

**Sixty-eighth session**

Items 136 and 149 of the provisional agenda*

Proposed programme budget for the biennium 2014-2015**Administrative and budgetary aspects of the financing
of the United Nations peacekeeping operations****Fifth progress report on the enterprise resource
planning project****Report of the Secretary-General***Summary*

The present report is submitted pursuant to General Assembly resolution [64/243](#), in which the Assembly requested the Secretary-General to provide annual updates on the progress of the enterprise resource planning project, Umoja. The report responds to the requests made by the Assembly in its resolution [67/246](#). It also provides an update on the status of the project since the issuance of the fourth progress report ([A/67/360](#)).

Implementation roll-out commenced

Since the issuance of the fourth progress report, the Umoja project team has made progress through a range of activities. Notably, as at 1 July 2013, Umoja had become fully operational in the United Nations Interim Force in Lebanon (UNIFIL), the Office of the United Nations Special Coordinator for Lebanon (UNSCOL) and certain offices at United Nations Headquarters. Lessons learned from its deployment in UNIFIL and UNSCOL and from the post-go-live support period during the month of July will be presented to the General Assembly in the form of oral presentations during the main part of its sixty-eighth session.

* [A/68/150](#).



Recommendations of governance and oversight bodies

As regards governance, in order to strengthen the concept of process ownership and clarify authorities and responsibilities, the Secretary-General issued a memorandum in January 2013 to all heads of departments and offices requesting them to collaborate closely with the process owners and to prioritize the activities necessary for the implementation of Umoja. The role and the authority of the process owners were the subject of thorough discussion during meetings of the Umoja Steering Committee and a senior management retreat held in May 2013. During the reporting period, senior management staff in the Organization continually demonstrated strong support and personal engagement with a view to ensuring the success of Umoja.

The Umoja team also worked assiduously towards the implementation of the recommendations of oversight bodies. In the area of project management, progress was made in developing and implementing an integrated project plan allowing for the monitoring of budgets in relation to actual expenditures and against the achievement of project milestones. In order to resolve the issue of multiple vendors working simultaneously on the Umoja solution, the Steering Committee approved a revised commercial strategy aimed at moving towards a single support service contract with one vendor by 2015. The Umoja team identified reporting requirements for the business intelligence system to coincide with the pilot release, covering critical needs in terms of finance, procurement and real estate, and is working closely with process owners to identify and prioritize additional requirements for subsequent releases.

Project status

The Umoja Foundation build phase, which included multiple testing cycles, had been completed by the end of June 2013. On 1 July 2013, Umoja Foundation was successfully implemented at the pilot sites of UNIFIL and UNSCOL and in their supporting offices at Headquarters. The plan for deployment in all peacekeeping operations (cluster 1) on 1 October 2013 includes an additional product integration test in August 2013, a user verification test to be completed in early September 2013, and the provision of additional support to peacekeeping operations in order to carry out data conversion activities in a timely manner. Lessons learned from the pilot deployment are of the utmost importance in preparing for cluster 1 go-live. A user support model for the prompt and efficient resolution of incidents and requests for service has been implemented. The systems integrator for Umoja Extension 1 came on board in January 2013, and the build and test activities are progressing towards deployment at the pilot site, the United Nations Stabilization Mission in Haiti, during the first quarter of 2014. Umoja Extension 1 is dependent upon the timely completion of the human resources and travel entitlements module being developed by the enterprise resource planning software vendor. Umoja Extension 2, consisting of 133 business processes, with functionality related mainly to supply chain management, budget formulation and programme management, will be released in early 2017.

Infrastructure and information and communications technology support services

With Umoja, the United Nations will be implementing a common information and communications technology solution on top of a fragmented information and communications technology landscape that itself requires harmonization. Since the issuance of the fourth progress report, the Administration has made a significant effort to complete the implementation of the infrastructure required to host the new system. Umoja is hosted in the enterprise data centres at the United Nations Support Base in Valencia, Spain, with the United Nations Logistics Base in Brindisi, Italy, serving as a disaster recovery site. The expansion of the telecommunications network for peacekeeping operations is proceeding as planned. The Organization agreed on the standards to be used in supporting the end-user workstations, the document management tool, communities of practice, the incident management system, the user validation solutions and the help desk strategy. The information and communications technology infrastructure established to maintain and support Umoja in non-peacekeeping entities, however, requires strengthening.

Organizational readiness

The major challenge affecting the implementation of Umoja, as described in the fourth progress report, is organizational readiness. The journey from disparate ways of working to a single, common operating model for the global Secretariat must be carefully managed on an entity-by-entity basis. With the beginning of deployment, the activities of the Umoja organizational change management team have been directed towards the engagement of management and staff to ensure that the Organization is ready and able to adopt the changes and make the transition to a new and harmonized operating model.

It has become evident that in order to ensure success, the early involvement of management and staff of implementing entities is necessary to: (a) become acquainted with the new operating model; (b) provide feedback to the Umoja team; and (c) assist in building a tailored transition path for each entity, taking into account different levels of preparedness (e.g., in terms of data management) in different entities. In this regard, the Department of Field Support has been a close partner in the preparation of peacekeeping operations and special political missions. In order to facilitate such engagement for the non-peacekeeping environment, the Umoja team plans to create a business re-engineering group to assist departments and offices in achieving the necessary readiness. In particular, the gathering, cleansing and enrichment of master data and transactional data are critical to such preparation, as is the design of access controls in line with the delegation of authority and the proper segregation of duties.

Mainstreaming Umoja into the entities of the United Nations Secretariat

Following the pilot implementation of Umoja, the plan to “mainstream”, or transfer responsibilities from the project to the corresponding entities within the Secretariat, has commenced. This process involves the transfer of knowledge from the systems integrator, a commercial vendor, to United Nations staff and the transfer of former Umoja responsibilities to new or existing functional areas. After the release of Umoja Extension 2 in early 2017, the Umoja project team should make a transition to a small dedicated support team to manage, maintain and enhance the new system. The modalities for such a team are being developed in close coordination with the Chief Information Technology Officer.

Benefits

The Secretary-General remains committed to realizing the qualitative and quantitative benefits from the project in the range of \$140-\$220 million by 2019. Process owners and the Chief Information Technology Officer are actively engaged in the process of validating the statements of benefits for their respective processes across all the entities of the Secretariat, on the basis of their knowledge of Umoja implementation and taking into consideration both functional phasing and deployment sequencing. The next step is to develop entity benefits realization plans for the Department of Field Support following the deployment of the project in peacekeeping operations, an exercise to be jointly undertaken by process owners, the Umoja team, the Office of Programme Planning, Budget and Accounts and the Department of Field Support.

Resource requirements

The fourth progress report presented overall project requirements in the estimated amount of \$348,138,500 for the period to 31 December 2015. As recommended by the Advisory Committee on Administrative and Budgetary Questions and endorsed by the General Assembly in its resolution [67/246](#), these requirements have been reflected in the context of the proposed programme budget for the biennium 2014-2015.

The Secretary-General has advised the General Assembly that, given the recent period of intensive build and deployment activity, current projections of the overall requirements have increased by \$12,718,300 to the estimated amount of \$360,856,800. However, every effort is being made to complete the deployment of Umoja Foundation and Umoja Extension 1, as well as to finalize the design blueprint and baseline configuration for Umoja Extension 2 within the overall requirements presented in the fourth progress report. In this regard, it is important to note that the lessons learned from each deployment inform and improve the successive implementations and refine projected costs.

Accordingly, it should be noted that although the present report sets out and explains the current estimated overall requirements of \$360,856,800, the actions recommended to the General Assembly are consistent with the proposed programme budget for the biennium 2014-2015 and the overall resource requirements for the period to 31 December 2015, in the amount of \$348,138,500.

The Secretary-General does not seek funding for the additional amount at this juncture, as efforts will be made to contain costs during 2014. Updated requirements for 2015, as well as projected resource requirements for 2016 and 2017, will be presented in the sixth annual progress report, taking into account updates on the progress of the project.

Contents

	<i>Page</i>
I. Introduction	6
II. Project governance and oversight	6
III. Status	8
A. Overview	8
B. Umoja Foundation	10
C. Umoja Extension 1	11
D. Umoja Extension 2	11
E. Support arrangements	12
F. Benefits realization	13
G. Internal controls and risk management	15
H. Organizational readiness	16
I. Infrastructure and information and communications technology support services	18
J. Future support team after the release of Umoja Extension 2	20
K. Project staffing	21
L. Preparatory activities and indirect costs	23
IV. Resource requirements	23
A. Overview of requirements for the recommended implementation strategy	23
B. Implementation during the period from 2008 to 2011	26
C. Expenditure for 2012 and estimated requirements for 2013	26
D. Revised requirements for 2014 and 2015	29
V. Summary of resource requirements for the enterprise systems for the United Nations Secretariat worldwide and request for action by the General Assembly	34
A. Summary of resource requirements based on the revised implementation strategy	34
B. Actions to be taken by the General Assembly	34
 Annexes	
I. Umoja governance model	36
II. Organizational structure and post distribution for 2014	37

I. Introduction

1. The present report is submitted pursuant to General Assembly resolution [64/243](#), in which the Assembly requested the Secretary-General to provide annual updates on the progress of the enterprise resource planning project, Umoja. The report addresses the requests made by the Assembly in its resolution [67/246](#). It also provides an update on the status of the project since the issuance of the fourth progress report ([A/67/360](#)).

II. Project governance and oversight

Action taken to strengthen ownership and accountability

2. In response to General Assembly resolution [66/246](#), the fourth progress report outlined initiatives to strengthen the Umoja governance structure, define accountabilities and accelerate decision-making. Since that time, the Administration has taken the necessary measures, including the strengthening of internal project management controls.

3. At the top of the Umoja governance chain is the Management Committee, chaired by the Chef de Cabinet, which continues to supervise the project and ensure harmonization with other critical reform initiatives.

4. The Umoja Steering Committee oversees the strategic and operational management of the project, determining the steps necessary to ensure the successful implementation of the plan approved by the General Assembly in resolution [67/246](#). The Committee has closely monitored strategic risks and ensured that decisions are taken to mitigate them in a timely manner. Committee members actively participate in the identification of possible future issues and the consideration of actions to be taken to ensure that the needs of the project are appropriately addressed across the Organization.

5. As indicated in paragraph 8 of the fourth progress report, in 2012 the Steering Committee designated the Under-Secretary-General for Management as Umoja project owner, with ultimate accountability for the project. The project owner is fully committed to the success of the project and maintains a close working relationship with the Project Director and his team, regularly monitoring progress and acting as the escalation point for decisions.

6. It will also be recalled that in 2012, five process owners¹ from within the Steering Committee were appointed to function as the principal change agents for their respective functional areas, were given authority to take the actions necessary to prepare for the implementation of Umoja across the Secretariats and are required to report to the Steering Committee on a regular basis. In January 2013, the Secretary-General strengthened this role by issuing a memorandum to all heads of departments and offices requesting them to collaborate closely with the process

¹ The Assistant Secretary-General for Human Resources Management, the Assistant Secretary-General for Programme Planning, Budget and Accounts/Controller, the Assistant Secretary-General for Central Support Services, the Assistant Secretary-General for General Assembly and Conference Management and a Director in the Department of Field Support.

owners and to prioritize the transformation activities necessary for the successful implementation of Umoja.

