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Summary record of the 10th meeting

Held at Headquarters, New York, on Thursday, 6 November 2014, at 3 p.m.

Chair: Ms. Coto-Ramírez (Vice-Chair) . . . . (Costa Rica)
later: Mr. Ružička . . . . (Slovakia)
Chair of the Advisory Committee on Administrative and Budgetary Questions: Mr. Ruiz Massieu

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In the absence of Mr. Ružička (Slovakia), Ms. Coto-Ramírez (Costa Rica), Vice-Chair, took the Chair.

The meeting was called to order at 3.05 p.m.

Agenda item 132: Programme budget for the biennium 2014-2015 (*continued*)

> *Enterprise resource planning project* (A/69/158, A/69/385, A/69/385/Corr.1 and A/69/418)

1.   **Mr. Takasu** (Under-Secretary-General for Management), introducing the Secretary-General's sixth progress report on the enterprise resource planning project (A/69/385 and A/69/385/Corr.1), said that, over the past year, progress had continued to be made on Umoja. It was now the day-to-day operating model for peacekeeping operations, special political missions and all Headquarters' offices that supported field missions, with over 5,000 active users, covering a total of 250 sites in 32 countries. On 1 July 2014, the integration of Umoja Foundation and Extension 1 was deployed in pilot format at the United Nations Stabilization Mission in Haiti (MINUSTAH). The pilot included the launch of the employee self-service functionality, providing access to more than 1,600 MINUSTAH staff. In addition, the Umoja real estate module had been deployed throughout the Secretariat on 1 November 2014, providing a common solution for reporting all the real estate portfolio and lease agreements for peacekeeping and special political missions, offices away from Headquarters, regional commissions, international tribunals and Headquarters. Data could now be enriched and kept up to date using one tool. The early roll-out of the real estate module had allowed real estate asset information to be included in the financial statements, thus facilitating compliance with the International Public Sector Accounting Standards (IPSAS). The first deployments of Umoja were already demonstrating tangible improvements and allowing the Organization to operate more efficiently. For the first time in the history of the Organization, there was a single source of master data which could be accessed using a common chart of accounts.

2.   Organizational readiness remained the major challenge to the implementation of Umoja. The past year had proved to be a valuable learning opportunity. As expected, some difficulties had arisen during the initial implementation phase of the largest enterprise solution in the Organization's history, particularly at some field offices that contended with logistical and technological challenges on a daily basis. While many of the challenges had been anticipated, as the roll-out proceeded, it had become increasingly evident that the gap between disparate working methods and the common operating model was wider than expected. The harmonization of entitlements and business processes under an enterprise resource planning model was a big departure from the Organization's long-standing business practices. The mindset of staff and the business culture of the Organization would have to change.

3.   Another unforeseen issue was the serious shortage of trained process experts in many missions, which required the Umoja team and process owners to continue to support post-implementation stabilization in missions rather than preparing future roll-outs. Several critical areas of organizational readiness must be resolved in order for the project to continue to be deployed responsibly. The Umoja steering committee had therefore reviewed the revised deployment schedule in September 2014, pursuant to a recommendation of the Board of Auditors. The steering committee had concluded that several critical elements must be addressed by the Organization before further roll-out and that the deployment schedule for clusters 3, 4 and 5 must be revised. In accordance with timeline approved by the General Assembly in resolution 67/246, Umoja integration (which merged Umoja Foundation and Extension 1) would still be deployed throughout the Secretariat by the end of 2015, but some milestone dates had been altered under the revised schedule. The revised timeline and cluster composition for Umoja implementation were detailed in the report.

4.   Umoja Extension 2 was an integral part of Umoja. The design for Extension 2 would be completed in 2015, but it would be built in 2016 and released in 2017, as planned. The Administration attached great importance to the functionality of Extension 2, particularly with regard to budget formulation, and was committed to completing that phase of the project on time.

