EXAMPLES IN PRACTICE

Below are a number of examples of MR being applied across various functional areas and UN agencies:

Supply Chain and Procurement Examples

Logistics Cooperation between FAO and WFP in support of relief and development programme - In the past few years FAO offices in Afghanistan and Ethiopia have been purchasing a high volume of technical inputs, such as, animal feed, seeds and fertilizers. Receiving, storing and further delivery of those inputs to the multiple destinations, sometimes more than several hundred locations, is a very complex task for which FAO may not have the required expertise and capacity, while WFP has. WFP has a strong Supply Chain Service on global, regional and country levels and is often able to provide the required by FAO logistic support. FAO is therefore cooperating with WFP on a cost recovery basis, including some overhead fees.

FAO Pakistan benefitted from piggy-backing on LTA of UNICEF - In 2020, UNICEF established a contract for provision of Security Services for UN Offices and International Staff residence in Pakistan. FAO piggy-backed on this LTA leveraging provision of its procurement policy (MS502) on UN Cooperation.

The LTA for provision of worldwide supply and delivery of HP desktops, laptops and related support services - In 2016, following a competitive process, FAO established a global LTA, accessible by all decentralized offices, with a vendor. A few UN Agencies that piggybacked on this FAO's LTA: UNDP, UNOPS, IDLO, WIPO, IFAD and UNESCO.

Travel, event management, printing and translation/interpretation services - In 2011, FAO Sub-regional office for Central Asia located in Turkey established a series of local LTAs for the aforementioned services. In the spirit of UN cooperation, FAO has presented the results of its work to OMT network. Subsequently a large number of UN entities have piggy-backed on these LTAs. For most of the UN entities operating in Turkey, it was a first experience of procurement cooperation with FAO.

Freight forwarding services - In 2016, UNICEF led a collaborative tender that resulted in global third-party logistics and freight forwarding services contracts. Contracts were established from July 2017 for periods of up to seven years. Today, the outcome of the UNICEF-led tender, through mutual recognition, benefits 12 UN entities. These entities implement separate contracts based on the tender outcome, established under UNICEF's policies and procedures. FAO is amongst the entities who piggy backed on these LTAs.

Common Fuel Services - Common Fuel Dispensary Services operated by UNDP in Nepal since 1985 is providing services to most of UN entities in the country. Service charges are minimized, efficiency gains realized, whilst the arrangement proves extremely useful for countries like Nepal where fuel shortages are common.

Design and implementation of Leadership Pool Assessment Center - Since 2016, UNOPS has been using the services of ODRL, a contractor that has been awarded LTAs by different UN entities in the past years for the establishment, design and implementation of Leadership Pool Assessment Centers. The LTA allows UN entities such as UNOPS to design the assessment center exercises to the specific needs and profiles of their operations. Having the same contractor as provider facilitates alignment and consistency in the way leadership roles are being assessed, as well as facilitates the use of lessons learned and best practices from the UN system while ensuring a positive candidate experience from those candidates that participate in the process in different UN entities.

Headhunting and Recruitment services for D and ASG positions - UNFPA has a LTA established for this service that includes preparatory sessions with the hiring unit, provision of targeted headhunting services, publication of vacancy in international newspapers, pre-assessment shortlist of candidates, and management of logistics before the internal interview process. It also allows the provision of leadership assessments such as the EQ+ assessment that provides additional insights into the candidate's emotional and social intelligence, which complement the interview process. UNOPS has used this LTA for the recruitment of critical leadership positions.

Global career events with Impact pool and GCF - Over the past year, UNOPS has been utilizing the LTAs established by IFAD and UNECA with vendors specialized in vacancy advertisement and global career events for targeted audiences (e.g. women in senior roles, young professionals, etc.). These LTAs have been instrumental in ensuring all entities are getting the same services vis a vis the cost for the activities, in addition to strengthening employer branding of UN entities through the participation in career events online.

Procurement Processes and documentation - Mutual recognition allows an entity to rely on another entity's procedures without further evaluation. However, during the implementation, offices are required to provide additional documents. In such cases

instead of sharing documents/information on whole procurement process, sharing of Procurement Committee (LPC or HQPC) minutes and LTAs for the documentation and audit trails to another agency worked effectively.

