proposals for improving the processes and tools for HR information technology. Among the initiatives proposed were the procurement of: (a) a new commercial e-staffing software package that would be integrated into the future ERP system; (b) a learning management system to support career development and mobility across the Secretariat; (c) a new document management system; (d) a knowledge management and e-office system; and (e) a new data repository. The solutions identified in the Secretary-General's report did not include the acquisition of an integrated application for managing and supporting all these components within one system.

14. Noting the limitations of the Galaxy application, the General Assembly, at its sixty-first session, approved the initiative of a talent management system in December 2006 (resolution 61/244), and the allocation of resources to start the project.

Acquisition of a commercial software application and software design

15. The acquisition strategy adopted by the "Inspira" project team was aimed at limiting changes to the source code of the commercially available software application. The intention was to address all the requirements of the Organization by configuring the application and making changes to the work flow with limited customization.

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16. The requirements defined for “Inspira” included:
- (i) A system that incorporates industry best practices for all stages of the employee lifecycle including vacancy management, rostering, internal mobility, workforce planning, external sourcing, automated on-boarding, succession planning and performance management;
 - (ii) An efficient, cost-effective process for recruiters and managers in offices worldwide;
 - (iii) Implementing changes to human resources policy and regulations in a timely and flexible manner;
 - (iv) Replacing existing in-house recruitment systems and consolidating functionalities into a single integrated solution that supports all core functional areas;
 - (v) Providing all necessary tools and infrastructure for migration of existing data;
 - (vi) Providing applicants with a user-friendly, interactive experience; and
 - (vii) Implementing integrated reporting and analytical capabilities.

Procurement process

17. The procurement process for the “Inspira” system was initiated in 2007 and after the technical and financial evaluations, Oracle/PeopleSoft software was selected in May 2008.

18. The Oracle/PeopleSoft software is a modular suite of integrated applications. The Organization initially procured the e-Staffing and e-Performance modules. However, in 2008 the Chief Information Technology Officer (CITO) advised that it was in the best interest of the Organization to use a common technology platform for all HR modules, including the enterprise learning management (ELM) system. This approach would allow the Organization to benefit from seamless integration between systems, better alignment with standard business requirements and a lower cost for implementing all modules at the same time instead of procuring separate applications with distinct procurement exercises.

19. The Procurement Division successfully negotiated the addition of the ELM system, incorporating it into the existing suite of “Inspira” applications for supporting approximately 44,000 staff, 31 departments and 32 field missions.

20. The company Satyam was the original partner contracted to implement “Inspira” in the Organization. Satyam signed a contract with the United Nations Secretariat in 2008 to implement “Inspira” on a ‘turn key’ basis. However,

following some publicly disclosed irregularities related to Satyam’s commercial activities, the United Nations Secretariat decided in May 2009 to terminate its contract with the company.

21. At the time of termination, Satyam had completed the fit-gap analysis. Given the time constraints and the critical role played by the “Inspira” system in supporting the implementation of the HR reform, the Office of Human Resources Management (OHRM) in collaboration with the Procurement Division, proceeded with a sole source contract awarded to Oracle Consulting on a “time and material” basis that was signed in June 2009.

Project timeline

22. The statement of work of the “Inspira” system was based on a phased implementation starting in March 2009. The project was divided into two waves. Wave 1 included two phases and wave 2 only one phase. The breakdown of the deliverables included in each phase is detailed in Table 1.

Table 1: Project breakdown

Wave	Phase	Deliverable
1	1	<ul style="list-style-type: none"> • Position Management ; Staffing Table • Position Classification • Skills Library • Core HRMS • Workforce Planning • Build and Post Vacancy Announcement • Application Process; CRB • Strategic Workforce Planning • Manage Rosters • Career Web Portal <p>This phase included interfaces, conversions, and customizations</p>
1	2	<ul style="list-style-type: none"> • Performance Management • Strategic Workforce Planning
2	1	<ul style="list-style-type: none"> • Learning Management

Deployment of the “Inspira” system

23. The project experienced delays as compared to the original timeline due to the changes made in the implementation partners and the introduction of new HR rules that integrated the staffing process for Headquarters and field offices into a new policy (ST/AI/2010/3) in April 2010.

24. To support the implementation of the new staffing policy and to facilitate the significant amount of processing that needed to be reflected in the

staffing module, the project team decided to further divide the deployment of the “Inspira” system into a series of releases grouped by system functionalities, as detailed in Table 2.

Table 2: Staffing Module Releases

Release	Deliverable	Date
Release no 1. Headquarters	Staffing Module-basic functionality to create job openings and staff / job-seeker profiles	March 2010
Release no 2. Regional Commissions	Staffing Module- extended basic functionality to regional commissions	April 2010
All	Introduce functionality to post job openings and assess applicants	
All	Careers Portal	April 2010
	Second release will conclude in August 2010 when the functionalities CRB (Central Review Body) and rostering are deployed	August 2010
Release no 3. Field Operations	Position Management and on-boarding process Staffing Module deployed to Field Operations	November 2010 November 2010
Release no 4. All	Release for all users is scheduled for February 2011 and includes functionalities to host tests used in substantive assessment, to provide visibility to the location of field mission openings when using continuous job openings and to support the reference checking process	February 2011
Release no 5.	Extending the Staffing process to additional personnel categories, including processing of NCE candidates, consultants and other contracts less than one year in duration.	2011-2011

Performance management module

25. The new performance management module of the “Inspira” system was deployed on a pilot basis in April 2010. The scope of the pilot included approximately 5,500 users in Department of Management (DM), Office for the Coordination of Humanitarian Affairs (OCHA), Department of Field Support (DFS), Department of Political Affairs (DPA), United Nations Mission in Liberia (UNMIL), United Nations Integrated Peace Building Office in Sierra Leone (UNIPSIL) and the Economic Commission for Latin America (ECLAC). It is expected that the system will be deployed in all departments and duty stations by April 2011.

