United Nations   Nations Unies

BOARD OF AUDITORS
Phone: (212) 963-5623

**Opening statement to the Fifth Committee
on the Eleventh and Final Annual Progress report of the United Nations Board of
Auditors on the implementation of the United Nations Enterprise Resource Planning
system (Umoja) (A/77/135)**

5 December 2022

Mr. Chairman,

Distinguished delegates,

On behalf of the Board of Auditors, I thank you for the opportunity to present the Board's eleventh and final annual progress report on the implementation of the United Nations ERP system, Umoja.

Background

Umoja is a global project to modernize a wide range of business processes and systems that are essential to the efficient and effective functioning of the Organization. The solution will span most of the Organization's administrative and support functions, including finance and budget, supply chain and procurement, human resources, central support services, and programme and project management. This is the eleventh and final annual progress report produced by the Board. Meanwhile, the Board conducts an independent assessment of the implementation status of the Umoja project. The report also covers an outlook on areas that the Board considers may come under the Umoja solution in the future.

Key findings

The Board noted that Umoja remained a key enabler for modernization and reforms in the administration of the United Nations. The Board appreciates the efforts of the Administration towards multiple deployments and continuous improvements in a challenging technical landscape and in the face of competing demands on resources.

The lessons learned from the deployment with an outlook can be regarded by the Administration as a baseline for the future continuous improvement of Umoja. The Administration needs to focus on the enhancement opportunities identified during the deployment phase and promote use of the system with further user adoption, ensuring the solutions fit-for-purpose. There is also a need to integrate the fragmented learning management systems. The Administration also needs to take steps to closely monitor both the benefits and costs in a timely manner.

Project governance and management

The Board noticed that a post implementation review was not conducted after the project was closed. There is a need for the Administration to evaluate the overall achievements of Umoja project, including the deployment dates, scope, the functionality and usage at the entity level, the total cost of ownership and lessons learned.

Deployment and continuous improvement

The Board noticed that the user adoption of some solutions was insufficient and that four of six solutions under Umoja Extension 2 had not been assessed through a user satisfaction survey.

The Board analysed change requests in the SAP Solution Manager tool and found that there was a lack of timely maintenance of the change management schedule in this business requirement tool.

Support and enhancement

The Board analysed the one-year usage frequency of the existing 770 business intelligence data models and noted that only 3 of the top 10 most frequently used business intelligence data models were certified. The certification of the data models that are most frequently used was not considered as a high priority.

The Board noted that Umoja training courses and other training offerings were dispersed among various United Nations Secretariat learning management systems and websites, and some training materials were delivered in a format that had not been adapted to the recent advances in learning technologies and approaches. A single learner access point for training

materials was proposed in the Umoja learning strategy, but a detailed implementation plan was not included.

Benefits and costs

The Board noted that the benefits review of four Umoja Extension 2 solutions had not been conducted as of April 2022. In addition, 3 of 17 change requests approved by the Umoja Change Board were not tracked as required.

In order to keep pace with technological development, a transition to SAP S/4 HANA and related products would likely be required. The Board noticed that the Umoja Steering Committee had endorsed the upgrade to a new SAP enhancement package. Such technology upgrades may bring additional costs to the Organization, which were not included in the current total cost of ownership estimation and will need to be further assessed.

This concludes my introductory statement. My colleagues and I would be happy to provide any clarifications or additional information that the Committee may require.

Thank you.

HU Xuewen
Director of External Audit, China