5.   During the reporting period, the Administration and the Umoja team had worked assiduously towards the implementation of the recommendations of oversight bodies. Project management and integrated planning capability had been strengthened. The monitoring and reporting of project deliverables and milestones against expenditure and budget forecasts

had matured. The oversight and management of risks had also been strengthened, with better monitoring and escalation of issues. The Board of Auditors and the Office of Internal Oversight Services (OIOS) had both reviewed the project. In its third annual progress report (A/69/158), the Board observed that the Umoja solution was technically viable and that, notwithstanding the project's complexity, significant deployment milestones had been achieved. In order to maximize chances for the successful completion of the project and achievement of its aims, the Board had made five additional recommendations, including that the feasibility of the budget and the timeline should be reassessed, and that all enablers necessary for the future roll-out should be in place. Those recommendations were being followed up. At the end of June 2014, two main recommendations made by OIOS remained outstanding.

6. To implement Umoja effectively according to the revised roll-out plan, a number of measures must be taken. As Umoja deployment continued, the Umoja team was increasingly focusing on engaging management and staff to ensure that the Organization was ready and able to adopt the changes and to transition to the new, harmonized operating model. Therefore, in line with industry best practice, a high-level post-implementation review task force, chaired by the Controller, had been established to review any issues that might arise, to propose corrective action and to provide guidance on preventative measures to enhance the plan for future deployments. In addition, joint intervention teams, representing Umoja, the Department of Field Support, the Office of Programme Planning, Budget and Accounts, and the Office of Human Resources Management had visited peacekeeping operations and service centres to review the changes in work patterns and the adherence to the new model, and to recommend corrective actions, where necessary.

7. In an effort to overcome the serious shortage of experienced local experts, the Umoja team had organized many training programmes, but more were still needed. In that connection, the Umoja Academy, an intensive training programme aimed at creating a cadre of Umoja specialists at each United Nations location, had been established in early 2014. Managers at all levels also needed Umoja training to make them aware of how it would help them manage their teams and programmes.

8. Stressing that the governance and management of the deployment teams was in line with the project realization guidelines, he said that deployment coordinators, external to the Umoja team, had been selected in Geneva, Nairobi and New York, to serve as interlocutors between the business side of the Organization and the Umoja project team for the duration of Umoja realization and deployment activities. Following the finalization of the report, it had become clear that preparing Headquarters for Umoja deployment in November 2015 was a major challenge, owing to the number of different departments and offices and to the tight timeline for the completion of coordination activities. The Secretary-General had therefore appointed a temporary Umoja Senior Deployment Coordinator for Headquarters in September 2014. The Senior Deployment Coordinator would report to the Under-Secretary-General for Management and would work in close cooperation with the Umoja project director and team to ensure that the offices and departments in New York were prepared to deploy Umoja through complex business readiness activities, including data management, user access mapping and re-engineering processes and work patterns. A comprehensive realization and post-implementation scorecard had been jointly developed and was being monitored to track the progress of all relevant activities that stakeholders needed to accomplish for timely readiness to go live and to ensure the full adoption of the solution. Similarly, the Umoja team continued to work closely with the Office of Information and Communications Technology and the Chief Information and Technology Officer to align the project with the Organization's information and communications technology (ICT) strategy and to strengthen ICT infrastructure to support Umoja. Much progress had been made in that regard.

9. In accordance with the mainstreaming plan and industry best practice, as Umoja was deployed and stabilized, responsibilities would be transferred to relevant entities within the Organization. Once Umoja Extension 2 was deployed in early 2017, the Umoja team would become a small dedicated support team, overseen by the Chief Information and Technology Officer, charged with managing, mainstreaming, maintaining and enhancing the new system. While the downsizing of the Umoja team would begin in January 2016, he assured the Committee that Umoja would be

fully deployed through a streamlined administrative structure.

