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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Seventh progress report on the enterprise resource planning project

Report of the Secretary-General

Summary

The 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 provides an update since the issuance of the sixth progress report (A/69/385 and Corr.1).

Since the issuance of the sixth progress report, steady progress has been made. The roll-out of the Umoja real estate functionality to all Secretariat entities was completed by November 2014, and in June 2015 the Umoja Integration solution (Umoja Foundation and Extension 1) was deployed to the Economic and Social Commission for Asia and the Pacific, the Office for the Coordination of Humanitarian Affairs, the United Nations Assistance to the Khmer Rouge Trials, the United Nations Environment Programme, the United Nations Human Settlements Programme and the United Nations Office at Nairobi. Umoja is now the daily solution in use by some 11,800 users in six departments and offices and 33 peacekeeping operations and special political missions.

The project to complete the implementation of the Umoja Integration solution throughout the Secretariat by the end of 2015 remains on track. That has been made possible despite considerable challenges and the additional unforeseen activities that had to be undertaken in 2015.

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The strengthened governance model first described in the fifth progress report (A/68/375 and Add.1) remains in force. During the reporting period, senior management in the Organization continually demonstrated strong support and personal engagement to ensure the success of Umoja.

The Secretary-General continues his proactive leadership of the project and has chaired various meetings to ensure that his senior management team is committed to the successful implementation of Umoja throughout the Secretariat and the realization of its benefits. The project's monitoring mechanism has been strengthened, and the Secretary-General and his Executive Office monitor progress towards the successful and timely deployment of Umoja using a biweekly scorecard.

During the reporting period, the Administration and the Umoja team worked assiduously towards the implementation of the recommendations of oversight bodies.

Given the tight timeline between the June and November 2015 roll-outs and the large number of entities to roll out to in November, a new approach was adopted, in which responsibilities are extended to a broader base of stakeholders throughout the Organization. Deployment groups have been constituted at Headquarters, in Geneva and Vienna and by the Department of Field Support for its field missions. The groups are leading their entities towards readiness to go live and ensuring the proper adoption and stabilization of the common operating model.

To monitor, control and measure progress towards readiness, entities and deployment groups are required to pass eight successive "quality gates", which are key milestones aligned with the Umoja master project plan. A strict escalation procedure is applied in the event of deviations from planned progress and includes the intervention of the Secretary-General to resolve major issues if required.

Pursuant to a recommendation of the Board of Auditors, key stakeholders will provide positive confirmation to the Management Committee at the end of October 2015 that all enablers are in place for a successful roll-out in November 2015.

The Umoja team continues to draw upon various lessons-learned exercises to gauge the success and challenges of past deployments. This includes post-implementation reviews, user readiness surveys conducted before and after the June 2015 roll-out and an analysis of the requests for support received during the ramp-up phase and by the help desk.

The Umoja post-implementation review task force described in the sixth progress report completed its review of issues that arose following the roll-out of Umoja Foundation to field missions, highlighting the need for specific actions in two areas: master data governance and business intelligence reports. Corrective actions, as outlined in the action plan of the task force, are being implemented. The Umoja team and the process owners continue to analyse the risks relating to business readiness and the adoption of the Umoja solution with each subsequent deployment, and corresponding mitigating actions are being put in place.

The Umoja training approach has been reviewed and further improved after every roll-out. The Umoja Academy continues to deliver training to managers, process experts and local process experts in order to ensure that the users gain the required comprehensive knowledge of Umoja. Business intelligence "power users" are being trained to harness the data made available by Umoja and support fact-based, data-driven decision-making throughout the Organization.

The Secretary-General and senior management remain committed to realizing the qualitative and quantitative cumulative benefits in the overall range of $140 million to $220 million by 2019. The implementation of Umoja in six offices and departments and 33 peacekeeping operations and special political missions presents an opportunity to refresh the Umoja business case. A team has been established to reassess how the benefits realization targets will be achieved and to develop benefits realization plans. The results of the work will be reflected in the next and subsequent progress reports.

In parallel to the phase-out of the Umoja team, a plan to gradually transfer knowledge and responsibilities from the team to the corresponding areas of the Secretariat continues along three lines: to the process owners; to the Chief Information Technology Officer; and, with respect to training, to the Office of Human Resources Management. The Organization is committed to ensuring that the valuable skills and expertise of Umoja project staff are retained, going forward.

The sixth progress report presented estimated resource requirements in the amount of $385,060,300 for the project until 31 December 2015. It also provided details of the project for 2016 and 2017 in the amounts of $30,395,900 and $23,895,800, respectively. In its resolution 69/274, the General Assembly approved the resources requested for the biennium 2014-2015, and at the same time took note that the resource requirements for the biennium 2016-2017 would be included in corresponding budget proposals for the regular budget and the support account for peacekeeping operations.

The report provides an update of the projected direct resource requirements for the project until 31 December 2015, which remain unchanged at $385,060,300. The resource requirements for the biennium 2016-2017 also remain unchanged at this stage, at $54,291,700, as presented in the sixth progress report.

The General Assembly is requested to take note of the report and to note that revised resources for the biennium 2016-2017 will be submitted for its consideration at the first resumed part of its seventieth session, in 2016. The updated cost estimates would take into account several critical aspects, such as the support requirements for entities going live in November 2015, legislative decisions with regard to human resources matters that will have significant implications for business processes in Umoja and the scope of Umoja Extension 2 processes.

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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. It addresses the requests made by the Assembly in its resolution 69/274 and provides an update on the status of the project since the issuance of the sixth progress report (A/69/385 and Corr.1).

II. Project governance and oversight

A. Governance overview

2. Umoja continues to benefit from the strengthened governance model first described in the fifth progress report (A/68/375 and Add.1). The Management Committee, chaired by the Chef de Cabinet, receives quarterly updates on the project status and provides guidance on strategic issues. The Umoja steering committee, chaired by the Under-Secretary-General for Management, meets on a monthly basis to oversee the strategic and operational management of the project. Heads of business units are actively engaged and continue to reinforce the level of awareness and commitment of their respective departments and offices.

3. Before the June 2015 roll-out, heads of business units participated as observers in the steering committee meetings. Together with the process owners and the project team, they provided positive confirmation to the Management Committee that all enablers necessary for a successful roll-out were in place. A similar approach is being followed before the November 2015 roll-out.

B. Action taken to further strengthen ownership and accountability

4. The Secretary-General remains a proactive champion of the project and has chaired various meetings throughout 2015 to ensure that his senior management team is committed to the successful implementation of Umoja across the Secretariat and the realization of its benefits. The senior managers' compacts with the Secretary-General remain a useful tool in this regard.

5. Process ownership has been strengthened by ensuring that heads of business units — with support from the project owner, process owners and Umoja project management — play a more active role in Umoja. Given the complexity and size of the November 2015 and April 2016 go-lives and the requirement to look forward to future development, including Umoja Extension 2, it is critical that business leaders take ownership of the readiness plan in order to adopt the common operating model and drive its development, going forward. To monitor progress against the readiness plan, Umoja developed a series of milestones, or "quality gates", to review the performance of the entities that will go live in the coming implementations.

