



DESA

Preparations for the 2012 Quadrennial Comprehensive Policy Review of the General Assembly

**Simplifying and Harmonizing Business
Practices at the Country Level
Global Web-based Survey
Results Overview
02 May 2012**



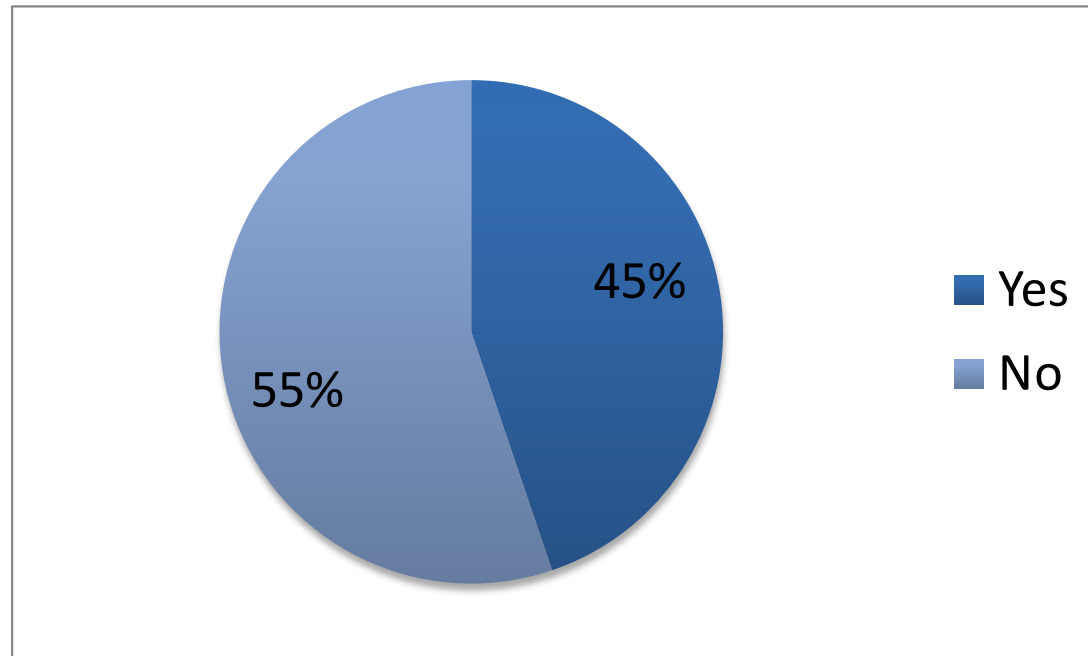
The global web-based survey collected data from 105 Programme Countries.

- Web-based survey designed based on preliminary findings of the analysis.
- Objective to collect detailed data about progress made and current status of harmonizing business practices at the country level.
- Directed to country teams receiving one submission per programme country.
- 105 programme countries completed the survey, corresponding to a participation rate of about 75%.
- Survey covers areas of Common Premises, Procurement, Human Resources, Financial Management, Administration and ICT.



The majority of Programme Countries reported not to have achieved quantifiable savings.

- “Did the UNCT in your country achieve quantifiable cost savings through the harmonization of business practices in operations?”*