7. Steps have been taken to ensure accountability for the project's success through the Senior Managers' Compacts. Specifically, the Compacts stipulate that departments and offices will carry out preparatory activities in accordance with the Umoja deployment schedule, and will absorb the cost of all departmental activities not included in the Umoja core scope budget as part of the operational responsibilities of the user departments that perform the functions.

8. Since December 2012, the project team has applied a new methodology to provide support and a new tool for reporting on project costs and comparing planned and actual costs against project milestones. This has allowed for better transparency and control of actual costs by phase. The Board of Auditors, in its second annual progress report on the implementation of the United Nations enterprise resource planning system (A/68/151),² recognized the project team's efforts to refine the activity-based cost accounting method used in Umoja.

Update on the implementation of oversight bodies' recommendations

9. During the reporting period, the Board of Auditors and the Office of Internal Oversight Services (OIOS) both reviewed the project. In its second annual progress report, the Board acknowledged that Umoja had taken positive steps to place the project on a sounder footing by: (a) designating a senior project owner; (b) appointing an experienced project director; (c) introducing the concept of process ownership; and (d) engaging more fully the project's Steering Committee. The Board also took note of the significant efforts made to catch up on lost time in order to complete the design and build of the technical solution for the Foundation phase so as to pilot it in July 2013 in support of the implementation of the International Public Sector Accounting Standards (IPSAS).

10. The progress made towards the implementation of previous audit recommendations is an indication of the project team's commitment to following the Board's advice. Of the 13 recommendations issued, 3 have been fully implemented, the implementation of 9 is in progress and the implementation of 1³ remains to be started. The Board acknowledged progress made towards the implementation of the recommendations to: (a) develop a communications and engagement strategy; (b) assign responsibility for realizing benefits under the current service delivery model; (c) set out a change management plan to sustain the adoption of standardized working practices; (d) provide senior management with timely information on project status and costs; and (e) assess and monitor project risks. The Board recognized that the implementation of some recommendations was justifiably still in progress, such as: (a) those relating to benefits realization, which is a multi-year iterative process; and (b) the service delivery model, which is currently under discussion.

² To be presented to the General Assembly at the main part of its sixty-eighth session.

³ The establishment of a formal approach to managing and improving business processes to enable continuous reform and improvement following the implementation of the enterprise resource planning system.

11. At the end of June 2013, three main recommendations made by OIOS remained outstanding.⁴ The Umoja team continues to work with the Office towards their imminent closure.

III. Status

A. Overview

12. The Umoja project team has made meaningful progress since the issuance of the fourth progress report. The team benefited from the strengthened governance structure described above and was able to resolve outstanding design decisions in Foundation processes, build Umoja Foundation and successfully deploy the pilot. In this context, the team also launched important change management activities and successfully obtained the stakeholder support necessary for the deployment phase. The process owners were instrumental in driving the completion of change impact assessments, the mapping of end users to relevant roles for system access, and preparation for deployment. The process owners also ensured that staff from relevant departments and offices actively participated in testing and in the finalization of end-user training materials.

13. Umoja is now fully operational in the United Nations Interim Force in Lebanon (UNIFIL), the Office of the United Nations Special Coordinator for Lebanon (UNSCOL) and some offices at United Nations Headquarters. The first roll-out of Umoja Foundation, carried out on 1 July 2013, was completed on schedule, according to specifications and with high user satisfaction.

14. The Umoja Extension 1 systems integrator began to build and test the human resources, payroll and travel solution in parallel with the completion of the final design, which, as at 30 June 2013, was 90 per cent complete. After a detailed comparative analysis of various peacekeeping operations, the United Nations Stabilization Mission in Haiti (MINUSTAH) was identified as the Umoja Extension 1 pilot site. The pilot is scheduled to go live during the first quarter of 2014.

15. Progress was also made on the final design of the 133 processes constituting Umoja Extension 2. During the reporting period, a review of the budget formulation processes was undertaken and strategies for supply chain, inventory and warehouse management were confirmed. It should be noted, however, that Umoja Extension 2 will require considerable effort in order to finalize the “blueprint” in 2015. Umoja Extension 2 functional specifications and prototypes will need to be reassessed in the light of existing Foundation and Umoja Extension 1 functionality. Full Umoja

⁴ In summary, the three main Office of Internal Oversight Services recommendations are: (a) that the Steering Committee establish plans for transitional arrangements, including policy for the development and acquisition of ongoing systems development, while Umoja is being implemented; (b) that Umoja update the programme charter with details on the project approach, deployment, change management and integration; and (c) that Umoja document the deliverables for each phase of the project in the programme charter. Umoja has responded to the OIOS recommendations with regular updates on the progress made. For two of the three recommendations ((a) and (b) above), Umoja has fulfilled the requirements and will provide the documents and information to allow for review and closure by OIOS. The remaining recommendation is under discussion, since it does not wholly fall within the remit of the Umoja Steering Committee.

Extension 2 functionality will be released in early 2017 and will be completed by December 2018, with the roll-out schedule and clusters yet to be defined.

16. The Umoja team continues to coordinate and collaborate with the IPSAS team. The two project management teams meet regularly to ensure alignment, the resolution of cross-dependencies and consistency in dealing with the user community.

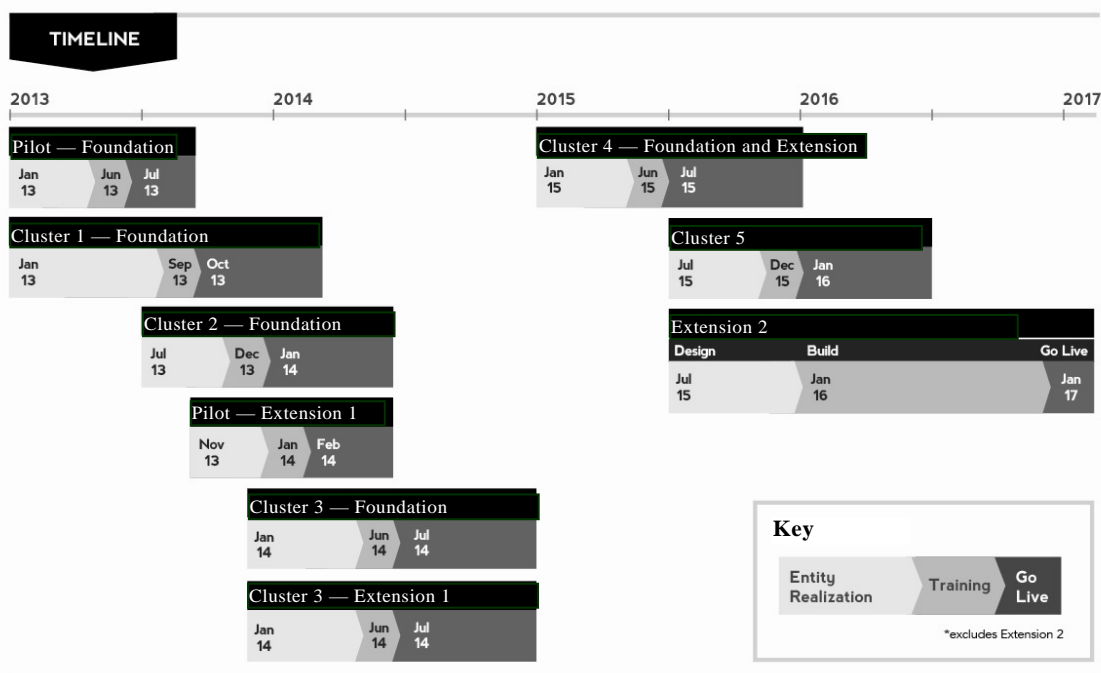
17. Umoja has continued to gather lessons learned from other organizations of the United Nations system that have implemented or are in the process of implementing an enterprise resource planning system. It has done so through a number of channels, including consultations with the Joint Inspection Unit and the provision of inputs to its report on the review of enterprise resource planning systems in United Nations organizations ([A/68/344](#)), peer reviews, formal and informal collaboration and the engagement of staffing resources with prior experience in other United Nations implementation efforts.

18. Project risks and issues continue to be actively managed and are routinely addressed at weekly project status meetings and reported to the Steering Committee for their resolution as necessary.

Umoja implementation schedule

19. The fourth progress report outlined a revised implementation approach (see [A/67/360](#), sect. III) that targets the full implementation of the project by December 2018 at the latest. Minor adjustments have been made to the implementation schedule on the basis of organizational changes, for example, closed peacekeeping operations, since the issuance of that report.

Figure I
Umoja implementation schedule



Umoja Foundation

Functionality: finance (funds management and financial accounting), supply chain (real estate, plant maintenance, logistics execution, and procurement), project management, and sales and distribution (third-party procurement services and billing). Umoja Foundation is essential to support IPSAS requirements.

Umoja Extension 1

Functionality: organizational and position management, personnel administration, entitlements, benefits, time management, payroll, travel initiation, travel expenses and online booking.

Umoja Extension 2

Functionality: budget formulation, force planning, programme management, supply chain planning, warehouse management, conference and event management, full grants management and commercial activities.

Entity realization

A 6-month phase preceding pilot cut-over that includes the following activities:
(a) Configuring the global template;
(b) Considering local and pilot requirements in the development system;
(c) Testing the configuration in the quality assurance system;
(d) Conducting system performance, user integration and validation testing;
(e) Carrying out end-user training.

B. Umoja Foundation

20. The Umoja Foundation build and test phase for the pilot deployment, completed at the end of June 2013, included three product integration testing cycles and a user verification test. A total of 180 users from peacekeeping operations, Headquarters and the United Nations Office at Geneva participated in testing activities. On 1 July 2013, Umoja Foundation was successfully implemented in UNIFIL, UNSCOL and their supporting offices in New York.

21. The planned deployment in October 2013 in peacekeeping operations (cluster 1) includes an additional product integration test in August 2013 and a user verification test to be completed in early September 2013. A similar testing methodology will be carried out prior to deployment in each successive cluster. It is planned that Umoja Foundation will be deployed in special political missions (cluster 2) in January 2014.

22. Data management activities such as collection, cleansing and conversion are the most critical dependency in terms of readiness to deploy. Umoja experienced early challenges in the conversion of data from legacy systems during the pilot. The increased volume and complexity required for large-scale data conversion could pose a risk to the go-live dates for deployment. Every effort is being made to mitigate this risk.

C. Umoja Extension 1

23. The Umoja Extension 1 build and test phase commenced in April 2013, with the review and acceptance by the systems integrator of the functional specifications for forms, reports, interfaces, conversions, enhancements and workflows. Build activities are ongoing, and two cycles of product integration testing have been completed. During testing, mock data conversions of both master and transactional data have been carried out to confirm readiness for data migration processes and tools. All testing cycles, including critical parallel payroll testing, will be completed by December 2013.

24. In parallel to these build activities, the enterprise resource planning software vendor is building and testing 54 elements of the human resources and travel entitlements module to address conditions of employment unique to the United Nations. The vendor provided the final release of the functionality in late August 2013, four months later than expected despite every effort made and the escalation of the issues to the vendor's senior management. This delay resulted in significant additional work for the Umoja team, which diverted resources from critical testing and other important activities. The team had to reprioritize activities to minimize the impact on the pilot deployment in MINUSTAH.

