

# Business Operations Harmonization at Country Level: Monitoring and Evaluation Framework and Reporting Process

## Annexes

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## Annex A. Indicator Definitions and Measurement

[All cost figures and results are in United States dollars (USD) at the official UN rate on the day of calculation.]

| Indicator                                                                                         | KPI [yes/no] | Rationale                                                                                                                                                                                                                                                                                                                                                                                                  | Calculation and Target                                                                                                                                                                                                                                                     | Data Sources                                                                                |
|---------------------------------------------------------------------------------------------------|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| <b>1. Management process of effective business operations harmonization [A]</b>                   |              |                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                            |                                                                                             |
| <b>A1.a</b><br>No. common services established for each business operations area                  | yes          | <p>A key outcome of more effective management processes and arrangement for business operations harmonization are common services.</p> <p>These are defined broadly to encompass any harmonized arrangement under the 7 business operations areas in this framework, such as: LTAs, common service MoUs and agreements, a UN website, a common HR initiative that is a new way of doing business, etc.</p> | <p>There are 7 business operations areas identified in the framework.</p> <p>For each area count the number of established common services.</p> <p>Calculated annually and cumulatively to measure new services that are established.</p> <p>Target determined by OMT.</p> | - OMT reviews and reports                                                                   |
| <b>A1.b</b><br>Business Operations Strategy (BOS) approved (y/n)                                  | no           | <p>This indicator is relevant only for countries opting to use a BOS. The existence of an approved BOS indicates leadership and commitment at country level for BOH.</p>                                                                                                                                                                                                                                   | <p>This is a binary or 'yes-no' indicator that reports the <i>existence</i> of a BOS. It does not gauge quality.</p> <p>There is no target.</p>                                                                                                                            | <p>- Approved BOS Strategy document;</p> <p>- OMT reports</p> <p>- No baseline required</p> |
| <b>A2.a</b><br>No. Good business operations practices applied at country level out of 10 [scored] | yes          | <p>This is a single indicator that consolidates the good management practices of Business Operations pilot countries and those identified by the UNDG/HLCM.</p> <p>The good practices are</p>                                                                                                                                                                                                              | <p>The indicator is self-assessed by the OMT annually. Each of practices receives a simple "yes/no" response, verified with field visits, and reports.</p> <p>The final indicator is the total number of practices being applied or 'yes' responses out</p>                | <p>- OMT annual review and report</p> <p>- No baseline required</p>                         |

| Indicator                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | KPI [yes/no] | Rationale                                                                                                                                              | Calculation and Target                                       | Data Sources |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |              | recommendations only.<br>The good practices have been selected such that the indicator is <u>not</u> dependent on there being an overall BOS strategy. | of a possible 10<br>[e.g. 6/10]<br>Target determined by OMT. |              |
| <p><u>Good practices:</u><br/>Self-assessment by OMT of the total number of practices being applied out of a possible 10:</p> <ol style="list-style-type: none"> <li>1. The Operations Management Team (OMT) is chaired by a Head of Agency and member of the UNCT, on a rotating basis</li> <li>2. An OMT capacity assessment has been conducted and skills development plan prepared, costed, and budgeted, including consideration of CIPS certification</li> <li>3. A baseline analysis of spending on major categories of goods and services has been conducted (procurement volumes; N<sup>o</sup> transactions, suppliers, existing LTAs)</li> <li>4. A cost-benefit analysis has been carried-out for proposed common business solutions</li> <li>5. Priorities for common business operations have been formally agreed by the UNCT</li> <li>6. The OMT has an approved annual work plan with tangible linkages to the results in the UNDAF, UNDAF Action Plan, or One Programme</li> <li>7. OMT sub-working groups or task teams are established with lead agencies and have responsibility for specific results under the OMT work plan</li> <li>8. OMT matters and regular progress reports against the approved work plan are a standing item during regular UNCT meetings</li> <li>9. A summary of the annual BOS progress report, including key indicators, is included in the Resident Coordinator's Annual Report (RCAR)</li> <li>10. The performance appraisal process for OMT members includes review of responsibilities related to business operations harmonization</li> </ol> |              |                                                                                                                                                        |                                                              |              |

| Indicator                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | KPI [yes/no] | Rationale                                                                                                                                                   | Calculation and Target                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Data Sources                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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| <b>2. Procurement [P]</b><br><i>Note: For all procurement indicators, the HLCM Procurement Network is developing a <b>Universal Log</b> to help CO, RO, HQ record the results of collaborative procurement, e.g., savings, efficiency, quality improvement.</i>                                                                                                                                                                                                                                                                                                                                 |              |                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>P1.a</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |              |                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Estimated savings [USD] through collaborative procurement *                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | yes          | This KPI is a direct indicator of effectiveness. It estimates savings from volume discounts captured by combined, collaborative procurement by UN agencies. | <p>Savings are calculated for each good or service covered by collaborative procurement with the following:</p> <p><b>Savings = (A – A+1) x V</b><br/>[all figures in USD]</p> <p>Where:</p> <ul style="list-style-type: none"> <li>- <b>A</b> is the unit cost of the good or service in the baseline year in USD</li> <li>- <b>A+1</b> is the unit cost of the good or service under the LTA in USD</li> <li>- <b>V</b> is the volume of the good or service procured in the year.</li> </ul> <p>Calculated annually, for each year of LTA<br/>Savings for the programme cycle are the simple sum of savings from each year under the LTA</p> <p>Target determined by OMT, based on common procurement estimates or from BOS cost-benefit analysis.</p> | <p>- Baseline of procurement volume and spending for each good and service targeted for collaborative procurement [USD]</p> <p>- Annual update of procurement volume and spending using collaborative procurement procedures [USD]</p> <p>See:<br/>(1) HLCM-UNDG, Common UN Procurement at the Country Level, 2012, 3.3.</p> <p>(2) UNGD, Guidance note on developing UN Business Operations Strategy (BOS), DRAFT, Ch2.</p> <p>(3) HLCM Procurement Network, UN Collaborative Procurement Log.</p> |
| <p>* Collaborative Procurement refers to contracts or long term agreements (LTA) utilised or concluded through the efforts of two or more UN Agencies.</p> <p>It is equated with the terms: (1) Common Procurement; (2) Harmonized Procurement.</p> <p><i>Note: This formula is relatively simple. It addresses fluctuations in volume and market prices. It is not adjusted for inflation in the USD. This measure is an <u>estimate</u> given the complexities of measuring cost savings from procurement over time due to daily fluctuations in volumes, prices, and exchange rates.</i></p> |              |                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