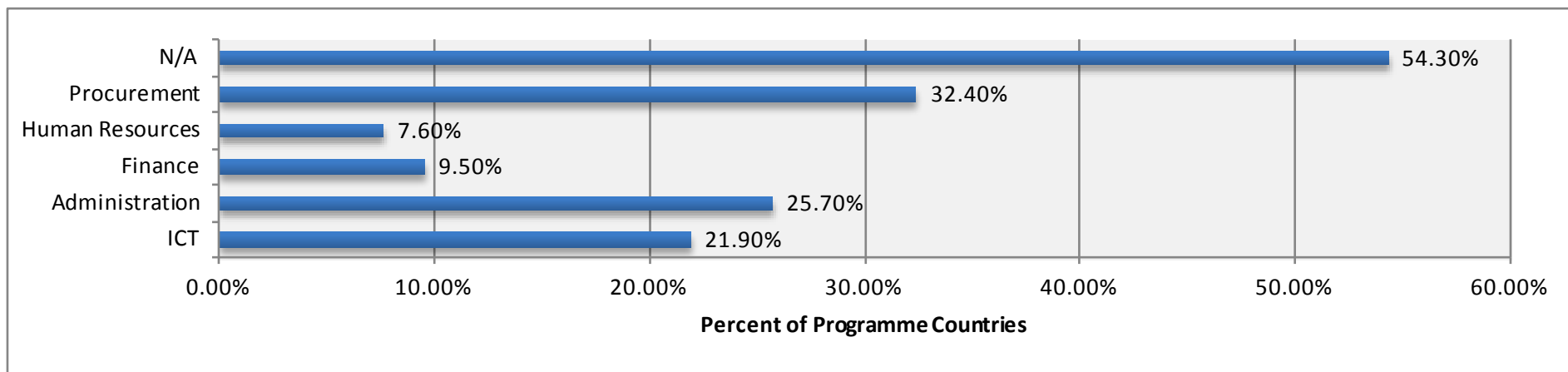


Question answered: 105 programme countries



Most savings can be achieved in Procurement and Administration.

- “In which of the following functional areas have quantifiable cost savings been achieved?”



Question answered: 105 programme countries



Delivering as One countries had very limited success in establishing the 'One Office' concept.

- *Delivering as One Countries:
Indicators for the Establishment of Harmonized Business Practices*

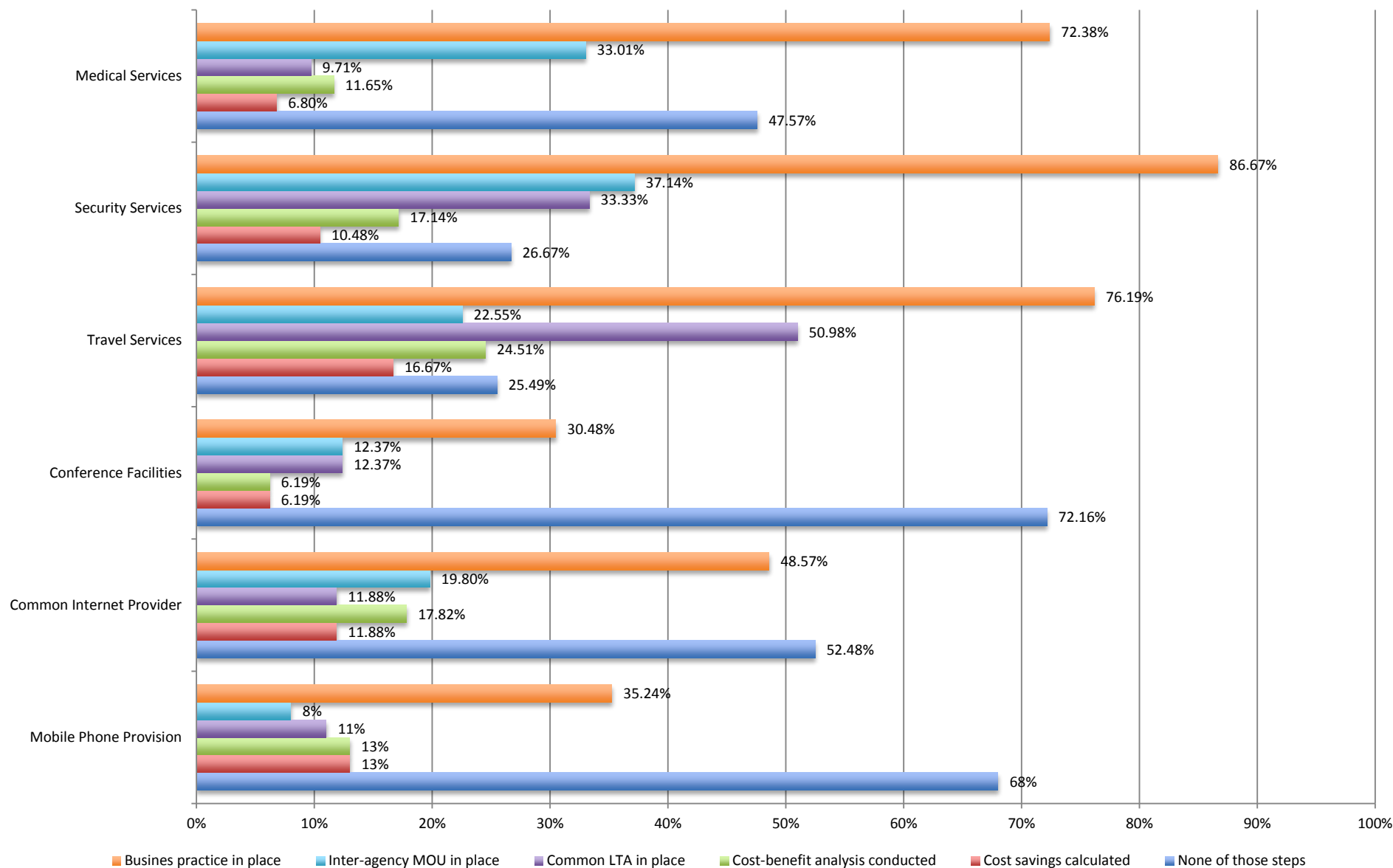
Indicators/Dao Countries	Albania	Cape Verde	Mozambique	Pakistan	Rwanda	Tanzania	Uruguay	Viet Nam
Feasibility study for common premises conducted	Yes	Yes	No	Yes	No	No	Yes	Yes
Common Premises established	No	Yes	No	No	No	Yes	Yes	Yes
No. of harmonized business practices in place	19	47*	23	8	15	21	21	22
No. of inter-agency MOUs in place	1	3	5	2	19	13	3	5
No. of LTAs in place	9	5	0	3	8	0	1	13
No. of common services with cost-benefit analysis	18	5	6	0	0	0	1	12
No. of common services with calculated savings	14	5	8	0	0	3	9	12

