ONE UN RWANDA

BUSINESS OPERATIONS STRATEGY 2013-2018.

United Nations
RWANDA
Unity in Diversity

Executive Summary

The One UN Rwanda BoS 2013-2018 is a medium-term strategic plan that focus on One UN support services to the One UN UNDAP and on benefits and opportunities arising from inter-agency coordination and cooperation on support service functions. The BoS runs parallel to and complement the One UN Rwanda UNDAP 2013 -2018.

The BoS focus primarily on efficiency gains and reduction of costs. It will reduce internal transaction costs and provide cost savings on externally sourced goods and services. It will do so by building on the lessons learned on how to improve the *Operating as One* management mechanisms, and by systematically implementing already established Good Practices on high impact transactions across the One UN Rwanda.

This BoS paper initially introduces the BoS concept, its Rwandan context and how it was developed. The BoS paper then show how the BoS will be operationalized and implemented including its Governance Framework, M&E framework, and Resource Requirements.

Structured around five key Operations areas, the BoS present summaries of the Operations Analysis conducted; show how the Operations Analysis serve as the foundation for the Results Frameworks; demonstrate through Results Frameworks the causality and interdependence of the activities and outputs towards the OMT BoS Outcome; and finally provides the implementation road maps through Annual Work Plans for 2013-2018.

The BoS intended impact is to reduce costs for the One UN in Rwanda by $14,8 million during 2013 to 2018

Introductory Remarks by the Resident Coordinato

Through the Delivering as One (DaO) we aim at bringing together the many comparative advantages of the UN agencies towards delivering results in the most effective manner possible in support of the Government of Rwanda's EDPRS II. The UNDAP is therefore designed for the DaO in Rwanda to be as effective as possible.

The Business Operations Strategy (BoS) is an innovation and an important component of the DaO. The United Nations has in recent years focused on delivering results as effectively as possible, and rightly so. However, with the strong focus on effectiveness, the focus on efficiency has perhaps taken a secondary role. To ensure an optimal balance, this newly launched Rwanda BoS is designed to bring efficiency on par with our quest for effectiveness.

I am therefore very pleased that the present BoS paper has successfully identified several efficiency opportunities for the One UN in Rwanda, and in the UNCT we are committed to capitalize on the efficiency gains outlined herein. Personally, I consider the BoS not only a tool to ensure internal excellence in our systems and processes, but also a trust building mechanism through which we can demonstrate to our partners in a quantifiable manner the tangible efficiency gains derived from One UN DaO approach in Rwanda.

Signature Page

IN WITNESS THEREOF the undersigned, on behalf of the Rwanda United Nations Country Team, have signed this Business Operations Strategy in Kigali, Rwanda.

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Mr. Lamin M. Manneh UN Resident Coordinator	Date

Foreword by Mr. Janvier M. Wussinu, UNDP Deputy Country Director, Operations. Chair of the Rwanda OMT

Since 2010, the Operations Management Team (OMT) has designed tools and systems to identify, quantify and reduce the transaction costs of the ONE UN in Rwanda. These efforts have resulted in the reduction of transaction costs by approximately $400,000 from 2010 to 2012.
First and foremost, I would like to take this opportunity to express my heart-felt appreciation and gratitude to all OMT members and especially the working group members who put a lot of time and effort in developing the tools and systems that helped achieve these results.

At the beginning of this process, little did we know that our efforts would later become the foundation of what is now called the "Business Operations Strategy" developed by the United Nations Development Group (UNDG). In order to test this model, UNDG requested country offices to volunteer for the pilot phase. Obviously Rwanda could not miss this opportunity and we were pleased that the UNCT in Rwanda entrusted the OMT to become one of the pilot countries for the Business Operations Strategy (BoS).

With the imminent launch of the 2013-2018 UNDAP, we chose to incorporate the BoS directly into the UNDAP using the existing monitoring tools and reporting mechanism, such as the annual UNCT Results Report. To succeed in this, a participatory and multidisciplinary approach to the development of the BoS was adopted and the entire One UN team worked together to ensure that the BoS was developed within and in direct support of the UNDAP. This was made possible by the active leadership of the Resident Coordinator and the direct support of the Chair of the Program Planning and Oversight Committee and members of the M&E Task Force.

The OMT through its OMT Working Groups undertook a strategic review of Operating as One in Rwanda. Past practices were analysed, Good Practices and new opportunities were identified, concrete goals were incorporated into the UNDAP results framework, and work plans were created to identify how the goals would be successfully achieved. The result of this exercise is projected savings of nearly US$15,000,000 through efficiency gains over the five years UNDAP.

We now know that designing a BoS is not an easy task, and we realize that the implementation will be an even bigger challenge. However we are satisfied that that the finalization of our BoS today is an important milestone towards realizing the efficiency gains and savings made possible by the Delivering as One approach adopted by Rwanda. As the saying by Mao Tse Tung goes, "The journey of a thousand miles begins with a single step". Our journey has just begun and it will certainly be full of both challenges and opportunities. I am confident that together we can seize the opportunities in order to address the challenges moving forward to deliver a more efficient UN country programme for the people of Rwanda.

I would like to sincerely thank the entire UNCT for their active support. And while the pioneer role played by the Rwanda OMT in the DaO agenda including the new BoS initiative has already been recognized by various stakeholders, I nevertheless want to add my voice to the appreciation of the OMT for this achievement. I also wish to take this opportunity to thank the consultant, Mr. Anders Voigt, for the outstanding work performed with all the OMT working groups in creating the BoS document.

Last, I would like to acknowledge and extend my sincere gratitude and appreciation to Mr. Lamin M. Manneh our Resident Coordinator for the full and dedicated support provided in the design of the BoS and towards the inclusion in the UNDAP.

Janvier K. WUSSINU

OMT Chair.

Acronyms and abbreviations

ABC: Activity-Based Costing
BoS: Business Operations Strategy
CBA: Cost benefit Analysis
COD: Country Operations Document
DaO: Delivering as One
HLCM: High-Level Committee on Management (United Nations)
HLPR: High level Panel Report
HQ: Headquarters
ICT: Information & Communication Technology
MoU: Memorandum of Understanding
OMT: Operations Management Team
OMT WG: Operations Management Team Working Group
RC: Resident Coordinator
RCO: Resident Coordinator's Office
UN: United Nations
UNCT: United Nations Country Team
UNDAF: United Nations Development Assistance Framework
UNDG: United Nations Development Group
UN RC: United Nations Resident Coordinator

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Chapter 1: Introduction

1.1 Background

Rwanda is one of eight pilot countries for the United Nations Delivering as One (DaO) initiative.

The Government of Rwanda aspires to reach a middle-income status by 2020 and the country has developed an ambitious second generation of Economic Development and Poverty Reduction Strategy covering the period from 2013-2018 (EDPRS II). To support the government strategy, the One UN in Rwanda recognizes the need to make significant changes in the way it provides support to the Government so as to make it relevant and more efficient.

The UN in Rwanda has recently developed the United Nations Development Assistance Plan (UNDAP) 2013-2018 in support of the EDPRS II. The present Business Operations Strategy (BoS) focuses on enabling the implementation of the UNDAP in the most efficient manner possible.

The UN General Assembly and Economic and Social Council resolutions have called for the UN system to harmonize business operations, with the aim of reducing operational transaction costs and duplication of the operational support to programme delivery. For this purpose, the UN Development Group (UNDG) High Level Committee on Management (HLCM) was mandated to work with UNCTs to improve programme and business operations. In this context, the Secretary-General, through a study involving experts at the country level, unveiled the need for results-based planning and monitoring activities to strengthen strategic thinking and prioritization of harmonization efforts with a focus on the highest value added.

The DaO country pilots have been working to identify ways to ensure more coherent, efficient and effective operations at the country level. These 'pilots' were to develop and demonstrate innovative methods for operating at the country level that would deliver the UN's development assistance more efficiently, make it more relevant to national needs and more effective in terms of impact and achievements.

The UN Quadrennial Comprehensive Policy Review demonstrated that the DaO and other selected programme countries have made progress at the level of implementing a package of basic common services and developing solutions for joint operational modalities. Best practices include the establishment of common premises, piloting common ICT infrastructures and the harmonization of procurement management.

As identified by the High-Level UNDG-HLCM Mission, DaO countries have developed a variety of business solutions serving as best practices with the potential for a system-wide application. It has however been noted that the DaO countries have shown limited success in providing evidence for sustainable efficiency gains and cost savings in the area of business operations.

Significant efforts in planning and calculating the feasibility of potential harmonization initiatives have, in most cases, not been followed by a successful implementation and sustainable management of initiated reform measures. As a result the relatively high investment in additional resources and country-level coordination has not yet been countered by quantifiable impact and/or cost reductions in the delivery of business operations functions. The Business Operations Strategy (BoS) was created in 2012 for the DaO countries as an UNDG effort to response to the above mentioned needs and requests.

1.2 Business Operations Strategy

The BoS is a voluntary framework focusing on Joint Business Operations allowing UN Country Teams to take a strategic, results oriented approach to planning, management and implementation of Harmonized Business Operations at the country level. The BoS is largely based on existing guidance, simplified and integrated in a single, coherent framework, supplemented with a limited number of instruments facilitating quantified cost benefit analysis and reinforced results-based planning and monitoring and evaluation of Common Business Operations.

The BoS model is flexible and allows for a localized approach matching specific country needs, requirements and capacities. The BoS also includes a component aimed to reinforce the links between UN programmes and operational support needs. It aims to enhance the cost effectiveness and quality of operations back office processes such as procurement, ICT, HR, Logistics and Admin and Finance in support the UNDAF

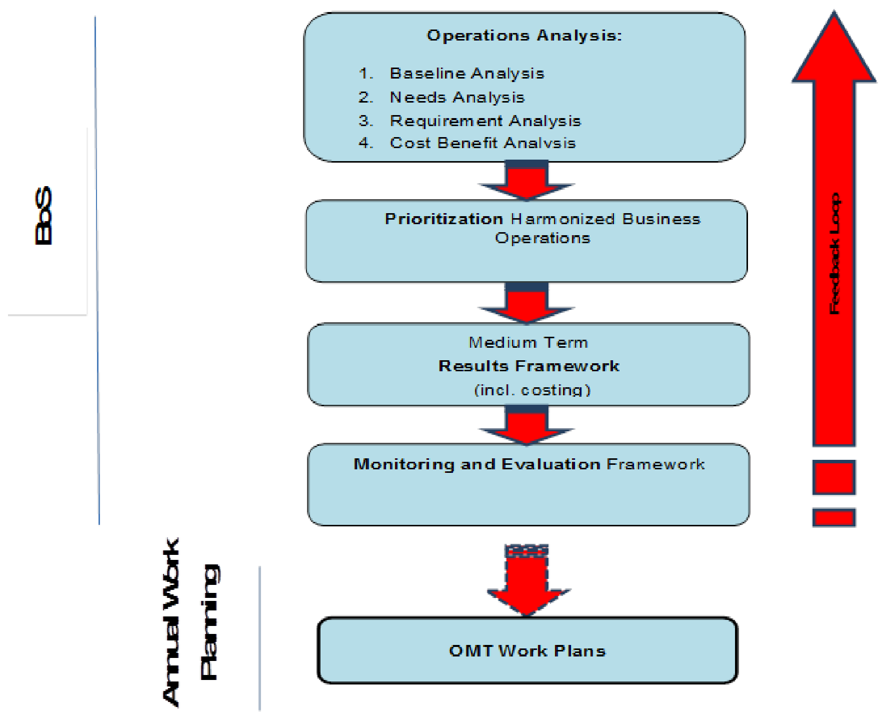
1. 3 BoS development methodology

The BoS was created jointly by the One UN agencies under the leadership of the UNCT and the Resident Coordinator, and managed by the OMT with active support by the RCO, the PPOC and the M&E Task Force.

A four-day OMT retreat was conducted to introduce and launch the BoS process. The target audience was the OMT and OMT WG members. The launch was supported by the participation of the Resident Coordinator, the Chair of the PPOC and members of the M&E Task Force.

Under the leadership of the OMT, a consultant was hired to help facilitate the retreat and subsequently support the OMT and the WGs in finalizing the Operations Analysis, Results Frameworks, Annual Work Plans, and the Business Operations Strategy document.

The BoS seeks to be part an expression of intent with regards to strategic, high impact results and part a concrete management tool that will enable the implementation of these results. As such, the BoS is a Results Based Management tool that will further enable reform of the One UN in Rwanda be providing concrete, tangible evidence of reduction in transaction costs due to the Operating as One approach under the second generation Delivering as One framework.



1.4 Principles of implementation

The BoS focus on UN support services that directly impacts on the delivery of the UNDAP and on those support services that are shared by multiple UN agencies and/or areas that the Operations Analysis has suggested can yield high impact in terms of reduction of transactions costs and cost savings on externally sourced goods and services.

While the BoS also aims at increasing the quality and effectiveness of the support services, focus is first and foremost on increasing efficiency, and providing the UNCT and partners tangible evidence of the benefits derived from *Operating As One* with regards to reduction of costs and efficiency gains.

A Division of Labour model has been agreed upon that allows the UN agencies to benefit from individual agencies' residential expertise. Overall, the OMT has identified five focus areas for *Operations as One* and assigned experts from the individual agencies to participate in Working Groups responsible for these focus areas. These five areas are Procurement, Human Resources, Finance, Information and Communication Technology and One House.

Within these working groups, the OMT have prior to the commencement of the BoS 2013-2018 already managed to build trust in the One UN approach by having had full participation in all processes by all agencies. Now the BoS aims at capitalizing on this trust, which allows for the creation of further efficiency gains by introducing a Division of Labour model within the WGs. The OMT Member chairing the WG will remain accountable for successful implementation of the WG results, however the standard operating procedure within the WG will be to divide the tasks to different WG members, which in turn take on accountability for the successful implementation of these tasks.

This Division of Labour will create situations where a UN agency will benefit from work done jointly or individually by other agencies in areas where the benefitting agency may have limited or no expertise and therefore have not participated in the particular process. In return, in other areas where this agency will have expertise it will play a more prominent role and allow agencies with limited or no expertise in that area to benefit without having contributed directly to the process. This will ensure that the most possible agencies benefit from the different operational comparative advantages available with the different agencies, and accordingly will improve the quality of the services and reduce current Operating as One transaction costs.

The BoS is in conformity with the Paris Declaration on Aid Effectiveness, the Accra Agenda for Action and the Busan Partnership Agreement for Effective Development Cooperation and is a direct response to calls for further reform and harmonization of the UN made by UN member states in the UN General Assembly and the UN Economic and Social Committee, and from the UN Secretary General.

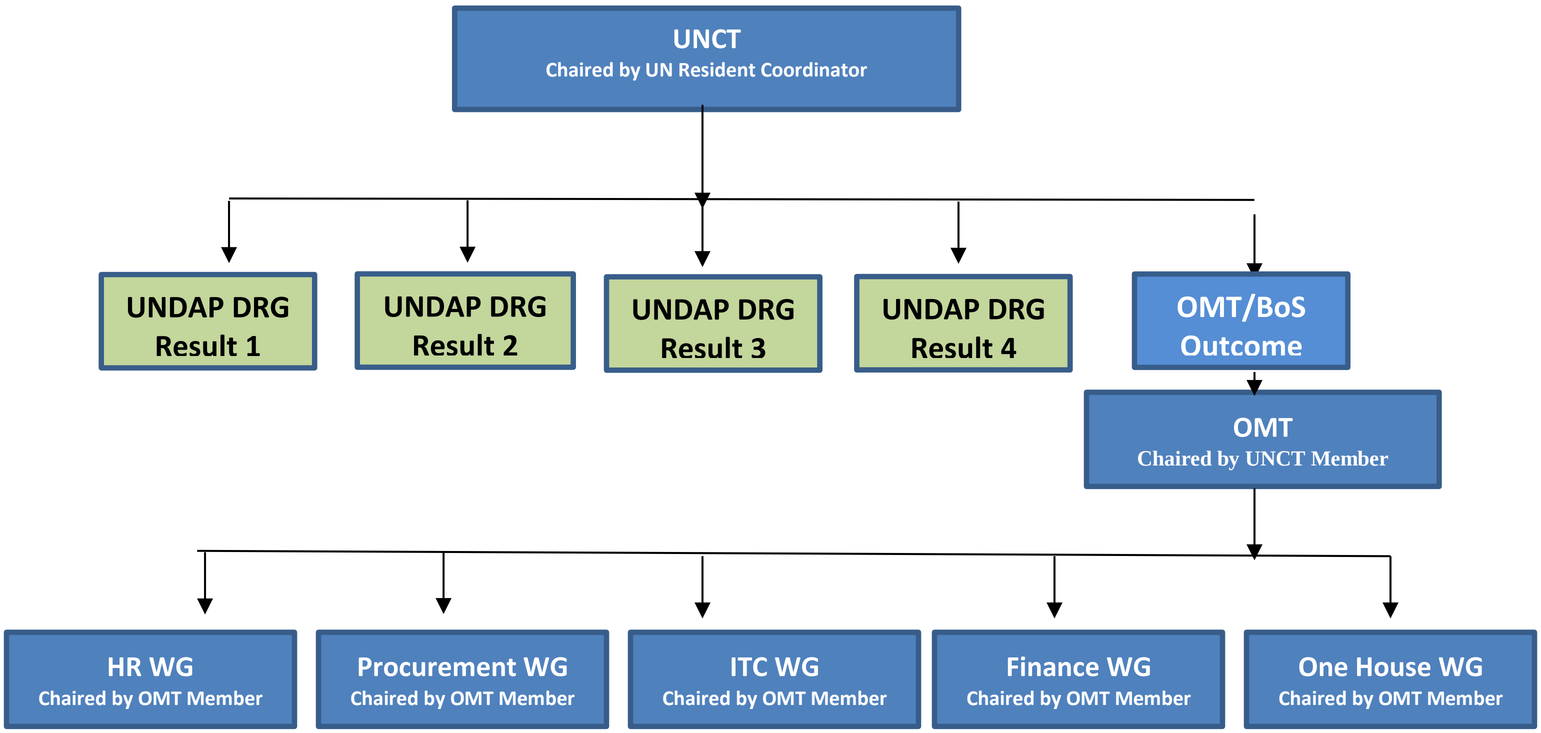
It is in line with the UNDG Standard Operations Procedures for Delivering as One countries and focus on the area identified in the High Level Evaluation of the Delivering as One as having 'weak'; progress, namely the creation of tangible efficiency gains and reduction in transaction costs deriding from the Delivering as One approach.

