

## UNSDG Efficiency Roadmap 2022-2024

April 2022

### 1. Executive Summary

In his December 2017 report,<sup>1</sup> the Secretary-General presented his vision and proposals to reposition the UN development system to better respond to the 2030 Agenda for Sustainable Development. While the focus was firmly placed on improving the overall effectiveness, accountability, and cohesion of the UN development system's collective results on the ground, the Secretary-General also anticipated that the proposed change measures would have the potential to also achieve cost savings that could be redeployed into development activities.

This aspect of the reform aims to realize cost avoidance and performance improvement by harmonizing, centralizing, and consolidating the use of resources to generate efficiencies in financial and quality terms, to be redeployed as part of programmes to better support the 2030 Agenda.<sup>2</sup> Both the overall reform process and the efficiency agenda received wide support of Member States, as reflected in General Assembly resolution 72/279 on the repositioning of the UN development system.

Based on estimates of potential efficiency gains from various sources<sup>3</sup>, the Secretary General had requested external management consultancies to apply external benchmarking to estimate the potential for efficiencies. These benchmarks – applied to operational data gathered from surveys and data collected from UN development – led to a broad projection of savings of around US\$ 310 million<sup>4</sup> a year by 2022, across the UN system.

Specifically, the SG report cited six initial but **non-exhaustive potential areas**<sup>5</sup> for consolidation of business operations:

1. "...establish common back offices for all UN country teams by 2022..."
2. "...ensure compliance with an improved Business Operations Strategy by 2021...":
3. "...increase the proportion of UN common premises to 50 per cent by 2021...".
4. "...explore various options, including the possible consolidation of location-independent business operations into six or seven networks of shared service centers".
5. A new generation of UN Country Teams; and
6. Integrating UN Information Centers into Resident Coordinator's Offices.<sup>6</sup>

As a result of the evidence and lessons learned from these efforts, the BIG is preparing to propose some adjustments to its efficiency strategy for approval of the UNSDG, for the period 2022-2024, i.e., extending the original timeframe by two years.

**The BIG retains the ambition of the commitments and the intent to achieve 310M in savings annually** through a variety of inter-agency, agency, and bilateral initiatives. At the same time, the implementation experience and evidence over the last years suggests that **course corrections are needed** if implementation is to be expedited to realize efficiency gains. This includes:

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<sup>1</sup> Secretary General's report, *Repositioning the United Nations development system to deliver on the 2030 Agenda: our promise for dignity, prosperity, and peace on a healthy planet*, A/72/684-E/2018/7, December 2017.

<sup>2</sup> *Id.*, Ops 11 and 43.

<sup>3</sup> [JIU Report October 2018, Opportunities to improve efficiencies and effectiveness in administrative support services by enhancing inter-agency cooperation](#), October 2018.

<sup>4</sup> [UNDS Repositioning- Explanatory Note #10, 29 March 2019](#)

<sup>5</sup> To facilitate achievement of the targets, the Secretary General's report also describes two enablers, mutual recognition, and client satisfaction principles, which are necessary to achieve the back-office reforms. A third enabler has also been added, costing and pricing principles, to ensure transparency underpins the system.

<sup>6</sup> Secretary General's report December 2017 report, OPs 32, 33, 44, 45 and 47.

- a **need to simplify and adjust the prioritization of targets for some of the projects** such as the Common Back Offices (CBOs) / Local Shared Service Centers (LSSCs) and Common Premises projects.
- a need to **adjust the timelines** of these two projects to adjust for delays incurred due, in large part, to the pandemic and more fully include synergies with related reform efforts such as those related to **global shared support services** to fully capture the efficiency gains of the system.
- **Increased focus on global shared services**, balancing local and global shared services efforts.
- Ensuring **system-wide engagement and support to the implementation of the efficiency agenda at the executive level, which will be crucial** if the objectives of these efficiency initiatives are to be achieved within the revised timeframes.
- Where staff is impacted by the initiatives implemented under the efficiency reform, consideration needs to be given to staff welfare, to be outlined in the HR transition strategy.

