



**PERMANENT MISSION OF SINGAPORE
TO THE UNITED NATIONS**

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**STATEMENT OF THE PERMANENT MISSION OF SINGAPORE
TO THE UNITED NATIONS AT THE FIFTH COMMITTEE ON
ENTERPRISE RESOURCE PLANNING: UMOJA, DURING THE
72ND SESSION OF THE GENERAL ASSEMBLY
ON 19 DECEMBER 2017**

Thank you Mr Chair. Singapore aligns itself with the statement delivered by Ecuador on behalf of the Group of 77 and China.

2. My delegation thanks Ms Jan Beagle, Under-Secretary-General for Management, for introducing the ninth progress report of the Secretary-General on the enterprise resource planning project. We also thank Mr Anand M. Bajaj, Director of External Audit and Chair of the Audit Operations Committee, Board of Auditors, and Mr Carlos Ruiz-Massieu, Chair of the Advisory Committee on Administrative and Budgetary Questions, for introducing their respective related reports.

3. Singapore appreciates the benefits that can be reaped from a modern, integrated, and fully functioning information and communications technology system, particularly for an organisation as large and complex as the United Nations. We recognise the potential of Umoja to improve the functioning of the Organisation, in providing business intelligence tools and improving accountability.

4. Singapore also welcomes the progress made thus far, including the implementation of Umoja globally across more than 40,000 staff in 400 locations. Particularly given the scale and complexity of this project, this

is a significant achievement. We also recognise the steady decline in Umoja-related incidents from its peak of over 4,000 in November 2016 to 1,200 in July 2017. We encourage the Secretariat to build on this positive momentum to ensure that the lessons learned from previous deployments continue to be taken into account to prevent further delays, cost escalations, and other risks.

5. However, although we are finally moving in the right direction, we must also acknowledge the mixed history of this project, and the fact that issues remain that require urgent attention.

Mr Chairman,

6. The Umoja project represents one of the largest and highest-cost business transformation initiatives undertaken by the United Nations. Time after time, the General Assembly has reiterated the need for the Secretariat to eliminate cost overruns and improve project management to prevent further delays. My delegation notes that while the Umoja project had originally been proposed for completion by 2012, its completion date will be revised yet again, from end-2018 to 2019. While the project remains within the overall level presented in the previous progress report, we note that the Secretary-General's request for the forthcoming biennium will bring the overall total cost for the project to almost \$540 million, more than double the original estimate of \$248 million. Singapore therefore urges the Secretariat to make every effort to provide this Assembly with an accurate picture of the total cost of ownership of the Umoja project. The ability to obtain accurate information on the implementation costs of the project is a reflection of the strength of its governance.

7. Given the investments that Member States have already made, my delegation reminds the Secretariat of the importance of ensuring accountability and transparency in the Umoja project. There must also be a realistic, clear, and transparent articulation of qualitative and quantitative Umoja benefits.

Mr Chairman,

8. Singapore continues to support initiatives that improve the Organisation's effectiveness, accountability, and transparency. We regret that there remains very little time for a full discussion of the various issues at stake, but assure you of our readiness to contribute positively and constructively to deliberations on this item.

I thank you.

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