Chapter 2: Business Operations Governance Mechanisms

Governance Structure

The governance structure of the Rwanda *Operating as One* approach and the Rwanda BoS aim to ensure a coherent, efficient and results-oriented management based on Results Based Management tools including an M&E framework and clearly identified accountabilities.

In alignment with the Standard Operations Procedures for Countries Wishing to Adopt the Delivering as One Approach, prepared by the UNDP High Level Group, the governance structure of the BoS is as follows.



The UNCT has the overall responsibility for BoS and is accountable for the delivery of the BoS Outcome. To enable the control and accountability of the UNCT, it is suggested that the OMT is chaired by a UNCT member.

The OMT has the day-to-day management responsibility for the implementation of the BoS and is accountable for delivering the BoS outputs. The OMT is responsible for the five OMT Working Groups (WGs), One House, Procurement, HR, ITC and Finance. To enable the control and accountability of the OMT, each OMT WG is chaired by an OMT Member.

The OMT is to conduct quarterly monitoring of progress of the BoS. The Chairs of the OMT WGs are responsible for updating the DI monitoring tool in preparation for this quarterly monitoring.

The OMT and the WGs is to be supported by an Operations Specialist in the Resident Coordinator's Office who serves as the secretary to OMT and supports the UNCT towards delivering the BoS Outcome and Outputs.

2.2 Operationalizing the Business Operations Strategy

The BoS is operationalized through the integrated OMT Annual Work Plans (AWPs) included in this strategy paper. The AWPs contains the outputs and activities for each of the OMT WGs. The AWPs specifies the activities, timelines, budgets and accountabilities directed towards each output. Each output is assigned to a particular agency that is accountable for its implementation.

2.3 Budget requirement

In order to implement the Rwanda 2013-2018 BoS, the OMT needs additional resources. This is needed to enable effective management of the BoS and to pay for initial one-time investments in cost-reducing technologies.

The preparation of the BoS and the current Operating as One set-up has taken a substantial toll on the key drivers of the OMT, and the current momentum cannot be continued in a sustainable manner without additional designated support. In the short term, the OMT needs support to implement the BoS. The individual OMT members have been challenged when trying to find the necessary time and energy to actively contribute to One UN initiatives, such as BoS. This is likely the result of individual and organizational incentives not having been aligned with One UN incentives. The Individual Accountability Framework, introduce in the next section, will be a step towards addressing this.

In order to improve strategic thinking and leverage OMT members' capacities and skills, there is a need to undertake capacity building activities such as training in RBM, DevInfo tool usage, and Program & Operations linkage. Existing structures such as the M&E working group of the ONE UN in Rwanda and the United Nations System Staff College could be strategic partners that could facilitate such capacity building activities.

The OMT WGs are where the hands-on work will be done towards implementing the BoS. The OMT WGs are mainly composed of talented but junior staff that would benefit from being better supported and coordinated. The OMT WGs also need to meet annually to evaluate progress and review the strategic direction. This require budgets for meeting and retreat expenses

An Operations/Common Services capacity in the RCO with RBM and Strategic Planning expertise would manage the required capacity building activities for the OMT, help create the Accountability Framework, and support the OMT WGs with managerial and coordination support. This RCO Operations/Common Services resource will also facilitate the regular monitoring and evaluation of the BoS, and service the UNCT with progress reports.

With a target savings of $14,8 million from efficiency gains, the UNCT is advised by the OMT to invest $1,530,474 over the five year period towards the implementation of the BoS. For a breakdown of the budget requirements, please refer to Chapter 8.

2.4 Individual Accountability Framework

The UNCT is ultimately accountable for the implementation of the BoS and has the decision power for all matters related to One UN Business Operations.

The **OMT** is responsible for the management and coordination of the implementation of the BoS. The OMT implements the BoS through the AWPs, which guide the OMT activities and financial needs for each year in the five-year BoS cycle.

The **Chair of the OMT** reports to the UNCT as required on progress and issues regarding the implementation of the BoS. Progress updates are based on the indicators and targets as reflected in the BoS M&E framework below and monitored through the DI monitoring tool.

The **OMT WGs** are responsible for the management and coordination of the implementation of the BoS WG outputs.

The **Chairs of the OMT WGs** reports on a quarterly basis to the OMT on progress and issues regarding the implementation of the WG BoS Outcome and Outputs. Progress updates are based on the indicators and targets as reflected in the BoS M&E framework below and presented through the DI monitoring tool. The Chairs of the OMT WGs are responsible for the timely uploading of data in the DI monitoring tool. As part of the individual Head of Agency responsibility, it is strongly recommended that each of them appoint his/her representative to the OMT/WG's.

The responsibilities and accountabilities of each staff member participating on the OMT WGs are to be included in their respective job description and performance targets, and progress towards achieving the BoS results are to be reflected in the individual Staff Members' performance appraisals.

2.5 Monitoring and Evaluation Framework

In line with the UNDG SOP for DaO countries, the Rwanda OMT has been elevated to a Results Group and its (BoS). The integration of the BoS into the UNDAP Result and reporting frameworks constitute a very innovative strategy to link programs and Operations, to contribute to increase efficiency and effectiveness in programme implementation. The UNDAF end line evaluation pointed out clearly that the OMT has demonstrated it has capacity to carry out some benefits that accrue from greater harmonization; the collaboration between M&E TF and OMP will contribute to strengthen monitoring of progress towards planned results and also will improve the UN report into the Government DPAF in line with Paris Declaration. Harmonization of UNDAP and BoS reporting system will as well allow OMT members to benefit from established practices and the expertise of the M&E Task Force.

Roles and Responsibilities

The Monitoring of the BoS will be conducted by the OMT members under the overall leadership of the UNDP Deputy Director; using the DI monitoring web based database, which allow the UNDG and the UNCT to monitor progress on the BoS online and in real time.

A Mid-term review and final evaluation of the Bos will be conducted simultaneously with the Mandatory evaluation process planned for the overall UNDAP, assess the progress towards planned results and draw lessons learned from its implementation.

Chapter 3: BoS Pillars

The BoS has been built around five pillars namely: Procurement, ITC, Finance, Human resources, and One UN House. For each of these pillars a thorough Operations analysis and prioritization has been undertaken, which has resulted in corresponding result frameworks and the complementary M&E frameworks. For each pillar the road map to the achieving the goals contained in the results frameworks are described in separate Annual Work Plans for each of the five years of the cycle for this strategic plan.

3.1- PROCUREMENT

3.1.1- Introduction

Procurement is one of the key pillars for the BoS. Cooperation in procurement can deliver substantial monetary and efficiency gains, prevent recurrent processes and can create additional capacity that can be used for other purposes such as upstream advisory support, better work-live balance, reduction of overtime etc. The analysis of compiled data shows that joint efforts could bring substantial cost reduction by using the bargaining power/economics of scale of the One UN to obtain reduction on the service costs/unit prices. It has been demonstrated that cooperation in procurement can also result in improved relations with suppliers. Furthermore, the following benefits can be achieved through deeper cooperation:

- increased value for money through improved planning, requirements gathering, bulk discounts and better negotiation power;
- improved coordination, consistency and planning across organizations;
- reduction of parallel processes and transaction costs;
- improved supplier relationships, e.g., by reducing bidder fatigue;
- better procurement risk management;
- promoting the concept of 'One UN' among the private sector; and

- sharing of purchasing experience, information, and expertise and learning

2- Baseline analysis.

The baseline analysis of the existing common services implemented since 2010 has been conducted and allowed the OMT to assess the performance of these common services in order to formulate recommended actions. Please refer to the baseline analysis table in Annex 1.

3.1.2- Needs and Requirement Analysis.

The Rwanda Needs and Requirement Analysis identifies and describes the strategic focus for the Operating As One procurement activities. There are already a range of existing Common Services for procurement such as One UN LTAs and the below is not intended to provide an overview of these services. Instead the below demonstrates the strategic procurement focus of the OMT.

Name Business Operation/Common Service	Needs Analysis Narrative	Requirement Analysis and KPI's
OMT PWG Output 1. Establishment of LTAs for goods and servcies for the One UN	Background: Rwanda is one of eight Pilot Countries for the One UN – Delivering as One. The overall objectives of the One UN are greater impact, coherence and efficiency. The OMT has established a Procurement Working Group (PWG) that brings together the procurement practioners from the the different agencies. This allows for sharing of experiences and knowlegde of the market and also enable the agencies without a specific procurmenet expertise to benefit from the expertise of other agencies. The OMT/PWG, has initiated the process of establishing shared Long Term Agreements (LTAs) for services and goods. The aim is to reduce the internal transaction costs (time spent on procurement processes) and reduce the prices paid for goods and service via leveraging the economies of scale opportunity that the One UN provides (instead of one agency buying, say, 30 hours of translation services, the One UN may procure 300 hours, and the One UN can therefore seeks to have the unit costs reduced due to the increased volume of business). The purpose of LTAs is to perform the bidding process for a category of goods or services only once on behalf of all the agencies, instead of all agencies having to go through the same process one by one. An internal study has demonstrated that once a One UN LTA is established the time required for the individual agencies to purchase a good or service against the LTA is reduced 87% - per transaction. Converted into costs, the allows for a saving in staff time equilavent to $655 per transaction. The OMT/PWG will identify 20 categories of services/goods for LTAs. The One UN procured for $4.8 million goods and services in 2012 that can be covered by One UN LTAs. It is estimated that a discount leading to a minimum 5% cost reduction will be obtained. This will lead to $240,000 savings per year, or $1.2 million for the BoS cycle. The OMT/PWG will identify 20 categories of services/goods for LTAs.	1. 20 Operational LTA categories in place by 2018 2. $296,000 accumulated transaction cost reductions from issuing purchase orders against LTAs by 2018 3. $1.5 million accumulated savings owing to 5% discount by 2018
PWG Output 2. Streamline management of LTAs within the One UN	The OMT and PWG has already established a system to manage the current 7 LTAs. Initially the PWG performed the joint procurement initiatives leading to a LTA as a group with all agencies participating throughout the process. This was done to build trust among the agencies and to ensure all understood and agreed on the process and the benefits. This approach has been successful in building trust and a shared understanding, but has also generated an opportunity to imrpove the effeciency of the PWG functions. An internal study has shown that LTAs in average are extending three months after expiry. Going forward the PWG will review its processes and manageent of LTAs with a view to streamline the manageent of LTAs to increase management efficiency. This is especially important once the volume of transactions increases (from 7 to 20 LTAs). Towards this a new SOP for the PWG will be developed. The SOP will among other issues focus on division of labour, agency accountability, quarterly review of a LTA dash board, intranet function including a database for LTAs.	LTAs will be renewed or replaced two months before expiry of past LTAs

3.1.3- Transaction cost and ABC (Activity Based costing) .

In order to establish the transaction cost, an ABC has been undertaken and used to quantify a standard procurement process in a situation without LTA compared to a situation with LTA. The estimation was based on the amount of time requested and the individual staff that are involved in the standards procurement process.

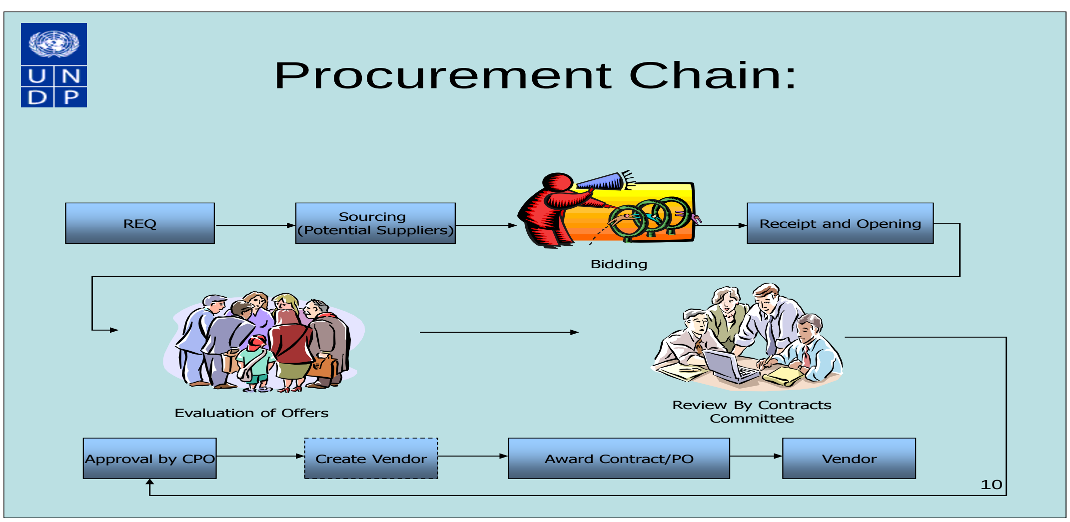
2.1 Transaction costs (general definition)
For the UN, and for the purpose of this BoS document, the term '**transaction cost'** is used to mean the costs that are incurred by the UN system and its partners as a result of processes or activities for aid delivery either internal or external to the UN.

- **2.1.1 Internal transaction costs are** costs that are internal to the UN system. Most specifically, internal transaction costs are the costs that are incurred by the UN Agencies in getting/delivering services. Those costs are manly constituted by the value of staff time dedicated to specific activities and processes to get a service.

- **2.1.2 Services & Goods Costs** are costs incurred by a business, costs is usually a monetary valuation of (1) effort, (2) material, (3) resources, (4) time and utilities consumed from service or good provider . In the context of a UNCT at country level, those service & goods costs are and not limited to: Hotel & Conference facility usage, telephone, internet, translation & interpretation services, courier distribution maintenance services (car, office cleaning, furniture maintenance etc…), vehicles maintenance, stationary and supplies, printing and publication, etc….

- **2.1.3 External transaction costs** are those costs that are incurred **by partners of the UN system** and they result from their interaction with the UN system. They are incurred at both the country level (government, other national partners and local donor offices) and at the headquarters of the donor agencies and international partners and are related to their support to country level activities with the UNS. Accurate information on external transaction costs, as defined here, is be very difficult to obtain and quantify, and attempting to do so would be very time-consuming and costly.

Fig. 1 : Standard procurement chain involving transaction costs



From these definitions, it is clear that transaction costs are one of the variables through which the efficiency and effectiveness of UN country operations can be measured. The recurrent actions on procurement process (as described in table 2 below) in which staff are involved on repetitive basis was identified and quantified. This identification and quantification was used to serve as a baseline against which the development and implementation of LTA's (where some of the steps involving staff will no longer be required) will be compared to show the reduction in transaction cost.

The ABC approach allows for the proper quantification of staff time involved in all the recurrent processes (Procurement, recruitment, Programme design and implementation etc.) by determining the specific time spent and applying the specific cost based on the grade of the staff that is performing the action.
The following table is showing the annual Proforma cost breakdown into hourly cost.

Table 2. Staff Proforma cost.

STAFF PROFORMA COST

Grade Level	Proforma	Hrs/Week	Hrs/Month	Hrs/year	Cost/Hr	Min/year	Cost /Min
D2	323,966.70	37.5	150	1800	179.98	108,000	3.00
D1	301,148.14	37.5	150	1800	167.30	108,000	2.79
P5	262,309.61	37.5	150	1800	145.73	108,000	2.43
P4	227,415.98	37.5	150	1800	126.34	108,000	2.11
P3	191,039.36	37.5	150	1800	106.13	108,000	1.77
P2	169,152.28	37.5	150	1800	93.97	108,000	1.57
NOC	77,201.71	37.5	150	1800	42.89	108,000	0.71
NOB	57,186.02	37.5	150	1800	31.77	108,000	0.53
NOA	45,022.54	37.5	150	1800	25.01	108,000	0.42
G7	38,080.34	37.5	150	1800	21.16	108,000	0.35
G6	31,748.24	37.5	150	1800	17.64	108,000	0.29
G5	26,228.00	37.5	150	1800	14.57	108,000	0.24
G4	21,497.08	37.5	150	1800	11.94	108,000	0.20
G3	16,929.04	37.5	150	1800	9.41	108,000	0.16
G2	13,228.01	37.5	150	1800	7.35	108,000	0.12

From the ABC, the two situations have been quantified as follows:

Table 3 Standard process without and with LTA.

STANDARD PROCESS WITHOUT LTA						STANDARD PROCESS 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	Ref check			0	0	0.00
Site visits	Proc Assist	G7	2	21.16	42.31	Site visits			0	0	0.00
Site visits	Proc Anal	NOB	2	31.77	63.54	Site visits			0	0	0.00
					0.00				0	0	0.00
Contract committee (CAP)	Proc head	NOA	0	25.01	0.00	Review by Contract committee (CAP)	Proc head	NOA	0	0	0.00
Contract committee (CAP)	OM	NOC	0	42.89	0.00	Review by Contract committee (CAP)	OM	NOC	0	0	0.00
Contract committee (CAP)	PM	NOB	0	31.77	0.00	Review by Contract committee (CAP)	PM	NOB	0	0	0.00
Contract committee (CAP)	PM	NOB	0	31.77	0.00	Review by Contract committee (CAP)	PM	NOB	0	0	0.00
Contract committee (CAP)	PM	NOB	0	31.77	0.00	Review by Contract committee (CAP)	PM	NOB	0	0	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
contract/Prepare PO	Proc Assist	G7	0.5	21.16	10.58	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
TOTAL			29		749	TOTAL			3.5		94

From the comparison of those two situations (process without LTA and Process with LTA), we can see that a simple process in a situation "without LTA" is taking about 29 hours to be completed and is costing $749 while the same process in a situation with LTA is only taking 3.5 hours and costing $94.

3.1.4.- Monetary cost.

The monetary cost focuses on the one time investment cost needed to implement the services.

