

5. *Further approves* the amount of 52,800 dollars under section 36, Staff assessment, of the proposed programme budget for the biennium 2018–2019, to be offset by an equivalent amount under income section 1, Income from staff assessment;

## XX

### **Request for a subvention to the United Nations Institute for Disarmament Research resulting from the recommendations of the Board of Trustees of the Institute on the work programme of the Institute for 2018–2019**

*Having considered* the note by the Secretary-General<sup>41</sup> and the related report of the Advisory Committee,<sup>42</sup>

1. *Takes note* of the note by the Secretary-General;<sup>41</sup>
2. *Endorses* the conclusions and recommendations contained in the report of the Advisory Committee,<sup>42</sup> subject to the provisions of the present resolution;
3. *Approves* the request for a subvention to the United Nations Institute for Disarmament Research of 750,000 dollars (before recosting) from the regular budget of the United Nations, for which the provision has already been included under section 4, Disarmament, of the proposed programme budget for the biennium 2018–2019;

## XXI

### **Enterprise resource planning project, Umoja**

*Recalling* section II of its resolution 60/283, section II of its resolution 63/262, its resolution 64/243, section II.A of its resolution 65/259, its resolution 66/246, section III of its resolution 66/263 of 21 June 2012, section III of its resolution 67/246, its resolution 68/246, sections IV and VI of its resolution 69/274 A, section XVII of its resolution 70/248 A and section XIV of its resolution 71/272 A,

*Having considered* the ninth progress report of the Secretary-General on the enterprise resource planning project,<sup>43</sup> the note by the Secretary-General transmitting the sixth annual progress report of the Board of Auditors on the implementation of the United Nations enterprise resource planning system<sup>44</sup> and the related report of the Advisory Committee,<sup>45</sup>

1. *Takes note* of the report of the Secretary-General<sup>43</sup> and the note by the Secretary-General;<sup>44</sup>
2. *Also takes note* of the findings of the report of the Board of Auditors,<sup>44</sup> and endorses the recommendations contained therein;
3. *Endorses* the conclusions and recommendations contained in the report of the Advisory Committee,<sup>45</sup> subject to the provisions of the present resolution;
4. *Welcomes* the implementation of Umoja globally across more than 40,000 staff in 400 locations, and notes that this is a significant achievement;
5. *Notes* the conclusion of the Board of Auditors in paragraph 17 of the summary of its report that Umoja remains central to the successful reform and modernization of the administration of the United Nations;

<sup>41</sup> [A/72/369](#).

<sup>42</sup> [A/72/7/Add.2](#).

<sup>43</sup> [A/72/397](#).

<sup>44</sup> [A/72/157](#).

<sup>45</sup> [A/72/7/Add.31](#).

6. *Recognizes* the progress made in the implementation of Umoja since the previous progress report, and the effort of staff and managers in the implementation of Umoja Foundation and Extension 1 to date;

7. *Requests* the Secretary-General to closely monitor key milestones and the overall timeline for the complete implementation of Umoja by identifying and proactively managing current as well as any emerging key risks to the achievement of the project's objectives and full implementation, as approved by the General Assembly;

8. *Regrets* the delay in the full implementation of Umoja Extension 2, and in this regard requests the Secretary-General to continue to implement the project within the approved timeline and budget and to provide detailed information on the full implementation of the Umoja solution no later than at the seventy-third session of the General Assembly;

9. *Recalls* paragraph 19 of the report of the Advisory Committee, and in this regard reiterates the need for strict project planning and management in order to ensure that the Umoja project remains on track without further disruption and delay;

10. *Reiterates* the importance of ensuring that lessons learned from previous deployments continue to be fully taken into account in preparing future roll-outs in order to ensure smoother deployments and avoid extensive stabilization efforts that would result in further delays, cost escalation and other risks, and encourages the Secretary-General to incorporate such lessons learned in his planning and preparations for future phases of the project;

11. *Requests* the Secretary-General in his roll-out plan for the implementation of Umoja to conduct a thorough and objective assessment of the Organization's readiness for business change in order to avoid unforeseen impacts and unnecessary additional post-implementation reviews that could lead to deviations from the project's plans, cost projections and expected benefits, and in this regard to report on the findings of this assessment to the General Assembly at its seventy-third session;