10. The Secretary-General was mindful of Member States' significant financial and political investment in Umoja. Umoja would bring significant qualitative benefits, such as operational effectiveness, timely and consistent information, and improved accountability and transparency. The Secretary-General was committed to realizing the projected quantitative benefits; the proposed programme budget outline for 2016-2017 would reflect a decrease of $30 million, attributable to Umoja, and estimated benefits for the peacekeeping operations budget amounted to $51.4 million.

11. The report provided details of the revised resource requirements for the project until the end of 2015 in the amount of $385 million, which the General Assembly was requested to approve. Those additional resource requirements reflected adjustments to the implementation plan, including extended post-implementation support, enhancements to the functionality of Umoja Foundation and Extension 1, and significant enhancement of training activities and strengthening of Organizational preparedness. The report also provided estimates of project costs for 2016-2017 in the amount of $54.3 million, of which the General Assembly was requested to take note.

12. Lastly, he recalled that the Secretary-General, in his fifth progress report, had proposed the reclassification of the post of the Deputy Director of the Umoja project. That request had been resubmitted as it was evident that the level of transformation associated with the implementation of Umoja posed more challenges than expected. A Deputy Project Director at the D-2 level would play a significant role in developing a clear understanding and support for organizational change management with senior leadership and throughout the Organization. He asked the General Assembly to consider the request positively.

13. The Secretary-General and senior management were committed to the successful completion of Umoja as a transformation project of critical importance to the Organization as a whole. The effort required to achieve that went far beyond the project team; Umoja could only succeed with the dedicated support of all partners, including senior management, staff and Member States. While good progress had been made over the past year, major challenges lay ahead. He was, however, confident that the project would be completed and successfully implemented throughout the Secretariat.

Mr. Ružička (Slovakia) took the Chair.

14. **Mr. Townley** (Chair of the Audit Operations Committee of the Board of Auditors), introducing the third annual progress report of the Board of Auditors on the implementation of the United Nations enterprise resource planning system (A/69/158), said that in its previous progress report (A/68/151), the Board had acknowledged that the Administration had strengthened project governance and management arrangements and had put Umoja on a sounder footing. It highlighted, however, that the implementation challenges were about to escalate significantly, as the project moved into a phased, multi-site implementation process across both peacekeeping operations and the wider Secretariat. As at 31 March 2014, the project had spent some $271 million of the approved budget of $348 million. Implementing an enterprise resource planning system on the scale of Umoja was a very challenging and complex undertaking, but the project was fundamental to the management reform of the Organization.

15. The third progress report covered the roll-out of Umoja Foundation, as a pilot, in the United Nations Interim Force in Lebanon (UNIFIL), its subsequent roll-out across peacekeeping operations and 17 of 38 special political missions, management's response to the problems that occurred in peacekeeping operations, and the preparations for the pilot deployment of Umoja Extension 1 at MINUSTAH.

16. The Board's findings illustrated that the challenges identified in the second progress report had emerged as very real issues. Implementing Umoja in peacekeeping operations and special political missions was a significant milestone and represented a major technical and operational achievement. However, the Administration had encountered unexpectedly severe problems when introducing the new working methods in peacekeeping operations. For example, staff did not adopt the new business processes and were using workarounds, in particular in critical financial processes. The insufficient level of training and skills, management's lack of understanding of the solution, and the inconsistency of processes between locations were significant contributory factors to the problems that emerged. The issues faced had demonstrated weaknesses in the acceptance procedures on the part of

all stakeholders involved in signing off on technical, process and business readiness.

17.   In February 2014, in the light of the problems encountered, the steering committee had reprofiled the deployment schedule to create more time to address business readiness and established a post-implementation task force to tackle the problems in peacekeeping operations. Those decisions were necessary and pragmatic, in particular the deferral, from July 2014 to June 2015, of roll-out in departments based in New York, owing to concerns about business readiness within the wider Secretariat and the level of resources being used to support the stabilization of Umoja Foundation in peacekeeping operations. At the time of the audit, the implications for project cost, delivery and benefits had been uncertain. It was clear, however, that the initial implementation of Foundation had taken longer, raised more issues and tied up more resources than expected. Addressing the problems and working to stabilize the implementation in the post-deployment stage had heavily occupied the project team and had affected its preparations for future releases of the system.

