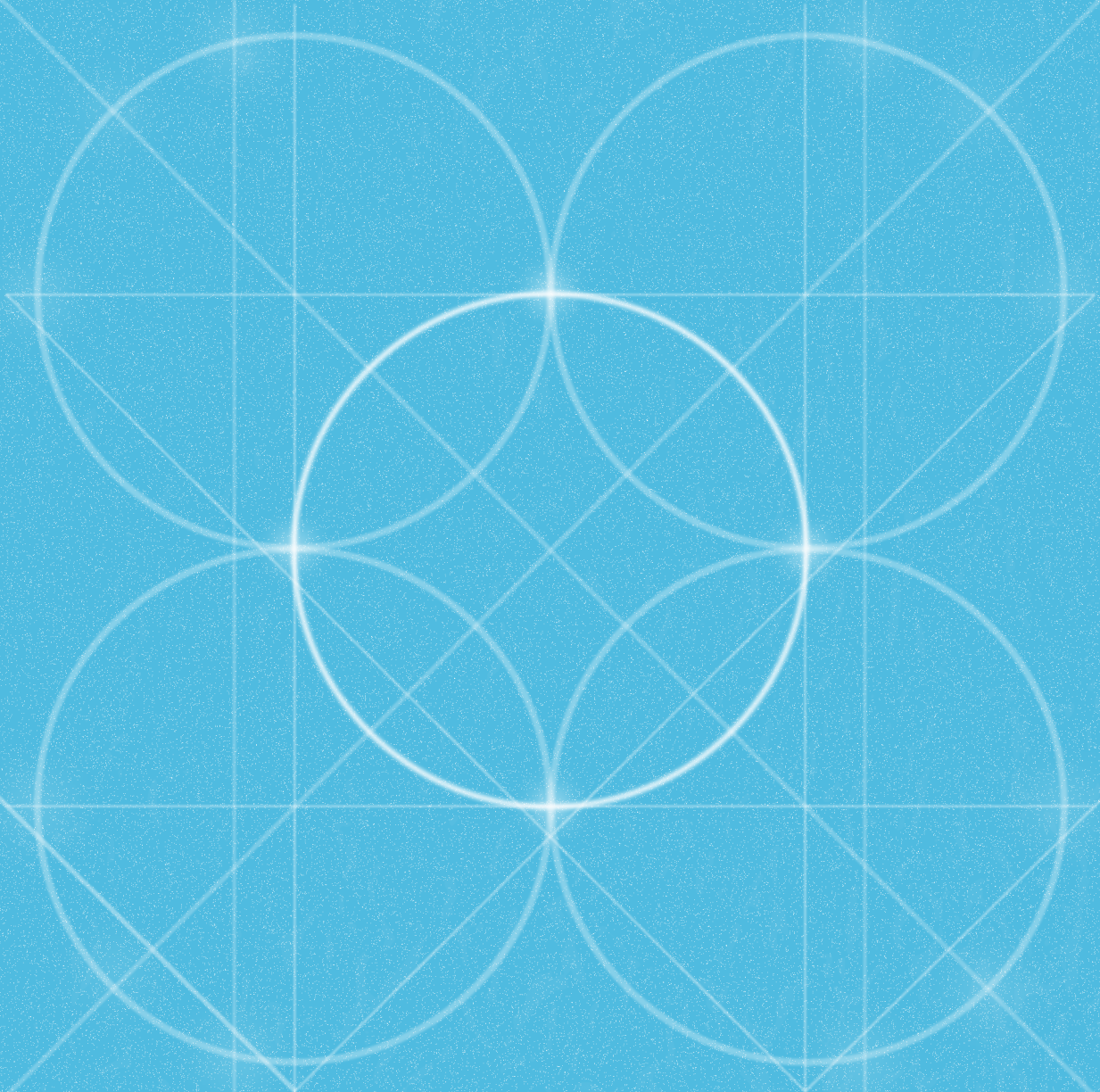


BUSINESS
OPERATIONS
STRATEGY
2020 - 2025

ETHIOPIA
BOS
2.0



UNITED
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ETHIOPIA
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EXECUTIVE SUMMARY

With a desire to streamline the implementation of Ethiopia's United Nations Sustainable Development Cooperation Framework (UNSDCF) 2020 - 2025 in complement with the Federal Democratic Republic of Ethiopia (FDRE) Ten Years Perspective Development Plan 2021 - 2030, the United Nations Country Team (UNCT) in Ethiopia developed Business Operations Strategy (BOS) 2.0 (2020 - 2025) to coordinate and align its activities for more efficient and effective service delivery including COVID-19 response, thereby mitigating duplication of processes, curtail transaction costs and enhance operational efficiency. As part of the UNSDCF, the BOS 2.0 aims to support maximizing the United Nation's (UN) collective advantage in addressing the humanitarian-development-peace nexus and align itself to the 4 Cooperation Framework Outcomes and Partnerships: People, Peace, Prosperity and Planet.

The BOS is a results-based framework that focuses on joint business operations with the purpose of eliminating duplication, leveraging the common bargaining power of the UN and maximizing economies of scale. The BOS 2.0 (2020-2025) was developed through the BOS online platform on 1 July 2020. It will go through an annual monitoring phase and is set to be reviewed on 1 July 2021. The BOS focuses on common services that are implemented jointly or delivered by one UN entity on behalf of one or more other UN entities. Common services for future collaboration were identified in the areas of Common Administration services, Common Finance services, Common Human Resources services, Common Information and Communications

Technology (ICT) services, Common Logistics, and Common Procurement services. The following UN Organizations are participating in the BOS 2.0 (2020-2025) in Ethiopia: FAO, IFAD, ILO, IOM, ITU, ITC, UN AIDS, UNCDF, UNCTAD, UNDP, UNEP, UNESCO, UNFPA, UN HABITAT, UNHCR, UNICEF, UNIDO, UN OCHA, UNODC, UN OHCHR, UNOPS, UN Resident Coordinator and other Secretariat Entities (UNOAU, UN ECA, UN DRR, UN RCO), UNV, UN Women, WFP, WHO, WMO. Dr. Catherine SOZI, UN Resident and Humanitarian Coordinator (RC/ HC), is accountable to the Secretary-General for the development, implementation, monitoring and reporting of the BOS 2.0 and steps towards a Common Back Office (CBO). The UNCT provides overall oversight of the BOS 2.0 process, approval and release of necessary UN Organizations and joint resources, sign off of the final BOS 2.0 and annual reporting. The Operations Management Team (chaired by Abisola ALAKA, George OGBORO and Ida JALLOW) and its subsidiary bodies are responsible to facilitate development and implementation of the BOS at the country level. The Development Coordination Office (DCO) is responsible for coordination, guidance and support to UNCT and UN RC/ HC on the BOS 2.0.

Building on the lessons learned on how to improve the Operating as One (OaO) management mechanisms, the BOS 2.0 (2020-2025) has been reinvigorated and consists of six outcomes in Ethiopia: Common Procurement, Common Logistics, Common Finance, Common Human Resource, Common Information and Communications Technology (ICT) and Common Administration. The new iteration of the BOS is

also backed by an online platform which guides the Operation Management Team (OMT) to further reduce complexity and transaction costs for BOS development and unlock new opportunities for the OMT, UNCT and regional and global management to monitor, analyze and report on the impact of the BOS, both from a cost reduction and quality improvement perspective.

The BOS 2.0 (2020 - 2025) has been prepared in a highly consultative process with the input of various UN Organizations in Ethiopia with the ultimate goal of supporting effective programme delivery, monitoring and evaluation and reporting on common operations. Consultations with the OMT, its technical Working Groups and Programme, Planning and Performance Group (PPPG) within the different UN Organizations were undertaken to calibrate the level of performance with regard to their key operations functions. The BOS 2.0, therefore, underlines key priority areas arising from these discussions strengthened by a detailed operational analysis and provides the short and medium-term strategic results that will guide the monitoring and evaluation of operations in above mentioned six (6) common services during the implementation of Ethiopia's UNSDCF 2020-2025.

Being a living document, the BOS 2.0 (2020-2025) will be implemented and operationalized through five (5) OMT strategic Working Groups (Common Administration, Common Procurement and Logistics, Common Finance and HACT, Common ICT, Common Human Resources) under the guidance of the OMT to support joint planning, monitoring and reporting for results. Inter-agency activities to be implemented in aforementioned areas will strive to improve cost effectiveness, quality, and efficiency of the UNCT's support to programme delivery and business operations. Implementation of the BOS 2.0 is expected to result in net cost avoidance of USD 37,399,557 through harmonization of business operations over the 5 year period of 2020-2025. The Cost Benefit Analysis specifically shows that the monetary savings will be highest in the Common Finance Service with a potential cost avoidance of USD 24,693,524 representing 66 percent of the total benefits to be generated through the BOS 2.0. The Common ICT Services is expected to yield qualitative improvements rather than cost avoidance. In addition, the UNCT in Ethiopia, has striven to incorporate innovation, environmental sustainability, gender and disability inclusiveness and other elements in support of the SDGs in the BOS 2.0 (2020 - 2025).



Dr. Catherine Sozi

United Nations Resident and Humanitarian
Coordinator for Ethiopia

A. INTRODUCTION

The Business Operations Strategy (BOS) is a results-based framework that focuses on joint business operations with the purpose of eliminating duplication, leveraging the common bargaining power of the UN and maximizing economies of scale.

In line with the Secretary-General's UN reform targets Ethiopia has designed a BOS in support of a more effective programme delivery on the 2030 Agenda. This BOS was developed through the BOS online platform on 1 July 2020. It will go through an annual monitoring phase and is set to be reviewed on 1 July 2021.

The BOS focuses on common services that are implemented jointly or delivered by one UN entity on behalf of one or more other UN entities. Common services for future collaboration were identified in the areas of Common Administration services and including common Facilities/Premises, Common Procurement services, Common Finance services, Common ICT services, Common Logistics services, Common Human Resources services. The following UN Agencies are participating in the Ethiopia BOS: FAO, IFAD, ILO, IOM, ITC, ITU, OHCHR, UNAIDS, UNCDF, UNCTAD, UNDP, UNEP, UNESCO, UNFPA, UN-HABITAT, UNHCR, UNICEF, UNIDO, UNOCHA, UNODC, UNOPS, UNV, UN WOMEN, WFP, WMO, WHO.

Dr. Catherine SOZI, the Resident and Humanitarian Coordinator, is accountable to the Secretary-General for the development, implementation, monitoring and reporting of the BOS and steps towards a common back office. The UNCT provides overall oversight of the BOS process, approval and release of necessary agency and joint resources, sign off of the final BOS and annual reporting. The Operations Management Team (chaired by Abisola ALAKA, George OGBORO and Ida JALLOW) and its subsidiary bodies are responsible to facilitate development and implementation of the BOS at the country level. The Development Coordination Office (DCO) is responsible for coordination, guidance and support to UNCTs and RCs on the BOS.

B. EXISTING COMMON SERVICES

COMMON SERVICE LINES	COMMON SERVICES	RECOMMENDED ACTION: Continue as is Scale up Scale down Discontinue Modify
Common Administration services and including common facilities/premises	Printing services	Discontinue
	Environmental Sustainability of Common Premises	Modify
	Video production / Feature Stories (outsourced)	Discontinue
	Vehicle rental	Continue as is
	Harmonized travel allowances for partners	Scale up
	Generator maintenance services	Discontinue
	Local legal advice services	Discontinue
	Accommodation services (outsourced)	Continue as is
	Cleaning Services	Discontinue
	Furniture and fittings (purchase)	Discontinue
	Graphic Design services (outsourced)	Discontinue
	Establishment of Common Premises	Scale up
	Building maintenance services (outsourced)	Discontinue
	Security Services (outsourced)	Discontinue
Courier Services (Excluding Diplomatic Pouch)	Discontinue	

COMMON SERVICE LINES	COMMON SERVICES	RECOMMENDED ACTION
Common Administration services and including common facilities/premises	Catering services	Discontinue
	Garden maintenance	Discontinue
	Vehicle maintenance	Continue as is
	Joint Business Continuity Plan (BCP)	Modify
	Fuel management	Discontinue
	Insurance services	Modify
	Stationary Procurement	Discontinue
	Travel services	Continue as is
Common Finance services	Micro-Assessment Database	Continue as is
	Financial spot check	Discontinue
	Unified Approach for Tax Refunds and Exemption	Scale up
	Capacity Development Activities	Scale up
	HACT audit	Discontinue
	Micro-Assessment	Discontinue
	Banking services and bank charges	Discontinue
	Foreign Exchange Platform	Modify
	Macro assessment	Discontinue
Common Human Resources services	Staff training services	Scale up
	Rate harmonization	Continue as is
	Integrated web-based roster for consultants	Discontinue
	Recruitment process (staff)	Scale up
	Benefits management	Continue as is
	Human Resources surveys	Continue as is
	Job Posting	Continue as is
	Joint Recruitment Panels	Continue as is
	UN activities (UN Cares & UN Day)	Scale up

COMMON SERVICE LINES	COMMON SERVICES	RECOMMENDED ACTION
Common ICT services	Common Knowledge platform (UN collaboration services)	Continue as is
	Maintenance of ICT equipment	Discontinue
	Data centre services	Discontinue
	Internet connectivity and VSAT services	Discontinue
Common Logistics services	Freight forwarding services	Discontinue
	Harmonised customs clearance (outsourced)	Continue as is
Common Procurement services	Vendor assessments and contract management services	Continue as is
	Central Database for LTAs	Continue as is
	Joint Procurement services	Discontinue
	Ambulance Services, Air and Road	Continue as is
	Central Database for Vendors	Continue as is

C. FUTURE COOPERATION

The opportunity analysis identifies new services that could be done collaboratively through the BOS, considering quality enhancements and cost effectiveness. The selection of these common services involves brainstorming sessions with the OMT to explore and calculate new ways of working,

researching new technologies and working together to imagine new and improved levels of collaboration.

The OMT in Ethiopia reviewed common services that could potentially benefit country operations and selected the ones listed below:

COMMON SERVICE LINES	COMMON ADMINISTRATION SERVICES AND INCLUDING COMMON FACILITIES/PREMISES		
COMMON SERVICES	Environmental Sustainability of Common Premises		
Opportunity Statement	Following the Beat Plastic Pollution campaign made along with the World Environment Day on 5 June 2018, the OMT supported the implementation of the plastic free UN offices and premises in Addis Ababa and paper recycling. The UNCT expects to establish a Task Force in the BOS 2.0 (2020-2025) to replace the use of plastic materials at the supermarket (using paper bags), Kaldis Coffee Shops in the UN compounds and create incentives by partnering with the private sector. The Task Force will also help supporting UN's climate change agenda and minimize plastic waste and carbon emission. It is estimated that usage of solar panels can, for instance, save up to US 11 cents per kWh. In the BOS 2.0 (2020-2025), the Common Administration Working Group will work together with the Common Logistics and Procurement Working Group to enhance this initiative and include other agencies who maintain their premises in the different locations.		
Lead Agency	No. of Participating Agencies	Implementation Date	Cost Avoidance
UN	25	2018	
Quality Enhancements expected	By continue working for the environmental sustainability in UN premises, the UNCT will facilitate to move forward the UN's climate change agenda and minimize plastic waste and carbon emission.		

