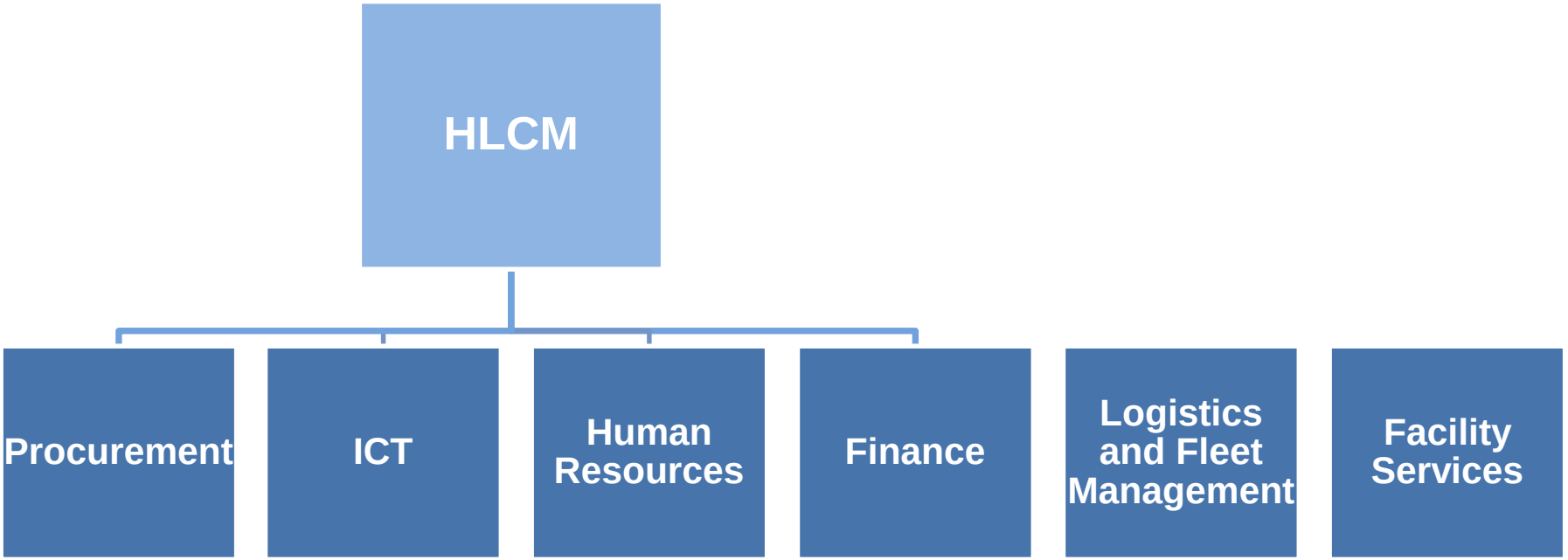
UNITED NATIONS DEVELOPMENT GROUP

Harmonized Business Operations Policies



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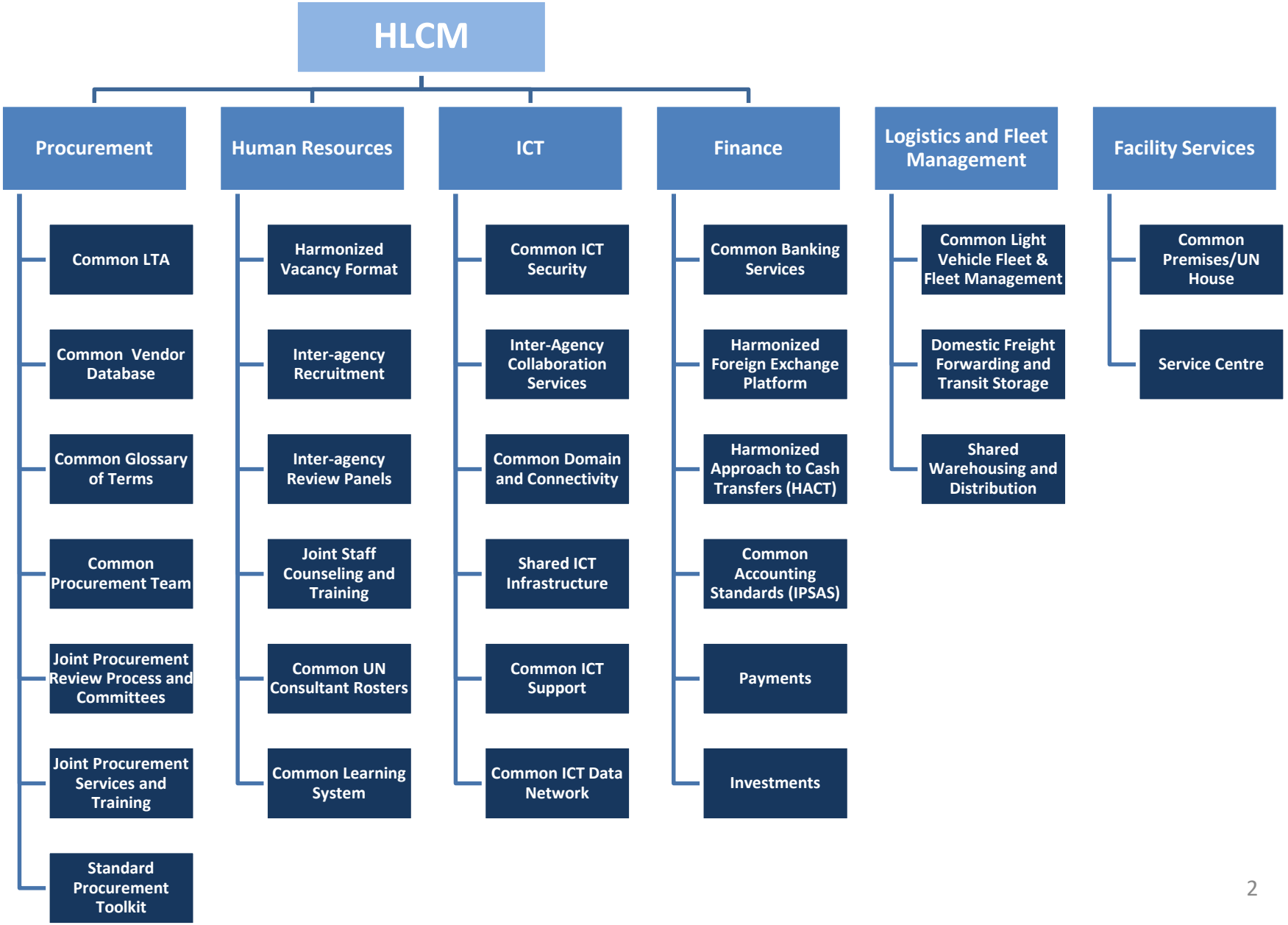
Harmonized Business Operations Policies