Table 4 Procurement onetime cost sheet

ONE TIME COST							
N0.	ITEM	YEAR1	YEAR2	YEAR3	YEAR4	YEAR5	TOTAL $
PRINTING SERVICES	Advertizement cost	1,000.00					**1,000.00**
FUEL	Advertizement cost		1,000.00				**1,000.00**
TRANSPORT SERVICES	Advertizement cost	1,000.00					**1,000.00**
PHOTOCOPY SERVICES	Advertizement cost		1,000.00				**1,000.00**
STATIONERY	Advertizement cost	1,000.00					**1,000.00**
HOTEL SERVICES	Advertizement cost	1,000.00					**1,000.00**
CONFERENCING SERVICES	Advertizement cost	1,000.00					**1,000.00**
INSURANCE SERVICES	Advertizement cost		1,000.00				**1,000.00**
ICT MAINTENANCE SERVICES	Advertizement cost	1,000.00					**1,000.00**
MEDIA COSTS	Advertizement cost		1,000.00				**1,000.00**
ADVERTISEMENT SERVICES	Advertizement cost			1,000.00			**1,000.00**
AIR CONDITIONING SERVICES	Advertizement cost			1,000.00			**1,000.00**
FIRE EXTINGUISHER SERVICES	Advertizement cost			1,000.00			**1,000.00**
COURRIER SERVICES	Advertizement cost			1,000.00			**1,000.00**
TRAVEL	Advertizement cost	1,000.00					**1,000.00**
AUDIT SERVICES	Advertizement cost	1,000.00					**1,000.00**
PRE QUALIFICATION OF CONSULTNATS FOR THE UNDAP	Advertizement cost	1,000.00					**1,000.00**
TRANSLATION SERVICES	Advertizement cost	1,000.00					**1,000.00**
TOTAL ONE TIME COST							**18,000.00**

3.1.4- Long Term Agreement ABC process.

In order to establish the labor cost involved in LTA development and renewal, it was necessary to prepare the ABC process of those specific elements as follows:

Table 5- LTA development cost.

PROCESSES	STAFF INVOLVED	LEVEL	TIME(HRS)	PROFORMA	TOTAL
Draft ToR's	OM	NOC	1	42.89	42.89
Draft ToR's	Proc Anal	NOA	1	25.01	25.01
Draft ToR's	Proc Anal	NOB	1	31.77	31.77
Draft ToR's	Proc Anal	NOB	1	31.77	31.77
Draft ToR's	Proc Asst	G7	0.5	21.16	10.58
Draft ToR's	Proc Asst	G7	0.5	21.16	10.58
Draft ToR's	Proc Asst	G7	0.5	21.16	10.58
Draft ToR's	Proc Asst	G7	0.5	21.16	10.58
Review & Finalize ToR's	OM	P4	1.5	126.34	189.51
Prepare RFQ	Proc Anal	NOB	0.5	31.77	15.89
Prepare RFQ	Proc Assist	G7	1	21.16	21.16
Publish Advertisement	Proc Assist	G7	0.5	21.16	10.58
Receive and sort proposal	Admin Assist	G5	2	14.57	29.14
Open & Sign proposals	OM	NOC	0.5	42.89	21.44
Open & Sign proposals	Proc Anal	NOA	0.5	25.01	12.51
Open & Sign proposals	Proc Anal	NOB	0.5	31.77	15.89
Open & Sign proposals	Proc Anal	NOB	0.5	31.77	15.89
Open & Sign proposals	Proc Asst	G7	0.5	21.16	10.58
Open & Sign proposals	Proc Asst	G7	0.5	21.16	10.58
Open & Sign proposals	Proc Asst	G7	0.5	21.16	10.58
Open & Sign proposals	Proc Asst	G7	0.5	21.16	10.58
Technical evaluation	OM	NOC	3	42.89	128.67
Technical evaluation	Proc Anal	NOA	3	25.01	75.04
Technical evaluation	Proc Anal	NOB	3	31.77	95.31
Technical evaluation	Proc Anal	NOB	3	31.77	95.31
Technical evaluation	Proc Asst	G7	3	21.16	63.47
Technical evaluation	Proc Asst	G7	3	21.16	63.47
Technical evaluation	Proc Asst	G7	3	21.16	63.47
Technical evaluation	Proc Asst	G7	3	21.16	63.47
Financial evaluation	OM	NOC	1.5	42.89	64.33
Financial evaluation	Proc Anal	NOA	1.5	25.01	37.52
Financial evaluation	Proc Anal	NOB	1.5	31.77	47.66
Financial evaluation	Proc Anal	NOB	1.5	31.77	47.66
Financial evaluation	Proc Asst	G7	1.5	21.16	31.73
Financial evaluation	Proc Asst	G7	1.5	21.16	31.73
Financial evaluation	Proc Asst	G7	1.5	21.16	31.73
Financial evaluation	Proc Asst	G7	1.5	21.16	31.73
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
Review by Contract committee (CAP)	Proc Anal	NOA	3.5	25.01	87.54
Review by Contract committee (CAP)	OM	P4	1.5	126.34	189.51
Review by Contract committee (CAP)	PM	NOB	1.5	31.77	47.66
Review by Contract committee (CAP)	PM	NOB	1.5	31.77	47.66
Review by Contract committee (CAP)	PM	NOB	1.5	31.77	47.66
Endorsement by HoA.		D1	0.5	179.98	89.99
Create PO	Proc Assist	G7	0.5	21.16	10.58
Award contract/Prepare PO	Proc Assist	G7	0.5	21.16	10.58
LTA Signature	Proc Assist	G7	0.5	21.16	10.58
TOTAL			**70**		**2,263**

The estimated LTA development cost is $2,263 which takes about 70 hours to be completed.

Table 6 LTA renewal cost.

LTA RENEWAL PROCESS - ONCE A YEAR					
PROCESSES	**STAFF INVOLVED**	**LEVEL**	**TIME(HRS)**	**PROFORMA**	**TOTAL**
LTA End of Period evaluation	OM	NOC	2	42.89	85.78
LTA End of Period evaluation	Proc Anal	NOA	2	25.01	50.03
LTA End of Period evaluation	Proc Anal	NOB	2	31.77	63.54
LTA End of Period evaluation	Proc Anal	NOB	2	31.77	63.54
LTA End of Period evaluation	Proc Asst	G7	2	21.16	42.31
LTA End of Period evaluation	Proc Asst	G7	2	21.16	42.31
LTA End of Period evaluation	Proc Asst	G7	2	21.16	42.31
LTA End of Period evaluation	Proc Asst	G7	2	21.16	42.31
Site visits	Proc Assist	G7	2	25.01	50.03
Site visits	Proc Anal	NOB	2	31.77	63.54
LTA Renewal process	Proc Anal	NOB	0.5	31.77	15.89
LTA Renewal process	Proc Asst	G7	0.5	21.16	10.58
LTA Renewal process	OM	P4	0.25	126.34	31.59
Endorsement by HoA.		D1	0.25	179.98	45.00
TOTAL			**21.5**		**648.74**

The estimated LTA renewal cost is $648 and around 21.5 staff hours.

Based on the estimated LTA development and renewal cost, the consolidated labor cost estimate of all the projected business solutions has been developed as follows:

Efficiency gain on LTA development cost:
To illustrate the efficiency gain in LTA development a comparison has been done from the above two tables (Table 5 &6) based on the assumption where all UN agencies are running individually the LTA's identified over the UNDAP cycle for their own use and a situation where only one Agency runs the process on behalf of others for their further use. The table below is showing this comparison with the potential saving that can result from those two situations.

Table 7 Comparison of LTA running process

PROCESS	NBER OF AGENCY	NMBER OF LTA	LTA COST	RENEWAL TIME	TOTAL 1
LTA PROCESS RUN BY ALL 7 AGENCIES FOR THEIR OWN USE	7	18	2,263	N/A	285,138.00
LTA RENEWAL BY ALL 7 AGENCIES FOR THEIR OWN USE (4 TIMES OVER THE 5 YEARS CYCLE)	7	18	648.74	4	326,964.96
TOTAL LTA COST WHEN MANAGED AND RENEWED BY EACH INDIVIDUAL AGENCIES OVER THE UNDAP CYCLE FOR THEIR OWN USE (A)					**612,102.96**
LTA PROCESS RUN BY ONE AGENCY ON BEHALF OF ALL	1	18	2,263	N/A	40,734.00
LTA RENEWAL PROCESS BY ALL ONE AGENCY ON BEHALF OF ALL (4 TIMES OVER THE 5 YEARS CYCLE)	1	18	648.74	4	46,709.28
TOTAL LTA COST WHEN MANAGED AND RENEWED BY ONE AGENCY ON BEHALF OF OTHERS OVER THE UNDAP CYCLE (B)					**87,443.28**
TOTAL SAVING ON TRANSACTION COST (A-B)					**524,659.68**
TOTAL STAFF TIME SAVING BY COMMON SERVICES		18			**29,147.76**
TOTAL STAFF TIME SAVING BY YEAR		5			**5,829.55**

From this table, we can see the total efficiency gain of LTA implementation by each specific Agencies compared to one agency that will do it on behalf of other.

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Table 8. Labor cost

LABOR COST ONE TIME & RECURRING							
N0.	**ITEM**	**YEAR1**	**YEAR2**	**YEAR3**	**YEAR4**	**YEAR5**	**TOTAL $**
PRINTING SERVICES	LTA development Cost- Staff Time	2,263.26					**2,263.26**
FUEL	LTA development Cost- Staff Time		2,263.26				**2,263.26**
TRANSPORT SERVICES	LTA development Cost- Staff Time	2,263.26					**2,263.26**
PHOTOCOPY SERVICES	LTA development Cost- Staff Time		2,263.26				**2,263.26**
STATIONERY	LTA development Cost- Staff Time	2,263.26					**2,263.26**
HOTEL SERVICES	LTA development Cost- Staff Time	2,263.26					**2,263.26**
CONFERENCING SERVICES	LTA development Cost- Staff Time	2,263.26					**2,263.26**
INSURANCE SERVICES	LTA development Cost- Staff Time		2,263.26	648.74	648.74	648.74	**4,209.48**
ICT MAINTENANCE SERVICES	LTA development Cost- Staff Time	2,263.26					**2,263.26**
MEDIA COSTS	LTA development Cost- Staff Time		2,263.26				**2,263.26**
ADVERTISEMENT SERVICES	LTA development Cost- Staff Time			2,263.26			**2,263.26**
AIR CONDITIONING SERVICES	LTA development Cost- Staff Time			2,263.26			**2,263.26**
FIRE EXTINGUISHER SERVICES	LTA development Cost- Staff Time			2,263.26			**2,263.26**
COURRIER SERVICES	LTA development Cost- Staff Time			2,263.26			**2,263.26**
TRAVEL	LTA development Cost- Staff Time	2,263.26					**2,263.26**
AUDIT	LTA development Cost- Staff Time	2,263.26					**2,263.26**
PRE QUALIFICATION OF CONSULTNATS FOR THE UNDAP	Pre-qualification Cost- Staff Time	2,263.26					**2,640.92**
	Consultant Roster usage cost		94.42	94.42	94.42	94.42	
TRANSLATION SCES	LTA DEVELOPMENT COST	2,263.26					**2,263.26**
TOTAL ONE TIME COST							**43,062.61**

3.1.6- Monetary Benefits.

The monetary saving of our procurement pillar is mainly based on the bargaining power of being together as ONE UN and the assume ability that this leads to the possibility to negotiate reductions on service costs. If this is correct, it will lead to a reduction in financial resources associated with all the LTA's that will be developed over the UNDAP cycle. As already mentioned in the Needs and Requirement analysis, the assumptions have been based on a 5% discount on service costs (except from the Hotel Services where we anticipate 10% discount) for all LTA's to be negotiated compared to the past situation. For illustration on the table below, the total baseline for printing expenditures by all agencies in 2012 was $558,903.83. If we succeed in getting 5% discount while finalizing the LTA, then the annual saving will be about $27,945.

Table 9 Monetary benefit

RECURRING BENEFIT							
PRINTING SERVICES	PROJECTED REDUCTION OBTAINED FROM SUPPLIERS (5%) ON EACH SCE	27,945	27,945	27,945	27,945	27,945	139,726
TELEPHONE SERVICES	PROJECTED REDUCTION OBTAINED FROM SUPPLIERS (5%) ON EACH SCE						0
FUEL	PROJECTED REDUCTION OBTAINED FROM SUPPLIERS (5%) ON EACH SCE	7,612	7,612	7,612	7,612	7,612	38,062
TRANSPORT SERVICES	PROJECTED REDUCTION OBTAINED FROM SUPPLIERS (5%) ON EACH SCE	5,222	5,222	5,222	5,222	5,222	26,109
PHOTOCOPY SERVICES	PROJECTED REDUCTION OBTAINED FROM SUPPLIERS (5%) ON EACH SCE	3,829	3,829	3,829	3,829	3,829	19,143
STATIONERY	PROJECTED REDUCTION OBTAINED FROM SUPPLIERS (5%) ON EACH SCE	3,452	3,452	3,452	3,452	3,452	17,258
HOTEL SERVICES	PROJECTED REDUCTION OBTAINED FROM SUPPLIERS (10%) ON EACH SCE	210,000	210,000	210,000	210,000	210,000	1,050,000
CONFERENCING SERVICES	PROJECTED REDUCTION OBTAINED FROM SUPPLIERS (5%) ON EACH SCE	3,044	3,044	3,044	3,044	3,044	15,221
INSURANCE SERVICES	PROJECTED REDUCTION OBTAINED FROM SUPPLIERS (5%) ON EACH SCE	1,492	1,492	1,492	1,492	1,492	7,460
ICT MAINTENANCE SERVICES	PROJECTED REDUCTION OBTAINED FROM SUPPLIERS (5%) ON EACH SCE						0
MEDIA COSTS	PROJECTED REDUCTION OBTAINED FROM SUPPLIERS (5%) ON EACH SCE	774	774	774	774	774	3,868
ADVERTISEMENT SERVICES	PROJECTED REDUCTION OBTAINED FROM SUPPLIERS (5%) ON EACH SCE	542	542	542	542	542	2,708
AIR CONDITIONING SERVICES	PROJECTED REDUCTION OBTAINED FROM SUPPLIERS (5%) ON EACH SCE	253	253	253	253	253	1,267
FIRE EXTINGUISHER SERVICES	PROJECTED REDUCTION OBTAINED FROM SUPPLIERS (5%) ON EACH SCE	200	200	200	200	200	1,002
COURRIER SERVICES	PROJECTED REDUCTION OBTAINED FROM SUPPLIERS (5%) ON EACH SCE	113	113	113	113	113	565
TRAVEL	PROJECTED REDUCTION OBTAINED FROM SUPPLIERS (5%) ON EACH SCE	23,817	23,817	23,817	23,817	23,817	119,084
AUDIT	PROJECTED REDUCTION OBTAINED FROM SUPPLIERS (5%) ON EACH SCE	4,181	4,181	4,181	4,181	4,181	20,906
PRE-QUALIFICATION OF TA	PROJECTED REDUCTION OBTAINED FROM SUPPLIERS (5%) ON EACH SCE						0
TRANSLATION	PROJECTED REDUCTION OBTAINED FROM SUPPLIERS (5%) ON EACH SCE	5,222	5,222	5,222	5,222	5,222	26,109
TOTAL RECURRING BENEFIT							1,488,489

3.1.7 Labor Benefits - Time Reductions/Gains

With the implementation of the LTA for the anticipated business solutions, the entire ONE UN in Rwanda will avoid repetitive procurement processes that consume staff time. Hence a concrete reduction in the time required to negotiate the LTA process related to the business solutions will be noted because not all Agencies identified on table 7 will be involved anymore.

Table 10 : Labor benefit

RECURRING LABOR BENEFIT							
PRINTING SERVICES	STAFF TIME SAVED	5,830	5,830	5,830	5,830	5,830	29,150
TELEPHONE SERVICES	STAFF TIME SAVED	5,830	5,830	5,830	5,830	5,830	29,150
FUEL	STAFF TIME SAVED	5,830	5,830	5,830	5,830	5,830	29,150
TRANSPORT SERVICES	STAFF TIME SAVED	5,830	5,830	5,830	5,830	5,830	29,150
PHOTOCOPY SERVICES	STAFF TIME SAVED	5,830	5,830	5,830	5,830	5,830	29,150
STATIONERY	STAFF TIME SAVED	5,830	5,830	5,830	5,830	5,830	29,150
HOTEL SERVICES	STAFF TIME SAVED	5,830	5,830	5,830	5,830	5,830	29,150
CONFERENCING SERVICES	STAFF TIME SAVED	5,830	5,830	5,830	5,830	5,830	29,150
INSURANCE SERVICES	STAFF TIME SAVED	5,830	5,830	5,830	5,830	5,830	29,150
ICT MAINTENANCE SERVICES	STAFF TIME SAVED	5,830	5,830	5,830	5,830	5,830	29,150
MEDIA COSTS	STAFF TIME SAVED	5,830	5,830	5,830	5,830	5,830	29,150
ADVERTISEMENT SERVICES	STAFF TIME SAVED	5,830	5,830	5,830	5,830	5,830	29,150
AIR CONDITIONING SERVICES	STAFF TIME SAVED	5,830	5,830	5,830	5,830	5,830	29,150
FIRE EXTINGUISHER SERVICES	STAFF TIME SAVED	5,830	5,830	5,830	5,830	5,830	29,150
COURRIER SERVICES	STAFF TIME SAVED	5,830	5,830	5,830	5,830	5,830	29,150
TRAVEL	STAFF TIME SAVED	5,830	5,830	5,830	5,830	5,830	29,150
AUDIT	STAFF TIME SAVED	5,830	5,830	5,830	5,830	5,830	29,150
PREQUALIFICATION OF COSNULTANT	STAFF TIME SAVED	5,830	5,830	5,830	5,830	5,830	29,150
TRANSLATION SCES	STAFF TIME SAVED	5,830	5,830	5,830	5,830	5,830	29,150
	TOTAL RECURRING BENEFIT						553,842

3.1.8. Cost and Benefit Analysis.

As per the BoS flow, the CBA is the last step before developing the result matrix. It provides the framework for the OMT/UNCT to make informed decisions by identifying the "low hanging fruits" for which, time, human and financial resources and energy could be invested in on priority basis. This CBA provides details on the level of the required investment cost (both time and financial cost) which may influence the prioritization of each business solution. The Cost and Benefit Analysis presented below aims to provide sufficient, rather than exhaustive, overview of the main cost elements that are involved in all the processes identified. It serves as glance view on cost and benefits for all the business solutions. The CBA therefore analyses three types of costs and benefits associated with each suggested business solutions:

1. Monetary Costs & Benefits- Direct Cost ($ value)
2. Labor costs (Non-Monetary Cost- time spent)
3. Other costs/benefits

Table 11 Cost & Benefit Analysis

COST BENEFIT ANALYSIS PROCUREMENT SOLUTION

	Monetary Costs Benefits ($)		Labor Costs Benefits (Labor)		Other Costs/Benefits		Prioritization				
	A	B	C	D	E	F	G	H	I		
Proposed Business Solution (incl. Common Services)	Anticipated Monetary Cost (One time & Recurring $ investment)	Anticipated monetary Benefit(One time & Recurring Benefits)	Anticipated labor cost-Time investment(One Time & Recurring Labor cost)	Anticipated Labor Benefit: Time reduction (One Time& Recurring Labor benefit)	Anticipated Significant Other Cost	Anticipated Significant Other benefit	Total Cost (A+C)	Total Benefit (B+D)	Priority Ratio: Benefit/Cost (H/G)/100	RANKING PER OMT	ADJUSTED RANKING BY UNCT
PRINTING SERVICES	1,000	139,725.96	2,263	29,150			3,263.26	168,875.55	52%		
TELEPHONE SERVICES*											
FUEL	1,000.00	38,061.72	2,263.26	29,150			3,263.26	67,211.31	21%		
TRANSPORT SERVICES	1,000.00	26,109.44	2,263.26	29,150			3,263.26	55,259.03	17%		
PHOTOCOPY SERVICES	1,000.00	19,142.72	2,263.26	29,150			3,263.26	48,292.31	15%		
STATIONERY	1,000.00	17,257.89	2,263.26	29,150			3,263.26	46,407.48	14%		
HOTEL SERVICES	1,000.00	1,050,000.00	2,263.26	29,150			3,263.26	1,079,149.59	331%		
CONFERENCING SERVICES	1,000.00	15,221.45	2,263.26	29,150			3,263.26	44,371.04	14%		
INSURANCE SERVICES	1,000.00	7,460.23	4,209.48	29,150			5,209.48	36,609.82	7%		
ICT MAINTENANCE SERVICES*											
MEDIA COSTS	1,000.00	3,868.49	2,263.26	29,150			3,263.26	33,018.08	10%		
ADVERTISEMENT SERVICES	1,000.00	2,708.03	2,263.26	29,150			3,263.26	31,857.62	10%		
AIR CONDITIONING SERVICES	1,000.00	1,267.25	2,263.26	29,150			3,263.26	30,416.84	9%		
FIRE EXTINGUISHER SERVICES	1,000.00	1,002.41	2,263.26	29,150			3,263.26	30,152.01	9%		
COURRIER SERVICES	1,000.00	564.93	2,263.26	29,150			3,263.26	29,714.52	9%		
TRAVEL	1,000.00	119,083.58	2,263.26	29,150			3,263.26	148,233.18	45%		
AUDIT	1,000.00	29,149.59	2,263.26	29,150			3,263.26	58,299.18	18%		
TRANSLATION	1,000.00	26,109.44	2,263.26	29,149.59			3,263.26	55,259.03	17%		
CONSULTANT PRE QUALIFICATION - UNDAF	1,000.00	29,149.59	2,640.92	0.00			3,640.92	29,149.59	8%		

*Included in the ITC business Solution.