Learning management module

26. As of the time of the audit, the learning and development module was at an advanced stage of implementation, with user acceptance testing (UATs) about to commence.

Operational support

27. Users of the “Inspira” system were supported by a new centre located in ESCAP, Bangkok. The centre provides help desk support, maintenance and software development, and is responsible for hosting management and technical maintenance of the infrastructure (hardware, software and connectivity). It also oversees the provision of disaster recovery operations that are performed by Oracle. OIOS did not audit the “Inspira” support centre in ESCAP, but received numerous complaints from users on the delays in responding to their requests for assistance.

Integration with other enterprise applications

28. The Secretary-General, in his report A/61/255, addressed questions raised about the implementation of the “Inspira” system and the potential overlap with the new ERP system (“Umoja”). The Secretary-General indicated in his report that given the deficiencies and constraints currently present in several strategic areas of human resources management, including recruitment, mobility, staff development and career support, the “Inspira” system will not duplicate the “ERP/Umoja” system but will complement its functions by enabling processes that are outside the core ERP areas.

Project costs

29. The resources approved by the General Assembly for the replacement of Galaxy are shown in Table 3 by funding sources (regular budget and support account):

Table 3: “Inspira” Project – Fund Breakdown – Regular Budget / Support Account

Fund Source / Year	(US\$ million)	%
Regular Budget		
2006-07	0	
2008-09	2.2	
2010-11	0.6	
Subtotal	2.9	22%
Support Account		
2006/07	0	
2007/08	1.8	
2008/09	2.5	
2009/10	2.5	
2010/11	3.6	
Subtotal	10.4	78%
TOTAL:	13.3	100%

B. Governance

Business case

30. A high-level business case (HLBC) for the replacement of Galaxy was initially developed in July 2006 and should have indicated the rationale and justification for starting a project and provided details on expected benefits, options considered, costs and risks. However, this HLBC was not translated into a formal and complete business case defining the scope of the project and its expected benefits, estimated costs and key attributes for monitoring and evaluating its future implementation. Although an estimation of the return on investment (ROI) of the project was included in the HLBC prepared for the replacement of Galaxy, the ROI was not updated for the “Inspira” project.

31. The Secretary-General in his report A/61/537 proposed to carry-out a detailed study on the capabilities of the new technology for replacing Galaxy. The Advisory Committee on Administrative and Budgetary Questions (ACABQ) supported the proposal of the Secretary-General to replace Galaxy and expressed concern that there had been an inadequate analysis of the tasks, scope and coverage of this system before it was implemented. The ACABQ also emphasized that the detailed study envisaged should be comprehensive and cover the needs of all users of the administrative and management systems, including those at peacekeeping missions, other field-based operations, offices away from Headquarters and regional commissions.

32. There was no evidence to show that the initial decision to replace Galaxy with a new system was based on a documented evaluation of available options. OHRM stated that the decision to adopt an off-the-shelf package stemmed from the complications with Galaxy, and the issuance of the ICT strategy in 2006, seeking “interoperability” of future technological systems planned at the United Nations Secretariat. The project team provided OIOS with a series of documents taken from the Internet, demonstrating its research on the solutions available on the market. However, these documents were not consolidated into a systematic and comprehensive analysis documenting the criteria used and the assessment made on the various options.

33. The General Assembly in its resolution 61/244 of December 2006 approved the e-Staffing, learning management and the reporting and data management systems. However, these systems did not include the performance management system. The Secretary-General in his report 63/282 stated that OHRM would continue to upgrade the e-Performance management system to make the tool more user-friendly and better support field operations, with the goal of integrating it into a new e-Staffing talent management support system. However, it is not clear how the decision to deploy a new performance management system was eventually made.

Project charter

34. The project charter is a critical document which should outline project expectations and align available resources to the project objective(s). The project charter should also set the direction of the project by defining: (a) scope; (b) goals and objectives; (c) responsibilities and roles; (d) timeline; (e) deliverables; and (f) potential risks. The lack of a complete and formalized project charter could prevent stakeholders from monitoring the direction taken, and the progress made, in implementing the project.

35. OHRM developed a project charter in 2008. However, this was neither complete nor formally signed off by key stakeholders.

Recommendation 1

(1) OHRM should ensure that the “Inspira” project team updates the project charter and ensures it is signed off by all key stakeholders.

36. *OHRM accepted recommendation 1 and stated that this task is assigned to the Inspira Programme Manager. Recommendation 1 remains open pending receipt of the updated project charter signed-off by key stakeholders.*

Performance criteria

37. Regular performance measurement and monitoring should support the project stakeholders in verifying whether: (a) the realization of project objectives is on track; (b) exceptions to the project plan are identified; and (c) corrective

actions are taken when necessary. In addition, all performance measures should be based on a pre-defined baseline for benchmarking.

38. The Senior Management Working Group (SWG) which serves as the project Steering Committee for “Inspira” had not approved any key performance indicators (KPIs) to be used for monitoring the status of the project and measuring its progress. Key issues were escalated to the SWG on a weekly basis, but escalation procedures were not formally documented.

Recommendations 2 to 3

OHRM should ensure that the “Inspira” project team:

(2) Documents key performance indicators and submits them for approval by the Steering Committee for monitoring the status of the uncompleted phases of the project and for measuring its progress; and

(3) Develops escalation procedures and submits them for approval by the Steering Committee.

39. *OHRM accepted recommendation 2 and stated that performance metrics for the “Inspira” programme will be identified, tracked and reported to the “Inspira” Steering Committee.* Recommendation 2 remains open pending receipt of evidence demonstrating that the performance indicators have been documented and project progress reports submitted to the Steering Committee.

