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# BUSINESS OPERATIONS STRATEGY

Kick-off Presentation OMT

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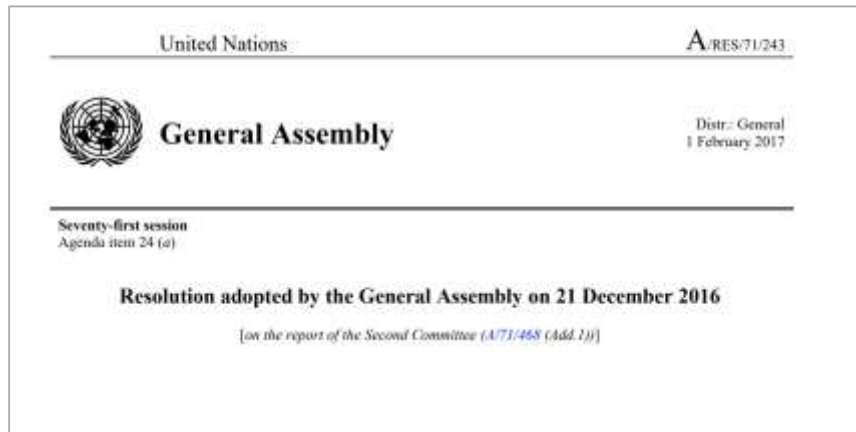
# THE FUTURE: Agenda 2030



António Guterres - Secretary-General of the United Nations

“entities within the United Nations development system should operate according to the principle of mutual recognition of best practices in terms of policies and procedures, with the aim of facilitating active collaboration across agencies and reducing transaction costs for Governments and collaborating agencies”

GA Resolution 71/243



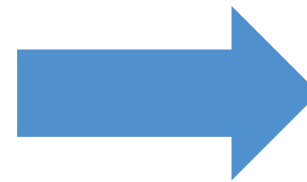
“ the roll-out of **the Business Operations Strategy** at the country level **must be scaled up** further.  
*I encourage all United Nations country teams to ensure compliance with an improved Business Operations Strategy by 2021”*

# MUTUAL RECOGNITION



“Affirming that our respective entities meet these prerequisites and wish to advance the **Business Operations Strategy** and to foster in the goals pursued by the **Business Innovation Group**”

“hereby commit to work initially to implement the principle in the following specific areas in the **context of Business Operations Strategy at the country level**”



# SG'S VISION ON BUSINESS OPERATIONS

## Targets

### Back Office Operations



Ensure all UNCTs have **Business Operations Strategies (BOS)** in place by 2021



**Location-dependent services:** Consolidate at the country level into **Common Back Offices (CBO)** in all countries by 2022



**Location-independent services:** Explore options, including creating a **network of 6-7 Global Shared Service Centres (GSSC)**

### Common Premises



Consolidate 50% of UN Offices into **Common Premises** by 2021

## Enablers



Operationalize **Mutual Recognition** of entities' business operations rules and regulations, and policy and processes



Enable culture change towards more customer centric relationships through measurement of **Client Satisfaction** of all business operations services

# BUSINESS OPERATIONS STRATEGY (BOS)

A results-based framework that focuses on joint business operations with the purpose of **eliminating duplication**, leveraging **the common bargaining** power of the UN and maximizing **economies of scale**.

