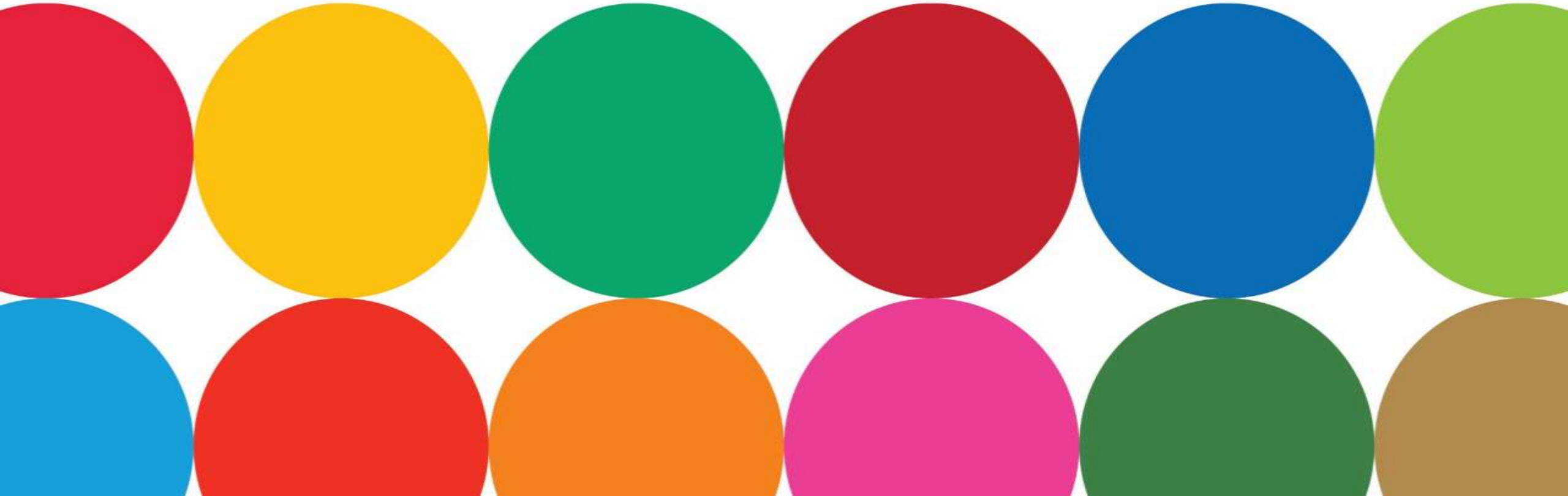

BUSINESS OPERATIONS STRATEGY

Kick-off Presentation UNCT



UNITED NATIONS
SUSTAINABLE
DEVELOPMENT
GROUP

A horizontal row of 17 small colored dots, each representing one of the 17 Sustainable Development Goals.

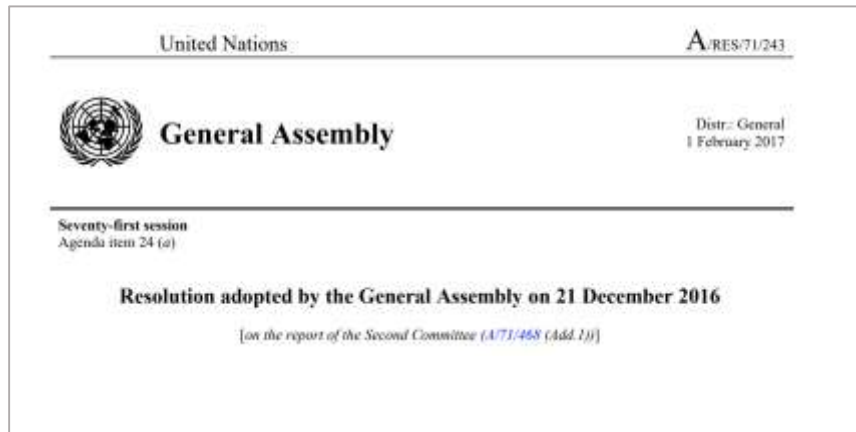
THE FUTURE: Agenda 2030



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



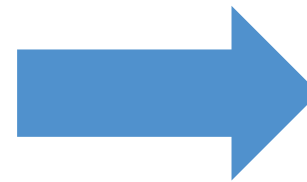
“ the roll-out of **the Business Operations Strategy** at the country level **must be scaled up** further.
I encourage all United Nations country teams to ensure compliance with an improved Business Operations Strategy by 2021”