6. The project's monitoring mechanism has also been strengthened. A biweekly scorecard, introduced early in 2015, monitors the progress of all entities towards a successful roll-out. The scorecard proved highly effective for the June 2015 go-live. The establishment of eight quality gates for the November 2015 go-live created the

conditions necessary for a successful deployment and placed further emphasis upon the leadership of the heads of business units and process owners. In line with General Assembly resolution 69/274, a strict escalation procedure is applied in the event of deviations from planned progress and includes the intervention of the Secretary-General to resolve major issues if required.

C. Update on implementation of oversight bodies' recommendations

7. During the reporting period, the Board of Auditors and the Office of Internal Oversight Services both reviewed the project closely. In its fourth annual progress report (A/70/158), the Board observed a sustained and consistent improvement of the project's management.

8. The Board noted the Administration's awareness of the scale of the challenges posed by the roll-out of Umoja in 2015 and its determination to proceed according to the current deployment schedule, its known risks and weaknesses notwithstanding.

9. To maximize the project's success, the Board made the following new recommendations to the Administration, all of which the Administration has accepted and is actively addressing:

(a) Increase the degree to which Umoja is actively and visibly led by all heads of business units, with support from process owners and Umoja project management;

(b) Assess thoroughly the risks attached to the current Umoja deployment schedule and consider contingency and other measures that may be necessary to mitigate those risks;

(c) Independently review the estimated capacity required across the support model to meet expected demands following cluster 3 and 4 deployment and take action to address any gaps;

(d) Review the timing and adequacy of funding arrangements for the rationalization of the information and communications technology help desks to minimize any risks to the provision of support to Umoja;

(e) Develop a detailed transition plan for transferring responsibility for technical support for Umoja from the project team to the Office of Information and Communications Technology;

(f) Refresh the Umoja business case, drawing on the experience of the Department of Field Support and clusters 3 and 4;

(g) Evaluate the case for an Umoja optimization project, considering the links to the proposed global service delivery model and the opportunity that it provides to widen the business ownership and business leadership of Umoja reforms.

10. Of the 21 outstanding recommendations made in the Board's previous reports, 3 have been fully implemented, 6 are under implementation, 3 have not been implemented and 9 have been closed by the Board. Five of the closed recommendations have been superseded by recommendations contained in the Board's fourth annual progress report.

11. During the reporting period, the Office of Internal Oversight Services conducted several Umoja-related audits. They differed from previous periods in their emphasis on assessing the implementation of Umoja in peacekeeping operations and special political missions. The Umoja team is responsible for 11 of the 22 open Umoja-related recommendations as at June 2015. The Administration has accepted all the recommendations and is actively addressing them.

12. During the reporting period, the Independent Audit Advisory Committee closely monitored the implementation of the Umoja project and welcomed the progress achieved. The Committee reiterated its recommendation that management continue to rigorously monitor key milestones and the overall timeline for implementation by identifying and managing current and any emerging key risks to the achievement of the objectives of the project.

13. In the light of the recognized importance of implementing several ongoing business transformation projects such as the global field support strategy, the International Public Sector Accounting Standards (IPSAS), Umoja and mobility, both the Board and the Committee noted the challenges that the Umoja project faces, such as the limited ability of organizational readiness to adopt change, and change fatigue, which may prevent the Organization from delivering results as planned. The Administration recognizes that it is of the utmost importance for the success of every change management initiative for such initiatives to set the bar for how much change the Organization is able to absorb. In this context, the Umoja team plans to develop, in consultation with the process owners, a user adoption framework and guidance to be discussed with heads of business units in order to ensure business ownership.

III. Status

A. Overview of achievements

14. Umoja became a reality in July 2013 and is now the daily solution in use by some 11,800 users in six departments and offices and 33 peacekeeping operations and special political missions. Of these, some 7,500 are users of the self-service portal.

15. The solution is responding effectively to the challenge of supporting a complex organization with many remote sites, and the Organization is working to expeditiously address any adoption issues that may be encountered. A new corporate support model, foreseen in the report of the Secretary-General on information and communications technology in the United Nations (A/69/517), is being implemented throughout the Organization to resolve incidents and user requests for service on both technical and functional matters.

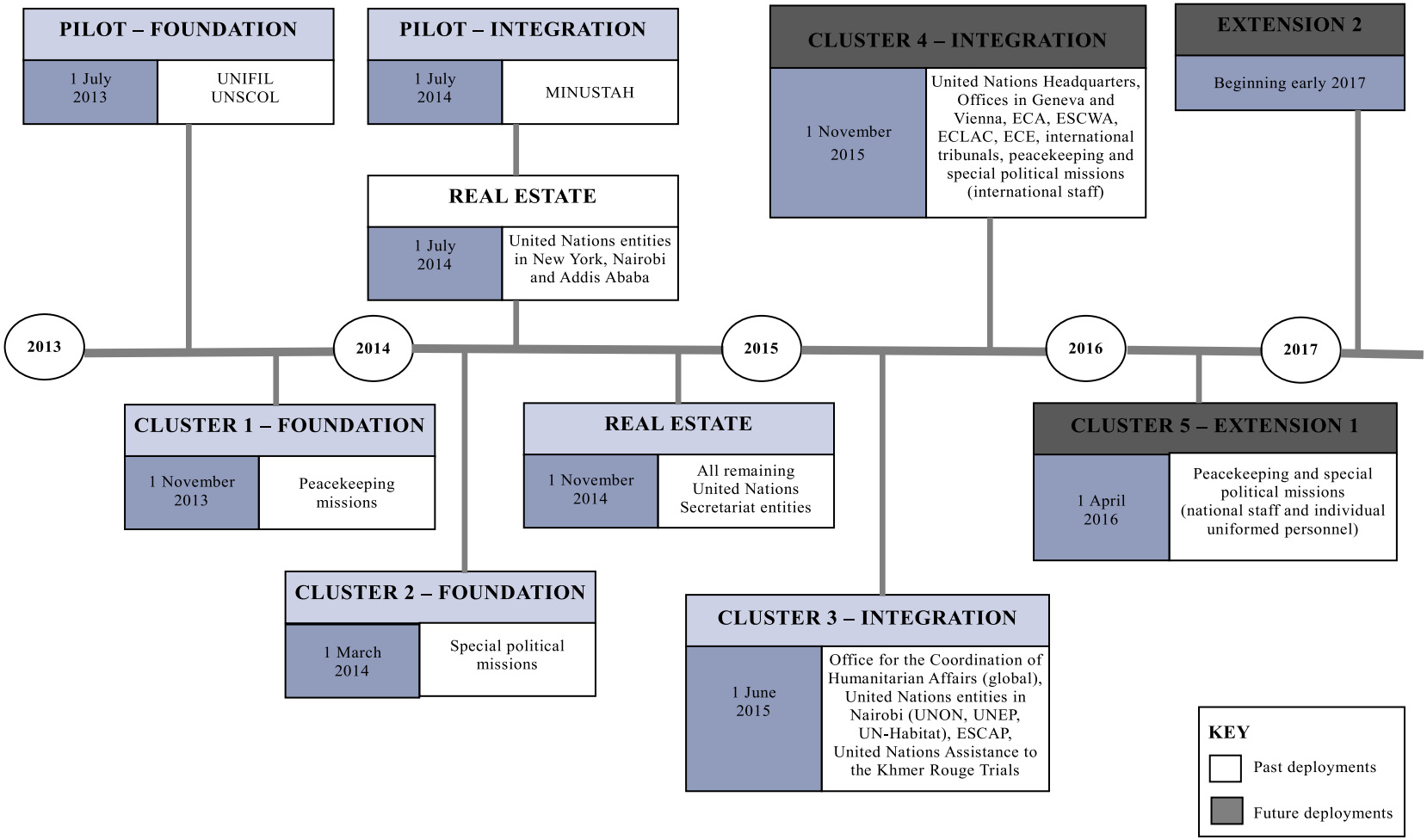
16. After decades of working in functional and organizational silos, different entities are beginning to work more closely together, given that Umoja is a fully integrated, enterprise-wide solution that requires common practices. This entails the optimization of the United Nations common operating model, a change management effort without precedent in the Secretariat. The solution is beginning to bring about significant improvements in terms of efficiency, transparency and better and more informed decision-making. As recommended by the Board of Auditors in its fourth

