INTERNAL AUDIT DIVISION

REPORT 2015/131

Audit of the use of the Umoja deployment guidelines by the United Nations Multidimensional Integrated Stabilization Mission in Mali

Overall results relating to the use of the Umoja deployment guidelines by the United Nations Multidimensional Integrated Stabilization Mission in Mali were initially assessed as partially satisfactory. Implementation of seven important recommendations remains in progress

FINAL OVERALL RATING: PARTIALLY SATISFACTORY

30 October 2015
Assignment No. AP2015/641/01

CONTENTS

AUDIT REPORT

Audit of the use of the Umoja deployment guidelines by the United Nations Multidimensional Integrated Stabilization Mission in Mali

I.   BACKGROUND

1.   The Office of Internal Oversight Services (OIOS) conducted an audit of the use of the Umoja deployment guidelines by the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA).

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.   In 2008, the General Assembly, in its resolution 63/262, formally approved the implementation of Umoja, an administrative reform initiative of the United Nations Secretariat that included a thorough streamlining of the Organization's business processes. Umoja is an enterprise resource planning solution based on the Systems Applications and Products software (commonly known as SAP), an application that supports management activities related to finance, budget, human resources, supply chain, central support services, and other core business functions. This integrated system would replace and integrate numerous existing legacy information systems in use across the Secretariat.

4.   Umoja Foundation, deployed in MINUSMA on 1 March 2014, included the following modules: finance, supply chain, project management, sales and distribution. The Umoja deployment team, established in January 2014, comprised of 30 members, as follows: 2 deployment coordinators; 1 site coordinator; 1 deputy site coordinator, 1 team assistant, 1 training and communication coordinator; 22 local process experts; and 2 technical focal points. On 1 November 2015, Umoja Extension 1 will be deployed in MINUSMA to expand Umoja functionality to human resources, travel, payroll and insurance.

5.   Comments provided by MINUSMA are incorporated in italics.

II.   OBJECTIVE AND SCOPE

6.   The audit was conducted to assess the adequacy and effectiveness of MINUSMA governance, risk management and control processes in providing reasonable assurance regarding the **use of the Umoja deployment guidelines by MINUSMA.**

7.   The audit was included in the 2015 risk-based plan of OIOS due to the operational risks relating to Umoja deployment and to identify lessons from the initial deployment that could be applied in succeeding deployments.

8.   The key control tested for the audit was regulatory framework. For the purpose of this audit, OIOS defined this key control as the one that provides reasonable assurance that policies and procedures: (a) exist to guide the deployment of Umoja in MINUSMA; (b) are implemented consistently; and (c) ensure the reliability and integrity of financial and operational information.

9.   The key control was 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 April to June 2015. The audit covered the period from December 2013 to March 2014.

11.   OIOS conducted an activity-level risk assessment to identify and assess specific risk exposures, and to confirm the relevance of the selected key control in mitigating associated risks. Through interviews and analytical reviews, OIOS assessed the existence and adequacy of internal controls and conducted necessary tests to determine their effectiveness. Specifically, OIOS examined the preparatory and change management activities conducted by the Umoja team for the roll-out of Umoja Foundation. The requirements for the deployment of Umoja were communicated to the Missions during regular meetings with the Headquarters Umoja Project Team prior to the release of the Umoja Deployment Guide on 31 January 2014. The audit did not include an assessment of how well the new system was working after the deployment.

III.   AUDIT RESULTS

12.   The MINUSMA governance, risk management and control processes examined were initially assessed as **partially satisfactory**[1] in providing reasonable assurance regarding the **use of the Umoja deployment guidelines by MINUSMA**. OIOS made seven recommendations to address the issues identified. MINUSMA established an Umoja deployment team and migrated from legacy systems to Umoja on schedule. To improve preparations for subsequent Umoja deployments, MINUSMA needed to ensure that: (a) the local deployment team is established on time and is adequately staffed to perform all the required preparatory activities; (b) monitoring reports are prepared and submitted to the Headquarters Umoja Project Team; (c) change-impact procedures are implemented; (d) local deployment team members attend mandatory Umoja training and workshops, and preparatory activities are fully implemented and documented; and (e) the mapping process is completed with sufficient lead time. MINUSMA also needed to: implement mechanisms to enforce the requirement for all end users to take the Umoja courses and monitor compliance therewith; and an action plan to ensure that data needed to quantify the benefits expected to be realized from implementing Umoja is collected and reported.

