



INTERNAL AUDIT DIVISION

REPORT 2016/097

An audit of the preparedness for the deployment of Umoja Extension I in the United Nations Interim Force in Lebanon

Overall results relating to preparedness for the deployment of Umoja Extension I were initially assessed as partially satisfactory. Implementation of five important recommendations remains in progress.

FINAL OVERALL RATING: PARTIALLY SATISFACTORY

7 September 2016

Assignment No. AT2016/615/02

CONTENTS

	<i>Page</i>
I. BACKGROUND	1
II. OBJECTIVE AND SCOPE	1-2
III. AUDIT RESULTS	2-8
A. Project management	3-4
B. ICT Support	4-8
IV. ACKNOWLEDGEMENT	8
ANNEX I Status of audit recommendations	
APPENDIX I Management response	

AUDIT REPORT

Audit of the preparedness for the deployment of Umoja Extension I in the United Nations Interim Force in Lebanon

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of the preparedness for the deployment of Umoja Extension I in the United Nations Interim Force in Lebanon (UNIFIL).
2. In accordance with its mandate, OIOS provides assurance and advice on the adequacy and effectiveness of the United Nations internal control system, the primary objectives of which are to ensure (a) efficient and effective operations; (b) accurate financial and operational reporting; (c) safeguarding of assets; and (d) compliance with mandates, regulations and rules.
3. Umoja is an application of the SAP enterprise resource planning software that supports management activities related to finance, budget, human resources, supply chain, central support services, and other core business functions. This system replaces and integrates several existing legacy information systems in use across the United Nations Secretariat. The projected direct resource requirements for Umoja until 31 December 2015 were \$385 million.
4. The Department of Management (DM) leads the implementation of Umoja through the Umoja Office. The deployment of Umoja was divided into phases (Foundation, Extension I, and Extension II), modules, and clusters. At the time of the audit, the implementation of Umoja Extension I (national staff and uniformed personnel) in UNIFIL was planned for 1 September 2016.
5. Comments provided by UNIFIL are incorporated in *italics*.

II. OBJECTIVE AND SCOPE

6. The audit of was conducted to assess the adequacy and effectiveness of UNIFIL governance, risk management and control processes in providing reasonable assurance regarding the **preparedness for the deployment of Umoja Extension I in UNIFIL**.
7. The audit was included in the OIOS 2016 risk-based work plan due to the risks associated with the implementation of Umoja Extension I processes for national staff and individual uniformed personnel (IUP) in UNIFIL and its potential impact on the deployments scheduled for other field offices.
8. The key controls tested for the audit were: (a) project management; and (b) information and communications technology (ICT) support system. For the purpose of this audit, OIOS defined these key controls as follows:
 - (a) **Project management** – controls that provide reasonable assurance that there is an appropriate project management mechanism in UNIFIL to prepare for the implementation of the Umoja Extension I processes, including: (i) adequate resources; and (ii) appropriate project management tools.
 - (b) **ICT support system** – controls that provide reasonable assurance that the Umoja system addresses the needs of UNIFIL Extension I processes.

9. The key controls were assessed for the control objectives shown in Table 1. Certain control objectives (shown in Table 1 as “Not assessed”) were not relevant to the scope defined for this audit.

10. OIOS conducted the audit from 9 to 19 May 2016. The audit reviewed the preparedness of UNIFIL for the deployment of Umoja Extension I processes.

11. OIOS conducted an activity-level risk assessment to identify and assess specific risk exposures, and to confirm the relevance of the selected key controls in mitigating associated risks. Through interviews, analytical reviews and tests of controls, OIOS assessed the existence and adequacy of internal controls and conducted necessary tests to determine their effectiveness.

III. AUDIT RESULTS

12. The UNIFIL governance, risk management and control processes examined were initially assessed as **partially satisfactory**¹ in providing reasonable assurance regarding the **preparedness for the deployment of Umoja Extension I in UNIFIL**. OIOS made six recommendations to address the issues identified in the audit.