| Indicator                                                                                                                                              | KPI [yes/no] | Rationale                                                                                                                                                                                                                                                                                                                                    | Calculation and Target                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Data Sources                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>P2.a</b><br>Ratio of total procurement spending, both local and international, with a harmonized approach to the total value of annual procurement* | no           | <p>This is a value for money (VFM) indicator of effectiveness. It shows the change in collaborative procurement spending as a proportion of total procurement spending.</p> <p>This indicator is useful for countries <u>without</u> a baseline of procurement volume and spending prior to use of collaborative procurement procedures.</p> | <p><b>Total procurement spending using harmonized approach</b></p> <hr/> <p><b>Total value of annual procurement*</b></p> <p><b>x 100</b></p> <p>[all figures in USD]</p> <p>The higher the ratio the greater the use of collaborative procurement approaches.</p> <p>Target determined by OMT</p> <p><i>*Note: Calculation of the denominator or 'total value of annual procurement' counts procurement <u>only</u> on OMT agreed categories of goods and services for collaborative procurement. It excludes:</i></p> <p>(i) strategic procurement by agencies;</p> <p>(ii) procurement conducted at HQ level on behalf of COs.</p> | <p>- Annual update of procurement volume and spending for all agreed categories of goods and services using common LTAs, contracts [USD]</p> <p>[This is numerator]</p> <p>- Annual update of procurement volume and spending for all agreed categories of goods and services for collaborative procurement [USD]</p> <p>[This is denominator]</p> <p>- No baseline required.</p> |
| <b>P3.a</b><br>Estimated <b>transaction costs avoided</b> [USD] from use of collaborative procurement                                                  | no           | <p>This is an optional efficiency indicator. Measurement is based on the estimated reduction in the cycle time for procurement actions [e.g. time required to execute a process].</p> <p>This cycle time estimate is based on a cost comparison of procurement processing time with and without a common LTA.</p>                            | <p>Avoided costs are calculated for each good or service covered by collaborative procurement with the following:</p> <p><b>Transaction Costs Avoided = CA x T</b></p> <p>[all figures in USD]</p> <p>Where:</p> <p>- <b>CA</b> is the estimated costs avoided in USD from use of a standard</p>                                                                                                                                                                                                                                                                                                                                      | <p>- Measurement depends on <b>CA</b> which is the dollar difference between a standard procurement process with and without common LTA. This requires activity-based costing at country level of a standard or generic procurement action with <i>and</i> without an LTA.</p> <p>See <b>Annex B</b> for an easily</p>                                                            |

| Indicator                                                                                                | KPI [yes/no] | Rationale                                                                                                                                                                                                                                                                                                                 | Calculation and Target                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Data Sources                                                                                                                                                                                                                                          |
|----------------------------------------------------------------------------------------------------------|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                          |              |                                                                                                                                                                                                                                                                                                                           | <p>procurement process with LTA</p> <ul style="list-style-type: none"> <li>- <b>T</b> is the annual number of transactions for each category of good and service procured with LTA</li> </ul> <p>Calculated annually, for each year of LTA</p> <p>Savings for the programme cycle are the simple sum of savings from each year in the LTA</p> <p>Target determined by OMT, based on common procurement estimates or from BOS cost-benefit analysis.</p>                                                                                                                                   | <p>adapted example from Rwanda.</p> <p>See:</p> <p>(1) HLCM-UNDG, Common UN Procurement at the Country Level, 2012, A.9 Activity Based Costing.</p> <p>(2) UNDG, Guidance note on developing UN Business Operations Strategy (BOS), DRAFT, 2.4.2.</p> |
| <b>P3.b</b><br>Estimated <b>administration costs avoided</b> [USD] from use of collaborative procurement | no           | This is an optional efficiency indicator. Measurement is based on the difference between the administrative costs of individual agencies to set-up and manage individual LTAs or contracts and the administration costs of all participating agencies to set-up, piggy-back and manage a common LTA or contract together. | <p>Avoided administration costs are calculated for each good or service covered by collaborative procurement with the following:</p> <p><b>Admin. Costs Avoided = AC – TC</b><br/>           [all figures in USD]</p> <p>Where:</p> <ul style="list-style-type: none"> <li>- <b>AC</b> is the sum of <u>all</u> individual agencies costs to set-up and manage the LTA or contract</li> <li>- <b>TC</b> is the total administration costs of all participating agencies to set-up up, piggyback, and manage a common LTA or contract together</li> </ul> <p>Target determined by OMT.</p> | <p>See:</p> <p>HLCM Procurement Network is <b>Procurement Log</b></p>                                                                                                                                                                                 |

| Indicator                                                                                                                                                                 | KPI [yes/no] | Rationale                                                                                                                                                                                                             | Calculation and Target                                                                                                                                                                                                                                                                                                | Data Sources                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>P4.a</b><br>% Vendors assessed as meeting minimum service standards for goods and services agreed in <b>common LTA</b> and provider contract.                          | no           | This is an optional quality indicator. It measures the extent to which vendors are meeting minimum expected service standards. It does not compare the quality of common procurement services to pre-common services. | $\frac{\text{Total N}^{\text{a}} \text{ Vendors under common procurement arrangements that meet minimum service standards}}{\text{Total N}^{\text{a}} \text{ Vendors under common procurement arrangements}} \times 100$ <p>A higher result indicates stronger vendor performance</p> <p>Target determined by OMT</p> | - Updated vendor database for collaborative procurement<br>- Annual assessment by OMT of vendor performance against minimum performance standards<br><br>- No baseline required. Once used, results can be compared from year to year. |
| <b>P4.b</b><br>% Staff surveyed who are satisfied with that quality of collaborative procurement services                                                                 | no           | This is an optional quality indicator. It is a composite indicator based on responses to a set of standard statements by the users of the collaborative procurement system.                                           | <p>The result is the average of user satisfaction statements, on a scale of 1 to 6, where 6 is high and 1 is low.</p> <p>A higher result indicates greater satisfaction.</p> <p>Target determined by OMT</p>                                                                                                          | - Survey of UN staff satisfaction with collaborative procurement services<br>- OMT reports<br>- No baseline required. Once used, results can be compared from year to year.<br>See <b>Annex C</b> for model survey and calculation.    |
| <b>P5.a</b><br>N <sup>a</sup> reviews undertaken to assess whether common LTAs <sup>1</sup> are appropriate for agreed categories of goods and services for collaborative | no           | The use of LTAs for high demand goods and services is the most                                                                                                                                                        | <p>Add number of LTA assessments carried-out by OMT.</p> <p>Calculated annually and cumulatively.</p> <p>Target determined by OMT</p>                                                                                                                                                                                 | - OMT reports                                                                                                                                                                                                                          |

<sup>1</sup> **LTA: Long Term Agreement.** Several terms are used throughout the UN system for this type of contractual arrangement e.g. Long term arrangement, Framework contract, Blanket agreement, Standing offer, or System contract.

| Indicator                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | KPI [yes/no] | Rationale                                                                                                                                                                                                                                      | Calculation and Target                                                                                                                                                                                                                                                                                                                           | Data Sources                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|
| procurement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |              | frequently used method to secure cost reductions and efficiency gains <sup>2</sup> .                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                         |
| <b>P5.b</b><br>Value of purchase orders (PO) raised against common LTAs and contracts[USD]                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | yes          | The decision to pursue an LTA should be based on an analysis of its costs and benefits.                                                                                                                                                        | Add the total dollar value of purchase orders raised against common LTAs and contracts for agreed categories of good and services.<br><br>Calculated annually and cumulatively.<br><br>Target determined by OMT                                                                                                                                  | - LTA database<br><br>- No baseline required. Once used, results can be compared from year to year.                     |
| <b>P6.a</b><br>N <sup>o</sup> Good procurement practices applied at country level out of 9 [scored]                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | yes          | This is a single indicator that consolidates the good procurement practices of Business Operations pilot countries and those identified by the UNDG/HLCM.<br><br>The indicator is <u>not</u> dependent on there being an overall BOS strategy. | The indicator is self-assessed by the OMT and/or CPT annually. Each of practices receives a simple 'yes-no' response.<br><br>See output P6 (part 2) for the list of good practices.<br><br>The final indicator is the total number of practices being applied or 'yes' responses out of a possible 9 [e.g. 4/9]<br><br>Target determined by OMT. | - OMT/CPT annual review and report<br><br>- No baseline required. Once used, results can be compared from year to year. |
| <u>Good practices:</u><br>1. There is a signed statement of commitment by the UNCT to common procurement, including the use of common LTAs wherever it makes sense to do so<br>2. The OMT uses Guidelines for Common UN Procurement at the Country Level for collaborative procurement activities.<br>3. A Common Procurement Review Committee (CPRC) has been established for common procurement activities<br>4. A common procurement team is established with a TOR and responsibility for specific results under the OMT work plan<br>5. A lead agency is appointed for each of the major categories of goods and services |              |                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                         |