13.   The initial overall rating was based on the assessment of key control presented in Table 1. The final overall rating is **partially satisfactory** as implementation of seven important recommendations remains in progress.

Table 1: Assessment of key control

Business objective	Key control	Control objectives			
		Efficient and effective operations	**Accurate financial and operational reporting**	**Safeguarding of assets**	**Compliance with mandates, regulations and rules**
Use of Umoja deployment guidelines by MINUSMA	Regulatory framework	Partially satisfactory	Partially satisfactory	Not assessed	Partially satisfactory
FINAL OVERALL RATING: PARTIALLY SATISFACTORY					

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[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.

Regulatory framework

Composition and functioning of the Umoja deployment team was inadequate

14.   The Umoja Deployment Guide required the Mission to establish an Umoja deployment team (the team) to monitor the progress of activities, assess and mitigate risks that would hinder the successful deployment of Umoja and communicate consistently on Umoja deployment requirements with all Umoja stakeholders including Mission senior management, Headquarters Umoja Project Team and end users.

15.   MINUSMA established in January 2014 the required Umoja deployment team. The team was faced with challenges due to staff constraints and network and infrastructure problems as the Mission was in its start-up phase. As a result, the team did not consistently: document and monitor progress of the deployment; communicate regularly with staff on Umoja deployment requirements; and assess and take sufficient action to mitigate all of the Umoja deployment risks. Consequently, a number of issues needed to be addressed emerged after Umoja went live on 1 March 2014, as follows:

- There were delays in payment of some vendors' invoices, individual contractors and staff members' entitlements. This was because 300 business partners' banking details were not adequately uploaded, and individual contractors and some vendors were grouped in the same account category;

- There were delays in the recovery of cost of services provided to third parties including United Nations agencies. This was due to an inadequate implementation of the cost recovery process in Umoja; and

- There was an insufficient mechanism for the flow of information between MINUSMA and the back office in United Nations Operations in Cote d'Ivoire (UNOCI) to ensure supporting documents were transferred in a timely manner. The lack of mechanism delayed the processing of transactions.

> **(1) MINUSMA should take steps to ensure that, in subsequent deployments of Umoja, the deployment team is adequately staffed to perform all the required preparatory activities including risk assessment, monitoring and communication with all stakeholders.**
>
> *MINUSMA accepted recommendation 1 and stated that, as part of the preparatory activities for the deployment of Extension 1, it shared with the Headquarters Umoja Project Team on 16 June 2015 the composition of the MINUSMA Deployment Committee. Successful data cleansing was carried out from June to October 2015. Sensitization was done for all staff members and future end users through broadcasts and posters. MINUSMA also invested heavily on training-the-trainer activities, sending local process experts in human resources management and travel to hands-on training courses at United Nations Headquarters, UNOCI, Entebbe and Valencia. One staff was also sent on two-month temporary duty assignment to United Nations Stabilization Mission in Haiti. These same staff members were currently conducting workshops with their peers and other staff in MINUSMA.* Recommendation 1 remains open pending receipt of evidence indicating that all required preparatory activities such as the risk assessment and the monitoring of the Umoja Extension 1 have been performed.

Umoja project monitoring was not effective

16.   The Umoja Deployment Guide required entities to prepare a plan of activities for successful Umoja roll-out and submit to the Headquarters Umoja Project Team monitoring reports including a

weekly status report, a monthly scorecard and an operational readiness report that assessed that MINUSMA was prepared to go live.

17.   A review of available documents and interviews with the Umoja team indicated that MINUSMA prepared a plan of activities. However, MINUSMA did not implement adequate mechanisms for monitoring progress in implementing the plan and for communicating results to the Headquarters Umoja Project Team. The Mission also did not prepare and submit weekly status reports and operational readiness reports. MINUSMA advised that considering the status of the Mission, the deployment team had not been required to submit these reports. However, MINUSMA was unable to provide any supporting documentation exempting them from this requirement.

18.   The lack of systematic monitoring hindered the timely resolution of issues and completion of Umoja activities in MINUSMA. For example, a scorecard compiled by the Umoja Project Team on the basis of information provided by MINUSMA showed that none of the Umoja deployment activities listed in Umoja production plan were completed as of 20 February 2014 notwithstanding the fact that MINUSMA had been cleared to go live on 1 March 2014.