annual progress report, the Organization will ensure that this effort is aligned with the proposed global service delivery model and the opportunity that that model provides to strengthen the business ownership and business leadership of Umoja reforms.

B. Progress: July 2014 to August 2015

17. The project remains on track to complete the implementation of the Umoja Integration solution (Umoja Foundation and Extension 1) throughout the Secretariat by the end of 2015. The figure contains a visualization of the timeline.

Figure I
Timeline of past and future deployment activities



Abbreviations: ECA, Economic Commission for Africa; ECE, Economic Commission for Europe; ECLAC, Economic Commission for Latin America and the Caribbean; ESCAP, Economic and Social Commission for Asia and the Pacific; ESCWA, Economic and Social Commission for Western Asia; MINUSTAH, United Nations Stabilization Mission in Haiti; UNEP, United Nations Environment Programme; UN-Habitat, United Nations Human Settlements Programme; UNIFIL, United Nations Interim Force in Lebanon; UNON, United Nations Office at Nairobi; UNSCOL, Office of the United Nations Special Coordinator for Lebanon.

18. During the reporting period, the Umoja master project plan was executed in accordance with the schedule and functionality set out in the sixth progress report.

19. By November 2014, the roll-out of Umoja real estate functionality to all Secretariat entities was completed. Following the adoption of the Umoja real estate management module, all data relating to real estate are recorded and maintained in one common solution, increasing transparency and integration across multiple functions. Moreover, with the introduction of IPSAS, real estate and infrastructure assets are now being recorded as part of the financial statements.

20. In parallel, the Umoja team worked to complete the design, build and test of high-priority change requests resulting from lessons learned during the Umoja Integration pilot in the United Nations Stabilization Mission in Haiti (MINUSTAH).

21. In June 2015, the Umoja Integration solution (Umoja Foundation and Umoja Extension 1 functionality) was deployed to the Economic and Social Commission for Asia and the Pacific, the Office for the Coordination of Humanitarian Affairs, the United Nations Assistance to the Khmer Rouge Trials, the United Nations Environment Programme, the United Nations Human Settlements Programme and the United Nations Office at Nairobi.

22. The preparation of data for the deployment required significant effort, given that the extent of data cleansing and conversion activities had not been anticipated, and the project team dedicated considerable effort to supporting the entities.

23. In addition to the data readiness work, the deployment required significant change management efforts, including:

(a) Efforts to increase involvement and ownership by the relevant offices of the readiness activities supporting the creation of local deployment groups and providing guidance on preparatory activities to be carried out;

(b) Efforts to harmonize and clarify operating model issues, in particular for offices with complex operating models and large footprints and offices receiving services from organizations external to the Secretariat (such as the United Nations Development Programme or the United Nations Office for Project Services) to support their field operations;

(c) Communication campaigns and the championing of the change by the Organization’s senior management;

(d) Umoja Academy and training sessions for staff at all levels.

24. One of the noteworthy developments resulting from Umoja was the set-up of the Secretariat-wide master data management mechanism.

25. Along with the roll-out of the Umoja functionality, the team worked on the development and release of the management dashboard, a tool containing up-to-date operational information that provides managers with capability for both high-level and detailed analysis in support of preventive or corrective decision-making. Additional information to be monitored through the dashboard continues to be developed to complement other business intelligence reports that are extensively used to extract information from Umoja.

26. The Organization has strengthened the enterprise support model implemented throughout the Organization to resolve incidents and user requests for service, both on technical and functional matters.

27. In areas more closely associated with information and communications technology, the Organization has undergone technology infrastructure enhancements, including a data centre infrastructure upgrade; the deployment of a tool to monitor end-user experience; and the deployment of cutting-edge database technology to support business intelligence.

Lessons learned

28. The Umoja team continues to draw upon various lessons-learned exercises to gauge the success and challenges of past deployments, in order to continuously improve the approach to future roll-outs of the solution.

29. Umoja conducted a user readiness survey before the June 2015 roll-out. A total of 1,500 respondents (23 per cent of the users participating in that roll-out) indicated general awareness of the benefits of Umoja in terms of process harmonization and transparency. The accessibility of information about Umoja was also positively noted. Just over half of the respondents said that they understood Umoja and the way in which it would have an impact on their entities. Users also reported, however, that improvements were needed in the area of support and internal communications and expressed a desire for their individual roles and responsibility under Umoja to be further clarified.

30. The following additional lessons were learned and are being applied to improve the November roll-out:

(a) With respect to change management, ahead of any roll-out, organizational management and user access mapping activities must be preceded by a strategic discussion with senior management on the division of labour among Secretariat entities, outlining roles, responsibilities and reporting lines; change discussions should be held between management and staff, including to provide clarity to staff on their new roles and responsibilities; and internal communication must be strengthened through regular videoconferences, information kiosks, etc., in order to further engage and educate staff;

(b) The approach to training must be modified, with only basic training provided before go-live and more in-depth, hands-on training during the ramp-up and in the months following the roll-out. Training plans must be developed only after the completion of user access mapping, and the training of local process experts must be based on the number of end users in the functional areas. There must be a significant increase in the quantity of certified process experts to ensure that in-depth knowledge and skills are entrenched widely throughout the Organization and that users are adequately supported;

(c) With respect to data readiness, data cleansing and enrichment has proved to command a significant amount of staff and management's attention and has become the critical path to achieving readiness to go live.

31. Drawing on the lessons learned from previous deployments, the Umoja team and the process owners are analysing the risks relating to business readiness and the adoption of the Umoja solution. Moreover, an assurance project is being carried out by external consultants to identify and analyse areas of risk that may affect the immediate and long-term value of Umoja to the Organization. Recommendations are being developed across three major areas, aimed at strengthening change-management capabilities to accelerate user adoption, confirming the future support

structure for Umoja, and optimizing business processes and defining a common operating model. The consultants assisting with the analysis are using insights from industry best practices to recommend strategic initiatives to enable the Organization to make the transition to a new way of working. To that end, action plans will be provided to address the gaps identified.