25. Following the pilot deployment in MINUSTAH, Umoja Extension 1 will be deployed together with Umoja Foundation at Headquarters, the United Nations Office at Nairobi and the Economic Commission for Africa (cluster 3) in July 2014. Simultaneously, Umoja Extension 1 functionality will be released to international staff in all peacekeeping operations and special political missions. The deployment of Umoja Foundation and Umoja Extension 1 at the United Nations Office at Geneva, the United Nations Office in Vienna, the remaining regional commissions and the Tribunals (cluster 4) will take place in July 2015. Umoja Extension 1 functionality related to payroll for national staff will be released in all peacekeeping operations and special political missions (cluster 5) in January 2016.

D. Umoja Extension 2

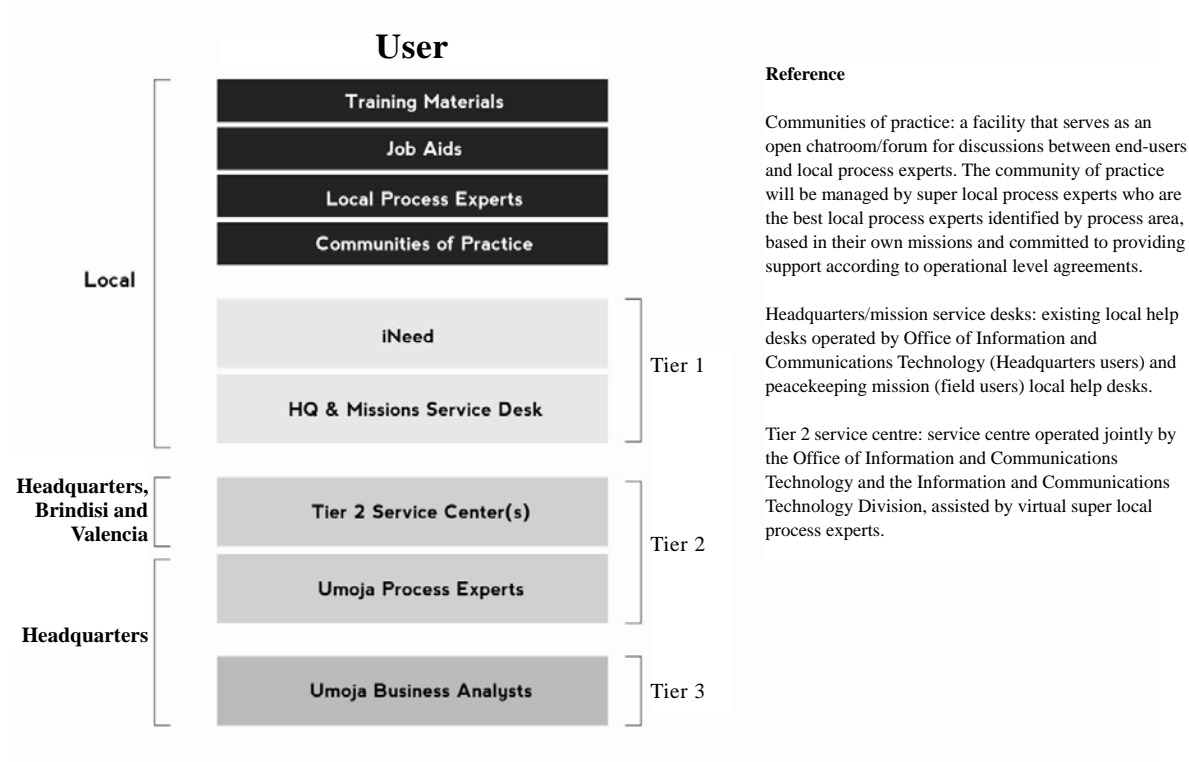
26. As described in paragraph 23 of the fourth progress report, Umoja Extension 2 includes 133 business processes, with functionality related to budget formulation, force planning, programme management, supply chain planning, warehouse management, conference and event management, full grants management and commercial activities. The Umoja team continues to work closely with departments and offices to refine requirements for Umoja Extension 2 functionality. The final blueprint for Umoja Extension 2 is now approximately 40 per cent complete and is due for completion in December 2015. The build and test phase is scheduled to

commence in 2016, and Umoja Extension 2 functionality will be released within the Secretariat beginning in early 2017 and is to be completed by December 2018.

E. Support arrangements

27. The Umoja support model is designed to allow for the achievement of maximum self-sufficiency at Umoja user sites and to provide efficient processes and necessary expertise for the prompt resolution of incidents and requests for service. First-level (tier 1) local support is provided by local process experts and local information and communications technology service desk personnel, and through access to a user community of practice. It is anticipated that tier 1 local support will resolve the vast majority of issues and requests for service. Second-level (tier 2) service desks are being established in the United Nations Logistics Base in Brindisi to provide operational support or categorize incidents for escalation to Umoja for resolution by process experts and business analysts (tier 3 support). Figure II provides examples of the nature of the support provided by each tier.

Figure II
Umoja support structure



28. A number of important activities were completed in order to establish the joint support structure by 1 July 2013:

- (a) Roles and responsibilities were documented by the Office of Information and Communications Technology, the Information and Communications Technology Division of the Department of Field Support and the Umoja team;

(b) The design, configuration and testing of the Umoja customer relationship management solution, based on the United Nations corporate customer relationship management solution system (iNeed), was concluded;

(c) Service desk staff were trained in the use of the Umoja service catalogue and standard operating procedures.

29. As described in the fourth progress report, Umoja established a small dedicated support team to manage, maintain and enhance the new system in the production environment. This has been achieved through a combination of staff and contracted systems integrator services. This team will form the core of the future Umoja support team (referred to as the “centre of excellence” in the fourth progress report), which will succeed the Umoja project team in early 2017, as described in section III.J below.

F. Benefits realization

30. As requested by the General Assembly in resolution 67/246, the Administration continues to refine the benefits model and the procedure of establishing, committing and realizing the benefits of the project. Umoja is expected to realize qualitative and quantitative benefits as described in the fourth progress report. Potential qualitative benefits remain compelling reasons to implement an enterprise resource planning solution. These include: (a) improved operational effectiveness and timeliness; (b) better accountability; (c) the implementation of international best practices and standards; (d) greater transparency; (e) greater client satisfaction; and (f) multiple process improvements.

31. Moreover, the Secretary-General remains committed to realizing quantitative benefits from the project in the range of \$140-\$220 million by 2019. There is active engagement between the process owners, the Umoja team, the Office of Programme Planning, Budget and Accounts and the Chief Information Technology Officer to refine the statements of benefits for their respective processes and functions across all entities of the Secretariat.

32. The quantitative benefits will be realized as a result of, inter alia, a refined business process, reduced manual effort and reduced duplication of effort, and will be determined through a process by which the process owners and the Chief Information Technology Officer review and refine the estimates on the basis of an analysis of the implementation and stabilization of Umoja.⁵ It is important to note that not all benefits should be seen as savings and that benefits will not necessarily result in corresponding budget reductions. During stabilization, resource requirements may increase rather than decrease, owing to the fundamental changes in practice that need to be absorbed by staff, as well as the fine-tuning of the information system. Qualitative benefits may be experienced during stabilization, but quantitative benefits will not generally be realized or recognized until later. The Administration expects that efficiency and productivity gains in administrative processes and practices will start to become evident during the period 2015-2016, but the full impact is likely to be felt during 2017-2019. Table 1 below reflects indicative benefits among process owners and the Chief Information Technology

⁵ Stabilization periods are known to last a minimum of one year and occur for each phase of deployment as well as for the Organization as a whole.

Officer through 2019. These breakdowns are for indicative purposes at this stage and are subject to adjustment through the further refinement of benefits realization plans.

Table 1
Umoja indicative benefits by process owner/Chief Information Technology Officer, through 2019

(Millions of United States dollars)

<i>Ownership</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>Total</i>
Process owner, corporate services	12.9-24.6	17.2-32.8	0.2-0.3	30.3-57.7
Process owner, finance	2.7-4.6	3.0-5.0	0.5-0.9	6.2-10.5
Process owner, human resources	14.2-22.2	14.2-22.2		28.4-44.4
Process owner, logistics			37.2-44.6	37.2-44.6
Chief Information Technology Officer	22.2-38.6		15.5-26.9	37.7-65.6
Total	52-89	34-61	54-72	140-220

33. Progress has also been made in detailing the approach by which benefits realization plans will be developed and implemented, as follows:

(a) Process owners and the Chief Information Technology Officer continually assess⁶ the validity of the latest statements of benefits corresponding to the processes for which they are responsible. The process owners and the Chief Information Technology Officer, with the assistance of the Umoja team, are developing the forecast for benefits realization over Umoja's implementation life cycle. Where required, in subsequent cycles,⁷ the anticipated accrual of benefits will be adjusted on the basis of actual performance;

(b) Under the leadership of the project owner, process owners and the Chief Information Technology Officer will work with departments and offices to agree on the actions to be taken to realize quantitative benefits during future budget periods;

(c) To take action on benefits realization, process owners and the Chief Information Technology Officer will produce specific benefits realization plans in agreement with heads of departments and offices;

(d) Departments and offices will show efficiencies and productivity gains attributable to Umoja, in the appropriate budgeting cycle and in their budget performance reporting;

(e) The Umoja progress report will include an updated, consolidated summary of Umoja-related efficiencies to facilitate the monitoring of achievement against the targets provided to the General Assembly in previous Umoja reports.

⁶ Process owners, the Chief Information Technology Officer and departments and offices verify benefits by following the cost-benefit analysis process.

⁷ Based on public sector industry benchmarks, enterprise resource planning solutions stabilize after approximately one year of operation. Several factors are critical to the success of benefits realization, including effective end-user training, change implementation planning, detailed process re-engineering and design modelling, and performance metrics and benchmarks, which culminate after at least six months to one year of post-go-live support.

34. Accountability for Umoja benefits realization was articulated in the Secretary-General's memorandum dated 29 January 2013 on collaboration with Umoja process owners. The Umoja project owner manages the overall process aimed at establishing, committing to and realizing the benefits of the project, supported by the process owners. The process owners will commit to the qualitative and quantitative benefits for the Organization, and, subsequently, heads of departments and offices within the Organization will also commit to the benefits realization plans and incorporate them into the appropriate budgeting cycle and budget performance reporting.

35. For peacekeeping operations, benefits will start to be reflected in the 2016/17 budget cycle, while departments and offices under the regular budget will start to realize benefits from 2017 onwards.

Benefit analysis methodology

36. To date, the Umoja team has followed a methodology based on market analysis and benchmarks that was reviewed and updated in three consecutive annual revisions. The process owners and the Chief Information Technology Officer, under the coordination of the Umoja Project Director, have now started to define a consistent Organization-specific methodology for the refinement of statements of benefits. It is intended that the Secretariat will validate Umoja benefits by following a revised cost/benefit analysis methodology. In this way, the Secretariat will ensure a standard approach to the validation of the potential Umoja benefits originally identified in 2010, based on industry best practice.