13. UNIFIL had established some control practices for preparing the implementation of the Umoja Extension I processes, including: knowledgeable and experienced local deployment team; trained employee self-service and manager self-service focal points; monitoring and tracking procedures for training; dedicated local process experts and expert trainers for human resource and travel; and a dependable system support. However, UNIFIL needed to: (i) update the ‘As Is/To Be’ documentation; (ii) establish a dedicated unit for uniformed personnel; (iii) correct the organizational structure and staffing table; (iv); and (v) prepare a detailed plan for data testing, conversion and cutover.

14. The initial overall rating was based on an assessment of key controls presented in Table 1 below. The final overall rating is **partially satisfactory** as implementation of five important recommendations remains in progress.

Table 1: Assessment of key controls

Business objective	Key controls	Control objectives			
		Efficient and effective operations	Accurate financial and operational reporting	Safeguarding of assets	Compliance with mandates, regulations and rules
Preparedness for the deployment of Umoja Extension I in UNIFIL	(a) Project management	Partially satisfactory	Partially satisfactory	Not assessed	Partially satisfactory
	(b) ICT support system	Partially satisfactory	Partially satisfactory	Not assessed	Partially satisfactory
FINAL OVERALL RATING: PARTIALLY SATISFACTORY					

¹ A rating of “**partially satisfactory**” means that important (but not critical or pervasive) deficiencies exist in governance, risk management or control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

A. Project management

Need to update 'As Is/To Be' documentation

15. The Umoja deployment guide required UNIFIL to document the 'As Is' and 'To Be' processes related to the functionalities of the Umoja Extension I processes in accordance with the change impact documents (CID). The Umoja Office, in coordination with the relevant process owners at Headquarters, developed and published CID which detailed the impact of the new processes on individual roles, work effort, delegation, work locations, reporting lines, legacy software systems and policies. Therefore, it was necessary for UNIFIL to review the changes defined in the CID and either approve them or prepare/amend their own local CID in consultation with the Umoja Office.

16. UNIFIL prepared the 'As Is/To Be' document based on its experience and uploaded it in the Department of Field Support (DFS) document repository site (i.e., Cosmos). However, the uploaded 'As Is/To Be' document was not completed with the functionalities related to: (i) travel management; (ii) personnel administration; (iii) payroll; (iv) medical and life insurance; (v) leave management; and (vi) time management. As a result, outdated documentation of the 'To Be' processes could prevent users from gaining a correct understanding of the new processes and their expected functioning, which may cause errors and delays in the implementation of Umoja processes for national staff and uniformed personnel.

(1) UNIFIL should: (i) analyze the change impact documents for travel management, personnel administration, payroll, medical and life insurance, leave management and time management processes; (ii) prepare the 'As Is' document for Umoja Extension I processes; and (iii) update the 'To Be' processes before the go-live to assess how changes will impact the mission and related user access mapping.

UNIFIL accepted recommendation 1 and stated that it has analyzed the CIDs and has advised all supervisors and programme managers to hold discussions with their staff in their respective areas. At the moment (prior to roll out of Cluster 5) the Human Resources Management Section is working in close coordination with J1 (Personnel Branch) with regard to the IUPs (staff officers) in UNIFIL. Recommendation 1 remains open pending receipt of evidence of analysis of the CIDs, preparation of the 'As Is' document and updating of 'To Be' processes for the deployment of Umoja Extension I processes.

Need for a time bound plan to establish an IUP Unit with defined responsibilities

17. According to the instructions regarding the implementation of Umoja Extension I processes, Human Resources Management Sections in field offices will perform transactions on behalf of uniformed personnel in cooperation with the IUP Unit.

18. UNIFIL developed the structure of the IUP Unit consisting of human resources officials and staff officers of uniformed personnel to perform transactions on the mission's behalf. However, the IUP Unit was not yet established and no criteria had been developed with regard to segregation of responsibilities and communication and coordination protocols. Furthermore, while a briefing/overview programme was planned to be conducted for uniformed personnel during the period July/August 2016, training materials for IUP in familiarizing with the new processes were not yet available.