3.1.9- **Result Framework**

The table below describes the results that will be achieved, the main activities towards these results, and the indicators that will allow the ONE UN to monitor progress and eventual success/failure in achieving the results. The BoS result framework is at the core of the BoS and their implementation is to be secured through the Annual Work Plans attached to this document.

Table 12 Result Framework

Business Operations Strategy Outcome 1: PROCUREMENT	**COMMON PROCUREMENT**
Lead Agency	UNDP
Participating UN Agencies	UNDP, UNFPA, UN Women, WFP, WHO, UNECA and UNICEF
Coordination Mechanism	PWG

OUTCOME 1	**By 2018, improved procurement services achieves 5% LTA discounts on goods and services totaling US$1.4 million and creates an efficiency gain on transactional cost worth $105,000 per year.**	**PLANNED OUTPUT**	1) 20 categories of goods and services covered by operational LTAs by 2018 2) Management of LTAs improved. New One UN procurement SOP approved. LTA renewals 2 months before expiration	**ACTIVITIES**	1.0 Recommend LTA categories to OMT 1.1 Develop & Validate ToR's, 1.2 Publication, 1.3 Selection, 1.4 Quality Assurance ,Site Visit 1.5 Review by CAP/RACP, award 1.6 LTA signature 2,1 Develop SOP; 2.2 Implement SOP ; 2.3. Spot site visits 2.4 Evaluation of LTAs,

INDICATOR	**BASELINE 2013**	**TARGET 2018**
Outcome: Accumulated US$ savings from One UN LTAs (5%)	$0	$1,488,489
Output 1. No of goods and services categories covered by LTAs	7	20
Output 2. Length of time taken to renew LTAs before they expire.	3 Months after expiration	2 Months before expiration

3.1.10 Annual Workplan (see annex 2)

3.2-ICT

3.2.1 Introduction

The ICT pillar is one of the most promising aspects of the BoS, since the operations analysis has revealed that common internet services could yield about 50% reduction in internet cost for all UN Agencies in Rwanda. This is mainly due to opportunities provided by 3000 km of optic fiber laid by the government in 2011 and the arrival of new internet providers in the market.

3.2.2 Needs and requirement analysis.

Following the same approach like the one of the procurement solution, the ICT strategic focus is as follows.
Table 14 ICT Needs and requirement analysis.

Name Business Operation/Common Service	Needs Analysis Narrative	Requirement Analysis and KPI's
ICT	**By 2018, total cost of ICT services will be reduced by 20%**	
Having met regularly since 2008, the ICT WG has built strong working relations and mutual trust. With the arrival of the BoS approach, the ICT WG has found themselves in a position to take full advantage of the new opportunities presented to them. Furthermore, during the strategic planning process UN agencies have discovered a range of opportunities already available to them and have therefore been able to continually adjust upwards their predictions for cost reductions. Also agencies that would perhaps consider themselves as previously less active in the WG has during the BoS been exposed to the ideas and data - including concrete costs paid by the different agencies - and as a result been able to achieve cost savings through renegotiations even before the BoS has been initiated. This has encouraged the WG and further strengthened both the width and depth of UN agencies' participation in the ITC WG.		
Internet	**Background:** At present 8 UN agencies that participates in DaO are using individual ISP (local & VSAT) contracts for internet connectivity. This is not cost effective as the different agencies are paying for the same services multiple times at an annual cost of 329,882 USD; the One UN agencies are combined operating 7 VSATs. **Need 1**: To have a common Internet Service Provider (Broadband dedicated/guaranteed high speed bandwidth for office use in order to have access to corporate applications, Video conferences, Web access, etc.) to reduce annual costs from 603,994 to 325,152 USD and improve service. **Need 2:** To have internet connection at the residences of some essential staff for remote access to the office network (Enterprise management systems, shared drives, emails, applications, etc.); **Need 3:** To have a Virtual Local Area Network in order to interconnect all UN participating agencies for better sharing information internally. This is an infrastructure upgrade that will allow for the new, improved services to be delivered by the ITC WG.	1.Total operational cost of Internet connectivity redyced by 20% in 5 years; 2. Number of VSAT will be reduced from 7 to 2 by 2016 3. Essential staff will have full remote access to the office network by 2014
Telephony	**Background:** The One UN participating agencies currently pay $260,000 per year for telephone calls. This can be reduced to around $150,000 through better services delivered through an upgraded infrastructure. **Need:** To implement a common voice over IP solution, integration of PBX with Skype and Closed user group services to reduce the cost.	Total operational cost of Telephone use reduced by 40% by 2015
Maintenance	**Background**: Each agency is currently having individual maintenance contract for ICT equipment. **Need:** To have a common maintenance contract for all participating agencies at negociated rate.	Quality of service will be increased considerably and down time of the ICT equipment will decrease at 90%
BCP & DRP	**Background**: Few agencies have individual operationational Business Continuity Plan and Disaster Recovery Plan. **Need 1**: ICT Working Group should establish BCP location for each participating agency to be used by UN essential staff during any emergency. **Need 2:** To have a Common contingency plan when move to One UN house	Ensure Business Continuity Plan and Disaster Recovery Plan exists, tested and updated regularly.
Help Desk	**Background:** When move to One UN House, common ICT Help desk services will be required. **Need:** Establish common ICT help Desk services 24/7 for One UN	Memorandum of Understanding among participating UN agencies and agreed terms of reference will be signed prior moving to One UN House.

3.2.3 Monetary cost

The ICT monetary cost is based on the investment cost needed to implement the solutions below:

- Common Internet services
- Comment Telephone Services
- Comment IT maintenance services
- Common BCP
- Common Helpdesk & pooling service database management

Table 15 ICT Monetary cost

ONE TIME COST								
BUSINESS SOLUTION	**DESCRIPTION**	**YEAR1**	**YEAR2**	**YEAR3**	**YEAR4**	**YEAR5**	**TOTAL $**	**TOTAL PER BUSINESS SOLUTION**
COMMON INTERNET SERVICES	Advertising for RFP	1,000					**1,000**	**46,000**
	Fiber optic connection to all UN agencies (equipment and Installation)	40,000					**40,000**	
	Residential internet for essential staff (Equipment & Installation)	5,000					**5,000**	
COMMON 'TELEPHONE SERVICES	Purchase of LAN IP phones and Installation		145,000				**145,000**	**205,000**
	Purchase Skype gateway, computer, License and installation		60,000				**60,000**	
COMMON IT EQUIPMENT MAINTAINANCE LTA	Cost for advertisement for RFQ maintenance contract		1,000				1,000	**1,000**
COMMON BCP FOR UN AGENCY	BCP equipment (Radio links, location, Generator, computers)				102,000		102,000	**102,000**
COMMON HELPDESK AND POOLING SERVICES DATABASE MANAGEMENT	Equipment needs				100,000			**100,000**
TOTAL ONE TIME COST								**454,000**

3.2.4 Labor cost

Table 16 ICT one time labor cost

LABOR COST - ONE TIME								TOTAL PER BUSINESS SOLUTION
COMMON INTERNET SERVICES	LTA DEVELOPMENT COST	2,935					**2,935**	
COMMON 'TELEPHONE SERVICES	LTA DEVELOPMENT COST		2,935				**2,935**	
COMMON IT EQUIPMENT MAINTAINANCE LTA	LTA DEVELOPMENT COST		2,935				**2,935**	
Digital VHF/HF Radio	LTA DEVELOPMENT COST			2,935			**2,935**	
COMMON BCP & DRP SOLUTION	LTA DEVELOPMENT COST				2,935		**2,935**	
COMMON HELPDESK AND POOLING SERVICES DATABASE MANAGEMENT	LTA DEVELOPMENT COST					2,935	**2,935**	
TOTAL								**17,608**

Table 17 ICT recurrent labor cost

LABOR COST - RECURRENT								TOTAL PER BUSINESS SOLUTION
COMMON INTERNET SERVICES	LTA EVALUATION & RENEWAL		868	868	868	868	3,471	
COMMON 'TELEPHONE	LTA EVALUATION & RENEWAL		868	868	868	868	3,471	
COMMON IT EQUIPMENT MAINTAINANCE LTA	LTA EVALUATION & RENEWAL		868	868	868	868	3,471	
Digital VHF/HF Radio	LTA EVALUATION & RENEWAL		868	868	868	868	3,471	
COMMON BCP & DRP SOLUTION	LTA EVALUATION & RENEWAL		868	868	868	868	3,471	
COMMON HELPDESK AND POOLING SERVICES DATABASE MANAGEMENT	LTA EVALUATION & RENEWAL		868	868	868	868	3,471	
TOTAL ONE TIME COST								**20,826**

3.2.5- Monetary benefits.

The benefit identification for the ICT solution was based on the assumption that the current 7 VSAT own by 7 Agencies together with the current Generators will no longer be needed once the solutions are implemented. Hence, Agencies will have to sell those VSAT and generators.

Table 18 ICT one time and recurrent benefit.

ONE TIME BENEFIT							
N0.	ITEM	YEAR1	YEAR2	YEAR3	YEAR4	YEAR5	TOTAL
COMMON INTERNET SERVICES	SELLING OF OLD ASSET/PABX	11,000					11,000
	SELLING OF OLD ASSET/VSAT	20,000					20,000
	PHASING OUT OF GENERATOR				30,000		30,000
							0
TOTAL ONE TIME BENEFIT							**61,000**
RECURRING BENEFIT							
COMMON INTERNET SERVICES	Internet services (Local ISP & VSAT) operational cost		263,532	263,532	263,532	263,532	1,054,128
COMMON 'TELEPHONE SERVICES	Closed User Group telephone services interconnection for UN Staff		26,936	26,936	26,936	26,936	107,742
	Reduced annual cell phone cost Outside UN			23,703	23,703	23,703	71,109
	Saving on Lan line using Skype.			90,556	90,556	90,556	271,668
COMMON IT EQUIPMENT MAINTAINANCE LTA	Savings on Servie cost		1,600	1,600	1,600	1,600	6,400
COMMON HELPDESK AND POOLING SERVICES DATABASE		0	0	0	0	0	0
COMMON BCP FOR UN AGENCY		0	0	0	0	0	0
TOTAL RECURRING BENEFIT							**1,511,047**
	TOTAL BENEFIT						**1,572,047**

3.2.6- Cost and Benefits Analysis.

Table 19 ICT CBA

COST AND BENEFIT ANALYSIS ICT SOLUTION											
	Monetary Costs Benefits ($)		Labor Costs Benefits (Labor)		Other Costs/Benefits		Prioritization				ADJUSTED PRIORIZATION
	A	B	C	D	E	F	G	H	I		
Proposed Business Solution (incl. Common Services)	Anticipated Monetary Cost (One time & Recurring $ investment)	Anticipated monetary Benefit(One time & Recurring	Anticipated labor cost-Time investment(One Time & Recurring Labor cost)	Anticipated Labor Benefit: Time reduction (One Time& Recurring Labor benefit)	Anticipated Significant Other Costs	Anticipated Significant Other Benefits	Total Cost (A+C)	Total Benefit (B+D)	Priority Ratio: Benefit/Cost (H/G)/100	RANKING PER OMT	ADJUSTED RANKING PER UNCT APPROVAL
COMMON INTERNET SERVICES	46,000	1,074,128	6,406	0	0	0	52,405.74	1,074,128.00	20.50%	1	
COMMON 'TELEPHONE SERVICES	205,000	118,742	6,406	0	0	0	211,405.74	118,742.00	0.56%	3	
COMMON IT EQUIPMENT MAINTENANCE	1,000	6,400	6,406	0	0	0	7,405.74	6,400.00	0.86%	2	
COMMON BCP FOR UN AGENCY	107,000	0	6,406	0	0	0	113,405.74	0.00	0.00%	5	
COMMON HELPDESK AND POOLING SERVICES DATABASE MANAGEMENT	100,000	0	6,406	0	0	0	106,405.74	0.00	0.00%	6	
TOTAL	459,000	1,199,270	32,029	0	0	0	491,029	1,199,270			

3.2.7.- Result Framework

Table 20 ICT result framework

Business Operations Strategy Outcome 2: ICT WG	**COMMON ICT SERVICES**
Lead Agency	UNICEF
Participating UN Agencies	UNDP, UNFPA, UN Women, WFP, UNHCR, UNDSS, WHO, UNECA, FAO, UNAIDS and UNICEF
Coordination Mecanism	ICTWG

OUTCOME 1	**By 2018, ITC operational costs for the One UN in Rwanda have been reduced by $1,7 million through harmonisation and sharing of systems and contracts**	PLANNED OUTPUT	1. One shared Internet connection from one Internet Service Provider by 2013; 2. Common CUG and Telephone system integrated with Skype by 2014; and shared LTA for Closed User Group service (at fixed rate for unlimited calls) by 2014; 3.Common Virtual Local Area network established by 2014 4. Common Maintenance contract for ICT equipment by 2014 5.Existing 7 VSAT will be replaced by 2 by 2016 6. Common One UN Business Continuity Plan (including Disaster Recovery and contigency) by 2017	ACTIVITIES	1.1.Prepare RFP and Technical Evaluation of bids; 1.2. Work with selected ISP to ensure intenet connectivity to all UN agencies; 2.1.Connect all UN agencies to a single VLAN; 2.2. Ensure that common telephone system & Video conference facilities are operationals; 2.3 Management of shared drives; 3.1 Procurement and installation of Skype gateway; 3.1 Install & integrate with the telephone systemPrepare RFP for CUG and implement CUG services; 5.1 Prepare RFP and Evaluation of the bids for Maintenance contract of ICT equipment; 6.1 Use only two VSAT as backup links; 6.1 Prepare and test a common BCP&DRP; *Regular coordination of above

INDICATOR	BASELINE	TARGET 2018
Outcome:US$ accumulated One UN savings from cost reductions in ITC Operations	$0	$1,572,047
Output 1. Annual internet (Local ISP & VSAT) operational costs reduced almost by 50%	$603,984	$325,152
Output 2. US$ reduction of annual telephone costs	$260,000	$150,000
Output 3. Common VLAN established by 2014	NO	YES
Output 4. Common ITC equipment maintenance contract in place by 2014	NO	YES
Output 5. Number of VSATs by 2016	7	2
Output 6. One UN BCP in place by 2017	NO	YES

3.2.8 Annual Work plan (see Annex 3)

3.3-FINANCE

3.3.1- Introduction

The finance pillar is the cornerstone of the Rwanda BoS as the operations analysis has identified substantial and very easily achieved efficiency gains. The practice of UN agencies in most cases is to exchange US$ into local currency directly with their banks. From the assessment, we noted that different exchange rate conditions are being applied to UN Agencies even when they are in the same bank. For example, some agencies have: Central bank rate -1, other has central bank rate+1 or central bank rate +2 . We also noted the current practice of WFP where before processing any foreign currency exchange, they consult with their HQ to get the international quote, and also request 3 quotes from local banks here in Kigali and this is where we will be working with our respective treasuries from HQ to reviews our work process in this area. By doing so, WFP appear to be best beneficiary of the gains on exchange compared to other UN Agencies. The practice that consist of direct exchange with the bank without any competition among banks and headquarter treasury revealed a huge loss on currency exchange for UN Agencies. Analysis has been conducted for the entire year 2012 and for 5 months in 2013 to sustain this finding. The spread comparison between WFP's practice and what other UN Agencies are currently doing when it comes to foreign currency exchange is about 3.8% difference. On a conservative basis, we used 2.5% times the total UNDAP budget which is about $400,000,000. Over 5 years, this is about $10 million loss that could easily be prevented if all agencies adopt the WFP best practice.

3.3.2- Needs and requirement analysis

The finance needs and requirement analysis responded to the "What" to be done and come up with three business solutions to be developed and implemented.