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



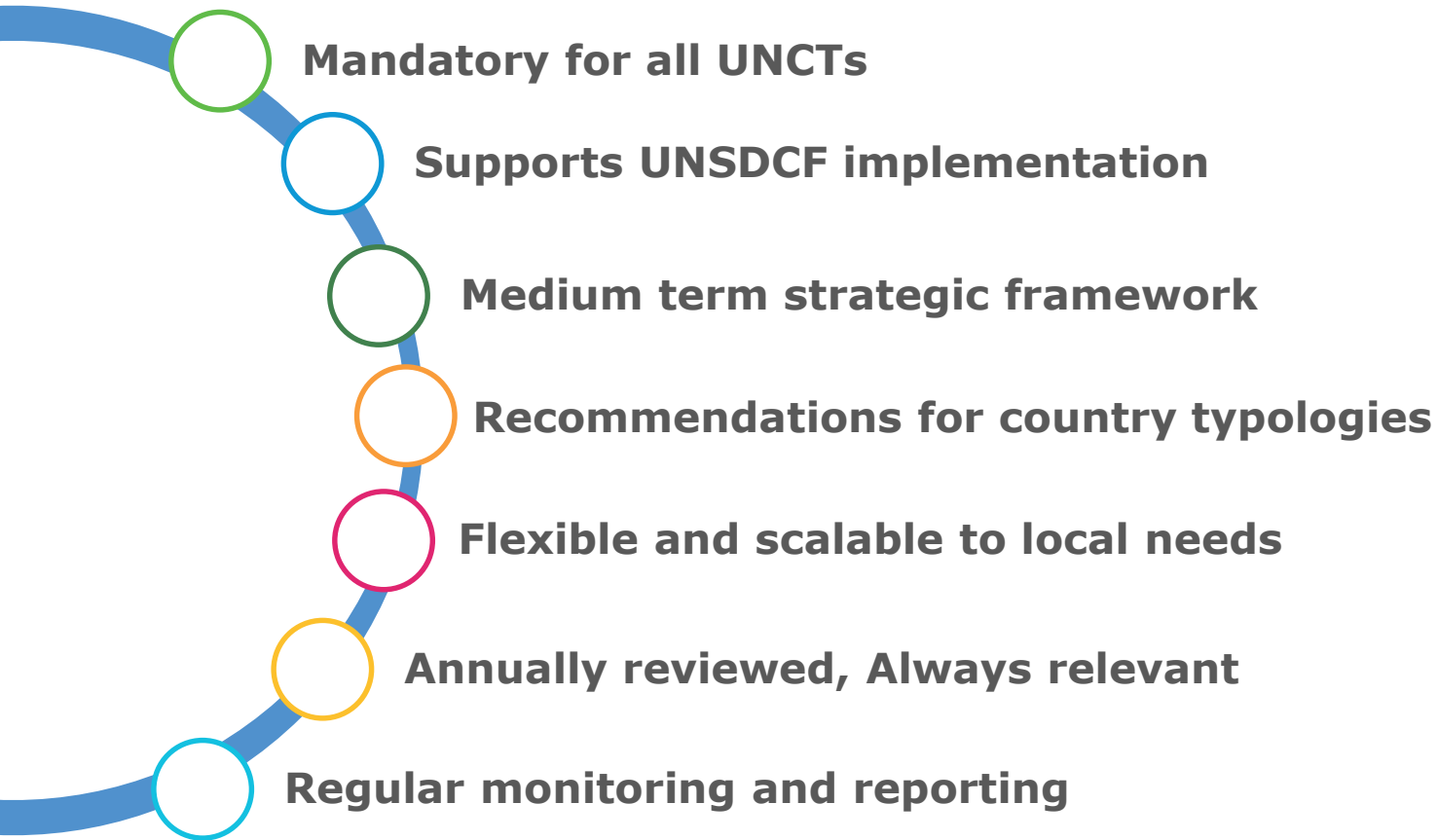
Operationalize **Mutual Recognition** of entities' business operations rules and regulations, and policy and processes



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**.