COMMON SERVICE LINES	COMMON ADMINISTRATION SERVICES AND INCLUDING COMMON FACILITIES/PREMISES		
COMMON SERVICES	Establishment of Common Premises		
Opportunity Statement	Given the current country context in Ethiopia where significant political, economic and administrative reforms are taking place, 5 field locations have been identified to establish common premises during the new UN SDCF and the Business Operations Strategy (BOS) 2020-2025. The UNCT included this common service to achieve common premises to 50 per cent by 2021 which is the requirement set by Secretary-General. The UN Development System (UNDS) is considering the possibility of supporting to establish 5 Sub-Offices in selected regions of the country. The purpose of establishing UNDS Sub-Offices is to liaise with the Government of Ethiopia at regional levels, and to support UN project/programme activities related to humanitarian, development and peace building in the field.		
Lead Agency	No. of Participating Agencies	Implementation Date	Cost Avoidance
UNICEF	9	2016	USD 8,835,795
Quality Enhancements expected	Establishing 5 Sub- Offices/Common Premises in regions enables the UNCT to arrange the security service, building and ground maintenance, reception service, pooled asset management, and shared facilities such as meeting rooms, copiers, etc. jointly. A harmonized working environment is expected to improve quality as well as significantly yield cost avoidance for the UNCT Ethiopia, which can be re-allocated for UN's programmatic activities in the country. A unification of services can attract competent services for UN Organizations through joint bidding and therefore allow UN Organizations to not give up quality service at the expense of cost.		

COMMON SERVICE LINES	COMMON ADMINISTRATION SERVICES AND INCLUDING COMMON FACILITIES/PREMISES		
COMMON SERVICES	Vehicle Rental		
Opportunity Statement	Vehicle rental services is one of the common needs for many UN Organizations who are conducting frequent field visits. UNOPS maintains its vehicle rental LTAs until May 2022, which were developed in 2020. Having had a common LTA for vehicle rental services during the BOS 2.0 (2016-2020), the UNCT was able to reduce the direct cost and increase quality of services. Hence, the Common Administration Working Group will work together with the Common Logistics and Procurement Working Group to renew the LTA or develop new LTA for the above service when expired.		
Lead Agency	No. of Participating Agencies	Implementation Date	Cost Avoidance
UNOPS	12	2016	USD 1,162,454
Quality Enhancements expected	Common LTA for vehicle rental services will save staff time in vehicle arrangement and will also enable UN to get quality transport services during joint programme implementation and monitoring and evaluations periods.		

COMMON SERVICE LINES	COMMON ADMINISTRATION SERVICES AND INCLUDING COMMON FACILITIES/PREMISES		
COMMON SERVICES	Vehicle Maintenance		
Opportunity Statement	Vehicle rental services is one of the common needs for many UN Organizations who are conducting frequent field visits. UNOPS maintains its vehicle rental LTAs until May 2022, which were developed in 2020. Having had a common LTA for vehicle rental services during the BOS 2.0 (2016-2020), the UNCT was able to reduce the direct cost and increase quality of services. Hence, the Common Administration Working Group will work together with the Common Logistics and Procurement Working Group to renew the LTA or develop new LTA for the above service when expired.		
Lead Agency	No. of Participating Agencies	Implementation Date	Cost Avoidance
WFP	15	2016	USD 283,545
Quality Enhancements expected	Having a common LTA for vehicle maintenance will facilitate UN Organizations to get the guaranteed spar-parts. In addition, UN vehicles are properly maintained ensuring safety of the vehicles.		

COMMON SERVICE LINES	COMMON ADMINISTRATION SERVICES AND INCLUDING COMMON FACILITIES/PREMISES		
COMMON SERVICES	Accommodation Services (outsourced)		
Opportunity Statement	Ethiopia is one of the largest countries that accommodates many UN Organizations in Africa. There are many missions, meetings, training/workshops and events frequently organised by UN Organizations in the capital city and regions. At the moment, as the leading agency, UNDP maintains LTAs with 29 Hotels in Addis Ababa and regions which will expire in 2021. All UN Organizations often piggyback such LTAs for their programmatic needs. Hence, the Common Administration Working Group will work together with the Common Logistics and Procurement Working Group to renew those LTAs or develop new LTAs for the above service during the BOS 2.0 (2020-2025).		
Lead Agency	No. of Participating Agencies	Implementation Date	Cost Avoidance
UNDP	14	2016	USD 430,612
Quality Enhancements expected	Establishing common LTAs for accommodation service will save staff time and will also enable UN to get quality services during joint programme related training/workshops, events and missions.		

COMMON SERVICE LINES	COMMON ADMINISTRATION SERVICES AND INCLUDING COMMON FACILITIES/PREMISES		
COMMON SERVICES	Harmonized Travel Allowances for Partners		
Opportunity Statement	Due to the low and different DSA rates based on the grades of the Officials and locations, there are a lot of different practices among UN Organizations, I/NGOs and Donors in order to attract participation and attendance from the Government appointed officials/ civil servants for the project/programmes activities. These different practices have negative impacts and caused misunderstanding among Government appointed officials/ civil servants, who attend the above activities. Therefore, it is needed to conduct a comprehensive assessment to: 1) Harmonize the DSA rates among Government appointed officials/ civil servants; 2) Increase the DSA rates based on the inflation; and 3) Ensure the both UN and I/NGOs and Donors follow the DSA rate determined by the Ministry of Finance. Prior to implementation of the UN SDCF (2020-2025), the Common Finance and HACT Working Group will conduct a review with the Ministry of Finance of the Federal Democratic Republic of Ethiopia for the current PIM and harmonized DSA rates with the participation of I/NGOs in the BOS 2.0 (2020-2025).		
Lead Agency	No. of Participating Agencies	Implementation Date	Cost Avoidance
UNDP	26	2017	USD 283,545
Quality Enhancements expected	By establishing harmonized DSA rates for the Government appointed officials/ civil servants, the participation rates of the Government appointed officials will be improved and the project/ programme activities of the UN SDCF (2020-2025) will be implemented without delay.		

COMMON SERVICE LINES	COMMON ADMINISTRATION SERVICES AND INCLUDING COMMON FACILITIES/PREMISES		
COMMON SERVICES	Travel Services		
Opportunity Statement	Currently, UN ECA maintains 2 LTAs for Travel services which have been developed with the participation of All UN Agencies, Funds, Programmes and Specialized Agencies in Ethiopia. Those will expire in October 2020. Hence, the Common Administration Working Group should work together with the Common Logistics and Procurement Working Group to renew the LTA or develop new LTA in the BOS 2.0 (2020-2025).		
Lead Agency	No. of Participating Agencies	Implementation Date	Cost Avoidance
UN	16	2016	USD 816,927
Quality Enhancements expected	Travel service providers will respond on time to all travel requests and UN agencies will be able to meet their urgent travel needs. UN Organizations are able to generate transaction cost avoidance by using joint LTAs.		

COMMON SERVICE LINES	COMMON ADMINISTRATION SERVICES AND INCLUDING COMMON FACILITIES/PREMISES		
COMMON SERVICES	Joint Business Continuity Plan (BCP)		
Opportunity Statement	There are 30 UN Organizations Ethiopia out of 31 have developed and operationalized their own Business Continuity Plans (BCPs) in March 2020. However, the UN Ethiopia does not have a joint BCP as of today. Since there are more than 14 UN Organizations located in the UN ECA Compound, it is important to have a joint BCP for the UN. In BOS 2.0 (2020-2025), the Common Administration Working Group will work together with the ICT Working Group members and develop a joint BCP for the UN. UN Organizations recently arrived in Ethiopia will be included in this activity.		
Lead Agency	No. of Participating Agencies	Implementation Date	Cost Avoidance
UNICEF	27	2020	
Quality Enhancements expected	By developing a joint BCP, UN Organizations are able to respond collectively in a Crisis situation. The UNCT is able to be better prepared and continue their business without interruption. This will improve the quality aspects of the UN business operations.		

COMMON SERVICE LINES	COMMON ADMINISTRATION SERVICES AND INCLUDING COMMON FACILITIES/PREMISES		
COMMON SERVICES	Car Pooling		
Opportunity Statement	The current informal system, i.e., booking a car or a driver for field visits, events, workshops, etc. has a lot of downsides. Personal calls and networking are some of the issues as information isn't equally accessible to all UN Organizations and records do not facilitate understanding of what resources are being used, by whom and for what purpose. As it stood out, the traditional arrangement was time intensive as it consisted of lots of steps and people who need to take action in the system - all for the good reason of making sure resources are used efficiently. Hence, the UNCT Ethiopia anticipates to implement a car pooling structure for UN Organizations in the BOS 2.0 (2020-2025).		
Lead Agency	No. of Participating Agencies	Implementation Date	Cost Avoidance
UN	22	2020	
Quality Enhancements expected	By establishing a common car pooling structure, it is expected to remove or minimize the risks associated with vehicle investment, improve efficiency and productivity and reduce overall transportation and staff costs.		

COMMON SERVICE LINES	COMMON ADMINISTRATION SERVICES AND INCLUDING COMMON FACILITIES/PREMISES		
COMMON SERVICES	Insurance Services		
Opportunity Statement	Due to a large number of UN Vehicles presence in the country, the UNCT in Ethiopia signed a common LTA for Insurance services for provision of motor vehicles in 2016. Accordingly, in April 2016, UNDP entered in to a LTA with Awash Insurance S.C. for the Provision of motor insurance to cover for own damage and third party. Since then, WFP also signed 2 LTAs for light vehicles, trucks and property in January 2019. UN ECA entered to an agreement with Nib Insurance S. Co to cover personal accidents and illness for household workers of UN personnel in November 2017. All these agreements were jointly initiated with the participation of UN Agencies, Funds, Programmes and Specialized Agencies in Ethiopia. Currently, these LTAs are valid and therefore, the Common Administration Working Group and Common Logistics and Procurement Working Group should continue the LTAs for these services in the BOS 2.0 (2020-2025).		
Lead Agency	No. of Participating Agencies	Implementation Date	Cost Avoidance
WFP	25	2016	
Quality Enhancements expected	Establishing common LTAs for Insurance Services bring cost avoidance over the disconnected rates for the UN. It ensures the UN Vehicles and properties are secured from accidents, damage and thefts. Further, Household workers who are working for UN personnel enjoy having a health insurance and their health and wellbeing are secured.		

COMMON SERVICE LINES	COMMON ADMINISTRATION SERVICES AND INCLUDING COMMON FACILITIES/PREMISES		
COMMON SERVICES	Mapping of Accessibility in Common Premises		
Opportunity Statement	Mapping of accessibility requirements in the UN Common Premises in Addis Ababa and the regions in line with the disability and inclusion policy.		
Lead Agency	No. of Participating Agencies	Implementation Date	Cost Avoidance
UN	24	2020	
Quality Enhancements expected	UN Common Premises will be reviewed and measures/ actions will be taken to ensure accessibility requirements are considered for all UN common premises and when constructing common premises office buildings such as parking entrances, passageways and evacuation, offices and furniture, ancillary facilities, meeting rooms, and signage.		

COMMON SERVICE LINES	COMMON FINANCE SERVICES		
COMMON SERVICES	Foreign Exchange Platform		
Opportunity Statement	Based on the evaluation during the BOS 2.0 (2016-2020), it was identified that shared that each UN Organization undertakes foreign currency exchange dealings with banks separately though the UN Organizations use one bank (CBE) in Ethiopia. The CBE applies buying rates instead of selling rates when UN Organizations exchange foreign currency. Prior to 2014, the minimum selling rate, instead of giving the buying rate, was available for the UN. Hence, in the BOS 2.0 (2020-2025), the Common Finance Working Group will work on harmonizing foreign currency exchange dealings opening a new discussion with the National Bank of Ethiopia and Commercial Bank of Ethiopia to get a most favorable foreign currency exchange for the UN.		
Lead Agency	No. of Participating Agencies	Implementation Date	Cost Avoidance
UNDP	14	2016	USD 24,693,524
Quality Enhancements expected	The current buying and selling rates of banks for US dollar in Ethiopia are ETB 32.1468 and ETB 32.7897 respectively. This shows that there will be a monetary gain of ETB 0.6429 for exchange of one US dollar. As per the data obtained in 2016, the consolidated foreign exchange (Forex) data of UN Organizations in Ethiopia was USD 484,662,604.93. At least 20% of this amount is converted using the selling rate, it is possible to get annual monetary gain of ETB 62,317,917 (USD 1,938,542). Over the BOS 2.0 (2020-2025) cycle this figure will reach ETB 311,589,585 (USD 9,692,709).		

COMMON SERVICE LINES	COMMON FINANCE SERVICES		
COMMON SERVICES	Unified Approach for Tax Refunds and Exemption		
Opportunity Statement	The UN should be awarded with the tax refunds and exemption. This may require negotiation with the host country and revision in the host country agreements. In Ethiopia, the UN Organizations are required to submit tax refund documents and this results in inefficient and ineffective coordination. Therefore, in the BOS 2.0 (2020-2025), the Common Finance and HACT Working Group will work on establishing a Common approach for exemption for tax for procurement of goods and services (GST, VAT, etc.) at the country level and a harmonized approach to submit and receive tax refunds.		
Lead Agency	No. of Participating Agencies	Implementation Date	Cost Avoidance
FAO	16	2017	
Quality Enhancements expected	Through signing a Host Country Agreement betting the Government of Ethiopia, the UN is able to harmonize the submission and receipt of tax refunds or request tax exemption. Thereby, the UN has a better leverage when negotiating with the Host Government regarding tax refunds/ exemption. Needed documentation from governments and bureaucratic approach is discouraging and time taking. Total exemption is advisable.		

COMMON SERVICE LINES	COMMON FINANCE SERVICES		
COMMON SERVICES	Micro-Assessment Database		
Opportunity Statement	In March 2016, Information and Knowledge Management (IKM) platform was established creating a Micro-Assessment Database for Implementing Partners (IPs). Since the Common Finance and HACT Working Group maintains the database. Currently, the List of the micro assessed shared IPs are in the IKM platform allows any UN Organizations to review and request the respective micro assessed report for the shared IPs as needed. Hence, the Common Finance and HACT Working Group will continue to maintain the Micro Assessed shared IP Database.		
Lead Agency	No. of Participating Agencies	Implementation Date	Cost Avoidance
UNDP	3	2016	
Quality Enhancements expected	The Micro-Assessment Database for shared IPs will continue to be operationalized to share information on the IPs, micro-assessment reports and bring mutual benefit and efficiency among UN Organizations in Ethiopia. It eliminates the duplication of conducting micro assessments by each UN Organization.		