<sup>2</sup> HLCM Working Group on Harmonization, Procurement Process and Practice Harmonization in Support for Field Operations, Survey and OMT Chair Interviews, FINAL. 34.

| Indicator                                                                                                                                                                                        | KPI [yes/no] | Rationale | Calculation and Target | Data Sources |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------|------------------------|--------------|
| 6. A common LTA database is used to record all local LTAs, including common LTAs and LTA supplier performance (Note: Use of the UN Global Marketplace (UNGM) LTA module is strongly recommended) |              |           |                        |              |
| 7. A common vendor database is available and updated annually (Note: Use of the UNGM vendor portal is strongly recommended)                                                                      |              |           |                        |              |
| 8. A UN procurement website is operational (Note: Use of the UNGM procurement portal is strongly recommended e.g., tender notice, award announcement, knowledge sharing, etc.)                   |              |           |                        |              |
| 9. Regular in-service orientation and training is carried out by the OMT to strengthen procurement skills and capabilities at all levels                                                         |              |           |                        |              |

| Indicator                                                                                                       | KPI [yes/no] | Rationale                                                                                                                                                                                                                                                                        | Calculation and Target                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Data Sources                                                                                                                                                                                                                                                                                                     |
|-----------------------------------------------------------------------------------------------------------------|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>3. Human Resources [H]</b>                                                                                   |              |                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                  |
| <b>H1.a</b><br>Average times to fill vacancies through common recruitment processes                             | no           | <p>This is an optional indicator of operational efficiency. It measures the average time it takes from having a job vacancy to filling the position.</p> <p>It relates <u>only</u> to vacancies advertised and filled through a common recruitment process at country level.</p> | <p><b><i>Total time of open job vacancies</i></b></p> <hr/> <p><b><i>Total N<sup>o</sup> vacancies</i></b></p> <p>The indicator is measured in time, normally days and weeks.</p> <p>A lower result indicates a more efficient recruitment process.</p> <p>Target determined by OMT.</p> <p>Calculated annually</p> <p><i>Note. For benchmarking, the <a href="#">CIPD</a> offers the following:</i></p> <ul style="list-style-type: none"> <li>- 12.5 weeks for Managers and professionals</li> <li>- 6.5 weeks for Administrative, secretarial and technical</li> </ul> | <p>- OMT reports</p> <p>Use of this indicator requires a coordinated recruitment process for local staff and consultants</p> <p>- No baseline required</p> <p>- Results can be compared from year to year for the common recruitment process and with recruitment efficiency indicators used by UN Agencies.</p> |
| <b>H1.b</b><br>% Reduction in staff time and/or costs for selected HR processes and services [e.g. recruitment] | no           | <p>This is an optional efficiency indicator. Measurement is based on the estimated reduction in the cycle time for recruitment before and after a common recruitment process at country level.</p>                                                                               | <p>This indicator is calculated by comparing the recruitment cycle time <b>before and after</b> a common recruitment process. It is measured in days or weeks.</p> <p><b>Time saved = T – T1</b></p> <p>Where:</p> <ul style="list-style-type: none"> <li>- <b>T</b> is the estimated time for local recruitment prior to a common recruitment process</li> <li>- <b>T1</b> is the estimated time for local recruitment after implementation</li> </ul>                                                                                                                   | <p>A business process map for the local recruitment process <b>before and after</b> the introduction of a common recruitment process.</p> <p>See:<br/> UNDG, Guidance note on developing UN Business Operations Strategy (BOS), DRAFT, 2.4.2.</p>                                                                |

| Indicator                                                                                   | KPI [yes/no] | Rationale                                                                                                                                                    | Calculation and Target                                                                                                                                                                                                                                                           | Data Sources                                                                                                                                                                                                                                               |
|---------------------------------------------------------------------------------------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                             |              |                                                                                                                                                              | of a common recruitment process<br>Calculated annually                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                            |
| <b>H2.a</b><br>% Staff surveyed who are satisfied with the quality of common HR initiatives | no           | This is an optional quality indicator. It is a composite indicator based on responses to a set of standard statements by the users of common HR initiatives. | The result is the average of user satisfaction statements, on a scale of 1 to 6, where 6 is high and 1 is low.<br>A higher result indicates greater satisfaction.<br>Target determined by OMT<br>Calculated annually                                                             | - Survey of UN staff satisfaction with common HR initiatives<br>- OMT reports<br>- No baseline required<br>- Results can be compared from year to year.<br>See <b>Annex D</b> for model survey and calculation.                                            |
| <b>H3.a</b><br>N <sup>o</sup> Harmonised job descriptions and grade levels                  | no           | Indicators H3 thru H6 are used by the Business Operations pilot countries and have been recommended by the UNDGHLCM                                          | Add number of new harmonized job descriptions and grade levels<br>Calculated annually and cumulatively.<br>Target determined by OMT                                                                                                                                              | - OMT reports                                                                                                                                                                                                                                              |
| <b>H4.a</b><br>Common UN roster established (y/n)                                           | no           |                                                                                                                                                              | This is a binary or 'yes-no' indicator that reports the <i>existence</i> of a common roster. It does not gauge quality.<br>There is no target.                                                                                                                                   | - OMT reports                                                                                                                                                                                                                                              |
| <b>H4.b</b><br>% Vacancies filled with candidates from roster                               | no           |                                                                                                                                                              | $\frac{\text{Total N}^{\text{o}} \text{ Vacancies filled with candidates from common roster}}{\text{Total N}^{\text{o}} \text{ Vacancies advertised}} \times 100$ <p>A higher result indicates increased use of the common roster. It is also a proxy for the quality of the</p> | - OMT reports<br>- Use of this indicator requires a common roster<br>- It can be limited to vacancies under a common recruitment process or to all vacancies advertised locally<br>- No baseline required.<br>- Results can be compared from year to year. |

| Indicator                                                                                                                                 | KPI [yes/no] | Rationale | Calculation and Target                                                                                                                                                                                                           | Data Sources  |
|-------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
|                                                                                                                                           |              |           | common roster.<br>Target determined by OMT                                                                                                                                                                                       |               |
| <b>H5.a</b><br>Coordinated recruitment SOPs or Guidelines developed including standard letters of appointment, terms and conditions (y/n) | no           |           | This is a binary or 'yes-no' indicator<br>There is no target.                                                                                                                                                                    | - OMT reports |
| <b>H5.b</b><br>N <sup>o</sup> UN Agencies using common <b>UN web site</b> for vacancy announcements                                       | no           |           | Add N <sup>o</sup> UN Agencies using web site.<br>Calculated annually and cumulatively.<br>Target determined by OMT.                                                                                                             | - OMT reports |
| <b>H5.c</b><br>Inter-agency interview panels operational (y/n)                                                                            | no           |           | This is a binary or 'yes-no' indicator<br>There is no target.                                                                                                                                                                    | - OMT reports |
| <b>H6.a</b><br>N <sup>o</sup> Common Staff Orientation and Training sessions conducted per year                                           | no           |           | Add N <sup>o</sup> training and orientation sessions conducted on general topics of relevance to UN (orientation, induction, language, IT, security, etc.)<br>Calculated annually and cumulatively.<br>Target determined by OMT. | - OMT reports |