> **(2) MINUSMA should establish an oversight mechanism for subsequent deployments to ensure that all required monitoring reports are prepared and submitted to the Headquarters Umoja Project Team.**
>
> *MINUSMA accepted recommendation 2 and stated that progress was monitored through check points (Q-gates) and by using the scorecard created and kept by the Headquarters Umoja Project Management Office. In addition, the Headquarters Umoja Project Management Office updated MINUSMA on a weekly basis. As a result of this tracking module, MINUSMA had not missed any Q-gate to date.* Recommendation 2 remains open pending receipt of evidence demonstrating that all required monitoring reports for Umoja Extension 1 are prepared and submitted to Headquarters.

The Umoja deployment team did not consistently implement change-impact procedures

19.   The Umoja Deployment Guide required the local deployment team to develop mission-specific change-impact documents that described the impact of process changes resulting from the roll-out of Umoja. The Guide also required the team to hold discussions with end users daily or twice a week to discuss the change-impact documents.

20.   MINUSMA did not develop mission-specific change-impact documents nor did the team hold meetings with end users to discuss the current process and the future changes expected from the Umoja roll-out. This prevented MINUSMA from: adapting the change-impact documents and workflow to the practices of the Mission; and enhancing users' understanding of how the expected changes would affect the processing of transactions in Umoja. As a result, the Mission continued with legacy business practices causing delays in processing transactions. For example: (a) staff were not adequately informed of changes in the payment process which made the circulation of hard copies of supporting documents no longer necessary; and (b) replenishment of petty cash accounts was delayed because cash custodians did not attach in Umoja supporting documents such as petty cash custodians' authorization memoranda and petty cash journals.

21.   The absence of mission-specific change-impact documents resulted as the Headquarters Umoja Project Team finalized the guideline for Umoja change-impact only on 3 December 2014 while MINUSMA Umoja went live in March 2014. Therefore, the Mission was not aware of this requirement.

> **(3) MINUSMA should implement mechanisms for assessing, documenting and communicating the impact of process changes in subsequent deployments of Umoja.**
>
> *MINUSMA accepted recommendation 3 and stated that as part of the preparation for the Umoja Extension 1 deployment, a robust information campaign was launched, in coordination with the Office of the Director of Mission Support (DMS), Communication and Information Technology Section (CITS) and Integrated Mission Training Centre (IMTC).* Recommendation 3 remains open pending receipt of evidence indicating that the required mission-specific change-impact documents have been prepared for Umoja Extension 1.

Preparatory activities were not fully implemented

22.   The Umoja Deployment Guide required all entities deploying Umoja to carry out preparatory activities such as business preparedness, data collection/enrichment, data cleansing, dress rehearsal, mock data conversion and user verification testing prior to going live.

23.   A review of preparatory activities undertaken prior to migrating to Umoja in March 2014 indicated that: (a) accounts receivable and payable were not adequately cleansed and up-to-date, resulting in delays in the processing of these accounts because of incomplete information, such as staff claims, travel authorizations, fund commitments, third party details and purchase order references; (b) there were erroneous conversion of purchase orders which resulted in errors in product categories, descriptions, delivery addresses and account balances; and (c) some contractors' names in Umoja were different from the original contracts, hampering the monitoring of the contracts.

24.   The inadequate implementation of Umoja preparatory activities was due to: (1) the absence of mechanisms to review and certify the preparatory activities conducted by assigned staff as the team was confronted with competing operational requirements at the Mission start-up; and (2) the tight schedule for migrating to Umoja. There was also no assurance that team members were adequately trained on the Umoja readiness activities as there was no attendance record or other mechanisms to monitor team members' participation.

> **(4) MINUSMA should, for subsequent deployments of Umoja, implement mechanisms for: monitoring staff members' participation in mandatory workshops including the Umoja readiness workshop; and review and certification that all preparatory activities are performed and documented.**
>
> *MINUSMA accepted recommendation 4 and stated that, in preparation for Extension 1, a number of Umoja training courses took place, in coordination with IMTC.* Recommendation 4 remains open pending receipt of evidence demonstrating that a monitoring mechanism was in place for tracking staff attendance at mandatory training courses for Umoja Extension 1.

User access mapping was not properly conducted

25.   The Umoja Deployment Guide and user access mapping guidelines required entities to map users to their current and expected roles prior to the implementation of Umoja and ensure that access rights were given in accordance with delegation of authority. The Guide also required that the mapping process be initiated approximately four to five months prior to go-live to allow users become acquainted with the process and to identify questions and concerns that needed to be addressed during the mapping process.