Travel Services - In Denmark, UNOPS' LTA for travel services was used by most of the UN entities (12) present in the country; this saved those entities and the UN Country Team valuable time, resources and avoided duplication of efforts.

UNOPS signed an agreement with UNDP to utilize their services to green field-based offices. This enabled UNOPS to link all the UNOPS facilities (with more than 5 UNOPS Personnel) around the globe with smart energy meters. Such meters are critical in automation of GHG data collection and establishing solid benchmarks. In addition to that UNOPS with this agreement has access to UNDP's 7-step process to help design and install energy saving structures in country offices.

IFAD administrative services in support to operations operate globally in collaboration with other UN organizations in Rome (Rome-based Agencies) and worldwide, recognizing the value of mutual recognition and collaboration through knowledge sharing and harmonization of policies and procedures, savings, reduced efforts and efficiencies. Examples are provided below:

Travel, Visa, Privileges and Immunities
- IFAD LTA for the Provision of Global Travel Management and Events Management Services extended to UNHCR
- IFAD, FAO and WFP jointly negotiate airline agreements with Airlines and alliances to receive upfront discount on corporate fares and other ancillary benefits. Contractual agreements are signed by IFAD on behalf of the RBAs. Use of discounted fares is extended to UNHCR. A recent and notable initiative is the joint LTA engaging Areka for Air Travel Data Consolidation and Analysis among several UN agencies.
- WFP extended Da Vinci Point local airport support services to IFAD staff. Airport services of the WFP Da Vinci point extended to non-EU IFAD staff to facilitate use of the diplomatic gate at the Fiumicino Airport.
- IFAD joined WFP LTA contracting vehicle and multi-service agency supporting staff accredited to Italy.
- IFAD, FAO, WFP joint contract with the provider of fuel cards.

Corporate Procurement
- Joint procurement opportunities identified through the Common Procurement Team (CPT). Several LTAs are in place with FAO and WFP.
- Participation in the HLCM Procurement Network, fostering harmonization of procedures and bidding documentation.

Security
- Joint security trainings (BSAFE, WSAT). Provision of Security Personnel during corporate events. Provision of back-up facilities and infrastructure to support business continuity at HQ level.

Facility Management
- IFAD Printshop provides printing services for WFP by in order to maximize capacity utilization and improve efficiency and effectiveness.
- FAO Diplomatic Pouch Service for IFAD to dispatch correspondence and material with diplomatic immunity.
- FAO hosted IFAD Governing Council
- Rome based agencies collaborate on business continuity plans to provide back-up locations and facilities for major events, etc.

Procurement of COVID Supplies - During the initial outbreak of COVID Pandemic, there was a scarcity of personal protection equipment (PPE), disinfection supplies etc. in the market. Rather than initiating individual procurement processes, a joint procurement process led by the Joint Procurement Task Team was helpful in securing the supplies with good value for money despite the shortages. FAO relied on WFP leading the global procurement process for purchase and delivery of PPE.

HACT Micro-assessments and Assurance - Establishing Harmonized Approach to Cash Transfer (HACT) LTA for HACT micro-assessments and assurance activities with other UN Agencies was highly beneficial on completion of HACT Micro-assessment and assurance activities on time.

Telecommunications – UN Closed User Group - As part of UN collaboration, signing joint UN CUG (Closed User Group) LTA with telecommunications providers has helped in saving telephone costs.

IT Adobe Licenses - The provision by UNOG of a global master agreement with Adobe, open to all UN entities which many are adhered to, enables the procurement of various types of Adobe licenses; each entity independently managing its own account; the flexibility and swiftness in acquiring new licenses; along with the potential for better pricing with volume increases.

Microsoft Licenses - Within a flexible framework and with a set percentage discount established for all products, the UNPD agreement has been and continues to be of significant assistance to other entities in the procurement of Microsoft licenses.

Salesforce - Relying on WHO's procurement decision to award a Contract/MSA to Salesforce, not only the procurement process itself but also the negotiated MSA clauses have subsequently been embraced and adopted by many other entities. This is a direct outcome of collaborative efforts and mutual recognition within the procurement community.