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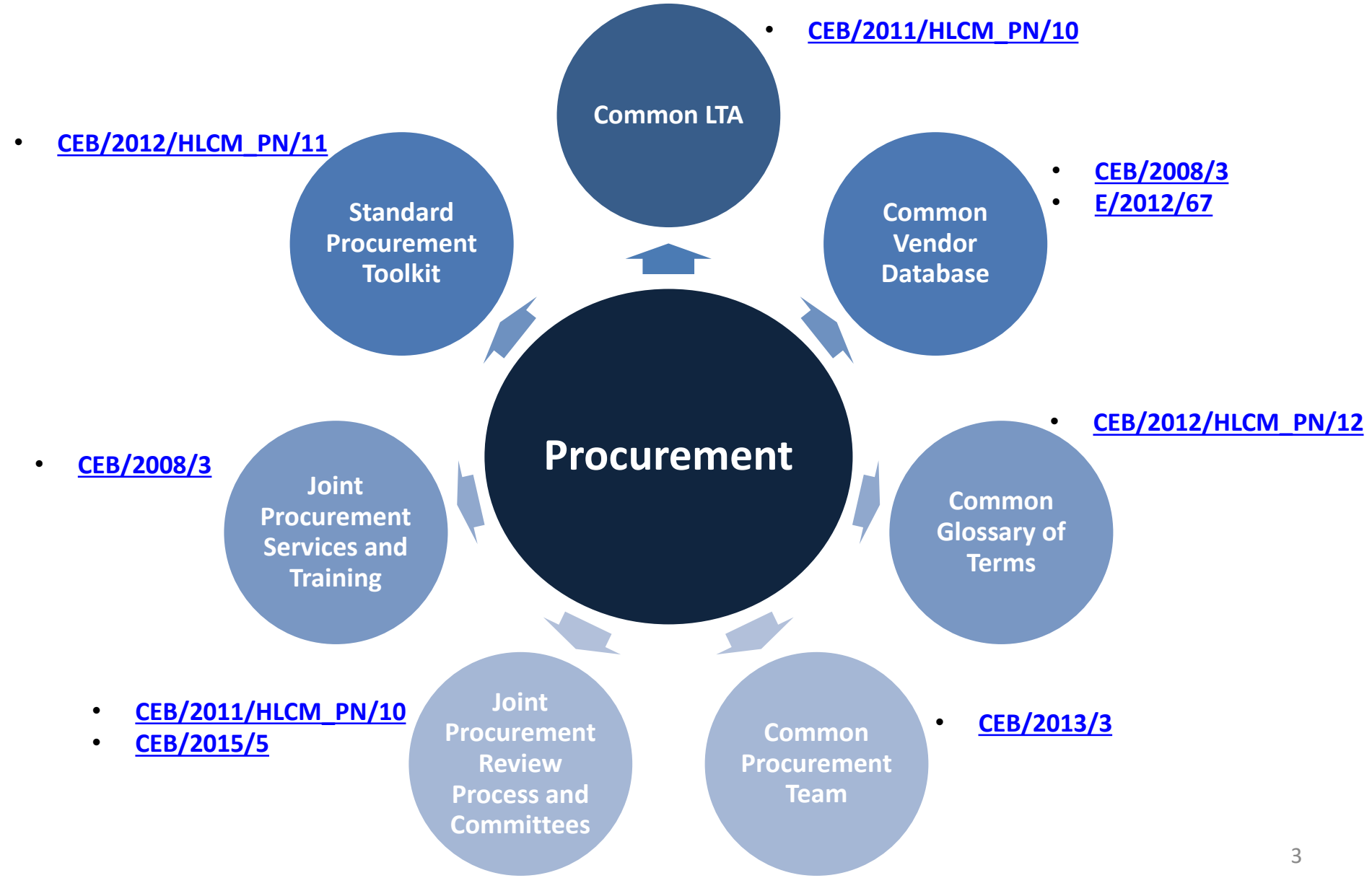
Common UN Procurement