18.   The Board was currently assessing the impact of the weakened control environment and transaction processing errors as part of the audit of peacekeeping financial statements for the year ended 30 June 2014. It would report its findings early the following year.

19.   If implemented successfully, the project would be a crucial means to modernizing the business administration of the Organization; however, the Board believed that it was highly unlikely that Umoja would deliver its full functionality on time and within budget. The Administration should take stock and assess what could be realistically achieved. It was entirely possible that the project would deliver qualitative and quantitative benefits that would optimize the return on investment, but it should not come at any cost. The Administration should develop an achievable, fully funded and independently assured deployment plan that reflected the diversity and complexity of the United Nations. The Board considered the current plans to be unrealistic for a number of reasons, particularly as, in the absence of any clear linkage between planned expenditure and deliverables, the Board could provide no assurance that expenditure to date was matched by the appropriate level of actual delivery. The level of associated costs incurred, for such items as data cleansing and training, were not recorded centrally. The

full costs of the project, and the extent of extra work and dedicated resources required for implementation, therefore remained unknown. Furthermore, in the light of the delays that had already occurred, and the likelihood of further delays, the Board considered that the revised deployment schedule, agreed upon in February 2014, was unlikely to be met.

20.   Progress was being made in quantifying the benefits from more efficient and cost-effective ways of working, but the plans and baselines for realizing and measuring them had not yet been established. The plans should not only identify benefits, but also how and when the estimated annual benefits of between $140 million and $220 million would be realized. There was still no agreed future service delivery model for the United Nations. While it was a challenging issue, it was important to have some sense of the target operating model to help support Umoja implementation and benefits realization, to avoid expensive retrofitting and enhance accountability.

21.   Lastly, he noted that of the 26 recommendations made by the Board previously, 5 had been implemented, 11 were under implementation, 5 had not yet been implemented, and 5 had been closed by the Board as they had been superseded by new recommendations.

22.   **Mr. Ruiz Massieu** (Chair of the Advisory Committee on Administrative and Budgetary Questions), introducing the related report of the Advisory Committee (A/69/418), said that the Advisory Committee noted that, with the deployment of Umoja Foundation in peacekeeping operations and special political missions, the system had become an operational reality at the United Nations. That first large-scale deployment of Umoja was a significant milestone and the Advisory Committee recognized the effort made towards that achievement; however major challenges and risks remained, which must be addressed proactively to prevent further delays and cost escalation and to ensure that the project achieved its business transformation objectives. The lessons learned from the deployment of Umoja Foundation in peacekeeping operations and special political missions should therefore be fully applied.

23.   With regard to project governance, the Advisory Committee stressed the important role of senior managers in ensuring organizational readiness activities, the adoption of standard business processes and the realization of benefits in their respective areas of

responsibility. The Advisory Committee recommended that the General Assembly should request the Secretary-General to take action, if necessary, to further strengthen ownership and accountability for the success of the project.

24. The Advisory Committee noted with appreciation that the Umoja Academy had been established to address the lessons learned regarding the need for high-quality training in standardized business processes and new ways of working. It was important to ensure that relevant training was delivered to all users through the most appropriate delivery method in the most cost-effective manner possible.

25. With regard to benefits, the Advisory Committee recommended that the Assembly should request the Secretary-General to accelerate the development of the benefits realization plans. Objective and specific information on the expected quantified benefits and on the methodology used to estimate those benefits should be provided to the General Assembly as soon as possible. Information should also be provided on qualitative benefits and expected improvements to the operations of the Organization and in programme delivery.

