DEVELOPMENT COORDINATION OFFICE

BOS' RESILIENCE UNDER COVID

Covid-19 Responses under the Business Operations Strategy (BOS)

NYU | ROBERT F. WAGNER GRADUATE SCHOOL OF PUBLIC SERVICE

UNITED NATIONS DEVELOPMENT COORDINATION OFFICE

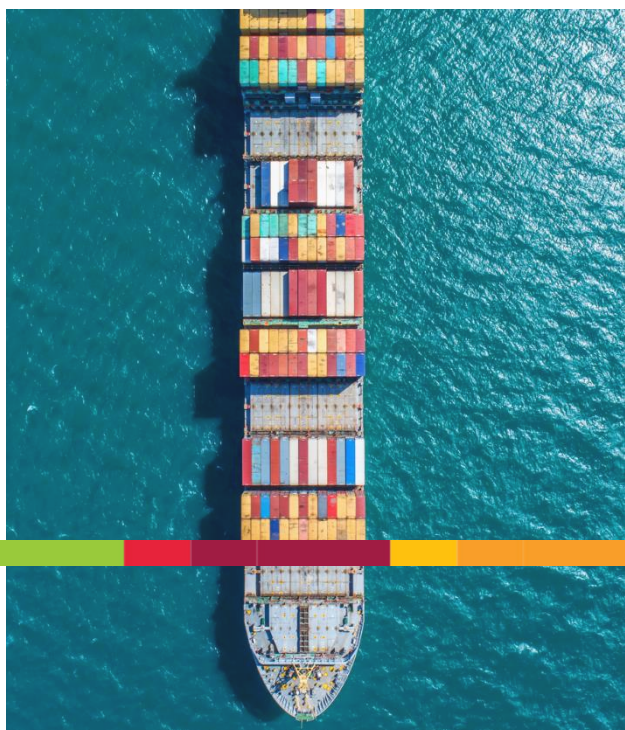Prepared by:
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New York, Sep 2020

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ACRONYMS

AFR   Africa region
APA   Asia Pacific region
AS   Arab States region
CMT   Change Management Team
COVID Coronavirus Disease 2019
ECIS   Eastern Europe and Central Asia region
HoA   Heads of Agency
LAC   Latin America and Caribbean region
MoU   Memorandum of Understanding
OMT   Operations Management Team
RC   Resident Coordinator
SOP   Standard Operating Procedures
UN   United Nations
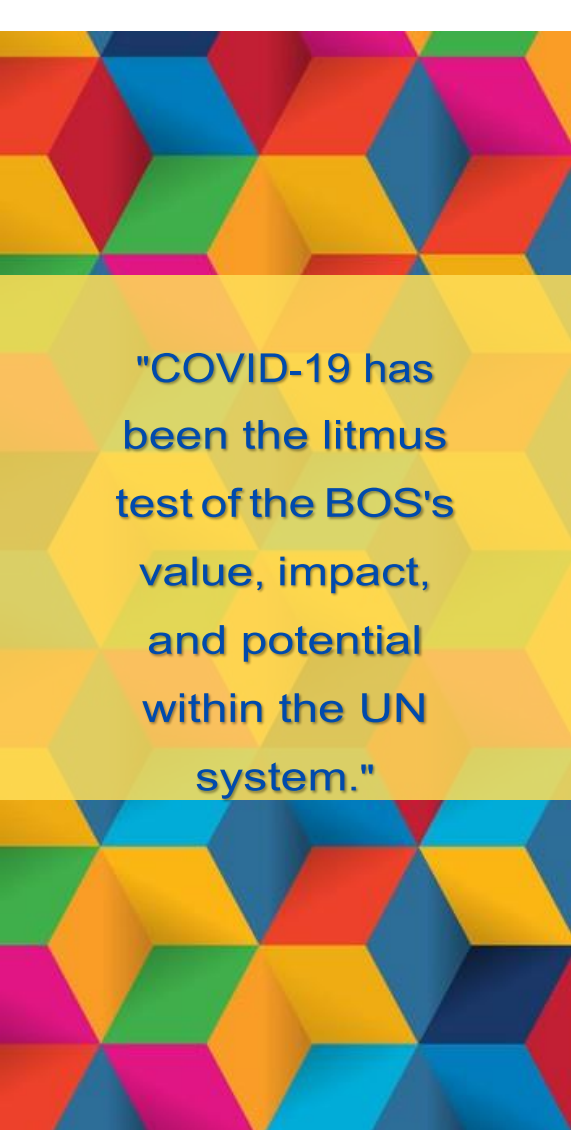UNCT   United Nations Country Teams