| Indicator                                                                                  | KPI [yes/no] | Rationale                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Calculation and Target                                                                                                                                                                                                                                                                                        | Data Sources                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>4. Information and communication technologies [IT]</b>                                  |              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                      |
| <b>IT1.a</b><br>% Complaints for common ICT services resolved within agreed time limits    | no           | This is a optional indicator of the effective performance of the comon ICT function in restoring service within an agreed timescale following an outage or other operational incident reported by a user.                                                                                                                                                                                                                                                      | $\frac{\text{Total N}^{\text{o}} \text{ incidents resolved within agreed times}}{\text{Total N}^{\text{o}} \text{ incidents reported}} \times 100$ <p>A higher result indicates greater performance of the common ICT function and services.</p> <p>Target determined by OMT.</p> <p>Calculated annually.</p> | <p>- OMT reports</p> <p>Use of this indicator requires a common ICT infrastructure and support service.</p> <p>- No baseline required</p> <p>- Results can be compared from year to year.</p>                                        |
| <b>IT2.a</b><br>% Staff surveyed who are satisfied with the quality of common ICT services | no           | <p>This is an optional quality indicator. It is a composite indicator based on responses to a set of standard statements by the users of common ICT services.</p> <p>One of the questions asks staff to gauge how well common ICT services have</p> <ul style="list-style-type: none"> <li>- Strengthened business operations performance and</li> <li>- Increased information and knowledge sharing about the work of the UN system in the country</li> </ul> | <p>The result is the average of user satisfaction statements, on a scale of 1 to 6, where 6 is high and 1 is low.</p> <p>A higher result indicates greater satisfaction.</p> <p>Target determined by OMT</p> <p>Calculated annually</p>                                                                       | <p>- Survey of UN staff satisfaction with common ICT Services</p> <p>- OMT reports</p> <p>- No baseline required</p> <p>- Results can be compared from year to year.</p> <p>See <b>Annex E</b> for model survey and calculation.</p> |
| <b>IT3.a</b><br>% UN Agencies using common ICT infrastructure                              | no           | Minimum, common ICT infrastructure defined as: Common server and internet, plus back-up for business continuity.                                                                                                                                                                                                                                                                                                                                               | $\frac{\text{Total N}^{\text{o}} \text{ UN Agencies using common ICT infrastructure}}{\text{Total N}^{\text{o}} \text{ resident UN Agencies}} \times 100$                                                                                                                                                     | <p>- OMT reports</p> <p>- No baseline required</p> <p>- Results can be compared from year to year.</p>                                                                                                                               |

| Indicator                                                                                                                                | KPI [yes/no] | Rationale                                                                                                              | Calculation and Target                                                                                                                                        | Data Sources                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------|--------------|------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
|                                                                                                                                          |              |                                                                                                                        | Calculated annually and cumulatively.<br>Target determined by OMT.                                                                                            |                                                                                                         |
| <b>IT4.a</b><br>Common office telephone system and directory established [y/n]                                                           | no           | Indicators IT3 thru IT8 are used by the Business Operations pilot countries and have been recommended by the UNDG/HLCM | This is a binary or 'yes-no' indicator<br>There is no target.                                                                                                 | - OMT reports<br>- No baseline required                                                                 |
| <b>IT5.a</b><br>UN website [extranet and intranet] developed (y/n)                                                                       | no           |                                                                                                                        | This is a binary or 'yes-no' indicator<br>There is no target.                                                                                                 | - OMT reports<br>- No baseline required                                                                 |
| <b>IT5.b</b><br>Traffic volume<br>- No. hits per month on external UN site<br>- No. unique visitors<br>-Bounce rate for selected periods | no           |                                                                                                                        | Traffic volume measures calculated monthly, annually, and cumulatively.<br>Target determined by OMT.                                                          | - OMT reports<br>- No baseline required<br>- Results can be compared from month to month, year to year. |
| <b>IT6.a</b><br>No. green IT policies and guidelines implemented                                                                         | no           |                                                                                                                        | Add N <sup>o</sup> 'green' IT policies, standards, guidelines developed and implemented<br>Calculated annually and cumulatively.<br>Target determined by OMT. | - OMT reports<br>- No baseline required<br>- Results can be compared from year to year.                 |
| <b>IT7.a</b><br>UN ITC help desk established (y/n)                                                                                       | no           |                                                                                                                        | This is a binary or 'yes-no' indicator<br>There is no target.                                                                                                 | - OMT reports<br>- No baseline required                                                                 |
| <b>IT8.a</b><br>Common ICT maintenance                                                                                                   | no           |                                                                                                                        | This is a binary or 'yes-no' indicator<br>There is no target.                                                                                                 | - OMT reports<br>- No baseline required                                                                 |

| Indicator                                                      | KPI [yes/no] | Rationale | Calculation and Target                                                                                                                                                                                                                                                                                   | Data Sources                                                                                                                                          |
|----------------------------------------------------------------|--------------|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| contract agreed (y/n)                                          |              |           |                                                                                                                                                                                                                                                                                                          |                                                                                                                                                       |
| <b>IT8.b</b><br>% ICT costs associated with<br>ICT maintenance | no           |           | $\frac{MC}{TC} \times 100$ <p>Where:</p> <ul style="list-style-type: none"> <li>- <b>MC</b> is maintenance costs of <u>common</u> ICT infrastructure and services, including HR hours</li> <li>- <b>TC</b> is total cost of <u>common</u> ICT infrastructure and services, including HR hours</li> </ul> | <ul style="list-style-type: none"> <li>- OMT reports</li> <li>- No baseline required</li> <li>- Results can be compared from year to year.</li> </ul> |

| Indicator                                                                                                                         | KPI [yes/no] | Rationale                                                                                                                                                                                                                     | Calculation and Target                                                                                                                                                  | Data Sources                                                                                  |
|-----------------------------------------------------------------------------------------------------------------------------------|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| <b>5. Finance [F]</b>                                                                                                             |              |                                                                                                                                                                                                                               |                                                                                                                                                                         |                                                                                               |
| <b>F1.a</b><br>Annual savings [USD] from use of common financial arrangements                                                     | no           | This is an optional indicator that measures the total estimated savings from the use of harmonized financial arrangements described in the output indicators such as common banking and exchange agreements [see F2 thru F4]. | Add total of savings [USD] from relevant output indicators below [see F2 thru F4].<br>Calculated annually and cumulatively.<br>Target determined by OMT.                | - OMT reports<br>- No baseline required<br>- Results can be compared from year to year.       |
| <b>F2.a</b><br>N <sup>o</sup> Agencies using common banking agreement and services                                                | no           | Indicators F2 thru F4 are used by the Business Operations pilot countries.                                                                                                                                                    | Add number of UN agencies using common banking agreement and services.<br>Calculated annually and cumulatively.<br>Target determined by OMT.                            | - OMT reports<br>- Banking agreement(s)                                                       |
| <b>F2.b</b><br>Reduction in bank fees stipulated in agreement                                                                     | no           |                                                                                                                                                                                                                               | Estimated annual value of reductions in bank fees [USD]<br><i>Note: Calculation will depend on how banking fees are charged: monthly, annual, per transaction, etc.</i> | - OMT reports<br>- Banking statements                                                         |
| <b>F3.a</b><br>N <sup>o</sup> Cost-sharing agreements established for common services                                             | no           |                                                                                                                                                                                                                               | Add number of cost sharing agreements for common services.<br>Calculated annually and cumulatively.<br>Target determined by OMT.                                        | - OMT reports<br>- Cost sharing agreements                                                    |
| <b>F4.a</b><br>N <sup>o</sup> Agencies that use the FACE form to disburse and account for cash transfers to implementing partners | no           |                                                                                                                                                                                                                               | Add number of UN Agencies that report use of FACE form to disburse an account for cash transfers to implementing partners.<br>Calculated annually.                      | Reporting from UN Agencies<br>[Note: HACT is mandatory only for UNDP, UNFPA, UNICEF, and WFP] |