The **Deputy Secretary General issued a memo in December 2021 to the UNSDG BIG co-chairs**<sup>7</sup> in response to some of these challenges and required changes to the implementation plan for the efficiency reform. Some highlights of this memo include:

- Cases where it may not make sense, from a cost-benefit perspective, to move into Common Premises or engage in Common Back Offices, should be treated as exceptions, rather than a default option
- Measures need be in place to care for staff concerns
- Need to move forward with specific plans, on a country-by-country basis, so that a more precise understanding on what measures are needed is obtained
- BIG to propose, in consultation with the UNSDG Vice-Chair, a roadmap on how to move forward on the efficiency initiatives, in particularly how to “get back on track” with the targets for the different efficiency initiatives, including Local Shared Service Centers.
- Roadmap needs to include a timeline for implementation that specifies what can be achieved by the end of 2022 and identify ways to accelerate progress towards the roll out over the next months.

Furthermore, the BIG is requested to establish quantified efficiency gain targets for 2022-2024 outlining the pathway to the overarching annual 310M USD cost reduction objective. The BIG Efficiency Reporting Group supported by DCO will be requested to prepare a first draft to be reviewed and approved by the BIG, in anticipation of the April 2022 UNDG principals meeting.

This paper outlines the **evidence-based learnings** from work conducted in the past year **and provides a revised Efficiency Roadmap for 2022-2024** guiding the UNSDG work to deliver on the requests outlined in the resolutions and the SG report mentioned above, in line with the DSGs memo to the BIG co-chairs. The roadmap timeframe 2022-2024 aligns with the QCPR 2021-2024, the outline in the SG report 2021 and the strategic planning cycle of the UN entities.

## 2. Status, lessons learned and way forward

The Global Shared Services (GSSs)<sup>8</sup> and Local Shared Service Centers (LSSCs) form an important **part of the broader global supply architecture for shared UN operational support services**: Networked across the UN entities irrespective of geographical location, GSSs provide location independent services that supplement smaller-scale Local Shared Service Centers (LSSCs) in each country that provide location-dependent services at the country level, **guided by (a.o.) the BOS and enabled by Common Premises**.

<sup>7</sup> 2021-12-23\_DSG Memo to Ms. Sulieman and Mr. Petersen UNSDG BIG Chairs\_EOSG-2021-09586

<sup>8</sup> The term Global Shared Services includes shared service centers for those entities that have them but also agency HQs (including at the regional level), large country offices and the Secretariat Offices Away from Home that provide location-independent services internally and/or to other entities. For the remainder of this paper, when the term “Global Shared Services (GSS)” is used it refers to this broader range of service providers.

### 3.1 Shared services at the global level (including services provided by Global Shared Service Centers)

Evidence shows that the highest levels of efficiency gains are likely to be achieved from **entities centralizing functions at the global level in global shared services (GSS)**. In other words, the greatest savings are to be realized from entities performing some of their required operational support services – specifically those where quality is not affected by their location – through **global service centers or centralized HQ service units**. GSS allows service recipients to **benefit from the investment already provided by service providers which avoids duplication and additional sunk costs from individual agencies**. Within the UN system these potential savings can be made accessible also to other entities provided global services, operated by the larger entities, are supplied to other entities. Additionally, further consolidation of services UN-system wide would strengthen efficiencies.

As the larger entities improve their internal efficiencies and reduce the cost of services this will also benefit smaller entities. With the emergence of new ways of working facilitated by the digital revolution and accelerated by responses to the COVID-19 pandemic, the distinction between services that can best be performed locally versus services best performed globally is shifting rapidly and this development will need to be monitored on an ongoing basis to ensure the architecture of UN operational support services is at its most optimal and effective. Additionally, **GSS is a market-driven solution which will allow it to grow “organically” due to mutually aligned incentives and require limited investment to promote adoption**.

Despite a clear case for the expansion of Global Shared Services, progress has been slow since 2018 as the result of (a) a lack of direct accountability and ownership within the system for the initiative – **with the HLCM focusing on system-wide, policy changes and the UNSDG BIG focusing on business operations and efficiencies at the level of UN country teams**; and (b) potential costs and challenges linked with the establishment of GSSs (loss of jobs, startup costs etc.). **Given the links between GSS services, LSSC and BOS, the BIG will accelerate its efforts to expand services provided as global shared services and balance its efforts between LSSC and GSS initiatives, including with regards to reporting and communications**.