Umoja training

32. Comprehensive knowledge of Umoja is required to successfully adopt the solution, efficiently support it and benefit from business improvement opportunities and thereby also create capacity in the Umoja team to focus on deploying the solution to further entities and on building additional functionality into the existing solution.

33. Besides the obvious factors of proper planning, an effective training approach and the quality of materials, the lessons learned identified other critical success factors, such as the availability of sufficiently trained process experts to conduct train-the-trainer sessions, the proper completion of user access mapping to assign users to the appropriate training and the need to address the conflicts preventing users from attending classes while they are engaged in other readiness activities, such as data cleansing.

34. The Umoja training approach has been reviewed and improved after every roll-out. The training approach for the November deployment now includes new distance-learning packages for self-paced learning and virtual classrooms;[1] a decentralized management and execution of Umoja training, including Umoja Academy, train-the-trainer and end user training; tailored training programmes that, while providing an end-to-end overview of the Umoja solution, are customized to the specific needs of the users based on their roles and provide examples that are more relevant to their business context; and practical exposure to the Umoja solution during training through enhanced hands-on sessions, practice time and additional trainings following the go-live.

Umoja Academy

35. The Umoja Academy was established in May 2014 to develop a greater degree of Umoja expertise throughout the Organization. Participants, from senior leadership to end users, become fully familiar with all aspects of Umoja and gain a fundamental understanding of end-to-end processes, impact and changes.

36. The programme has been divided into courses for managers, process experts and local process experts, and business intelligence “power users”, as follows:

(a) Modules for managers have been made available to heads of business units, deployment coordinators, senior managers and line managers. By August 2015, 124 training sessions for managers, with more than 1,000 participants, had been held globally;

(b) Modules for process experts aim to enable them to achieve professional certification after having attended classes, passed assessments and contributed to

[1] This is in alignment with the Office of Human Resources Management learning and career support strategy, which seeks to move towards offering online learning courses that target a large end-user base and are of medium complexity.

various hands-on activities. Process experts are high-level functional analysts who can fully ensure the alignment of the solution to the organizational policies and processes. Given that the profile of the process expert is very demanding, an intensive, long-term training programme based on the mentorship concept was created. Candidates are assigned to Umoja experts who coach them throughout the process. The goal is to certify at least 50 additional process experts during 2015, in addition to the process experts working in the Umoja team;

(c) A module for local process experts is aimed at selected end users who have complete knowledge of their functional areas and demonstrate a thorough understanding of the Umoja transactional process. The local process experts contribute to deployment activities before the solution goes live and provide first-level local support thereafter. The goal is to train and certify from 5 to 10 per cent of all transactional end users as local process experts. As at August 2015, a total of 1,371 transactional end users had been trained and 1,220 certified, which corresponds to 7.5 per cent of the total number of current users;

(d) The Umoja Business Intelligence Academy was launched early in 2015 to teach staff ("power users") how to harness the data made available by Umoja and support fact-based, data-driven decision-making. Some 60 participants have thus far attended the Business Intelligence Academy training, and additional sessions will be conducted in 2015 and 2016 to build the capacity necessary to fully realize both the qualitative and quantitative benefits of improved information. Overall, the training programme has been positively received. Additional expertise is required to both exploit all business intelligence opportunities and ensure that all entities and functional areas are able to make use of Umoja. The target is to create a cadre of at least 500 business intelligence "power users" globally. The goal is that each department and office will have sufficient capacity to access all relevant information on a self-service basis, including the capacity to create dashboards, queries and reports customized to their specific needs.

Umoja post-implementation review task force

37. The Umoja post-implementation review task force described in the sixth progress report continued its reviews during the reporting period. It ensured that issues and action plans were implemented on time, and lessons learned regarding the adoption of the new solution were applied to the benefit of future roll-outs.

38. The task force has completed its review of issues that arose following the roll-out of Umoja Foundation to field missions in two areas: master data governance, specifically the creation of business partner records, and business intelligence reports. While initial action was taken, the Administration has recognized that broader strategic attention as part of long-term change management initiatives is required to address the root causes of such issues.

39. Following the deployment of the Umoja Integration pilot in MINUSTAH, an intervention team that included representatives of the Department of Field Support, the Office of Human Resources Management and Umoja visited MINUSTAH in January 2015 to assess a range of adoption issues. Action to address the task force findings included a significant development of enhancements and modifications to meet the requirements of field operations. This development effort consumed resources that would have otherwise been directed towards planned activities such as Umoja Extension 2.

40. A post-implementation review was also launched early in September 2015 to take stock of the experience of those entities within which the Umoja Integration solution was deployed in June 2015.

C. Preparation for future roll-outs

41. Given the tight timeline between the June and November 2015 roll-outs and the large number of entities that will be included in the November roll-out (more than 10 times the number of entities compared with those included in the June 2015 roll-out), a new approach was adopted in which responsibilities must be borne and executed by a broader base of stakeholders throughout the Organization.

42. Deployment groups have been constituted at Headquarters, in Geneva and Vienna and by the Department of Field Support for its field missions. There are particular challenges associated with preparing the United Nations Headquarters, a highly fragmented and complex system comprising 16 departments and dealing with operations in nearly 100 duty stations. In recognition of those challenges, in September 2014 the Secretary-General appointed a full-time senior deployment coordinator at the Assistant Secretary-General level, under whose authority the Headquarters deployment group was established. Once the initial efforts to establish the group were completed, the function to coordinate its work was integrated within the Office of the Under-Secretary-General for Management.

43. The deployment groups lead their entities towards readiness to go live and secure proper adoption and stabilization of the common operating model. They provide guidance and support to implementing entities, mobilize resources, organize data cleansing activities, lead the user mapping exercise, establish training programmes and facilities and foster the cross-functional and cross-departmental teamwork required to successfully deploy and sustain the Umoja solution.

44. The deployment groups and the stand-alone departments and offices, which mainly include the regional commissions, are following instructions provided by the Umoja team, the process owners and the Chief Information Technology Officer. To monitor, control and measure readiness progress, entities and deployment groups are required to pass eight successive quality gates, which are key milestones aligned with the Umoja master project plan.

45. Addressing the data cleansing and enrichment required for Umoja has become the critical factor in achieving readiness to go live in November 2015. These activities entail reviewing, cleansing and closing items that have been accumulated over decades. The areas in which data activities have proved most demanding include outstanding travel claims (open travel commitments), grants and projects with negative balances, the mapping of legacy inventory to the Umoja material master data, and time and attendance balances.

46. Planning and monitoring mechanisms have been strengthened by:

(a) The implementation of a project tool enabling management of the Umoja master project plan, including a review of progress against planned activities;

(b) Tightly monitoring the entity's progress towards roll-out. On the basis of self-assessment, entities report their status and the Umoja team qualifies the entity as "green" (on track), "red" (deviation from plan) or "black" (not to be onboarded).

In the event of a “red” status, a single warning and a short time period for corrective action is given. A “black” status will result in the exclusion of an entity from onboarding in November 2015.