40. *OHRM accepted recommendation 3 and stated that this task is assigned to the “Inspira” Programme Manager, through the Project Management Office (PMO).* Recommendation 3 remains open pending receipt of evidence demonstrating that escalation procedures have been documented and approved by the Steering Committee.

C. Role of OICT

41. In its report A/63/526 on human resources management, the ACABQ stated that it expected that OHRM and DM will continue to work closely with the CITO to ensure that the new information technology initiatives are appropriately aligned with the future “ERP/Umoja” system.

42. The collaboration and coordination between substantive offices and OICT should enable an integrated approach to the implementation of systems and also leverage skills and knowledge of the Organization’s systems, the ICT environment and business requirements. OICT could add value to the project by providing critical information about data sources, architecture, interfaces, supporting infrastructure and the overall ICT strategic direction of the Secretariat.

43. The role of OICT in the SWG was “ex-officio”, and there was limited evidence that OICT was adequately involved during key phases of the “Inspira” project, including business mapping and business process review.

Recommendation 4

(4) OHRM, in collaboration with OICT, should establish a formal mechanism of coordination between the “Inspira” project team and OICT. The role of OICT should be appropriately defined within the SWG as that of a key stakeholder with clear responsibilities for the definition of technology standards, infrastructure design, data governance and security.

44. *OHRM accepted recommendation 4 and stated that OICT serves on both the “Inspira” Steering Committee (SC) and the Senior Working Group (SWG) and that the terms of reference for each member of both groups will be adopted. Recommendation 4 remains open pending receipt of evidence demonstrating that the new terms of reference defining OICT’s role in the project have been adopted.*

D. Project management

45. The standard project management methodology adopted by the United Nations Secretariat is “Prince II” (Projects in Controlled Environment). Adhering to a standard project management methodology should ensure that key project management tasks are completed in a logical and controlled order, preventing duplications and rework. The “Inspira” project team did not adopt a formal project management methodology commensurate with the size and complexity of the project, but adopted the “Oracle Compass” methodology which uses structured tools and templates developed by Oracle for the technical implementation of its applications (i.e. configuration and customization of the application). Oracle Compass does not cover overall management, control and organization of a project.

46. In addition, a lesson learned review process could provide valuable insight into a project from start to finish, documenting critical success factors and shortcomings for: (a) continuous improvement; (b) planning of future projects; and (c) taking pre-emptive measures to prevent previous issues from repeating itself. The “Inspira” project team did not establish a process for the documentation and regular review of lessons learnt with regards the project.

Risk management process

47. Risk management is an essential part of a project that should allow the early identification of both opportunities and risks, and the timely implementation of mitigating controls. Limited resources prevented the “Inspira” project team from establishing a risk management process to ensure the timely analysis of risks and the identification and implementation of adequate mitigation controls.

Quality assurance process

48. A quality assurance process should provide regular confirmation that the project is being managed in accordance with the criteria defined in its programme charter, and it is measured against specific pre-defined indicators.

49. Limited resources prevented the “Inspira” project team from establishing a quality assurance programme, complete with quality standards, criteria, and procedures for reviewing, accepting and monitoring the processes supporting the project.

Recommendation 5

(5) OHRM should ensure that the “Inspira” project team documents lessons learned from the implementation of the modules recently completed with regard to: (a) adequacy of staffing resources; (b) risk management requirements for identifying, monitoring, reporting, mitigating and escalating threats to appropriate stakeholders; and (c) quality assurance requirements for standards, criteria and procedures.

50. *OHRM accepted recommendation 5 stating that lessons learnt will be documented.* Recommendation 5 remains open pending documentation of lessons learned regarding the risks posed by the audit observations.

Staffing resources, roles and responsibilities

51. To ensure accountability and effective achievement of the project goals and objectives, it is necessary to have a defined structure within the project team, with clearly defined roles and responsibilities of each member. Furthermore, the success of a project depends on having adequate resources to implement project tasks and also ensuring that relevant stakeholders are adequately represented on the project.

52. The roles and responsibilities of the “Inspira” project leader/manager and other project team members were not always clearly assigned (e.g. several officers involved in the project have defined their roles as project managers).

53. In OIOS’ opinion, given the size and complexity of the “Inspira” initiative, the project team was understaffed, whilst roles and responsibilities were not clearly identified. The project team did not have an adequate number of staff fully dedicated to the project with knowledge of the business processes (subject matter experts), and the automated solution being implemented. OHRM acknowledged that the resource requirements and efforts were underestimated at the inception of the project. The project team had few full time team members from the information technology team (HRIT) of OHRM but none from the HR business areas. Also, the majority of team members worked on the project in addition to performing other functions.

Recommendation 6

(6) OHRM should clearly define and assign roles and responsibilities of the project leads/manager and members of the project team.

54. *OHRM accepted recommendation 6 and stated that key project roles will be documented using RACI methodology¹. Recommendation 6 remains open pending receipt of documentation defining project roles and responsibilities.*

Project scope and timeline

55. The scope of the “Inspira” project was subject to significant revisions and implementation delays. This was partly due to poor project scheduling resulting in a postponement of implementation deadlines. The project was also faced with additional constraints that added delays to the project timeline and implementation dates at an increased project cost. These included:

- (i) Inadequate estimation and consideration of the significant changes related to the business requirements of field missions and harmonization of contracts;
- (ii) Change of vendor/service provider;
- (iii) Inadequate mechanisms for submitting, reviewing and approving changes to the scope and timeline of the project: and
- (iv) Changes to HR policies of the United Nations Secretariat.