- CEB/2011/HLCM_PN/10
- CEB/2008/3
- E/2012/67
- CEB/2012/HLCM_PN/12
- CEB/2013/3
- CEB/2011/HLCM_PN/10
- CEB/2015/5
- CEB/2008/3
- CEB/2012/HLCM_PN/11

Summary – Harmonized Procurement Policies

BOS	Source	Summary
Common LTA	CEB/2011/HLCM_PN/10	Members of the Procurement Network are allowed to integrate the presented issues on Cooperation with UN entities, **Long-Term Agreement**/Framework Agreement/System Contracts, and Conducting procurement on behalf of other UN entities into their entity-specific procurement manuals. (Para. 39)
Common Vendor Database	CEB/2008/3	The United Nations system Common **vendor database** was finalized for inclusion in the business practices plan of action, especially in connection with its potential as a knowledge-sharing and e-tendering platform, as well as with regard to the issue of suspect vendors. (Para. 66)
	E/2012/67	The Procurement framework allows for **a common decision mechanism for dealing with suspect vendors** and responds to the need for transparency, accountability and effectiveness in United Nations system organizations' internal procurement processes. (Para. 52)
Common Glossary of Terms	CEB/2012/HLCM_PN/12	The Procurement Network endorsed the **common glossary of terms**, and encouraged its members to use the glossary of terms within their operational frameworks, subject to internal reviews. (Para. 1)
Common Procurement Team	CEB/2013/3	In order to reduce costs and achieve efficiencies, a concrete collaboration example is to establish **a common procurement team**. This team works together twice a week to handle all of the joint procurement for each agencies. (Para. 32)
Joint Procurement Review Process and Committees	CEB/2015/5	The work carried out by HLCM and its networks has applied the **concept of harmonizing up to the level required to accept other organizations' business practices**. The mutual acceptance of procurement review processes would be substantial benefit within an agreed framework. (Para. 20)
	CEB/2011/HLCM_PN/10	The Procurement Network allows to its members to **waive a secondary procurement review**, e.g. when cooperating with other UN entities through Joint Solicitation, Re-Use of another UN entity tender result, UN-Entity Contract or Agreement and Procurement from a UN Entity, while ensuring appropriate internal control. (Para. 40)
Joint Procurement Services and Training	CEB/2008/3	Support for the "Delivering as One" pilots and other country operations. **Procurement tools and training materials** included a number of activities involving other UN entities in the supply chain. (Para. 66)
Standard Procurement Toolkit	CEB/2012/HLCM_PN/11	The Procurement Network developed **standardised table of contents** for UN procurement manuals and its members are allowed to adopt the standardised table of contents in their procurement manuals over time and as appropriate. (Para. 282)