12. *Reiterates* that the successful implementation of Umoja requires the full support and commitment of senior management, as well as close and continuous engagement with key stakeholders, and requests the Secretary-General to ensure this through performance management and accountability mechanisms, especially at senior levels;

13. *Reiterates its request* to the Secretary-General, in developing realistic benefit realization plans for implementing entities, to use a common methodology and provide details on both qualitative and quantitative benefits, and to report thereon to the General Assembly at the main part of its seventy-third session;

14. *Recalls* paragraph 29 of the report of the Advisory Committee, notes the insufficient progress made in the development of a benefit realization plan, stresses the need to establish a clear and transparent record of the realization of qualitative and quantitative Umoja benefits, taking fully into account the relevant recommendations of the Board of Auditors, and requests the Secretary-General to report thereon in the next progress report, without prejudice to established budgetary procedures and the prerogative of the Fifth Committee, which is entrusted with responsibility for administrative and budgetary matters;

15. *Regrets* the inability of the Secretariat to provide sufficient information quantifying Umoja-related efficiencies and benefits, and requests the Advisory Committee to request the Board of Auditors to undertake a detailed verification exercise, with a view to validating a statement of quantifiable Umoja-related benefits, and to report thereon in the seventh annual progress report of the Board of Auditors;

16. *Reiterates its request* to the Secretary-General to strengthen in-house capacity and expertise on the enterprise resource planning system and to develop, as a matter of priority, a detailed action plan to ensure the transfer of knowledge from consultants to programme and project staff, ensuring that knowledge acquired is maintained within the Organization and reducing dependency on and resource requirements for contractual services, which represent a large proportion of project costs, and to provide detailed information thereon in the context of his next report;

17. *Notes* the steps taken thus far to address gaps in training, stresses the importance of effective and high-quality training for the successful implementation of Umoja, requests the Secretary-General to ensure that senior managers adopt a comprehensive and sustained approach to training and capacity development in their work units and make certain that all users are properly trained before the deployment of any functionality of the project, and in this regard requests the Secretary-General to adopt appropriate qualitative and quantitative indicators of achievement to assess the effectiveness of the training received;

18. *Also notes* the effort made to estimate, for the first time, the indirect costs and total cost of ownership of the project, and in this regard requests the Secretary-General to submit to the General Assembly, at the main part of its seventy-third session, an updated business case for the Umoja project, and also requests the Secretary-General to continue his efforts to refine the estimates of the total cost of ownership of the project;

19. *Reiterates its request* to the Secretary-General to make every effort to eliminate cost overruns through efficiency measures and sound project management and to avoid any further upward revision of the budget during the remaining project schedule, up to the time at which Umoja is fully deployed;

20. *Recalls* paragraph 43 of the report of the Advisory Committee, and welcomes the proposals of the Secretary-General for the restructuring and gradual downsizing of the Umoja project team;

21. *Decides* to approve the establishment of seven posts (3 P-3, 3 P-2 and 1 General Service (Principal level));

22. *Also decides* that the total project expenditure by 31 December 2018 should not exceed 516,738,500 dollars;

23. *Approves* the resource requirements of the project until 31 December 2019 in the amount of 62,062,600 dollars;

24. *Also approves* the amount of 9,309,400 dollars under the proposed programme budget for the biennium 2018–2019, representing the regular budget share for the Umoja project costs, and requests the Secretary-General to absorb 4,654,700 dollars of the regular budget share within the proposed programme budget for the biennium 2018–2019;

25. *Notes* that resource requirements in the amount of 28,859,100 dollars will be included in the subsequent requirements for the support account for peacekeeping operations for the financial period from 1 July 2018 to 30 June 2019, and requirements in the amount of 9,619,700 dollars for the financial period from 1 July 2019 to 30 June 2020;

26. *Also notes* that requirements in the amount of 14,274,400 dollars will be funded from extrabudgetary resources in the financial period from 1 January 2018 to 31 December 2019;

## **XXII**

### **Estimates in respect of special political missions, good offices and other**