Executive Summary

COVID-19 has created unprecedented global health, economic, and social crises. In an interconnected global economy, it has had widespread spill-over effects. The Business Operations Strategy, developed to increase efficiencies and maximise economies of scale within the UN system, has played a crucial role in increasing the UN system's response to the pandemic. Beyond increasing efficiencies and effectiveness of operations, the BOS has made the UN system more agile and responsive during COVID, decreasing times, staff workload, and costs of the responses. In addition, COVID has been a proof of concept of the BOS's value, impact, and potential within the UN system.

The total uses and impact of the BOS during COVID are broad. To preliminarily evaluate the effects of the BOS during COVID in April 2020, the regional BOS coordinators requested UNCTs and Operations Management Teams (OMT) to send their responses and success stories during COVID. This report summarises those responses and success stories of 26 UNCTs that responded to that request. These UNCTs reported a total of 174 uses across all six common service lines within the BOS.

Out of the 26 UNCT respondents, there were seventeen respondents from the Africa region (AFR), four from the Asia Pacific region (APA), three from the Latin America and Caribbean region (LAC), and two from the Central and South-East Europe, Caucasus, and Central Asia region (ECIS). The Arab States region reported to be actively engaged in COVID responses but was unable to respond to the request for this report.

Experts forecast that the effects of the pandemic and the measures to contain it will have exponential and unquantifiable social and economic repercussions. The examples provided in this report of the benefits, efficiencies, and possibilities are estimated to be a small fraction of the total benefits and scope of the BOS during COVID. **Further research is required to determine the actual breadth of the BOS's impact within the COVID context**. The BOS, however, will continue playing a fundamental role in bringing agencies together and strengthening their capacities and capabilities in operations and program execution during and beyond COVID.
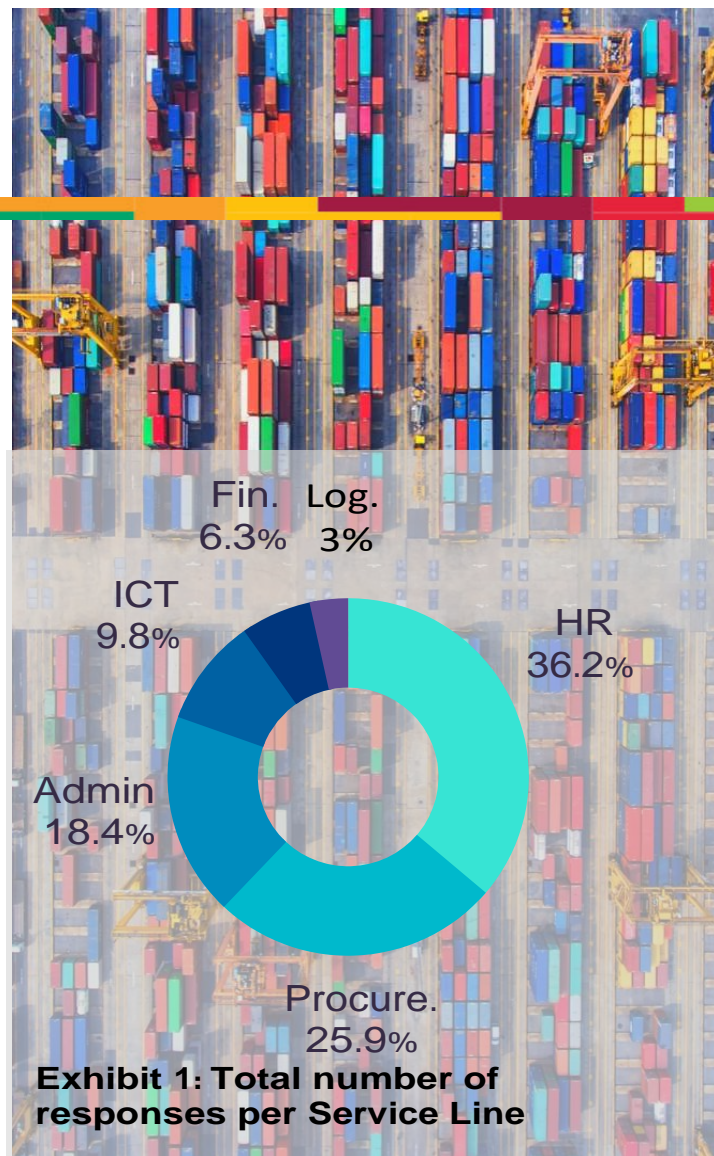
1. Background