COMMON SERVICE LINES	COMMON FINANCE SERVICES		
COMMON SERVICES	Capacity Development Activities		
Opportunity Statement	In the BOS 2.0 (2020-2025), the Finance and HACT Working Group members will agree and determine to carry out joint HACT training for UN personnel based on the needs of the programmes/ projects of the UN SDCF (2020-2025). Hence, this common service should scale up to enhance the quality and obtain the cost avoidance.		
Lead Agency	No. of Participating Agencies	Implementation Date	Cost Avoidance
UNDP	3	2016	
Quality Enhancements expected	The Joint HACT training for UN staff will quality improvement and cost avoidance increasing common understanding on HACT procedures.		

COMMON SERVICE LINES	COMMON HUMAN RESOURCES SERVICES		
COMMON SERVICES	Job Posting		
Opportunity Statement	Following the Mutual Recognition, signed by 19 UN Organizations in 2020, the Common Human Resources intends to conduct joint job posting for joint recruitment of General Service (GS) and National Officers (NO) staff. The job posting is to add value towards the quality of services (especially clients satisfaction) and efficiency of services (especially labor time savings that can lead to massive labor cost avoidance) by removing duplicated effort.		
Lead Agency	No. of Participating Agencies	Implementation Date	Cost Avoidance
UNICEF	26	2020	
Quality Enhancements expected	The job posting will support the UNSDCF activities and reduce labor time spent on posting job vacancies.		

COMMON SERVICE LINES	COMMON HUMAN RESOURCES SERVICES		
COMMON SERVICES	Joint Recruitment Panels		
Opportunity Statement	The locally managed recruitment were supported by Joint Recruitment Panels during the BOS 2.0 (2016-2020). This arrangement facilitated to ensure the transparency of recruitment and gain the efficiency to the UN recruitment. Hence, Joint Recruitment Panels will be arranged during the UN SDCF (2020-2025) implementation.		
Lead Agency	No. of Participating Agencies	Implementation Date	Cost Avoidance
UNICEF	18	2016	
Quality Enhancements expected	Joint recruitment will be done in a timely manner without delaying any programme activities. Hence, it is expected that joint recruitment will improve the transparency and quality of UN recruitment and enhance the efficiency of joint programmes.		

COMMON SERVICE LINES	COMMON HUMAN RESOURCES SERVICES		
COMMON SERVICES	Rate Harmonization		
Opportunity Statement	With the HR Working Group's leadership, the UNCT established the Harmonized Pay Rates for Local Consultants and Support Service Staff of UN System Organizations in Ethiopia in 7 November 2019. The implementation of the above-harmonized rate was effective in January 2020. Following the Mutual Recognition, the Common Human Resources intends to harmonize the implementation of Service Contract modality among UN Organizations which will lead to enhanced consistency in payments among and within UN Organizations and reduce competition among the UN Organizations. Harmonized rates will also attract qualified experts with high caliber.		
Lead Agency	No. of Participating Agencies	Implementation Date	Cost Avoidance
UNDP	27	2019	
Quality Enhancements expected	The harmonized rates will lead to consistency in pay among UN Organizations as well as increase the quality of services provided by the recruited staff. The harmonization of Service Contract modality will enhance consistency in payments and reduce competition among UN Organizations.		

COMMON SERVICE LINES	COMMON HUMAN RESOURCES SERVICES		
COMMON SERVICES	Staff Training Services		
Opportunity Statement	During the BOS 2.0 (2016-2020), one joint Competency Based Interview Skills for Panel Members (CBI) training conducted. In addition, 6 public procurement joint training on CIPS 2, CIPS 3 and CIPS 4 were conducted and 162 UN staff have obtained the certifications from the Chartered Institute of Procurement and Supply (CIPS). Following the agreement made with the UNCT and OMT, the HR Working Group will lead the training programmes on Public Procurement- CIPS, Project Management - PRINCE 2, Results Based Management (RBM), Monitoring and Evaluation (M&E), Public Finance, Business Continuity Management, etc. that the UNCT/ OMT proposed in the BOS 2.0 (2020-2025). Further, the HR Working Group will also consider to provide local training opportunities, UN specific learning web, etc.		
Lead Agency	No. of Participating Agencies	Implementation Date	Cost Avoidance
UNDP	14	2016	USD 821,824
Quality Enhancements expected	By conducting shared Staff training services for UN personnel, it is expected to increase the capacity of the UN personnel as well as enhance quality of programme and operation outputs. Joint training programmes further facilitate to gain significant cost avoidance for UN Organizations.		

COMMON SERVICE LINES	COMMON HUMAN RESOURCES SERVICES		
COMMON SERVICES	UN Activities (UN Cares and UN Day)		
Opportunity Statement	The HR Working Group will identify collaborate platform for jointly implemented UN activities such as UN Day, UN Cares, One UN Career Fair, where they may be need to pool resources to implement. During the BOS 2.0 (2020-2025), the HR Working Group will also look into implementing the UNCT Reward Framework, which was established in June 2017 in order to recognize the UN personnel's contribution, participation and leadership for common operations, programme and communications activities.		
Lead Agency	No. of Participating Agencies	Implementation Date	Cost Avoidance
UN	27	2017	
Quality Enhancements expected	By establishing a collaborative platform for jointly implemented UN activities, it is expected to improve the quality and transparency of UN programme/ project implementation in Ethiopia.		

COMMON SERVICE LINES	COMMON HUMAN RESOURCES SERVICES		
COMMON SERVICES	Human Resources Surveys		
Opportunity Statement	With the leadership of UN ECA and UN RCO, the OMT and Common HR Working Group conducted the Annual Review of Hardship Duty Stations, Place to Place Survey, DSA Survey and Local Salary Survey in Ethiopia during the BOS 2.0 (2016-2020). The continuation of carrying all relevant HR surveys is critical to review and update the situation in Ethiopia due to high inflation of currency instability. All survey results will be reviewed and endorsed by the OMT, PMT, UNCT and The RC/HC before submitting to the ICSC. Hence, the HR Working Group will continue carrying out those surveys during the BOS 2.0 (2020-2025).		
Lead Agency	No. of Participating Agencies	Implementation Date	Cost Avoidance
UN	28	2016	
Quality Enhancements expected	Conduct HR Surveys will ensure the safety, security, health and wellbeing of UN personnel working in Ethiopia.		

COMMON SERVICE LINES	COMMON HUMAN RESOURCES SERVICES		
COMMON SERVICES	Benefits Management		
Opportunity Statement	Following the direction of the UNCT in Ethiopia, the OMT and Common HR Working Group worked on revising the R&R destinations (keep Addis Ababa as the first R&R Destination and remove Nairobi adopting Dubai as second R&R Destination) in Ethiopia. However, with a view of streamlining the destinations, effective 1 July 2018, the R&R destination for Ethiopia has been revised as Addis Ababa. Due to lack of availability of infrastructure in Addis Ababa, some UN Organization would like to send a request to the the Human Resources Standing Committee on field duty stations to set up a second R&R destination for Ethiopia. Hence, the common service will continue this activity in the BOS 2.0 (2020-2025).		
Lead Agency	No. of Participating Agencies	Implementation Date	Cost Avoidance
WFP	11	2018	
Quality Enhancements expected	By revising the R&R destinations in Ethiopia, it is expected to enhance staff health and wellbeing and improve the quality of programme/ project delivery of the UN SDCF (2020-2025). Introduce uniform Health insurance coverage such as 100% flat rate or better.		

COMMON SERVICE LINES	COMMON HUMAN RESOURCES SERVICES		
COMMON SERVICES	Gender Parity		
Opportunity Statement	Enhancing institutional capacity and accountability for gender mainstreaming, and for the equal representation of women at all levels of the institution and its work. Through the UN SWAP/Gender Focal Points, working on gender mainstreaming by focusing on commonly agreed performance indicators.		
Lead Agency	No. of Participating Agencies	Implementation Date	Cost Avoidance
UN	26	2020	
Quality Enhancements expected	All participating agencies have a plan in place to achieve the equal representation of women for General Service staff and all professional levels in the next five years.		

COMMON SERVICE LINES	COMMON HUMAN RESOURCES SERVICES		
COMMON SERVICES	Disability and Inclusion Training to UN Staff		
Opportunity Statement	Mainstreaming of the human rights-based approach to disability by ensuring the rights of persons with disabilities are embedded in UNCT Ethiopia's work and ensuring their meaningful participation. The concerns and experiences of persons with disabilities will become an integral dimension of the design, implementation, monitoring and evaluation of policies and programs so the persons with disabilities benefit equally and inequality is not perpetuated within the UN system in Ethiopia. There will be an increased awareness among UN personnel on the Disability Inclusion Strategy to support implementation.		
Lead Agency	No. of Participating Agencies	Implementation Date	Cost Avoidance
UN	27	2020	
Quality Enhancements expected	All participating agencies have a plan in place to raise awareness on Disability Inclusion Strategy and the Entity Accountability Framework will be developed and implemented through inter-agency efforts in the next five years.		

COMMON SERVICE LINES	COMMON ICT SERVICES		
COMMON SERVICES	Common Knowledge Platform (UN collaboration services)		
Opportunity Statement	The ICT Working Group established the Information and Knowledge Management (IKM) platform for all One UN Working Groups in March 2016 with an aim to improve UN system-wide communication and collaboration. The IKM Platform consists of the following information: Accountability Framework, LTAs Database, LTAs M&E Tool, IPs database, UNCT knowledge products, reports, best practices and publications. Since then, the OMT and OMT Working Groups are using the IKM platform more frequently. For the BOS 2.0 (2020-2025), the ICT WG continue maintaining the IKM platform while providing more training to all WGs and the OMT on how to use it.		
Lead Agency	No. of Participating Agencies	Implementation Date	Cost Avoidance
UNDP	19	2016	
Quality Enhancements expected	The user satisfaction survey on the IKM platform should receive an average of at least 4 out of 5 from 32 UN Organizations present in Ethiopia.		

COMMON SERVICE LINES	COMMON LOGISTICS SERVICES		
COMMON SERVICES	Harmonised Customs Clearance (outsourced)		
Opportunity Statement	In view of the UN Humanitarian, Development and Peacebuilding Operations in the country by several UN Organizations, there is a huge comparative advantage for the UN to harmonize the custom clearance. WFP has a signed 1 LTA for Customs Clearance in September 2018 with participation of UN Agencies, Funds, Programmes and Specialized Agencies in Ethiopia. This is valid until October 2020. With the support of the Common Logistics and Procurement Working Group, WFP will renew the LTA or develop new LTA in the BOS 2.0 (2020-2025).		
Lead Agency	No. of Participating Agencies	Implementation Date	Cost Avoidance
WFP	7	2018	USD 257,226
Quality Enhancements expected	Establishing an LTA will guarantee the best value for money, bring transaction cost avoidance and eliminate redundant in custom clearance process. It will also improve vendor response time.		

COMMON SERVICE LINES	COMMON PROCUREMENT SERVICES		
COMMON SERVICES	Ambulance Services, Air and Road		
Opportunity Statement	Ambulance Services for Air and Road are expensive. Hence, a Common LTA for Air and Road Ambulance Services was developed during the BOS 1.0 (2013-2016) and continued throughout the BOS 2.0 (2016-2020). It was fast, reliable, and safe way to transport medical patients. The Common Logistics & Procurement Working Group will continue this LTA during the BOS 2.0 (2020-2025) to provide the necessary support for programme/ project implementation of the UNSDCF (2020-2025) and COVID-19 responses.		
Lead Agency	No. of Participating Agencies	Implementation Date	Cost Avoidance
UN	26	2013	
Quality Enhancements expected	Establishing a Common LTA for Air and Road Ambulance Services will provide a quality of services and cost avoidance. It is entirely supervised and planned by physicians who have knowledge about specific health conditions of UN personnel working in the Capital City and regions. They develop the entire itinerary which is ideal for a patient. Such an elaborate plan and arrangement always ensures that the patient is well looked after and is in completely stable conditions until the destination is reached.		

COMMON SERVICE LINES	COMMON PROCUREMENT SERVICES		
COMMON SERVICES	Vendor Assessments and Contract Management Services		
Opportunity Statement	During the BOS 2.0 (2016-2020), a UN Suppliers Feedback Survey was conducted between 22 March and 2 April 2019. 45 business partners participated in the survey and provided the feedback and recommendation to improve the business relationship between suppliers and UN System Organizations. Accordingly, a joint UN Business Seminar was conducted on 3 April 2019 with 127 participants (105 vendors and 22 UN Procurement Staff members) whereby all UN agencies passed messages to their suppliers and got feedback from them. Hence, the Common Logistics and Procurement Working Group will continue Vendor assessments and contract management services in the BOS 2.0 (2020-2025) without any change.		
Lead Agency	No. of Participating Agencies	Implementation Date	Cost Avoidance
UN	14	2019	USD 97,650
Quality Enhancements expected	By conducting Vendor assessments and contract management services, it is expected to update suppliers on the recent policies, procedures and practices of UN System Organizations, to build smooth and trusting relationships between UN agencies and suppliers, to demonstrate to suppliers on how they can register in the UNGM system, and to give suppliers a chance to share and discuss their opinions and observations on UN procurement practices.		

COMMON SERVICE LINES	COMMON PROCUREMENT SERVICES		
COMMON SERVICES	Central Database for Vendors		
Opportunity Statement	In March 2016, Information and Knowledge Management (IKM) platform was established creating a Central Database for Vendors. Since the the Common Logistics and Procurement Working Group maintains the database. During the BOS 2.0 (2016-2020), the details of 621 Vendors/ Suppliers were included in the IKM platform and it enhanced the common procurement activities in Ethiopia. The Common Logistics and Procurement Working Group will maintain the Vendor/ Supplier Database during the BOS 2.0 (2020-2025) without any change.		
Lead Agency	No. of Participating Agencies	Implementation Date	Cost Avoidance
UNDP	15	2016	
Quality Enhancements expected	The details of vendors and suppliers are updated every month in the Central Database for Vendors. It will lead to greater collaboration among the UN Organizations and facilitates for the rapid responses during the programme/ project implementation of the UN SDCF (2020-2025) Different vendor IDs exist for same person in different agencies.		