26.   MINUSMA completed the Umoja access mapping on 28 January 2014, two months prior to going live. However, a review of the user access mapping exercise which allocated 513 roles to 126 users

indicated that some staff were granted roles even though they did not have the delegated authority for such roles and some staff were assigned conflicting roles in Umoja. For example:

- The roles of budget approver and earmarked funds certifier were granted to 32 staff of whom 11 did not have the required certifying officer delegation of authority;

- The roles of financial accounting senior user, financial accounting approver of general ledger, accounts payable and accounts receivable, funds commitment approver were granted to three staff members of whom one did not have the required approving officer delegation of authority;

- The role of virtual receiving user was allocated to three air operations officers who were not staff members of the Receiving and Inspection Unit; and

- One finance officer of the back office was given all financial roles in Umoja, i.e., financial accounting users and approver of general ledger, accounts payable and accounts receivable.

27. The above conditions resulted because the user access mapping was done late in the implementation process with limited time to identify and effectively address mapping problems including adequate determination of user role requirements. Consequently, users were not able to perform their assigned tasks in Umoja effectively and on time. There was an average of six weeks of delays in processing various disbursements following the implementation of Umoja.

> **(5) MINUSMA, in coordination with the Umoja Office, should take steps to ensure that the mapping process is completed with sufficient lead time to ensure that all mapping problems are effectively addressed before any subsequent deployments of Umoja.**
>
> *MINUSMA accepted recommendation 5 and stated that it submitted the MINUSMA mapping document to the Umoja Project Management Office. The Mission explained that the Field Personnel Division was the final authority with regard to the mapping for each mission. Mapping issues and potential conflicts identified by MINUSMA had been shared with the Umoja experts in Valencia for onward transmission to the Project Management Office.* Recommendation 5 remains open pending receipt of evidence indicating that the mapping issues and conflicts identified have been resolved.

Training of end users needed to be undertaken

28. The Umoja deployment guide required entities deploying Umoja to provide staff members with adequate training on Umoja. These training programmes include: (a) the train-the-trainers; and (b) the mandatory online courses for end users.

29. The MINUSMA train-the-trainers course was attended by six staff in the areas of budget, supply chain, sales and distribution, and real estate. However, this was insufficient as these trainers delivered training to only 288 of 789 staff present in the Mission as at 31 March 2014. Also, as of 30 April 2015, the completion rate of all Umoja computer-based training courses was 48 per cent. As a result, not all staff were trained on the proper use of Umoja in performing their duties, impacting the effectiveness of the Umoja deployment in MINUSMA. The inadequate training of the staff resulted because of: operational requirements at the start-up phase of the Mission; and the lack of mechanisms to enforce the requirement for staff to take the Umoja courses and monitor compliance therewith.

> **(6) MINUSMA should implement mechanisms to enforce the requirement for all end users to attend Umoja courses and monitor compliance therewith.**
>
> *MINUSMA accepted recommendation 6 and stated that, as part of the measures put in place to ensure that staff members were ready for Umoja Extension 1 deployment, it launched a robust information campaign in coordination with the DMS Office, CITS and IMTC. Messages were broadcasted regularly, encouraging staff to complete the online and instructor-led training courses. Tailored training was offered to specific groups of users, such as certifying officers. As of 26 October 2015, Extension 1 training was ongoing, and MINUSMA was planning on sending local process experts to deliver training to the sectors.* Recommendation 6 remains open pending receipt of evidence demonstrating that monitoring mechanisms have been put in place to track end users' compliance with mandatory training requirements.

Collection of data to quantify benefits from implementation of Umoja had not been initiated

30.   The Umoja Deployment Guide required MINUSMA to collect data to be used by the Change Management Team at United Nations Headquarters to develop a comprehensive statement of benefits from implementing Umoja, such as number of staff posts made redundant and efficiency gains in processing transactions.

31.   Interview of MINUSMA Umoja deployment team indicated that as at 30 June 2015, the team had not started gathering data for the measurement of quantitative benefits resulting from the implementation of Umoja in the Mission. This was due to other competing tasks at the start-up of the Mission and because they had not received guidance from the Field Budget and Finance Division of DFS on benefits realization methodology. As a result, there was an increased risk that the relevant data to quantify and report on expected benefits was not collected.