The Coronavirus Disease of 2019 (COVID) has created unprecedented global health, economic, and social crises. The pandemic has upended supply chains, operations, and human activity. In an interconnected global economy, it has had widespread spill-over effects. This crisis is forecasted to trigger the largest recession since the Great Depression. The IMF projects a contraction of 4.9% in global GDP in 2020, and if in 2021 there is a second wave that is not adequately contained, economic contraction could increase by 3.3%. Now more than ever, the world requires efficient collaborative responses from governments and the private and public sectors to address these challenges. Coordinated efforts to prevent further human and economic costs need to be undertaken. **As the backbone of organisations, operations need to be strengthened to supply and adapt to this complex and changing environment.**

The Business Operations Strategy, created to increase efficiencies and maximise economies of scale within the UN system, has played a fundamental role in increasing the UN system's response to the pandemic. The BOS has integrated and optimised the operation's functions across 131 UN Country Teams (UNCTs) and has increased the efficiency, effectiveness, and quality of services. Beyond cost avoidance, it has made the UN system more resilient and responsive in times of crisis. COVID has been the litmus test of the BOS's value, impact, and potential within the UN system. The BOS has improved collaboration within agencies, reducing costs, increasing time responsiveness, and broadening the types of services and responses adopted during the pandemic. The coordinated responses facilitated by the BOS are numerous. The following are a limited representation of responses to COVID and how the BOS has played a fundamental role in increasing the UN's resilience, responsiveness, and nimbleness.

2. Summary of Covid-19 Responses under the BOS

The total uses and impact of the BOS during COVID, because of its broad reach, is difficult to assess. In April 2020, to evaluate the BOS' effect during COVID, regional BOS coordinators requested UNCTs and Operations Management Teams (OMT) to submit their responses and success stories. Many UNCTs reported being active in undertaking collaborative responses under the BOS but were unable to answer the survey because of the overwhelming work and challenges they were facing. This survey is a limited representation of the contributions of the BOS during COVID. The actual contributions and impact of the BOS are estimated to have reach more countries that have an active BOS.

Further research is required to understand the full effects of the BOS during COVID. Nonetheless, **while the impact is recognised to be broader, this report serves as a proof of concept of the BOS's value during COVID and within the broader context of UN operations and functions.**

Fin. 6.3% Log. 3%

ICT 9.8%

HR 36.2%

Admin 18.4%

Procure. 25.9%

Exhibit 1: Total number of responses per Service Line

This report summarises the success stories of 26 UNCTs that responded to the request made by their BOS regional coordinators from April to mid-May 2020. These UNCTs identified the significant contributions of the BOS during COVID. They reported a total of 174 uses across all six common service lines within the BOS. The distribution of responses across the BOS service lines is as follows:

1. **Human Resources: 63 uses or 36%**
2. **Procurement Services: 45 uses or 26%**
3. **Administrative Services: 32 uses or 19%**
4. **ICT Services: 17 uses or 10%**
5. **Finance Services: 11 uses or 6%**
6. **Logistic Services: 6 uses or 3%**

RESPONSE ACROSS REGIONS

AFRICA

17 UNCTs
91 Responses

South Sudan, Eritrea, Lesotho, Angola, Ethiopia, Liberia, Morocco, Tunisia, Guinea, Zimbabwe, Burkina Faso, Uganda, Tanzania, Rwanda, Burundi, Cameroon, Algeria