| Indicator                                                                                                                                        | KPI [yes/no] | Rationale                                                                                                                                                                                                                                                                                                                                                                   | Calculation and Target                                                                                                                                                                                                                                                                                                                                                                                                                                        | Data Sources                                                                                                                                           |
|--------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>6. Common Premises [CP]</b>                                                                                                                   |              |                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                        |
| <b>CP1. a</b><br>Estimated Savings [USD] from use of common premises*<br><br><i>Note: Common Premises includes Joint Office and One UN House</i> | yes          | This KPI measures the estimated savings in rental costs from the use of common premises<br><br>Common premises are an important enabler of common administrative services in areas such as security, travel, transportation, cleaning, and for greater business operations harmonization in areas such as a common ICT infrastructure and more effective joint programming. | <b>Savings [S] = S1 – S2</b><br>Where:<br>- <b>S1</b> is total estimated annual costs of rent for separate UN Agency premises, in the year prior to use of common premises<br>- <b>S2</b> is total estimated annual cost of rent for use of common premises.<br><br>Savings are calculated annually and cumulatively for the programme period or 5 years, whichever is longer.<br><br>The formula only applies to UN agencies that are using common premises. | - An updated baseline of individual agency rents, normally included in a feasibility study.<br>- OMT reports                                           |
| <b>CP1. b</b><br>Payback period in years for refurbishment costs of common premises                                                              | no           | This is an additional optional indicator of effectiveness. Common premises will often require refurbishment. This indicator shows the estimated number of years to re-coup these investment costs.                                                                                                                                                                          | <b>Payback Period = TCR/ S</b><br>Where:<br>- <b>TCR</b> is the estimated total cost of refurbishing common premises<br>- <b>S</b> is the estimated annual savings from use of common premises [see above]<br><br>The payback period is communicated as an estimated number of years.                                                                                                                                                                         | - Calculation of the payback period requires a result for indicator CP1.a [savings] and an estimated total of refurbishment costs for common premises. |
| <b>CP2.a</b><br>% Staff surveyed who are satisfied with the quality of common premises*                                                          | no           | This is an optional quality indicator. It is a composite indicator based on responses to a set of standard statements by all staff working from common premises.<br><br>One of the questions asks staff to                                                                                                                                                                  | The result is the average of user satisfaction statements, on a scale of 1 to 6, where 6 is high and 1 is low.<br><br>A higher result indicates greater satisfaction.                                                                                                                                                                                                                                                                                         | - Survey of UN staff satisfaction with common premises<br>- OMT reports<br>- No baseline required<br>- Results can be compared from                    |

| Indicator                                                                                                    | KPI [yes/no] | Rationale                                                                                                                                                                                     | Calculation and Target                                                                                                                                                                     | Data Sources                                                          |
|--------------------------------------------------------------------------------------------------------------|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|
| <i>Note: Common Premises includes Joint Office and One UN House</i>                                          |              | gauge how well comon premises have:<br>- Strengthened programme coordination and delivery and<br>- Increased information and knowledge sharing about the work of the UN system in the country | Target determined by OMT<br>Calculated annually                                                                                                                                            | year to year.<br>See <b>Annex G</b> for model survey and calculation. |
|                                                                                                              |              | <i>Note: Results and indicators related to compliance with security standards (MOSS) are addressed in separate systems by DSS</i>                                                             |                                                                                                                                                                                            |                                                                       |
| <b>CP3.a</b><br>Feasibility study, including cost-benefit analysis available (y/n)                           | no           | Indicators CP3 thru CP6 are used by the Business Operations pilot countries and have been recommended by the UNDG/HLCM                                                                        | This is a binary or 'yes-no' indicator<br>There is no target.<br>Normally, the feasibility study will be done only once.                                                                   | - OMT reports<br>- No baseline required                               |
| <b>CP4.a</b><br>Common Premises Agreement(s) signed (y/n)                                                    | no           |                                                                                                                                                                                               | This is a binary or 'yes-no' indicator<br>There is no target.                                                                                                                              | - OMT reports<br>- No baseline required                               |
| <b>CP5.a</b><br>N <sup>o</sup> UN Agencies occupying common premises                                         | no           |                                                                                                                                                                                               | Add number of UN agencies using common premises.<br>Calculated annually and cumulatively where there are changes in number of agencies using common premises.<br>Target determined by OMT. | - OMT reports<br>- No baseline required                               |
| <b>CP6.a</b><br>'Green' policy and practices agreed for use of energy and resources of common premises (y/n) | no           |                                                                                                                                                                                               | This is a binary or 'yes-no' indicator<br>Target to determined by OMT                                                                                                                      | - OMT reports<br>- No baseline required                               |

| Indicator                                                                                                                                                                                                                           | KPI [yes/no] | Rationale | Calculation and Target                                                                                                                                                                                                                                                                                                                                                                                                            | Data Sources                                                                            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| <b>CP6.b</b><br>% Reduction in selected operating costs of common premises:<br>- reduction of electricity costs<br>- reduction of water consumption<br>- reduction of fine paper costs<br>- reduction in building maintenance costs | no           |           | Calculate separately for <u>each</u> selected operating cost. Formula is:<br><br>$\frac{OC - OCG}{OC} \times 100$<br><br>Where:<br>- OC is monthly operating cost <u>prior</u> to implementation of green policies [USD]<br>- OCG is monthly operating cost <u>following</u> implementation of green policies [USD]<br><br><i>Note: If using indicator IT6.a (above) do not double count electricity savings from common ICT.</i> | - OMT reports<br>- No baseline required<br>- Results can be compared from year to year. |

