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

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

- Mandatory for all UNCTs
- Supports UNSDCF implementation
- Medium term strategic framework
- Recommendations for country typologies
- Flexible and scalable to local needs
- Annually reviewed, Always relevant
- Regular monitoring and reporting
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
| 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**

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:
ACCOUNTABILITY FRAMEWORK

DCO and BOS Task Team

Resident Coordinator
Accountable to the SG for the development, implementation, monitoring and reporting of the BOS.

UNCT
Responsible for the overall oversight of the BOS process, release of resources, sign-off and reporting.

OMT
OMT and working groups: responsible for facilitating the development and implementation of the BOS.

Administration
ICT
Procurement
Finance
Human Resources
Logistics
RISK AND MITIGATION

- 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 + UN AGENCY ENGAGEMENT = SUCCESS
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.
<table>
<thead>
<tr>
<th>BOS Country Typology</th>
<th>Minimum common service lines</th>
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</thead>
<tbody>
<tr>
<td>Small operations: &lt;USD40M expenditure</td>
<td>Administration &amp; Facilities Management</td>
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<tr>
<td></td>
<td>ICT</td>
</tr>
<tr>
<td>Medium operations: USD40M – USD100M</td>
<td>Procurement</td>
</tr>
<tr>
<td></td>
<td>Administration &amp; Facilities Management</td>
</tr>
<tr>
<td>Large operations: &gt;USD100M expenditure</td>
<td>Administration &amp; Facilities Management</td>
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<tr>
<td></td>
<td>Finance</td>
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</tbody>
</table>
New to BOS?

OMTs & UNCTs register to BOS Online Platform

Familiarization with BOS Materials

Convene OMT working groups

Kick-off meeting with the RC/UNCT

Develop the BOS

Transitioning to BOS

OMTs & UNCTs register to BOS Online Platform

Familiarization with BOS Materials

Review, add and update data on all the steps of BOS

Complete the sign-off
IMPLEMENTATION AND SUPPORT

**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
Thank you