19. The absence of a time bound plan for establishing the IUP Unit, with clearly defined responsibilities, coordination and communication mechanisms and the lack of training documentation could lead to delay in the deployment of the new Umoja Extension I processes.

(2) UNIFIL, in coordination with the Umoja Office, should: (i) develop and implement a plan to establish the Individual Uniformed Personnel (IUP) Unit; (ii) define and formalize criteria for segregation of responsibilities and communication protocols; and (iii) expedite the preparation of training materials for IUP.

UNIFIL accepted recommendation 2 and stated that it is planning to establish an IUP Unit which will be functional prior to the roll out of Umoja Cluster 5 on 1 November 2016. The segregation of responsibilities between units will be formalized. UNIFIL has two Human Resources Local Processing Experts (LPEs) who were trained in Valencia and further training of Human Resources (HR) Partners for national staff and IUPs is scheduled for September 2016. Recommendation 2 remains open pending receipt of an implementation plan for establishing the IUP Unit with clearly defined responsibilities, coordination and communication mechanisms.

Training activities were generally adequate

20. The Umoja deployment guide required UNIFIL to ensure that staff received essential training for performing their functions in the Umoja system.

21. With regard to training, OIOS noted that: (i) dedicated training coordinators were appointed for the Umoja Extension I deployment; (ii) LPEs and trainers were appointed for specific functional areas; (iii) draft training plans were in place for staff members; and (iv) monitoring and tracking procedures were in place

22. Based on the review conducted and evidence provided, OIOS concluded that the training activities conducted by UNIFIL staff members were generally adequate.

B. ICT support system

Need to correct the organizational structure and staffing table for completing user access mapping

23. According to the Umoja deployment guide, enterprise roles should be mapped with end users and supported by workflows. For Umoja Extension I processes, the enterprise role control was implemented via the organizational structure. Transactions relating to organization management and leave/absence of staff were routed for approval based on the organizational hierarchy. Exceptions to this mechanism (i.e., cross functional reporting relationships) were managed using a separate table for 'Exception Time Managers'. To prepare the user access mapping process, UNIFIL was required to compile information related to: (i) updated organizational structure; (ii) updated list of all active users and roles in the current legacy systems (such as Inspira, Field Support Suite, and the Administration and Management of National Staff Entitlements System).

24. The current organizational structure was not in line with the budget proposal contained in the Secretary-General's report A/70/699 (in terms of proposed section names). Furthermore, given that the organizational structure expected and corresponding enterprise roles for Umoja Extension I processes shall be based on the new budget (2016-17, which was not yet approved at the time of the audit), users might not be correctly mapped to their roles. Also, the Inspira staffing table of UNIFIL had several discrepancies related to the distribution and classification of posts, missing job descriptions and related functional titles, and incomplete staffing data.

25. An incomplete organizational structure and staffing table may lead to the incorrect allocation of fund centres and determination of costs.

(3) UNIFIL, in coordination with Headquarters, should prepare a readiness plan pending approval of the budget for 2016-17 and ensure that: (i) the approved organizational structure for the period 2016-17 is migrated to Umoja; and (ii) all users are correctly mapped in Umoja.

UNIFIL accepted recommendation 3 and stated that it has been advised by the Office of Programme Planning, Budget and Accounts (OPPBA) that the organizational structure in Umoja has been adjusted to reflect the 2016-17 budget. HR Support Unit has verified this data in Umoja and discovered that not all the staffing changes have been implemented, and had therefore processed these actions at the Mission level in the system and has also finalized the creation of lower level/locally managed organization units in Umoja as per the organization charts submitted for the classification project. The next phase involved assigning/mapping specific posts under the created organization units which was also finalized by the mission. The same actions were replicated by the Organizational Design and Classification Unit (ODCU) in the Inspira system as well. An iNeed ticket has been raised to address any outstanding issues in Umoja Organization Management. Recommendation 3 remains open pending receipt of evidence of migration of the organizational structure in Umoja to reflect the 2016-17 budget along with correct mapping of users in Umoja.