26. The Advisory Committee reiterated its previous recommendations that the General Assembly should request the Secretary-General to submit proposals for a global service delivery model for consideration by the Assembly as soon as possible, in order to ensure that Umoja was fully aligned in a timely manner with any new service delivery model that the Assembly might decide to adopt.

27. The Advisory Committee recommended that the General Assembly should request the Secretary-General to provide a detailed breakdown of the costs of Umoja operating, maintenance and support activities, and of the providers of services, as well as information on cost-recovery arrangements. He should also provide estimates of the resources expected to be released as a result of the retirement of legacy systems that could be redirected to offset Umoja support costs, as well as a time frame for the archiving and decommissioning of those systems.

28. The Advisory Committee reiterated its concerns regarding the proposed Umoja mainstreaming plan, in particular the proposed timing of the transfer of responsibility for the project at the beginning of 2017, before the full deployment of the system. The Advisory Committee continued to believe that the authority and leadership of the project's governance and management structures would be necessary to deliver a complex business transformation such as Umoja Extension 2. It therefore recommended that the General Assembly should request the Secretary-General to submit a revised proposal for the maintenance of the project structure until the completion of the full deployment of Umoja Extension 2.

29. Lastly, with regard to the resubmission of the request to upgrade the post of Deputy Project Director to the D-2 level, in view of the new information provided, the Advisory Committee recognized that the Umoja project leadership must intensify its efforts to garner greater support for organizational change management with the senior leadership throughout the Organization. It therefore recommended that the General Assembly should approve the Secretary-General's proposal.

30. **Ms. Rios Requena** (Plurinational State of Bolivia), speaking on behalf of the Group of 77 and China, said that the Group had always been supportive of management reform initiatives aimed at increasing the efficiency and capacity of the Secretariat to deliver better results.

31. In the light of the difficulties that the project had faced since its inception, the Group welcomed the progress made with the deployment of Umoja Foundation in 14 peacekeeping operations, the United Nations Logistics Base at Brindisi and the Regional Service Centre at Entebbe on 1 November 2013, and subsequently in 14 special political missions, the United Nations Truce Supervision Organization and the United Nations Military Observer Group in India and Pakistan on 1 March 2014. It also welcomed the deployment of the Umoja integration pilot at MINUSTAH. While the Group noted the actions taken to strengthen governance structures, significant challenges and risks remained: organizational readiness, delays in implementation of the project, building the necessary in-house expertise, projected cost escalation for the remaining phases of the project, and the lack of a consistent delivery and benefits plan.

32. The Group was also concerned about post-deployment issues, particularly accountability, resource requirements, the inconsistency of processes between locations, the level of coordination throughout the Secretariat, and the shortage of trained experts in many

missions, which were delaying the project. Lessons must be learned from the establishment of the post-implementation review task force and the Umoja Academy. Given the amount invested in Umoja and the fact that the purpose of the project was to harmonize and improve efficiencies, it must align all relevant systems across departments and offices, in order to track allocations and expenditures for cross-cutting themes that had been declared priorities for the Organization and Member States, such as youth, gender, and the environment.

33. A detailed benefits realization plan, indicating the potential impact of more efficient and effective administration, was important in understanding the implications of the new system. It was also important for Member States to receive comprehensive, high-quality, accurate and timely information to facilitate decision-making on administrative and budgetary proposals.

34. The Group was concerned by the considerable weaknesses noted by the Board of Auditors in the initial phases of the project, which had led to the ineffective and inefficient use of resources. Management failures had caused delays in implementation and contributed to cost overruns.

35. Strong leadership was key to successful delivery of such a complex Organization-wide business transformation. The Group shared the Advisory Committee's concern regarding the risks inherent in dismantling the project team prematurely.