COMMON SERVICE LINES	COMMON PROCUREMENT SERVICES		
COMMON SERVICES	Central Database for LTAs		
Opportunity Statement	In March 2016, Information and Knowledge Management (IKM) platform was established creating a Central Database for LTAs. Since the the Common Logistics and Procurement Working Group maintains the database. During the BOS 2.0 (2016-2020), 84 joint LTAs developed for 24 major categories of good and services and uploaded in the IKM platform. This database facilitates to register and manage Long Term Agreements (LTAs). Hence, the Common Logistics and Procurement Working Group will continue the Central Database for LTAs during the BOS 2.0 (2020-2025) uploading new LTAs while maintaining the LTAs that were already developed.		
Lead Agency	No. of Participating Agencies	Implementation Date	Cost Avoidance
UNDP	16	2016	
Quality Enhancements expected	The Central Database for LTA facilitates the success of common procurement services in Ethiopia as it relates to the access to existing common procurement arrangements and to avoid duplication of the functions.		

COMMON SERVICE LINES	COMMON PROCUREMENT SERVICES		
COMMON SERVICES	Mapping of Accessible (Disability and Inclusion) Venues		
Opportunity Statement	Mainstreaming of the human rights-based approach to disability by ensuring the rights of persons with disabilities are embedded in UNCT Ethiopia's work and ensuring their meaningful participation. The mapping of accessible venues will support the implementation of the Disability Inclusion Strategy in Ethiopia and also raise awareness of the vendors.		
Lead Agency	No. of Participating Agencies	Implementation Date	Cost Avoidance
UN	16	2021	
Quality Enhancements expected	All UN events will be organized in accessible venues in Ethiopia to ensure that the meetings are inclusive and respect the rights of persons with disabilities in the next five years.		

COMMON SERVICE LINES	COMMON PROCUREMENT SERVICES		
COMMON SERVICES	Gender Responsive Procurement Sourcing		
Opportunity Statement	There will be increased number of women-owned businesses (WoB) participating in UN procurement and supply chains under the BOS by ensuring that Gender Responsive Procurement (GRP) is mainstreamed throughout the procurement and supply chain macro and micro-processes. Women entrepreneurs in the local market will be empowered and contribute to achieving the SDGs.		
Lead Agency	No. of Participating Agencies	Implementation Date	Cost Avoidance
UN	16	2021	
Quality Enhancements expected	Gender equality and women's empowerment considerations will be included at the planning stage of the procurement which will guide the UN entity's approach to gender-responsive procurement at the organizational level and influence the whole procurement process in Ethiopia in the next five years.		

RISKS AND ASSUMPTIONS

The successful implementation of the BOS is conditioned by risks and assumptions. Risks are potential future events that are fully or partially beyond control and may (negatively) affect the achievement of the results. Assumptions are the variables or factors that need to be in place for results to be achieved.

The **risks** entered for this BOS are:

- UN Organizations may not be able to achieve gender parity by 2025. *(Control)*
- UN Organizations may not be able to identify women-owned vendors that meet the eligibility requirement. *(Monitor)*
- UN Organizations may not have the tools to conduct the mapping. *(Monitor)*
- I/ NGOs will not provide different DSA rates for Government appointed officials/ civil servants. *(Monitor)*
- UN Organizations will not have programmes/ projects in common premises locations. *(Monitor)*
- UN Organizations may not agree to utilize the car pooling system. *(Accept)*
- All hotels established common LTAs may not implement COVID-19 prevention measures. *(Avoid)*
- UN Organizations may not contribute to the maintenance of the IKM platform. *(Accept)*
- UN Organizations may not participate for common LTAs. *(Accept)*
- UN Organizations will not receive the approval from its respective HQs to implement harmonized rates. *(Accept)*
- Due to COVID-19 pandemic, the UN would not be able to organize mass gatherings. *(Monitor)*
- UN Organizations may not agree to set up Joint Recruitment Panels. *(Accept)*
- UN Organizations may not have enough resources to transform the premises into "Green" premises. *(Monitor)*
- UN Organizations may not get a favorable foreign currency exchange rate. *(Monitor)*
- UN Organizations may not share the information on micro assessed IP in a timely manner. *(Monitor)*
- Harmonize tax refunds and exemption policies will be impacted by changes in local legislation. *(Accept)*
- UN Organizations will not access the Central Database for LTAs on the IKM platform. *(Monitor)*
- UN Organizations may not be able to conduct in-person training due to COVID-19. *(Monitor)*
- UN Organizations may have different human resources policies that may hinder joint recruitment. *(Monitor)*
- UN Organizations may not get positive feedback from the ICSC. *(Monitor)*
- UN Organizations with field presence will not agree Dubai as the second R&R destination. *(Monitor)*
- UN Organizations will not get a good quality of services due to lack of air ambulance providers. *(Monitor)*

The **assumptions** entered for this BOS are:

- All UN Organizations and I/NGOs will ensure to pay DSAs for Government appointed officials/ civil servants. *(Significant)*
- All participating UN Organizations will benefit being co-located in regional common premises. *(Significant)*
- All UN Organizations will nominate focal points to implement the UN “Green” Initiative. *(Significant)*
- Car pooling system is able to facilitate all UN Organizations’ demand. *(Significant)*
- All hotels established common LTAs will ensure recommended COVID prevention measures are in place. *(Significant)*
- All UN Organizations are able to develop a better relationship with vendors. *(Significant)*
- All UN Organizations will actively participate in the implementation of joint training. *(Significant)*
- All UN Organizations will improve quality of service in the implementation of ICs Harmonized rates. *(Significant)*
- All UN Organizations will actively participate in the arrangement of Joint Recruitment Panels. *(Significant)*
- All UN Organizations will actively participate in the implementation of joint job posting. *(Significant)*
- All UN Organizations with field presence will actively participate to request Dubai as second R&R DS. *(Significant)*
- All UN Organizations will agree to provide proposed training for UN programmes and operation staff. *(Insignificant)*
- All UN Organizations will actively utilize the common knowledge platform. *(Significant)*
- All UN Organizations will actively participate in the completion of the survey questionnaires. *(Significant)*

D. BOS 2.0 BUDGET

The BOS budget is managed by the OMT and includes any costs required to coordinate, implement, monitor and review common services as outlined in the

Results Framework. For this BOS, the budget will be administered by the managing entity on behalf of all participating and contributing UN.

COMMON SERVICE LINES	COMMON SERVICES	BUDGET AMOUNT (estimate) USD	BUDGET FUNDED USD	BUDGET GAP USD
Common Administration services and including common facilities/premises	Car Pooling	60,000	48,000	12,000
	Environmental Sustainability of Common Premises	0	0	0
	Harmonized Travel Allowances for Partners	0	0	0
	Insurance Services	0	0	0
	Joint Business Continuity Plan (BCP)	5,000	4,000	1,000
	Accommodation Services (outsourced)	0	0	0
	Establishment of Common Premises	0	0	0
	Travel Services	0	0	0
	Vehicle Maintenance	0	0	0
	Vehicle Rental	0	0	0
	Mapping of Accessibility in Common Premises	0	0	0
	Ambulance Services, Air and Road	0	0	0
Common Finance services	Capacity Development Activities	5,000	4,000	1,000
	Unified Approach for Tax Refunds and Exemption	0	0	0
	Micro-Assessment Database	0	0	0
	Foreign Exchange Platform	0	0	0

COMMON SERVICE LINES	COMMON SERVICES	BUDGET AMOUNT (estimate) USD	BUDGET FUNDED USD	BUDGET GAP USD
Common Human Resources services	Benefits Management	0	0	0
	Human Resources Surveys	0	0	0
	Job Posting	6,000	4,800	1,200
	Joint Recruitment Panels	0	0	0
	Rate Harmonization	0	0	0
	UN Activities (UN Cares and UN Day)	40,000	32,000	8,000
	Staff Training Services	350,000	280,000	70,000
	Disability and Inclusion Training to UN Staff	0	0	0
	Gender Parity	0	0	0
Common ICT services	Common Knowledge Platform (UN collaboration services)	7,500	6,000	1,500
Common Logistics services	Harmonised Customs Clearance (outsourced)	0	0	0
Common Procurement services	Vendor Assessments and Contract Management Services	15,000	12,000	3,000
	Central Database for LTAs	0	0	0
	Central Database for Vendors	0	0	0
	Gender Responsive Procurement Sourcing	0	0	0
	Mapping of Accessible (Disability and Inclusion) venues	0	0	0
TOTAL		488,500	390,800	97,700

ANNEXES

BUSINESS
OPERATIONS
STRATEGY
2020 - 2025

2.0

ANNEX 1. UNSDCF AND BOS 2.0 LINKAGES







OUTCOME 1 : All people in Ethiopia enjoy the rights and capabilities to realize their potential in equality and with dignity.

Outputs	SDG Indicators	Participating Agencies	Identified Common Services	Responsible Common Service Lines
1.1. Young people, especially those left behind in education and employment, are equipped with the knowledge and skills required to access decent jobs and participate in civic life.		UNICEF, UNDP, ILO, FAO, WFP, IOM, UNESCO	1. Provide joint capacity building and agribusiness training for youth entrepreneur; Conduct One UN Career Fair in Addis Ababa and regions.	Common Human Resources Working Group
1.2. Gender inequalities and violence reduced, rights and accountability mechanisms strengthened and opportunities for women and children enhanced.		UN Women, IOM, UNICEF, WHO, UNFPA, UNHCR, UN-HABITAT, ILO, WFP, OHCHR	1. Support with the provision of joint capacity building to national institutions and actors to monitor and provide prevention and response services on PSEA and GBV in Ethiopia.	Common Human Resources Working Group
1.3. Equitable access to basic social services is strengthened, benefitting vulnerable, marginalized and displacement-affected people.		WHO, UNICEF, UNFPA, UN Women, UNAIDS, UNDP, UNHCR, WFP, FAO, IOM	1. Purchase of medical supplies as bulk; 2. Develop LTAs for medical supplies and Non Food Items; 3. Develop vendor database for pharmaceutical suppliers that is cleared by Ethiopian Food and Drug Administration (EFDA); Establish collaborative approach to warehousing of commodities to UN's response. 4. Support activities such as WASH, Education, Vocational, Nutrition, etc.	Common Logistics and Procurement Working Group
		UNICEF, UNHCR, WHO, UNFPA, IOM	5. Establish joint sub offices in various regions to implement projects/ programmes related to basic social services.	Common Logistics and Procurement Working Group, Common Administration Working Group & Common ICT Working Group
1.4. Displacement affected persons enabled to find safe, dignified and voluntary solutions to rebuild their lives in sustainable ways.		UNDP, UNEP, UN-HABITAT, FAO, UNHCR, IOM	1. Set-up hotlines for beneficiaries for counseling.	Common ICT Working Group
			2. Provide joint training on Micro Finance for men, women, children and youth aimed at creating a conducive environment for co-existence;	Common Human Resources Working Group & Common Logistics and Procurement Working Group
			3. Strengthen the procurement support for livestock purchases as bulk to rebuild the displacement affected persons' lives.	












OUTCOME 2 : All people in Ethiopia live in a cohesive, just, inclusive and democratic society.

Outputs	SDG Indicators	Participating Agencies	Identified Common Services	Responsible Common Service Lines
2.1. GoE's ability to improve the performance of institutions and promote participation, transparency and accountability increased at national and sub-national level.		UNHCR, UNICEF, IOM	1. Establish National Child protection case management system.	Common ICT Working Group
2.2. Capacities and mechanisms strengthened at the national and sub-national level for enhanced protection of human rights, rule of law, access to justice and protection for vulnerable populations.		UNHCR, UNDP, UNICEF, UNFPA, UN Women, IOM	1. Purchases of materials for joint construction of school, health care centers. Establish LTAs for taxis services and Car Pooling System for field visits, Community Based Planning, Micros assessments, and joint capacity building training for government officials, etc.	Common Logistics and Procurement, Common Administration Working Group & Common ICT Working Group
2.3. Peace architecture strengthened to prevent, mitigate and manage conflict and promote peace, reconciliation and social cohesion at national and local level.		UN Women, UNDP, IOM	1. Develop LTAs for Visibility Materials and map out existing contracts/ LTAs to UN's responses.	Common HR Working Group & Common Logistics and Procurement Working Group
2.4. Civil society and the media empowered to exercise their rights and enjoy increased participation in political, economic and civic space.		UNHCR, UNDP, UNICEF, UN Women	1. Develop broader LTAs for the media. 2. Carry out a joint capacity assessment of CSOs.	








OUTCOME 3 : All people in Ethiopia benefit from an inclusive, resilient and sustainable economy.

Outputs	SDG Indicators	Participating Agencies	Identified Common Services	Responsible Common Service Lines
<p>3.1. Policies, regulations and institutions strengthened to create decent jobs and to promote equal access to finance for micro, small and medium enterprises to invest in their productivity and competitiveness.</p> <p>3.2. Access to decent jobs, employment and livelihood opportunities in formal and informal sectors improved particularly for youth and women.</p>	 	UNIDO, ILO, FAO, UNESCO, UNHCR, WFP, IOM	<ol style="list-style-type: none"> 1. Recruitment of consultant for joint market analysis, training and relevant industrial and vocational skills. 2. Strengthen Micro Assessed IP database to handle cash transfers at the micro level. 	Common HR Working Group & Common Administration Working Group
		FAO, UNESCO, IOM	<ol style="list-style-type: none"> 3. Establish Inter-organization Agreement and create a pool of secondments/ national UNVs for immediate hiring for needs of Sub Offices. 	
	 	UNFPA, ILO, IOM, FAO	<ol style="list-style-type: none"> 4. Provide training on youth employment and livelihood activities and business opportunities for women in regions. 5. Establish fleet-related services for various sub officer e.g. vehicle and driver booking service, rental services, vehicle outfitting/(de-)kitting, third-party insurance, maintenance, fuel management, driver management, etc.). 	
<p>3.3. Access to innovation and new technology is increased, fostering an inclusive and diversified green economy.</p>	 	UNIDO, UNDP, ILO, FAO, IOM	<ol style="list-style-type: none"> 1. Recruit staff for policy advisory services to the GoE; capacity development to investment promotion UN Organizations (skills, tools and procedures). 	Common HR Working Group
<p>3.4. Social protection programs and systems strengthened to enhance resilience of the most vulnerable people.</p>		UNDP, FAO, UNESCO		Common Finance and HACT Working Group & Common Administration Working Group
<p>3.5. 2030 Agenda integrated in development plans and budget allocations at national and sub-national level with adequate financing mobilised.</p>		FAO, UNICEF, WFP, IOM	<ol style="list-style-type: none"> 1. Support the government to deliver 'Cash Plus' approaches. 2. Develop an LTA with bonafide institutions. 	Common Finance and HACT Working Group



OUTCOME 4 : All people in Ethiopia live in a society resilient to environmental risks and adapted to climate change.