In response, **a voluntary group (GSS Task Team) of like-minded entities** including UNDP, UNICEF, WFP, UNHCR, UNOPS, WHO and the UN Secretariat **formed at the end of 2021 to set in motion a GSS-driven expansion of shared services across the UN System** and ensure alignment between services architecture for the location-independent services, and the location-dependent LSSC services<sup>9</sup>. The Task Team mapped existing shared services across the UN system and identified a new location-independent shared services with high potential for efficiency gains if scaled across the UN System. A preliminary list of 42 services has been identified for scale-up, this list could be revised based on new input from entities. **By 2024, these services are projected to generate approximately 126M USD per year in cost savings. Analysis is ongoing to provide an exact projection of these savings per year.**

- **Administrative Services:** for example, Passenger Mobility, Accommodation, and Medical Services and UN Fleet global solution.
- **HR Services:** including Reference Checking and other HR services that can be provided as part of a package or individually
- **Finance Services:** including for example, Invoice processing, payments, and Commercial Insurance
- **Procurement and Supply Chain Services:** for example, including Procurement Services for off the shelf products (such as Vehicles and ICT **equipment**) and additional related logistics services.
- **ICT Services:** for example, Satellite Network Connectivity and Cloud Services/Geospatial Services.
- **Other Services:** including partnership services (provided through UN Partner Portal).

Participation in GSS services is decided on a bilateral basis between the supplier and buyer of services based on the following criteria:

1. Business case should support cost reduction or quality improvement of the relevant service compared to the baseline cost/quality.

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<sup>9</sup> Ref [20210630\\_UN\\_Shared\\_Services\\_Conceptual\\_Outline\\_Final](#).

2. The relevant service is subject to legal restrictions that require the entity to retain control over the specific service.

*The initial proposed list of GSS services is based on current volumes as reported through the GSS service provision data collection. The roll-out prioritization is based on service maturity/readiness of each service and potential efficiency gains, as quantified and estimated by each entity. The roll-out prioritization is subject to change based on the outcome of the evaluation and the entities' demand interest.*

*The summary table in section 5 of this roadmap includes indicative savings for the GSS workstream for 2022-2024. These numbers are still being refined and may be adjusted once additional data analysis is completed. As with all targets in this roadmap, investment in human, political and financial resources will be critical for these targets to be realized.*

Five services are prioritized for scale-up in 2022:

Agency	Service
UNDP	Benefits and Entitlements
UNOPS	Procurement & order mgmt. (UN Web Buy Plus)
UNS	Procurement of vehicles
WFP	Passenger Mobility and Carpooling (UN Booking Hub)
WFP & UNHCR	UN Fleet

37 services are prioritized for scale-up in 2023 and 2024:

Agency	Service	Agency	Service
UNDP	Accounting and Reconciliation	UNS	Aviation
UNDP	Payment/Invoice Processing	UNS	Cloud Computing Services
UNDP	Payroll Services	UNS	Commercial insurance
UNDP	Revenue and Deposits	UNS	Engineering Services
UNDP	Supplier/Vendor Management	UNS	Fuel
UNICC	UN Partner Portal	UNS	Payment/Invoice Processing
UNICEF	Accounting and Reconciliations	UNS	Rations
UNICEF	Global Learning Solutions	UNS	Reference checks
UNICEF	HR Maintenance	UNS	Safety & Security related procurement
UNICEF	HR Offboarding	UNS	Satellite Network Connectivity
UNICEF	HR Onboarding	UNS	Unite Maps
UNICEF	Invoice Processing	WFP	Accommodation (UN Booking Hub)
UNICEF	Medical Services	WFP	Cash Transfer Service (CTS)
UNICEF	Payment Processing	WFP	Fuel Supply Services
UNICEF	Payroll Service	WFP	Heavy Fleet
UNICEF	Revenue Processing	WFP	Medical Services (UN Booking Hub)
UNICEF	Vendor Data	WFP	SMP
UNOPS	HR Services	WFP	UNHAS