Benefits of implementing a Secretariat-wide service delivery model

37. The Umoja project owner, together with the process owners and supported by the Umoja Project Director, has started to explore what dependencies (needs) and what enabling capabilities (opportunities) the Umoja solution will bring in terms of rationalizing and re-engineering processes in administrative, transactional and other back-office tasks throughout the Secretariat. The integration and consolidation of certain transactional administrative processes in shared services will be the focus of a new service delivery model for the Secretariat. Such a model will emerge as the process of business re-engineering under Umoja moves forward. As directed by the General Assembly, the Secretary-General will present a proposal on the future service delivery model for its consideration at a later session.

G. Internal controls and risk management

38. While progress has been made on risk management, the Umoja team acknowledges that further improvements are required so as to ensure that the risks identified are monitored and mitigated as they occur. The team reports on key project risks (those that are of the highest priority for focused mitigation) at each Steering Committee meeting. Among the highest risks facing the project are the following:

(a) The current timeline for deployment in clusters 1 and 2 is very aggressive, with no allowance for any additional time that may be required, and this could affect the go-live dates. It is planned that deployment in cluster 1 (peacekeeping operations) will occur three months after the pilot, with deployment in cluster 2 (special political

missions) occurring three months after cluster 1. The Umoja team plans to mitigate these risks by ensuring that the lessons learned from the pilot are, to the extent possible, factored into the preparations for clusters 1 and 2. This has resulted in: (i) the increased participation of senior management and staff of departments and offices in organizational readiness activities; and (ii) the continual assessment of the activities at the sites to ensure that the necessary focus is placed on critical activities such as data collection and conversion. The project team has also provided staff at deployment sites with detailed guidance and checklists to ensure that they take responsibility for their readiness activities;

(b) The compressed timelines for deployment in cluster 1 and 2 also present the risk that the project team as a whole and some key staff in particular will become fatigued owing to the sustained and high-intensity workload without relief. The mitigation of this risk will include rotating existing team members with other United Nations staff members who have the requisite skills, experience and potential to alleviate the burden placed on key staff. The additional utilization of systems integrator resources may also be a mitigating factor;

(c) The fragmentation and lack of global coordination of the information and communications technology structure and resources in the United Nations and the many applications, help desks, networks, tools, etc., in place pose a risk to the full realization of Umoja benefits. This will also have an impact in terms of Umoja's performance, growth and ongoing support and the exposure of the system to serious security risks. To address these issues, the Chief Information Technology Officer has begun a review of the many "as-is" information and communications technology structures, together with the relevant architecture, infrastructure and resources. The review will be completed by December 2013 and will involve extensive discussions with the Umoja team and the various stakeholders within the Secretariat;

(d) A delay in the development of the software module being built by the enterprise resource planning vendor for Umoja Extension 1 has had an impact on the testing schedule, including the testing of critical payroll functionality, and may have an impact on the pilot go-live in MINUSTAH during the first quarter of 2014. The project team is integrating the cluster 1 Foundation testing requirements with the Umoja Extension 1 test cycles to mitigate this potential, and is working with the software vendor to mitigate the risk of further delay, while avoiding a consequential effect on the plan for cluster 3.

H. Organizational readiness

39. The major challenge affecting the implementation of Umoja according to the schedule and budget set out in the fourth progress report is the state of the Secretariat's organizational readiness. The challenge is compounded by the different ways of working that currently exist, the unique conditions and the different levels of readiness to support and adopt Umoja. This makes the transition complex. The collection and conversion of data have proved to be a particularly complex challenge among the various entities. The journey to a single, common operating model must be carefully managed on an entity-by-entity basis. Compared with other enterprise resource planning implementations that have been carried out within the United Nations system, Umoja faces the additional challenge that this common

solution must be mounted on top of a fragmented business and information and communications technology landscape.

Umoja Foundation: readiness to deploy

40. The Umoja team is working with stakeholders across all entities of the Secretariat to address their unique needs. In particular: (a) staff in peacekeeping operations, including the pilot site, have been assigned Umoja site readiness roles; (b) monitoring methods are in place; (c) realization workshops have been conducted; (d) cut-over plans have been developed for the pilot site and are being discussed with cluster 1 entities; and (e) a series of mock data loads have taken place to ensure that the data collected are complete and of good quality.

41. It should be recalled that Umoja is heavily dependent upon the timely completion of data management activities in order to deploy. The site readiness teams are responsible for following progress in their respective entities through such activities as: (a) documenting variations from processes; (b) identifying the local configuration; (c) preparing, collecting and cleansing local data and establishing role assignments; and (d) identifying any local training requirements and preparing the technical environment. Site readiness is monitored using a scorecard that highlights progress and risks at each location.

Umoja Extension 1: readiness to deploy

42. Preparatory deployment activities for Umoja Extension 1 began in January 2013. With the active support of key stakeholders, the Umoja team has carried out various readiness activities, including a change impact assessment, user access mapping, data cleansing and collection, training needs assessment, training content preparation, and information-sharing with departments, offices and field operations.

Organizational change management

43. The Umoja team continues to work closely with the process owners and departments and offices to achieve the necessary deployment readiness through joint planning, the integration of staff efforts and joint communications, as appropriate. The team has strengthened its efforts to ensure the necessary acceptance on the part of management and staff both in peacekeeping operations and in special political missions, as well as in the other entities of the Secretariat.

Communications and engagement

44. Through a dynamic communications campaign, the Umoja team is preparing all Secretariat staff for increased awareness and acceptance of the Umoja solution. Member States are also regularly updated through informal briefings. While general, Organization-wide communications have occurred since the inception of the Umoja project, site-specific communications have begun in partnership with the IPSAS project team, the Department of Field Support and the Office of Human Resources Management. Umoja uses multiple channels, tools and communications approaches to inform and engage stakeholders, ranging from web and social media, regular newsletters and iSeek articles, coordinated videoconferences and town hall meetings to targeted communications focused specifically on end users and their managers, to allow for an in-depth understanding of the changes and benefits that Umoja will bring. Site-specific communications messages have been developed for the

deployment of the project in various clusters, and specific information materials are being developed to inform staff of the forthcoming changes to roles, responsibilities and processes. This information-sharing and consultation will be an ongoing requirement as the Umoja solution is deployed and stabilized and the specific impacts on staff become known.

Organizational alignment

45. Ongoing change impact assessments are being conducted to document the change that Umoja will bring to United Nations policies and processes. The Umoja team is working with stakeholders to identify significant changes to the responsibilities of the workforce; the volume and complexity of work to be carried out; and the knowledge, experience and skill requirements of the workforce, and is assisting in the complex process of mapping users to specific roles within the Umoja solution. A critical aspect of this effort is the requirement of process owner acceptance and the commitment of senior managers to implementing the standardization of roles and responsibilities throughout the Organization.

Education and learning

46. To accommodate different learning requirements and facilitate knowledge transfer, Umoja training integrates instructor-led courses, computer-based training, simulation learning, job aids and hands-on practice sessions. Umoja end-user training is role-based. Each role has a specific curriculum to follow, and end users will participate in courses based on their standardized roles and responsibilities.

47. The training curriculum for the pilot comprised 38 courses (20 computer-based training courses, 18 instructor-led training courses and several how-to guides) and was targeted for delivery to 368 end users (179 in New York and 189 in UNIFIL and UNSCOL). Training materials are being updated and 17 courses have been added to the curriculum for clusters 1 and 2; all materials are available online through the Inspira enterprise learning management system, the Umoja website and the Umoja community of practice. It is intended that in future, all training materials will be computer-based and available online through the Inspira enterprise learning management system. The “train-the-trainers” programme for cluster 1 and cluster 2 entities (the United Nations Assistance Mission for Iraq and the United Nations Assistance Mission in Afghanistan) commenced in August 2013, with more than 110 Department of Field Support trainers being trained in the United Nations Logistics Base in Brindisi and the Regional Service Centre in Entebbe, Uganda, through early September 2013. These trainers will provide end-user training in each of the deployment sites and will be available for ongoing continuation training as necessary.

I. Infrastructure and information and communications technology support services

48. The implementation of the project in clusters 3 and 4 will require investments in information and communications technology infrastructure to ensure reliable and secure connectivity from all locations where entities will use Umoja, as well as to connect the systems that assist local help desks and Umoja support.

49. The corporate systems that will be retired from active use when Umoja Foundation and Extension 1 are deployed have been identified. Department of Field Support finance and procurement systems, such as Sun, Progen and Mercury, will be retired from active service by the end of 2013, and the eight integrated management information system (IMIS) instances will be largely retired from active use by July 2015.⁸ In addition to these corporate systems, several hundred smaller, location-specific systems will be replaced as Umoja is deployed across the Organization.

50. The corporate systems that will continue to support the Secretariat in addition to Umoja include the following: (a) corporate e-mail systems; (b) an enterprise identity management system; (c) customer relationship management; (d) a content management system; (e) Inspira; (f) medical systems; and (g) security systems.

51. Umoja is hosted in the enterprise data centres at the United Nations Support Base in Valencia (primary data centre) and the United Nations Logistics Base in Brindisi (disaster recovery site). In order to jointly manage the enterprise data centres, the Office of Information and Communications Technology and the Information and Communications Technology Division of the Department of Field Support have developed governance procedures and agreed respective roles and responsibilities:

(a) The Office of Information and Communications Technology sets Secretariat-wide policy and direction as it relates to Umoja and performs wide area network connectivity planning and design for access to Umoja for end users at Headquarters, offices away from Headquarters, regional commissions and programmes and funds;

(b) The Information and Communications Technology Division of the Department of Field Support is responsible for the operational aspects of the enterprise data centres, including facilities management (physical plant, power supply, cooling, etc.), and performs wide area network connectivity planning and design for access to Umoja for Department of Field Support end users;

(c) The Umoja team manages the relationship with the infrastructure and administrative services vendor and coordinates with United Nations and external parties in implementing and managing the interfaces to and from Umoja.

52. Security controls are important in any system to ensure the integrity, confidentiality and availability of the information and data contained therein. Umoja's security controls are designed in accordance with United Nations information security policies and standards. Primary concerns within the environment include: (a) the integrity of financial statements; (b) the segregation of duties; (c) the privacy of data; and (d) the control of third-party partners' access to the system.

⁸ It should be noted that not all IMIS instances will be retired at the moment of cut-over to Umoja. For example, while normal transaction processing will cease in IMIS Headquarters in July 2014, it will remain the system of record for the preparation of financial statements until March 2015 and cannot be retired until the audits of the financial statements are completed by July 2015. Similarly, IMIS Nairobi may need to support financial statements for the United Nations Environment Programme and the United Nations Human Settlements Programme until July 2015, while IMIS Geneva may need to support financial statements for the United Nations Institute for Training and Research and the International Trade Centre, and IMIS Vienna for the United Nations Office on Drugs and Crime, until July 2016.

53. The Umoja team has identified and produced 32 formatted and ad hoc reports for the project's business intelligence system to coincide with the pilot release, covering critical reporting requirements with respect to finance, procurement and real estate. Concurrently, the team is building internal capacity to maintain and develop the business intelligence system and will take on the primary responsibility for subsequent releases. The Umoja team and the process owners are developing a governance mechanism for reporting and business intelligence in the new system.