56. The implementation date for “Wave 1” (staffing module) of the project was originally set for November 2009. However, a series of changes caused the module to be deployed only at the United Nations Headquarters in New York in April 2010 (no field missions). The deployment of the staffing module in the field has since been subject to several postponements from April 2010 to July 2010, and then November 2010.

Recommendation 7

(7) OHRM should design and implement criteria for submitting, reviewing and approving changes to the scope and timeline of the project. Furthermore, milestone reports should be provided to the Steering Committee containing information on the project’s progress for monitoring implementation of the project plan.

¹ RACI is a methodology used to clarify roles and responsibilities:
R- Responsible party; A- Accountable party; C- Consulted party; I- Informed party

57. OHRM accepted recommendation 7 and stated that a change management process will be implemented. Recommendation 7 remains open pending documentation and implementation of criteria for submitting, reviewing and approving changes to the scope and timeline of the project.

E. Planning & Control

Planning and control mechanisms

58. The planning and control mechanisms of the project did not include adequate monitoring and reporting processes on project timelines, process dependencies and resources. These weaknesses included the following:

- (i) The stability of the application was not confirmed prior to the decision of going live with “Wave 1”. Users lamented disruptions caused by connectivity issues, technical glitches, and limited support resources;
- (ii) Formal cut-over plans were not developed to ensure adequate communication, sufficient staff and a contingency plan; and
- (iii) Resource planning was not included in the implementation planning process to ensure adequate coverage during implementation. Users complained that OHRM did not respond in a timely fashion to issues and queries that were raised following the immediate go-live date.

59. End users highlighted the following concerns with regard to the planning and control of the deployment process:

- (i) “Inspira” was launched before the core software modules and procedures were ready, such as “position management” and “central review body”. The position management module is the tool that should allow hiring managers to link vacancy announcements to posts. Due to this gap hiring managers could not link posts to the job openings published within “Inspira”;
- (ii) “Inspira” was launched before the new policy (ST/AI/2010/4) on staff selection was fully reviewed and officially published, causing reworks after the deployment of the system;
- (iii) The roster management policies and the related ICT tools were not in place, and Executive Offices were told to search for rostered candidates using the pre-existing application “my-HR online”, which is not integrated with “Inspira”;
- (iv) Departments/offices were not properly informed or guided on how to utilize the rosters when making selections in “Inspira”; and

-
- (v) The module for assessment and evaluation of applicants in “Inspira” was not fully developed during its first implementation phase. Users were alerted by OHRM staffing service that hiring managers should expect some technical difficulties at the time of evaluating applicants.

Recommendation 8

(8) OHRM should ensure that the “Inspira” project team implements planning and control mechanisms for the project, including detailed reports for checking dependencies, resource availability and the progress made by each project activity with reference to the overall timelines. The reports should be presented to the Steering Committee and updated during the life-cycle of the entire project.

60. *OHRM accepted recommendation 8 and stated that detailed project plans will be developed for each project – documenting deliverables, tasks, resource requirements and timelines.* Recommendation 8 remains open pending receipt of documented project plans with deliverables, tasks, resource requirements and timelines.

F. Interfaces with other enterprise applications

61. The General Assembly in its resolutions 61/244 and 61/266 requested the Secretary-General to ensure full compatibility of the human resources system with the new information technology infrastructure approved in its resolution 60/283. OHRM provided documentation showing some collaboration with the ERP/Umoja team. However, this documentation did not show adequate integration plans between the two systems detailing the requirements and resources for interfacing “Inspira” with other enterprise systems. Without a properly planned interface that takes into consideration the global information architecture of the United Nations Secretariat, the project is at risk of being developed without due consideration to interfacing requirements.

Recommendation 9

(9) OHRM should ensure collaboration between the “Inspira” project team and the ERP/Umoja team. An integration plan defining the requirements for interfacing the two systems should be documented.

62. *OHRM accepted recommendation 9 and stated that the timeline was subject to the 2013 implementation plan of ERP/Umoja project.* Recommendation 9 remains open pending documentation of an integration plan defining the requirements for interfacing “Inspira” with “ERP/Umoja”.

G. Procurement/contract management

Procurement and contract management

63. The original contract with the company Satyam was awarded on the basis of a “turn-key” model. Following some issues that affected the reliability of the company, this contract had to be cancelled. A new contract was awarded in June 2009 to Oracle on the basis of the “time and material” model.

64. *The Department of Management (DM) commented that Satyam was disqualified as a UN vendor by the Vendor Review Committee because of irregularities related to a contract with the World Bank. Oracle was the sub-contractor of Satyam under the original contract and took over the implementation of the Talent Management (TM) project due to the fact that the TM solution that was to be implemented by Satyam was based primarily on Oracle’s products and services. The TM solution was an Oracle-based platform. A waiver from competitive bidding and entering into direct negotiations with Oracle was approved by the ASG-OCSS on 24 March 2009.*

65. OIOS took note of the additional information provided by DM. In OIOS’ opinion, the adoption of a “time and material” model did not represent the best option for the Organization to achieve “value for money”. There was no documented evidence demonstrating that a detailed analysis was conducted on the merits of awarding the contract on “time and material” basis. PD and OHRM explained that Oracle would have not accepted a different type of contract. PD initially negotiated a reduction in the cost of consulting services asking Oracle to utilize its offshore resources at a reduced cost than those based in New York. However, during the implementation phase, Oracle was unable to achieve the expected deliverables using only its offshore resources. Therefore, the amount of time and materials dedicated to the project by Oracle increased, causing a change in the not-to-exceed amount (NTE) from the initial \$5.7 million to \$6.9 million. It was explained, however, that this increase was also due to changes made to the scope of the project and subsequent delays. The increases attributable to Oracle consultancy services were calculated in the amount of \$1.05 million. Further contractual amendments for consulting implementation services and application support in the amount of \$.09 million have also been recently requested by OHRM.