| Indicator                                                                                   | KPI [yes/no] | Rationale                                                                                                                                                                                                                                                                                              | Calculation and Target                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Data Sources                                                                                                                                                                                                                                                                                                              |
|---------------------------------------------------------------------------------------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>7. Administrative Services [S]</b>                                                       |              |                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                           |
| <b>S1.a</b>                                                                                 |              |                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                           |
| Estimated savings [USD] through use of common service agreements and MOUs                   | yes          | This KPI measures savings from consolidation and use of common administrative services by multiple UN agencies.                                                                                                                                                                                        | <p>Savings are calculated for service line covered by a common agreement or MOU with the following:</p> <p><b>Savings = (SL – SL+1)</b><br/>[all figures in USD]</p> <p>Where:</p> <ul style="list-style-type: none"> <li>- <b>SL</b> is the cost of the service in the baseline year in USD</li> <li>- <b>SL+1</b> is the cost of the service under the agreement or MOU in USD</li> </ul> <p>Calculated annually, for each year of the agreement or MOU</p> <p>Savings for the programme cycle are the simple sum of savings from each year under the service agreement or MOU</p> <p>Target determined by OMT.</p> | <ul style="list-style-type: none"> <li>- Baseline of spending for each participating UN Agency for each targeted service line [USD]</li> <li>- Annual update of spending by all participating UN Agencies on the service under the terms of the service agreement or MOU [USD]</li> </ul>                                 |
| <b>S2.a</b>                                                                                 |              |                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                           |
| Estimated <b>transaction costs avoided</b> [USD] from use of common administrative services | no           | <p>This is an optional efficiency indicator. It values the change in transaction costs, normally time and labour gains, from the use of a new common administrative service.</p> <p>This requires activity-based costing of each service line prior to and after the use of common service or MOU.</p> | <p>Avoided costs are calculated for <u>each service line</u> covered by a new process or MOU:</p> <p><b>Transaction Costs Avoided = [C1-C2] x T</b><br/>[all figures in USD]</p> <p>Where:</p> <ul style="list-style-type: none"> <li>- <b>C1</b> is the estimated labour cost to carry out the service prior to an</li> </ul>                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>- Measurement depends on activity-based costing at country level of each service line prior to and after the use of an agreed common way of doing business or MOU.</li> <li>See: UNDG, Guidance note on developing UN Business Operations Strategy (BOS), DRAFT, 2.4.2.</li> </ul> |

| Indicator                                                                                                                                                                                 | KPI [yes/no] | Rationale                                                                                                                                                                                                                                                                                  | Calculation and Target                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Data Sources                                                                                                                                                                                                                                                      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                           |              |                                                                                                                                                                                                                                                                                            | <p>agreed common way of doing business or MOU</p> <ul style="list-style-type: none"> <li>- <b>C2</b> is the labour cost using the new process in USD</li> <li>- <b>T</b> is the estimated annual number of transactions carried out for each service line</li> </ul> <p>Calculated annually, for each year of the agreement or MOU</p> <p>Total costs avoided for the programme cycle are the simple sum of costs- avoided from each year using the new process under the service agreement or MOU</p> <p>Target determined by OMT.</p> |                                                                                                                                                                                                                                                                   |
| <b>S3.a</b><br>% Staff surveyed who are satisfied with the quality and reliability of selected common services [e.g. medical, travel, conference, cleaning, postal and courier, printing] | no           | <p>This is an optional quality indicator. It is a composite indicator based on responses to a set of standard statements by all staff who use common services.</p> <p><i>Note: Results and indicators related to security services (MOSS) are addressed in separate systems by DSS</i></p> | <p>The result is the average of user satisfaction statements, on a scale of 1 to 6, where 6 is high and 1 is low.</p> <p>A higher result indicates greater satisfaction.</p> <p>Target determined by OMT</p> <p>Calculated annually</p>                                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>- Survey of UN staff satisfaction with common services</li> <li>- OMT reports</li> <li>- No baseline required</li> <li>- Results can be compared from year to year.</li> </ul> <p>See <b>Annex H</b> for model survey.</p> |

| Indicator                                                                                                           | KPI [yes/no] | Rationale                                                                                                                                                                                                                      | Calculation and Target                                                                                                                                                                                                                                                                                            | Data Sources                                                                                                                                                                                                                                                                                            |
|---------------------------------------------------------------------------------------------------------------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>S4.a</b><br>% Common services assessed as meeting minimum service standards agreed in MOU and provider contract. | no           | This is an optional quality indicator. It measures the extent to which providers of common services are meeting minimum expected service standards. It does not compare the quality of common services to pre-common services. | $\frac{\text{Total N}^{\text{a}} \text{ Vendors providing common services that meet minimum service standards}}{\text{Total N}^{\text{a}} \text{ Vendors providig common services}} \times 100$ <p>A higher result indicates stronger performance<br/>Target determined by OMT</p>                                | <ul style="list-style-type: none"> <li>- CS MOU and contracts with minimum expected service standards</li> <li>- Annual assessment by OMT of vendor performance against minimum performance standards</li> <li>- No baseline required. Once used, results can be compared from year to year.</li> </ul> |
| <b>S5.a</b><br>N <sup>a</sup> Common service agreements and MOUs established                                        | yes          | Indicators S5 and S6 are used by the Business Operations pilot countries and have been recommended by the UNDG/HLCM                                                                                                            | <p>Add number of common services agreements and MOUs.<br/>Calculated annually and cumulatively.<br/>Target determined by OMT.</p>                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>- OMT reports</li> <li>- No baseline required</li> </ul>                                                                                                                                                                                                         |
| <b>S6.a</b><br>Value of purchase orders (PO) raised against LTAs for common administrative services [USD]           | no           |                                                                                                                                                                                                                                | <p>Add the total dollar value of purchase orders raised against LTAs for common services.<br/>Calculated annually and cumulatively.<br/>Target determined by OMT<br/>[Note: If used, the OMT must distinguish between LTAs related strictly to common services and LTAs for other procurement under KPI P5.b]</p> | <ul style="list-style-type: none"> <li>- LTA database</li> <li>- No baseline required. Once used, results can be compared from year to year.</li> </ul>                                                                                                                                                 |

## Annex B: Example of Activity-Based Costing of Standard Procurement Action with and without LTA

In this example from Rwanda, the reduced cycle time for procurement using a common LTA avoids an estimated **\$655 USD** per transaction per UN Agency.