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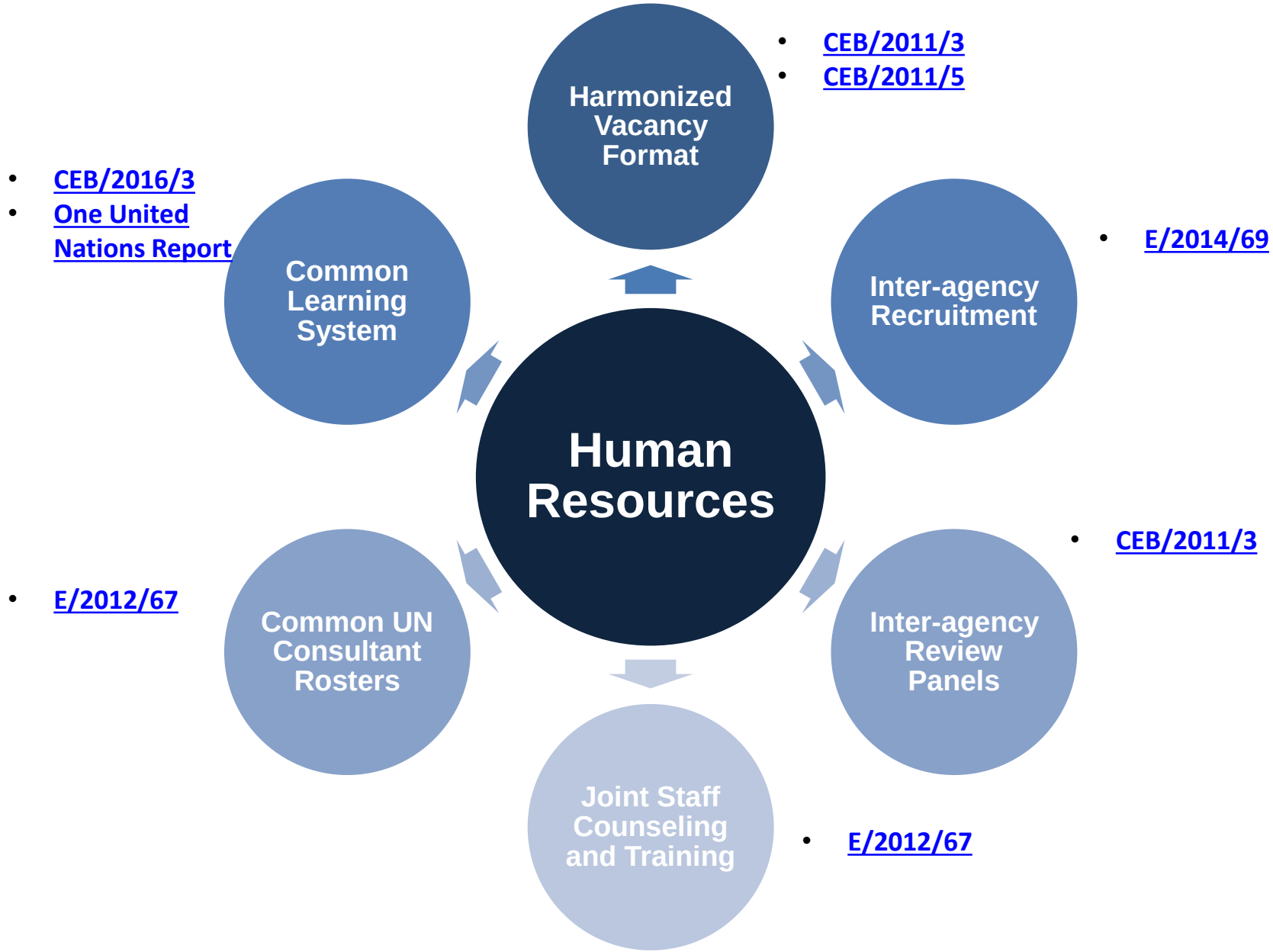
Common UN Human Resources



Summary – Harmonized HR Policies

BOS	Source	Summary
Harmonized Vacancy Format	CEB/2011/3	The High-Level Committee on Management agreed on the Plan of Action for the Harmonization of Business Practices (HBP), which prioritized selection process, development of **harmonized vacancy announcements and job classification standards** for the opening of vacancies on a reciprocal basis on functional clusters. (Para. 74)
	CEB/2011/5	**Harmonization of vacancy advertisements** and selection processes at country level for GS and National Officers positions was identified as priorities, especially the development of tools for the evaluation stage: templates for harmonized assessment tests and interviews. The aim is to reduce competition locally, and ultimately take advantage of economies of scale. The project would seek inter-agency participation and the sharing of rosters of pre-screened candidates. (Para. 99)
Inter-agency Recruitment	E/2014/69	**Harmonized recruitment** practices in the field is promoted in response to the call by the General Assembly in its resolutions for improved harmonization in human resources. Tools have been created to simplify joint recruitment in order to speed up hiring and to increase mobility for national officers and General Service staff in the field in the "Delivering as one" pilot countries. (Para. 51)
	CEB/2014/HLCM/HR/4	**Harmonization of Vacancy Advertisements and Selection Process at Country Level for General Service and National Officer Positions**
Inter-agency Review Panels	CEB/2011/3	The High-Level Committee on Management agreed on the Plan of Action for the Harmonization of Business Practices (HBP), which prioritized the launch of pilots for the establishment of **a single Central Review Body** in local duty stations. (Para. 74)
Joint Staff Counseling and Training	E/2012/67	The United Nations Development Group, jointly with the High-level Committee on Management, and the United Nations Staff College have developed **training** courses in support of country level harmonization. (Para. 43)
Common UN Consultant Rosters	E/2012/67	United Nations Development Group has developed and implemented **a roster system** managing support and resources in various operational fields in support of country level harmonization and simplification efforts. (Para. 43)
Common Learning System	CEB/2016/3	The Human Resources Network of the High-level Committee as a coordination platform for systematically increasing operational effectiveness, building human resources capabilities and enhancing **inter-agency knowledge management**, providing better care and support for staff, proactive inter-agency talent and competency development. (Para. 35)
	One United Nations Report	The UN system has intensified its efforts to more effectively manage and share knowledge and promote a **system-wide learning culture** rooted in shared values and common objectives for all staff of the UN system. (Para. 8)