47. Given that Umoja is an organizational transformation initiative that introduces changes and harmonization throughout the Secretariat, it is expected that the deployment groups will continue to provide support until the solution is stabilized. After rolling out Umoja, the groups will be dealing with, in particular, enhancing support management, standardizing processes, improving cost transparency and the metrics of back-office operations, strengthening internal controls and eliminating redundancies and fragmented work patterns.

Umoja Extension 2

48. The initial scope of Umoja Extension 2 included functionalities relating mainly to supply chain management, budget formulation, programme management, conference and event management, and force planning.

49. The design work of Umoja Extension 2 is delayed, largely owing to the heavy workload necessitated by the post-implementation reviews and preparations for the June and November deployments. Moreover, since the scope of Extension 2 was first defined, the Organization and its needs have evolved, and new considerations will have to be factored in before determining the precise functional content and timing of subsequent releases of Umoja. The reassessment of Extension 2 functionality should also take into account:

(a) Emerging needs that are critical to sustaining operations, such as improvement requests initiated by United Nations offices and departments as a result of the experience gained in using the Umoja Integration solution;

(b) Emerging mandated requirements, such as changes to Umoja Integration, which will be required to manage the new human resources entitlements to be introduced as the result of the report of the International Civil Service Commission for 2015 (A/70/30), should the General Assembly approve the recommendations therein;

(c) Other strategic projects such as completing the deployment of the Umoja supply chain functionalities to peacekeeping and special political missions to replace Galileo; an improved interface between Umoja and the United Nations Development Programme solution to support the collaboration between field offices and the Programme; and the implementation of an updated version of the Umoja underlying solution that the software provider will introduce in 2016, which will include a more user-friendly self-service portal.

50. Considering the above factors, the steering committee has begun to reassess the backlog of requirements, beginning with the functional content of Extension 2, and to discuss the mechanism that will accord priority to emerging and future functionalities to be included in new Umoja releases.

51. A revised plan for future releases of the Umoja solution, including cost estimates, will be submitted to the General Assembly for its approval at the first resumed part of its seventieth session, in 2016.

D. Realization of benefits

52. As reported in previous progress reports, and in line with General Assembly resolution 69/264, through the implementation of Umoja, the Organization is harmonizing business processes, redefining roles and responsibilities and reducing unnecessary duplication of work. In this context, the Secretary-General and senior management remain committed to realizing the qualitative and quantitative cumulative benefits, which will total between $140 million and $220 million by 2019.

53. In close cooperation with the IPSAS team, Umoja performance metrics have been aligned across the six categories of qualitative benefits. The analysis of key qualitative drivers and indicators of Umoja is planned to be submitted to the Umoja governance bodies in 2016.

54. The implementation of Umoja in six offices and departments and 33 peacekeeping operations and special political missions presents an opportunity to refresh the Umoja business case, as recommended by the Board of Auditors.

55. The specific future impact of Umoja needs to be clearly defined as the new operating system stabilizes. A dedicated project team has been established by the process owners and the Chief Information Technology Officer to reassess how the benefits realization targets will be achieved, and to elaborate benefits realization plans. The impact from the review of the Umoja Extension 2 functionalities on benefits realization will also be taken into account. The results of this work will be reflected in the next and subsequent progress reports.

E. Internal controls and risk management

56. The Umoja team continues to improve its risk management mechanisms. A method for capturing risks directly from the entities has been implemented. The Headquarters deployment group in New York also has full access to the risk and issue database, which provides a single comprehensive risk register for Umoja.

57. Umoja issues a weekly risk report for the Umoja leadership, highlighting those who have the highest level of exposure to risk, in terms of both likelihood and impact. A subset of key risks is also provided to and discussed with the Umoja steering committee as a standard agenda item. For those risks requiring urgent escalation, the project may invoke the “three-day rule”, which, after three days, triggers automatic escalation to the Umoja project director, then the Umoja project owner and ultimately the Office of the Secretary-General.

58. The following are the most significant risks being managed by the Umoja team:

(a) Compressed timelines for deployment. The timeline for the November 2015 deployment, which closely follows the June 2015 deployment, presents the risk that fatigue among critical staff members within the Umoja team and the implementing entities will adversely affect performance. Critical staff on the Umoja team and within the process owners’ offices leaving for posts unrelated to the Umoja project is also a factor affecting the capacity of the team. Measures to mitigate the risk should include rotating existing team members with other United Nations staff members who have the requisite skills, experience and potential to alleviate the burden on key staff;

(b) The scope of the November 2015 roll-out (cluster 4) is unprecedented. Its deployment has almost twice the number of users and more than 10 times the number of entities compared with the June 2015 roll-out. Mitigation measures include the establishment of hub deployment groups to consolidate readiness activities. Hubs have been established in New York, Geneva and Vienna for all departments and offices in each location. The Department of Field Support serves as a hub for the deployment of Umoja Extension 1 to all field missions;

(c) Data challenges. By design, the Umoja solution is less forgiving of bad data than current systems. The June 2015 roll-out proved to be a tremendous challenge, especially in the areas of grants and projects. The November 2015 roll-out poses an even larger challenge given the amount of data to be collected, cleansed, enriched and converted. Measures to mitigate the risk include the establishment of quality gates, which hold the entities accountable for preparing their own data according to the policy guidelines communicated over the past three years.

F. Umoja operating, maintenance and support costs

59. The Secretariat continues to make every effort to implement Umoja preparatory activities within the approved budget levels of each department. As described in the fifth progress report, the Assistant Secretary-General for Programme Planning, Budget and Accounts, Controller, with the support of the project owner, directed departments and offices to continue to perform all readiness tasks within their existing base budgets. Given that the deployment of Umoja is a high priority for the next few years, this absorption will continue to be managed through the reprioritization of administrative and support activities in such a way as to ensure that it has no negative impact on the implementation of core mandates.

60. Departments and offices have participated in preparatory activities such as the collection, cleansing and enrichment of master and transactional data, which serves the purpose of Umoja implementation and IPSAS adoption. This is done through a redeployment of resources within approved administrative costs. While the above-mentioned actions could be aggregated and quantified, they do not reflect the totality of costs in support of Umoja being borne by the businesses, because they omit the costs of redistributing work among staff to enable individuals to assist the Umoja team in the lead-up to and during deployment. Such hidden costs are not easily measurable. The Administration noted the Board of Auditors' observation that the associated costs incurred are not recorded centrally. However, given that the Integrated Management Information System cannot track expenditure on an activity-based level, efforts to collate this information, including estimates of hidden costs, cannot be comprehensive.

G. Mainstreaming plan

61. In parallel to the phase-out of the Umoja team, a plan to gradually transfer knowledge and responsibilities from the team to the corresponding areas of the Secretariat continues along three lines: to the process owners; to the Chief Information Technology Officer; and, with respect to training, to the Office of Human Resources Management.

62. The Organization is committed to ensuring that the valuable skills and expertise of Umoja project staff are retained, going forward.

Mainstreaming to the process owners

63. Efforts to transfer process experts to the enterprise resource planning project are continuing. Over time, the process expert cadre has expanded, especially in response to the needs of the June 2015 and November 2015 go-lives.