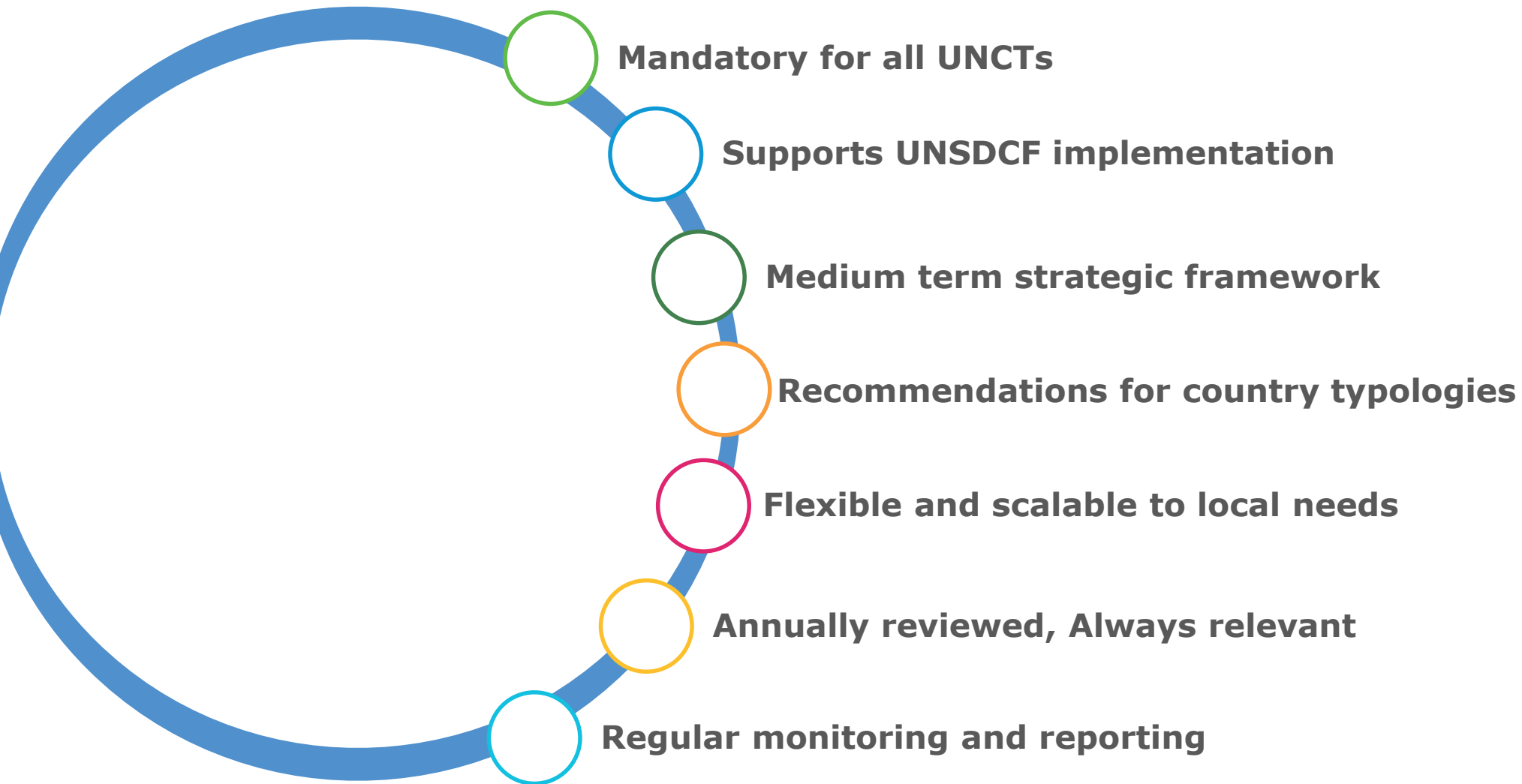


Building on **lessons learnt and feedback** from numerous country offices that developed the BOS since 2012



# CHARACTERISTICS OF BOS

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## WHAT'S NEW?