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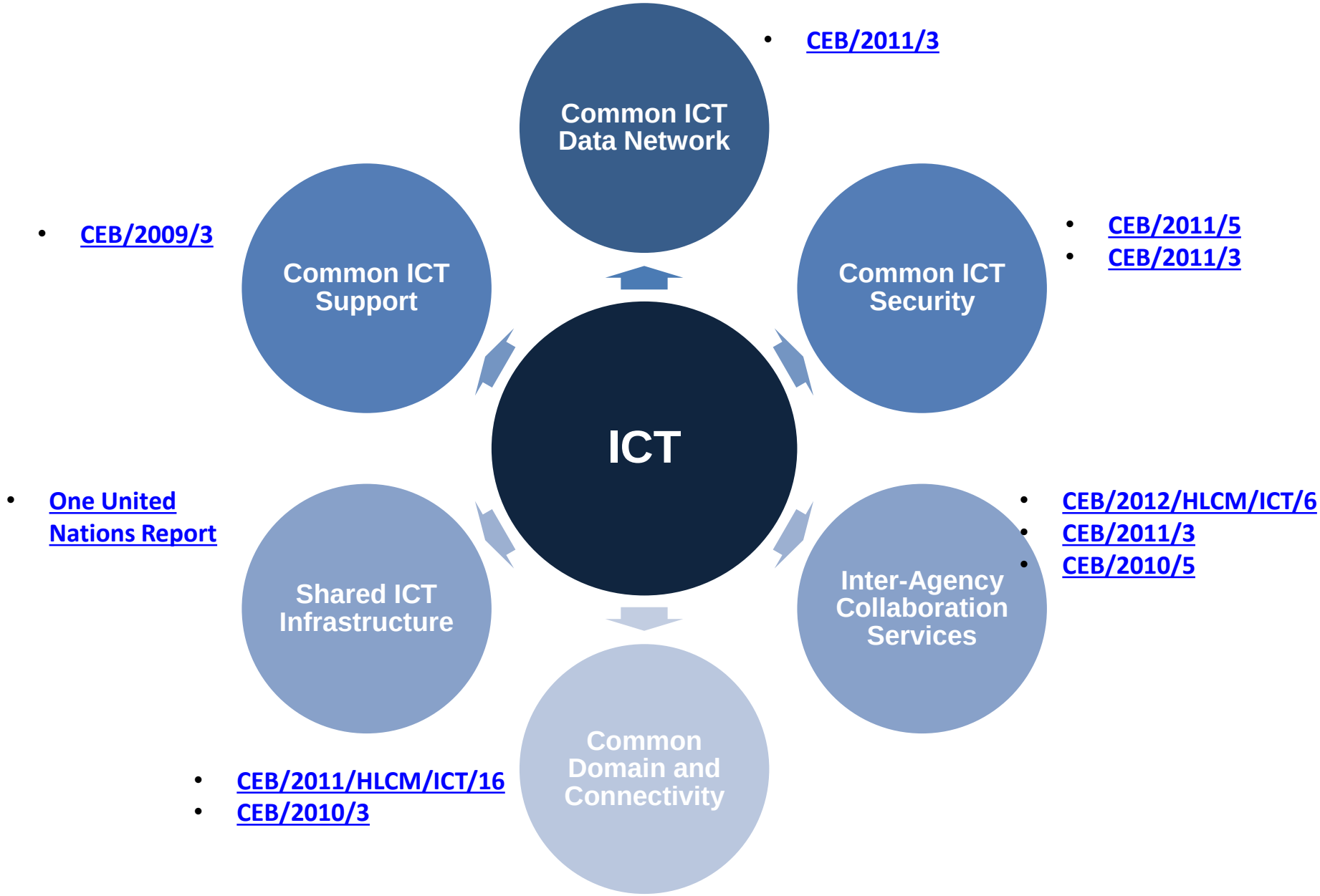
Common UN ICT



- CEB/2011/3
- CEB/2009/3
- CEB/2011/5
- CEB/2011/3
- One United Nations Report
- CEB/2012/HLCM/ICT/6
- CEB/2011/3
- CEB/2010/5
- CEB/2011/HLCM/ICT/16
- CEB/2010/3

