"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

António Guterres - Secretary-General of the United Nations

" 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.
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.

- 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

Focus on Quality and Cost
Dynamic
Adaptable
Result oriented
Foundation of Common Back Office
Online
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
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.

BOS Dynamic and updated annually to support programme

ADAPTABLE AND ALWAYS RELEVANT
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.
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.
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.

**Kick-off**  
Up to 1 week

**Stock take**  
1 - 2 weeks

**Opportunity analysis**  
3 - 7 weeks

**Planning framework**  
2 - 4 weeks

**Sign-off**  
Up to 2 weeks
Thank you