Outputs	SDG Indicators	Participating Agencies	Identified Common Services	Responsible Common Service Lines
<p>4.1. GoE's capacity at national and subnational levels for climate and disaster risk management strengthened to build resilience.</p> <p>4.2. Normative frameworks, institutions and systems strengthened for conservation, sustainable use and equitable benefit sharing from the use of biodiversity and natural resources to ensure environmental sustainability for development.</p>	  	WHO, FAO, UN-HABITAT, WFP, UNDSS, UNDP	<ol style="list-style-type: none"> 1. Provide staff / UNVs for government institutions to strengthen emergency preparedness plan to reduce impact on people. 2. Strengthen vendor database with qualified suppliers to provide water and livestock to effected persons during the drought responses. 3. Establish joint warehouse/ storage facility in regions to support the drought response. 4. Establish the shared VSAT in Common Premises. 5. Strengthen Business Continuity Management (BCM) among UN organizations; bulk purchase of SAT phones/ VHF radios, etc. 	Common HR Working Group, Common Logistics and Procurement & Common ICT Working Group
<p>4.3. Institutions and systems strengthened, and solutions adopted to reduce pollution and increase access to clean, affordable and sustainable energy.</p>		UNECA	<ol style="list-style-type: none"> 1. Establish plastic free Common Premises/ joint sub offices in regions. 2. Introduce renewable energy, i.e. solar panels for power supplies for Common Premises/ joint sub offices in regions. 	Common Logistics and Procurement Working Group & Common Administration Working Group
<p>4.4. Governance and planning capacities strengthened at national and sub-national levels to promote sustainable urban development, especially in primary and secondary cities/towns.</p>		UNDP, UN-HABITAT, UNEP, UNIDO, FAO, UNESCO	<ol style="list-style-type: none"> 1. Purchase of items to support implementation of "Beautifying Sheger Project" on urban resilience. 2. Conduct Customer Satisfaction Surveys (Place to Place, DSA, Local Salary, SC Remuneration, Annual Review for Hardship Duty Stations, etc.) to ensure UN personnel health, safety and wellbeing. 	Common Logistics and Procurement Working Group & Common HR Working Group

ANNEX 2. COST BENEFIT ANALYSIS

SERVICES		CURRENT COST				FUTURE COST				COST AVOIDANCE		
Common Service Lines	Common Services	One Time Cost	Recurring Cost	Labor Cost	Total	One Time cost	Recurring Cost	Labor Cost	Total	Total Current Cost	Total Future Cost	Total Future Benefit
Common Administration services, including common Facilities/Premises	Travel services	0	825,233,231	154,320	825,387,551	0	824,557,216	13,408	824,570,624	825,387,551	824,570,624	816,927
Common Logistics services	Harmonised customs clearance (outsourced)	0	2,901,843	67,515	2,969,358	0	2,698,713	13,419	2,712,132	2,969,358	2,712,132	257,226
Common Administration services, including common facilities/premises	Vehicle maintenance	0	6,488,025	144,675	6,632,700	0	6,335,596	13,559	6,349,155	6,632,700	6,349,155	283,545
Common Procurement services	Vendor assessments and contract management services	0	0	105,420	105,420	0	0	7,770	7,770	105,420	7,770	97,650
Common Administration services, including common Facilities/Premises	Accommodation services (outsourced)	0	755,722,451	134,990	755,857,441	0	755,413,375	13,454	755,426,829	755,857,441	755,426,829	430,612
Common Finance services	Foreign Exchange Platform	0	49,387,049	0	49,387,049	0	24,693,525	0	24,693,525	49,387,049	24,693,525	24,693,524
Common Human Resources services	Staff training services	0	995,884	178,635	1,174,519	0	339,260	13,435	352,695	1,174,519	352,695	821,824
Common Administration services, including common Facilities/Premises	Vehicle rental	0	45,116,589	115,740	45,232,329	0	44,056,348	13,527	44,069,875	45,232,329	44,069,875	1,162,454
Common Administration services, including common Facilities/Premises	Establishment of Common Premises	3,645,000	8,694,000	439,605	12,778,605	405,000	3,488,985	48,825	3,942,810	12,778,605	3,942,810	8,835,795
TOTAL		3,645,000	1,694,539,072	1,340,900	1,699,524,972	405,000	1,661,583,018	137,397	1,662,125,415	1,699,524,972	1,662,125,415	37,399,557

ANNEX 3. IMPLEMENTATION PLAN

Please see the Business Operations Strategy 2.0 Implementation Plan on the following 39 pages.

The Implementation Plan was developed through the BOS online platform. As the BOS is set to be reviewed on an annual basis, an updated version of the Implementation Plan will be generated and included into the BOS Strategy document accordingly.

BOS country Ethiopia

Start Date 01/07/2020 Review Date 01/07/2021

Common service Accommodation services (outsourced)

Participating agencies

Common service line Common Administration services and including common Facilities/Premises

Lead Agency UNDP

FAO UNODC UNICEF

UNHCR UNFPA UNESCO

Opportunity Statement Ethiopia is one of the largest countries that accommodates many UN Organizations in Africa. There are many missions, meetings, training/ workshops and events frequently organised by UN Organizations in the capital city and regions. At the moment, as the leading agency, UNDP maintains LTAs with 29 Hotels in Addis Ababa and regions which will expire in 2021. All UN Organizations often piggyback such LTAs for their programmatic needs. Hence, the Common Administration Working Group will work together with the Common Logistics and Procurement Working Group to renew those LTAs or develop new LTAs for the above service during the BOS 2.0 (2020-2025).

UNDP UNAIDS UN

IOM WHO WFP

UN WOMEN UNOPS

Common Service KPI

KPI	Baseline	Target year 1	Target year 2	Target year 3	Target year 4	Target year 5
Estimated labour and monetary costs avoided from use of common accommodation/guest houses	324677	86122	86122	86122	86122	86122
Average rating of the common service quality and reliability through staff survey	2	3	3	4	4	4

Key Activities

Key Activities	Status of activities	Feedback on status	Start date	End date	Responsible person	Agency	Budget amount (estimate in USD)	Funded (USD)	Budget gap	End of Year expenditure (actual)
Establish common LTAs for	In progress	Establish common LTAs for	29/12/2016	01/06/2025	Ali ASSAD	UN	0.00	0.00	0.00	



accommodation services for AddisAbaba and regions.

accommodation services for AddisAbaba and regions.

Common service

Ambulance Services, Air and Road

Common service line

Common Administration services and including common Facilities/Premises

Lead Agency

UN

Opportunity Statement

Ambulance Services for Air and Road are expensive. Hence, a Common LTA for Air and Road Ambulance Services was developed during the BOS 1.0 (2013-2016) and continued throughout the the BOS 2.0 (2016-2020). It was fast, reliable, and safe way to transport medical patients. The Common Logistics & Procurement Working Group will continue this LTA during the BOS 2.0 (2020-2025) to provide the necessary support for programme/ project implementation of the UN SDCF (2020-2025) and COVID 19 responses.

Participating agencies

- WMO WHO UNOCHA
- UNV UNIDO WFP
- UN WOMEN UNOPS UN HABITAT
- UNEP UN UNCTAD
- UNODC UNCDF UNICEF
- UNAIDS IOM UNHCR
- OHCHR FAO UNFPA
- ITU ILO IFAD
- UNDP UNESCO

Common Service KPI

KPI	Baseline	Target year	Target year	Target year	Target year	Target year 5
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		1	2	3	4	
Average rating of the common service quality and reliability through agency survey	0	3	3	3	4	4

Key Activities

Key Activities	Status of activities	Feedback on status	Start date	End date	Responsible person	Agency	Budget amount (estimate in USD)	Funded (USD)	Budget gap	End of Year expenditure (actual)
Establish a common LTA for ambulance services	In progress	Establish a common LTA for ambulance services	16/12/2013	01/12/2021	Ali ASSAD	UN	0.00	0.00	0.00	

Common service

Car pooling

Common service line

Common Administration services and including common Facilities/Premises

Lead Agency

UN

Opportunity Statement

The current informal system, i.e., booking a car or a driver for field visits, events, workshops, etc. has a lot of downsides. Personal calls and networking are some of the issues as information isn't equally accessible to all UN Organizations and records do not facilitate understanding of what resources are being used, by whom and for what purpose. As it stood out, the traditional arrangement was time intensive as it consisted of lots of steps and people who need to take action in the system - all for the good reason of making sure resources are used efficiently. Hence, the UNCT Ethiopia anticipates to implement a car pooling structure for UN Organizations in the BOS 2.0 (2020-2025).

Participating agencies

ILO ITU UNDP
IOM UNODC UNOCHA
UNIDO UNICEF UNHCR
UN HABITAT UNFPA UNESCO
UNCDF UNAIDS UN
OHCHR FAO WHO
WFP UN WOMEN UNV
UNOPS

Common Service KPI

KPI	Baseline	Target year 1	Target year 2	Target year 3	Target year 4	Target year 5
Average rating of the common service quality and reliability through staff survey	0	3	3	3	3	4

Key Activities

Key Activities	Status of activities	Feedback on status	Start date	End date	Responsible person	Agency	Budget amount (estimate in USD)	Funded (USD)	Budget gap	End of Year expenditure (actual)
Develop and operationalize a common car pooling structure for UN Organizations in AddisAbaba and fi	Not started	Develop and operationalize a common car pooling structure for UN Organizations in AddisAbaba and field duty stations. A software firm should be hired to develop a fleet management programme.	01/09/2021	01/12/2022	Carlos HADDAD	UN	60,000.00	48,000.00	12,000.00	

Common service

Environmental Sustainability of Common Premises

Common service line

Common Administration services and including common Facilities/Premises

Lead Agency

UN

Opportunity Statement

Following the Beat Plastic Pollution campaign made along with the World Environment Day on 5 June 2018, the OMT supported the implementation of the plastic free UN offices and premises in Addis Ababa and paper recycling. The UNCT expects to establish a Task Force in the BOS 2.0 (2020-2025) to replace the use of plastic materials at the supermarket (using paper bags),

Participating agencies

UNOPS UNV UN WOMEN
WFP WHO IOM
OHCHR UN UNAIDS
UNCDF UNCTAD UNDP



Kaldis Coffee Shops in the UN compounds and create incentives by partnering with the private sector. The Task Force will also help supporting UN's climate change agenda and minimize plastic waste and carbon emission. It is estimated that usage of solar panels can, for instance, save up to US 11 cents per kWh. In the BOS 2.0 (2020-2025), the Common Administration Working Group will work together with the Common Logistics and Procurement Working Group to enhance this initiative and include other agencies who maintain their premises in the different locations.

UNEP UNESCO UNFPA
 UNHCR ITU UNODC
 UNOCHA FAO ILO
 UNICEF UNIDO UN HABITAT
 WMO

Common Service KPI

KPI	Baseline	Target year 1	Target year 2	Target year 3	Target year 4	Target year 5
Average rating of the common service quality and reliability through agency survey	2	3	3	4	4	4

Key Activities

Key Activities	Status of activities	Feedback on status	Start date	End date	Responsible person	Agency	Budget amount (estimate in USD)	Funded (USD)	Budget gap	End of Year expenditure (actual)



Enhance the UN "Green" initiative to tackle Climate Change and SDG Agenda 13 by including premises	In progress	Enhance the UN "Green" Initiative to tackle Climate Change and SDG Agenda 13 by including premises in field duty stations.	05/06/2018	01/12/2023	Carlos HADDAD	UN	0.00	0.00	0.00
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Common service

Establishment of Common Premises

Common service line

Common Administration services and including common Facilities/Premises

Lead Agency

UNICEF

Opportunity Statement

Given the current country context in Ethiopia where significant political, economic and administrative reforms are taking place, 5 field locations have been identified to establish common premises during the new UN SDCF and the Business Operations Strategy (BOS) 202-2025. The UNCT included this common service to achieve common premises to 50 per cent by 2021 which is the requirement set by Secretary-General. The UN Development System (UNDS) is considering the possibility of supporting to establish 5 Sub-Offices in selected regions of the country. The purpose of establishing UNDS Sub-Offices is to liaise with the Government of Ethiopia at regional levels, and to support UN project/ programme activities related to humanitarian, development and peace building in the field.

Participating agencies

UNDP UNHCR FAO
IOM UNOCHA UNICEF
UNFPA WHO WFP

Common Service KPI

KPI	Baseline	Target year 1	Target year 2	Target year 3	Target year 4	Target year 5
Reduction in Utility costs (rent, electricity and water)	0	1767159	1767159	1767159	1767159	1767159
Average rating of the common service quality and reliability through agency survey	0	3	3	3	4	4

Key Activities



Key Activities	Status of activities	Feedback on status	Start date	End date	Responsible person	Agency	Budget amount (estimate in USD)	Funded (USD)	Budget gap	End of Year expenditure (actual)
Establish 5 Common Premises in various regions in Ethiopia.	Not started	Establish 5 Common Premises in various regions in Ethiopia.	01/09/2021	01/06/2025	Carlos HADDAD	UN	0.00	0.00	0.00	

Common service

Harmonized travel allowances for partners

Common service line

Common Administration services and including common Facilities/Premises

Lead Agency

UNDP

Opportunity Statement

Due to the low and different DSA rates based on the grades of the Officials and locations, there are a lot of different practices among UN Organizations, I/NGOs and Donors in order to attract participation and attendance from the Government appointed officials/ civil servants for the project/ programmes activities. These different practices have negative impacts and caused misunderstanding among Government appointed officials/ civil servants, who attend the above activities. Therefore, it is needed to conduct a comprehensive assessment to: 1). harmonies the DSA rates among Government appointed officials/ civil servants; 2). Increase the DSA rates based on the inflation; and 3). Ensure the both UN and I/NGOs and Donors follow the DSA rate determined by the Ministry of Finance. Prior to implementation of the UN SDCF (2020-2025), the Common Finance and HACT Working Group will conduct a review with the Ministry of Ministry of Finance and Economic Cooperation of the Federal Democratic Republic of Ethiopia for the current PIM and harmonized DSA rates with the participation of I/NGOs in the BOS 2.0 (2020-2025).