Table 22 Finance Needs and requirement analysis

Name Business Operation/Common Service	Needs Analysis Narrative	Requirement Analysis and KPI's
Financial Transactions	Background: The UN agencies in the Rwanda has been operating with different systems as per the agencies SOPs often instructed by the respective HQs. The BoS strategic approach has revealed substantial differences in the approach taken by the different agencies and has identified a clear best practice. This entails contacting three banks in HQ level and three banks in Rwanda for their spot prices. Date from 2012 and 2013 suggest that the Best Practice identified for Currency Exchange would provide the One UN approximately 2.5% better rates. For the USD400 million UNDAP this will results in USD 10 million earnings.	1) Harmonised One UN currency exchange approach leads to savings of minimum USD 10 million during the BoS cycle.
HACT	In 2008 the UN agreed with the Government of Rwanda to utilise HACT. In cooperation with the Ministry of Finance and Planning, the UN conducted trainings of all IPs. The participating agencies were UNDP, UNICEF and UNFPA. Each agency has a trained HACT focal point. The FACE form is being used by all excom agencies. For the new UNDAP cycle starting in 2013, it is required to make new micro assessment all the IPs. For IPs shared by more than one agency this will b done jointly bu the agencies involved with the IP. This will reduce both internal and external transaction costs. Joint assurance activities such a field visit, spot checks will also be conducted throughout the UNDAP cycle.	1) All Rwanda Excom agencies fully compliant with financial components of HACT
Banking services	The competition between banks has greatly increased in Rwanda in the last decade. This provides the opportunity to received reduced bank fees for the One UN. Currently the UN agencies tend to use the same bank that they have been using for years with little if any changes to their original agreements. Pooling the UN agencies into one customer and assertively negotiate with banks for reduced fees should allow the One UN to achieve substantially better banking services, which will results in reduced costs and enhanced quality for the One UN. Secondarily it would be beneficial to staff welfare if the economies of scale could also benefit all UN staff in Rwanda. The Finance WG can work with the UN Staff Association towards this.	1) One UN has obtained a banking service agreement on behalf of all agencies that reduces banking fees by 25%

3.3.3.- Monetary cost

The monetary cost of the Finance Solution is based mainly on the advertisement costs all the tenders to get the services.

Table 23 Finance monetary cost

ONE TIME COST							
BUSINESS SOLUTION	**ITEM**	**YEAR1**	**YEAR2**	**YEAR3**	**YEAR4**	**YEAR5**	**TOTAL $**
JOINT MACRO ASSESSMENT	Advertizement cost	1,000.00					**1,000.00**
	Consultancy fees						
JOINT MICRO ASSESSMENT	Advertizement cost	1,000.00					**1,000.00**
	Consultancy fees	0.00					
JOINT AUDIT	Advertizement cost	1,000.00					**1,000.00**
JOINT TRAINING	Advertizement cost	1,000.00					**1,000.00**
JOINT BANKING SERVICE	Advertizement cost		1,000.00				**1,000.00**
TOTAL ONE TIME COST							**5,000.00**

3.3.4- Labor cost

Table 24 Finance labor cost

LABOR COST ONE TIME & RECURRING							
N0.	**ITEM**	**YEAR1**	**YEAR2**	**YEAR3**	**YEAR4**	**YEAR5**	**TOTAL $**
JOINT MACRO ASSESSMENT	LTA development Cost-Staff Time	2,799.41					**2,799.41**
JOINT MICRO ASSESSMENT	LTA development Cost-Staff Time	2,799.41					**2,799.41**
JOINT AUDIT	LTA development Cost-Staff Time	2,799.41					**3,271.48**
	LTA usage cost	94.42	94.42	94.42	94.42	94.42	
JOINT TRAINING	LTA development Cost-Staff Time	2,799.41					**3,271.48**
	LTA usage cost	94.42	94.42	94.42	94.42	94.42	
JOINT BANKING SERVICES	LTA development Cost-Staff Time	2,799.41					**2,799.41**
	LTA usage cost						
JOINT QUALITY ASSURANCE ACTIVITY	Spot check, M&E, etc…	7,066.37	7,066.37	7,066.37	7,066.37	7,066.37	**35,331.85**
TOTAL ONE TIME COST							**50,273.05**

3.3.5- Monetary benefit

Table 25 One time and recurrent benefits.

ONE TIME BENEFIT							
N0.	ITEM	YEAR1	YEAR2	YEAR3	YEAR4	YEAR5	TOTAL $
JOINT MICRO ASSESSMENT	PROJECTED REDUCTION ON CONSULTANCY FEES	24,600					24,600
JOINT AUDIT		0	0	0	0	0	0
JOINT TRAINING		0	0	0	0	0	0
TOTAL ONE TIME BENEFIT							24,600
RECURRING BENEFIT							
JOINT AUDIT	REDUCTION ON CONSULTANCY FEES	24,600	24,600	24,600	24,600	24,600	123,000
JOINT TRAINING	REDUCTION ON CONSULTANCY FEES	1,000	1,000	1,000	1,000	1,000	5,000
BANK FEES	REDUCTION ON BANK FEES	4,500	4,500	4,500	4,500	4,500	22,500
BEST PRACTICE ON EXCHANGE RATE (US$ TO RWF)	GAIN ON EXCHANGE RATE USING WFP AS BEST PRACTICE APPROACH	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
JOINT QUALITY ASSURANCE ACTIVITY	DSA	3,000	2,400	2,400	2,400	2,400	12,600
	Fuel	600	600	600	600	600	3,000
TOTAL RECURRING BENEFIT							10,166,100
TOTAL BENEFIT							10,190,700

3.3.6- Cost and benefit analysis

Table 26 Finance CBA

COST BENEFIT ANALYSIS FINANCE SOLUTION											
	Monetary Costs Benefits ($)		Labor Costs Benefits (Labor)		Other Costs/Benefits		Prioritization				
	A	B	C	D	E	F	G	H	I		
Proposed Business Solution (incl. Common Services)	Anticipated Monetary Cost (One time & Recurring $ investment)	Anticipated monetary Benefit(One time & Recurring Benefits)	Anticipated labor cost-Time investment(One Time & Recurring Labor cost)	Anticipated Labor Benefit: Time reduction (One Time& Recurring Labor benefit)	Anticipated Significant Other Cost	Anticipated Significant Other benefit	Total Cost (A+C)	Total Benefit (B+D)	Priority Ratio: Benefit/Cost (H/G)/100	RANKING PER OMT	ADJUSTED RANKING BY UNCT
JOINT MACRO ASSESSMENT	1,000	-	2,799	0			3,799.41	0.00	**0.00%**	7	
JOINT MICRO ASSESSMENT	1,000.00	24,600.00	2,799.41	0			3,799.41	24,600.00	6.47%	3	
JOINT AUDIT	1,000.00	123,000.00	3,271.48	13,100			4,271.48	136,100.00	31.86%	2	
JOINT TRAINING	1,000	5,000.00	2,799.41	0			3,799.41	5,000.00	1.32%	5	
JOINT QUALITY ASSURANCE ACTIVITY	0.00	15,600.00	35,331.85	0			35,331.85	15,600.00	0.44%	6	
JOINT BANKING SERVICES (BANK FEES)	1,000.00	22,500.00	2,799.41	0			3,799.41	22,500.00	5.92%	4	
JOINT BANKING SERVICES (BEST PRACTICE ON CURRENCY EXCHANGE $ TO RWF)	0.00	10,190,700.00	7,066.37	0			7,066.37	10,190,700.00	1442.14%	1	

3.3.7- Result framework

Table 27 Finance Result framework

Business Operations Strategy Outcome 2: FINANCES	**COMMON FINANCES**
Lead Agency	
Participating UN Agencies	UNDP, UNICEF, FAO, WFP, UNHCR, WHO, UNECA
Coordination Mecanism	FWG

OUTCOME 1	**OUTCOME 1: By 2018 US$ 10 million savings realised From harmonized One UN financial operations**	PLANNED OUTPUT	1. All One UN Agencies utilise currency exchange best practice 2. All Rwanda Excom agencies fully compliant with financial components of HACT 3. One UN Agencies banking costs reduced by 25%	ACTIVITIES	1.1 Communicate Best Practice identified to respective HQs and assert pressure to ensure immediate implementation 2.1. Conduct Macro assessmenet. 2.2 Conduct Micro assessments. 2.3 Excom agencies to conduct assurance activities jointly for common IPs. 2.4 Excom agencies to hold Joint trainings. 2.5 Common IPs assessed jointly. 2.6. Conduct joint audits for common IPs. 3.1. Conduct tender and negotiate with banks for new agreement on behalf of all UN Agencies

INDICATORS	BASELINE (2012)	TARGET 2018
Outcome. US$ amount accumulated earnings from currency exchange best practice	0	$10 millions
Output 1. No of agencies using identified currency exchange best practice	1	7
Output 2. No of agencies fully compliant with HACT financial component	0	5
Output 3). One UN banking agreement	No	Yes

3.3.8 Annual Work plan (see Annex 4)

3.4- HUMAN RESOURCES

3.4.1- Introduction

The HR business solution is central to the BoS even if it does not generate direct cash saving. Instead it is a pillar that aims to improve the quality, cohesion and work experience for our staff

3.4.2- Needs and requirement analysis

The HR needs and requirement analysis focuses on the "What" and come up with five areas namely: Joint recruitment, joint training, Publishing, Surveys implementation and Service contract harmonization.

Table 29 HR Needs and requirement analysis.

TYPE	Name Business Operation/Common Service	Needs Analysis Narrative	Requirement Analysis and KPI's
	JOINT RECRUITMENT	Background: Recruitment processes are done separately, duplication of effort, time & money consumed. The joint recruitment will ensure 1.Save time 2. reduce costG 3. share best practice and expertise (joint panel,...)	Cost effectiveness indicator: 1. total recruitment cost reduced by 80% Service quality indicator: 1. time reduced from 3 months to 1.5 months
NEW CS	Joint training	Background: Training programmes are done separately, duplication of effort, time & money consumed. The joint training will ensure 1.Save time 2. reduce cost 3. share best practice and expertise	Cost effectiveness indicators: 1. total training cost reduced by 90% Service quality indicator: 1. increase number of trained from 10% to .90% Efficiency indicator: 1. ratio of trainers increased
	Publishing	Background: advertisements, publication are done separately and at the highest cost Ensure: 1.Negotiated rates 2. reduce time & cost by using common publishing platform	Cost effectiveness indicators: 1. total publishing cost reduced by 60% Service quality indicator: 1. Efficiency indicator: 1. more effificent and effective information sharing
	Conducting surveys (salaries, cost of living ...)	Background: conducting survey is very expensive and not well coornidaneted Ensure: 1.Negotiated contracts 2. reduce time & cost used	Cost effectiveness indicators: 1. total cost reduced by 50% Service quality indicator: 1. accurate data 2. time reduced by 75% Efficiency indicator: 1. increased coordination ann reduced cost 2. smart and relevant surveys
	Harmonized SC modalities	Background: Service contracts terms and conditions are different. Need of harmization. 1. ability to respond as ONE UN to queries raised by SC holders 2. smooth management of SCs	

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3.4.3 Recruitment Transaction cost

In order to establish the baselines on costs, the HR working group prepared a standard recruitment table based on two scenarios. The first scenario is dealing with classical recruitment cost and the second one is introducing the Joint Recruitment framework with the piggyback option as shown on the table 30 below. The conclusion is that a standard recruitment process is taking about 100 hours to be completed and costing about $2939 while the option to piggyback on a process already run is only taking 12 hours to be completed and costing $578. This comparison represent about 80% saving on transaction cost (staff time) and about 88% saving on time required to complete a recruitment.

Table 30 Comparison of Staff recruitment scenario

WITHOUT JOINT RECRUITMENT						WITH JOINT RECRUITMENT IMPLEMENTED.					
ITEMS	Responsible	LEVEL	TIME(HRS)	PROFORMA	TOTAL $	ITEM	Responsible	LEVEL	TIME(HRS)	PROFORMA	TOTAL $
Prepare request for recruitment	HoU	NOC	1	42.89	42.89	Prepare request for recruitment	HoU	NOC	1	42.89	42.89
Preparation of ToR	HoU	NOC	1	42.89	42.89	Preparation of ToR	HoU	NOC	0	-	0.00
Review of ToR	HRAn	NOA	0.5	25.01	12.51	Review/comparison of ToR	HRAn	NOA	0.5	25.01	12.51
Approval of ToR's	HoA	P4	0.5	126.34		Approval of ToR's	HoA	P4	0.5	126.34	63.17
Vancancy announcement preparation	HRAn	NOA	0.5	25.01		Vancancy announcement preparation	HRAn	NOA	0		
Publication	HRAn	NOA	1	25.01	25.01	Publication	HRAn	NOA	0	0	0.00
Online Publication	HRAs	G6	1	17.64		Online Publication	HRAs	G6	0		
Reception of offers	Registry Asst.	G5	1	14.57	14.57	Reception of offers	Registry Asst.	G5	0	-	0.00
Opening(Online & Offline)	HRAn	NOA	2	25.01	50.03	Opening(Online & Offline)	HRAn	NOA	0	0	0.00
Opening(Online & Offline)	Adm Ass	G4	3	11.94	35.83	Opening(Online & Offline)	Adm Ass	G4	0	-	0.00
Opening(Online & Offline)	HRAs	G6	3	17.64	52.91	Opening(Online & Offline)	HRAs	G6	0	-	0.00
Long list	HRAs	G6	8	17.64	141.10	Long list	HRAs	G6	0	-	0.00
Long list	HRAn	NOA	8	25.01	200.10	Long list	HRAn	NOA	0	-	0.00
Short list	HoU	NOC	4	42.89	171.56	Short list	HoU	NOC	0	0	0.00
Short list	HRAn	NOA	2	25.01	50.03	Short list	HRAn	NOA	0	-	0.00
Short list	Prog	NOA	4	25.01	100.05	Short list	Prog	NOA	0	-	0.00
Short list	Ops	NOC	4	42.89	171.56	Short list	Ops	NOC	0	0	0.00
Written test Preparation	HoU	NOC	4	42.89	171.56	Written test Preparation	HoU	NOC	0	-	0.00
Written test Administration	IT	NOA	1	25.01		Written test Administration	IT	NOA	-	-	
Written test Administration	HRAs	G6	4	17.64	70.55	Written test Administration	HRAs	G6	0	-	0.00
Written test Marking	HOU	NOC	2	42.89	85.78	Written test Marking	HOU	NOC	0	-	0.00
Written test Marking	HOU	NOC	2	42.89	85.78	Written test Marking	HOU	NOC	0	-	0.00
Written test Marking	HOU	NOC	2	42.89	85.78	Written test Marking	HOU	NOC	0	-	0.00
Interview question Prepa.	HRAn	NOA	2	25.01	50.03	Interview question Prepa.	HRAn	NOA	0	-	0.00
Interview question Prepa.	HRAs	G6	2	17.64	35.28	Interview question Prepa.	HRAs	G6	0	-	0.00
Interview panel	HRAn	NOA	5	25.01	125.06	Interview panel	HRAn	NOA	0	-	0.00
Interview panel	HoU Progr	NOC	5	42.89	214.45	Interview panel	HoU Progr	NOC	0	-	0.00
Interview panel	HoU Ops.	NOC	5	42.89	214.45	Interview panel	HoU Ops.	NOC	0	-	0.00
Interview panel	HRAs	G6	5	17.64	88.19	Interview panel	HRAs	G6	0	-	0.00
Interview report	HRaS	G6	2	17.64	35.28	Interview report	HRaS	G6	2	-	0.00
Interview report	HRAn	NOA	0.5	25.01		Interview report	HRAn	NOA	0	-	
Reference check	HRAn	NOA	2	25.01	50.03	Reference check	HRAn	NOA	0	0	0.00
Carear review panel	HRAn	G6	1	17.64	17.64	Carear review panel	HRAn	G6	0	0	0.00
Carear review panel	Prog Mger	NOB	1	31.77	31.77	Carear review panel	Prog Mger	NOB	0	-	0.00
Carear review panel	HoP	NOC	1	42.89	42.89	Carear review panel	HoP	NOC	0	0	0.00
Carear review panel	Intern Staff	P3	1	106.13	106.13	Carear review panel	Intern Staff	P3	0	-	0.00
CRP Report	HRAn	NOA	1	25.01	25.01	CRP Report	HRAn	NOA	0	0	0.00
Endorsement by HoA	RR	D1	1	167.30	167.30	Final interview & Endorsement - HoA	RR	D1	2	167.30	334.61
Offer letter	HRAn	NOA	0.5	25.01	12.51	Offer letter	HRAn	NOA	0.5	25.01	12.51
Medical clearence	HRAn	NOA	0.5	25.01	12.51	Medical clearence	HRAn	NOA	0.5	25.01	12.51
Appointment letter	HRAs	G6	0.5	17.64	8.82	Appointment letter	HRAs	G6	0.5	17.64	8.82
Create staff vendor	HRAs	G6	0.5	17.64	8.82	Create staff vendor	HRAs	G6	0.5	17.64	8.82
Hiring (Insurance, Payroll, set up, Pension fund declaration etc...)	HRAn	NOA	3	25.01	75.04	Hiring (Insurance, Payroll, set up, Pension fund declaration etc...)	HRAn	NOA	3	25.01	75.04
Drivers time	Driver	G2	1	7.35	7.35	Drivers time	Driver	G2	1	7.35	7.35
TOTAL STAFF TIME(A)			100		2,939	TOTAL (D)			12		578
Advertisement costs(B)			625	3	1875						
TOTAL COST WITHOUT JOINT RECRUITMENT C= (A+B)					4,814						
TOTAL COST WITH JOINT RECRUITMENT (D)					578						
TOTAL AVOIDED					4,236						

3.4.4- Monetary cost

The monetary cost (one time and recurrent) represent the amount needed to implement the HR BoS pillar over the 5 years cycle.