Summary – Harmonized ICT Policies

BOS	Source	Summary
Guidelines for DaO for IT	UNDG March 2014	**Guidelines for Delivering as One in ICT** at the Country Level. General guidelines on IT cooperation in the field
Common ICT Security	CEB/2011/5	Following the request to HLCM and HLCP by CEB, inter-agency activities in **cyber security** area have taken place. HLCM called on organizations to take steps to protect systems against cyber security threats and to participate in and support cyber security activities. (Para. 156)
	CEB/2011/3	The ICT Network of CEB reported its work plan with the view to focus on a limited number of high-priority activities: **information security**, data communications and the ICT costing study. (Para. 110)
Inter-Agency Collaboration Services	CEB/2012/HLCM/ICT/6	ICT Network consolidate the proposal to the development of the **inter-agency communications** for the HLCM Harmonization of Business Practices initiative. (Para. 33)
	CEB/2011/3	The priority area for the ICT Network of CEB was implementing the recommendations from the data communications study, which encompassed activities on **country-level shared network** by avoiding duplication of communication in selected countries. (Para. 113)
	CEB/2010/5	The ICT Committee reiterated the value of a **system-wide contact service**, and called upon all members to make participation in the communications within agencies. (Para. 88)
Common Domain and Connectivity	CEB/2011/HLCM/ICT/16	The chair of the Inter-Agency Telecommunications Advisory Group (ITAG) created a pilot UN system core gateway, moving forward on a **system-wide implementation of IPv6**, and agreed directions for a **system-wide VSAT services**. (Para. 58)
	CEB/2010/3	The priority area for the ICT Network of CEB was implementing the recommendations from the data communications study, which encompassed activities on a **UN system core gateway**, common procurement and communication standards. (Para. 76)
Shared ICT Infrastructure	One United Nations Report	UN System Information and Communication Technology Strategic Framework developed by the ICT Network of CEB represents a collaborative initiative geared towards the development of **common ICT infrastructure** elements across organizations of the UN system. (Para. 157)
Common ICT Support	CEB/2009/3	The HLCM endorsed in principle the proposal for Intranet shared access and requested the ICT Network to present **a common technical solution** for connecting securely all agency Intranets, taking into consideration the experience already developed in similar exercises by some member organizations, as well as the experiences of the “Delivering as one” pilots. (Para. 44)
Common ICT Data Network	CEB/2011/3	The ICT Network of CEB reported its work plan with the view to focus on a limited number of high-priority activities: information security, **data communications** and the ICT costing study. (Para. 110)