Participating agencies

UNODC UNOCHA UNIDO
 UNICEF UNHCR UN HABITAT
 UNFPA UNESCO ITU
 IOM ITC FAO
 IFAD ILO WHO
 WFP UN WOMEN UN
 UNOPS UNCDF UNAIDS
 OHCHR WMO UNEP
 UNDP UNCTAD



Common Service KPI

KPI	Baseline	Target year 1	Target year 2	Target year 3	Target year 4	Target year 5
Average rating of the common service quality and reliability through agency survey	2	3	3	4	4	4

Key Activities

Key Activities	Status of activities	Feedback on status	Start date	End date	Responsible person	Agency	Budget amount (estimate in USD)	Funded (USD)	Budget gap	End of Year expenditure (actual)
Harmonize the DSA rates of the Government appointed officials/ civil servants and other stakeholders	In progress	Harmonize the DSA rates of the Government appointed officials/ civil servants and other stakeholders who are traveling to different localities with in the country for project monitoring, follow up, review meetings and training/ workshops in relation	01/04/2017	01/06/2024	Carlos HADDAD	UN	0.00	0.00	0.00	

Common service

Insurance services

Common service line

Common Administration services and including common Facilities/Premises

Lead Agency

WFP

Opportunity Statement

Due to a large number of UN Vehicles presence in the country, the UNCT in Ethiopia signed a common LTA for Insurance services for provision of motor vehicles in 2016. Accordingly, in April 2016, UNDP entered in to a LTA with

Participating agencies

UNFPA UNICEF UNIDO

UNOCHA WHO WMO

UN WOMEN UNOPS UNODC



Awash Insurance S.C. for the Provision of motor insurance to cover for own damage and third party. Since then, WPF also signed 2 LTAs for light vehicles, trucks and property in January 2019. UN ECA entered to an agreement with Nib Insurance S. Co to cover personal accidents and illness for household workers of UN personnel in November 2017. All these agreements were jointly initiated with the participation of UN Agencies, Funds, Programmes and Specialized Agencies in Ethiopia. Currently, these LTA are valid and therefore, the Common Administration Working Group and Common Logistics and Procurement Working Group should continue the LTAs for these services in the BOS 2.0 (2020-2025).

UNHCR UN HABITAT UNCTAD
 UNCDF ITU IOM
 IFAD FAO WFP
 ILO OHCHR UNAIDS
 UN UNDP UNEP
 UNESCO

Common Service KPI

KPI	Baseline	Target year 1	Target year 2	Target year 3	Target year 4	Target year 5
Average rating of the common service quality and reliability through agency survey	2	3	3	4	4	4

Key Activities

Key Activities	Status of activities	Feedback on status	Start date	End date	Responsible person	Agency	Budget amount (estimate in USD)	Funded (USD)	Budget gap	End of Year expenditure (actual)
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Create a joint LTA for insurance services and continue renewing the established LTAs.	Achieved	A joint LTA for insurance services had been established. It is required to maintain or sign a new joint LTA in the future.	01/04/2016	01/06/2025	Molla SHAREW	WFP	0.00	0.00	0.00	
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Common service

Joint Business Continuity Plan (BCP)

Common service line

Common Administration services and including common Facilities/Premises

Lead Agency

UNICEF

Opportunity Statement

There are 30 UN Organizations Ethiopia out of 31 have developed and operationalized their own Business Continuity Plans (BCPs) in March 2020. However, the UN Ethiopia does not have a joint BCP as of today. Since there are more than 14 UN Organizations located in the UN ECA Compound, it is important to have a joint BCP for the UN. In BOS 2.0 (2020-2025), the the Common Administration Working Group will work together with the ICT Working Group members and develop a joint BCP for the UN. UN Organizations recently arrived in Ethiopia will include in this activity.

Participating agencies

WMO UNEP UNDP
 UNCTAD UNCDF UNAIDS
 UN OHCHR ITU
 ITC IOM ILO
 IFAD FAO UNHCR
 WHO WFP UN WOMEN
 UNV UNOPS UNODC
 UNOCHA UNIDO UNICEF
 UN HABITAT UNESCO UNFPA



Common Service KPI

KPI	Baseline	Target year 1	Target year 2	Target year 3	Target year 4	Target year 5
Average rating of the common service quality and reliability through agency survey	2	3	3	4	4	4

Key Activities

Key Activities	Status of activities	Feedback on status	Start date	End date	Responsible person	Agency	Budget amount (estimate in USD)	Funded (USD)	Budget gap	End of Year expenditure (actual)
Develop a joint BCP for the UN and include the UN Organizations that recently arrived in Ethiopia.	In progress	Develop a joint BCP for the UN and include the UN Organizations that recently arrived in Ethiopia.	01/03/2020	01/06/2025	Carlos HADDAD	UN	5,000.00	4,000.00	1,000.00	

- Common service Mapping of Accessibility in Common Premises
- Common service line Common Administration services and including common Facilities/Premises
- Lead Agency UN
- Opportunity Statement Mapping of accessibility requirements in the UN Common Premises in Addis Ababa and the regions in line with the disability and inclusion policy.

Participating agencies

- UNIDO UNICEF UNHCR
- UN HABITAT UNEP UNCTAD
- UNCDF UNFPA UNESCO
- UNDP UNAIDS UN
- ITU UNOCHA UNODC
- UNOPS UNV UN WOMEN
- WFP WHO WMO

Common Service KPI

KPI	Baseline	Target year 1	Target year 2	Target year 3	Target year 4	Target year 5
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Key Activities

Key Activities	Status of activities	Feedback on status	Start date	End date	Responsible person	Agency	Budget amount (estimate in USD)	Funded (USD)	Budget gap	End of Year expenditure (actual)
Mapping of Accessibility in UN Common Premises in Ethiopia	Not started	Mapping of accessibility requirements in the UN Common Premises in AddisAbaba and the regions in line with the disability and inclusion policy.	01/02/2021	30/06/2025	Ali ASSAD	UN	0.00	0.00	0.00	

Common service

Travel services

Common service line

Common Administration services and including common Facilities/Premises

Lead Agency

UN

Opportunity Statement

Currently, UN ECA maintains 2 LTAs for Travel services which have been developed with the participation of All UN Agencies, Funds, Programmes and Specialized Agencies in Ethiopia. Those will expire in October 2020. Hence, the Common Administration Working Group should work together with the Common Logistics and Procurement Working Group to renew the LTA or develop new LTA in the BOS 2.0 (2020-2025).

Participating agencies

WHO WFP UN WOMEN
UNOPS UNODC UNOCHA
UNICEF UNHCR UNFPA
UNESCO UNAIDS UN
IOM ILO FAO



Common Service KPI

KPI	Baseline	Target year 1	Target year 2	Target year 3	Target year 4	Target year 5
Estimated labour and monetary costs avoided from use of common air and ground travel services	768098	163385	163385	163385	163385	163385
Average rating of the common service quality and reliability through staff survey	3	4	4	4	4	4

Key Activities

Key Activities	Status of activities	Feedback on status	Start date	End date	Responsible person	Agency	Budget amount (estimate in USD)	Funded (USD)	Budget gap	End of Year expenditure (actual)
Enhance efficiency and effectiveness in the UN personnel's travels by maintaining common LTA for Tr	In progress	Enhance efficiency and effectiveness in the UN personnel's travels by maintaining common LTA for Travel Service.	30/11/2016	01/06/2025	Ali ASSAD	UN	0.00	0.00	0.00	

Common service

Vehicle maintenance

Common service line

Common Administration services and including common Facilities/Premises

Lead Agency

WFP

Opportunity Statement

Vehicle rental services is one of the common needs for many UN Organizations who are conducting frequent field visits. UNOPS maintains its vehicle rental LTAs until May 2022, which were developed in 2020. Having had a common LTA for vehicle rental services during the BOS 2.0 (2016-2020), the UNCT was able to reduce the direct cost and increased in

Participating agencies

FAO UNODC IOM
UN UNAIDS UNDP
UNESCO ILO UNFPA
UNOPS WFP WHO



quality of services. Hence, the Common Administration Working Group will work together with the Common Logistics and Procurement Working Group to renew the LTA or develop new LTA for the above service when expired.

UNHCR UNICEF UNOCHA

Common Service KPI

KPI	Baseline	Target year 1	Target year 2	Target year 3	Target year 4	Target year 5
Estimated labour and monetary costs avoided from common vehicle maintenance	102623	56709	56709	56709	56709	56709
Average rating of the common service quality and reliability through agency survey	1	2	3	3	4	4

Key Activities

Key Activities	Status of activities	Feedback on status	Start date	End date	Responsible person	Agency	Budget amount (estimate in USD)	Funded (USD)	Budget gap	End of Year expenditure (actual)
Establish common LTA for Vehicle maintenance.	In progress	Establish common LTA for Vehicle maintenance.	01/06/2021	01/06/2021	Molla SHAREW	WFP	0.00	0.00	0.00	

Common service

Vehicle rental

Common service line

Common Administration services and including common Facilities/Premises

Lead Agency

UNOPS

Opportunity Statement

Vehicle rental services is one of the common needs for many UN Organizations who are conducting frequent field visits. UNOPS maintains its

Participating agencies

UN WOMEN UNOCHA IOM

FAO UN UNDP



vehicle rental LTAs until May 2022, which were developed in 2020. Having had a common LTA for vehicle rental services during the BOS 2.0 (2016-2020), the UNCT was able to reduce the direct cost and increased in quality of services. Hence, the Common Administration Working Group will work together with the Common Logistics and Procurement Working Group to renew the LTA or develop new LTA for the above service when expired.

UNESCO UNFPA UNHCR
UNICEF UNOPS WHO

Common Service KPI

KPI	Baseline	Target year 1	Target year 2	Target year 3	Target year 4	Target year 5
Estimated labour and monetary costs avoided use of common vehicle rental	527810	232491	232491	232491	232491	232491
Average rating of the common service quality and reliability through staff survey	2	3	3	4	4	4

Key Activities

Key Activities	Status of activities	Feedback on status	Start date	End date	Responsible person	Agency	Budget amount (estimate in USD)	Funded (USD)	Budget gap	End of Year expenditure (actual)
Renew the LTA for vehicle rental services or develop new LTA for the service when expired.	In progress	Renew the LTA for vehicle rental services or develop new LTA for the service when expired.	31/01/2016	01/06/2025	Biruk TESFAYE	UNOPS	0.00	0.00	0.00	

Common service Capacity Development Activities

Common service line Common Finance services

Lead Agency UNDP

Opportunity Statement In the BOS 2.0 (2020-2025), the Finance and HACT Working Group members will agree and determine to carry out joint HACT training for UN personnel based on the needs of the programmes/ projects of the UN SDCF (2020-2025). Hence, this common service should scale up to enhance the quality and obtain the cost avoidance.

Participating agencies

UNFPA UNDP UNICEF

Common Service KPI

KPI	Baseline	Target year 1	Target year 2	Target year 3	Target year 4	Target year 5
Average rating of the common service quality and reliability through agency survey	0	3	3	4	4	4

Key Activities

Key Activities	Status of activities	Feedback on status	Start date	End date	Responsible person	Agency	Budget amount (estimate in USD)	Funded (USD)	Budget gap	End of Year expenditure (actual)
Conduct Joint HACT training for UN staff on HACT procedures.	Not started	Conduct Joint HACT training for UN staff on HACT procedures. 2 training will be conducted with the participation of at least 25 UN staff during the BOS 2.0 (2020-2025)	01/03/2021	01/06/2025	Yodit Gebre TENSAAE	UNDP	5,000.00	4,000.00	1,000.00	

Common service Foreign Exchange Platform

Common service line Common Finance services

Lead Agency UNDP

Opportunity Statement Based on the evaluation during the BOS 2.0 (2016-2020), it was identified

Participating agencies

FAO ILO IOM
UN UNAIDS UNDP



that shared that each UN Organization undertakes foreign currency exchange dealings with banks separately though the UN Organizations use one bank (CBE) in Ethiopia. The CBE applies buying rates instead of selling rates when UN Organizations exchange foreign currency. Prior to 2014, the minimum selling rate, instead of giving the buying rate, was available for the UN. Hence, In the BOS 2.0 (2020-2025), the Common Finance Working Group will work on harmonizing foreign currency exchange dealings opening a new discussion with the National Bank of Ethiopia and Commercial Bank of Ethiopia to get a most favorable foreign currency exchange for the UN.

UNESCO UNHCR UNICEF
UNOCHA UNOPS UN WOMEN
WFP WHO

Common Service KPI

KPI	Baseline	Target year 1	Target year 2	Target year 3	Target year 4	Target year 5
Annual savings in exchange rate from use of common arrangements for foreign exchange purchases	9880750	4938705	4938705	4938705	4938705	4938705
Average rating of the common service quality and reliability through agency survey	0	3	3	4	4	4

Key Activities

Key Activities	Status of activities	Feedback on status	Start date	End date	Responsible person	Agency	Budget amount (estimate in USD)	Funded (USD)	Budget gap	End of Year expenditure (actual)
Harmonize foreign currency exchange dealings	Not started	Harmonize foreign currency exchange dealings with the National Bank of Ethiopia and Commercial Bank of Ethiopia to get the most favorable foreign currency exchange rate for the UN.	01/03/2021	01/06/2022	Anteneh HAILU	IOM	0.00	0.00	0.00	



Common service Micro-Assessment Database

Common service line Common Finance services

Lead Agency UNDP

Opportunity Statement In March 2016, Information and Knowledge Management (IKM) platform was established creating a Micro-Assessment Database for Implementing Partners (IPs). Since the the Common Finance and HACT Working Group maintains the database. Currently, the List of the micro assessed shared IPs are in the IKM platform allows any UN Organizations to review and request the respective micro assessed report for the shared IPs as needed. Hence, the Common Finance and HACT Working Group will continue to maintain the Micro Assessed shared IP Database.

Participating agencies

UNICEF UNFPA UNDP

Common Service KPI

KPI	Baseline	Target year 1	Target year 2	Target year 3	Target year 4	Target year 5
Average rating of the common service quality and reliability through agency survey	2	3	3	3	4	4

Key Activities

Key Activities	Status of activities	Feedback on status	Start date	End date	Responsible person	Agency	Budget amount (estimate in USD)	Funded (USD)	Budget gap	End of Year expenditure (actual)
Continue to maintain the Micro Assessed shared IP Database.	Not started	Continue to maintain the Micro Assessed shared IP Database in collaboration with all participation UN Organizations.	01/03/2021	01/06/2025	Yohannes TADESSE	FAO	0.00	0.00	0.00	

Common service Unified Approach for Tax Refunds and Exemption

Common service line Common Finance services

Participating agencies

WMO WHO WFP



Lead Agency

FAO

Opportunity Statement

The UN should be awarded with the tax refunds and exemption. This may require negotiation with the host country and revision in the host country agreements. In Ethiopia, the UN Organizations are required to submit tax refund documents and this results in inefficient and ineffective coordination. Therefore, in the BOS 2.0 (2020-2025), the Common Finance and HACT Working Group will work on establishing a Common approach for exemption for tax for procurement of goods and services (GST, VAT, etc) at the country level and a harmonized approach to submit and receive tax refunds.