WHAT'S NEW?

**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**

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

3 – 5 years

3 – 5 years

3 – 5 years



BOS Dynamic and updated annually to support programme

ADAPTABLE AND ALWAYS RELEVANT



PROMOTING ENVIRONMENTAL SUSTAINABILITY



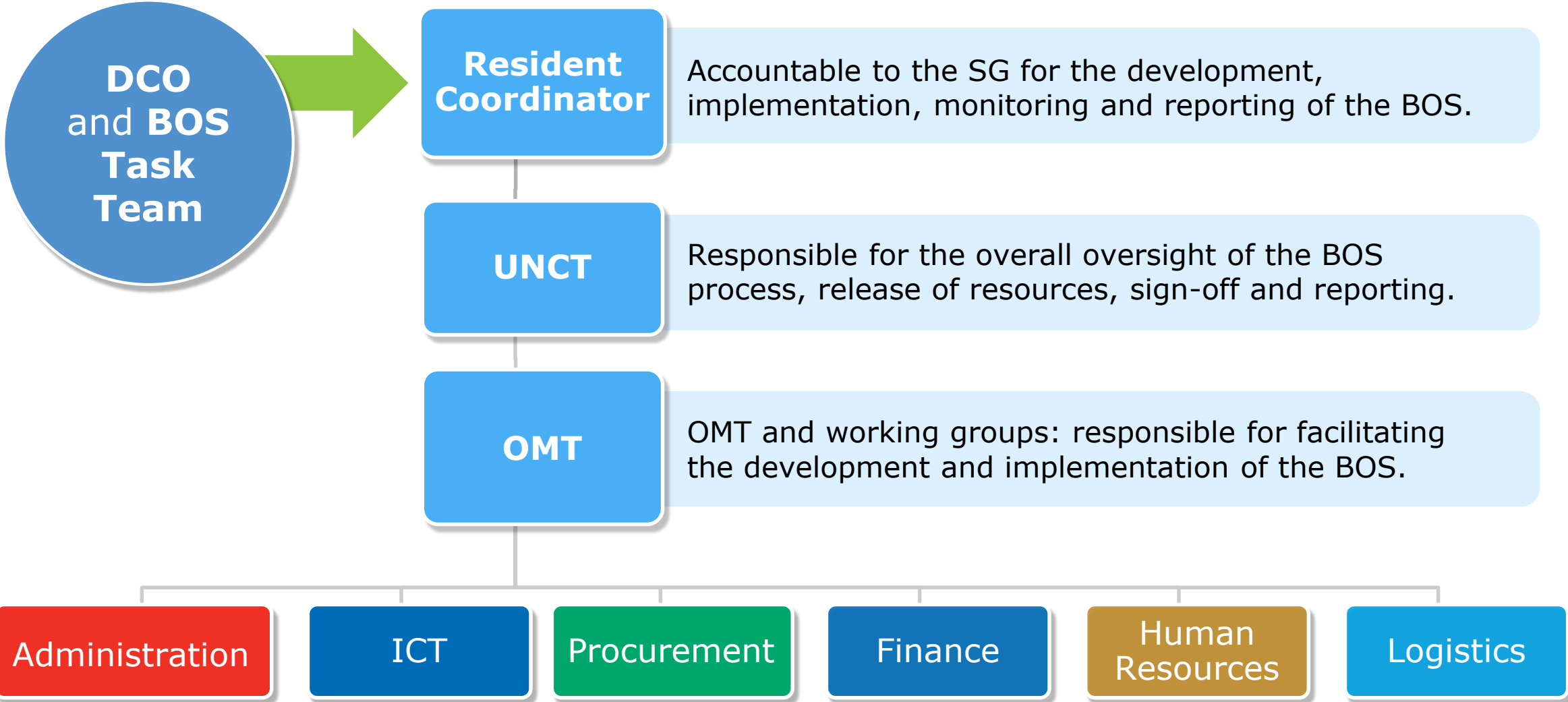
Developing a BOS provides an opportunity for UNCTs to **increase and improve sustainable development** practices bringing us a step closer to the achieving our sustainability goals.