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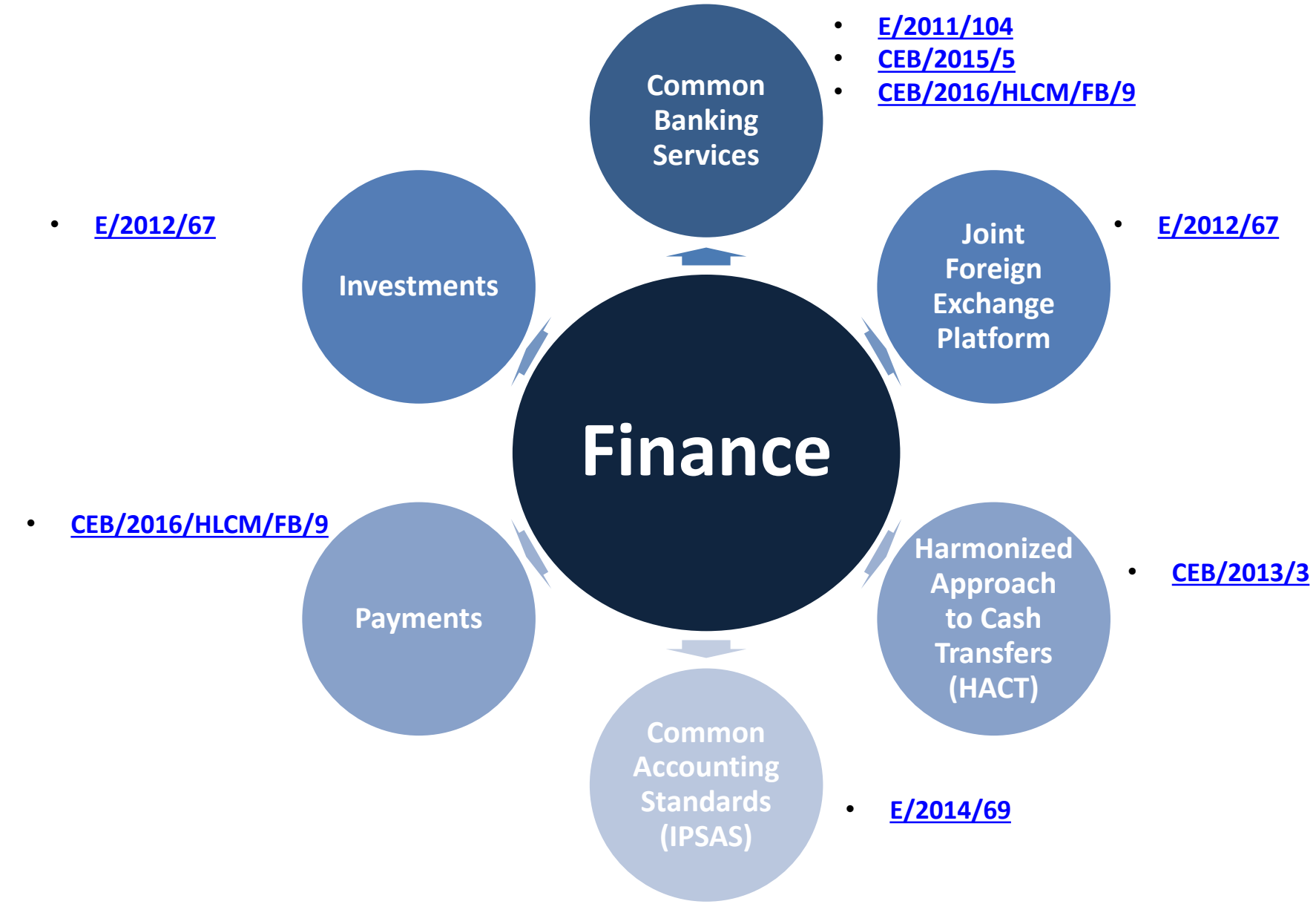
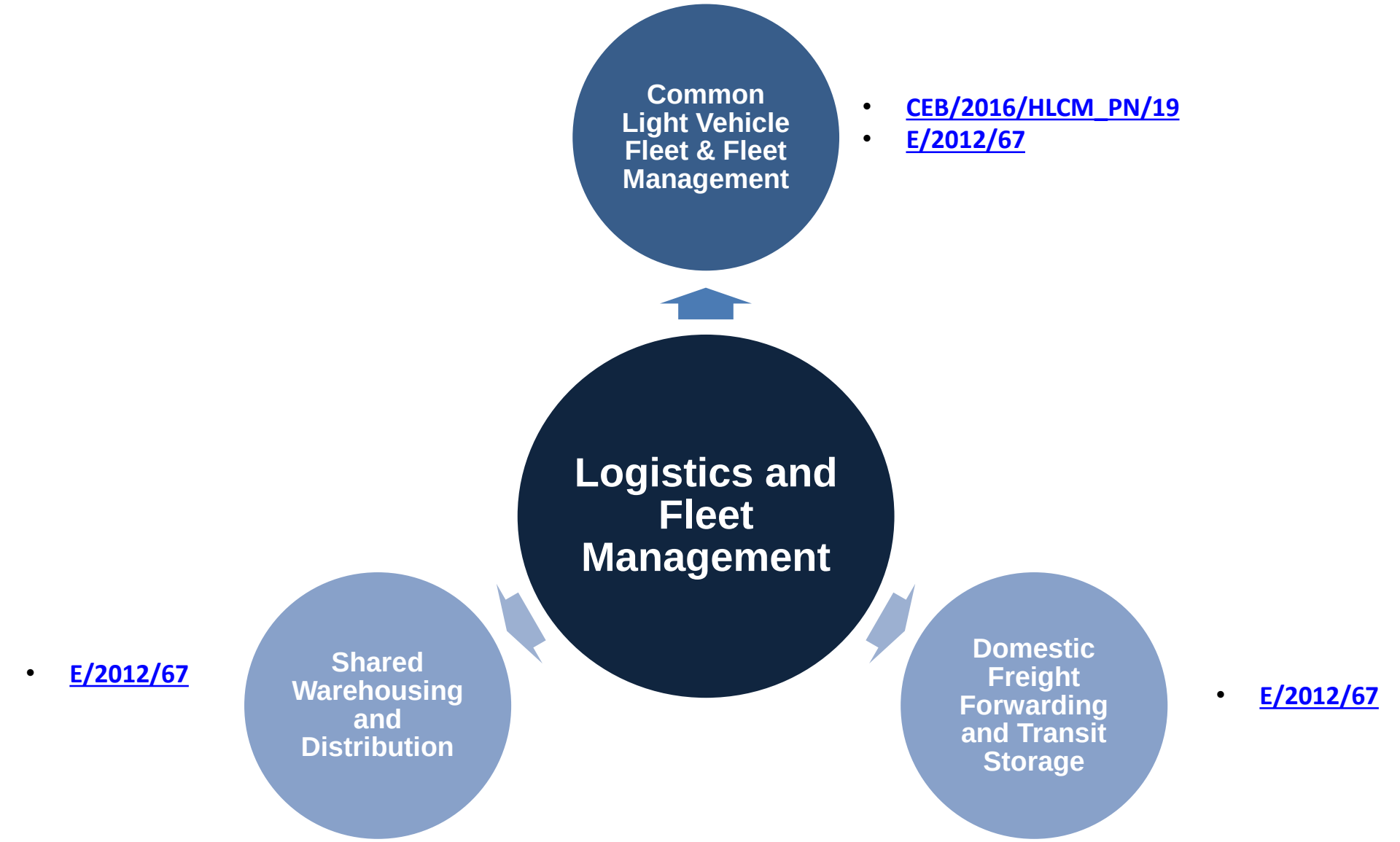
Common UN Finance