*Cape Verde established the One Office by managing all business processes through UNDP.

Question answered: 8 Programme Countries



Established common services are mostly not based on good business planning and management.





There is a potential for large savings through a proper implementation of common services.

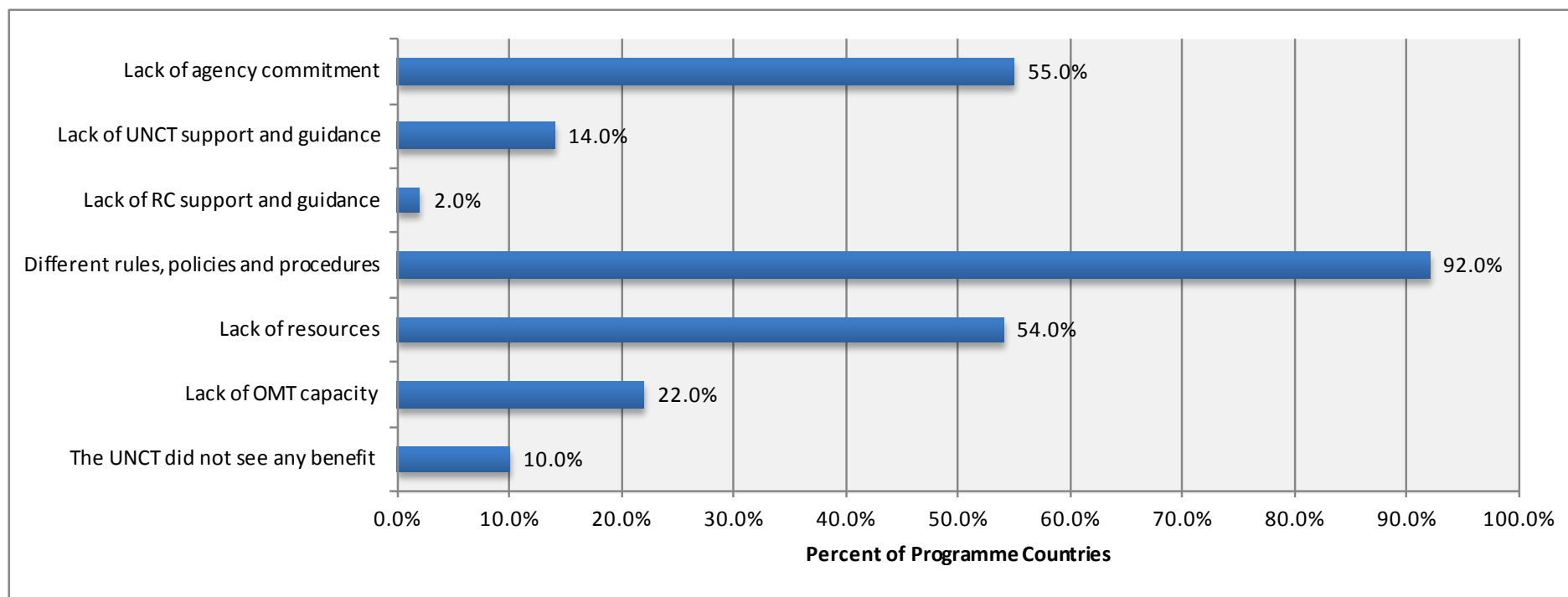
- Top five and bottom five Harmonized Business Practices:*