54. As has been previously reported, there are two types of data to be converted: master data (relating to vendors, contracts, payees and banks) and transactional data (relating to purchase orders and vendor invoices). In any enterprise resource planning system, the management of master data is a significant challenge. New governance structures, processes, policies and tools to standardize the management of master data have to be developed. The analysis of these issues must be completed and documented prior to cluster 1 go-live. The analysis will include opportunities for repurposing or redeploying resources to support the new governance structure in order to secure the integrity of master data.

55. All master data and some transactional data must be loaded (converted) to Umoja prior to go-live. Currently, 75 sets of data have been identified for conversion to Umoja for Foundation and Extension 1; of these, 61 are sets of master data and 14 are sets of transactional data. Umoja has confirmed the data conversion source systems for Foundation and Extension 1; designed, developed and tested extract, transform and load programmes and data validation procedures for the conversion activities; completed multiple iterations of data conversion practice loads in preparation for Foundation go-live; completed two production cut-over dress rehearsals, fully integrating the technical and business procedures required for the Foundation pilot go-live; and completed the first data conversion practice load for Umoja Extension 1.

56. Umoja data must be consistent and accurate, adhere to defined rules and meet the technical and business requirements established as part of the Umoja design phase. In collaboration with the data owners, the Umoja team has developed data maintenance processes, forms and training materials to support master data maintenance activities.

J. Future support team after the release of Umoja Extension 2

57. After the release of Umoja Extension 2 in early 2017, Umoja will be mainstreamed into the Organization through the transition to a small dedicated group, known as the Umoja support team, to manage, maintain and enhance the new system in the production environment. The support team will be the successor entity to the Umoja project following the build, test and release of the Umoja Extension 2 solution within the Secretariat in early 2017. The organizational structure, governance mechanisms, roles and responsibilities and standard operating procedures of the support team are being developed in close coordination with the Chief Information Technology Officer to determine the post-production support model for Umoja. At this stage, however, the following modalities are envisaged:

(a) The support team will be responsible for: (i) ongoing system support and maintenance capacity to manage, maintain and enhance the Umoja production environment; (ii) yearly build and test programmes of work to integrate new

functionality into the production environment; (iii) periodic releases of new functionality and/or maintenance packages within the Secretariat; and (iv) the provision of functional and technical advice and support as required to the tier 1 and 2 support mechanisms as described above;

(b) The support team will be integrated into the programme of the Office of Information and Communications Technology and will be supported by the process owners and process experts who will be responsible for the maintenance of master data, security profiles and the development of specifications for new functionality;

(c) Preliminary studies indicate a staffing structure of between 30 and 40 core staff supported by process experts and reporting to the process owners, as well as a small cadre of subject-matter experts and a third-party application support services vendor;

(d) Staff, contractual services and software licence costs are preliminarily estimated at between approximately \$25 million and \$30 million annually. These estimates are only indicative and will require considerable refinement and consultation;

(e) The Management Committee is the paramount authority in the support team governance chain and will monitor the team's performance from a strategic perspective, especially concerning interdependencies with other major change initiatives;

(f) The Under-Secretary-General for Management will chair the Steering Committee, which will prioritize the functionality to be included in the annual Umoja releases for 2018 and beyond.

58. A detailed organizational structure, roles and responsibilities and standard operating procedures will be presented in the context of the sixth progress report.

K. Project staffing

59. As shown in the organizational structure presented in annex II to the fourth progress report, the Umoja team is currently composed of 90 staff. Their current and projected recruitment status is set out in table 2.

Table 2
Umoja status of posts, as at 30 June 2013

<i>Status</i>	<i>ASG</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>GS (PL)</i>	<i>GS (OL)</i>	<i>Total</i>
Encumbered									
Regular	1	7	15	33	4	–	1	10	71
Temporary	–	1	2	–	1	1	–	2	7
Subtotal	1	8	17	33	5	1	1	12	78
Vacant									
Selected	–	–	1	2	2	–	–	–	5
With Central Review Board	–	–	1	–	–	–	–	–	1
Under evaluation	–	–	–	–	2	–	–	–	2

<i>Status</i>	<i>ASG</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>GS (PL)</i>	<i>GS (OL)</i>	<i>Total</i>
Advertised	–	–	1	–	–	–	–	–	1
To be advertised	–	–	1	2	–	–	–	–	3
Subtotal	–	–	4	4	4	–	–	–	12
Total authorized	1	8	21	37	9	1	1	12	90

Abbreviations: ASG, Assistant Secretary-General; GS, General Service; OL, Other level; PL, Principal level.

60. As at 30 June 2013, 78 of the 90 posts were encumbered. The job openings for seven vacant posts are at various stages of recruitment. This staffing level will be maintained for 2014, but, as indicated in the fourth progress report, the Umoja team will begin to identify the staff movements from the project by June 2014. The approach is consistent with the activities set out in the project plan and provides adequate resources to complete the build of Umoja Extension 1, provide necessary support for cluster 1 and cluster 2 sites and deploy the solution in cluster 3 during 2014.

61. Following deployment in cluster 3 in July 2014, the project team will be reshaped to ensure that there is adequate capacity to support the system and to complete the final design, build, test and deployment of Umoja Extension 2 by early 2017. Accordingly, it is projected that the number of Umoja core staff posts will be reduced in three stages. Effective 1 January 2015, the number of core posts will be reduced from 90 to 74. A further reduction will take the project from 74 to 50 posts in 2016. Similarly, general temporary assistance funding for subject-matter expert positions will be reduced from 55 in 2014 to 30 in 2015 and to 20 in 2016.

62. Some of the remaining core posts will become part of the proposed future Umoja support team organizational structure in 2017, in line with the estimates for the team. While the reduction in staff and the reshaping of structure and skills are typical for any project of this nature, the movement of staff will need to be addressed in a planned and organized manner, in full compliance with the Regulations and Rules of the United Nations.

63. The recruitment of staff for the team who possesses the requisite enterprise resource planning skills has been the focus of recruitment in 2013. Umoja was successful in increasing the number of staff with the requisite essential skills and experience from fewer than 10 to more than 20 during the reporting period.

64. In 2013 and through February 2014, the Umoja team will face more complex and challenging tasks related to the progress of the implementation and deployment of the enterprise resource planning solution in peacekeeping operations (clusters 1 and 2), while preparing for finalization and deployment in non-peacekeeping-operation entities (clusters 3 and 4), in July 2014 and July 2015, respectively. It should be noted that significant attention will need to be paid to the re-engineering efforts in non-peacekeeping organizations, as well as to negotiation to commit the statement of benefits resulting from the implementation of such re-engineering.

65. In this context, the Umoja team proposes the upgrading of the post of Deputy Project Director from the D-1 to the D-2 level. The Deputy Project Director will oversee the day-to-day operation of the programme, the interaction with the systems integrator, and the escalation and management of risks and progress, in addition to

leading the organizational change management team, while the Project Director will be devoted to engaging the project stakeholders and senior managers of offices and departments.

L. Preparatory activities and indirect costs

66. During the reporting period, the Umoja team worked with peacekeeping operations, special political missions, offices and departments to examine the activities that must be carried out by each entity to successfully implement Umoja. A working group on indirect costs was established under the chairmanship of the Assistant Secretary-General for Programme Planning, Budget and Accounts/Controller to review requests for resource requirements.

67. In April 2013, the project owner, the Under-Secretary-General for Management, concurred with the working group's conclusions regarding how to deal with the existing and future requirements presented by the various entities in relation to the implementation of Umoja. The recommendations of the working group were endorsed by the Umoja Steering Committee in May 2013. They included a requirement that Umoja absorb the costs identified by the working group as direct costs of the project (for example, system development costs and the Oracle software database licensing and maintenance costs) within the project budget. It was also decided that indirect costs such as those of the collection, cleansing and enrichment of master and transactional data and costs associated with the necessary upgrading of network infrastructure and with increased bandwidth requirements and Citrix licences were, in principle, part of the operational responsibilities of the user departments that performed the functions. The Assistant Secretary-General for Programme Planning, Budget and Accounts/Controller, with the support of the project owner, directed that departments and offices would perform all readiness tasks within their existing base budgets. As the deployment of Umoja is a high priority for the next few years, this absorption will be managed through the reprioritization of administrative and support activities in such a way as to ensure that it does not have a negative impact on the implementation of their core mandates.

IV. Resource requirements

A. Overview of requirements for the recommended implementation strategy

68. The fourth progress report presented overall project requirements in the estimated amount of \$348,138,500 for the period to 31 December 2015, and the regular budget share of those requirements has been duly reflected in the context of the proposed programme budget for the biennium 2014-2015.

69. It should be noted that the actions recommended to the General Assembly set out in section V below are consistent with the proposed programme budget for the biennium 2014-2015 and the overall resource requirements for the period to December 2015, in the amount of \$348,138,500.

70. With respect to projected expenditures, taking into account the recent period of intensive build and deployment activity, current projections of the overall

requirements have increased by \$12,718,300 to the estimated amount of \$360,856,800. Every effort is being made to complete the deployment of Umoja Foundation and Umoja Extension 1, as well as to finalize the design blueprint and baseline configuration for Umoja Extension 2, within the overall proposed requirements presented in the fourth progress report. It is important to note that the lessons being learned from each phase of deployment significantly inform and improve the successive implementations, and consequently help to refine projected costs for the future.

71. Table 3 presents the total estimated project requirements to 31 December 2015, in the amount of \$360,856,800, by biennium and year. These are compared with the proposed project financing of \$348,138,500, in line with the estimates presented in the fourth progress report.

Table 3
Resource requirements and funding availability to December 2015

(Thousands of United States dollars)

	2008-2009 <i>actual</i>	2010-2011 <i>actual</i>	2012-2013 <i>estimated</i>	2014 <i>projected</i>	2015 <i>projected</i>	<i>Total</i>
Funding (see table 5)	20 000.0	162 338.9	102 377.4	63 422.2	–	348 138.5
Expenditure	17 699.7	100 709.1	138 377.5	58 601.3	45 469.2	360 856.8
Net balance/(deficit)	2 300.3	61 629.8	(36 000.1)	4 820.9	(45 469.2)	(12 718.3)
Unutilized funds carried forward	–	2 300.3	63 930.1	27 930.0	32 750.9	–
Closing balance surplus/(deficit)	2 300.3	63 930.1	27 930.0	32 750.9	(12 718.3)	(12 718.3)

72. The General Assembly, in resolution [67/246](#), approved the revised plan of completing by December 2015 the design, build and deployment of Umoja Foundation and Umoja Extension 1, and recalled that the budgetary implications of the project would be considered in the context of the proposed programme budget for the biennium 2014-2015.

73. Accordingly, the regular budget share of the resource requirements was included in the proposed programme budget for the biennium 2014-2015, under section 29A, Office of the Under-Secretary-General for Management.

74. Resource requirements in respect of the share for the support account for peacekeeping operations for the period 2013-2014 have been approved, while the requirements for the period 2014-2015 will be included in the context of the proposed budget for that period.

75. In its resolution [63/262](#), the General Assembly endorsed the cost-sharing arrangement for the financing of the enterprise resource planning project proposed in paragraph 79 of the report of the Secretary-General on enterprise systems for the United Nations Secretariat worldwide ([A/62/510/Rev.1](#)).⁹ The projected resource requirements under the recommended implementation strategy are summarized in table 4, by source of funds and in accordance with the cost-sharing arrangement.