### 3.2 Shared services at the local level

#### a. BOS

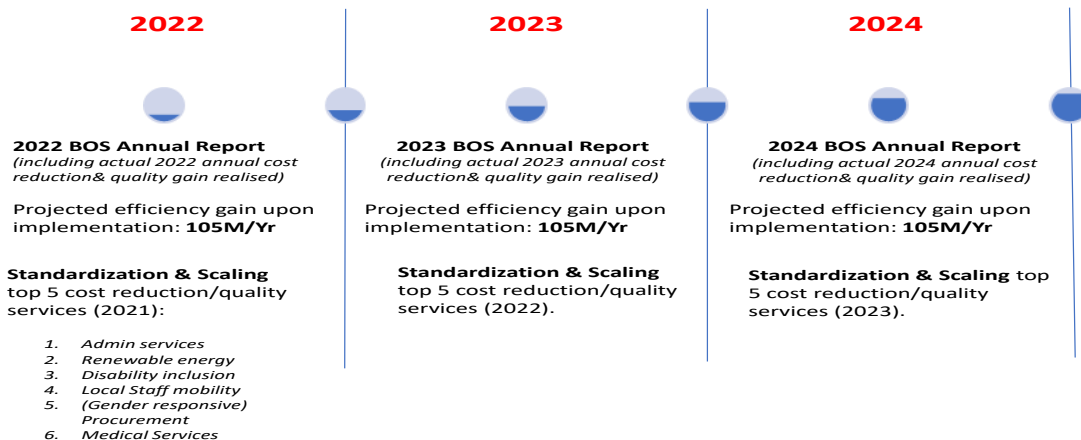
Formulation of BOS strategies were completed in 2021, ahead of schedule, and all 131 UNCTs have a BOS in place. Key risks associated with the realization of the targeted efficiency gains include slow or limited implementation of BOS strategies at the country level and concerns regarding the accuracy and quality of data underpinning the priorities outlined under the BOS.

Implementation support will be provided to UNCTs in 131 countries through **standardization and scaling of services with high-cost reduction, quality, and social impact potential (e.g., renewable energy and disability inclusion)**. Smarter use of **existing** high impacts services developed and in use by UN entities and scaling these to other countries using the BOS framework. Within the UN system these potential savings can be made accessible to other entities. As one entity develops their comparative advantage in a particular field of service by improving their internal efficiencies and reduce the cost of services, this will also remove the need for other entities to design and duplicate the service. For 2022, the priority services for scaling include the scaling of renewable energy services, procurement innovations and fleet management services, medical services, and logistics related services such as the humanitarian booking hub. For subsequent years, the UNSDG BOS Task team will identify at minimum 5 additional high impact services, drawing on actual BOS impact data from the BOS platform. The above will be accompanied by agreed targets and metrics to maximize its potential and avoid duplications in impact reporting. Furthermore, the BIG will expand its focus on shared **services in high risk/conflict countries** aiming to consolidate and share services under the local BOS frameworks. Initial focus will include at minimum facility management and logistics.

Last, the BIG recognizes that there is a range of services that will be **developed centrally, but that are being used locally, and thus generate efficiency gains at the local level**. Such services will be scaled and include medical services and local fleet management solutions, such as carpooling and local fleet services.

Support will also be provided to facilitate annual BOS monitoring and reporting, with a particular focus on data quality of BOS.

Projected savings resulting from the BOS are approximately 105M USD/ year. The UNSDG will commission an **independent review of the BOS** in 2022 to review, validate and enhance the focus of the BOS and its supporting data based on lessons learned so far.



#### b. Local Shared Service Centers/Common Back Offices

The development of Local Shared Service Centers<sup>10</sup> aims to **increase the mission focus of UN entities** by allowing entities to focus their resources and attention on the implementation of their mandates and programmes. The LSSCs support this effort by enabling UN entities to off-load a series of operational support services to a shared service center (the LSSC) in the country. The LSSC is embedded in a UN entity at the country level with a comparative advantage in operational support provision, offering shared operational support services at **lower cost and increased quality** (e.g., speed and reliability).

As of December 2021, 18 countries have an LSSC under design, as per the UNSDG roll out plan. Lessons learned from the effort so far raised a range of **challenges** including, among others, **limited cost reductions from LSSCs in some smaller countries**<sup>11</sup>, understanding and contextualization of the LSSC business model options in terms of embedding options, **a too decentralized approach of LSSC rollout**, requiring UNCTs to decide on the LSSC design, services and host entity, prolonging the negotiations and agreement on LSSCs, **challenges with the alignment of shared service delivery through horizontal integration via Local shared Service Centers (LSSCs) with the ongoing trend of vertical integration through Global Shared Service (GSSs) and disagreement across entities on both the mandatory nature of the LSSCs and the ability for entities to opt out of services of the LSSCs if they desire to do so.** Criteria are introduced below to clarify the exceptional circumstances under which an entity can opt out of specific LSSC services.