(4) UNIFIL should seek appropriate action by Headquarters to: (i) correct the data in Inspira to minimize discrepancies in the staffing table; and (ii) prevent the need for post-corrective actions in the roles of time managers.

UNIFIL accepted recommendation 4 and stated that the list of discrepancies in the Inspira staffing table have been addressed to the focal point in DFS. All staff assignments have been processed in Inspira by the Mission. UNIFIL is currently working in close coordination with DFS on these issues. Recommendation 4 remains open pending receipt of evidence of rectification of discrepancies in the staffing table in Inspira.

The level or preparedness of the user access and role management processes was generally adequate

26. According to the Umoja deployment guide, enterprise roles should be mapped to end-users and supported by workflows, in accordance with any applicable delegation of authority.

27. The following were noted with regard to the user access and role management process:

(i) UNIFIL used the role mapping tool and key documents provided by the Umoja Office to ensure proper mapping of the user roles; and

(ii) The segregation of duties was reviewed with relevant staff

28. OIOS analysis of the user tables of Umoja in UNIFIL indicated the existence of: (i) users with no account numbers; (ii) test users; (iii) users from other business area, without mission name and without organization data; (iv) users who had permanently checked out of the field offices; (v) user roles with no job title and functional area; and (vi) users with incorrect mapping. However, UNIFIL reviewed these control weaknesses and took necessary actions to address them during the course of the audit field work.

29. Based on the review and evidence provided, OIOS concluded that user access and role management for the deployment of Umoja Extension I processes in UNIFIL was generally adequate.

Need to issue formal delegations of financial authority

30. The Controller has the authority and responsibility to delegate to budget and finance officers in the field offices the authority to certify and approve transactions. In accordance with established procedures, requests for certifying and approving authorities should be submitted to the Director of the Budget Division and the Director of the Accounts Division, respectively. Further, the Umoja deployment guide stated that in order to prepare the user access map, entities must compile a list of all the individuals who possessed formal delegations (i.e., certifying officers and approving officers) indicating their exact delegated authority along with any dollar value, fund centre or other restrictions.

31. OIOS analysis of the enterprise roles requiring delegations of authority indicated that a number of approving (59) and certifying officials (6) in UNIFIL were actively discharging their financial responsibilities in Umoja without a formal delegation of authority from the Controller. During the audit, UNIFIL stated that action was being taken to address this issue with the Controller's Office.

32. Failure to comply with established procedures for the delegation of financial authority exposed the Organization to the risk of irregularities and potential loss of funds.

(5) UNIFIL should ensure that all staff members performing certifying and approving functions in Umoja receive formal delegation of authority from the Controller.

UNIFIL stated that it has ensured that certifying officers and approving officers do have formal delegation authority from the Controller prior to granting certifying or approving authority in Umoja. UNIFIL has since provided documentary evidence to this effect. Based on the action taken and evidence provided, recommendation 5 has been closed.

Need to detail a plan for data test, conversion and cutover

33. The Umoja deployment guide required the conduct of adequate testing procedures to ensure that the system will meet the business requirements in accordance with the approved functional and technical design specifications. The Umoja deployment guide also required the preparation of clean and complete global and local data in Umoja for each cluster to ensure that offices efficiently operate in the new system immediately following the go-live. Accordingly, the Local Deployment Team should have prepared a detailed cutover plan including communication activities, ramp-down, system freeze timelines, blackout instructions, data validation and month-end close activities.

34. UNIFIL had not developed adequate plans to prepare the test and conversion of data and the cutover process. The absence of an adequate plan for testing and converting data and preparing the cutover process could prevent UNIFIL from meeting the deadline established for the deployment of Umoja Extension I processes.

(6) UNIFIL, in coordination with the Umoja Office, should prepare a detailed plan for testing and converting data and conducting the cutover plan of Umoja Extension I processes.

