UNDP

Our journey to the Cloud – digital transformation of our shared services

Shared Services Leadership Coalition
13 June 2024

Global Shared Services Centre

Lean **on us -** UNDP's Global Shared Service Centre

UNDP GSSC Service Offering (youtube.com)

Our services

We provide quality, timely, multilingual, global, HR and Finance services to support the UN's efficiency and effectiveness agenda and advance sustainable development.

HR Benefits & Entitlements

We cover every step of personnel's UN journey – from recruitment to separation along with all the personal and professional events along the way.

HR Payroll

UNDP guarantees fast and secure payroll transfers to employees in compliance with local regulations and internal financial controls, even in the most remote locations.

Payments

UNDP can process payments in 170 countries on behalf of UN agencies for goods and services leveraging our comprehensive local bank network and modern treasury solution.
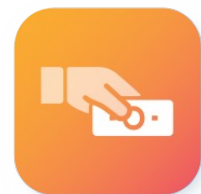
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Our track-record 2023

HR services for **40K+** staff & non-staff personnel in **45** UN entities & UNDP in **170+** countries/territories.

Payroll services for **49K+** international and local personnel, **27K** from **85** other UN entities.

Processed **141K** transactions valued at **$304M** (SCA), and **$1B+** of payments and **200K** transactions for Quantum agencies in 2023.

UNDP's clustering journey
(Clustering = Shared Servcices model)

Benefits of clustering

Short term benefits		
Real-time client satisfaction feedback	Standardized SLA's	Predictable Quality of Service
Rich service delivery statistics	Live SLA tracking	Reduction in error rates
Improved client experience	Reduced data capture	Process optimization

Long term benefits		
Data mining opportunities	Rapid process enhancement opportunities	Standardized service pricing
Reduction in ICT costs	Improved client engagement	Global view of service quality levels

Bringing our operational processes to scale in a center of excellence allows us to focus on further **improvements** through...
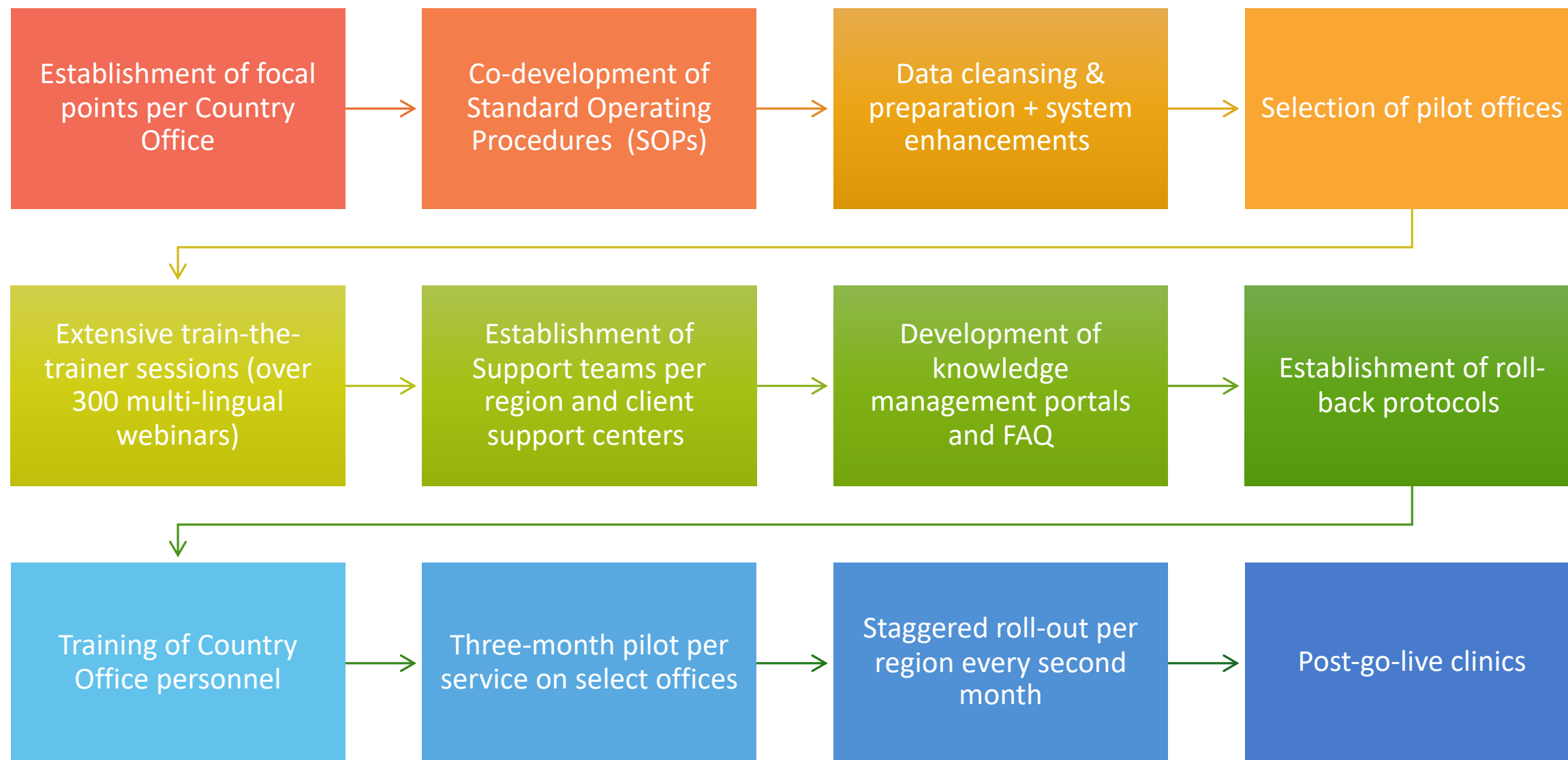
Digitalization   Intelligence   Customer Centricity   Continuous Improvements   Automation