ASIA PACIFIC

4 UNCTs
44 Responses

Bhutan, Timor-Leste, Nepal, & Iran

LATINAMERICA & CARIBBEAN

3 UNCTs
31 Responses

Chile, Colombia, & Guatemala

EASTERN EUROPE & CENTRAL ASIA

2 UNCTs
8 Responses

Serbia & Ukraine

Out of the 26 UNCT respondents, there were seventeen respondents from the Africa region (AFR), four from the Asia Pacific region (APA), three from the Latin America and Caribbean region (LAC), and two from the Central and South-East Europe, Caucasus, and Central Asia region (ECIS). The Arab States region reported to be actively engaged in COVID responses but was unable to respond to the request of this report. See exhibit 2 for the distribution of uses across service lines and regions. Following is a compendium of the different benefits, responses, and success stories divided across the BOS' service lines.
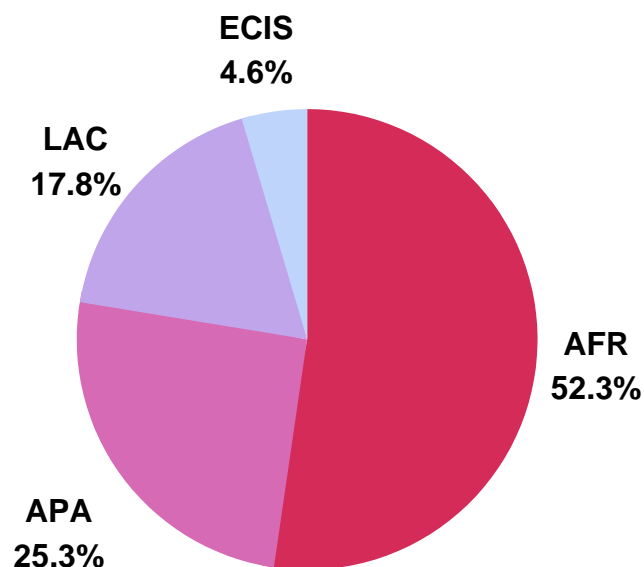
ECIS 4.6%

LAC 17.8%

AFR 52.3%

APA 25.3%

Exhibit 2: Total number of responses per region

COMMON SERVICES USED

HUMAN RESOURCES	PROCUREMENT	ADMIN	ICT	FINANCE	LOGISTICS
1. **Training** HR Support to Covid-19 Response 2. **Benefits Administration** a. Health Awareness Programs 3. **Staff Wellbeing** a. Medical Svs. & Dispensary b. Staff Counselling Svs. c. Human Resources Survey	1. **Goods & Services** a. Joint Procurement Services b. Vendor Assessments & contract management services	1. **Premises Management** a. Cleaning Svs. b. Generator Maint. Svs. c. Joint Business Continuity Plan d. Management of Common Premises e. Management of Premises UN 2. **Security Svs.** a. Security Svs. (Outsourced) 3. **Travel, Conf. & Accommoda.** a. Accommoda. Svs (Outsourced)	1. **Data & Comms.** a. Internet Connectivity & VSAT Svs b. Email Svs Cleaning Svs. 2. **Inhouse ICT Support** a. Help Desk (First Line Support Services)	1. **Payments Services** a. Cash disbursements & transfers b. Payments Processing	1. **Freight Forwarding & Customs** a. Harmonized Customs Clearance b. Freight Forwarding Svs. 2. **Warehouse Management** a. Storage & Warehouse Management Svs.

1. Human Resources Responses

UNCT users: Bhutan, Burkina Faso, Burundi, Cameroon, Chile, Colombia, Eritrea, Ethiopia, Guatemala, Guinea, Iran, Nepal, Rwanda, South Sudan, Tanzania, Timor-Leste, Tunisia, Uganda, & Zimbabwe

The pandemic's primary risk is to the health and wellbeing of citizens and health systems worldwide. Infections have continued to rise exponentially and are estimated to continue rising even with the introduction of an effective vaccine. Moreover, experts estimate that infections may grow manifold due to limited testing, diagnosis, contact tracing, and distribution channels of supplies and medicines in some countries.

The service line with the highest responses for this report is the Human Resources Service Line, with 63 responses—36% of total responses. Nineteen out of twenty-six countries reported using this service line. On average, each of these countries used HR services more than three times. Nepal was the country with the most responses in this line (with twelve responses).