Table 31 Monetary cost (one time and recurrent)

ONE TIME COST							
N0.	ITEM	YEAR1	YEAR2	YEAR3	YEAR4	YEAR5	TOTAL $
1	Logistics for validation sessions docs / development of accountability Framework	300					300
2	Logistics for validation sessions docs / ONE UN SC user guide			300			300
3	Consultancy to develop the UN career webpage (DSA, honorarium, travel)		15,430				15,430
4	Advertisement of the consultancy	1000					1,000
5	Logistics for validation sessions docs / Development of UN career webpage		150				150
6	UN career webpage user training (conference package)		1,125				1,125
7	CBI Training (conference package, DSA, Travel for facilitator)		23,855				23,855
	TOTAL ONE TIME COST						42,160
RECURRING COST							
1	Management of the UN career webpage	1,000	1,000	1,000	1,000	1,000	5,000
2	UN career webpage maintenance hosting fees	250	500	500	500	500	2,250
3	CBI Training (conference package)		600	600	600	600	2,400
4	Staff Joint training programm (conference package)	2,000	2,000	2,000	2,000	2,000	10,000
5	OMT TRAININGS (RETREAT, UNSSC, DI monitor , HQ)	8,000	8,000	8,000	8,000	8,000	40,000
	TOTAL RECURRING FEES						59,650
	TOTAL COST						101,810

3.4.5- Result Framework

Table 32 result framework

Business Operations Strategy Outcome 2: HUMAN RESOURCES	COMMON HUMAN RESOURCES
Lead Agency	
Participating UN Agencies	WFP, UNDP, UNFPA, UN Women, UNECA, UNAIDS, UNHCR, FAO, WHO and UNICEF
Coordination Mecanism	HRWG

OUTCOME 1		PLANNED OUTPUT		ACTIVITIES	
	Harmonized One UN human resource management by 2018		1. Joint recruitment framework 2. Joint learning programme 3. Harmonized Service Contract modality		1.1. Database / roster development 1.2. Inter-agency panels 1.3 Joint recruitment plan 1.4. Learning programme/ CBI skills 2.1. Joint learning needs assessment 2.2. Joint Learning programme 2.3. DaO Induction for new staff (twice a year) 3.1 Review of agency policies and rules governing SC modalities 3.2 Find out similarities and differencies 3.3 Review rules and regulation governing civil servant locally 3.4 Harmonization of SC modalities

Output 1: Joint recruitment framework

INDICATOR	BASELINE	TARGET 2018
Joint roster in place	No	yes

Output 2: Joint Learning programme

INDICATOR	BASELINE	TARGET 2018
Total number of staff trained annually through joint learning	0	500

Output 3: Harmonized Service Contract modality

INDICATOR	BASELINE	TARGET 2018
One UN SC user guide	No	Yes

3.4.8 Annual Work plan (see Annex 5)

3.5- ONE UN HOUSE FACILITY

3.5.1- Introduction

As one of the DaO pilot countries, the UN in Rwanda has been given land by the Government for a One Office. Actions are underway to seal a Public Private Partnership to construct a building that will accommodate all the UN agencies in Rwanda. The ONE UN House BoS pillar deals only with the facility arrangements (Security, fleet management etc.) in preparation for the upcoming move and identifies the potential savings from these limited servcies. The full potential of the One House is estimated to be substantial higher than the below focus, including through creating the future possibiity to centralise the provision of basic support services.

3.5.2- Needs and requirement analysis

Table 34 One UN House facility needs and requirement analysis.

Name Business Operation/Common Service	Needs Analysis Narrative	Requirement Analysis and KPI's
One UN House	"Operating as One" is one of the pillars of the "Delivering as One" initiative. Currently the 21 Agencies operating in Rwanda (including non-resident agencies) are scattered over 12 office locations. Most incur rent at commercial level, however UNDP is currently housed under a rights to use agreement from the Government at no costs. However, the premises occupied by UNDP are earmarked by the Government for development and the UN has been asked to vacate. The government has provided new land to the UN for a One House. The move to one compound will results in a number of efficiency gains such as reduced transportation costs, the reduction in contracts required (for sanitation, water, electricity, maintenance, security, cleaning etc.). It will also enable a range of new common services such as centralized facility management of premises and fleet management.	All agencies has moved into the One UN House by October 2016
One Rent to Rights of use Agreement		Reduce premises payments (rent) from 1,598,866 to 1,520,000 USD per year with an estimated saving of about 79,896 USD per year
One security service for one compound	Security services /guards are now present in 12 different locations. One compound will reducde the need for security guards from the current 117 security guards to 30. The current average cost per guard is 180 USD/Guard/month. This is equivalent to USD 252,520 per yearl. The estimated 30 guards required in One Compoundwill at the same prices cost USD 64,800 yearly. Thus a saving of USD187,720 yearly is expected	No of guards reduced from 117 to 30. This results in savings of USD 187,920 per year
One Fleet Management	There is a total of 127 Official vehicles. Being located in one compound comfortably allows for a reduction of 25% percent of the fleet through 1) no longer having to drive to meetings at other agencies and 2) through effeciency gains from Centralied Fleet Management.Phasing out of 31 vehicles is expected to result in a saving of about 451,800 usd/year	No of vehicles reduced from 127 to 96. equivalent to savings of 451,800USD/Year
One Facilities Management	One Facility Management unit will do what 12 different units are doing currently in 12 differtent locations, The savings and effeciency gains are straight forward and easily realisable.	One Facilities Management unit set up by April 2016

3.5.3. Monetary cost

From the current plans, it is estimated that the move to the new building will be effective from the year 2016. The move will result in the possibility to centralize the management of the UN car fleet and through modern software and systems reduce its quantity and costs significantly. In addition, the number of security guards will be reduced.

Table 35, One UN house facility monetary cost(one time and recurrent)

ONE TIME COST							
N0.	ITEM	YEAR1	YEAR2	YEAR3	YEAR4	YEAR5	TOTAL $
COMPOUND SECURITY COST	Advertizement				1,000		1,000
CAR FLEET MANAGEMENT	Software				10,000		10,000
	Consultancy to design the fleet management system				15,000		15,000
							0
							0
							0
TOTAL ONE TIME COST							26,000
RECURRING COST							
CAR FLEET MANAGEMENT	Fleet Management Software hosting & Maintainance				500	500	1,000
SECURITY	GUARDS				64,800	64,800	129,600
PREMISES RENTAL							0
TOTAL RECURRING FEES							130,600
TOTAL COST							156,600

3.5.4- Monetary benefit.

Currently the entire UN agencies in Rwanda are employing about 117 security guards. With the move to a ONE UN House, estimates shows that we will only need 30 security guards; hence the ONE UN can generate a saving for about 87 guards paid at $180 each on monthly basis. This represents about $187,920 saving annually. In addition, it is obvious that the UN Agencies will not need the current fleet of 127. Analysis shows that we can reduce the total fleet by 31 vehicles. Further to the reduction in quantity, the individual vehicle costs will also be reduced if we succeed to piggyback on the leasing option enjoyed by WFP.

As for the rental cost, the UN Agencies current rental cost estimates is about $1,598,866 compared to the estimates if they moved to the ONE UN House, this rent will be about $1,520,000. The overall comparison of the ONE UN House facilities are included in the table below.

Table 36, One UN House facility cost comparison.

ITEM	CURRENTLY				FUTURE				ANNUAL SAVINGS
	QUANTITY	PRICE	PERIOD (months)	TOTAL	QUANTITY	PRICE	PERIOD (months)	TOTAL	
SECURITY GUARDS	117	180	12	252,720	30	180	12	64,800	187,920
VEHICLES (over 5 years)	127	45000		5,715,000	96	600	60	3,456,000	451,800
UN AGENCIES RENT	1	133237	12	1,598,844	1	126579	12	1,518,948	79,896

Based on this comparison table, the overall monetary benefit for the ONE UN House facility is as follows:

Table 37 One UN House facility recurrent benefit.

RECURRING BENEFIT							
COMPOUND SECURITY COST	SECURITY GUARD				187,920	187,920	375,840
CAR FLEET MANAGEMENT	SAVINGS ON UN VEHICLE COST USING LEASING OPTION				451,800	451,800	903,600
ONE UN HOUSE	Saving on rental cost				79,896	79,896	159,792
							0
	TOTAL RECURRING BENEFIT						**1,439,232**

3.5.5- Result Framework

The ONE UN House results framework is presented as follows.

Table 38, ONE UN House result framework.

Business Operations Strategy Outcome 1: Facilities Management	**ONE UN HOUSE**		
Lead Agency			
Participating UN Agencies	**ALL AFPs**		
Coordination Mecanism	**1 UN HOUSE WG**		
OUTCOME 1	**By 2018, all agencies are located in the One UN House enabling centrliased facilities management, fleet management, warehouse management and compound security .The result is an expected aggregated saving of 389,869 USD per year**	PLANNED OUTPUT	1. All agencies have moved into a fully operational One UN House by October 2016. 2. The One House's "rent to own" arrangement have reduced One UN annual costs for occupying premises – and will lead to ZERO costs in the long term. 3. Security service provided to One compound instead of multiple compounds will have reduced costs by 187,000 USD per year by 2017 4. Centralised Fleet Management will have reduced One UN fleet size with 25% by 2017 5. One Facilities Management set up by April 2016 will reduce costs and create surplus staff hours.
ACTIVITIES	1. Planning,Design and construction and move 2. MOU amongst agencies/MOA with government 3 Change of security contract 4.Planned phasing out of part of fleet and setting up interagency policies/procedures for common vehicle use 5Restructuring for creation of One Fcailities Management		
INDICATOR	**BASELINE (2012)**		**TARGET 2018**
Outcome: Aggregated annual savings	0		719,616
Output 1. All agencies have moved into One UN House by October 2016	NO		YES
Output 2. "rent to own" arrangement have reduced One UN annual costs for occupying premise	1,598,866		1,520,000
Output 3. Compound security costs reducded	USD 252,520		USD 64,800
Output 4. No of One UN vehicles	127		96
Output 5. One centralised Facilty Management unit created by April 2016	NO		YES

3.5.6 Annual Work plan (see Annex 6)

Chapter 4- BOS BUDGET

4.1- Budget description

The BoS budget is below presented in three different tables. The budget is for investments necessary to realize the identified savings of $14.8 million.
The first table (Total Budget) shows the full five-year BoS budget of $1,530,474. This amount covers all the investments in the five BoS pillars namely ICT $454,000; Finance $4,000; Procurement $33,000; ONE UN House $28,000; and HR $1,011,474. The HR component includes an FTA position of BoS Operations Manager at P4 level ($227,416 p.a) that will coordinate the overall BoS for at least 4 years.

The second table (Investment plan) shows how the abovementioned investments of $1,530,474 will be spend over the five years. To ensure maximum return on the investments within the present BoS cycle, the cost-saving investments are sought placed as early in the cycle as realistically possible (I.e. in Year Two) and for those investments that require a successful move to the One Office the investments are planned for Year Four.

The last table (Investment financing plan) shows the BoS financing plan. The BoS targets UN Agencies contribution to the amount of $255,416 spread over the five years cycle; ONE UN fund contribution to the amount of $392,810; UNDG funds of $100,000 (available to the ONE UN in Rwanda following a successful submission of an internet connectivity proposal in 2012).

The funding gap for the BoS investments is estimated at $782,248. This will be included in the One UN resource mobilization strategy under the leadership of the UN Resident Coordinator

BOS OPERATIONAL BUDGET 2013-2018

TOTAL BUDGET($)				INVESTMENT PLAN ($)						INVESTMENT FINANCING PLAN ($)			
										FINANCED BY :			
BOS PILLARS	DESCRIPTION	DETAILS	TOTAL FOR UNDAF CYCLE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL	AGENCIES CONTRIBUTIONS	ONE UN FUND	UNDG (MCP PROJECT)	GAP
ICT			454,000	46,000	206,000	0	202,000	0	454,000		254,000	100,000	
	COMMON INTERNET CONNECTION	46,000		46,000									
	COMMON TELEPHONE SERVICES	205,000			205,000								
	COMMON MAINTENANCE SCES	1,000			1,000								
	COMMON BCP & DRP SOLUTION	102,000			0	0	102,000						
	COMMON HELPDESK& DATABASE MANAGEMENT	100,000					100,000						
PROCUREMENT			33,000	20,000	4,000	4,000	5,000	0	33,000		33,000		
	Developmeent and training on the new SOP	15,000		15,000									
	COMMON LTA ADVERTIZEMENT PROCESS	18,000		5,000	4,000	4,000	5,000						
HR			1,011,474	0	291,276	240,066	240,066	240,066	1,011,474	227,416	101,810		
	CAREER WEB PAGE DEVELOPMENT & Management	24,955			24,955								
	CBI TRAINING	26,255			26,255								
	OTHER (ONE UN INDUCTION , OTHER TRAININGS)	10,600			2,650	2,650	2,650	2,650					
	OMT TRAININGS (RETREAT, UNSSC, DI monitor , HQ)	40,000			10,000	10,000	10,000	10,000					
	BoS IMPLEMENTATION STAFF REQUIREMENT (P4 OM)	909,664			227,416	227,416	227,416	227,416					
FINANCE			4,000	0	4,000	0	0	0	4,000		4,000		
	BANK SURVEY ADVERTIZEMENT COST	1,000			1,000								
	MACRO ASSESSMENT ADVERTIZING COST	1,000			1,000								
	AUDIT SCES ADVERTIZING COST	1,000			1,000								
	MICRO ASSESSMENT ADVERTIZING COST	1,000			1,000								
ONE UN HOUSE			28,000	0	0	28,000	0	0	28,000	28,000			
	SECURITY SERVICES ADVERTIZING COST	1,000				1,000							
	FLEET MANAGEMENT SOFTWARE	12,000				12,000							
	CONSULTANCY DEVELOPMENT OF FLEET MANAGEMENT TOOL	15,000				15,000							
TOTAL			1,530,474	66,000	505,276	272,066	447,066	240,066	1,530,474	255,416	392,810	100,000	782,248

Chapter 5- Conclusion

The Business Operations Strategy has already before its implementation proved to be a highly valuable tool for the One UN in Rwanda. It has done so by facilitating a structured approach that enabled a strategic perspective and a creative meeting of minds. This has allowed for the conceptualization of substantial cost reductions and efficiency gains that would possibly otherwise not have been identified. The identified cost reductions and savings amount to USD 14,8 million for the 2013-2018 BoS cycle.

Looking forward, it furthermore appears probable that this BoS by 2018 will deliver an Operating as One set-up that will be mature for further efficiency gains that can be realized through structural streamlining. The One House will be a key enabler for this.

The process of preparing the BoS has, fortunately, also identified gaps in the Operating as One set-up. Having successfully identified these gaps will allow the One UN to strengthen its set-up by ensuring that the Operating as One mechanisms are as efficient as possible, that the right competencies are available to the OMT, that the adequate funding is provided to realize the potential cost reductions and savings, and that the necessary short-term support and medium term capacity building can be provided to ensure that the OMT competencies and skill-sets match the new challenges presented by a strategic approach to Operations.

This will enable the OMT to successful implement the substantial cost reductions and savings identified in the BoS in a quantifiable and communicable manner that can feedback into the One UN's continuous dialogue with developmental partners and the efforts to secure consistent funding to support the Government of Rwanda in providing its citizens sustainable progress towards the developmental goals identified in the UN MDGs and the Rwanda EDPRS.

ANNEXES

ANNEX 1 : Procurement baseline analysis table (a)

Type of *existing* Common Service/ Harmonization effort	PROVIDERS	Reduction obtained on sce cost	Managing Entity (Service Manager)	Service Quality Indicator. B	Service Quality Indicator. C	Service Quality Indicator. D
TRAVEL SERVICES	SATGURU	8% plus other deals from specific airlines	UNDP	Survey positive response more than 75%	* Time to issue ticket / accuracy of billing system / after sale service	24hrs response time in booking and cancellation. Feedback and communication mechanism for reservations and tickets put in place;. monthly submission of travel reports; number of discounts provided as per the LTA, similar services to be provided to all UN agencies across
	ITT		UNDP	Survey positive response more than 75%	* Time to issue ticket / accuracy of billing system / after sale service	Same as above
CLEANING	ECONOMAT GENERAL	8%	UNDP	Survey positive response more than 75%	Clean offices	Level of satisfaction for clients, punctuality of cleaners, incident reports,treatment of cleaners across the agencies
FREIGHT FORWARDING	SMART CLEARING	0% Rates are standardized by the GoR	UNDP	Survey positive response more than 75%	Time for delivery	24hrs feedback when packages arrive. Feedback mechanism
	OMIBUS	0% Rates are standardized by the GoR	UNDP	Survey positive response more than 75%	Time for delivery	24hrs feedback when packages arrive. Feedback mechanism
TRANSLATION & INTERPRETATIONS SCES	SYMPOSIA	5%	UNDP	Survey positive response more than 75%	Feedback from audience (survey)	Very expensive
	LINGUA LINK			Survey positive response more than 75%	Feedback from audience (survey)	Good service provided,
STATIONARY	CENTRINO	3%	UNDP	Survey positive response more than 75%	quality of stationeries provided	Prices compared to market prices, donot provide timely response
	COMPUSERV	3%	UNDP	Survey positive response more than 75%	quality of stationeries provided	No prior experice in the group
PRINTING	IMPRIMERIE SELECT	0%	UNDP	Survey positive response more than 75%	Time for delivery / quality of products	
	STUART CO.	0%	UNDP	Survey positive response more than 75%	Time for delivery / quality of products	
	PRINT FAST	0%	UNDP	Survey positive response more than 75%	Time for delivery / quality of products	
AUDIT FIRM	PWC		UNDP	Survey positive response more than 75%		
	KPMG		UNDP	Survey positive response more than 75%		
CAR MAINTENANCE	ATECAR	7%	UNDP			
	ECONOMAT GENERAL			Survey positive response more than 75%		
JOINT RECRUITMENT		$4236 avoided cost while Pyggyback on existing process.	UNDP	Survey positive response more than 75%		

Table 1: Baseline analysis table (b)

Type of *existing* Common Service/ Harmonization effort	PROVIDERS	Recommended Action A	Recommended Action B	Recommended Action C	Recommended Action D
TRAVEL SERVICES	SATGURU		renew the contract	However, room for improvement of customer care	Evaluatiing the service, needs improvement,have a meeting with the supplier and launch a new tender
	ITT	Improve on the time proforma and actual tickets	renew the contract, advise on areas that can be improved		To launch a new tender
CLEANING	ECONOMAT GENERAL		employees should get proper benefits		
FREIGHT FORWARDING	SMART CLEARING		Improve in the service	continue and give one more year contract to better assess the performance and take a decision (continue or discontinue)	
	OMIBUS				
TRANSLATION & INTERPRETATIONS SCES	SYMPOSIA			Very expensive; should reduce cost	To be discontinued
	LINGUA LINK				Meets standards
STATIONARY	CENTRINO				To be relaunched
	COMPUSERV			not responding to request. Should be discontinued	To be discontinued
PRINTING	IMPRIMERIE SELECT		To reopen the tender	should improve the capacity of equipment	
	STUART CO.			cannot be assessed because no service provided during the year	
	PRINT FAST			cannot be assessed because no service provided during the year	
AUDIT FIRM	PWC				
	KPMG		Renew until further info		
CAR MAINTENANCE	ATECAR				
	ECONOMAT GENERAL		renew witrh conditionn to improve		
JOINT RECRUITMENT		Implementation of the JR MOU.			

