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

Shared Services Leadership Coalition
13 June 2024
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.
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 Services model)
## Benefits of clustering

### Short term benefits

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<td>Real-time client satisfaction feedback</td>
<td>Predictable Quality of Service</td>
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<td>Rich service delivery statistics</td>
<td>Reduction in error rates</td>
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<td>Improved client experience</td>
<td>Process optimization</td>
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<td>Reduced data capture</td>
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### Long term benefits

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<td>Data mining opportunities</td>
<td>Rapid process enhancement opportunities</td>
<td>Standardized service pricing</td>
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<td>Reduction in ICT costs</td>
<td>Improved client engagement</td>
<td>Global view of service quality levels</td>
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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.
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
Clustering project timeline

- 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

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<td>Asia Pacific (2017/2018)</td>
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- No. Of offices piloted
- No. Of office rolled out to
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
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](#)
UNDP’s cloud-based ERP platform enables more modern, integrated ways of working for UNDP & UN partner agencies to help serve communities around the world.

**Quantum service lines:**

- Human Resources
- Financial Management
- Procurement & Logistics
- Project & Portfolio Management

**Our Quantum partners:**

- UN Women
- UNITAR
- UNU
- UN Volunteers
- UNCDF
- UNFPA
- World Meteorological Organization
- United Nations System Staff College
- ICAO
- Global Shared Services Centre
**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
**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
One year with Quantum

- Over 1.12 million payments processed across agencies
- 197,928 Purchase Orders created across agencies
- 270,000+ spend authorized suppliers registered in the supplier portal
- Over 120,000 travel requests & 80,000 travel claims processed
- 22,300 people trained in Quantum processes
- Supporting UNDP & 7 partner agencies in 170+ countries
- 15,000+ projects created across agencies
- Monthly payroll processed for 47,000 personnel
- 630+ reports available
- Avg. 3,500 support tickets per month

Global Shared Services Centre
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 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
Lean on us.

UNDP Global Shared Service Centre
Learn more: https://gssc.info.undp.org