Strategic impact

- Build the next generation UNDP within the timeline outlined in our Strategic Plan and enhance programmatic impact and delivery
- Strengthen UNDP's role as the operational backbone of the UN system
- Create a Shared Service Center in the UN System that has the largest service portfolio and widest reach in terms of countries and clients served.

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Rollout steps per service-line

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Establishment of focal points per Country Office	Co-development of Standard Operating Procedures (SOPs)	Data cleansing & preparation + system enhancements	Selection of pilot offices
Extensive train-the-trainer sessions (over 300 multi-lingual webinars)	Establishment of Support teams per region and client support centers	Development of knowledge management portals and FAQ	Establishment of roll-back protocols
Training of Country Office personnel	Three-month pilot per service on select offices	Staggered roll-out per region every second month	Post-go-live clinics

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Clustering project timeline

| HR Services	2020				2021			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Payroll								
Latin America and the Caribbean				6	20			
Africa				22	24			
Europe and Central Asia						18		
Arab States					17			
Asia Pacific (2017/2018)								
Staff HR Benefits and Entitlements								
Latin America and the Caribbean						26		
Africa							46	
Europe and Central Asia							18	
Arab States						17		
Asia Pacific				8	16			
Contract Employee Administration								
Latin America and the Caribbean					26			
Africa					46			
Europe and Central Asia					18			
Arab States					17			
Asia Pacific					24			
Recruitment								
Latin America and the Caribbean								26
Africa							46	
Europe and Central Asia								18
Arab States								17
Asia Pacific							13	11
Talent Development								
Latin America and the Caribbean								26
Africa								46
Europe and Central Asia								18
Arab States								17
Asia Pacific								24

🟧 No. Of offices piloted

🟩 No. Of office rolled out to

- Select services piloted in Asia Pacific in 2017 & 2018 to assess impact and clustering feasibility (e.g. Payroll, Supplier Management, Deposits, Accounts Payable and Pay-cycle)

- Rollout of 12 Finance services: **Sept 2019 – Dec 2021**

- Rollout of 7 HR services: **Sept 2020 – Dec 2021**

- Most services piloted with select offices for 2-3 months prior to rollout. Pilot offices selected based on:
  - Willingness + readiness
  - Data cleanliness
  - Workload and challenges with previous service roll-outs

- Rollout staggered by region depending on service complexity and nuances identified during SOP development stage