Table 1: Baseline analysis table (c)

Type of *existing* Common Service/ Harmonization effort	PROVIDERS	Performance Ranking against KPI's(Traffic light color) A			Performance Ranking against KPI's(Traffic light color) B			Performance Ranking against KPI's(Traffic light color) C			Performance Ranking against KPI's(Traffic light color) B		
TRAVEL SERVICES	SATGURU												
	ITT												
CLEANING	ECONOMAT GENERAL												
FREIGHT FORWARDING	SMART CLEARING												
	OMIBUS												
TRANSLATION & INTERPRETATIONS SCES	SYMPOSIA												
	LINGUA LINK												
STATIONARY	CENTRINO												
	COMPUSERV												
PRINTING	IMPRIMERIE SELECT												
	STUART CO.												
	PRINT FAST												
AUDIT FIRM	PWC												
	KPMG												
CAR MAINTENANCE	ATECAR												
	ECONOMAT GENERAL												
JOINT RECRUITMENT													

Annex 2

1- Procurement Annual Workplan

2013		Planned Activities	Timeframe Q1	Q2	Q3	Q4	Responsible Party	STATUS			Planned Budget: Source of funds	Amount
By 2018, improved procurement services achieves 5% LTA discounts on goods and services totaling US$1.4 million and creates an efficiency gain on transactional cost worth $81,500 per year.												
Output 1: Categories of goods and services covered by operational LTAs												
		Development & Validation of ToRs	X	X			PWG				BOS BUDGET	0
		Publication of ToR's	X	X			PWG				BOS BUDGET	4000
		Select Suppliers	X	X	X		PWG				BOS BUDGET	
Indicators	**Annual Target**	Conduct Site visit			X		PWG				BOS BUDGET	
Number of valid LTAs(categories)	10	Conduct Procurement Review Committee			X		PWG				BOS BUDGET	
		Regional Procurement Committee				X	PWG				BOS BUDGET	
		Sign Contract				X	PWG				BOS BUDGET	
		Present LTA recommendation to OMT			x	x	PWG					
							PWG					
		Development & Validation of ToRs for the Pre qualification of all UNDAF Consultant					PWG					
		Publication of ToR's					PWG					
		Pre-selection of Consultants					PWG					
		Reference Check					PWG					
		Conduct Procurement Review Committee					PWG					
		Create Roster					PWG					
		Present LTA recommendation to OMT										
Output 2: Management LTAs improved and One UN procurement SOP approved												
		Develop TOR's for a consultant for development of an SOP for LTA management			X		PWG				BOS BUDGET	
		Hire a consultant to develop SOP for LTA's management			X		PWG				BOS BUDGET	10000
		Approve SOP for LTA management			X		OMT/UNCT				BOS BUDGET	
		Training on SOP procedure with staff and vendors				X	PWG				BOS BUDGET	5000
		Spot Site Visit	X	X	X	X	PWG				BOS BUDGET	
		Evaluation of LTAs			X	X	PWG				BOS BUDGET	
Indicators	**Annual Target**	Dashboard Reporting	X	X	X	X	PWG				BOS BUDGET	
Time between Expiration & Renewal of LTS	2 Months before Expiration of LTAs	Monthly PWG meetings	X	X	X	X	PWG				BOS BUDGET	1000
LTA SOP Approval by UNCT												
Annual Deliverables												
		TOTAL										20,000

2014		Planned Activities	Timeframe Q1	Q2	Q3	Q4	Responsible Party	STATUS			Planned Budget Source of funds	Amount
By 2018, improved procurement services achieves 5% LTA discounts on goods and services totaling US$1.4 million and creates an efficiency gain on transactional cost worth $81,500 per year.												
Output 1: Categories of Good and Services covered by operational LTAs												
		Development & Validation of ToRs	X	X			PWG				BOS BUDGET	0
		Publication of ToR's	X	X			PWG				BOS BUDGET	4000
		Select Suppliers	X	X	X		PWG				BOS BUDGET	
Indicators	**Annual Target**	Conduct Site visit			X		PWG				BOS BUDGET	
Number of valid LTAs(Categories)	13	Conduct Procurement Review Committee			X		PWG				BOS BUDGET	
		Regional Procurement Committee				X	PWG				BOS BUDGET	
		Sign Contract				X	PWG				BOS BUDGET	
		TOTAL										4000
Output 2: Management LTAs improved and One UN procurement SOP approved												
		Training on LTA SOP with Vendors		X			PWG				BOS BUDGET	
		Spot Site Visits	X	X	X	X	PWG				BOS BUDGET	
		Evaluation of LTAs	X	X	X	X	PWG				BOS BUDGET	
Indicators	**Annual Target**	Dash Board Reporting	X	X	X	X	PWG				BOS BUDGET	
Output 2. Length of time taken to renew LTAs before they expire.	2 Months before Expiration of LTAs	Monthly PWG meetings	X	X	X	X	PWG				BOS BUDGET	1000
Annual Deliverables												
		TOTAL										9000

2015		Planned Activities	Timeframe Q1	Q2	Q3	Q4	Responsible Party	STATUS			Planned Budget Source of funds	Amount
By 2018, improved procurement services achieves 5% LTA discounts on goods and services totaling US$1.4 million and creates an efficiency gain on transactional cost worth $81,500 per year.												
Output 1: Categories of Goods and Services covered by LTA												
		Development & Validation of ToRs	X	X			PWG				BOS BUDGET	0
		Publication of ToR's	X	X			PWG				BOS BUDGET	4000
		Select Suppliers	X	X	X		PWG				BOS BUDGET	
Indicators	**Annual**	Conduct Site visit			X		PWG				BOS BUDGET	
Number of valid LTAs(Categories)	16	Conduct Procurement Review Committee			X		PWG				BOS BUDGET	
		Regional Procurement Committee				X	PWG				BOS BUDGET	
		Sign Contract				X	PWG				BOS BUDGET	
		TOTAL										4000
Output 2: Management LTAs improved and One UN procurement SOP approved												
		Training on SOP Procedure with Vendors	X				PWG				BOS BUDGET	
		Spot Site Visit	X	X	X	X	PWG				BOS BUDGET	
		Evaluation of LTAs	X	X	X	X	PWG				BOS BUDGET	
Indicators	**Annual Target**	DashBoard Reporting	X	X	X	X	PWG				BOS BUDGET	
Output 2. Length of time taken to renew LTAs before they expire.	2 Months before Expiration of LTAs	Monthly PWG meetings	X	X	X	X	PWG				BOS BUDGET	1000
Annual Deliverables												
		TOTAL										9000

2016		Planned Activities	Timeframe Q1	Q2	Q3	Q4	Responsible Party	STATUS			Planned Budget Source of funds	Amount
By 2018, improved procurement services achieves 5% LTA discounts on goods and services totaling US$1.4 million and creates an efficiency gain on transactional cost worth $81,500 per year.												
Output 1: Categories of Goods and Services covered by LTA												
		Renewal of LTA's	X	X			PWG				BOS BUDGET	0
											BOS BUDGET	
											BOS BUDGET	
Indicators	**Annual**	Conduct Site visit			X		PWG				BOS BUDGET	
Number of valid LTAs(Categories)	19	Evaluation of suppliers			X		PWG				BOS BUDGET	
						X	PWG				BOS BUDGET	
		Sign extentions/new LTAs				X	PWG				BOS BUDGET	
		TOTAL										0
Output 2: Management LTAs improved and One UN procurement SOP approved												
		Spot Site Visit	X	X	X	X	PWG				BOS BUDGET	
		Evaluation of LTAs	X	X	X	X	PWG				BOS BUDGET	
Indicators	**Annual**	Dashboard Reporting	X	X	X	X	PWG				BOS BUDGET	
Output 2. Length of time taken to renew LTAs before they expire.	2 Months before Expiration of LTAs	LTA SOP evaluation	X				PWG				BOS BUDGET	0
		Monthly PWG meetings	X	X	X	X	PWG				BOS BUDGET	1000
Annual Deliverables												
		TOTAL										1000

2017		Planned Activities	Timeframe				Responsible Party	STATUS			Planned Budget	
			Q1	Q2	Q3	Q4					Source of funds	Amount
By 2018, improved procurement services achieves 5% LTA discounts on goods and services totaling US$1.4 million and creates an efficiency gain on transactional cost worth $81,500 per year.												
Output 1: Categories of Goods and Services covered by LTA												
		Renewal of LTA's	X	X			PWG				BOS BUDGET	0
			X	X			PWG				BOS BUDGET	
			X	X	X		PWG				BOS BUDGET	
Indicators	**Annual**	Conduct Site visit			X		PWG				BOS BUDGET	
Output 1. No of goods and services categories covered by LTAs	20	Evaluation of suppliers			X		PWG				BOS BUDGET	
						X	PWG				BOS BUDGET	
		Sign Contract				X	PWG				BOS BUDGET	
		TOTAL										0
Output 2: Management LTAs improved and One UN procurement SOP approved												
		Spot Site Visit	X	X	X	X	PWG				BOS BUDGET	
		Evaluation of LTAs	X	X	X	X	PWG				BOS BUDGET	
Indicators	**Annual**	Dashboard Reporting	X	X	X	X	PWG				BOS BUDGET	
Output 2. Length of time taken to renew LTAs before they expire.	2 Months before Expiration of LTAs	LTA SOP evaluation	X	X	X	X	PWG				BOS BUDGET	1000
		Monthly PWG meetings									BOS BUDGET	
Annual Deliverables												
		TOTAL										1000

AGENCY RESPONSIBILITY FOR THE LTA'S	AGENCY RESPONSIBLE
PRINTING SERVICES	WFP
TELEPHONE SERVICES-CUG & VOIP	UNDP
FUEL	WFP
TRANSPORT SERVICES	UNDP
PHOTOCOPY SERVICES	UNECA
STATIONERY	UNFPA
HOTEL SERVICES	UNDP
CONFERENCING EVENT MANAGEMENT SERVICES	UNDP
INSURANCE SERVICES	UNECA
ICT MAINTENANCE SERVICES	UNFPA
MEDIA COSTS	UNFPA
ADVERTISEMENT SERVICES	UNICEF
AIR CONDITIONING SERVICES	WHO
FIRE EXTINGUISHER SERVICES	HCR
COURRIER SERVICES	HCR
TRAVEL	UNDP
NEX AUDIT	FAO
TRANSLATION	WHO
COMMON INTERNET SERVICES	UNICEF
COMMON VLAN	UNECA
COMMON BCP	UNICEF
GARAGE SERVICES	WFP
CONSULTANT PRE-QUALIFICATION -UNDAP	UNDP
CLEANING SERVICES	IOM
CLEARING/ FREIGHT FORWARDING SERVICES	UNDP

ANNEX 3

1- ICT Annual Workplan

2013		Planned Activities	Q1	Q2	Q3	Q4	Responsible Party	STATUS	Source of funds	Amount
			Timeframe						Planned Budget	
Outcome 1: By 2018, total cost of ICT services will be reduced by 20%										
Output 1: 1. Shared Internet connection from a single Internet service Provider by 2013										
		Preparation of RFP and Evaluation of the bids for Common Internet services (internet services, VLAN, digital and analog telephone system)		X	X				BOS BUDGET	$1,000
		To work with selected ISP to establish internet connectivity to all agencies and essential staff residences			x	X			BOS BUDGET	$36,923
		To purchase Residential internet for essential staff (Equipment & Installation)				x			BOS BUDGET	$3,938
Indicators	**Annual Target**									
RFP prepared, bids received	SLA signed									
Internet Services from ISP available 24/7	All UN agencies and Essential staff accessing services as planned									
		TOTAL								$41,861
Output 2. Common LTA Closed User Group service (at fixed rate for unlimited calls) by 2015										
		Prepare RFQ for Closed User Group service		X			ICTWG/Jeannine		RCO	
		Work with selected Telephone company to ensure operational CUG service with all UN agencies			x		ICTWG/Jeannine		RCO	$0
		Procurement and installation of Skype gateway					ICTWG/Roger			$60,000
Indicators	**Annual Target**									
LTA signed	CUG implemented									
hardware/software purchased	Skype integrated with telephone system									
Annual Deliverables										
		TOTAL								$60,000

2014			Planned Activities	Timeframe Q1	Q2	Q3	Q4	Responsible Party	STATUS			Planned Budget: Source of funds	Amount
Outcome 1: By 2018, total cost of ICT services will be reduced by 20%													
Output 3. A Common Virtual Local Area Network established by 2014 (telephone, share drives, Video conference, etc.);													
			Connect all agencies to a single VLAN in order to have a common Voice IP, Video Conference services	X	x							BOS BUDGET	$58,775
			Ensure interconnection of Voice IP and Video conference (procurement of IP phones)			x	x					BOS BUDGET	$145,000
Indicators	**Annual Target**											BOS BUDGET	
VLAN exists	VoIP/Video Conference facilities available											BOS BUDGET	
												BOS BUDGET	
			TOTAL										$203,775
Output 4 Single maintenance contract of ICT Equipment for all UN agencies by 2014;													
			Preparation of RFP and Evaluation of the bids for Maintenance contract of ICT equipment		x							BOS BUDGET	$1,000
			Regular coordination of ICT common activities (yearly one day ICTWG retreat).	x	x	x	x					BOS BUDGET	$500
												BOS BUDGET	
Indicators	**Annual Target**											BOS BUDGET	
Maintenance contract in place	SLA signed											BOS BUDGET	
Annual Deliverables													
			TOTAL										$1,500

2015		Planned Activities	Timeframe Q1	Q2	Q3	Q4	Responsible Party	STATUS			Planned Budget Source of funds	Amount
Outcome 1: By 2018, total cost of ICT services will be reduced by 20%												
Output 5. Existing Seven VSAT will be replaced by two by 2015												
		Connect all UN agencies to two VSAT as buckup links as soon as we move to ONE UN HOUSE		x							BOS BUDGET	$5,000
		Regular coordination of ICT common activities (yearly one day ICTWG retreat).	x								BOS BUDGET	$500
Indicators	**Annual Target**											
Number of VSAT reduced	All UN agencies are connected to a shared VSAT											
		TOTAL										$5,500

2016		Planned Activities	Timeframe Q1	Q2	Q3	Q4	Responsible Party	STATUS			Planned Budget Source of funds	Amount
Outcome 1: By 2018, total cost of ICT services will be reduced by 20%												
Output 6. Common Business Continuity Plan (include Disaster Recovery and contigency) by 2016												
		Prepare BCP & DRP documents and signed by RC	x								BOS BUDGET	0
		Purchase required equipment		x							BOS BUDGET	$102,000
		Implement BCP and test/simulation regularly			x	x					BOS BUDGET	
		Regular coordination of ICT common activities (yearly one day ICTWG retreat).	x								BOS BUDGET	$500
Indicators	**Annual**											
BCP & DRP implemented	BCP & DRP locations operational											
		TOTAL										$102,500

2017		Planned Activities	Timeframe Q1	Q2	Q3	Q4	Responsible Party	STATUS			Planned Budget: Source of funds	Amount
Outcome 1: By 2018, total cost of ICT services will be reduced by 20%												
Output 7: Implementing common Helpdesk and pooling Services database Management												
		Assessment of common system required by One UN	x	x							BOS BUDGET	0
		Prepare MOU for common ICT service helpdesk to be signed by all Head of agencies		x							BOS BUDGET	0
		Prepare TOR for common ICT service help desk		x							BOS BUDGET	0
		Train ICT Staff for the pool management and sharing of Specific Agencies IT requirement		x	x	x					BOS BUDGET	$0
		Identify the hardware/software required		x	x						BOS BUDGET	0
		Implementation of identified project (s)			x	x					BOS BUDGET	$50,000
		Regular coordination of ICT common activities (yearly one day ICTWG retreat).	x								BOS BUDGET	$500
Indicators	**Annual Target**											
Needs requirement identified	Common application to support UNDAP implemented											
		TOTAL										$50,500

2018			Planned Activities	Timeframe Q1	Q2	Q3	Q4	Responsible Party	STATUS			Planned Budget: Source of funds	Amount
Outcome 1: By 2018, total cost of ICT services will be reduced by 20%													
Output 7 "Ctd in 2018" : Implementing common Helpdesk and pooling Services database Management													
			Assessment of common system required by One UN	x	x			ICTWG				BOS BUDGET	
			Identify the hardware/software required		x	x		ICTWG				BOS BUDGET	
			Implementation of identified project (s)			x	x	ICTWG/Consultant				BOS BUDGET	$50,000
			Regular coordination of ICT common activities (yearly one day ICTWG retreat).	x				ICTWG				BOS BUDGET	$500
Indicators	**Annual Target**												
Needs requirement identified	Common application to support UNDAP implemented												
			TOTAL										$50,500

ANNEX 4 : Finance Annual work plan

2013		Planned Activities	Timeframe				Responsible Party	STATUS			Planned Budget	
			Q1	Q2	Q3	Q4					Source of funds	Amount
Outcome 1:	**By 2018 US$ 10 million savings realised From harmonized One UN financial operations**											
Outcome indicator. US$ amount accumulated earnings from currency exchange best practice												
Output 1: All One UN Agencies utilise currency exchange best practice												
		Agency Rep's memo to their HQ introducing the best practice			x		UN AGENCIES				BOS BUDGET	
					x						BOS BUDGET	
						x					BOS BUDGET	
Indicators	**Annual**					x					BOS BUDGET	
Output 1. No of agencies using identified currency exchange best practice	7					x					BOS BUDGET	
						x					BOS BUDGET	
						x					BOS BUDGET	
Annual Deliverables												
		TOTAL										0
Output 2. All Rwanda Excom agencies fully compliant with financial components of HACT												
Indicators	**Annual**											
Output 2. No of agencies fully compliant with HACT financial component	0	Joint Spot checks	x	x	x	x	OMT & PPOC				Agencies contribution (EXCom Agencies)	0
		Joint Audits					OMT & PPOC				Agencies contribution (EXCom Agencies)	0
Annual Deliverables		Joint Trainings				x	OMT & PPOC				Agencies contribution (EXCom Agencies)	1,000
Audit reports		Joint Macro assessments				x	OMT & PPOC				Agencies contribution (EXCom Agencies)	1,000
Field visits reports		Joint Micro assessments				x	OMT & PPOC				Agencies contribution (EXCom Agencies)	1,000
Micro assessment reports												
		TOTAL										3,000
Output 3: One UN Agencies banking costs reduced by 25%												
Indicators	**Annual**											
Output 3). One UN banking agreement	No	Negociation of reduction of bank costs			x	x						
Annual Deliverables		Preparation of the ToRs			x		FWG					
Bank costs reduced		Publication of ToR's			x		PWG					1000
		Selection				x	PWG					
		Site visit				x	PWG & FWG					
		CAP				x	PWG					
		Contract Signature				x	RCO					
		Negociation of the exchange rate			x	x	FWG					
		TOTAL										1000
TOTAL COST												**4,000**