1. Common Human Resources Service Line

CATEGORY: STAFF WELLBEING	CATEGORY: TRAINING	CATEGORY: BENEFITS ADMINISTRATION
Common Services: 1. Medical Svs. & Dispensary 2. Staff Counselling Svs. 3. Health Awareness Programs	**Common Services:** HR support to covid-19 response	**Common Services:** Health Awareness Programs
Used by 11 UNCTs a total of 23 times: Burkina Faso, Burundi, Chile, Colombia, Eritrea, Iran, Nepal, Rwanda, Tanzania, Timor-Leste, & Uganda	**Used by 16 UNCTs a total of 36 times:** Bhutan, Burkina Faso, Cameroon, Chile, Colombia, Ethiopia, Guatemala, Guinea, Iran, Nepal, Rwanda, South Sudan, Tanzania, Timor-Leste, Tunisia, & Zimbabwe	**Used by 2 UNCTs a total of 4 times:** Iran & Nepal

1.1 Staff Wellbeing

Providing staff and dependents with medical support, doctors, clinics, and educational material was among the primary services used under the HR Service Line. **UNCTs indicated that the BOS facilitated their responses at a larger scale and speed than would have been possible through individual agency capacity.** As a result, the BOS enabled savings of time, resources, and pressure on staff during the pandemic. In addition, joint efforts under the BOS allowed agencies to leverage economies of scale in creative responses. For example, several UNCTs used digital tools to map high-risk staff and dependents. These tools also mapped staff and dependents that could provide medical services and incorporated them into the medical response plan.

UNCTs used existing medical personnel and hired new staff to attend COVID related medical issues, concerns, and inquiries. Countries reported adapting their medical attention to a virtual or remote format. For example, **Tanzania** created hotlines in English and Swahili. UNCTs reported taking precautions to maintain the confidentiality of callers and COVID infections. In **Eritrea**, agencies equipped and enhanced their medical clinic to respond to the crisis.

Through UNDP, **Burkina Faso** recruited a UN relief Doctor to support critical relief activity around COVID. In **Chile**, ECLAC's medical service, composed of a chief physician and a nurse, provided ongoing care and support, including an H1N1 vaccination service for the entire UN system. Chile also centralised its communication of calls and possible cases through the security control centre and referred patients to the Medevac service team. In **Timor-Leste**, the UNCT set up a temporary UN Health and Wellness Consultation Room within the UN premises to support the health and safety of staff and dependents. This centre was staffed with a full-time doctor and a nurse--both brought on board as consultants. The doctors provide primary care consultations face-to-face or virtually, including outside office hours for emergencies. Since Timor-Leste was having, in addition to COVID, a dengue fever outbreak, and the same doctor also provided appropriate care at the national hospital. This measure was a collaborative initiative with the WHO, who identified the doctor and nurse, and UNICEF provided the physical space, furniture, equipment, and supplies for the UN Health and Wellness Consultation Room. UNDP issued the contracts, and DSS ensured that the doctor received CISMU training on stress management. Finally, the RCO coordinated and provided day-to-day management support to the doctor and nurse. The doctor was certified by the DHMOSH and could assess the need for MEDEVACs.

Colombia hired a general practitioner to attend COVID symptoms by phone 24 hours a day for the UN system, the World Bank, and the International Finance Corporation. This measure was taken to treat patients in municipalities where health services were limited. For example, in Bogota, the doctor received staff in its office and performed home visits.

Additionally, in Colombia, two specialist doctors trained by WHO were hired to support the general practitioner with advanced COVID cases. One doctor is a pulmonologist, and the other an infectious disease specialist. To ensure proper care of UN staff, Colombia was in the process of negotiating MoUs with the leading hospitals of three main urban centres, Bogota, Cali, and Medellin. The team negotiated an extension of existing contracts, which include specialised facilities for respiratory patients. Agencies also purchased additional insurance for home visits for staff in the capital and eight other cities for 900 people.

1.2 Training, communication & preparedness

UNCTS USERS: ETHIOPIA, COLOMBIA, IRAN, NEPAL, & SERBIA

Countries reported creating communication channels to maintain staff adequately informed and educated of the policies, SOPs, and the changing context during COVID. In addition to establishing hotlines and medical support, countries set up exclusive emails to send and receive COVID related queries. For example, **Ethiopia** used a consolidated agency based all-staff email established in February 2020 to disseminate COVID information to 4,460 staff in 36 different entities. **Nepal** organised weekly town halls hosted by the RC, the WHO representative, the COVID coordinator, and the deputy coordinator. It also conducted weekly staff surveys to identify challenges and put forward solutions. Iran prepared a flowchart to facilitate understanding of the national health system's diagnosis and referrals of positive COVID cases. In addition, it created corporate guidance for the pandemic related guidance from their HR network and headquarters.