UNIFIL accepted recommendation 6 and stated that testing and data conversion has been recently revised due to decision of the steering committee at Headquarters to postpone implementation of Cluster 5 from 1 September to 1 November 2016. Travel Module of Cluster 5 will be implemented at a later date to be confirmed by Headquarters. Data conversion will be executed from 19 October 2016 through 1 November 2016. Recommendation 6 remains open pending receipt of the plan for testing and converting data and conducting the cutover of Umoja Extension I processes.

The level of preparedness for human resources processes was generally adequate

35. The Umoja deployment guide established that the Office of Human Resources Management (OHRM) is responsible for ensuring the business readiness of human resources processes in the various field offices, including UNIFIL, for the upcoming deployment of Umoja Extension I. These processes included those related to personnel administration, entitlement and time management, etc. OHRM was also jointly responsible for processes and functionalities related to organization and position management.

36. The scope of the OHRM business readiness included seven pillars: (i) organizational alignment; (ii) process management; (iii) business transformation; (iv) benefits realization; (v) technology; (vi) training; and (vii) communication. Furthermore, the business readiness requirement for Umoja deployment also included data cleansing for human resources data objects.

37. The following were noted with regard to UNIFIL HR processes:

- (i) LPEs and trainers were appointed;
- (ii) Primary and alternate data collectors and data validators for HR data collection, cleansing and validation were appointed;
- (iii) Employee self-service and manager self-service functions were identified for eligible staff; and
- (iv) The data cleansing of HR data objects and master list was on track in accordance with the project plan.

38. Based on the review conducted and evidence provided, OIOS concluded that the readiness of UNIFIL HR processes was generally adequate.

The level of preparedness of the travel processes was generally adequate

39. The Umoja deployment guide required offices to develop adequate expertise on all areas of travel management. LPE were required to train UNIFIL end-users on travel processes in Umoja.

40. The following were noted with regard to the readiness of travel processes:

- (i) The Travel Unit was aware of the requirements:
 - a. Regarding cut-off dates and blackout period for travel, and was prepared to handle travel requests accordingly; and
 - b. For raising obligations and funds and associated authorizations in anticipation of the cutover dates and blackout period as mentioned in Umoja deployment plan.
- (ii) The Travel Unit had three well trained LPE trainers, and overall readiness for training of its staff was on track for completion in time for go-live.

41. Based on the review conducted and evidence provided, OIOS concluded that the readiness of travel processes in UNIFIL was generally adequate.

The level or preparedness of the supporting technology infrastructure was generally adequate

42. The Umoja deployment guide required the development of detailed guidelines for ensuring the readiness of infrastructure and technology resources at each deployment location. These requirements included: (i) identification and involvement of a technical focal point; (ii) training; (iii) availability of Unite Identity accounts for all Umoja end-users; (iv) bandwidth and network support; (v) deployment of the customer relationship tool (iNEED); (vi) SAP printing; and (vii) readiness testing at the location.

43. The following were noted with regard to the readiness of the infrastructure and technology:

(i) The network to support the upcoming deployment of Umoja Extension I processes was in place;

(ii) A technical focal point was appointed for supporting the technical preparation of Umoja Extension I processes, including connectivity, interface preparation, and data extract/cleansing, etc.;

(iii) The iNEED platform was in place with defined local service catalogue; and

(iv) Standard periodic reports for local reporting had been defined.

44. Based on the review conducted and evidence provided, OIOS concluded that the readiness of infrastructure and technology to support the deployment of the Umoja Extension I processes in UNIFIL was generally adequate.

IV. ACKNOWLEDGEMENT

45. OIOS wishes to express its appreciation to the Management and staff of UNIFIL for the assistance and cooperation extended to the auditors during this assignment.