64. This initiative is aimed at developing professionals fully acquainted with the Umoja solution, with full-time dedication to how to refine, improve and support operations under the common operating model. These process experts will be located in the process owners' offices and in selected service hubs and Secretariat departments and offices.

65. Process experts are currently positioned in all Umoja functional areas, with most playing multiple roles to both support deployment activities and provide production support, thus continuing to place a strain on current capacity until after November 2015.

66. The concept of local process experts has also been widely implemented and continues to make a significant contribution to on-site support requirements.

67. The stabilization of the solution after the November roll-out will enable a full analysis of the process experts' and local process experts' approach to assess the long-standing requirements to sustain Umoja operations and mainstream these roles to the respective business areas.

Mainstreaming to the Chief Information Technology Officer

68. The Umoja team and the Chief Information Technology Officer have identified all the functions to be mainstreamed to the Chief Information Technology Officer area and have developed a high-level project plan. Further information can be found in the progress report on the information and communications strategy for the United Nations (A/70/364).

69. The Office of Information and Communications Technology and the Umoja team are currently working on a detailed assessment to identify the support model for mainstreaming and the total cost of ownership, which will be presented in the next progress report.

Mainstreaming training to the Office of Human Resources Management

70. Discussions among the Umoja training team, the Learning, Leadership and Organizational Development Section[2] of the Office of Human Resources Management and the process owners on the mainstreaming of Umoja training were held during the reporting period.

71. The preliminary discussions covered topics such as the possibility of making the Umoja Academy training for managers mandatory, the need to have a structured approach for the delivery of end-user training and the need to maintain close links between the unit delivering Umoja training and the unit managing the Umoja solution.

[2] The Learning, Leadership and Organizational Development Section is the unit in charge of the Organization's mandatory and standard training.

72. The potential areas identified for mainstreaming are:

(a) Content development;

(b) The delivery of training, including Umoja Academy, train-the-trainer and end-user training;

(c) The management of Umoja training in the Inspira learning management system;

(d) Quality assurance and compliance;

(e) Training environment management and maintenance;

(f) Training coordination and logistics;

(g) The change management aspects of Umoja.

73. Currently, the Office of Human Resources Management and the Umoja team are working on a detailed assessment to identify the support model for mainstreaming and the total cost of ownership. The assessment is planned to be completed by 31 December 2015 and will also identify any additional functions that can be mainstreamed before 2017. This mainstreaming plan is pivotal to the way in which the Office will plan its next biennium.

74. In the short term, the Office of Human Resources Management remains committed to continuing to provide guidance on training policy and standards to the Umoja training team and to providing Inspira learning management system support.

H. Continuous improvements

75. To fully exploit the opportunities arising from the implementation of the enterprise resource planning solution and adopt industry best practices, continuous improvements must be implemented.

76. The magnitude of the changes planned has been constrained by the ability of the Organization to absorb changes at the time of the roll-out of the enterprise resource planning solution, given that the Organization has been concurrently undertaking numerous and significant change initiatives.

77. In line with the recommendation by the Board of Auditors to “evaluate the case for an Umoja optimization project, considering the links to the proposed global service delivery model and the opportunity it provides to widen business ownership and business leadership of Umoja reforms” (see A/70/158, para. 19 (g)), the Organization is examining the possibility of developing a stronger business re-engineering capacity to drive the implementation of continuous improvements to the operating model in order to fully exploit the potential of the enterprise resource planning solution.

I. Project staffing

78. As shown in the chart depicting the organizational structure and post distribution for 2015 contained in the sixth progress report (A/69/385, annex), the Umoja team is currently composed of 90 staff posts. A new post of Deputy Project Director at the D-2 level was added effective 1 April 2015, and an existing post at

the D-1 level was abolished. The current and projected recruitment status for these posts appears in table 1.

Table 1
Umoja status of vacancies as at 31 July 2015

Status	*Assistant Secretary-General*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*General Service (Principal level)*	*General Service (Other level)*	*Total*
Encumbered										
Regular	1	–	7	20	32	5	1	–	7	73
Temporary	–	1	–	–	–	2	–	–	1	4
Subtotal	**1**	**1**	**7**	**20**	**32**	**7**	**1**	**–**	**8**	**77**
Vacant										
Under recruitment	–		–	–	–	–	–	–	1	1
Temporarily vacant	–	–	–	1	2	–	–	1	3	7
Permanently vacant	–	–	–	–	3	2	–	–	–	5
Subtotal	**–**	**–**	**–**	**1**	**5**	**2**	**–**	**1**	**4**	**13**
Total, authorized	**1**	**1**	**7**	**21**	**37**	**9**	**1**	**1**	**12**	**90**

79. As at 31 July 2015, 77 of the 90 posts were encumbered, 5 vacant posts were frozen in anticipation of the downsizing of the project in 2016 and the remaining posts were at various stages of recruitment.

IV. Resource requirements

A. Overview

80. The project to complete the implementation of the Umoja Integration solution throughout the Secretariat by the end of 2015 remains on track. There has been good progress, as exemplified by the launch of Umoja in the Economic and Social Commission for Asia and the Pacific, the Office for the Coordination of Humanitarian Affairs, the United Nations Assistance to the Khmer Rouge Trials, the United Nations Environment Programme, the United Nations Human Settlements Programme and the United Nations Office at Nairobi in June 2015.

81. There have, however, been considerable challenges, as well as additional unforeseen activities that had to be undertaken in 2015. The efforts and resources that had to be directed to the extended post-implementation support for cluster 3, the significant enhancement of training activities and the strengthening of preparedness for the deployment to cluster 4 exceeded what had been planned for and estimated. Owing to the concerted efforts of the Umoja project team, which was supported by the steering committee, heads of departments and senior management, the preparations are nonetheless on track to roll out the Umoja solution to the rest of the Secretariat in November 2015. The additional unplanned activities that had to be undertaken had, however, an impact on the project's plans and the cost projections.

As a consequence, the efforts relating to cluster 5 and to the design, build and test activities for Umoja Extension 2 have been delayed in 2015.

82. The Umoja team will have a clearer view of the support effort required for cluster 4 and any additional development requirements by the end of December 2015. At that stage, the team will be in a better position to make a more precise estimate of the resources requirements for 2016 and 2017, taking into account the planning implications and cost of the activities, especially as regards Umoja Extension 2, for submission to the General Assembly at the first resumed part of its seventieth session, in 2016. Accordingly, the observations made by the Board of Auditors in its fourth annual report that highlight the risks and budget implications pertaining to cluster 4 will be fully taken into consideration.

B. Updated resource requirements for the biennium 2014-2015

83. The resource requirements for the biennium 2014-2015 were estimated in the sixth progress report at $129,386,000. On the basis of actual expenditure since then and updated projections for 2015, the total direct project expenditure for the biennium 2014-2015 remains unchanged. Table 2 presents the updated projected expenditure for the Umoja project for the biennium 2014-2015, as compared with the estimates presented in the sixth progress report.