Common Services	Common Service in place	Inter-agency MOU in place	Common LTA in place	Cost-benefit analysis conducted	Cost savings calculated	None of those steps
Security Services	86.7%	37.1%	33.3%	17.1%	10.5%	26.7%
Travel Services	76.2%	22.6%	51.0%	24.5%	16.7%	25.5%
Medical Services	72.4%	33.0%	9.7%	11.6%	6.8%	47.6%
Cleaning Services	59.1%	23.7%	29.7%	13.8%	10.8%	47.5%
Banking Services	51.4%	9.7%	22.3%	15.5%	12.6%	55.3%
⋮	⋮	⋮	⋮	⋮	⋮	⋮
Newspaper Advertisement	11.4%	1.0%	3.1%	0.0%	1.0%	94.8%
Editing Services	10.5%	2.1%	6.2%	1.0%	2.1%	91.2%
Common Vendor for ICT Software	10.5%	3.2%	3.2%	4.3%	2.1%	89.4%
Vehicle Purchase	5.7%	2.1%	3.1%	0.0%	0.0%	94.8%
Fleet Management	4.8%	3.1%	2.1%	1.0%	0.0%	95.8%
Harmonized Job Descriptions	3.8%	2.0%	N/A	2.0%	1.0%	94.8%



Perceived barriers to harmonization at the country level call for a strategy change through headquarters.

- “What has been preventing the UNCT in your country from further harmonizing business practices in the different areas of business operations?”*



Question answered: 100 Programme Countries



Capacity development and knowledge transfer requires a conducive organizational structure at the country level.

- Programme Countries have not yet used their potential to harmonize business practices at the country level.
- Implementation of Common Services is fragmented and mostly not based on cost-benefit analyses, inter-agency agreements and common long-term agreements.
- Programme Countries continue to face challenges in providing quantified evidence for efficiency gains and savings.
- Capacity at the country level to develop and implement proper business solutions remains relatively low.
- HLCM and DOCO supported business operations training through UNSSC a step in the right direction.



Harmonization of business practices is not an end in itself.

- Training efforts seem not to be accompanied by a conducive environment at the country level supporting the transfer of knowledge and change management initiatives.
- Common business solutions are often not feasible for individual agencies leading to lack of UNCT support.
- Agency-specific ERP systems seem to constitute significant barriers for harmonization of business practices.
- HLCCM and UNDG yet to develop a change management strategy determining how to develop and implement concrete set of business solutions at the country level.
- Inter-agency harmonization of business practices is not an end in itself. For some business functions harmonization of regulations, policies and procedures might not be feasible.



Thank You!

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