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**Paperless with  
an Online  
platform**

**Pre-loaded Data  
to guide  
cooperation**

**Revamped  
CBA**

**Standard  
KPIs**

**e-Reporting**

**Promoting  
Environmental  
Sustainability**

**Reviewed  
annually always  
relevant**

**Dedicated  
Support**

## BENEFITS OF BOS

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### Linkages between Programme and Operations

- Supports UNSDCF implementation
- Link between programme demand and service supply

### Lower Operational Costs

- Reduction of duplication of work processes
- Reduction/Avoidance of transaction costs

### Quality of Business Operations

- Quality Services
- Access to services

### Ability to Track and Report

- Enhanced management information
- Multi-year results

### Management Control

- Better prioritization
- Focused investment



# ENVIROMENTAL SUSTAINABILITY

The impact of UN programmes at the country level is directly related to the **effectiveness, efficiency and cost of the operations** that support them.

The lower the cost of business operations, the **more resources** remain within the programme budget.

The **BOS does not follow a specific multi-year cycle**.

It is reviewed and updated annually to ensure it's best placed to **support programme** and **adapt** to the country context.



**UNSDCF FLEXIBLE CYCLE WITH RECOMMENDED TIME FRAME OF THREE TO FIVE YEARS**



**BOS Dynamic and updated annually to support programme**

**ADAPTABLE AND ALWAYS RELEVANT**



# PROMOTING ENVIRONMENTAL SUSTAINABILITY

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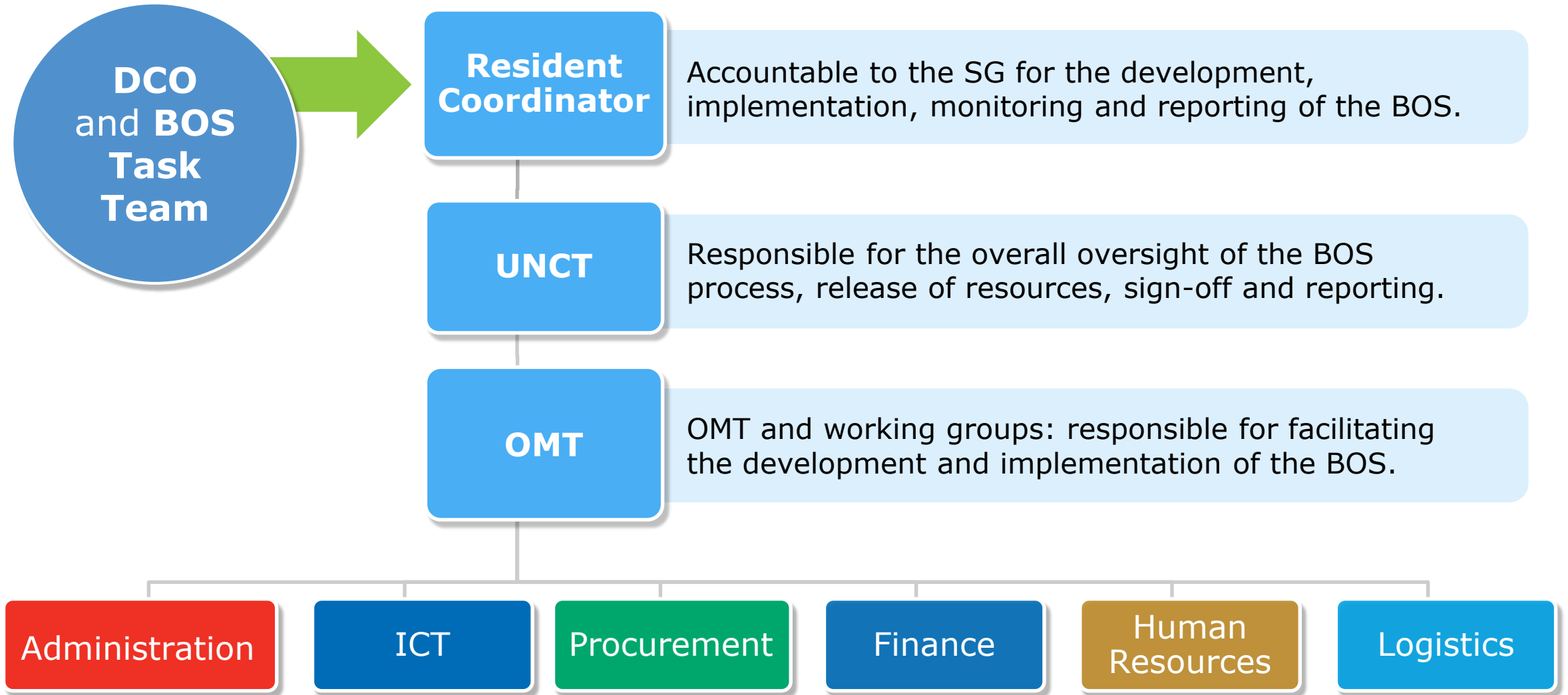
Developing a BOS provides an opportunity for UNCTs to **increase and improve sustainable development** practices bringing us a step closer to the achieving our sustainability goals.