UN WOMEN UNOPS FAO
UNOCHA UNHCR UNICEF
UNFPA UNESCO UNDP
UNAIDS UN IOM
ILO

Common Service KPI

KPI	Baseline	Target year 1	Target year 2	Target year 3	Target year 4	Target year 5
Average rating of the common service quality and reliability through staff survey	2	3	3	3	4	4

Key Activities

Key Activities	Status of activities	Feedback on status	Start date	End date	Responsible person	Agency	Budget amount (estimate in USD)	Funded (USD)	Budget gap	End of Year expenditure (actual)
Establish a Common approach for an exemption for tax for procurement of goods and services.	Not started	Establish a Common approach for an exemption for tax for procurement of goods and services (GST, VAT, etc) at the country level and a harmonized approach to submit and receive tax refunds.	01/09/2021	01/12/2022	Yohannes TADESSE	FAO	0.00	0.00	0.00	



- Common service Benefits management
- Common service line Common Human Resources services
- Lead Agency WFP
- Opportunity Statement

Following the direction of the UNCT in Ethiopia, the OMT and Common HR Working Group worked on revising the R&R destinations (keep Addis Ababa as the first R&R Destination and remove Nairobi adopting Dubai as second R&R Destination) in Ethiopia. However, with a view of streamlining the destinations, effective 1 July 2018, the R&R destination for Ethiopia has been revised as Addis Ababa. Due to lack of availability of infrastructure in Addis Ababa, some UN Organization would like to send a request to the the Human Resources Standing Committee on field duty stations to set up a second R&R destination for Ethiopia. Hence, the common service will continue this activity in the BOS 2.0 (2020-2025).

Participating agencies

- UNHCR UNFPA UNDP
- UN WOMEN UNV UNOCHA
- UNICEF IOM FAO
- WHO WFP

Common Service KPI

KPI	Baseline	Target year 1	Target year 2	Target year 3	Target year 4	Target year 5
Average rating of the common service quality and reliability through staff survey	2	3	3	4	4	4

Key Activities

Key Activities	Status of activities	Feedback on status	Start date	End date	Responsible person	Agency	Budget amount (estimate in USD)	Funded (USD)	Budget gap	End of Year expenditure (actual)
Revise the R&R destinations	Not started	Revise the R&R destinations (keep Addis Ababa as the first R&R Destination adopt Dubai as second R&R Destination) in Ethiopia. This activity is intended to implement with the in-house resources and hence their is no budget required.	01/09/2021	01/12/2022	Daniel MEBRATU	UNHCR	0.00	0.00	0.00	

Common service	Disability and Inclusion Training to UN Staff
Common service line	Common Human Resources services
Lead Agency	UN
Opportunity Statement	Mainstreaming of the human rights-based approach to disability by ensuring the rights of persons with disabilities are embedded in UNCT Ethiopia's work and ensuring their meaningful participation. The concerns and experiences of persons with disabilities will become an integral dimension of the design, implementation, monitoring and evaluation of policies and programs so the persons with disabilities benefit equally and inequality is not perpetuated within the UN system in Ethiopia. There will be an increased awareness among UN personnel on the Disability Inclusion Strategy to support implementation.

Participating agencies

UNOPS	UNICEF	UNHCR
UNFPA	UNESCO	WMO
UNV	UNODC	UNOCHA
UNIDO	UN HABITAT	UNEP
UNCTAD	UNCDF	OHCHR
ITU	ITC	IFAD
FAO	ILO	WHO
WFP	UN WOMEN	UNDP
UNAIDS	UN	IOM

Common Service KPI						
KPI	Baseline	Target year 1	Target year 2	Target year 3	Target year 4	Target year 5



Key Activities

Key Activities	Status of activities	Feedback on status	Start date	End date	Responsible person	Agency	Budget amount (estimate in USD)	Funded (USD)	Budget gap	End of Year expenditure (actual)
Disability and Inclusion Training to UN Staff	Not started	Inter-agency efforts and works to train managers and UN personnel in engaging and working with talents with disability in the UN System and ensure that the UN system is fit for purpose in relation to disability inclusion.	01/02/2021	30/06/2025	Hirut ASRAT	UN	0.00	0.00	0.00	

Common service

Gender Parity

Common service line

Common Human Resources services

Lead Agency

UN

Opportunity Statement

Enhancing institutional capacity and accountability for gender mainstreaming, and for the equal representation of women at all levels of the institution and its work. Through the UN SWAP/Gender Focal Points, working on gender mainstreaming by focusing on commonly agreed performance indicators.

Participating agencies

UN IOM ILO
 FAO WHO WFP
 UN WOMEN UNOPS UNHCR
 UNICEF UNFPA UNESCO
 UNDP UNAIDS UNV
 UNODC WMO UNOCHA
 UNIDO UN HABITAT UNEP
 UNCTAD UNCDF ITU
 ITC IFAD

Common Service KPI

KPI	Baseline	Target year 1	Target year 2	Target year 3	Target year 4	Target year 5
Average rating of the common service quality and reliability through agency survey	0	2	3	3	4	4

Key Activities

Key Activities	Status of activities	Feedback on status	Start date	End date	Responsible person	Agency	Budget amount (estimate in USD)	Funded (USD)	Budget gap	End of Year expenditure (actual)
Promote Gender Parity	Not started	Ensuring institutional coherence in Ethiopia with respect to the UN agenda for Gender Parity through the UN System-Wide Action Plan for Gender Equality and the Empowerment of Women (UN-SWAP).	01/07/2020	30/06/2025	Hirut ASRAT	UN	0.00	0.00	0.00	

Common service

Human Resources surveys

Common service line

Common Human Resources services

Lead Agency

UN

Opportunity Statement

With the leadership of UN ECA and UN RCO, the OMT and Common HR Working Group conducted the Annual Review of Hardship Duty Stations, Place to Place Survey, DSA Survey and Local Salary Survey in Ethiopia during the BOS 2.0 (2016-2020). The continuation of carrying all relevant HR surveys is critical to review and update the situation in Ethiopia due to high inflation of currency instability. All survey results will be reviewed and endorsed by the OMT, PMT, UNCT and The RC/HC before submitting to the ICSC. Hence, the HR Working Group will continue carrying out those surveys during the BOS 2.0 (2020-2025).

Participating agencies

WHO WFP UN WOMEN
UNV UNOPS UNODC
UNOCHA UNIDO UNICEF
UNHCR UNAIDS UN
OHCHR ITU UN HABITAT
ITC UNFPA IOM

UNESCO ILO UNEP
IFAD UNDP FAO
UNCTAD UNCDF WMO

Common Service KPI

KPI	Baseline	Target year 1	Target year 2	Target year 3	Target year 4	Target year 5
Average rating of the common service quality and reliability through staff survey	3	3	4	4	4	4

Key Activities

Key Activities	Status of activities	Feedback on status	Start date	End date	Responsible person	Agency	Budget amount (estimate in USD)	Funded (USD)	Budget gap	End of Year expenditure (actual)
Conduct HR Surveys	In progress	Conduct HR Surveys in partnership with concerned UN Organizations for Local Salary, Place to Place, DSA and Annual Review for Hardship Duty Stations. This activity is intended to implement with the in-house resources and there is no budget required.	01/07/2020	31/12/2020	Hirut ASRAT	UN	0.00	0.00	0.00	

Common service

Job Posting

Common service line

Common Human Resources services

Participating agencies

FAO ILO IOM

Powered by BOS 2.0 platform

24/39

Lead Agency

UNICEF

Opportunity Statement

Following the Mutual Recognition, signed by 19 UN Organizations in 2020, the Common Human Resources intends to conduct joint job posting for joint recruitment of General Service (GS) and National Officers (NO) staff. The job posting is to add value towards the quality of services (especially clients satisfaction) and efficiency of services (especially labor time savings that can lead to massive labor cost avoidance) by removing duplicated effort.

UN UNAIDS UNDP
 UNEP UNESCO UNFPA
 UNICEF UNIDO UNHCR
 UNOCHA UNOPS UNV
 WMO WHO WFP
 ITC ITU OHCHR
 UN WOMEN UNODC UN HABITAT
 UNCTAD UNCDF

Common Service KPI

KPI	Baseline	Target year 1	Target year 2	Target year 3	Target year 4	Target year 5
Average rating of the common service quality and reliability through agency survey	0	3	3	3	4	4

Key Activities

Key Activities	Status of activities	Feedback on status	Start date	End date	Responsible person	Agency	Budget amount (estimate in USD)	Funded (USD)	Budget gap	End of Year expenditure (actual)
Conduct joint job posting for joint recruitment	Not started	Conduct joint job posting for joint recruitment of General Service (GS) and	01/03/2021	01/06/2025	Farirai CHATAURWA	WFP	6,000.00	4,800.00	1,200.00	



	National Officers (NO) staff. A total of USD 6,000 the BOS 2.0 (2020-2025) cycle should be shared by all participating UN Agencies.								
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Common service

Joint Recruitment Panels

Common service line

Common Human Resources services

Lead Agency

UNICEF

Opportunity Statement

The locally managed recruitment were supported by Joint Recruitment Panels during the BOS 2.0 (2016-2020). This arrangement facilitated to ensure the transparency of recruitment and gain the efficiency to the UN recruitment. Hence, Joint Recruitment Panels will be arranged during the UN SDCF (2020-2025) implementation.

Participating agencies

UNDP FAO ILO
 IOM UN UNAIDS
 UNEP UNESCO UNFPA
 UNIDO UNICEF UNOCHA
 UNOPS UNV UN WOMEN
 WFP WHO WMO

Common Service KPI

KPI	Baseline	Target year 1	Target year 2	Target year 3	Target year 4	Target year 5
Average rating of the common service quality and reliability through agency survey	0	3	3	3	4	4

Key Activities

Key Activities	Status of	Feedback on status	Start date	End date	Responsible person	Agency	Budget amount	Funded (USD)	Budget gap	End of Year expenditure
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	activities						(estimate in USD)			(actual)
Arrange Joint Recruitment Panels for locally managed recruitment	Not started	Arrange Joint Recruitment Panels for locally managed recruitment during the UN SDCF (2020-2025) implementation. This will be implemented with the in-house processes and hence, no budget required.	01/03/2021	01/06/2025	Meron DEMISSIE BAFFA	UNICEF	0.00	0.00	0.00	

Common service

Rate harmonization

Common service line

Common Human Resources services

Lead Agency

UNDP

Opportunity Statement

With the HR Working Group's leadership, the UNCT established the Harmonized Pay Rates for Local Consultants and Support Service Staff of UN System Organizations in Ethiopia in 7 November 2019. The implementation of the above-harmonized rate was effective in January 2020. Following the Mutual Recognition, the Common Human Resources intends to harmonize the implementation of Service Contract modality among UN Organizations which will lead to enhanced consistency in payments among and within UN Organizations and reduce competition among the UN Organizations. Harmonized rates will also attract qualified experts with high caliber.

Participating agencies

UNEP UNDP UNCTAD
 UNCDF UNAIDS UN
 OHCHR UNESCO WMO
 WHO WFP UN WOMEN
 UNV UNOPS UNODC
 UNOCHA UNIDO UNICEF
 UNHCR UN HABITAT FAO
 UNFPA ITU ITC
 IOM ILO IFAD



Common Service KPI

KPI	Baseline	Target year 1	Target year 2	Target year 3	Target year 4	Target year 5
Average rating of the common service quality and reliability through agency surveys	0	3	3	4	4	4

Key Activities

Key Activities	Status of activities	Feedback on status	Start date	End date	Responsible person	Agency	Budget amount (estimate in USD)	Funded (USD)	Budget gap	End of Year expenditure (actual)
Implementation of Harmonized rates for National IC	Not started	Implementation of Harmonized rates for National Individual Consultants (ICs). National ICs rates were harmonized during the BOS 2.0 (2016-2020) and therefore, no budget required to implement.	01/03/2021	01/12/2021	Hirut ASRAT	UN	0.00	0.00	0.00	

Common service

Staff training services

Common service line

Common Human Resources services

Lead Agency

UNDP

Opportunity Statement

During the BOS 2.0 (2016-2020), one joint Competency Based Interview Skills for Panel Members (CBI) training conducted. In addition, 6 public procurement joint training on CIPS 2, CIPS 3 and CIPS 4 were conducted and 162 UN staff have obtained the certifications from the Chartered Institute of Procurement and Supply (CIPS). Following the agreement made with the UNCT and OMT, the HR Working Group will lead the training programmes on Public Procurement- CIPS, Project Management - PRINCE 2, Results Based Management (RBM), Monitoring and Evaluation (M&E), Public Finance, Business Continuity Management, etc. that the UNCT/ OMT proposed in the BOS 2.0 (2020-2025). Further, the HR Working Group will also consider to provide local training opportunities, UN specific learning web, etc.

Participating agencies

UNOPS ILO FAO
UNAIDS UN WOMEN WFP
WHO UNICEF UNHCR
UNFPA UNESCO UNDP
UN IOM

Common Service KPI

KPI	Baseline	Target year 1	Target year 2	Target year 3	Target year 4	Target year 5
Estimated labour costs avoided through implementation of common HR initiatives	6099	164372	164372	164372	164372	164372
Average rating of the common service quality and reliability through staff survey	2	3	3	4	4	4

Key Activities

Key Activities	Status of activities	Feedback on status	Start date	End date	Responsible person	Agency	Budget amount (estimate in USD)	Funded (USD)	Budget gap	End of Year expenditure (actual)
Lead the training programmes for the UN programme and operations staff	Not started	Lead the training programmes on Public Procurement- CIPS, Project Management – PRINCE 2, Results-Based Management (RBM), Monitoring and Evaluation (M&E), Public Finance, Business Continuity Management, etc. and also consider providing local training	01/03/2021	01/06/2025	Farirai CHATAURWA	WFP	350,000.00	280,000.00	70,000.00	

Common service UN activities (UN Cares & UN Day)

Common service line Common Human Resources services

Lead Agency UN

Opportunity Statement The HR Working Group will identify collaborate platform for jointly implemented UN activities such as UN Day, UN Cares, One UN Career Fair, where they may be need for pooled resources to implement. During the BOS 2.0 (2020-2025), the HR Working Group will also look into implementing the UNCT Reward Framework, which was establish in June 2017 in order to recognize the UN personnel's contribution, participation and leadership for

Participating agencies

FAO ILO IOM
UN UNAIDS UNEP
UNDP UNESCO UNFPA
UN HABITAT UNHCR UNICEF
UNIDO UNOCHA UNOPS



common operations, programme and communications activities.