- Less complex services rolled out to offices simultaneously

UNall our service management portal

UNall unifies a range of services and processes in a single, intuitive and user-friendly service management portal.
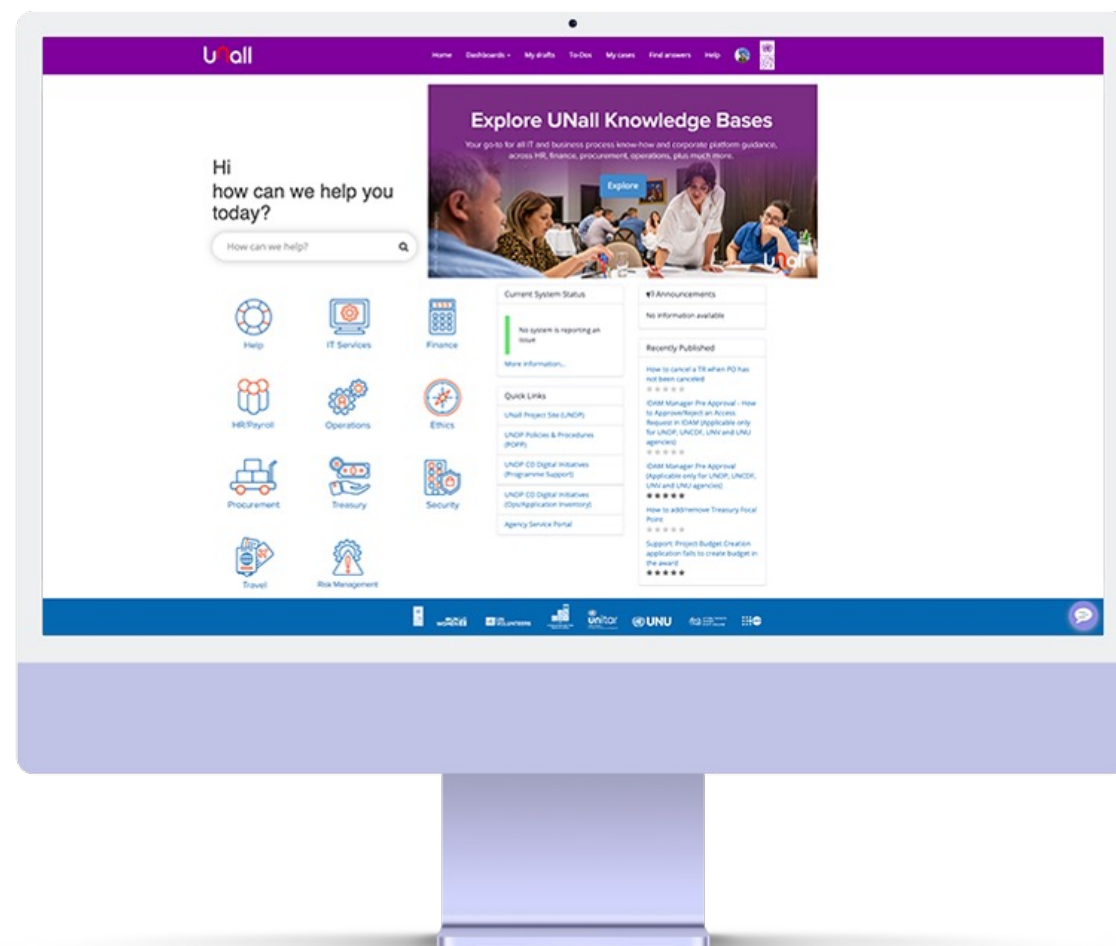
Self-service and case tracking capabilities

