![Business Innovations Group logo with UN emblem]

**BUSINESS
INNOVATIONS
GROUP | BIG**
*Advancing Common Business Operations*

# BUSINESS INNOVATIONS GROUP
## FACTSHEET | *November 2019*

## Background

In his [December 2017] report[1], the United Nations Secretary-General set a number of ambitious targets to reform the UN development system.

Of these, the Business Innovations Strategic Results Group ([BIG][2]), co-chaired by UNHCR and WFP, has been tasked with delivering on the proposals envisioned to maximize programmatic gains through **efficient and high-quality back-office operations**.

In July 2018, the BIG established a designated inter-agency Project Team to design and pilot concepts and methodologies to advance the Secretary-General's targets.

## Workstreams resulting from the Secretary-General's targets

1. *Mutual Recognition* – Operate with the [mutual recognition][3] of entities' policies and procedures to readily enable inter-agency service provision.
2. *Client Satisfaction Principles* – Improve the quality of inter-entity services.
3. *Costing and Pricing Principles* – Bring transparency to the costing and pricing of services provided.
4. *Business Operations Strategy (BOS)* – Adopt improved Business Operations Strategy ([BOS 2.0][4]) by all UN country teams by 2021.
5. *Common Back Offices (CBO)* – Establish common back offices for all UN country teams by 2022.
6. *Global Shared Service Centres (GSSC)* – Explore consolidation of location-independent business operations into a network of shared service centres.
7. *Common Premises* – Increase the proportion of UN common premises to 50 per cent by 2021.

## Scope

- **Design and pilot** concepts to meet the ascribed targets and workstreams, before handover for implementation and global rollout.
- **Business Operations of [UNSDG entities]** at all levels, global and local.
- Business operations is understood by the UNSDG to include the following **service lines**:
    1. Administration (incl. facility services, travel, transport, etc.)
    2. Finance
    3. Human Resources
    4. ICT
    5. Logistics
    6. Procurement

## Principles

- Be transformative: Leverage existing **technology** and enable **innovation**.
- **Location-dependent** business processes should, whenever feasible and supported by a business case, be consolidated at the country level.
- **Location-*independent*** business processes should be consolidated into a network of Global Shared Service Centres.
- Embrace **culture change**, such as adopting co-locating on shared premises as the new normal.
- Build on **best practices** and work that are already ongoing (e.g. HLCM, country-level initiatives, etc.).
- Proposals are offered as **opt-in solutions** for the UNSDG as a system. For example, to date, 17 heads of entities, including the Secretary-General, have committed their respective entities by signing the Mutual Recognition statement.

[1] Secretary-General's Report: https://undocs.org/A/72/684
[2] BIG: https://unsdg.un.org/2030-agenda/business-operations
[3] MR: https://www.unsystem.org/content/mutual-recognition
[4] BOS 2.0: https://unsdg.un.org/resources/business-operations-strategy-bos-20-guidance