66. *DM further commented that the contract with Oracle was based on a “time and material” model instead of the fixed-price, turn-key arrangement established with Satyam, because “time and material” is Oracle’s corporate business model. PD negotiated with the appropriate Oracle staff to accept the turn-key solution- however, in discussion with the Oracle representatives, they refused the turn-key solution but agreed to a “time—boxing” arrangement (working with deadlines).*

67. *From the initial contract NTE amount of \$5,696,330, a contract amendment to increase the contract NTE was considered by the HCC at its meeting HCC/10/10 dated 4 February 2010 and subsequently approved. The increase in the contract NTE of \$1,190,993 was to cover additional consulting*

services by Oracle. According to OHRM, the request was prompted by the delay in the go-live date (by 5 months) caused by changes in the human resources business processes and changing/evolving business requirements. This delay resulted in the need for additional consulting services to complete the design of the TM software solution.

68. *Subsequently, further contract amendments were also issued at the request of OHRM and approved within Procurement Division authority. The first amendment was to add the HR Analytics tool (for reporting purposes) in the amount of \$270,781. The HR Analytics tool was added to the Oracle Talent Management contract to provide the United Nations with detailed analysis/reports on HR programmes and workforce performance. A waiver from competitive bidding was approved in this case because the tool is the only pre-built PeopleSoft HR data warehouse available on the market and Oracle was the only supplier offering the tool.*

69. *The second amendment in the amount of \$28,000 was issued to purchase two Oracle User Productivity Kit (UPK) developer licenses and annual maintenance support over the four-year life of the contract. The hosting of the UPK was also included for the balance of the contract at a cost of \$15,000 per annum. The waiver from competitive bidding was approved in this case because the UPK was a content development platform for PeopleSoft enterprise that generated test scripts and source material for self-paced and instructor-led training materials and web-based training. UPK was tightly integrated with the Oracle product suite, which was essential to the completion of the TM project and was only offered by Oracle.*

70. OIOS took note of the clarification provided by DM, noting with concern that the contract NTE has also increased, with additions made to the original contract for aspects that were not considered core elements of the project, including hosting of disaster recovery and the business intelligence tool. Whilst the CITO authorized these items, and PD included them in the contract under their delegation of authority, some amendments to the contract were being made without competition, as shown in Table 4.

Table 4: Additions to the original contract

			Original NTE \$5,696,330	New NTE \$6,923,950
	Description of the elements added	Amount \$		
11/03/10	Increase in Oracle consultancy	1,048,888		
01/01/10	Disaster recovery	142,190		
15/03/10	HR analytics license & support	197,664 +43,486		
15/03/10	Informatica + license & support	24,288+5,343		
19/04/10	User Productivity Kit	217,191		
Total			\$1,678,965	
Additional funding requirement				\$451,345

71. DM indicated that a further contract amendment was issued to the Oracle contract in order to add the provision of hosting services for the Disaster Recovery in the amount of \$142,190. This was deemed necessary since the OICT data centre was not available to host the Disaster Recovery (DR) secondary site for the TM system. A waiver from competitive bidding for the DR case was approved by the PD Director because, according to OICT and OHRM, using Oracle as the short-term secondary site provider would result in better change management during a DR event. Oracle can leverage pre-existing recovery templates, infrastructure and hardware, and has expertise in designing solutions that would fit Inspira's needs.

72. A detailed analysis of the contract, ordering documents and invoices paid by the United Nations to Oracle showed that:

- (i) An amended ordering document, which superseded the original ordering document under the contract, omitted a previously included amount of \$257,328 for travel and DSA for Oracle consultants. Oracle raised an invoice for \$215,600 for travel and DSA associated with services rendered in the period July to December 2009. This payment was delayed because OHRM sought guidance from PD on how to properly certify the invoices with the omission made in the ordering document. As of the time of audit the contract document had not yet been amended. Payment for these expenses was made in June 2010 based on an informal approval received by PD;

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- (ii) The contract with Oracle contained details about the levels (i.e. junior, senior, manager, etc.) of consultant resources required by the UN, and reflected Oracle's intent to maximize the use of less expensive off-shore (outside USA) resources where feasible. However, as previously noted, Oracle was unable to meet the UN's changing requirement with the limited number of New York consulting hours indicated in the contract based on the original project plan. Thus, Oracle invoiced, and the UN paid, for a greater number of New York consulting hours than what was originally planned for under the contract;
 - (iii) Oracle was paid on a "summary of time worked". However, OIOS could not establish any correlation between the hours worked, deliverables produced, and the services specified in the contract ordering document; and
 - (iv) The contract stipulated that invoices should have been generated by Oracle on a monthly basis. However, OIOS noted that invoices were not issued on a monthly basis.

73. *DM indicated that PD is currently in the process of gathering all required information so that an amendment can be issued to the ordering document. PD will continue to work with OHRM and Oracle in order to ensure that the contract terms and conditions of the TM contract, as agreed upon with Oracle, are followed including, the use of NY-based consultants/off-shore resources and monthly and timely invoicing with specific details as per contract ordering documents.*

Recommendations 10 to 12

(10) OHRM, in collaboration with PD, should not award any more additions to the contract without a detailed analysis of available options and determining whether any new contracts should be subject to competitive bidding.

OHRM should:

(11) Ensure that adequate mechanisms are put in place to ensure strict monitoring of the provisions stipulated for the use of Oracle consultants and their levels. Changes required in the level of the consultants needed by the United Nations should be formally authorized and reflected in amendments to the contract; and

(12) Establish a process to verify and formally document the receipt of all expected deliverables, as the contract is on "time and materials" basis, rather than a "fixed-priced" basis.