Finance Initiatives

Verifications - no due diligence assessment of UN partners is required as there is trust that each UN entity has sound financial management and internal control systems in place.

Cost recovery coverage between UN entities - UN entities shall ensure coverage of the recipient UN entity's institutional cost recovery rate (also referred to by some UN entities as "indirect support costs", "project support cost" or "overhead") and shall fully recognize the applicability of the cost recovery rate of the recipient UN entity.

Cost recovery coverage by donors – Using the Mutual Recognition Statement to defend inclusion of multiple cost recovery rates of UN partners in the budget when submitting to donors. The Mutual Recognition Statement provides the basis to support the inclusion of cost recovery rates based on respective UN entities' rules, regulations and policies.

Harmonization of cost classification categories and definitions – Harmonization of the definition of 'enabling functions' for application within the context of financial reporting in the UN Data Cube on the data standard on UN Functions.

Professional training of finance staff in partnership with CIPFA

Human Resources Initiatives

Sharing ICT Human Resources and providing technical advice to other UN agencies on ICT recruitment, procurement - In Costa Rica, a number of entities are in common premises, led by UNDP. Entities seek support of each other for selection panels, there is no actual cost involved except for the staff time.

Piloting Common Rosters
The UNMRR (United Nations Mutual Recognition of Rosters) initiative is to provide supply of and access to a broader and more diverse pool of pre-assessed candidates that are mutually recognized across the UN System for selection considerations, through a technology solution that can be used by all the UN organizations. Participation into the UNMRR is voluntary for both candidates and UN organizations. Eligible candidates supplied by the participating UN organizations are periodically asked to confirm their continued interest and availability. The UNMRR is being implemented in a phased manner, starting with three selected jobs (P-3 Finance and Budget Officer, P-3 Human Resources Officer and P-3 Security Coordination Officer) as a pilot for the initial phase with the possibility of including additional jobs later on. As of 20 June 2023, the

broad and diverse pre-assessed candidate pool was supplied by the UN Secretariat, UNICEF, ITC and UNRWA.

Recognition of UN rosters
UNOPS has included in its policy the use of Partner Rosters as a method for recruiting personnel. This policy provision allows UNOPS operations on the ground to recruit specialists that are part of a roster from other UN entities when no UNOPS Roster is available. Recent examples of the application of this are the recruitment of Tuberculosis Experts part of a roster of experts established and administered by WHO.

Mandatory Training
Pilot initiative including several UN Organizations and led by the UN Secretariat to review the list and content of mandatory trainings and assess where mutual recognition can be applied when staff move from one Organization to another. This includes the DSS-mandated trainings for all staff.

OneHR – Classification and Background checks
The OneHR Center was established in 2017 by the CEB/HLCM, to be operating out of Bonn. The OneHR Center currently offers two services: Job classification and background verification and uses Inspira for both service lines. As for background checks, organizations of the UN system are all required to conduct comprehensive background checks of their personnel. The OneHR Centre conducts these checks for client organizations and stores the information for future use (such as a transfer to another organization). The full background check encompasses four elements:

(i)   Professional and criminal misconduct checks (public and non-public databases)

(ii)   Verification of academic credentials (directly from the institution)

(iii)   Verification of current/former employments

(iv)   Verification of qualitative suitability (through supervisors/peers)

The OneHR Centre's value-added is intrinsically linked to mutual recognition, in the sense that the work it has performed for one client organization is/should be use-able by another organization, a principle which is already in full operation for background verification.
As for the classification services, this provides an alignment in roles and structures, connecting different functions to the ISCS scale, setting the ground for compatibility and easier mobility across the entities in the future.
Vienna-Based Organizations (VBO Dignity and Inclusion Initiative
Four organizations headquartered in Vienna (IAEA, UNIDO, UNOV/UNODC and CTBTO) pooled resources to create a shared program, cognizant that our values and needs are the same. The initiative has earned recognition from UN Women and UN-SWAP. Link:

ICT Initiatives

Common Radio and Communications - Implementations sponsored among UN entities for sharing of radio repeaters by setting aside an interagency budget for maintenance of repeaters, site rentals, solar panels and field missions is working successfully in Nicaragua.