Table 2
Original and revised estimates for 2014-2015
(Thousands of United States dollars)

Category of expenditure	*Projected in A/69/385*	*Revised projections*	*Difference increase/ (decrease)*	*Percentage change*
Posts	32 490.9	31 322.9	(1 168.0)	(4)
Other staff costs	22 359.0	21 501.3	(857.7)	(4)
Consultants	1 066.4	924.2	(142.2)	(13)
Travel of staff	2 999.8	3 814.9	815.2	27
Contractual services	58 501.3	62 413.8	3 912.5	7
General operating expenses	5 917.8	5 583.5	(334.3)	(6)
Supplies and materials	178.7	113.8	(64.9)	(36)
Furniture and equipment	5 872.1	3 711.6	(2 160.7)	(37)
Total	**129 386.0**	**129 386.0**	–	–

84. The main reasons for the variances between the updated expenditure projections for the biennium 2014-2015 and those presented in the sixth progress report are set out below.

Posts and other staff costs

85. Revised requirements of $31,322,900 provide for salary and common staff costs for 90 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 reduction ($1,168,000) in posts costs reflects delays in recruiting staff.

In many cases, the recruitment process was not successfully concluded owing to the candidates' concern that the project downsizing would pose a risk to their job security if they were to give up their current positions in favour of a project post.

86. The estimated requirements for other staff costs in the amount of $21,501,300 provide for the equivalent of 75 temporary positions, reflecting a reduction of $857,700 for the biennium. Those temporary positions were intended to backfill the responsibilities of process experts and other candidates who would have been assigned to Umoja from departments and offices, to strengthen the project team and to participate in the Umoja Academy programme. The reduction in the requirements is mainly due to the lack of process experts nominated for the Academy.

Consultants

87. The project has engaged the services of six individual consultants, at a projected cost of $924,200, to provide expert services in real estate, human resources and finance/controlling and an expert who is paid on a "when actually employed" basis, to support Umoja project tools when required.

Travel of project staff

88. The estimated requirements of $3,814,900 for travel for staff reflect an increase of $815,100 for the biennium. The increase is attributable mainly to travel relating to the ramp-up that followed the cluster 3 go-live and to the assistance with data conversion efforts that was provided in preparation for cluster 4 deployment. The extent of the ramp-up and the magnitude of the data volumes for cluster 4 were not foreseen when the estimates were prepared in 2014.

Contractual services

89. Estimated requirements for contractual services of $62,413,800 provide for systems integration services for Umoja Foundation and Umoja Extension 1, covering enhancements, modifications and new functionalities that required significant effort to design, build and test. It is projected that additional resources in the amount of $3,912,500 will be required in 2015. The increase in requirements was due to much of the contractual services effort being focused on additional development work and changes to the solution that were not foreseen in the original estimates. All change requests are evaluated within the Umoja project team and agreed upon with the respective process owner representatives in order to confirm that the requirement is indeed essential. Only essential and business-critical changes have been approved for development.

90. Activities relating to preparations for cluster 5 and the finalization of the Umoja Extension 2 design, build and test, which will not be completed in 2015, will be planned for in 2016.

General operating expenses

91. Estimated requirements for general operating expenses in the amount of $5,583,500 provide for rent, office equipment, computer maintenance service-level agreements and communications costs, reflecting a reduction of $334,300 for the biennium that is principally related to computer maintenance service-level agreements.

Supplies and material

92. The estimated requirements for office supplies and materials amount to $113,800 for the biennium, representing a reduction of $64,900, which is attributable to an underutilization of printing and publication services as compared with the plan for the period.

Furniture and equipment

93. The category of furniture and equipment includes software licences and software maintenance fees, which represent a significant portion of the budget provision for the overall category. The projected expenditure for the biennium amounts to $3,711,600, representing a reduction of $2,160,700 as compared with the projections presented in the sixth progress report. The reduction in requirements is mainly due to a change in the payment cycle for the enterprise resource planning software maintenance fees from the end of the previous calendar year to the beginning of the year for which the fees apply. Consequently, enterprise resource planning software maintenance fees for 2016, for which provision was made in 2015, will be charged against the budget of the Office of Information and Communications Technology for the biennium 2016-2017.

94. On the basis of the updated estimated resource requirements for the biennium 2014-2015 presented above, the total expenditure for the Umoja project from 2008 to 2015 remains unchanged at $385,060,300 as compared with the expenditure projected in the sixth progress report, as illustrated in table 3.

Table 3
Total actual and projected expenditure 2008-2015
(Thousands of United States dollars)

Object of expenditure	*Projections (A/69/385)*	*Revised requirements*	*Difference increase/(decrease)*
Posts	77 992.6	76 824.6	(1 168.0)
Other staff costs	44 846.3	43 988.6	(857.7)
Consultants and experts	2 808.9	2 666.7	(142.2)
Travel of staff	6 222.5	7 037.6	815.1
Contractual services	183 840.3	187 752.8	3 912.5
General operating expenses	19 502.7	19 168.4	(334.3)
Supplies and materials	1 034.5	969.6	(64.9)
Furniture and equipment	48 812.5	46 652.0	(2 160.7)
Total	**385 060.3**	**385 060.3**	**–**

C. Projected resource requirements for 2016 and 2017

95. As explained in paragraph 82, revised estimates of the resources required for 2016 and 2017, taking into account the planning and financial implications of the unplanned activities undertaken in 2015, will be submitted to the General Assembly at the first resumed part of its seventieth session, in 2016.

96. Those revised estimates will also take into account critical factors that remain challenges for the Umoja project at this time, but will have an impact on the project's plans and costs, such as:

(a) The modifications and enhancements that will be required to sustain operations emerging from the deployment to cluster 4 entities;

(b) The decisions that the General Assembly will make on the recommendations of the International Civil Service Commission relating to staff benefits and entitlements;

(c) The review of the scope of functionality comprising Umoja Extension 2.

97. An assessment of the timing of the downsizing of the 90 posts in the Umoja project team and the temporary positions for subject matter experts will also be conducted in the context of the review of the resources requirements for 2016-2017.

98. Pending the finalization of those revised estimates, the resource requirements for the biennium 2016-2017 remain unchanged at this stage, at $54,291,700, as presented in the sixth progress report. The total estimated project cost from 2008 to 2017 thus also remains unchanged at this time, at $439,352,000, as presented in the sixth progress report.

V. Summary of resource requirements and request for action by the General Assembly

A. Financing of projected resource requirements

99. The General Assembly, in its resolution 63/262, 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). The approved cost-sharing arrangement is as follows: 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.

100. As explained in section IV of the present report, the resource requirements for the biennium 2016-2017 remain unchanged at this stage, at $54,291,700, as presented in the sixth progress report. Pursuant to General Assembly resolution 69/274, provisions for the resources necessary to undertake the planned activities for 2016 and 2017 were included in the proposed programme budget for the biennium 2016-2017 and in the proposed budget for the support account for peacekeeping operations for the financial period 2015-16. The resources have been apportioned in accordance with the approved cost-sharing arrangement, as illustrated in table 4.