GA resolution 72/279 states that by the end of 2022, 100% of the UN Country teams (131 UNCTs) must have a Local Shared Service Center implemented. Given the complexity of these large-scale change projects, as well as the ongoing COVID pandemic limited the ability to provide in country support, it is **unlikely these targets will be met within the set timeframes.** To mitigate these risks and accelerate the implementation, the UNSDG BIG suggests a **reprioritization of the LSSC roll-out towards the 50 largest non-crisis countries**<sup>12</sup> **representing >80% of UN non-crisis expenditure**<sup>13</sup> at the country level. The projected savings for LSSCs resulting from implementation in these 50 largest countries are estimated at 76.8M USD by 2024 (once implemented). These are net savings, adjusted for the approximate 10-11% one off cost of establishing LSSCs<sup>14</sup>. Note full savings will only be realized once transition is completed and the LSSC is operational at the country level.

To further accelerate LSSC implementation and reinforce accountability and ownership, **BIG members will review the list of the 50 largest non-crisis countries and entities will indicate in which countries they are willing to lead and host the LSSC.** The choice of hosting entity of the LSSCs will be guided by a robust capacity of the potential host entity and established comparative advantage as articulated in the LSSC business cases. The **timeframe for implementation of the LSSCs is recommended to be extended to 2024.**

Legal agreements required for LSSC implementation such as a common Memorandum of Understanding (MoU) and Service Level Agreement (SLA) templates are under development by a BIG-led Legal task Force.

As mentioned in the memo from the DSG to the BIG chairs, opting out of individual LSSC services will be possible on an exceptional basis, guided by the following criteria:

1. Business case does not support cost reduction and/or quality increase of the relevant service compared to the baseline cost/quality
2. The relevant service is scheduled to be centralized as a global service by that particular entity and concrete plans exist reflecting a timeframe for this transition.

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<sup>10</sup> Formerly referred to as Common Back offices or CBOs.

<sup>11</sup> The business case for one of the earlier countries, Serbia, concluded with a limited scope for cost avoidance. However, in other smaller countries like Viet Nam, the LSSC generated value for money based on its review and client feedback report, especially when reporting on quality and speed of services.

<sup>12</sup> As per the 2019 BIG implementation plan, high risk countries are excluded from the LSSC scope. However, if a high-risk country has a strong case to be included in the LSSC roll-out, the UNCT can make a request to the BIG to be included in the roll-out

<sup>13</sup> The BIG is preparing a LSSC review that may cause a slight adjustment of the exact target for LSSCs. The data will be available end April 2022. As such 50 largest countries is a preliminary target.

<sup>14</sup> 10-11% as part of Share of LSSC personnel and outsourcing cost, estimate based on 6 pilot countries. Does not include cost of staff packages if and when needed.

- The relevant service is subject to legal restrictions that require the entity to retain control over the specific service.

Furthermore, based on the LSSC desk review, **a standard set of pre-agreed shared services** to simplify and accelerate LSSC implementation<sup>15</sup> was established guiding LSSC design moving forward. The BIG commits to a dynamic monitoring and review system to ensure lessons learned inform future efforts and targets.



*Note that 50 countries cover 80% of non crisis UN expenditure. In line with the UNSDG BIG roll-out plan for LSSCs/CBOs high risk countries are excluded from the roll-out. High risk countries are identified based on the OCHA Inform index.*

Ref Annex A for the list of 50 LSSC countries scheduled for implementation under the roadmap. Note entities are discussing a minimum savings threshold for LSSCs to ensure the LSSC change process is “value for money”.

Note that the target of 20 LSSCs per year requires a **team of, at minimum, 18 staff dedicated to LSSC design and implementation**<sup>16</sup>, and **entities to provide quality data on time so each LSSC design and business case can be completed in 6 months’ time**. If either of these conditions is lacking, delays will be incurred in rolling out the LSSCs.

### c. Common Premises

As part of the original target, potential efficiency gains from **consolidation of UN entities into common premises** remains a priority<sup>17</sup>. The evidence gathered through extensive data analysis and field-level pilots suggests that the larger efficiency gains are achieved through shared facilities services and contracting, rather than through lower rental expenses, and there are also significant quality benefits to co-location, including programmatic coordination, reputational enhancement, and a measurable reduction in carbon emissions. However, evidence also shows that achieving substantial changes to the share of common premises is resource intensive, both in terms of monetary investments and time. Given the limited resources available and little expectation that the resource level will increase, it is necessary to **re-prioritize and focus efforts to locations from which the greatest return on investment can be achieved with limited up-front investment**, related to premises consolidation, as opposed to a world-wide consolidation effort. As such, expansion of Common Premises has been prioritized in the 66 highest cost locations, which would generate approximately 7.7M USD per year in savings providing funding is mobilized to support the effort. Based on the financial needs of the reprioritized targets, the UNSDG BIG will **explore different options to finance the ongoing initiatives, including options for private sector based financial instruments**. Given the current priorities of the UN System and donors, internal resource

