

United Nations Nations Unies

BOARD OF AUDITORS

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Opening statement to the

put the project on a sounder footing. In its report A/68/151 however the Board

of improved management information to support better decision-making. It is essential that the high level of reliance on the Umoja project team is reduced and that heads of business units assume ownership and responsibility for ensuring the successful deployment and effective use of Umoja.

However the Board considered that weaknesses in preparing staff for the changes Umoja will introduce, and gaps in post implementation support arrangements noted at the time of audit introduced further risks to the implementation strategy and noted that the Administration had not developed adequate contingency plans to mitigate these known risks. Significant challenges were encountered with previous deployments of Umoja to peacekeeping operations due to the lack of organisational readiness and there was a high risk that similar problems would emerge in June and November 2015.

On project management

There has been a sustained and consistent improvement to Umoja project management. Umoja now has unambiguous senior ownership by the Under Secretary-General for Management and there have been important improvements in management of strategic issues. The Board noted also that the role of process owners continues to mature and the Administration has started to adopt the concept of process management.

The Administration continues to be driven by the published project schedule to determine its rollout plans rather than any objective assessment of organisational readiness or the ability to manage business change to generate the expected benefits. The sixth progress report of the Secretary-General 0 612 792 ~~HW~~

The Administration is aware of the scale of the challenge posed by the roll out of Umoja in 2015 but considers that the risk of delaying the current deployment schedule outweighs the risks of proceeding in the face of known weaknesses. The Administration considered that delaying the planned Umoja deployment beyond 2015 would lead to significantly increased project costs, overstretch the resources of the project team, and create a range of practical problems arising from having to maintain IMIS and other legacy systems alongside Umoja for an extended period. They also consider that

Recommendations

In order to maximize the chances of successfully completing the project and achieving its aims, the Board makes seven recommendations in paragraph 19 of this report that, if implemented successfully, would:

increase