Table 4
Summary of proposed resource requirements to be approved by the General Assembly for 2016 and 2017, by source of funding
(Thousands of United States dollars)

Source of funds	*Proposed requirements 2016-2017*	*Percentage*
Regular budget	8 143.7	15
Support account for peacekeeping operations	33 660.9	62
Extrabudgetary	12 487.1	23
Total	**54 291.7**	**100**

B. Recommended actions to be taken by the General Assembly

101. **The General Assembly is requested:**

(a) **To take note of the progress made in the implementation of Umoja since the issuance of the sixth progress report;**

Programme budget

(b) **To approve the amount of $8,143,700, as presented under the proposed programme budget for the biennium 2016-2017 under section 29A, Office of the Under-Secretary-General for Management, representing the regular budget share for the Umoja project;**

Support account for peacekeeping operations

(c) **To note that the amount of $8,415,200 has been approved by the Assembly in its resolution 69/308, under the support account for peacekeeping operations for the financial period from 1 July 2015 to 30 June 2016, and that resource requirements in the amount of $25,245,700 will be included in the subsequent requirements for the support account for peacekeeping operations for the financial period from 1 July 2016 to 30 June 2017;**

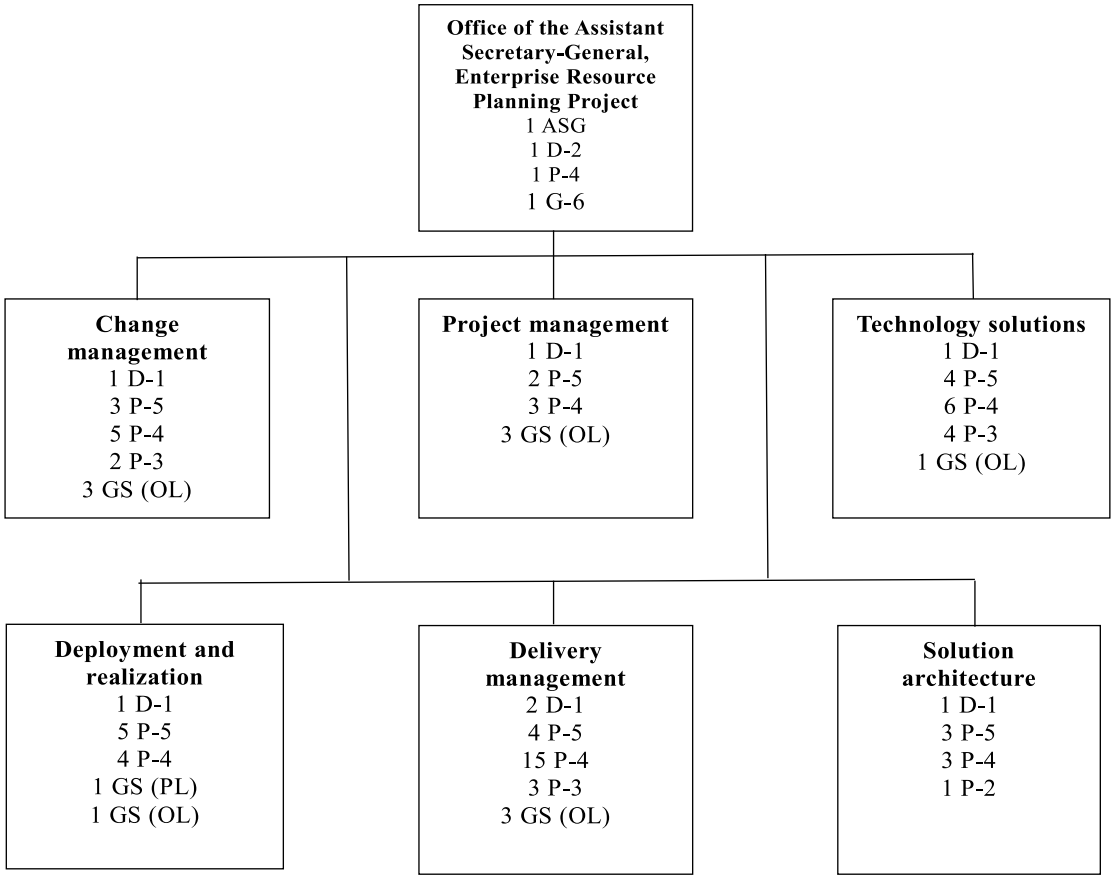
Extrabudgetary resources

(d) **To note that requirements in the amount of $12,487,100 will be funded from extrabudgetary resources in the financial period from 1 January 2016 to 31 December 2017;**

(e) **To note that revised resource requirements for the biennium 2016-2017 will be submitted to the Assembly for its consideration at the first resumed part of its seventieth session, in 2016.**

Annex I

Organizational structure and post distribution for 2016



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

Annex II

Umoja users

Go-live date	Phase	Entities	User counts as at 23 June 2015: Transactional users	Self-service (employee self-service/manager self-service) only	Total number of users
1 July 2013	Umoja Foundation pilot	UNIFIL, UNSCOL	183	–	183
1 November 2013	Cluster 1 (Umoja Foundation)[a]	Peacekeeping missions	2 498	–	2 498
1 March 2014	Cluster 2 (Umoja Foundation)	Special political missions	1 036	–	1 036
1 July 2014	Umoja-Integration pilot (Umoja Foundation and Extension 1)	MINUSTAH	450	1 227	1 677
1 November 2014	Real estate (Umoja Foundation)[b]	All Secretariat entities	412	–	–
1 June 2015	Cluster 3 (Umoja-Integration)	ESCAP, Office for the Coordination of Humanitarian Affairs, United Nations Assistance to the Khmer Rouge Trials, UNEP, UN-Habitat, UNON	3 730	2 665	6 395
from 1 July 2013	In all phases[c]	Headquarters users and production support	1 085	–	–
1 November 2015	Cluster 4 (Umoja-Integration)[d] — estimates	Geneva, New York, Vienna hubs, ECA, ECLAC, ESCWA, ICTR, United Nations Office to the African Union, peacekeeping and special political missions (international staff)	6 695	5 051	11 746
1 April 2016	Cluster 5 (Umoja Extension 1)[d] — estimates	Peacekeeping and special political missions (national staff and individual uniformed personnel)	965	18 332	19 297

Abbreviations: ECA, Economic Commission for Africa; ECLAC, Economic Commission for Latin America and the Caribbean; ESCAP, Economic and Social Commission for Asia and the Pacific; ESCWA, Economic and Social Commission for Western Asia; ICTR, International Criminal Tribunal for Rwanda; MINUSTAH, United Nations Stabilization Mission in Haiti; UNEP, United Nations Environment Programme; UN-Habitat, United Nations Human Settlements Programme; UNIFIL, United Nations Interim Force in Lebanon; UNON, United Nations Office at Nairobi; UNSCOL, Office of the United Nations Special Coordinator for Lebanon.

[a] Excludes MINUSTAH to prevent double counting, given that it is included under the Umoja Integration pilot.

[b] Real estate users are not included in the total number of users to prevent double counting, given that they are already counted in clusters 1, 2 and 3 and under Headquarters transactional users.

[c] These Headquarters users are not included in the total number of users to prevent double counting, given that they are already counted under cluster 4.

[d] The staff demographics contained in the report of the Secretary-General on the composition of the Secretariat (A/69/292) are the source used to estimate the number of users under clusters 4 and 5.