36. **Ms. Power** (Observer for the European Union), speaking also on behalf of the candidate countries Albania, Montenegro, Serbia, the former Yugoslav Republic of Macedonia and Turkey; the stabilization and association process country Bosnia and Herzegovina; and, in addition, Armenia, Georgia, and Ukraine, said that the member States of the European Union, as strong supporters of Umoja and its potential for modernizing business administration within the United Nations system, welcomed the progress achieved thus far, but noted that the project was experiencing delays and increased funding requirements.

37. Significant challenges and risks remained and must be addressed if Umoja was to deliver its full scope and functionality and yield the intended benefits on time and within cost. In order to achieve those objectives, there must be proper project governance,

oversight, risk management and leadership. Senior management and process owners should therefore be fully committed to the successful deployment of Umoja in their respective areas, by ensuring organizational readiness, adopting standard business processes, and implementing any related central policy decisions. A collective effort was needed to identify how organizational readiness could be improved and to make efficient and appropriate use of the new business processes and supporting technologies. Process owners should also be granted the necessary level of authority to implement changes, while their respective individual accountabilities should be clarified. Collaboration between the Secretariat and other United Nations entities using the same enterprise resource planning solution should be intensified. Furthermore, managers and staff should have the requisite skills to adopt standardized business processes and to adapt to harmonized working methods.

38. While the member States of the European Union were concerned about the serious and systemic nature of the issues that had emerged in the post-implementation phase, the new delays in the project timetable, and the increased funding requirements, they commended the Secretariat for adopting a methodological and rigorous approach to address the root problems, including the Umoja post-implementation review task force, thus facilitating future Umoja deployments. They also urged the Secretary-General to build a commercial approach that would maximize value from major suppliers.

39. Given the importance of Umoja Extension 2, which comprised some of the more complex processes, such as budget formulation functions, supply chain management, and planning and programming, that phase would be more challenging to implement in terms of change management, harmonization and business transformation. The Secretary-General should ensure that Extension 2 was initiated on time and that its design was based on a thorough analysis of the business processes to be re-engineered. A clear benefits realization plan, with strong accountability, was fundamental to assessing the qualitative and quantitative benefits that would be achieved. Umoja could only succeed if fully implemented, thereby protecting the investment already made and fully realizing the expected benefits.

40. **Ms. Schweizer** (Switzerland), speaking also on behalf of Liechtenstein, said that while the two delegations commended the considerable progress

achieved in the past year, notably the deployment of Umoja Foundation in all peacekeeping operations and some special political missions and the launch of the Umoja integration pilot, they were concerned that it had again been necessary to revise the projected costs and deployment schedule.

41. The scope and complexity of the project were now evident. The Organization's business processes and operating methods had been disparate; it must now reinvent its working methods in a short period of time to harmonize all its business processes, which was a radical change, with far-reaching ramifications and manifold challenges. To ensure that the potential that Umoja represented for business transformation within the Secretariat did not remain untapped, the Administration should rethink and optimize its processes accordingly. The inefficiencies in the current business processes would not automatically disappear with the implementation of Umoja; unless the Secretariat adopted a proactive approach there was a risk that the project could entrench those inefficiencies.

42. The problems encountered during the roll-out of Umoja Foundation were significantly more numerous and serious than expected and threatened the functioning of the entities concerned. Both delegations welcomed the efforts of the Secretary-General to remedy the situation, but as Umoja implementation looked set to become even more complex and demanding, they urged the Secretary-General to draw as many lessons learned as possible from the experience. A clearly defined target operating model, detailing the Secretary-General's aims, should be presented. In that connection, she noted that detailed proposals for a new service delivery model would be submitted to the General Assembly at its seventieth session. While the Organization's service delivery model should have been defined at the very outset, both delegations hoped that the new model would finally clarify the direction Umoja was taking and that it would strengthen acceptance of the project by all stakeholders.