2014		Planned Activities	Timeframe Q1	Q2	Q3	Q4	Responsible Party	STATUS	Planned Budget Source of funds	Amount
Outcome 1:	By 2018 US$ 10 million savings realised From harmonized One UN financial operations									
Outcome indicator. US$ amount accumulated earnings from currency exchange best practice										
Output 1: All One UN Agencies utilise currency exchange best practice										
Indicators	**Annual Target**	Follow up with HQ's Finance Departments			X		FWG			
Output 1. No of agencies using identified currency	7	System configuration & implementation			X		PWG			
Annual Deliverables										
		TOTAL								0
Output 2. All Rwanda Excom agencies fully compliant with financial components of HACT										
Indicators	**Annual Target**									
Output 2. No of agencies fully compliant with HACT financial component	3	Joint Spot checks	X	X	X	X	OMT & PPOC		Agencies contribution (EXCom Agencies)	
		Joint Audits					OMT & PPOC		Agencies contribution (EXCom Agencies)	
		Joint Trainings				X	OMT & PPOC		Agencies contribution (EXCom Agencies)	
		Joint Micro assessments				X	OMT & PPOC		Agencies contribution (EXCom Agencies)	
Annual Deliverables										
Audit reports										
Field visits reports										
Micro assessment reports										
		TOTAL								0
Output 3: One UN Agencies banking costs reduced by 25%										
Indicators	**Annual Target**									
Output 3). One UN banking agreement	No	Negociation of reduction of bank costs			X	X				
Annual Deliverables		Preparation of the ToRs			X		FWG			
Bank costs reduced		Publication of ToR's			X		PWG			
		Selection				X	PWG			
		Site visit				X	PWG & FWG			
		CAP				X	PWG			
		Contract Signature				X	RCO			
		Negociation of the exchange rate			X	X	FWG			
		TOTAL								0

2015			Planned Activities	Timeframe Q1	Q2	Q3	Q4	Responsible Party	STATUS			Planned Budget Source of funds	Amount
Outcome 1: By 2018 US$ 10 million savings realised From harmonized One UN financial operations													
Outcome indicator. US$ amount accumulated earnings from currency exchange best practice													
Output 2. All Rwanda Excom agencies fully compliant with financial components of HACT													
Indicators	**Annual Target**												
Output 2. No of agencies fully compliant with HACT financial component	5		Joint Spot checks	X	X	X	X	OMT & PPOC				Agencies contribution (EXCom Agencies)	
			Joint Audits					OMT & PPOC				Agencies contribution (EXCom Agencies)	
			Joint Trainings				X	OMT & PPOC				Agencies contribution (EXCom Agencies)	
			Joint Micro assessments(New IP's)				X	OMT & PPOC				Agencies contribution (EXCom Agencies)	
Annual Deliverables													
Audit reports													
Field visits reports													
Micro assessment reports													
			TOTAL										0

2016			Planned Activities	Timeframe Q1	Q2	Q3	Q4	Responsible Party	STATUS			Planned Budget Source of funds	Amount
Outcome 1: By 2018 US$ 10 million savings realised From harmonized One UN financial operations													
Outcome indicator. US$ amount accumulated earnings from currency exchange best practice													
Output 2. All Rwanda Excom agencies fully compliant with financial components of HACT													
Indicators	**Annual Target**												
Output 2. No of agencies fully compliant with HACT financial component	5		Joint Spot checks	X	X	X	X	OMT & PPOC				Agencies contribution (EXCom Agencies)	
			Joint Audits					OMT & PPOC				Agencies contribution (EXCom Agencies)	
			Joint Trainings				X	OMT & PPOC				Agencies contribution (EXCom Agencies)	
			Joint Micro assessments(New IP's)				X	OMT & PPOC				Agencies contribution (EXCom Agencies)	
Annual Deliverables													
Audit reports													
Field visits reports													
Micro assessment reports													
			TOTAL										0
TOTAL COST													**0**

2017		Planned Activities	Timeframe Q1	Q2	Q3	Q4	Responsible Party	STATUS			Planned Budget Source of funds	Amount
Outcome 1:	By 2018 US$ 10 million savings realised From harmonized One UN financial operations											
Outcome indicator. US$ amount accumulated earnings from currency exchange best practice												
Output 2. All Rwanda Excom agencies fully compliant with financial components of HACT												
Indicators	**Annual Target**											
Output 2. No of agencies fully compliant with HACT financial component	5	Joint Spot checks	X	X	X	X	OMT & PPOC				Agencies contribution (EXCom Agencies)	
		Joint Audits					OMT & PPOC				Agencies contribution (EXCom Agencies)	
		Joint Trainings				X	OMT & PPOC				Agencies contribution (EXCom Agencies)	
		Joint Micro assessments(New IP's)				X	OMT & PPOC				Agencies contribution (EXCom Agencies)	
Annual Deliverables												
Audit reports												
Field visits reports												
Micro assessment reports												
		TOTAL										0
TOTAL COST												**0**

2018			Planned Activities	Q1	Q2	Q3	Q4	Responsible Party	STATUS			Source of funds	Amount
				Timeframe								Planned Budget	
Outcome 1:	By 2018 US$ 10 million savings realised From harmonized One UN financial operations												
Outcome indicator. US$ amount accumulated earnings from currency exchange best practice													
Output 2. All Rwanda Excom agencies fully compliant with financial components of HACT													
Indicators	**Annual Target**												
Output 2. No of agencies fully compliant with HACT financial component	5		Joint Spot checks	X	X	X	X	OMT & PPOC				Agencies contribution (EXCom Agencies)	
			Joint Audits					OMT & PPOC				Agencies contribution (EXCom Agencies)	
			Joint Trainings				X	OMT & PPOC				Agencies contribution (EXCom Agencies)	
			Joint Micro assessments(New IP's)				X	OMT & PPOC				Agencies contribution (EXCom Agencies)	
Annual Deliverables													
Audit reports													
Field visits reports													
Micro assessment reports													
			TOTAL										0
TOTAL COST													**0**

ANNEX 5: HR ANNUAL WORKPLAN

2013			Timeframe					STATUS			Planned Budget	
		Planned Activities	Q1	Q2	Q3	Q4	Responsible Party				Source of funds	Amount
Outcome: Improved harmonized One UN Human resource management by 2018												
Output 1: Joint recruitment framework implemented												
		Development of acountability framework within HRWG			X	X	HRWG				BOS BUDGET	$200
Indicators	**Annual Target**	Consultation with IT WG on the development and maintenance of the joint database/roster			X	X	HRWG				BOS BUDGET	$0
Accountability framework with HRWG	Developed and adopted	Validation of the joint database/roster process				X	OMT				BOS BUDGET	$0
Joint Recruitment Plan 2014	Developed and adopted	Development of the joint database/ roster				X	ITWG				BOS BUDGET	$200
Joint Roster	Developed and adopted	Identification of the CBI trainer & needs assessment				X					BOS BUDGET	$0
CBI training plan for 2014	Developed and adopted	Development of the joint recruitment plan 2014				X	HRWG				BOS BUDGET	0
		TOTAL										400
Output 2: Joint learning programme implemented												
		Current situation analysis (Availability of learning opportunities in UN Agencies in Rwanda)			X		HRWG				BOS BUDGET	$0
Indicators	**Annual Target**	Learning Needs Analysis				X	HRWG				BOS BUDGET	$0
Situation report on Learning programme in UN Agencies Rwanda for the last three years	Compiled and published											
Learning needs analysis	Conducted, completed and published	TOTAL										0
Output 3: Harmonized Service Contract modality												
		Analysis of agency policies and rules governing SC modalities			X	X	HRWG				BOS BUDGET	$0
Indicators	**Annual Target**	Analysis of rules and regulation governing civil servant locally			X	X	HRWG				BOS BUDGET	$0
Analytical report on agency policies and rules governing SC modalities	Compiled and published											
Anylitical report on rules and regulation governing civil servant locally	Compiled and published	TOTAL										0

2014		Planned Activities	Timeframe Q1	Q2	Q3	Q4	Responsible Party	STATUS			Planned Budget Source of funds	Amount
Outcome 1: improved harmonized One UN Human resource management by 2018												
Output 1: Joint recruitment framework implemented												
		CBI training for Interagency panel members	X	X	X	X	HRWG				BOS BUDGET	$20,000
Indicators	**Annual Target**	Compilation of the consolidated list of qualified panelist				X	HRWG				BOS BUDGET	$0
Joint Recruitment Plan 2015	Developed and adopted	Validation of the consolidated list of qualified panelist				X	OMT				BOS BUDGET	$0
Nr of targeted people trained on CBI	80%	Monitoring of the joint recruitment plan 2014	X	X	X	X	HRWG				BOS BUDGET	$0
Frequency of updating the roster of recommended candidates	3 times	Development of the joint recruitment plan 2015				X	HRWG				BOS BUDGET	$0
Frequency of updating the list of interagency panel members	3 times	Maintenance of the joint roster		X	X	X	HWG				BOS BUDGET	$0
		TOTAL										20000
Output 2: Joint learning programme implemented												
		Prioritization of learning needs	X				HRWG				BOS BUDGET	$0
Indicators	**Annual Target**	Feasibility study	X				HRWG				BOS BUDGET	$0
Joint learning plan	Compiled and adopted	Compilation of the learning plan 2014	X				HRWG				BOS BUDGET	$0
Joint learning budget	Compiled, adopted and funded	Learning plan 2014 budget	X				HRWG				BOS BUDGET	$20,000
Learning needs analysis 2015	Conducted, approved and published	Delivery and monitoring of the learning plan		X	X	X	HRWG				BOS BUDGET	$0
		Learning needs assessment 2014				X	HRWG				BOS BUDGET	$0
		TOTAL										20000
Output 3: Harmonized Service Contract modality												
		Analytical comparison between SC and GoR	X	X			HRWG				BOS BUDGET	
Indicators	**Annual Target**	Impact analysis of harmonized SC modalities			X	X	HRWG				BOS BUDGET	
Comparative report between SC and GoR	Compiled and published	Formulation of recommendations				X	HRWG				BOS BUDGET	
Impact analysis of Harmonized SC modalities	Compiled and published											
Recommendations report	Compiled and published											
Annual Deliverables		TOTAL										0

2015			Timeframe					STATUS			Planned Budget	
		Planned Activities	Q1	Q2	Q3	Q4	Respon sible				Source of funds	Amount
Outcome 1: improved harmonized One UN Human resource management by 2018												
Output 1: Joint recruitment framework implemented												
		CBI training for Interagency panel members	X	X	X	X	HRWG				BOS BUDGET	$20,000
Indicators	**Annual Target**	Compilation of the consolidated list of qualified panelist				X	HRWG				BOS BUDGET	$0
Joint Recruitment Plan 2016	Developed and adopted	Validation of the consolidated list of qualified panelist				X	OMT				BOS BUDGET	$0
Nr of targeted people trained on CBI	80%	Monitoring of the joint recruitment plan 2015	X	X	X	X	HRWG				BOS BUDGET	$0
Frequency of updating the roster of recommended candidates	3 times	Development of the joint recruitment plan 2016				X	HRWG				BOS BUDGET	$0
Frequency of updating the list of interagency panel members	3 times	Maintenance of the joint roster		X	X	X	HWG				BOS BUDGET	$0
		TOTAL										20000
Output 2: Joint learning programme implemented												
		Prioritization of learning needs	X				HRWG				BOS BUDGET	$0
Indicators	**Annual Target**	Feasibility study	X				HRWG				BOS BUDGET	$0
Joint learning plan	Compiled and adopted	Compilation of the learning plan 2015	X				HRWG				BOS BUDGET	$0
Joint learning budget	Compiled, adopted and funded	Learning plan 2015 budget	X				HRWG				BOS BUDGET	$20,000
Learning needs analysis 2015	Conducted, approved and published	Delivery and monitoring of the learning plan		X	X	X	HRWG				BOS BUDGET	$0
		Learning needs assessment 2015				X	HRWG				BOS BUDGET	$0
		TOTAL										20000
Output 3: Harmonized Service Contract modality												
											BOS BUDGET	
Indicators	**Annual Target**										BOS BUDGET	
Final report	Compiled and published	Formulation of recommendations	X	X	X	X	HRWG				BOS BUDGET	
		TOTAL										0

2016		Planned Activities	Timeframe Q1	Q2	Q3	Q4	Responsible Party	STATUS			Planned Budget Source of funds	Amount
Outcome 1: improved harmonized One UN Human resource management by 2018												
Output 1: Joint recruitment framework implemented												
		CBI training for Interagency panel members	X	X	X	X	HRWG				BOS BUDGET	$20,000
Indicators	**Annual Target**	Compilation of the consolidated list of qualified panelist				X	HRWG				BOS BUDGET	$0
Joint Recruitment Plan 2016	Developed and adopted	Validation of the consolidated list of qualified panelist				X	OMT				BOS BUDGET	$0
Nr of targeted people trained on CBI	80%	Monitoring of the joint recruitment plan 2016	X	X	X	X	HRWG				BOS BUDGET	$0
Frequency of updating the roster of recommended candidates	3 times	Development of the joint recruitment plan 2017				X	HRWG				BOS BUDGET	$0
Frequency of updating the list of interagency panel members	3 times	Maintenance of the joint roster		X	X	X	HWG				BOS BUDGET	$0
		TOTAL										20000
Output 2: Joint learning programme implemented												
		Prioritization of learning needs	X				HRWG				BOS BUDGET	$0
Indicators	**Annual Target**	Feasibility study	X				HRWG				BOS BUDGET	$0
Joint learning plan	Compiled and adopted	Compilation of the learning plan 2016	X				HRWG				BOS BUDGET	$0
Joint learning budget	Compiled, adopted and funded	Learning plan 2016 budget	X				HRWG				BOS BUDGET	$20,000
Learning needs analysis 2016	Conducted, approved and published	Delivery and monitoring of the learning plan		X	X	X	HRWG				BOS BUDGET	$0
		Learning needs assessment 2016				X	HRWG				BOS BUDGET	$0
		TOTAL										20000

2017		Planned Activities	Timeframe Q1	Q2	Q3	Q4	Responsible Party	STATUS			Planned Budget Source of funds	Amount
Outcome 1: improved harmonized One UN Human resource management by 2018												
Output 1: Joint recruitment framework implemented												
		CBI training for Interagency panel members	X	X	X	X	HRWG				BOS BUDGET	$20,000
Indicators	**Annual Target**	Compilation of the consolidated list of qualified panelist				X	HRWG				BOS BUDGET	$0
Joint Recruitment Plan 2018	Developed and adopted	Validation of the consolidated list of qualified panelist				X	OMT				BOS BUDGET	$0
Nr of targeted people trained on CBI	80%	Monitoring of the joint recruitment plan 2017	X	X	X	X	HRWG				BOS BUDGET	$0
Frequency of updating the roster of recommended candidates	3 times	Development of the joint recruitment plan 2018				X	HRWG				BOS BUDGET	$0
Frequency of updating the list of interagency panel members	3 times	Maintenance of the joint roster		X	X	X	HWG				BOS BUDGET	$0
		TOTAL										20000
Output 2: Joint learning programme implemented												
		Prioritization of learning needs	X				HRWG				BOS BUDGET	$0
Indicators	**Annual Target**	Feasibility study	X				HRWG				BOS BUDGET	$0
Joint learning plan	Compiled and adopted	Compilation of the learning plan 2017	X				HRWG				BOS BUDGET	$0
Joint learning budget	Compiled, adopted and funded	Learning plan 2017 budget	X				HRWG				BOS BUDGET	$20,000
Learning needs analysis 2017	Conducted, approved and published	Delivery and monitoring of the learning plan		X	X	X	HRWG				BOS BUDGET	$0
		Learning needs assessment 2017				X	HRWG				BOS BUDGET	$0
		TOTAL										20000

2018		Planned Activities	Timeframe				Responsible Party	STATUS			Planned Budget	
			Q1	Q2	Q3	Q4					Source of funds	Amount
Outcome 1: improved harmonized One UN Human resource management by 2018												
Output 1: Joint recruitment framework implemented												
		CBI training for Interagency panel members	X	X	X	X	HRWG				BOS BUDGET	$20,000
Indicators	**Annual Target**	Compilation of the consolidated list of qualified panelist				X	HRWG				BOS BUDGET	$0
Joint Recruitment Plan 2019	Developed and adopted	Validation of the consolidated list of qualified panelist				X	OMT				BOS BUDGET	$0
Nr of targeted people trained on CBI	80%	Monitoring of the joint recruitment plan 2018	X	X	X	X	HRWG				BOS BUDGET	$0
Frequency of updating the roster of recommended candidates	3 times	Development of the joint recruitment plan 2019				X	HRWG				BOS BUDGET	$0
Frequency of updating the list of interagency panel members	3 times	Maintenance of the joint roster		X	X	X	HWG				BOS BUDGET	$0
		TOTAL										20000
Output 2: Joint learning programme implemented												
		Prioritization of learning needs	X				HRWG				BOS BUDGET	$0
Indicators	**Annual Target**	Feasibility study	X				HRWG				BOS BUDGET	$0
Joint learning plan	Compiled and adopted	Compilation of the learning plan 2018	X				HRWG				BOS BUDGET	$0
Joint learning budget	Compiled, adopted and funded	Learning plan 2018 budget	X				HRWG				BOS BUDGET	$20,000
Learning needs analysis 2018	Conducted, approved and published	Delivery and monitoring of the learning plan		X	X	X	HRWG				BOS BUDGET	$0
		Learning needs assessment 2018				X	HRWG				BOS BUDGET	$0
		TOTAL										20000