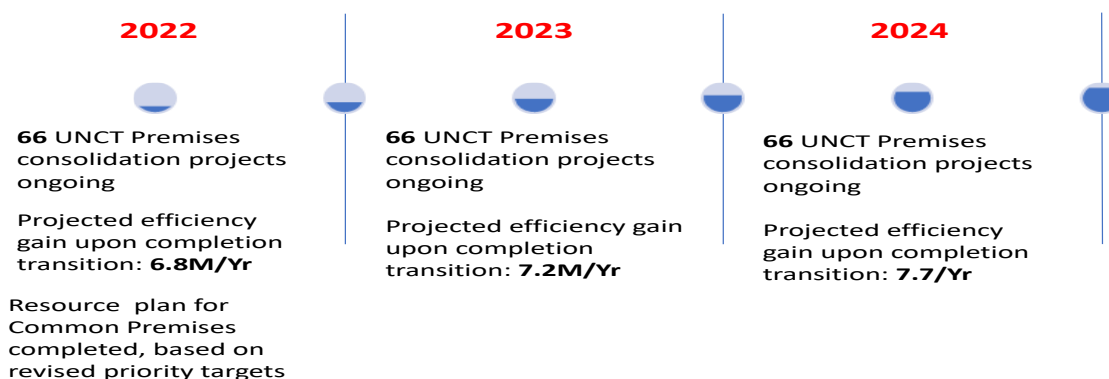
<sup>15</sup> Including services under Local procurement, Local HR, Facility Management, Local Administration, Local ICT

<sup>16</sup> As per the UNSDG BIG LSSC roll-out plan.

<sup>17</sup> “Common premises” refer to any two or more entities co-locating in the same premise in any location.

mobilization and donor-based resource mobilization are deprioritized. Where possible, the UN will focus on **government provided rent free premises**.

In addition to the development of reprioritized targets as mentioned above, the **timeline will need to be adjusted to 2024** as the mandate for the common premises initiative ran out December 2021. The need for longer timelines is also due to the slow nature of common premises development or refurbishment. Construction of premises in some cases takes multiple years to complete (e.g., Senegal).



Note: On average, a common premises consolidation project takes between 2 and 7 years to complete. Efficiency gains are realized as consolidation projects complete. Efficiency gains increase significantly after the initial 2 years of implementation (2024), as the consolidation project implementation completes.

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### 3. Mutual Recognition

The Mutual Recognition statement forms the foundation for all the above-mentioned efficiency initiatives under the UNSDG BIG. While the principles are helpful, the application of Mutual Recognition is more complicated when applied to services, and this has led to limited implementation and application of these principles. For Mutual Recognition to reach its potential in terms being the key enabler for sharing of services under GSS, BOS, LSSC/CBO or Common Premises, the entities will need to internalize it and align internal policies and procedures as needed.

While the Mutual Recognition agenda is owned by HLCM, the BIG agreed December 2021 to assist by establishing a Mutual Recognition Group that will address the main challenges associated with Mutual Recognition adoption in the areas of Procurement, ICT, HR, Logistics, Administration, Finance and Facility Management, with the aim to enable a wider application of the Mutual Recognition principles. This in turn will allow more services to be shared under any of the UNSDG BIG efficiency initiatives which in turn will further increase the efficiency gains generated by these initiatives.

The Mutual Recognition Group has started the collection of most prominent challenges with regards to the implementation of Mutual Recognition at global, regional, and local level and will convene to address issues on a prioritized basis. The group aims to establish a common set of messages and guidance for the UN System to ensure guidance trickles down to the regional and country levels.

### 4. Monitoring and reporting efficiencies gains

**Last**, efficiency gains and the targeted annual efficiency gain of US\$ 310 million from the operational reform are being realized through a multitude of efficiency initiatives, including but not limited to the global and local shared services initiatives. The UNSDG has developed a methodology for **measuring the impact of all efficiency initiatives at inter-agency, agency and bilateral level** and will implement a **UN Efficiency Dashboard** as part of the DCO hosted UNINFO platform during **Q1 2022** to track and monitor ongoing efficiency efforts.