43. While the Secretary-General's commitment to reaping the qualitative benefits and improved efficiency Umoja should bring, starting in 2016-2017, was welcome, plans and baselines were needed to quantify the benefits and to ensure that they really added value to the Organization. The coming months would be crucial to the success of Umoja. The Secretary-General should do his utmost to prepare staff

for the considerable changes involved and should take steps to mitigate the major risks to the project effectively. Future action must be planned in a more detailed and systematic manner. The uncertainties concerning the timeline of the project and costs involved must be clarified as soon as possible.

44. **Mr. Al-Zeer** (Kuwait) said that the United Nations played a vital role in maintaining international peace and security, especially in the light of the escalating threats that the world was currently facing. In order for the Organization to achieve its mandated objectives, as set out in the Charter, it required specific financial resources to support future plans and programmes. The efficient and effective implementation of those plans and programmes was clearly linked to Member States' payment of assessed contributions in full, on time and without conditions.

45. While important progress had been made in the implementation of Umoja, the project implementation timeline and budget approved by the General Assembly should be respected.

46. Risk management was essential to the success of the project and the realization of all its benefits. His delegation therefore supported the Secretariat's efforts to create a new cadre of Umoja specialists in order to raise awareness among staff of the project. The Organization and its Member States would reap numerous benefits from the full implementation of the project, as it would improve transparency and provide more accurate data.

47. **Mr. Nagao** (Japan) said that his delegation welcomed the substantial progress achieved since the Secretary-General's fifth progress report, including the deployment of Umoja Foundation at 14 peacekeeping operations and 14 special political missions, as well as the pilot integration of Umoja Foundation and Extension 1 at MINUSTAH. It was also pleased to note the Secretary-General's commitment to completing the design, build and deployment of Umoja Foundation and Extension 1 by December 2015, as set forth in the approved timeline.

48. However, his delegation was concerned about the serious challenges the Organization faced, as well as the new delays in the project timetable and the increased funding requirements reported by the Secretary-General. Organizational readiness continued to be among the most significant risks, but the continued commitment of senior managers was the key

to the project's successful implementation. Further delays and cost escalations must be avoided, and the Secretary-General should show leadership and initiative in that regard. It was very important that investments should yield a return. The Secretary-General should therefore accelerate the development of the benefits realization plans for both qualitative and quantitative benefits.

49. **Mr. Khalizov** (Russian Federation), welcoming the deployment of Umoja Foundation in peacekeeping operations, the United Nations Logistics Base at Brindisi, the Regional Service Centre at Entebbe, and a number of other United Nations entities, said that his delegation was concerned that the revised deployment schedule, whereby the pace of implementation would be set according to organizational readiness, could lead to a significant increase in the cost of the entire project. The additional requirements requested amounted to some $37 million. The Secretariat should make every effort to avoid further increases in implementation costs, while ensuring that the functionality of Umoja was not affected and that the project was carried out in accordance with the timeline approved by the General Assembly. The search for savings should be limited to the Umoja budget and should not affect allocations for other projects or programmes.

50. The Administration had forecast that the project would deliver recurring annual financial benefits of between $140 million and $220 million after 2017, but the Secretariat should not start to identify the actual benefits until Umoja was fully operational. It was unacceptable that any unit should be required to make staff cuts at the current time owing to the implementation of Umoja. The Administration should submit to the Committee a detailed plan of action concerning structural and staffing changes within the Secretariat as a result of reduced requirements once the project was fully implemented.

51. Lastly, he concurred with the recommendations of the Advisory Committee concerning the Secretary-General's request for additional resources and the reclassification of the post of Deputy Project Director.

> *Programme budget implications of draft resolution A/69/L.3: Programme of activities for the implementation of the International Decade for People of African Descent* (A/C.5/69/L.5)

Draft decision A/C.5/69/L.5: Programme budget implications of draft resolution A/69/L.3

52. *Draft decision A/C.5/69/L.5 was adopted.*

The meeting rose at 4.10 p.m.