Areas of opportunity for mainstreaming environmental action:

ICT facilities  
risk-management  
procurement  
logistics  
events  
human-resources

# ACCOUNTABILITY FRAMEWORK



# RISK AND MITIGATION

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- Lack of **Agency engagement** and commitment
- Lack of **financial resources** for BOS implementation
- **Difficulties** with the development of the BOS
- Lack of **RC / UNCT** support, leadership and guidance
- Lack of support from **DCO**



- **Leadership and champions** are critical-consistency in commitment of RC/UNCT
- **Behavioral change** takes time, resources and support (Agency commitment and DCO/TT)
- **Use BOS resources:** Online platform, materials, guidance, library
- **Realistic assessment** of political and technical capacity
- **Balancing the workload** of the OMT



**RC LEADERSHIP**



**AGENCY ENGAGEMENT**



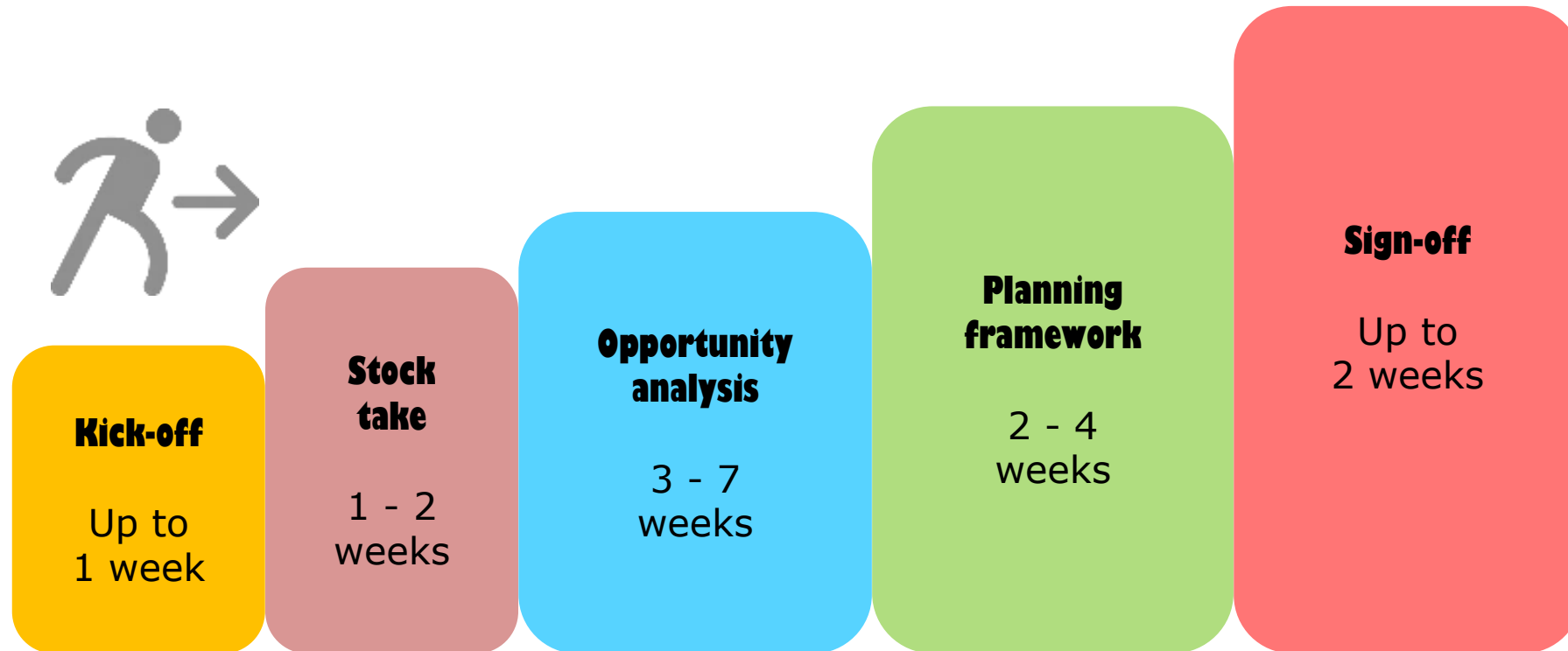
**SUCCESS**

## BOS: THE PROCESS

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The BOS preparation **has five key steps** that take an estimated **8 - 16 weeks**.

The actual time requirement will depend on local capacity, the number of common services identified, access to verifiable data and approval times.