Real-time customer feedback

Comprehensive knowledge repository

Multilingual with services available in English, Spanish and French
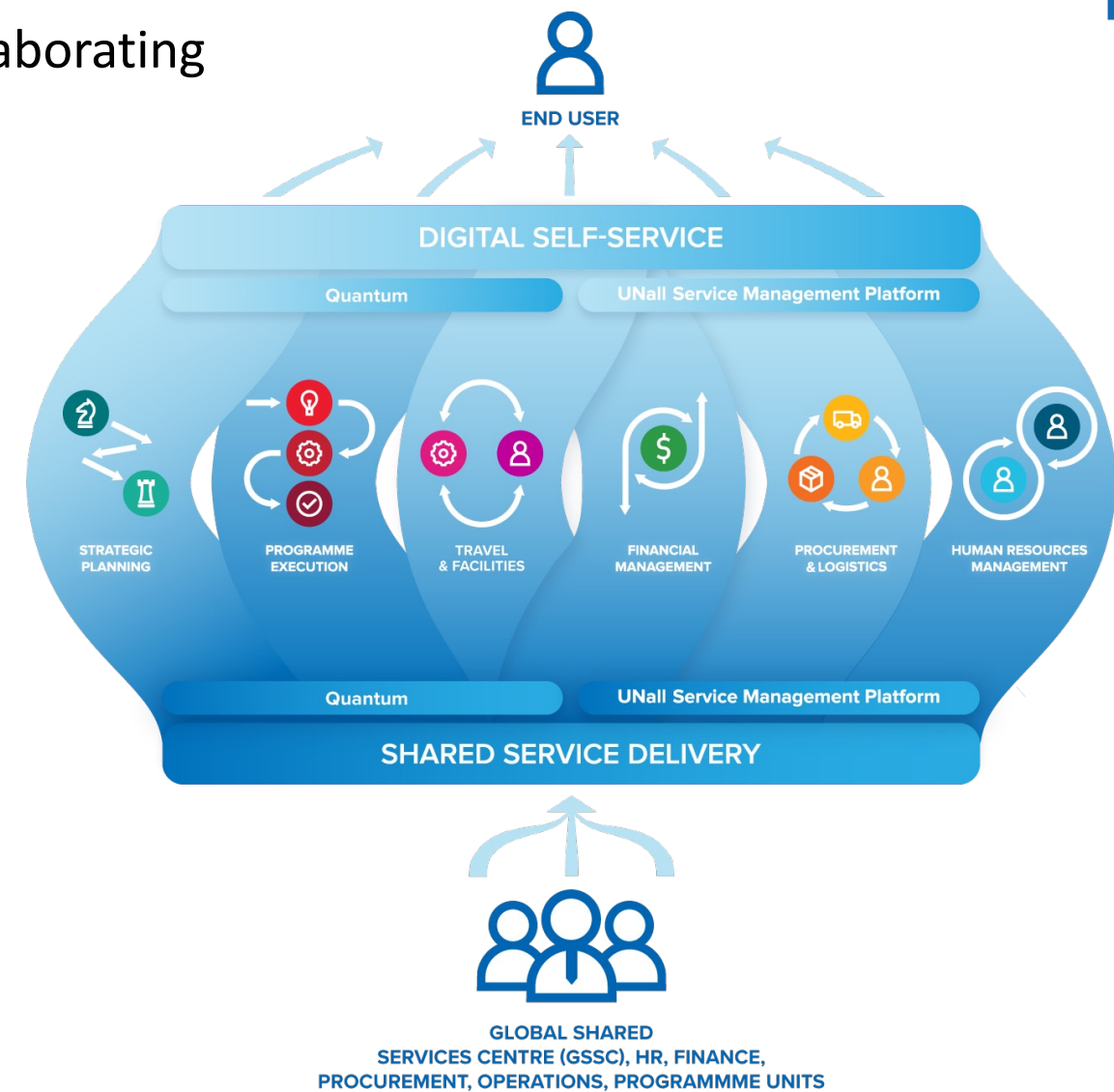
Improved reports and dashboards

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Quantum – our cloud-based ERP, enabling our transformation

What is Quantum?

Quantum represents a leap forward in ways of working and collaborating

- **Complete:** strong foundation with complete set of UN ready processes

- **End-to-end:** fully integrated, offering thousands of integration points and automation opportunities

- **Advanced controls/risk management** including data privacy controls (GDPR)

- **Configurable:** Enables autonomy in operations supporting different business models, centralized and de-centralized operations

- **Flexible**: In-built learning, multi-lingual, accessible to the UN community and partners

Our journey with Quantum – watch the video

Visit the Quantum website

END USER

DIGITAL SELF-SERVICE

Quantum · UNall Service Management Platform

STRATEGIC PLANNING · PROGRAMME EXECUTION · TRAVEL & FACILITIES · FINANCIAL MANAGEMENT · PROCUREMENT & LOGISTICS · HUMAN RESOURCES MANAGEMENT

Quantum · UNall Service Management Platform

SHARED SERVICE DELIVERY

GLOBAL SHARED SERVICES CENTRE (GSSC), HR, FINANCE, PROCUREMENT, OPERATIONS, PROGRAMMME UNITS

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Quantum program & scope

8 agencies (went live in Jan 2023)

2 new agencies joining

Payroll for **47,000 personnel**

Operating in **170+ countries**

500+ bank accounts

240 currencies

7 vendors (e.g., Infosys, Salesforce etc.)