⁹ 15 per cent from the regular budget, 62 per cent from the support account for peacekeeping operations and 23 per cent from the special accounts for programme support costs.

Table 4
Resource requirements for Umoja, by biennium and source of funds

(Thousands of United States dollars)

<i>Source of funds</i>	<i>2008-2009^a</i>	<i>2010-2011^b</i>	<i>2012-2013^c</i>	<i>2014-2015</i>	<i>Total proposed requirements</i>	<i>Total estimated requirements</i>	<i>Difference</i>	<i>Percentage</i>
Regular budget	5 110.0	11 182.9	–	35 927.9 ^d	52 220.8	54 128.5	1 907.7	15
Support account for peacekeeping operations	7 050.0	114 065.9	74 675.3	20 054.7 ^e	215 845.9	223 731.3	7 885.4	62
Extrabudgetary	7 840.0	37 090.1	27 702.1	7 439.6	80 071.8	82 997.0	2 925.2	23
Total	20 000.0	162 338.9	102 377.4	63 422.2	348 138.5	360 856.8	12 718.3	100

^a In accordance with resolution [63/262](#).

^b In accordance with resolutions [64/243](#) and [65/290](#).

^c In accordance with resolutions [65/290](#), [66/265](#) and [67/287](#).

^d The amount of \$35,927,900 has been included in the context of the proposed programme budget for the biennium 2014-2015.

^e This amount will be included in the budget for the support account for peacekeeping operations for the period from 1 July 2014 to 30 June 2015.

76. Resources of \$20 million and \$162,338,900 were approved for the bienniums 2008-2009 and 2010-2011, respectively.

77. With regard to the biennium 2012-2013, the General Assembly approved \$5,591,500 in commitment authority under the regular budget; however, this will not be utilized, and hence no request for conversion into an appropriation is sought for the biennium 2012-2013. A total of \$27,702,100 has been provided from extrabudgetary sources.

78. As regards the support account for peacekeeping operations, an amount of \$74,675,300 was provided for the biennium 2012-2013. An amount of \$18,668,800 was appropriated for the period from 1 January to 30 June 2012 (see resolution [65/290](#)), \$37,337,600 was appropriated for the period from 1 July 2012 to 30 June 2013 (see resolution [66/265](#)) and \$18,668,900 was appropriated for the period from 1 July 2013 to 30 June 2014 (see resolution [67/287](#)).

79. With regard to the biennium 2014-2015, table 4 shows that an amount of \$35,927,900 has been included in the proposed programme budget for the biennium 2014-2015 ([A/68/6 \(Sect. 29A\)](#), para. 29A.40). The amount of \$20,054,700 will be included in the budget for the support account for peacekeeping operations for the period from 1 July 2014 to 30 June 2015, and \$7,439,600 will be transferred from the respective extrabudgetary funds. Funds to cover the projected shortfall of \$12,718,300 are not requested at this time.

80. Full details regarding the future resource requests of the Secretary-General are set out in table 12 and in the context of actions recommended to the General Assembly in paragraph 91 below.

B. Implementation during the period from 2008 to 2011

81. Cumulative expenditure to the end of 2011 was \$118,408,800, comprising \$17,699,700 in respect of the biennium 2008-2009 and \$100,709,100 for the biennium 2010-2011.

C. Expenditure for 2012 and estimated requirements for 2013

82. Tables 5 and 6 summarize actual expenditure for 2012 and estimated resource requirements for 2013, and provide comparisons with the previous estimates, presented in the fourth progress report.

Table 5

Expenditure for 2012

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>Projected in A/67/360</i>	<i>Actual</i>	<i>Variance under/(over)</i>	<i>Percentage change</i>
Posts	13 305.6	13 120.9	(184.7)	(1.4)
Other staff costs	3 688.5	3 728.9	40.4	1.1
Consultants	763.5	763.1	(0.4)	(0.1)
Travel of staff	695.8	461.5	(234.3)	(33.7)
Contractual services	37 375.9	30 831.0	(6 544.9)	(17.5)
General operating expenses	2 487.4	2 187.6	(299.8)	(12.1)
Supplies and materials	161.0	33.2	(127.8)	(79.4)
Furniture and equipment	6 766.3	7 236.8	470.5	7.0
Total	65 244.0	58 363.0	(6 881.0)	(10.5)

83. Actual expenditure for 2012 amounted to \$58,363,000, representing underexpenditure of \$6,881,000, or 10.5 per cent, compared with the amount projected in the fourth progress report. The net decrease was the result of the following factors:

(a) Underexpenditure for posts of \$184,700 is attributable to delays in recruitment;

(b) Other staff costs of \$3,728,900 were marginally higher by \$40,400, owing principally to increased requirements for overtime and costs incurred during Umoja workshops;

(c) Expenditure under consultants of \$763,100 was consistent with projected requirements for specialist expertise for activities outside the scope of the systems integrator;

(d) Underexpenditure under travel costs of \$234,300 was due to the fact that there were fewer activities than planned for Umoja deployment and training, which have been deferred to future periods;

(e) Underexpenditure of \$6,544,900 under contractual services resulted from delays in entering into commitments for hosting services, owing to the complexities of the procurement processes. The resources were committed in 2013;

(f) Underexpenditure under general operating expenses of \$299,800 was due largely to lower requirements for communication costs and the acquisition of office automation equipment related to non-staff project personnel;

(g) Underexpenditure for supplies and materials of \$127,800 reflected the lesser requirement of stationery and office supplies and the reduced printing of training materials, as they are now provided electronically;

(h) Expenditure under furniture and equipment was higher than anticipated by \$470,500, owing to additional requirements for database tools and licences.

Table 6
Revised resource requirements for 2013

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>Projected in A/67/360</i>	<i>Revised</i>	<i>Difference increase/(decrease)</i>	<i>Percentage change</i>
Posts	15 759.1	15 633.1	(126.0)	(0.8)
Other staff costs	9 051.4	8 711.6	(339.8)	(3.8)
Consultants and experts	1 742.4	264.8	(1 477.6)	(84.8)
Travel of staff	2 835.7	1 435.4	(1 400.3)	(49.4)
Contractual services	33 763.7	39 115.8	5 352.1	15.9
General operating expenses	2 625.2	2 177.2	(448.0)	(17.1)
Supplies and materials	93.3	52.1	(41.2)	(44.2)
Furniture and equipment	3 774.0	12 624.5	8 850.5	234.5
Total	69 644.8	80 014.5	10 369.7	14.9

84. Revised estimated requirements for 2013 amount to \$80,014,500, reflecting an increase of \$10,369,700, or 14.9 per cent, compared with the estimates presented in the fourth progress report. The net increase, as shown in table 6, can be explained as follows:

(a) Revised requirements of \$15,633,100 under posts would provide for salary and common staff costs for the continuation of 90 temporary posts (1 Assistant Secretary-General, 8 D-1, 21 P-5, 37 P-4, 9 P-3, 1 P-2, 1 General Service (Principal level) and 12 General Service (Other level). The reduction in cost (\$126,000) reflects underexpenditure for the period to 30 June 2013 and planned requirements until 31 December 2013;

(b) Revised requirements of \$8,711,600 under other staff costs would provide for general temporary assistance in respect of 44 Umoja subject-matter experts currently on board. A majority of these experts are engaged in Foundation deployment and training teams supporting the pilot deployment and subsequent deployment of clusters. Subject-matter experts provide expertise in various areas, including training, information management, business analysis, financial analysis, logistics, procurement and testing. The reduction in requirements of \$339,800 reflects revised estimates based on actual expenditure as at 30 June 2013 and projected requirements until 31 December 2013;

(c) Requirements for consultancy services, in the amount of \$264,800, reflect underexpenditure of \$1,477,600 during the first half of the year against plan owing to the shortage of available consultants possessing the requisite knowledge of the selected enterprise resource planning software. These funds have been redeployed to contractual services for additional systems integrator requirements needed to ensure the timely completion of the build, test and deployment of the solution for the pilot, launched in July 2013, as well as the planned deployment in cluster 1, in October 2013;

(d) Revised requirements for travel of \$1,435,400 reflect underexpenditure during the first half of the year of \$1,400,300, due mainly to the following: (i) the rescheduling and regrouping of travel activities for deployment and training in hubs; (ii) the increased use of videoconferencing; and (iii) e-meetings/e-work modalities. In addition, the number of trainers has been reduced from the previously projected 20 staff to 12, and this smaller team of trainers is being complemented by a pool of locally funded trainers who are being trained to become trainers;

(e) Revised requirements of \$39,115,800 under contractual services comprise: legal consulting services for the negotiation of contractual terms (\$250,000); strategic consulting services provided to the Umoja Project Management Office (\$530,000); the systems integrator for the build, test and deployment of Umoja Foundation (\$11,406,000); the systems integrator for the build, test and deployment of Umoja Extension 1 (\$7,837,700); systems integrator professional services (\$1,526,300); application management support (\$3,566,200); integrated business solutions (\$1,950,000); design integration and systems transition assistance (\$9,898,600); enterprise resource planning software training for Umoja staff (\$170,700); hosting services (\$1,271,700); advisory services with respect to infrastructure integration (\$649,000); collaboration with the World Food Programme (\$39,200); and conference room facilities (\$20,400). The increase under contractual services of \$5,352,100 is attributable largely to the additional expertise and support required for the successful completion of the design, build and deployment of Umoja Foundation, which was piloted in July 2013, and for readiness for the planned cluster 1 roll-out in October 2013;

(f) Revised requirements of \$2,177,200 under general operating expenses would provide for the rental of premises and the maintenance and support of the local area network technical infrastructure and central servers. The underexpenditure of \$448,000 is attributable to reduced requirements for Office of Information and Communications Technology communications services to allow for guest access to the network;

(g) Revised requirements under supplies and materials of \$52,100 would provide for stationery and office supplies, including training materials. The variance of \$41,200 is attributable to the reduced requirements for the printing of training materials that are now being provided electronically;

(h) Revised requirements under furniture and equipment, in the amount of \$12,624,500, would provide for the following: integrated business solutions for Umoja Extension (\$510,000); enterprise resource planning software licence maintenance (\$2,779,900); a variance monitoring tool (\$112,300); maintenance fees for database tools and database licences (\$665,200); testing tools (\$128,300); maintenance fees for licences for testing tools (\$96,800); testing, project collaboration and ancillary maintenance costs (\$92,000); hosting equipment

(\$8,120,300); and the replacement of laptops and the acquisition of videoconferencing equipment (\$119,700). The increase of \$8,850,500 is attributable mainly to higher-than-projected costs of hosting services under the new enterprise resource planning contract, which was finalized at the end of 2012, with commitments entered into in 2013. It should be noted that while the hosting services were categorized under contractual services in the fourth progress report, the charge was recorded under furniture and equipment in order to capitalize the equipment included in the hosting services contract.

85. In summary, the updated estimates for the biennium 2012-2013 result in estimated requirements of \$138,377,500, compared with the \$134,888,800 presented in the fourth progress report, reflecting a net increase of \$3,488,700 (2.6 per cent). This is reflected in table 7.