Summary – Harmonized Finance Policies

BOS	Source	Summary
Common Banking Services	E/2011/104	The Finance and Budget Network's project on common treasury services will provide detailed estimates of savings and specific proposals for harmonization in the area of treasury operations, with a focus on **banking services**, and risk management. (Para. 49)
	CEB/2015/5	The UN system has made significant progress in addressing many of the operational imperatives required to support the 2030 Sustainable Development Agenda, including implementing several policy platforms for joint and more efficient service provision, especially in the areas of procurement, **banking**, treasury, etc. (Para. 10)
	CEB/2016/HLCM/FB/9	The Global **Banking Harmonization** Project was launched as part of the Harmonization of Business Practices in the UN System, to adopt a standardized, coordinated approach to the procurement and administration of global banking services and relations. (Para. 13)
Joint Foreign Exchange Platform	E/2012/67	According to the High-level Committee in Management's plan of action for the harmonization of business practices. The Committee's Finance and Budget Network has identified areas including **foreign exchange transactions** where greater inter-agency collaboration could lead to savings and efficiency gains within existing rules and regulations. (Para. 50)
Harmonized Approach to Cash Transfers (HACT)	CEB/2013/3	The network of UN internal audit services (UN-RIAS) developed and implemented several frameworks for joint internal audits (Multi-Donor Trust Funds, Joint programming, **HACT** and Delivering as One programmes). (Para. 83)
Common Accounting Standards (IPSAS)	E/2014/69	In 2006 the United Nations system High-level Committee on Management adopted the International Public Sector Accounting Standards (**IPSAS**), and 21 organizations have completed their IPSAS implementation successfully. (Para. 62)
Payments	CEB/2016/HLCM/FB/9	The HLCM cross-functional task force on the ERP interoperability study presented a number of recommendations in the area of Finance and Budget, which emphasizes the cross-functional approach in the area of **payments harmonization**. It was also recommended that the WGCTS take up the issue of digital money and cash/voucher programmes. (Para. 82)
Investments	E/2012/67	According to the High-level Committee in Management's plan of action for the harmonization of business practices. The Committee's Finance and Budget Network has identified areas including **risk management and investments** where greater inter-agency collaboration could lead to savings and efficiency gains within existing rules and regulations. (Para. 50)

Common UN Logistics and Fleet Management



Summary – Harmonized Logistics and Fleet Management Policies

BOS	Source	Summary
Common Light Vehicle Fleet & Fleet Management	CEB/2016/HLCM_PN/19	**Collaborative vehicle procurement and fleet management** project is funded by HLCM, focused primarily on the value of strategic vehicle procurement and operationalising a Fleet Management Framework. An area dedicated to Vehicle Fleet Management has been created in the new Knowledge Centre on the UNGM. (Para. IV)
	E/2012/67	The High-level Committee on Management's Procurement Network has been particularly focus on a collaborative inter-agency procurement initiative on **vehicles** that has been launched under the leadership of the United Nations Development Programme. These collaborative initiatives have the potential to reach considerable annual cost reductions, compared to previous contracts. (Para. 52)
Domestic Freight Forwarding and Transit Storage	E/2012/67	A current priority of the High-level Committee on Management's Procurement Network has been particularly focus on initiatives on the joint work in the areas of **freight forwarding** and warehousing and freight insurance. (Para. 52)
Shared Warehousing and Distribution	E/2012/67	A current priority of the High-level Committee on Management's Procurement Network has been particularly focus on initiatives on the joint work in the areas of freight forwarding and **warehousing** and freight insurance. (Para. 52)

UNITED NATIONS DEVELOPMENT GROUP

Common UN Facility Services

- CEB/2014/3

- CEB/2011/5
- E/2012/67
- UNDG
- Public-Private Partnerships

Summary – Harmonized Facility Services Policies

BOS	Source	Summary
Common Premises/UN House	CEB/2011/5	HLCM and UNDG endorsed the joint implementation plan which focuses on the areas of **Common Premises**. HLCM Networks and UNDG Working Groups have incorporated the identified priorities in their work-plans, as also reflected in the HLCM Prioritized Programme of Work. (Para. 85)
	E/2012/67	In the area of **common premises**, the United Nations Development Group finalized the business operations strategy guidelines and a suite of supporting tools that promote the development of common business operations at the country level and provide guidance to United Nations country teams. (Para. 47)
	UNDG	UNDG took the decisions regarding the implementation of common premises. In particular, the High-level Committee on Management reconfirmed the recommendation put forward by the UNDG Sub-group on **Common Premises** and Services. (Para. 1)
	Public-Private Partnerships	The Task Team on Common Premises strongly recommends and reiterates the importance of wider collaboration to include UN expertise from finance, legal, procurement and ethics to develop a robust policy and/or guidelines for Public-Private Partnerships which can be a highly complex modality that offers a promising and feasible option to facilitate the construction of **common premises**.
Service Centre	CEB/2014/3	The High-level Committee on Management took note with appreciation of the experiences and lessons learned from the establishment of global **service centres** by entities of the United Nations system, which could serve as a reference for ongoing and future investments in this area by other organizations. (Para. 79)