19 extensions built & integrated

~15,000 projects for all agencies

100,000+ procurement suppliers

7 languages available

90+ team members involved

Quantum implementation journey

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Project charter finalized
Jun 2020

Discovery sessions
Sep – Nov 2020

Recruitment & sourcing launch
May 2021

UAT
March–Dec 2022

Budget solution go-live
Aug 2022

Training started
Nov 2022

Hypercare period

System stabilization

2020

2021

2022

2023

Project kick-off
24 Sep 2020

Deep-dive process workshops
Nov 2020 – Feb 2021

Configure Quantum

Corporate planning go-live
Feb 2022

Learning module go-live
May 2022

Quantum go-live
Jan 2023
HR, finance, payroll, supply chain, PPM modules rolled out to offices

Quantum first year-end
2023

Key Highlights

- 27 months end-to-end – virtual kick-off
- 95% remote project delivery
- 2000+ user stories built
- 50+ proof of concepts
- Approx. 15,000 test cases / scenarios with 3,700 UAT testers over 176 days
- Early release (2021): recruitment, supplier portal and sourcing
- Early release (2022): corporate planning, learning module & budget solution

- Modern treasury platform delivered in collaboration with UNHCR and UNICC
- Integrated with UNall service management platform, CBO ready
- Several thousand data points exposed for data extraction and reporting
- UN Digital ID ready
- 630+ UNDP personnel engaged from over 170 countries
- 150+ training sessions delivered to 45,000+ participants

Realized benefits

Our investment in **modern, multilingual, future-proof technologies** has optimized processes, increased cost efficiencies and improved our service offering. A **review of our cost structure, service level agreements and standard operating procedures** is underway.

Greater end-to-end visibility of our processes

Service improvements through standardization and optimization of high-volume transactions

Improved data accuracy and reporting capabilities for case tracking and performance monitoring = better decision making across all levels of the organization

Increased capabilities to **identify and mitigate risks** before they happen. Clustering addressed **64% of open audit recommendations.**

Automation and cross-system integration for faster processing and reduction in transaction processing cost

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One year with **Quantum**

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Quantum HIGHLIGHTS 2023

Over **1.12 million** payments processed across agencies

Supporting UNDP & **7** partner agencies in **170+** countries

197,928 Purchase Orders created across agencies

15,000+ projects created across agencies

270,000+ spend authorized suppliers registered in the supplier portal

Monthly payroll processed for **47,000** personnel

Over **120,000** travel requests & **80,000** travel claims processed

630+ reports available

22,300 people trained in Quantum processes

Avg. **3,500** support tickets per month

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Lessons learned

- Answer the "What's in it for me?"

- Define your go-live criteria early, measure performance, data is your friend

- Identify people on the ground who can advocate for the you/the project

- Data conversion – don't underestimate

- Strong team, balanced between business knowledge, implementation skills and technology knowledge

- Unwavering executive commitment

- In person VS remote especially for testing

- Disciplined project management process

- Go early with something to learn and easy the transformation

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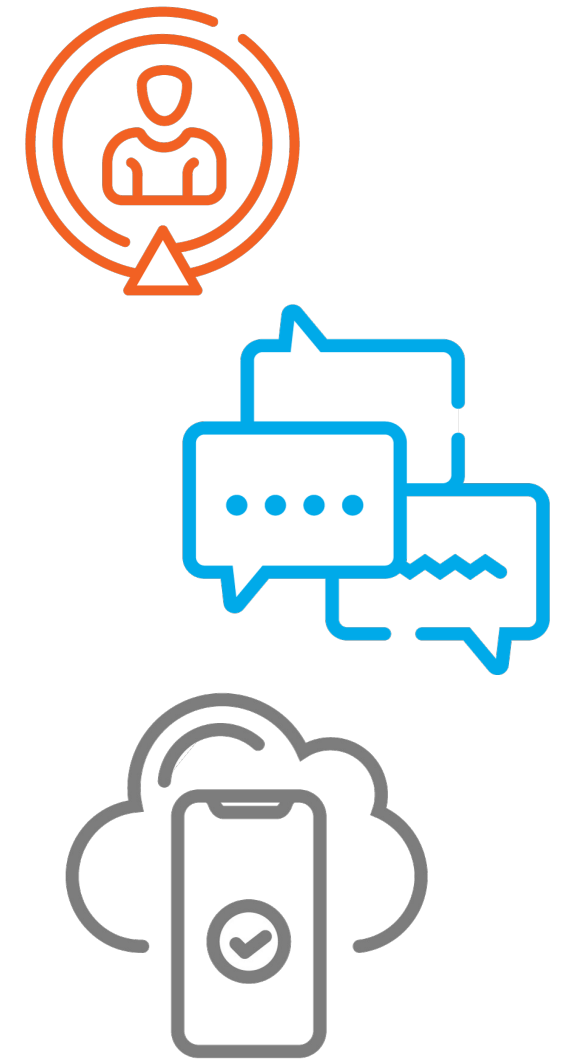
Lean on us.

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Learn more: https://gssc.info.undp.org