Table 7
Umoja cumulative estimated expenditure for the biennium 2012-2013

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>Projected in A/67/360 (2012-2013)</i>	<i>Revised resource requirements</i>			<i>Difference increase/ (decrease)</i>
		<i>2012 actual</i>	<i>2013 estimated</i>	<i>2012-2013 estimated</i>	
Posts	29 064.7	13 120.9	15 633.1	28 754.0	(310.7)
Other staff costs	12 739.9	3 728.9	8 711.6	12 440.5	(299.4)
Consultants and experts	2 505.9	763.1	264.8	1 027.9	(1 478.0)
Travel of staff	3 531.5	461.5	1 435.4	1 896.9	(1 634.6)
Contractual services	71 139.6	30 831.0	39 115.8	69 946.8	(1 192.8)
General operating expenses	5 112.6	2 187.6	2 177.2	4 364.8	(747.8)
Supplies and materials	254.3	33.2	52.1	85.3	(169.0)
Furniture and equipment	10 540.3	7 236.8	12 624.5	19 861.3	9 321.0
Total	134 888.8	58 363.0	80 014.5	138 377.5	3 488.7
Percentage increase					2.6

D. Revised requirements for 2014 and 2015

Table 8
Revised requirements for 2014

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>Projected in A/67/360</i>	<i>Revised</i>	<i>Difference increase/ (decrease)</i>	<i>Percentage change</i>
Posts	15 759.1	16 441.4	682.3	4.3
Other staff costs	9 051.4	9 282.6	231.2	2.6
Consultants	1 742.4	526.0	(1 216.4)	(69.8)
Travel of staff	2 253.1	1 157.4	(1 095.7)	(48.6)

<i>Object of expenditure</i>	<i>Projected in A/67/360</i>	<i>Revised</i>	<i>Difference increase/ (decrease)</i>	<i>Percentage change</i>
Contractual services	15 710.3	21 974.2	6 263.9	39.9
General operating expenses	2 875.2	3 457.4	582.2	20.2
Supplies and materials	90.7	89.7	(1.0)	(1.1)
Furniture and equipment	3 938.9	5 672.6	1 733.7	44.0
Total	51 421.1	58 601.3	7 180.2	14.0

86. On the basis of the projections as at 30 June 2013, the funding requirements for 2014 amount to \$58,601,300, reflecting an increase of \$7,180,200, or 14.0 per cent, compared with the estimates presented in the fourth progress report. An explanation of changes in resource requirements for 2014 is set out below by object group:

(a) Requirements of \$16,441,400 under posts would provide for salary and common staff costs for 90 temporary posts (1 Assistant Secretary-General, 1 D-2, 7 D-1, 21 P-5, 37 P-4, 9 P-3, 1 P-2, 1 General Service (Principal level) and 12 General Service (Other level)). The increase in post resources relates mainly to the proposed upgrading of one post at the D-1 level to the D-2 level and the net effect of revisions in standard salary costs, common staff costs and staff assessment rates;

(b) Revised requirements of \$9,282,600 under other staff costs would provide for general temporary assistance in respect of the subject-matter experts for functional requirements across the project;

(c) The requirements for individual consultants have been reduced by \$1,216,400 to \$526,000, on the basis of the historical expenditure trends for individual consultancy services during previous bienniums. Such consultants will provide expertise not available in the Secretariat and service with respect to activities outside the scope of the systems integrator as follows:

(i) Functional consultancy: external expertise will be required to augment the application management support vendor in specific functional areas;

(ii) Technical consultants: external expertise will be required to augment the contracted application management support vendor in providing technical support following go-live;

(iii) Management consultants: external expertise will be required to provide independent quality assurance with respect to the activities of the application management support vendor;

(d) Revised requirements of \$1,157,400 under travel costs would provide for travel of Umoja staff for deployment in special political missions (cluster 2) and ensure the readiness of non-peacekeeping entities (cluster 3) for their subsequent deployment in July 2014. Requirements would also cover the travel costs of the Umoja trainers who will provide expertise under the “train-the-trainers” approach in 2014. The Umoja team will continue to apply this approach, in addition to videoconferencing, in order to minimize travel costs to the extent possible;

(e) Revised requirements of \$21,974,200 under contractual services, representing an increase of \$6,263,900 compared with the estimates presented in the fourth progress report, comprise the following: legal consulting services for the negotiation of contractual terms (\$200,000); strategic consulting services provided to the Umoja Project Management Office (\$379,600); the systems integrator for the build, test and deployment of Umoja Foundation and Umoja Extension 1 (\$8,260,400); systems integrator professional services (\$2,835,300); application and deployment support (\$8.5 million); enterprise resource planning software training for Umoja staff (\$504,000); hosting services (\$1,257,300); and conference room facilities (\$37,600). The increase in the requirements for contractual services of \$6,263,900 is attributable mainly to the provision of expertise in enterprise resource planning systems to ensure the build for business intelligence, integration and testing of Umoja Foundation and Umoja Extension 1, as well as readiness activities for deployment in clusters 2 and 3;

(f) Revised requirements of \$3,457,400 under general operating expenses would provide for the rental of premises and the maintenance and support of the local area network technical infrastructure and central servers. The increase of \$582,200 reflects higher anticipated operating costs, such as those for office rental and network and communications services;

(g) Revised requirements under supplies and materials of \$89,700 would provide for stationery and office supplies as well as training materials;

(h) Revised requirements under furniture and equipment, in the amount of \$5,672,600, would provide for the acquisition of tools, software licences and database and testing licences and equipment, as follows: enterprise resource planning database licences (\$826,000); maintenance costs for enterprise resource planning software licences (\$2,779,900); database and testing tools maintenance (\$1,374,700); integrated business solutions maintenance (\$510,000); and testing, project collaboration and ancillary maintenance costs (\$182,000). The projected increase in requirements of \$1,733,700 is attributable largely to additional requirements for testing tools and for maintenance and licence costs for the software that were not included in the previous estimates.

Table 9
Revised requirements for 2015

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>Projected in A/67/360</i>	<i>Revised</i>	<i>Difference increase/(decrease)</i>	<i>Percentage change</i>
Posts	15 759.1	13 382.2	(2 376.9)	(15.1)
Other staff costs	9 051.4	5 201.3	(3 850.1)	(42.5)
Consultants	1 742.4	543.2	(1 199.2)	(68.8)
Travel of staff	2 646.0	1 292.3	(1 353.7)	(51.2)
Contractual services	7 597.3	15 682.9	8 085.6	106.4
General operating expenses	2 625.2	2 652.1	26.9	1.0
Supplies and materials	91.5	89.0	(2.5)	(2.7)
Furniture and equipment	3 906.9	6 626.2	2 719.3	69.6
Total	43 419.8	45 469.2	2 049.4	4.7

87. It is estimated that the total costs for 2015 will be \$45,469,200, reflecting an increase of \$2,049,400, or 4.7 per cent, compared with the previously estimated cost of \$43,419,800 presented in the fourth progress report. An explanation of changes in resource requirements for 2015 is set out below by object group:

(a) Requirements of \$13,382,200 under posts would provide for salary and common staff costs for 74 temporary posts (1 Assistant Secretary-General, 1 D-2, 3 D-1, 18 P-5, 30 P-4, 5 P-3, 1 P-2, 4 General Service (Principal level) and 11 General Service (Other level)). The decrease in post resources relates mainly to the planned reduction of 16 posts in line with the strategy aimed at initiating the drawdown of the project starting in 2015;

(b) Revised requirements of \$5,201,300 under other staff costs would provide for general temporary assistance in respect of subject-matter experts planned to be utilized in 2015. A majority of these experts are engaged in Umoja Foundation deployment and training teams to support the deployment of the pilot and the subsequent deployment in clusters. Subject-matter experts provide expertise in various areas, including training, information management, business analysis, financial analysis, logistics, procurement and testing. The reduced requirements of \$3,850,100 reflect the revised planned subject-matter expert staffing in accordance with the projected requirements for the various process areas of the project;

(c) On the basis of the historical expenditure trend with respect to individual consultancy services during previous bienniums, the requirements under this category for 2015 have been reduced to \$543,200. Consultants would provide expertise not available in the Secretariat and service with respect to activities outside the scope of the systems integrator(s), as follows:

(i) Functional consultancy: external expertise will be required to augment the application management support vendor in specific functional areas to be identified in the final design of the processes to be included in the 2016 Umoja report;

(ii) Technical consultants: external expertise will be required to augment the contracted application management support vendor in providing technical support following go-live;

(iii) Management consultants: external expertise will be required to provide independent quality assurance with respect to the activities of the application management support vendor;

(d) Travel of the Umoja team for training, production, entity realization and post-production support for peacekeeping duty stations, offices away from Headquarters, regional commissions and tribunals is estimated at \$1,292,300, further to the refinement of the training approach based on the entity-by-entity deployment strategy;

(e) Revised requirements of \$15,682,900 under contractual services comprise: (i) application management support, (ii) enterprise resource planning software training for Umoja staff, (iii) hosting services, (iv) advisory services with respect to infrastructure integration, and (v) conference facilities, broken down as follows: legal consulting services for the negotiation of contractual terms (\$100,000); the systems integrator for the build, test and deployment of Umoja Foundation and Umoja Extension 1 (\$10.3 million); systems integrator professional

services (\$3,350,000); enterprise resource planning software training for Umoja staff (\$580,000); hosting services (\$1,314,900); and conference room facilities (\$38,000). The increase of \$8,085,600 in the requirements under contractual services reflects the refined projections of the outsourced expertise and capacity required for the completion of the build of Extension 1 and the design of Extension 2 in 2015;

(f) General operating expenses of \$2,652,100 provide for the rental of premises, the maintenance and support of the local area network technical infrastructure and central servers and the rental and maintenance of office automation equipment;

(g) Supplies and materials requirements in the amount of \$89,000 provide for stationery and office supplies, including such items as printer cartridges, data-processing supplies, paper and other miscellaneous supplies;

(h) Furniture and equipment costs of \$6,626,200 relate to maintenance costs for enterprise resource planning licences, enterprise resource planning software and project software maintenance, database maintenance, testing tools maintenance and virtual private network access. Revised requirements would provide for: maintenance costs for enterprise resource planning software licences (\$3,209,900); database and testing tools maintenance (\$2,824,300); integrated business solutions maintenance (\$510,000); and project collaboration and ancillary maintenance costs (\$82,000). The variance of \$2,719,300 is attributable largely to the increased provision for software licence costs that will be subject to renegotiation with the vendor, and additional licensing costs associated with the increased number of staff who will be gaining access to Umoja.