74. *OHRM accepted recommendation 10 and stated that subject to the revision of the Inspira project charter and Steering Committee decisions regarding project scope, the recommendation will be implemented for the renewal and/or the re-bid of the Talent Management requirements on 29 June 2013. DM also accepted recommendation 10 stating that in the future any contract amendments or new requirements to the Talent Management contract will be subject to the usual due diligence to determine whether should be subject to competitive bidding or sole sourcing. Appropriate approvals will be sought by PD, as had been done, for all additional requirements. Recommendation 10 remains open pending receipt of the revision of the “Inspira” project charter and the Steering Committee decisions regarding its scope, and any documented analysis of any further award/additions to the contract.*

75. *OHRM did not accept recommendation 11 stating that consulting is currently capped at \$2,804,209 on a “time and materials” basis, and thus not all changes in consultant type and/or level require formal amendment to the contract. OHRM will ensure any additional services received will primarily be off-shore, at established, extremely low, cost-effective rates. OIOS accepts the assurance from OHRM and will re-visit this issue as part of a future post-implementation review. Based on the action taken by OHRM, recommendation 11 is now closed.*

76. *OHRM accepted recommendation 12 and stated that the process to verify and document receipt of deliverables will be refined. Recommendation 12 remains open pending receipt of the new procedures for verifying and documenting receipt of deliverables.*

H. Budget

Project budget

77. Best practices require project budgets to be detailed and aligned with their corresponding business cases. A key project management activity should include monitoring the implementation stages of the project and associated costs, and tracking them against the baseline budget. The “Inspira” project budget was not adequately defined and segregated from other projects and expenditures of OHRM. The alignment between the budget and the “Inspira” project scope was not transparent.

78. The budget and the monitoring mechanisms put in place did not show key information, such as:

- (i) Estimated total cost to bring the project to a close;
- (ii) Percentage of completion;
- (iii) Alignment between the current budget/actual costs and the percentage of completion;
- (iv) “Burn rates” or dashboards for monitoring purposes; and

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- (v) The alignment between budget components and the project phases.

79. OIOS found no evidence of exception reports submitted to the Steering Committee for oversight of the budget.

80. As at 21 June 2010, PD's monitoring schedule indicated that 78% of total budget for the project contract had been expended, with a balance of \$1,285,149. In OIOS' opinion, this amount is insufficient to bring the contract to a close. The project team informed OIOS that OHRM submitted a request to PD, on 18 June 2010, for further amendment to the contract to include additional implementation and application support services. Funding is being requested on an annual basis to cover budget requirements.

Recommendations 13 and 14

OHRM should:

(13) Establish a dedicated budget monitoring mechanism for the "Inspira" project, separated from other projects and expenditures of OHRM; and

(14) Ensure that the "Inspira" project team implements detailed and timely budget reporting procedures for submitting exceptions and variances to the Steering Committee.

81. *OHRM did not accept recommendation 13 stating that OHRM does not have a dedicated budget code for IT projects, including "Inspira". This investment of effort to enable Inspira stand alone budget account codes would have been better at the start of the project. Inspira is moving to operations in 2011-12 hence it is not as necessary at this time.* OIOS is of the opinion that control and monitoring mechanism could be developed using office automation tools tracking all funding sources and expenditure for the project in one repository, to enable calculation of total cost of ownership, and quantify realization of benefits. Recommendation 13 remains open pending the implementation of a budget monitoring mechanism for the project, separate from other projects and expenditure of OHRM.

82. *OHRM accepted recommendation 14 and stated that resource planning and reporting will be coordinated through the Inspira Programme Manager, and that budget variances and exceptions are to be reported to the Steering Committee.* Recommendation 14 remains open pending receipt of documentation demonstrating the implementation of detailed and timely budget reporting procedures.

I. Training

Training requirements

83. A training plan should outline the strategy for delivering training to all users on how to use and support the new application. It should define tasks, resources and purpose.

84. The “Inspira” project team adopted a cascading approach (train-the-trainer) whereby HR practitioners initially trained by Oracle would then be able to train end-users.

85. However, there was no evidence of a documented training plan addressing the key requirements of stakeholders and users. In particular, Executive Officers indicated that during the first implementation of the system:

- (i) Training was not adequately planned and delivered, and when it was provided, the trainers at times were not familiar with the system;
- (ii) There were instances of technical glitches during training sessions;
- (iii) An inadequate number of end users were trained prior to ‘go live’ of the staffing module in UNHQ; and
- (iv) Lack of adequate reference materials for guidance.

86. OHRM procured the Oracle User Productivity Kit (UPK), which is a collaborative tool for creating interactive simulations and assessments, including classroom and web-based training materials. However, OIOS observed that the tool was not made available to key users for them to develop an awareness of “Inspira” using the UPK tool.

Recommendation 15

(15) OHRM should ensure that the “Inspira” project team adequately plans and documents training requirements and ensures that training is provided to all key stakeholders and users. Also, the Oracle User Productivity Kit (UPK), should be accessible to key stakeholders and users.

87. *OHRM accepted recommendation 15 and stated that training plans will be coordinated through the Inspira Programme Manager and UKP made accessible to key stakeholders. Recommendation 15 remains open pending receipt of evidence demonstrating that training plans have been coordinated and UPKs made available to key stakeholders.*

J. Testing

88. Application testing should be planned, performed and documented prior to the release into production of new applications.

89. OHRM undertook some user acceptance tests (UAT) of the recruitment module. However, OIOS was unable to determine whether key users such as Executive Officers were included in the UAT exercise. Evidence provided by OHRM indicated that UAT testing for the recruitment modules was done by the Chief of Staffing Services. OHRM did not define the user testing population to include all key end-users such as Executive Officers, for confirming the stability of the application and that the functionality requirements of this group were met.