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Office of Internal Oversight Services

STATUS OF AUDIT RECOMMENDATIONS

Audit of the preparedness for the deployment of Umoja Extension I in the United Nations Interim Force in Lebanon

Recom. no.	Recommendation	Critical ² / Important ³	C/ O ⁴	Actions needed to close recommendation	Implementation date ⁵
1	UNIFIL should: (i) analyze the change impact documents for travel management, personnel administration, payroll, medical and life insurance, leave management and time management processes; (ii) prepare the 'As Is' document for Umoja Extension I processes; and (iii) update the 'To Be' processes before the go-live to assess how changes will impact the mission and related user access mapping.	Important	O	Receipt of evidence of analysis of the CIDs, preparation of 'As Is' document and updating of 'To Be' processes.	Not provided
2	UNIFIL, in coordination with the Umoja Office, should: (i) develop and implement a plan to establish the Individual Uniformed Personnel (IUP) Unit; (ii) define and formalize criteria for segregation of responsibilities and communication protocols; and (iii) expedite the preparation of training materials for IUP.	Important	O	Receipt of evidence of an implementation plan for establishing the IUP Unit with clearly defined responsibilities, coordination and communication mechanisms.	1 November 2016
3	UNIFIL, in coordination with Headquarters, should prepare a readiness plan pending approval of the budget for 2016-17 and ensure that: (i) the approved organizational structure for the period 2016-17 is migrated to Umoja; and (ii) all users are correctly mapped in Umoja	Important	O	Receipt of evidence of migration of the organizational structure in Umoja to reflect the 2016-17 budget along with correct mapping of users in Umoja.	1 November 2016
4	UNIFIL should seek appropriate action by Headquarters to: (i) correct the data in Inspira to minimize discrepancies in the staffing table; and	Important	O	Receipt of evidence of rectification of discrepancies in the staffing table in Inspira.	1 November 2016

² Critical recommendations address critical and/or pervasive deficiencies in governance, risk management or control processes, such that reasonable assurance cannot be provided with regard to the achievement of control and/or business objectives under review.

³ Important recommendations address important (but not critical or pervasive) deficiencies in governance, risk management or control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

⁴ C = closed, O = open

⁵ Date provided by UNIFIL in response to recommendations.

STATUS OF AUDIT RECOMMENDATIONS

Audit of the preparedness for the deployment of Umoja Extension I in the United Nations Interim Force in Lebanon

Recom. no.	Recommendation	Critical ² / Important ³	C/ O ⁴	Actions needed to close recommendation	Implementation date ⁵
	(ii) prevent the need for post-corrective actions in the roles of time managers.				
5	UNIFIL should ensure that all staff members performing certifying and approving functions in Umoja receive formal delegation of authority from the Controller.	Important	C	Action completed	Implemented
6	UNIFIL, in coordination with the Umoja Office, should prepare a detailed plan for testing and converting data and conducting the cutover plan of Umoja Extension I processes.	Important	O	Receipt of a detailed plan for testing and converting data and conducting the cutover plan of Umoja Extension I processes.	19 October 2016

APPENDIX I

Management Response

Management Response

Audit of preparedness for the deployment of Umoja Extension I in the United Nations Interim Force in Lebanon

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	UNIFIL should: (i) analyze the change impact documents for travel management, personnel administration, payroll, medical and life insurance, leave management and time management processes; (ii) prepare the 'As Is' document for Umoja Extension I processes; and (iii) update the 'To Be' processes before the go-live to assess how changes will impact the mission and related user access mapping.	Important	Yes	UMOJA Deployment Team/DFS PMO	Implemented	UNIFIL has analyzed the change impact documents and has advised all supervisors and programme managers to hold change management discussions with the staff members in their respective areas. "As Is" documents and "To-Be" processes are prepared by UNHQ and through DFS shared with the field missions. CIDs are initiated by the Umoja Team and are distributed to the field missions through DM (Department of Management) and DFS (Department of Field Support). Furthermore, the above information is available in the DFS webpage specific to each area of expertise. At the moment (prior to roll out of Cluster 5) HRMS is working in in close coordination with J1 with regards to the IUPs (staff officers) in UNIFIL.
2	UNIFIL, in coordination with the Umoja Office, should: (i) develop and implement a plan to establish the Individual Uniformed Personnel (IUP) Unit; (ii) define and formalize criteria for	Important	Yes	Mission Support/HRMS	01 November 2016	UNIFIL is planning to establish an IUP Unit which will be functional prior to the roll out of Umoja Cluster 5 on 01 November 2016. The segregation of responsibilities