Table 10
Total revised requirements through 2015

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2008-2009 actual</i>	<i>2010-2011 actual</i>	<i>2012-2013 estimated</i>	<i>2014-2015 revised</i>	<i>Total revised</i>	<i>Projected in A/67/360</i>	<i>Difference increase/ (decrease)</i>
	(a)	(b)	(c)	(d)	(e) = (a) to (d)	(f)	(g) = (e)-(f)
Posts	–	16 828.5	28 754.0	29 823.6	75 406.1	77 411.4	(2 005.3)
Other staff costs	5 614.0	4 442.3	12 440.5	14 483.9	36 980.7	40 899.0	(3 918.3)
Consultants and experts	72.6	664.2	1 027.9	1 069.2	2 833.9	6 727.5	(3 893.6)
Travel of staff	964.1	928.8	1 896.9	2 449.7	6 239.5	10 323.5	(4 084.0)
Contractual services	7 933.3	46 540.5	69 946.8	37 657.1	162 077.7	148 921.0	13 156.7
General operating expenses	2 344.1	6 695.3	4 364.8	6 109.5	19 513.7	19 652.4	(138.7)
Supplies and materials	606.9	176.3	85.3	178.7	1 047.2	1 219.7	(172.5)
Furniture and equipment	164.7	24 433.2	19 861.3	12 298.8	56 758.0	42 984.0	13 774.0
Total	17 699.7	100 709.1	138 377.5	104 070.5	360 856.8	348 138.5	12 718.3

V. Summary of resource requirements for the enterprise systems for the United Nations Secretariat worldwide and request for action by the General Assembly

A. Summary of resource requirements based on the revised implementation strategy

88. In the fourth progress report, overall project requirements were projected to be \$348,138,500 for the period to 31 December 2015.

89. As stated previously, on the basis of the most recent estimates of planned activities, the overall requirements are currently projected to be \$360,856,800, representing an increase of \$12,718,300. However, the Secretary-General does not seek funding for the additional amount at this juncture, as efforts will be made to contain costs during 2014. Updated requirements for 2015, as well as projected resource requirements for 2016 and 2017, will be presented in the sixth progress report, taking into account updates on the progress of the project.

90. Table 11 reflects a summary of proposed resource requirements for the biennium 2014-2015 as distributed among sources of funds.

Table 11

Summary of proposed resource requirements for the biennium 2014-2015

(Thousands of United States dollars)

<i>Source of funds</i>	<i>Original 2014-2015</i>	<i>Additional per revised implementation presented in A/67/360</i>	<i>Total proposed</i>
Regular budget	31 076.0	4 851.9	35 927.9
Support account for peacekeeping operations	–	20 054.7	20 054.7
Extrabudgetary	–	7 439.6	7 439.6
Total	31 076.0	32 346.2	63 422.2

B. Actions to be taken by the General Assembly

91. The General Assembly is requested:

(a) To take note of the progress report in the implementation of the Umoja project presented in the present report;

(b) To take note of the revised requirements of the project through 31 December 2015, as presented in table 10;

(c) To approve the reclassification of the post of Deputy Project Director as a D-2 post;

Regular budget

(d) **To approve the amount of \$35,927,900, as presented under section 29A of the proposed programme budget for the biennium 2014-2015, Office of the Under-Secretary-General for Management, representing the regular budget share for the Umoja project (A/68/6 (Sect. 29A));**

Support account for peacekeeping operations

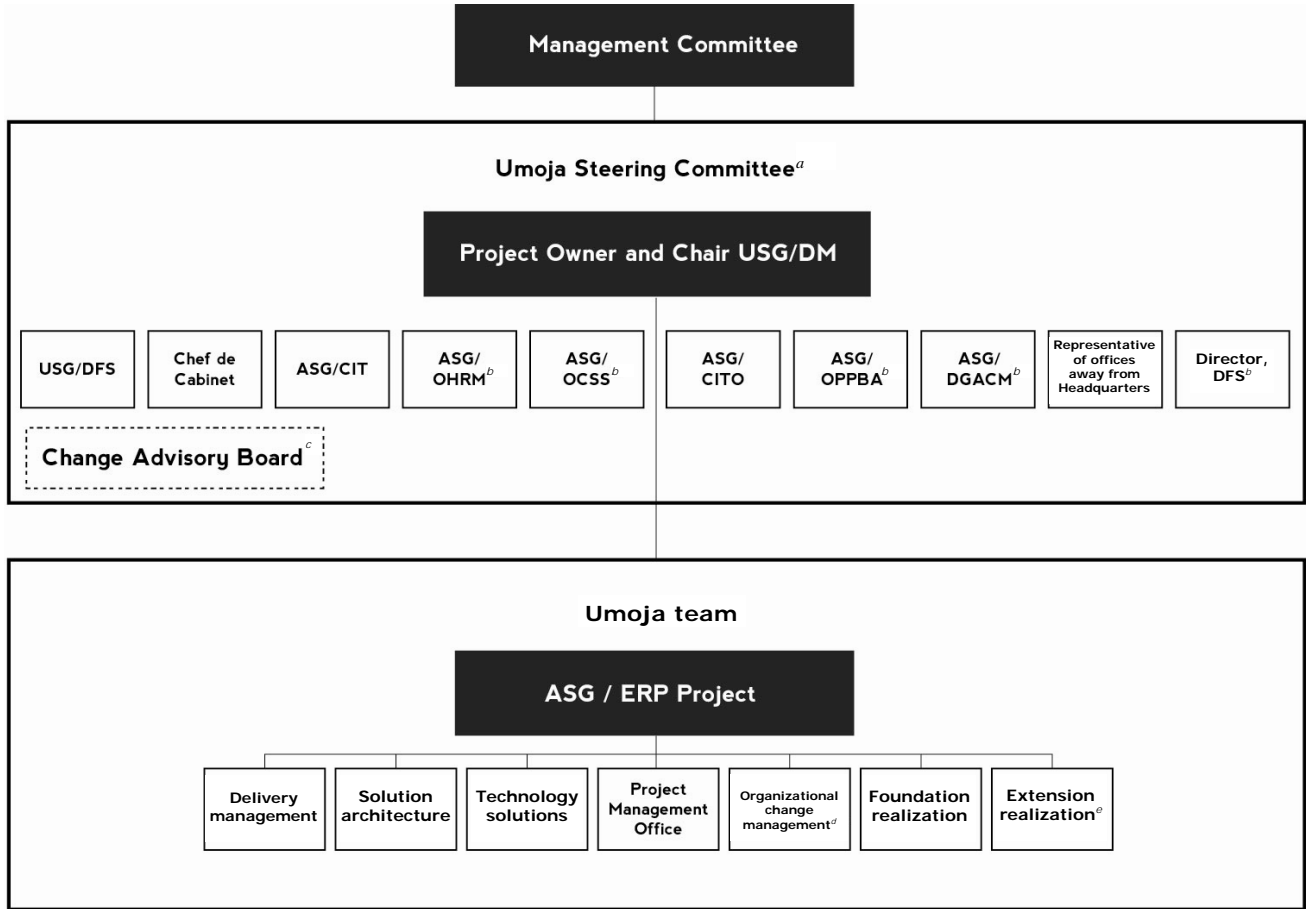
(e) **To note that requirements in the amount of \$20,054,700 will be included in the subsequent requirements for the support account for peacekeeping operations for the financial period from 1 July 2014 to 30 June 2015;**

Extrabudgetary resources

(f) **To note that requirements in the amount of \$7,439,600 will be funded from extrabudgetary resources in the financial period from 1 January 2014 to 31 December 2015.**

Annex I

Umoja governance model



Abbreviations: ASG, Assistant Secretary-General; CIT, change implementation team; CITO, Chief Information Technology Officer; DFS, Department of Field Support; DGACM, Department for General Assembly and Conference Management; DM, Department of Management; ERP, enterprise resource planning; LSD, Logistics Support Division; OCSS, Office of Central Support Services; OHRM, Office of Human Resources Management; OPPBA, Office of Programme Planning, Budget and Accounts; USG, Under-Secretary-General.

^a The Office of Legal Affairs and Office of Internal Oversight Services have observer status on the Steering Committee.

^b Steering Committee Member is also designated as a Process Owner.

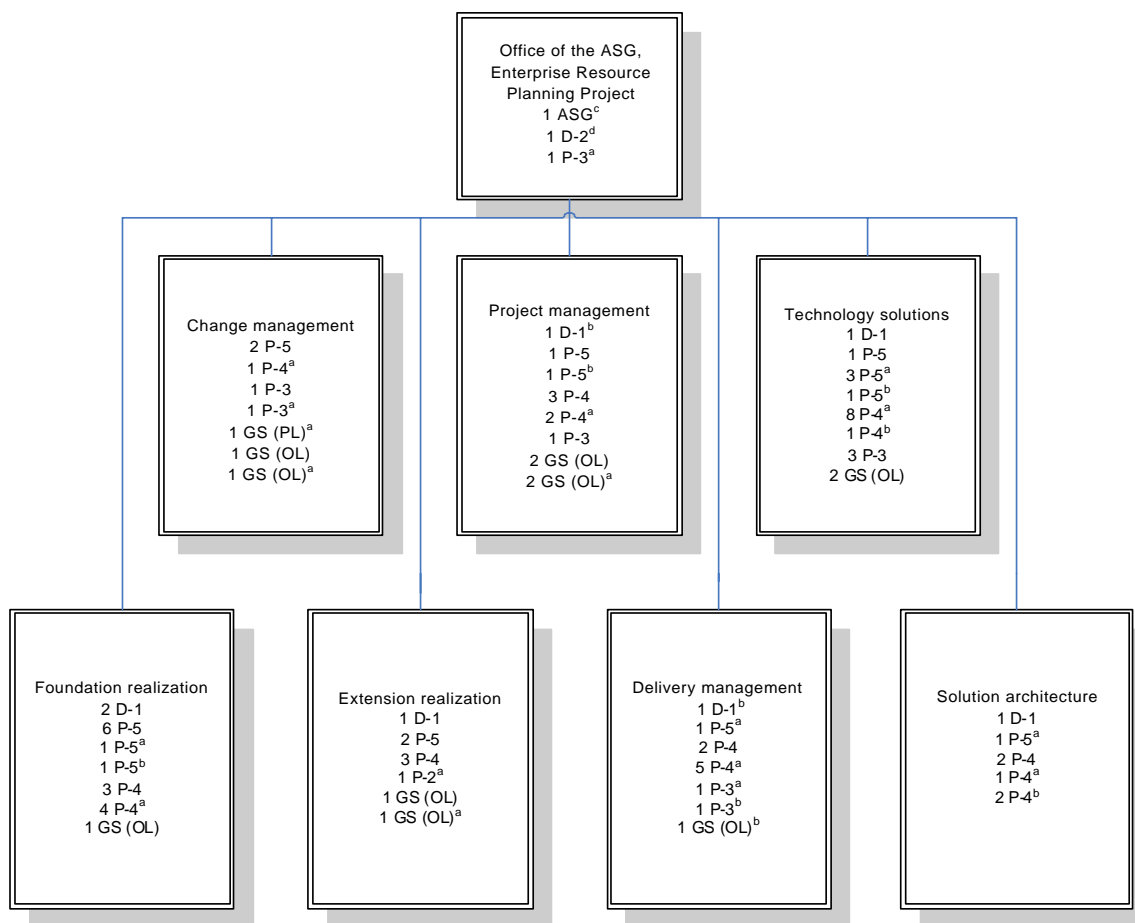
^c The Change Advisory Board is a subset of the Steering Committee membership.

^d The head of the Umoja organizational change management team also serves as Deputy Project Director.

^e Includes Extension 1 and Extension 2.

Annex II

Organizational structure and post distribution for 2014



Abbreviations: ASG = Assistant Secretary-General; GS = General Service; OL = Other level; PL = Principal level.

^a Approved at the sixty-fourth session.

^b Approved at the sixty-fifth session.

^c Approved at the sixty-sixth session.

^d Proposed for approval at the sixty-eighth session. The Deputy Project Director also serves as head of the Umoja organizational change management team.