| SIMPLE PROCUREMENT COST SAVING SCENARIO PROJECTION   |               |       |           |          |            |                              |               |       |            |          |               |
|------------------------------------------------------|---------------|-------|-----------|----------|------------|------------------------------|---------------|-------|------------|----------|---------------|
| ACTIVITY BASED COSTING                               |               |       |           |          |            |                              |               |       |            |          |               |
| WITHOUT LTA                                          |               |       |           |          |            | WITH LTA                     |               |       |            |          |               |
|                                                      |               | LEVEL | TIME(HRS) | PROFORMA | TOTAL      |                              |               | LEVEL | TIME(HRS)  | PROFORMA | TOTAL         |
| Prepare requisition                                  | Proj Asst     | G5    | 0.5       | 14.57    | 7.29       | Prepare requisition          | Proj Asst     | G5    | 0.5        | 14.57    | 7.29          |
| Review Requisition                                   | Proj Head     | NOA   | 0.5       | 25.01    | 12.51      | Review Requisition           | Proj Head     | NOA   | 0.5        | 25.01    | 12.51         |
| Prepare RFQ                                          | Proc Assist   | G7    | 3         | 21.16    | 63.47      | Prepare RFQ                  | Proc Assist   | G7    | 0          | 0        | 0.00          |
| Prepare RFQ                                          | Proc head     | NOA   | 1         | 25.01    | 25.01      | Prepare RFQ                  | Proc head     | NOA   | 0          | 0        | 0.00          |
| Prepare RFQ                                          | OM            | NOC   | 1         | 42.89    | 42.89      | Prepare RFQ                  | OM            | NOC   | 0          | 0        | 0.00          |
| Publish Advertisement                                | Proc Assist   | G7    | 1         | 21.16    | 21.16      | Publish Advertisement        | Proc Assist   | G7    | 0          | 0        | 0.00          |
| Receive and sort proposal                            | Admin Assit   | G5    | 1         | 14.57    | 14.57      | Receive and sort proposal    | Admin Assit   | G5    | 0          | 0        | 0.00          |
| Open & Sign proposals                                | Proc Assist   | G7    | 0.5       | 21.16    | 10.58      | Open & Sign proposals        | Proc Assist   | G7    | 0          | 0        | 0.00          |
| Open & Sign proposals                                | Proc Head     | NOA   | 0.5       | 25.01    | 12.51      | Open & Sign proposals        | Proc Head     | NOA   | 0          | 0        | 0.00          |
| Open & Sign proposals                                | Admin Assit   | G5    | 0.5       | 14.57    | 7.29       | Open & Sign proposals        | Admin Assit   | G5    | 0          | 0        | 0.00          |
| Open & Sign proposals                                | Finance Assit | G7    | 0.5       | 21.16    | 10.58      | Open & Sign proposals        | Finance Assit | G7    | 0          | 0        | 0.00          |
| Technical evaluation                                 | Proc Assist   | G7    | 2         | 21.16    | 42.31      | Technical evaluation         | Proc Assist   | G7    | 0          | 0        | 0.00          |
| Technical evaluation                                 | Proc Head     | NOA   | 2         | 25.01    | 50.03      | Technical evaluation         | Proc Head     | NOA   | 0          | 0        | 0.00          |
| Technical evaluation                                 | Admin Assit   | G5    | 2         | 14.57    | 29.14      | Technical evaluation         | Admin Assit   | G5    | 0          | 0        | 0.00          |
| Technical evaluation                                 | Finance Assit | G7    | 2         | 21.16    | 42.31      | Technical evaluation         | Finance Assit | G7    | 0          | 0        | 0.00          |
|                                                      |               |       |           |          | 0.00       |                              |               |       |            | 0        | 0.00          |
| Financial evaluation                                 | Proc Assist   | G7    | 0.5       | 21.16    | 10.58      | Financial evaluation         | Proc Assist   | G7    | 0          | 0        | 0.00          |
| Financial evaluation                                 | Proc Head     | NOA   | 0.5       | 25.01    | 12.51      | Financial evaluation         | Proc Head     | NOA   | 0          | 0        | 0.00          |
| Financial evaluation                                 | Admin Assit   | G5    | 0.5       | 14.57    | 7.29       | Financial evaluation         | Admin Assit   | G5    | 0          | 0        | 0.00          |
| Financial evaluation                                 | Finance Assit | G7    | 0.5       | 21.16    | 10.58      | Financial evaluation         | Finance Assit | G7    | 0          | 0        | 0.00          |
| Ref check                                            | Proc Anal     | NOB   | 3         | 31.77    | 95.31      |                              |               |       |            |          |               |
| Site visits                                          | Proc Assist   | G7    | 2         | 21.16    | 42.31      |                              |               |       |            |          |               |
| Site visits                                          | Proc Anal     | NOB   | 2         | 31.77    | 63.54      |                              |               |       |            |          |               |
|                                                      |               |       |           |          | 0.00       |                              |               |       |            |          | 0.00          |
| Review by Contract committee (CAP)                   | Proc head     | NOA   | 0         | 25.01    | 0.00       | Review by Contract committee | Proc head     | NOA   | 0          | 0        | 0.00          |
| Review by Contract committee (CAP)                   | OM            | NOC   | 0         | 42.89    | 0.00       | Review by Contract committee | OM            | NOC   | 0          | 0        | 0.00          |
| Review by Contract committee (CAP)                   | PM            | NOB   | 0         | 31.77    | 0.00       | Review by Contract committee | PM            | NOB   | 0          | 0        | 0.00          |
| Review by Contract committee (CAP)                   | PM            | NOB   | 0         | 31.77    | 0.00       | Review by Contract committee | PM            | NOB   | 0          | 0        | 0.00          |
| Review by Contract committee (CAP)                   | PM            | NOB   | 0         | 31.77    | 0.00       | Review by Contract committee | PM            | NOB   | 0          | 0        | 0.00          |
|                                                      |               |       |           |          | 0.00       |                              |               |       |            |          | 0.00          |
| Endorsement by HoA.                                  |               | D1    | 0.5       | 167.30   | 83.65      | Endorsement by Head of Ops.  |               | NOC   | 1          | 42.89    | 42.89         |
| Create PO                                            | Proc Assist   | G7    | 0.5       | 21.16    | 10.58      | Create PO                    | Proc Assist   | G7    | 0.5        | 21.16    | 10.58         |
| Award contract/Prepare PO                            | Proc Assist   | G7    | 0.5       | 21.16    | 10.58      | Award contract/Prepare PO    | Proc Assist   | G7    | 0.5        | 21.16    | 10.58         |
| Delivery confirmation                                | Proc Assist   | G7    | 0.5       | 21.16    | 10.58      | Delivery confirmation        | Proc Assist   | G7    | 0.5        | 21.16    | 10.58         |
| <b>TOTAL</b>                                         |               |       | <b>29</b> |          | <b>749</b> | <b>TOTAL</b>                 |               |       | <b>3.5</b> |          | <b>94</b>     |
| PERCENTAGE SAVING ON SIMPLE PROCUREMENT PROCESS COST |               |       |           |          |            |                              |               |       |            |          | <b>87%</b>    |
| SAVING                                               |               |       |           |          |            |                              |               |       |            |          | <b>\$ 655</b> |

## **Annex C. Satisfaction with Collaborative procurement at Country Level: User Survey**

**The following survey can be used to calculate the procurement indicator: P4.b**

% Staff surveyed who are satisfied with that quality of collaborative procurement services

### **Steps:**

- Distribute the survey electronically to all UN staff who use collaborative procurement services.
- Provide 5 business days for surveys to be returned. E-mail reminders may be necessary.
- For each question, calculate the average score by adding the total score received and dividing by the number of participants
- Calculate the total satisfaction result by averaging the average scores, i.e. Add the average scores for each of 7 statements and divide by 7.
- There is no weighting of the statements.
- Keep track of the total number of participants or 'N'.
- Record and discuss, as appropriate, any written comments.

### **Example of final result:**

*In the 201x survey, 'N' UN staff members scored their satisfaction with collaborative procurement services as **3.8 out of 6**.*

Where there are major differences between the satisfaction ratings for different statements, the OMT may choose to highlight these differences in their reporting.

## Satisfaction with Collaborative procurement at Country Level: User Survey

---

### 1. User satisfaction ratings

Please rate the following user satisfaction statement on a **scale of 1 to 6 [where 6 is high and 1 is low]**

1. The common procurement team and function delivers effective, high quality, and cost-efficient procurement services to the whole UN.

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|

2. The common procurement team and function provides appropriate advice and support when I need help in sourcing or ordering goods and services

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|

3. The common procurement team and function is responsive to my ad hoc needs and requests.

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|

4. There is a consistent and easy to follow process for ordering goods and supplies.

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|

5. The goods and supplies that we are given are of appropriate quality.

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|

6. Technology is used to make the process of ordering and paying for goods easy and efficient.

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|

7. The common procurement team and function is helping staff to develop their skills in relation to the procurement process.