> **(7) MINUSMA should implement an action plan to ensure that data needed to quantify the benefits expected to be realized from implementing Umoja is collected and reported.**
>
> *MINUSMA accepted recommendation 7 and stated that, as implementation of Extension 1was an Organization-wide endeavour, the Mission would liaise with Headquarters on the mechanisms available for data collection and analysis related to benefit realization.* Recommendation 7 remains open pending the implementation of an action plan for the collection and analysis of data related to the benefit realization of the implementation of Umoja. OIOS is also going to raise this issue with the Headquarters Umoja Project Team in the summary report on the thematic audits of Umoja, which OIOS is conducting across a number of peacekeeping missions and other Secretariat entities.

IV.   ACKNOWLEDGEMENT

32.   OIOS wishes to express its appreciation to the management and staff of MINUSMA for the assistance and cooperation extended to the auditors during this assignment.

(*Signed*) David Kanja
Assistant Secretary-General, Acting Head
Office of Internal Oversight Services

STATUS OF AUDIT RECOMMENDATIONS

Audit of the use of the Umoja deployment guidelines by the United Nations Multidimensional Integrated Stabilization Mission in Mali

Rec. no.	Recommendation	Critical[1]/ Important[2]	C/ O[3]	Actions needed to close recommendation	Implementation date[4]
1	MINUSMA should take steps to ensure that, in subsequent deployments of Umoja, the deployment team is adequately staffed to perform all the required preparatory activities including risk assessment, monitoring and communication with all stakeholders.	Important	O	Receipt of evidence indicating that all required preparatory activities such as risk assessment and the monitoring of the Umoja Extension 1 have been performed.	30 June 2016
2	MINUSMA should establish an oversight mechanism for subsequent deployments to ensure that all required monitoring reports are prepared and submitted to the Headquarters Umoja Project Team.	Important	O	Receipt of evidence demonstrating that all required monitoring reports for Umoja Extension 1 are prepared and submitted to UNHQ.	30 June 2016
3	MINUSMA should implement mechanisms for assessing, documenting and communicating the impact of process changes in subsequent deployments of Umoja.	Important	O	Receipt of evidence indicating that the required mission-specific change-impact documents have been prepared for Umoja Extension 1.	30 June 2016
4	MINUSMA should, for subsequent deployments of Umoja, implement mechanisms for: monitoring staff members' participation in mandatory workshops including the Umoja readiness workshop; and review and certify that all preparatory activities are performed and documented.	Important	O	Receipt of evidence demonstrating that a monitoring mechanism is in place for tracking staff attendance at mandatory trainings courses for Umoja Extension 1.	August 2015
5	MINUSMA, in coordination with the Umoja Office, should take steps to ensure that the mapping process is completed with sufficient lead time to ensure that all mapping problems are effectively addressed before any subsequent deployments of Umoja.	Important	O	Receipt of evidence indicating that the mapping issues and conflicts identified have been resolved.	30 June 2016
6	MINUSMA should implement mechanisms to enforce the requirement for all end users to attend Umoja courses and monitor compliance therewith.	Important	O	Receipt of evidence demonstrating that monitoring mechanisms have been put in place to track end users' compliance with mandatory training requirements	30 June 2016
7	MINUSMA should implement an action plan to ensure that data needed to quantify the benefits expected to be realized from implementing Umoja is collected and reported.	Important	O	Receipt of evidence of implementation of an action plan for the collection and analysis of data related to the benefit realization of the implementation of Umoja.	30 June 2016

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[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.

[3] C = closed, O = open

[4] Date provided by MINUSMA in response to recommendations.

APPENDIX I

Management Response

Management Response

Audit of the use of the Umoja deployment guidelines by the United Nations Multidimensional Integrated Stabilization Mission in Mali

Rec. no.	Recommendation	Critical[1]/ Important[2]	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	MINUSMA should take steps to ensure that, in subsequent deployments of Umoja, the deployment team is established on time and is adequately staffed to perform all the required preparatory activities including risk assessment, monitoring and communication with all stakeholders.	Important	YES	MINUSMA UE1 deployment committee	30 June 2016	As part of the preparatory activities to the deployment of Extension I, the composition of MINUSMA's Deployment Committee was shared with UMOJA's Project Management Team in Headquarters on 16 June 2015 (Attachment 1a). Successful data cleansing was carried out from June to October 2015 (attachment 1b) Sensitization was done at the level of the staff members and future end users through broadcasts and posters (attachment 1c) MINUSMA also invested heavily on Training the Trainer activities, sending local process experts in human resources management and travel to hands-on trainings in UNHQ, ONUCI, Entebbe and Valencia. One staff was also sent on two-month temporary duty assignment to MINUSTAH. These same staff members are currently animating workshops with their peers and other staff in MINUSMA. (attachment 1d)