A set of common messages around efficiencies will be developed for use by all members drawing from the BIG Rome discussions in 2021 and the UNSDG Efficiency Strategy and Roadmap.

## 5. Summary UNSDG Efficiency Roadmap 2022-2024

	2022	2023	2024
<b>Global Shared Services</b>	5 prioritized services to be scaled-up	• 37 services to be scaled-up (future prioritization to be defined)	
<b>US\$ target (projected)</b>		126M USD/yr. <sup>18</sup>	
<b>Business Operation Strategies</b>	<ul style="list-style-type: none"> <li>• BOS Annual Report</li> <li>• Standardization &amp; scaling of top 5 cost reduction services 2021: <i>Admin services, Renewable energy, Disability inclusion, Local Staff mobility, (Gender responsive) Procurement, Medical Services</i></li> <li>• Scaling shared services in 3 high risk/crisis countries</li> </ul>	<ul style="list-style-type: none"> <li>• BOS Annual Report</li> <li>• Standardization &amp; scaling of top 5 cost reduction services 2022</li> <li>• Scaling shared services in 3 high risk/crisis countries</li> </ul>	<ul style="list-style-type: none"> <li>• BOS Annual Report</li> <li>• Standardization &amp; scaling of top 5 cost reduction services 2023</li> <li>• Scaling shared services in 3 high risk/crisis countries</li> </ul>
<b>US\$ target(projected)</b>	• 105M USD/Yr	• 105M USD/yr.	• 105M USD/yr.
<b>Common Back Offices/Local Shared Service Centers</b>	<ul style="list-style-type: none"> <li>• 10 LSSCs in high-volume locations approved/under implementation (ref Annex A)</li> <li>• <b>66 services pre-approved</b> for standard LSSC design: local procurement, local HR, Facility Management, local staff transport and local ICT</li> </ul>	• 20 LSSCs in high-volume locations approved/under implementation (ref Annex A)	• 20 LSSCs in high-volume locations approved/under implementation (ref Annex A)
<b>US\$ target(projected)</b>	• 23.9M USD/Yr. <sup>19</sup>	• 62.4M USD/yr.	• 76.8M USD/yr.
<b>Common Premises</b>	<ul style="list-style-type: none"> <li>• 66 UNCT Common Premises consolidation plans completed</li> <li>• Resource plan for Common Premises completed, based on revised priority targets</li> <li>• Ongoing technical support to UNCT Common Premises relocations (18 countries)</li> </ul>	<ul style="list-style-type: none"> <li>• 66 UNCT Common Premises consolidation plans completed</li> <li>• Ongoing technical support to UNCT Common Premises relocations (18 countries)</li> </ul>	<ul style="list-style-type: none"> <li>• 66 UNCT Common Premises</li> <li>• Ongoing technical support to UNCT Common Premises relocations (18 countries)</li> </ul>
<b>US\$ target(projected)</b>	• 6.8M USD/yr.	• 7.2M USD/yr.	• 7.7M USD/yr.
<b>Mutual Recognition</b>	• Address challenges as they are identified and reported when applying mutual recognition	• Mutual Recognition Group convening to address challenges when applying mutual recognition as they are identified and reported	• Mutual Recognition Group convening to address challenges when applying mutual recognition as they are identified and reported
<b>Total savings by year</b>	<b>135.7 M USD/yr.</b>	<b>300.6 M USD/yr.</b>	<b>315.5 M USD/yr.</b>

<sup>18</sup> Further data analysis on GSS initiatives will provide a more specific breakdown of savings per year

<sup>19</sup> These are projected savings. Once implemented, projected savings will be replaced with actual savings.