## RECOMMENDED SERVICES PER COUNTRY TYPOLOGY

BOS Country Typology	Minimum common service lines
<b>Small operations: &lt;USD40M expenditure</b>	Administration & Facilities Management ICT
<b>Medium operations: USD40M – USD100M</b>	Procurement Administration & Facilities Management
<b>Large operations: &gt;USD100M expenditure</b>	Administration & Facilities Management Finance

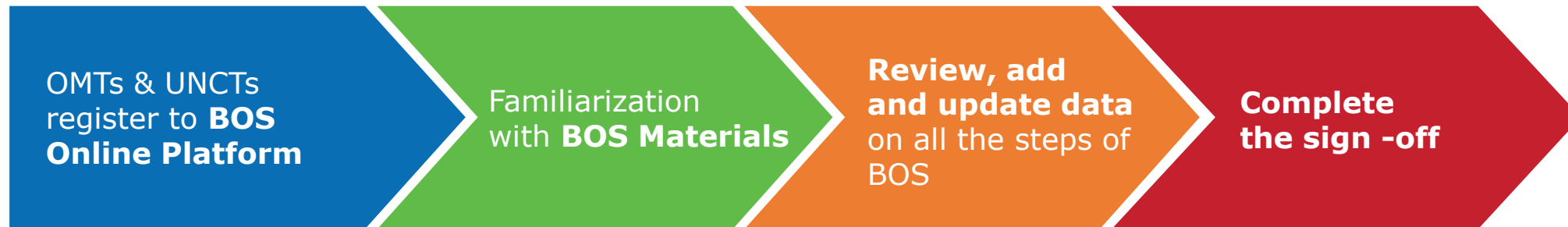
# WHAT'S NEXT

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## New to BOS?



## Transitioning to BOS

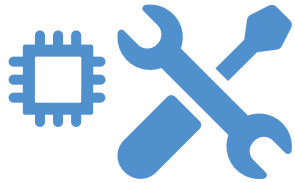


## IMPLEMENTATION AND SUPPORT

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**BOS resources:** BOS brings together all resources for OMT use when developing and implementing BOS through the Online platform.



**Technical support:** a BOS Task Team was established to support UNCTs.

Provide guidance and support to UNRCs and UNCTs in developing, implementing and reporting on the BOS

Provide quality assurance on the proposed BOS by country

Identify, fine-tune, and share with UNCTs best practices within the common service lines



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**Thank you**

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