Specific Initiatives / Global Shared Services (GSS)

UN Booking Hub - Started in 2016 as an internal service, the digital platform has expanded to become an inter-agency provisioning of 7,145 UN vehicles, 495 UNHAS flights, 290 UN guesthouses, 90 UN health clinics and 40 UN staff counsellors for the whole humanitarian community in more than 110 countries. A number of UN entities are using the UN Booking Hub as part of their global back-office, with 2000 focal points daily connecting with the Hub to manage their local services. UN partners have mutually recognized WFP policies and procedures, which has thus resulted in a faster adoption of the same common provision service agreement, with easier internal checks and approvals. This has proved to be very helpful in UN travel especially during the global pandemic where there have been air travel bans on commercial airlines.

UN FLEET

Worldwide, the UN operates a combined fleet of over 30,000 light vehicles. The process of purchasing, maintaining, and disposing of these vehicles is both costly and time consuming and is mostly managed in a decentralized manner. UN FLEET is a joint operation between WFP and UNHCR offering a safe, efficient, and sustainable alternative to traditional light vehicle acquisition for the entire UN system by offering a tried and tested vehicle leasing programme to UN operations all around the world.

UN FLEET applies the principle of Mutual Recognition by building on WFP and UNHCR's experience in setting-up and operating self-sustaining vehicle leasing schemes and leveraging this expertise and experience to offer the same light vehicle provision model to all other UN Agencies. This means that through the signature of a Service Agreement with UN FLEET, UN entities can benefit from the services and expertise of UN FLEET in providing safe, efficient, and sustainable fleet management solutions
 UN FLEET's current service offer includes light vehicle leasing services, including vehicle procurement, preparation, shipping, insurance and disposal services. The vision is to provide effective, safe, efficient, and environmentally sustainable fleet solutions to the UN System while achieving significant and sustainable cost savings.

Global SLA on <u>Global service level agreement on the provision of Asset Disposal Services</u> <u>(with UNHCR)</u>

United Nations Global Marketplace (UNGM)

UNGM is the official procurement portal of the United Nations System. The UNGM portal brings together UN procurement staff and suppliers interested in doing business with the United Nations.

UNGM connects suppliers to the UN marketplace. The main functions of UNGM are to:
- Provide suppliers with a central and unique registration process for 30 UN organizations;
- Provide suppliers and the general public with access to UN procurement opportunities and contract awards and;
- Disseminate relevant UN procurement and UN market information.

UNGM also supports Governmental Trade Promotion Organizations in promoting UN procurement opportunities within their business community.

The UNGM portal was developed to increase and facilitate the access of prospective suppliers to the UN market through:
- Awareness building and outreach activities (e.g. business seminars);
- Simplified registration processes and;
- Establishing partnerships with the private sector (e.g. through Chambers of Commerce) and Member States institutions (e.g. the relevant Ministry/ies).

More and more UN Agencies are using UNGM are the single-entry point for suppliers. It also ensures shared knowledge on vendor sanctions and work ongoing on vendor performance.

UN Web Buy Plus

All products on the UNOPS-operated UN Web Buy Plus are based on Long Term Agreements, which are the result of international competitive bidding processes. The information on the catalogues is up-to-the-minute accurate, vastly reducing time spent on market research. Orders can be placed independently, or with the support of UNOPS' team of experts. The ordering processes are supported by a comprehensive set of services, online as well as offline, reducing the overall procurement time.

FAO HQ benefitted from piggybacking on LTA of WFP - In 2019, WFP established a contract for provision of Office Furniture for its premises worldwide. FAO piggy-backed on this LTA leveraging provision of its procurement policy on UN Cooperation.

The LTA for Global Lease Coverage and Strategic Advisory Services - In 2020, following a competitive process, UNFPA established a global LTA, accessible by all UN Agencies, with a vendor. A few UN Agencies that piggybacked on this UNFPA's LTA: WFP, RC's Office (Liberia) to name a few.