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|

### 2. Any additional comments?

[Please write on reverse side]

## **Annex D. Satisfaction with Common HR Initiatives at Country Level: User Survey**

**The following survey can be used to calculate the procurement indicator: H2.a**

% Staff surveyed who are satisfied with the quality of common HR initiatives

### **Steps:**

- Distribute the survey electronically to all UN staff who use or are affected by common HR initiatives. These will mainly be local staff and consultants.
- Provide 5 business days for surveys to be returned. E-mail reminders may be necessary.
- For each question, calculate the average score by adding the total score received and dividing by the number of participants
- Calculate the total satisfaction result by averaging the average scores, i.e. Add the average scores for each of 5 statements and divide by 5.
- There is no weighting of the statements.
- Keep track of the total number of participants or 'N'.
- Record and discuss, as appropriate, any written comments.

### **Example of final result:**

*In the 201x survey, 'N' UN staff members scored their satisfaction with common human resources initiatives as **4.2 out of 6**.*

Where there are major differences between the satisfaction ratings for different statements, the OMT may choose to highlight these differences in their reporting.

## Satisfaction with Common HR Initiatives at Country Level: User Survey

---

### 1. User satisfaction ratings

Please rate the following user satisfaction statement on a scale of 1 to 6 [where 6 is high and 1 is low]

1. The common HR function anticipates relevant workforce issues that are relevant for the UN system at country level and addresses them.

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|

2. The UN system at country level takes the well-being of staff seriously.

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|

3. The job descriptions and appraisal process helps me set measurable objectives which make clear what is expected of me.

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|

4. I receive appropriate learning and development in relation to my needs.

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|

5. I know where to go if I have a query relating to an HR issue.

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|

### 2. Any additional comments?

[Please write on reverse side]

## Annex E. Satisfaction with Common ICT Services at Country Level: User Survey

**The following survey can be used to calculate the procurement indicator: IT2.a**

% Staff surveyed who are satisfied with the quality of common ICT services

### **Steps:**

- Distribute the survey electronically to all UN staff who use or are affected by common HR initiatives. These will mainly be local staff and consultants.
- Provide 5 business days for surveys to be returned. E-mail reminders may be necessary.
- For each question, calculate the average score by adding the total score received and dividing by the number of participants
- Calculate the total satisfaction result by averaging the average scores, i.e. Add the average scores for each of 5 statements and divide by 5.
- There is no weighting of the statements.
- Keep track of the total number of participants or 'N'.
- Record and discuss, as appropriate, any written comments.

### **Example of final result:**

*In the 201x survey, 'N' UN staff members scored their satisfaction with common ICT services as **3.6 out of 6**.*

Where there are major differences between the satisfaction ratings for different statements, the OMT may choose to highlight these differences in their reporting. For example, it may be important to highlight how common ICT platforms and services have strengthened business operations performance and increased information and knowledge sharing about the work of the UN system in the country (see question 5).

## Satisfaction with Common ICT Services at Country Level: User Survey

---

### 1. User satisfaction ratings

Please rate the following user satisfaction statement on a **scale of 1 to 6 [where 6 is high and 1 is low]**

1. The common ICT function manages the implementation and maintenance of common ICT services in an effective and timely manner.

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|

2. The common ICT function responds within agreed service levels when I ask for help.

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|

3. Common ICT services are robust and reliable.

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|

4. ICT systems provide me with the information I need when and where I need it.

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|

5. Common ICT services have improved business operations performance and increased information and knowledge sharing about the work of the UN system in the country.

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|

### 2. Any additional comments?

[Please write on reverse side]

## **Annex F. Satisfaction with Common Premises at Country Level: User Survey**

**The following survey can be used to calculate the procurement indicator: P2.a**

% Staff surveyed who are satisfied with the quality of common premises

### **Steps:**

- Distribute the survey electronically to all UN staff who use or are working from common premises.
- Provide 5 business days for surveys to be returned. E-mail reminders may be necessary.
- For each question, calculate the average score by adding the total score received and dividing by the number of responses
- Calculate the total satisfaction result by averaging the average scores, i.e. Add the average scores for each of 6 statements and divide by 6.
- There is no weighting of the statements.
- Keep track of the total number of participants or 'N'.
- Record and discuss, as appropriate, any written comments.

### **Example of final result:**

*In the 201x survey, 'N' UN staff members scored their satisfaction with common premises as **3.6 out of 6.***

Where there are major differences between the satisfaction ratings for different statements, the OMT may choose to highlight these differences in their reporting.

For example, it may be important to highlight how common premises have strengthened programme coordination and delivery and increased information and knowledge sharing about the work of the UN system in the country (see question 6).

*Note: Results and indicators related to compliance with security standards (MOSS) are addressed in separate systems by DSS. If the UNCT and OMT decide that this issue needs further investigation, the following question can be added:*

*7. Common Premises are appropriately secured to protect people and property.*

## Satisfaction with Common Premises at Country Level: User Survey

---

### 1. User satisfaction ratings

Please rate the following user satisfaction statement on a scale of 1 to 6 [where 6 is high and 1 is low]

1. Common Premises are organized in such a way to make the best use of the available space.

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|

2. Common Premises are easily accessible for all staff and visitors, including parking and signage.

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|

3. Common Premises are appropriate for my needs and those of my visitors and respond to any special cultural and gender needs.

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|

4. There is a clear point of contact for any building or accommodation related queries.

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|

5. Common Premises have helped the UN to reduce energy, water, and fine paper costs.

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|

6. Common premises have strengthened programme coordination and delivery and increased information and knowledge sharing about the work of the UN system in the country.

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|

### 2. Any additional comments?

[Please write on reverse side]

## **Annex G. Satisfaction with Common Services at Country Level: User Survey**

**The following survey can be used to calculate the procurement indicator: S1.a**

% Staff surveyed who are satisfied with the quality and reliability of selected common services

### **Steps:**

- Distribute the survey electronically to all UN staff who use or are working from common premises.
- Provide 5 business days for surveys to be returned. E-mail reminders may be necessary.
- For each question, calculate the average score by adding the total score received and dividing by the number of responses
- Calculate the total satisfaction result by averaging the average scores, i.e. Add the average scores for each of 5 statements and divide by 5.
- There is no weighting of the statements.
- Keep track of the total number of participants or 'N'.
- Record and discuss, as appropriate, any written comments.

### **Example of final result:**

*In the 201x survey, 'N' UN staff members scored their satisfaction with common services as **4.1 out of 6.***

Where there are major differences between the satisfaction ratings for different statements, or where comments identify specific services that performing well or under-performing, the OMT may choose to highlight these differences in their reporting.

## Satisfaction with Common Services at Country Level: User Survey

---

**Currently, the following Common Services are provided to the UN family:**

[List services]

- » A
- » B
- » C
- » D
- » ...

### 1. User satisfaction ratings

Please rate the following user satisfaction statement on a **scale of 1 to 6 [where 6 is high and 1 is low]**

1. Common Services are delivered or available in an effective and timely manner.

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|

2. Common Services are of sufficient quality and reliability.

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|

3. Common Services are appropriate for my needs and those of my visitors and respond to any special cultural and gender needs.

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|

4. There is a clear point of contact for any Common Service related query.

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|

5. Common Services have helped to improve the UN's business operations performance.

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|

### 2. Any additional comments?

[Please write on reverse side]