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[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 the use of the Umoja deployment guidelines by the United Nations Multidimensional Integrated Stabilization Mission in Mali

Rec. no.	Recommendation	Critical[1]/ Important[2]	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
2	MINUSMA should establish an oversight mechanism for subsequent deployments to ensure that all required monitoring reports are prepared and submitted to the Headquarters Umoja Project Team.	Important	Yes	Site Coordinator	30 June 2016	The progress through check points (Q-gates) is monitored through the score card created and kept by the Umoja Project Management Office in UNHQ. In addition, MINUSMA is updated on a weekly basis by the Project Management Office. As a result of this tracking module, MINUSMA has not missed any Q-Gate to date.
3	MINUSMA should implement mechanisms for assessing, documenting and communicating the impact of process changes in subsequent deployments of Umoja.	Important	Yes	Site Coordinator	30 June 2016	As part of the preparation for the UMOJA E1 deployment, a robust information campaign was launched, in coordination with the DMS Office, CITS and IMTC. Messages were broadcasted regularly, encouraging staff to complete the on-line and instructor-led trainings, tailored training was offered to specific groups of users, such as certifying officers, etc. (Attachments 1c and 3a). In addition, town-halls were held for all staff, videoconference with local process experts, workshops with an expert from Valencia, as well as posters disseminated throughout MINUSMA's offices.
4	MINUSMA should, for subsequent deployments of Umoja, implement mechanisms for: monitoring staff members' participation in mandatory workshops including the Umoja readiness workshop; and review and certify that all preparatory activities are performed and documented.	Important	Yes	Training Coordinator	30 June 2016	In preparation for Extension I, the following training took place, in coordination with IMTC. Record of computer based training (CBT) and instructed led training for the last month are provided .(attachment 4)

Management Response

Audit of the use of the Umoja deployment guidelines by the United Nations Multidimensional Integrated Stabilization Mission in Mali

Rec. no.	Recommendation	Critical[1]/ Important[2]	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
5	MINUSMA, in coordination with the Umoja Office, should take steps to ensure that the mapping process is completed with sufficient lead time to ensure that all mapping problems are effectively addressed before any subsequent deployments of Umoja.	Important	Yes	MINUSMA UE1 deployment committee	August 2015	MINUSMA's mapping document was submitted to Umoja's Project Management Office (Attachment 5). However, it should be noted that the Field Personnel Division is the final authority with regard to the mapping for each mission. Mapping issues and potential conflicts identified by MINUSMA have been shared with the Umoja expert from Valencia for onward transmission to the Project Management Office.
6	MINUSMA should implement mechanisms to enforce the requirement for all end users to attend Umoja courses and monitor compliance therewith.	Important	Yes	Training Coordinator	30 June 2016	As part of the measures put in place to ensure that staff member are ready for Umoja Extension I deployment, a robust information campaign has been launched, in coordination with the DMS Office, CITS and IMTC. Messages were broadcasted regularly, encouraging staff to complete the on-line and instructor-led trainings, tailored training was offered to specific groups of users, such as certifying officers, etc. (Attachment 1d) Enrollment to Extension I training was subject to the pre-requisite to trainees to activate their EIDM ID as pre-requirement to attend instructor-led trainings. (Attachment 6). Extension I training is ongoing, via both computer and instructor-led training, and MINUSMA plans on sending Local Process Experts to deliver training to the Sectors. .

Management Response

Audit of the use of the Umoja deployment guidelines by the United Nations Multidimensional Integrated Stabilization Mission in Mali

Rec. no.	Recommendation	Critical[1]/ Important[2]	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
7	MINUSMA should implement an action plan to ensure that data needed to quantify the benefits expected to be realized from implementing Umoja is collected and reported.	Important	Yes	Site Coordinator	30 June 2016	Implementation of Extension I being an Organization-wide endeavor, MINUSMA shall liaise with UNHQ on the mechanisms available for data collection and analysis related to benefit realization related to it.