90. The UAT evidence provided by OHRM did not provide any indication that tests had been systematically undertaken for all the requirements documented within the functional design document. OHRM provided an example of one signed-off UAT completed by the Chief of Staffing Services on 15 September 2010.

Recommendations 16 to 18

OHRM should ensure that the “Inspira” project team:

(16) Plans, documents and tests the stability of any new releases through adequate testing/piloting prior to their deployment into production;

(17) Extends the user acceptance testing exercise to all key end users; and

(18) Adequately plans and maintains documentation of testing during the various stages of implementation. These plans should include definition of the types of tests to be performed, their timeframe and data requirements. In addition, test scripts and test results should be signed-off by managers and representatives of key business owners.

91. *OHRM accepted recommendation 16 to 18 and stated that a standard user acceptance testing methodology will be employed across projects.* Recommendation 16 remains open pending receipt of documentation demonstrating that tests have been conducted to confirm the stability of any new releases prior to their deployment into production.

92. Recommendation 17 remains open pending receipt of evidence demonstrating that user acceptance testing has been extended to all key end users.

93. Recommendation 18 remains open pending receipt of evidence supporting test planning and test documentation undertaken during the various stages of implementation.

K. Documentation and technical procedures

Documentation and technical procedures

94. From the review of a sample of technical procedures and functional design documents, OIOS noted the following control weaknesses:

- (i) Data conversion business case analysis (Document TT-06, v0.1) indicates several pending actions to be defined, such as:
 - (a) Confirmation on policies regarding report production;
 - (b) Clear record retention policy;
 - (c) Clear record archiving policy; and
 - (d) Clean-up strategy.
- (ii) The data conversion strategy document (Document TT-01), did not include a definition of the elements and activities involved in the data conversion, such as: “start date”, “end date”, and “status/remarks”.
- (iii) Functional design documentation for “Human Capital Management — Additional Job Data Attributes — HCM-CEMLIFDDO 15: Appendix A” was not completed with information related to:
 - (a) Next steps/actions; and
 - (b) Effort estimates.

Recommendation 19

(19) OHRM should ensure that the “Inspira” project team finalizes draft documentation and technical procedures with all relevant data and information.

95. *OHRM accepted recommendation 19 and stated that an archiving and retention policy will be developed.* Recommendation 19 remains open pending the formalization and completion of draft documentation and technical procedures.

L. Review of application & security

96. OIOS performed a review of the data security controls of the system and observed the following weaknesses:

- (i) Data owners did not appear to be responsible for determining the access rights and access levels to the application;
- (ii) Sharing of user profiles and passwords;
- (iii) Inadequate staffing resources in critical functions, leading to inadequate segregation of functions;
- (iv) Unauthorized personnel (“Inspira”_Audit for instance) had access to the security administration and HR setup tables, and People Tools like Application Designer and Data Mover;
- (v) The “user id” field convention was unclear. For instance, while numeric data was used to populate the field, there were exceptions (Example: Manoj);
- (vi) The “user id” UNJLIST appeared to be a shared account;
- (vii) The system security was yet to be configured for restricting certain groups of users to READ ONLY access (i.e. auditors). It appeared that the majority of users could also “write” data; and
- (viii) The delivered table “PS Audit” (field level auditing) did not have any records. This indicates that the auditing feature was not enabled.

Recommendation 20

(20) OHRM should ensure that the “Inspira” project team, in collaboration with the technical support of Oracle and the representatives of the substantive offices, documents, tests and implements a comprehensive access control schema and security model based on: i) Documented criteria (need-to-know) for granting and revoking user access to the system; ii) The creation of individually defined user accounts and removal of generic accounts for both technical and user profiles; and iii) Enabling of transactions logging and definition of monitoring mechanisms and exception reporting.

97. *OHRM accepted recommendation 20 and stated that role-based access control is in production.* Recommendation 20 remains open pending receipt of documented evidence demonstrating the implementation of the role based access control.

V. ACKNOWLEDGEMENT

98. We wish to express our appreciation to the Management and staff of DM, OICT, the “Inspira” Steering Committee and project team for the assistance and cooperation extended to the auditors during this assignment.

STATUS OF AUDIT RECOMMENDATIONS

Recom. no.	Recommendation	Risk category	Risk rating	C/O ¹	Actions needed to close recommendation	Implementation date ²
1.	OHRM should ensure that the “Inspira” project team updates the project charter and ensures it is signed off by all key stakeholders.	Governance	Medium	O	Receipt of the updated project charter signed-off by key stakeholders.	1 July 2011
2.	OHRM should ensure that the “Inspira” project team documents key performance indicators and submit them for approval by the Steering Committee for monitoring the status of the uncompleted phases of the project and for measuring its progress.	Governance	Medium	O	Receipt of evidence demonstrating that the performance indicators have been documented and project progress reports submitted to the Steering Committee.	1 July 2011
3.	OHRM should ensure the “Inspira” project team develops escalation procedures and submits them for approval by the Steering Committee.	Governance	Medium	O	Receipt of evidence demonstrating that escalation procedures have been documented and approved by the Steering Committee.	1 July 2011
4.	OHRM, in collaboration with OICT, should establish a formal mechanism of coordination between the “Inspira” project team and OICT. The role of OICT should be appropriately defined within the SWG as that of a key stakeholder with clear responsibilities for the definition of technology standards, infrastructure design, data governance and security.	Governance	Medium	O	Receipt of evidence demonstrating that the new terms of reference defining OICT’s role in the project have been adopted.	31 Dec 2010
5.	OHRM should ensure that the “Inspira” project team documents lessons learned from the implementation of the modules recently completed with regard to: (a) adequacy of staffing resources; (b) risk management requirements for	Governance	Medium	O	Documentation of lessons learned regarding the risks posed by the audit observations.	1 July 2011