¹ Critical recommendations address critical and/or pervasive deficiencies in governance, risk management or control processes, such that reasonable assurance cannot be provided with regard to the achievement of control and/or business objectives under review.

² Important recommendations address important (but not critical or pervasive) deficiencies in governance, risk management or control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

Management Response

Audit of preparedness for the deployment of Umoja Extension I in the United Nations Interim Force in Lebanon

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
	segregation of responsibilities and communication protocols; and (iii) expedite the preparation of training materials for IUP.					between units will be formalized. UNIFIL has two Human Resources Local Processing Experts (LPEs) who were trained in Valencia during the period 14 June through 08 July 2016 and further training of HR Partners for National Staff and IUPs is scheduled for September 2016.
3	UNIFIL, in coordination with Headquarters, should prepare a readiness plan pending approval of the budget for 2016-17 and ensure that: (i) the approved organizational structure for the period 2016-17 is migrated to Umoja; and (ii) all users are correctly mapped in Umoja.	Important	Yes	FPD/HRMS	01 November 2016	UNIFIL has been advised by OPPBA through FPD that the organizational structure in Umoja OM has been adjusted to reflect the 2016-17 budget. HR Support Unit verified this data in Umoja and discovered that not all the staffing changes have been implemented, and had therefore processed these actions from the Mission level in the system and has also finalized the creation of lower level/locally managed org units in Umoja OM (as per the org charts submitted for the classification project). The next phase involved assigning/mapping specific posts under the created org units which was also finalized by the Mission. The same actions were replicated by ODCU in Inspira as well. An iNeed ticket has been raised to address any outstanding issues in UMOJA OM.

Management Response

Audit of preparedness for the deployment of Umoja Extension I in the United Nations Interim Force in Lebanon

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
4	UNIFIL should seek appropriate action by DM to: (i) correct the data in Inspira to minimize discrepancies in the staffing table; and (ii) prevent the need for post-corrective actions in the roles of time managers.	Important	Yes	FPD/HRMS	01 November 2016	The list of discrepancies in the Inspira staffing table has been addressed to the focal point in FPD ODCU and IMU. All staff assignments have been processed in Inspira by the Mission. FPD/ODCU has been requested to confirm whether the implementation of the 2016-2017 staffing changes in Inspira has been finalized and if the staffing table has been updated with the recently issued classification results. We are currently working in close coordination with FPD on these issues.
5	UNIFIL should ensure that all staff members performing certifying and approving functions in Umoja receive formal delegation of authority from the Controller.	Important	No	Mission Support	Implemented	UNIFIL has ensured that certifying officers and approving officers do have formal delegation authority from the Controller, prior to granting certifying or approving authority in UMOJA. List of certifying and approving offers of UNIFIL is attached for ease of reference.
6	UNIFIL, in coordination with the Umoja Office, should prepare a detailed plan for testing and converting data and conducting the cutover plan of Umoja Extension I processes.	Important	Yes	Umoja Team HQ	19 October 2016	Testing and data conversion is part of C5 project plan that has been recently revised due to decision of the steering committee at UNHQ level to postpone implementation of Cluster 5 from 01 September to 01 November 2016. It should be noted that Travel Module of Cluster 5 will be implemented at later date to be

Management Response

Audit of preparedness for the deployment of Umoja Extension I in the United Nations Interim Force in Lebanon

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
						confirmed by UNHQ. Data conversion will be executed from 19 October 2016 through 01 November 2016 (the Revised Road Map and Project Plan for Umoja Cluster 5 is attached)