UNV UN WOMEN WHO
WMO UNCDF OHCHR
ITU ITC IFAD
UNCTAD UNODC WFP

Common Service KPI

KPI	Baseline	Target year 1	Target year 2	Target year 3	Target year 4	Target year 5
Average rating of the common service quality and reliability through staff survey	2	3	3	4	4	4

Key Activities

Key Activities	Status of activities	Feedback on status	Start date	End date	Responsible person	Agency	Budget amount (estimate in USD)	Funded (USD)	Budget gap	End of Year expenditure (actual)
Implement the UNCT Reward Framework and UN Career Fair	Not started	The UNCT will implement the 5 Reward Framework and conducts 2 One UN Career Fairs. USD 2,000 per Reward Framework and USD 15,000 per UN Career Fair are required.	01/03/2021	01/06/2025	Hirut ASRAT	UN	40,000.00	32,000.00	8,000.00	

Common service

Common Knowledge platform (UN collaboration services)

Participating agencies

Powered by BOS 2.0 platform

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Common service line Common ICT services

Lead Agency UNDP

Opportunity Statement The ICT Working Group established the Information and Knowledge Management (IKM) platform for all One UN Working Groups in March 2016 with an aim to improve UN system-wide communication and collaboration. The IKM Platform consists of the following information: Accountability Framework, LTAs Database, LTAs M&E Tool, IPs database, UNCT knowledge products, reports, best practices and publications. Since then, the OMT and OMT Working Groups are using the IKM platform more frequently. For the BOS 2.0 (2020-2025), the ICT WG continue maintaining the IKM platform while providing more training to all WGs and the OMT on how to use it.

FAO ILO IOM
UN UNAIDS UNDP
UNESCO UNFPA UN HABITAT
UNHCR UNICEF UNIDO
UNOCHA UNODC UNOPS
UN WOMEN WFP WHO
WMO

Common Service KPI

KPI	Baseline	Target year 1	Target year 2	Target year 3	Target year 4	Target year 5
Average rating of the common service quality and reliability through agency survey	2	3	3	4	4	4

Key Activities

Key Activities	Status of activities	Feedback on status	Start date	End date	Responsible person	Agency	Budget amount (estimate in USD)	Funded (USD)	Budget gap	End of Year expenditure (actual)
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Maintain the IKM platform and provide training to all WGs and the OMT on how to use it.	Not started	Continue maintaining the IKM platform while providing more training to all WGs and the OMT on how to use it. A total of USD 1,500 per year needs for troubleshooting and technical maintenance of the platform.	01/09/2020	01/06/2025	Yogendra RAI	UNICEF	7,500.00	6,000.00	1,500.00	
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Common service Harmonised customs clearance (outsourced)

Common service line Common Logistics services

Lead Agency WFP

Opportunity Statement In view of the UN Humanitarian, Development and Peacebuilding Operations in the country by several UN Organizations, there is a huge comparative advantage for the UN to harmonies the custom clearance. WFP has a signed 1 LTA for Customs Clearance in September 2018 with participation of UN Agencies, Funds, Programmes and Specialized Agencies in Ethiopia. This is valid until October 2020. With the support of the Common Logistics and Procurement Working Group, WFP will renew the LTA or develop new LTA in the BOS 2.0 (2020-2025).

Participating agencies

UN UNDP UNESCO

UNFPA UNICEF UNOPS

WFP

Common Service KPI

KPI	Baseline	Target year 1	Target year 2	Target year 3	Target year 4	Target year 5
Estimated costs avoided through joint custom clearance and exemption services	82684	51444	51444	51444	51444	51444
Average rating of the common service quality and reliability through agency survey	3	4	4	4	4	4

Key Activities

Key Activities	Status of activities	Feedback on status	Start date	End date	Responsible person	Agency	Budget amount (estimate in USD)	Funded (USD)	Budget gap	End of Year expenditure (actual)
Establish a common LTA for custom clearance	Not started	This activity is expected to complete by Q4 2020.	01/09/2020	01/12/2020	Molla SHAREW	WFP	0.00	0.00	0.00	

Common service Central Database for LTAs

Common service line Common Procurement services

Participating agencies



Lead Agency

UNDP

Opportunity Statement

In March 2016, Information and Knowledge Management (IKM) platform was established creating a Central Database for LTAs. Since the the Common Logistics and Procurement Working Group maintains the database. During the BOS 2.0 (2016-2020), 84 joint LTAs developed for 24 major categories of good and services and uploaded in the IKM platform. This database facilitates to register and manage Long Term Agreements (LTAs). Hence, the Common Logistics and Procurement Working Group will continue the Central Database for LTAs during the BOS 2.0 (2020-2025) uploading new LTAs while maintaining the LTAs that were already developed.

UNDP UN IOM
ILO UNESCO UNFPA
UNHCR UNICEF UNODC
UNOPS UN WOMEN WFP
WHO WMO FAO
UNAIDS

Common Service KPI

KPI	Baseline	Target year 1	Target year 2	Target year 3	Target year 4	Target year 5
Average rating of the common service quality and reliability through agency survey	2	3	3	3	4	4

Key Activities

Key Activities	Status of activities	Feedback on status	Start date	End date	Responsible person	Agency	Budget amount (estimate in USD)	Funded (USD)	Budget gap	End of Year expenditure (actual)
Establish and manage a Central Database for Long Term Agreements (LTAs) to register and manage LTA.	In progress	Establish and manage a Central Database for Long Term Agreements (LTAs) to register and manage LTA.	03/03/2016	01/06/2025	Ayehu Behan LEMMA	FAO	0.00	0.00	0.00	

Common service Central Database for Vendors

Common service line Common Procurement services

Lead Agency UNDP

Opportunity Statement In March 2016, Information and Knowledge Management (IKM) platform was established creating a Central Database for Vendors. Since the the Common Logistics and Procurement Working Group maintains the database. During the BOS 2.0 (2016-2020), the details of 621 Vendors/ Suppliers were included in the IKM platform and it enhanced the common procurement activities in Ethiopia. The Common Logistics and Procurement Working Group will maintain the Vendor/ Supplier Database during the BOS 2.0 (2020-2025) without any change.

Participating agencies

UNDP UNESCO UNFPA
UNHCR UNICEF UNODC
UNOPS UN WOMEN WFP
WHO WMO UN
IOM ILO FAO

Common Service KPI

KPI	Baseline	Target year 1	Target year 2	Target year 3	Target year 4	Target year 5
Average rating of the common service quality and reliability through agency survey	1	2	3	3	4	4

Key Activities

Key Activities	Status of activities	Feedback on status	Start date	End date	Responsible person	Agency	Budget amount (estimate in USD)	Funded (USD)	Budget gap	End of Year expenditure (actual)
Establish a Central Database for Vendors	In progress	Establish and manage a Central Database for Vendors. Collection of the vendors' information and uploading them in the IKM platform are required.	03/03/2016	01/06/2025	Ayehu Berhan LEMMA	FAO	0.00	0.00	0.00	

Common service Gender Responsive Procurement Sourcing

Common service line Common Procurement services

Lead Agency UN

Opportunity Statement There will be increased number of women-owned businesses (WoB) participating in UN procurement and supply chains under the BOS by ensuring that Gender Responsive Procurement (GRP) is mainstreamed throughout the procurement and supply chain macro and micro-processes. Women entrepreneurs in the local market will be empowered and contribute to achieving the SDGs.

Participating agencies

WMO WHO UNOCHA
UNAIDS WFP UN WOMEN
UNOPS UNICEF UNHCR
UNFPA UNESCO UNDP
UN IOM ILO
FAO

Common Service KPI

KPI	Baseline	Target year 1	Target year 2	Target year 3	Target year 4	Target year 5
Average rating of the common service quality and reliability through agency survey	0	2	3	3	4	4

Key Activities

Key Activities	Status of activities	Feedback on status	Start date	End date	Responsible person	Agency	Budget amount (estimate in USD)	Funded (USD)	Budget gap	End of Year expenditure (actual)
Establish Gender Responsive Procurement	Not started	Gender Responsive Procurement through	01/07/2021	30/06/2025	Molla SHAREW	WFP	0.00	0.00	0.00	



Sourcing	sourcing women-owned managed vendors in Ethiopia to narrow the gender gap and yield tangible benefits for the UN and contribute to the SDG 5 and 17.								
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Common service Mapping of Accessible (Disability & Inclusion) venues

Common service line Common Procurement services

Lead Agency UN

Opportunity Statement Mainstreaming of the human rights-based approach to disability by ensuring the rights of persons with disabilities are embedded in UNCT Ethiopia's work and ensuring their meaningful participation. The mapping of accessible venues will support the implementation of the Disability Inclusion Strategy in Ethiopia and also raise awareness of the vendors.

Participating agencies

- WFP UN WOMEN UNOPS
- WMO UNICEF UNHCR
- UNOCHA ILO UNFPA
- UNESCO UNDP UN
- IOM WHO FAO
- UNAIDS

Common Service KPI

KPI	Baseline	Target year 1	Target year 2	Target year 3	Target year 4	Target year 5
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Key Activities

Key Activities	Status of activities	Feedback on status	Start date	End date	Responsible person	Agency	Budget amount (estimate in USD)	Funded (USD)	Budget gap	End of Year expenditure (actual)
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Mapping of Accessible (Disability & Inclusion) venues	Not started	Inter-agency efforts and works to map accessible venues for UN Events and include accessibility requirements in the UN tenders in Ethiopia.	01/02/2021	30/06/2025	Ali ASSAD	UN	0.00	0.00	0.00
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Common service

Vendor assessments and contract management services

Common service line

Common Procurement services

Lead Agency

UN

Opportunity Statement

During the BOS 2.0 (2016-2020), a UN Suppliers Feedback Survey was conducted between 22 March and 2 April 2019. 45 business partners participated in the survey and provided the feedback and recommendation to improve the business relationship between suppliers and UN System Organizations. Accordingly, a joint UN Business Seminar was conducted on 3 April 2019 with 127 participants (105 vendors and 22 UN Procurement Staff members) whereby all UN agencies passed messages to their suppliers and got feedback from them. Hence, the Common Logistics and Procurement Working Group will continue Vendor assessments and contract management services in the BOS 2.0 (2020-2025) without any change.

Participating agencies

FAO ILO IOM
UN UNDP UNESCO
UNFPA UNHCR UNICEF
UNODC UNOPS UN WOMEN
WFP WHO

Common Service KPI

KPI	Baseline	Target year 1	Target year 2	Target year 3	Target year 4	Target year 5
Average rating of the common service quality and reliability through agency survey	2	3	3	4	4	4
Estimated administration costs avoided [USD] from joint vendor assessment and contract management serv	6172	19330	19330	19330	19330	19330

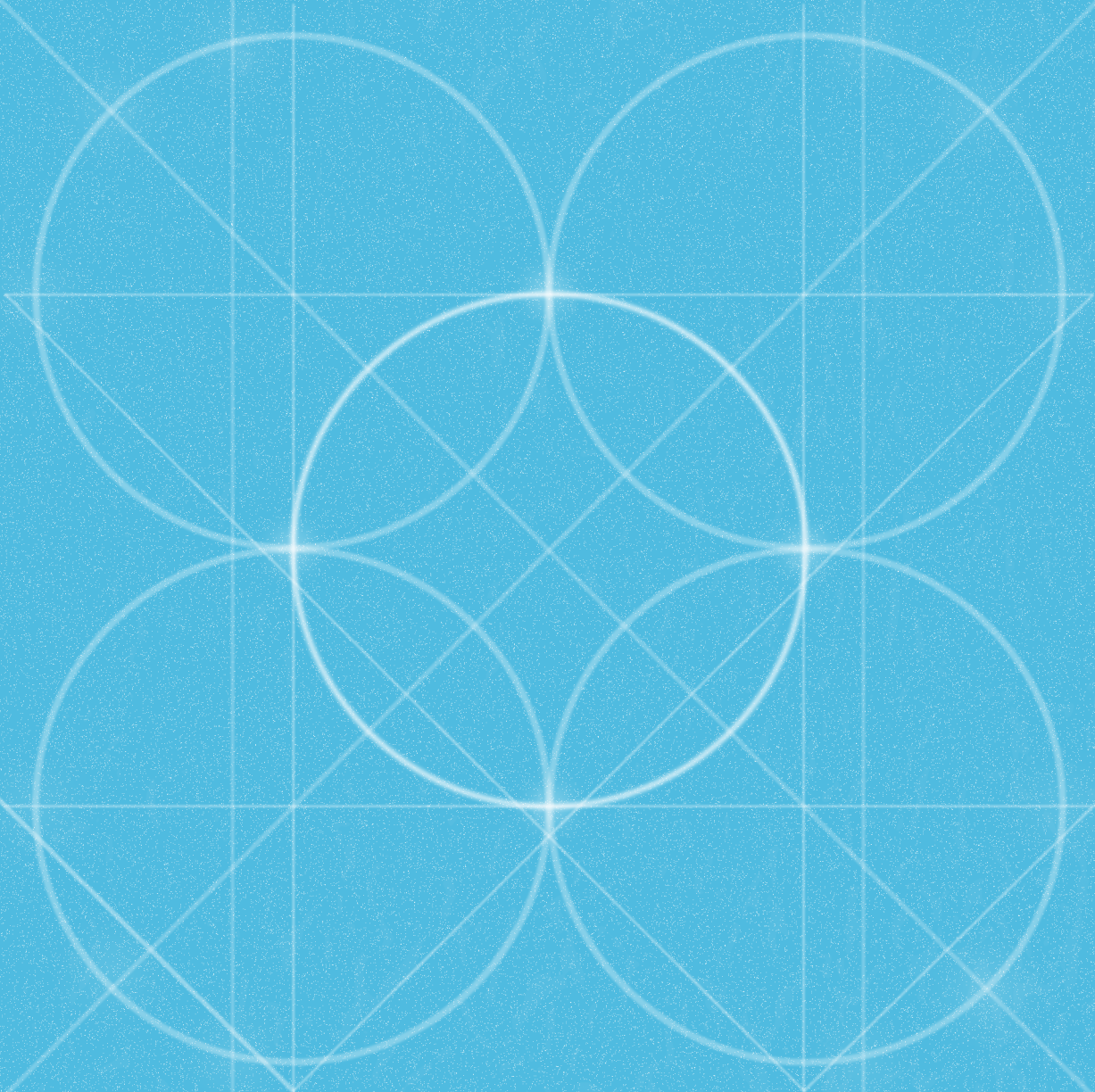


Key Activities

Key Activities	Status of activities	Feedback on status	Start date	End date	Responsible person	Agency	Budget amount (estimate in USD)	Funded (USD)	Budget gap	End of Year expenditure (actual)
Conduct contract management of common contracts such as LTAs and performance evaluation.	In progress	Conduct contract management of common contracts such as LTAs and performance evaluation. USD 3,000 per year needs for Awareness Workshops for Vendors.	22/03/2019	01/06/2025	Molla SHAREW	WFP	15,000.00	12,000.00	3,000.00	



UNITED
NATIONS
ETHIOPIA



ETHIOPIA