## Annex A: List of (50) LSSC countries scheduled for roll-out under the roadmap

Countries	Estimated BO expenditure (\$M)	Potential net benefit (\$M)	3 largest entities based on 2019 expenditure
<b>2022</b>	<b>\$441.2M</b>	<b>\$23.9M</b>	
Jordan	\$73.0M	\$04.0M	UNHCR, WFP, UNRWA
Sudan	\$71.0M	\$03.9M	WFP, UN, UNICEF
Turkey	\$98.9M	\$05.4M	WFP, UNICEF, UNHCR
Pakistan	\$47.4M	\$02.6M	UNICEF, WHO, UNDP
Kenya	\$52.8M	\$02.9M	UN, WFP, UNHCR
Zimbabwe	\$46.8M	\$02.5M	UNDP, UNICEF, WFP
Tanzania	\$21.3M	\$01.2M	UNHCR, UNICEF, WFP
Brazil	\$18.8M	\$01.0M	PAHO, UNDP, UNICEF
Vietnam	\$06.6M	\$0.4M	UNDP, ILO, UNICEF
Serbia	\$04.6M	\$0.2M	UNDP, UNHCR, UNICEF
<b>2023</b>	<b>\$708.9M</b>	<b>\$38.5M</b>	
Lebanon	\$118.9M	\$06.5M	WFP, UNHCR, UNICEF
Ethiopia	\$96.3M	\$05.2M	WFP, UN, UNICEF
Bangladesh	\$72.9M	\$04.0M	WFP, UNICEF, UNHCR
Mali	\$26.9M	\$01.5M	WFP, UNICEF, UNDP
Argentina	\$19.8M	\$01.1M	UNDP, ICAO, UNICEF
Colombia	\$47.7M	\$02.6M	IOM, UN, WFP
India	\$26.4M	\$01.4M	UNICEF, WHO, UNDP
Myanmar	\$33.0M	\$01.8M	UNOPS, UNICEF, WFP
Occupied Palestinian Territories	\$82.6M	\$04.5M	UNRWA, UNDP, UN
Malawi	\$20.4M	\$01.1M	WFP, UNICEF, UNDP
Egypt	\$25.1M	\$01.4M	WFP, UNDP, UNHCR
Sierra Leone	\$09.5M	\$0.5M	UNICEF, UNDP, WHO
Liberia	\$15.2M	\$0.8M	UN, UNDP, UNICEF
Cameroon	\$20.5M	\$01.1M	WFP, UNHCR, UNICEF
Nepal	\$12.0M	\$0.7M	UNICEF, UNDP, WFP
Philippines	\$11.0M	\$0.6M	UNDP, UNICEF, WFP
Zambia	\$10.0M	\$0.5M	UNICEF, UNDP, UNHCR
Guinea	\$09.1M	\$0.5M	UNICEF, UNDP, WFP
Mozambique	\$33.1M	\$01.8M	WFP, UNICEF, UN
Peru	\$18.5M	\$01.0M	UNOPS, UNDP, UNICEF
<b>2024</b>	<b>\$259.4M</b>	<b>\$14.4M</b>	
Ukraine	\$26.9M	\$01.5M	UNDP, UNICEF, IOM
China	\$13.3M	\$0.7M	UNDP, UNICEF, UNIDO
Senegal	\$10.2M	\$0.6M	WFP, UNICEF, UNHCR
Thailand	\$18.4M	\$01.0M	UN, IOM, UNICEF
Indonesia	\$16.5M	\$0.9M	UNICEF, UNDP, IOM
Rwanda	\$11.2M	\$0.6M	UNHCR, WFP, UNICEF
Burkina Faso	\$17.5M	\$0.9M	WFP, UNICEF, UNHCR
Madagascar	\$11.4M	\$0.6M	UNICEF, WFP, UNDP
Burundi	\$18.3M	\$01.0M	UNDP, WFP, UNICEF
Cote d'Ivoire	\$09.9M	\$0.5M	UNICEF, UNDP, ICC
Guatemala	\$19.5M	\$01.1M	UNOPS, UNDP, PAHO
Ghana	\$06.9M	\$0.4M	UNICEF, WHO, UNDP
Cambodia	\$07.8M	\$0.5M	UNICEF, UNDP, UN
Libya	\$18.2M	\$01.0M	UNDP, UNHCR, IOM
Panama	\$11.2M	\$0.6M	ICAO, UNDP, WFP
Angola	\$10.2M	\$0.6M	UNICEF, UNDP, WHO
Mauritania	\$07.3M	\$0.5M	WFP, UNICEF, UNHCR
Chile	\$11.4M	\$0.6M	UN, UNDP, UNICEF
South Africa	\$06.6M	\$0.4M	UNHCR, WFP, UNDP
Bosnia & Herzegovina	\$07.0M	\$0.4M	UNDP, IOM, UNICEF
<b>Grand Total</b>	<b>\$1409.5M</b>	<b>\$76.9M</b>	