Recom. no.	Recommendation	Risk category	Risk rating	C/O ¹	Actions needed to close recommendation	Implementation date ²
	identifying, monitoring, reporting, mitigating and escalating threats to appropriate stakeholders; and (c) quality assurance requirements for standards, criteria and procedures.					
6.	OHRM should clearly define and assign roles and responsibilities of the project leads/manager and members of the project team.	Governance	Medium	O	Receipt of documentation defining project roles and responsibilities.	1 July 2011
7.	OHRM should design and implement criteria for submitting, reviewing and approving changes to the scope and timeline of the project. Furthermore, milestone reports should be provided to the Steering Committee containing information on the project's progress for monitoring implementation of the project plan.	Governance	High	O	Documentation and implementation of criteria for submitting, reviewing and approving changes to the scope and timeline of the project.	1 July 2011
8.	OHRM should ensure that the "Inspira" project team implements planning and control mechanisms for the project, including detailed reports for checking dependencies, resource availability and the progress made by each project activity with reference to the overall timelines. The reports should be presented to the Steering Committee and updated during the life-cycle of the entire project.	Governance	High	O	Receipt of documented project plans with deliverables, tasks, resource requirements and timelines.	1 July 2011
9.	OHRM should ensure collaboration between the "Inspira" project team and the ERP/Umoja team. An integration plan defining the requirements for interfacing the two systems should be documented.	ICT resources	Medium	O	Documentation of an integration plan defining the requirements for interfacing "Inspira" with "ERP/Umoja".	31 Dec 2010
10.	OHRM, in collaboration with PD, should	Procurement	Medium	O	Receipt of the revision of the "Inspira"	29 June 2010

Recom. no.	Recommendation	Risk category	Risk rating	C/O ¹	Actions needed to close recommendation	Implementation date ²
	not award any more additions to the contract without a detailed analysis of available options and determining whether any new contracts should be subject to competitive bidding.				project charter and the Steering Committee decisions regarding its scope, and any documented analysis of any further award/additions to the contract.	
11.	OHRM should ensure that adequate mechanisms are put in place to ensure strict monitoring of the provisions stipulated for the use of Oracle consultants and their levels. Changes required in the level of the consultants needed by the United Nations should be formally authorized and reflected in amendments to the contract.	Finance	Medium	C		Not provided
12.	OHRM should establish a process to verify and formally document the receipt of all expected deliverables, as the contract is on “time and materials” basis, rather than a “fixed-priced” basis.	Finance	Medium	O	Receipt of the new procedures for verifying and documenting receipt of deliverables.	31 July 2010
13.	OHRM should establish a dedicated budget monitoring mechanism for the “Inspira” project, separated from other projects and expenditures of OHRM.	Finance	Medium	O	Implementation of a budget monitoring mechanism for the project, separate from other projects and expenditure of OHRM.	Not provided
14.	OHRM should ensure that the “Inspira” project team implements detailed and timely budget reporting procedures for submitting exceptions and variances to the Steering Committee.	Finance	Medium	O	Receipt of documentation demonstrating the implementation of detailed and timely budget reporting procedures.	1 July 2011
15.	OHRM should ensure that the “Inspira” project team adequately plans and documents training requirements and ensures that training is provided to all key stakeholders and users. Also, the Oracle User Productivity Kit (UPK), should be accessible to key stakeholders and users.	ICT resources	Medium	O	Receipt of evidence demonstrating that training plans have been coordinated and UPKs made available to key stakeholders.	1 July 2011
16.	OHRM should ensure that the “Inspira” project team plans, documents and tests the	ICT resources	High	O	Receipt of documentation demonstrating that tests have been conducted to confirm	1 July 2011

Recom. no.	Recommendation	Risk category	Risk rating	C/O ¹	Actions needed to close recommendation	Implementation date ²
	stability of any new releases through adequate testing/piloting prior to their deployment into production.				the stability of any new releases prior to their deployment into production.	
17.	OHRM should ensure that the “Inspira” project team extends the user acceptance testing exercise to all key end users.	ICT resources	Medium	O	Receipt of evidence demonstrating that user acceptance testing has been extended to all key end users.	1 July 2011
18.	OHRM should ensure that the “Inspira” project team adequately plans and maintains documentation of testing during the various stages of implementation. These plans should include definition of the types of tests to be performed, their timeframe and data requirements. In addition, test scripts and test results should be signed-off by managers and representatives of key business owners.	ICT resources	Medium	O	Receipt of evidence supporting test planning and test documentation undertaken during the various stages of implementation.	1 July 2011
19.	OHRM should ensure that the “Inspira” project team finalizes draft documentation and technical procedures with all relevant data and information.	ICT resources	Medium	O	Formalization and completion of draft documentation and technical procedures.	1 July 2011
20.	OHRM should ensure that the “Inspira” project team, in collaboration with the technical support of Oracle and the representatives of the substantive offices, documents, tests and implements a comprehensive access control schema and security model based on: i) Documented criteria (need-to-know) for granting and revoking user access to the system; ii) The creation of individually defined user accounts and removal of generic accounts for both technical and user profiles; and iii)	ICT resources	High	O	Receipt of documented evidence demonstrating the implementation of the role based access control.	Completed

Recom. no.	Recommendation	Risk category	Risk rating	C/O¹	Actions needed to close recommendation	Implementation date²
	Enabling of transactions logging and definition of monitoring mechanisms and exception reporting.					

1. C = closed, O = open

2. Date provided by OHRM in response to recommendations.