Areas of opportunity for mainstreaming environmental action:

ICT facilities
risk-management
procurement
logistics
events
human-resources

ACCOUNTABILITY FRAMEWORK



KEYS TO SUCCESS

Two key elements are essential for a successful development and implementation of a BOS:

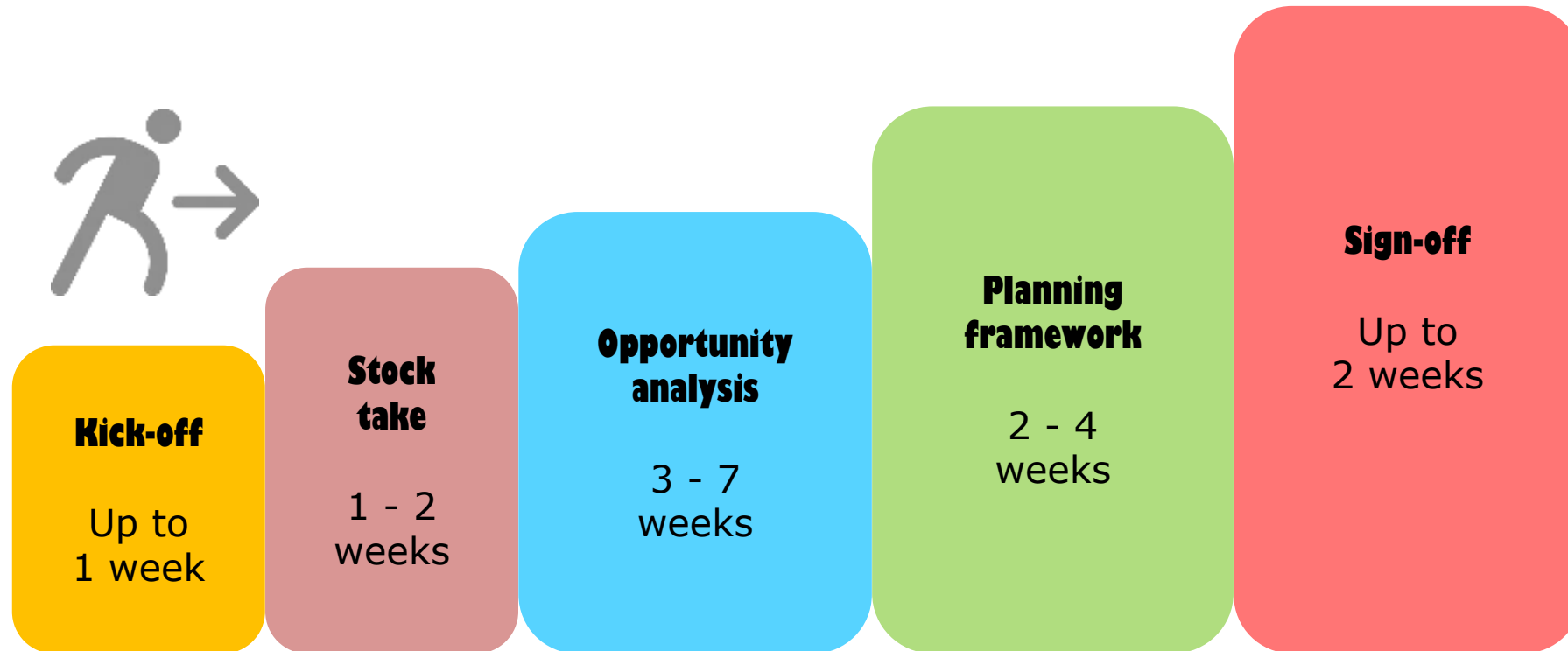
- **the leadership of the RC**
- the **sharing of resources by UN entities** (both resident and non-resident) through assignment of **relevant human resources** and common services **budgets managed** by the OMT.



BOS: THE PROCESS

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.



Thank you