Timor-Leste, recognising the importance of their drivers as frontline workers, organised a joint training on COVID preventative, hygiene, and protection measures for all UN drivers. The training emphasised the driver's roles and responsibilities within the contingency plan.

Country teams created country-wide staff care plans with detailed procedures for quarantine, screening, isolation, and evacuation. Working from home approaches were implemented by the majority of agencies and countries. For example, **Nepal** established a COVID coordinator and deputy coordinator nominated by the Resident Coordinator. It prepared standard operating procedures (SOP) with essential guidance updated weekly for staff and heads of agencies. In Bhutan, an HR task team conducted training and learning sessions via zoom, collaborating with staff associations every Friday to help staff cope with COVID and working from home. Here, the WHO also brought a COVID expert from the Health Ministry to demonstrate the use of masks, hand washing, and general information.

Countries mapped and prioritised high-risk and vulnerable staff and dependents. This exercise facilitated preventative measures and care and the unique needs of high-risk patients. **Guatemala** also reported using the BOS HR working group to assess the situation and vulnerabilities of staff. By jointly evaluating and mapping the different agencies' HR policies and procedures, they created a contingency plan in a short amount of time. **If these actions had been performed at single level agencies, they would have had a different scope and dimension.**

Nepal and **Colombia** prepared a data bank consisting of staff's and dependent's training and formation to support COVID response and preparedness, including nurses, EMTs, psychologists, and doctors. Colombia created an online dashboard to visualise and manage staff's needs efficiently. This tool facilitates appropriate preventative measures for vulnerable staff, strengthens health support in critical locations, and boosts medevac capacities (read Colombia's success story on page 18).

2. Common Procurement Service Line

CATEGORY:
GOODS & SERVICES

Common Services:

JOINT PROCUREMENT	VENDOR ASSESSMENTS & CONTRACT MGT SVS
Used by 65% of UNCTs 39 Times	Used by 12% of UNCTs 6 times
Algeria, Bhutan, Burundi, Colombia, Eritrea, Ethiopia, Guatemala, Guinea, Iran, Lesotho, Morocco, Nepal, Rwanda, Serbia, Tunisia, Ukraine, & Zimbabwe	Burkina Faso, Cameroon, & Guatemala

With 45 uses in 19 countries, Procurement was the second most used service line. The services used under procurement facilitated the supply of essential materials. UNCTs jointly procured medical supplies, medicines, personal protective equipment (PPE), cleaning supplies, testing kits, radio handsets, among other supplies. Existing common LTAs were extended, allowing agencies to respond to the need for scaled-up and timely procurements. LTAs allowed the maximisation of speed and price through economies of scale. Countries reported using common LTAs for multiple types of procurement. A post-mortem study could quantify the actual number and diversity of items procured, and the number of LTAs used to do so.

UNCTs collaborated in lifting additional funds to deliver procured items. For example, **Lesotho** and **Serbia** were able to secure funds to purchase extra supplies. **Serbia** did so by redirecting the funds of a European Union contract (EU). Among other responses, **Lesotho** and **Tunisia** reported procuring medical equipment and supplies by piggybacking on existing LTAs and supplies initially meant for the WASH program. **Tunisia** utilised their common LTA to procure medical goods locally and internationally and used an existing LTA for video conception and production for communicating COVID related messages. **Guinea's** UNCT addressed power outage issues while working from home by procuring solar kits to ensure essential staff could work. **Zimbabwe** reported procuring infrared thermometers (used by guards at the entry points for all UN agencies), as well as other medical supplies, sanitisers, and PPE. Country teams also relied on global procurement channels. In **Nepal's** case, it used the UNDPs supply chain network for procurement and distribution of supplies. Other countries utilised the BOS's procurement working groups to update and renew existing LTAs and establish new lists of vendors for supplies.

Another response that stands out was **Serbia's** creation of a joint procurement software platform to support coordination efforts. The platform provides an overview of the UN team's activities, coordinates and maps common procurement activities, identifies funding gaps in the country preparedness response plan, and supports addressing these gaps and funding.

Covid Success Story
Serbia jointly procures 15 cargo planes
& scales up digital tools

In only a month and a half, Serbia's team coordinated to fly in 15 cargo planes with 720 tons of ventilators, protective equipment, and COVID-19 tests. With the financial support from the delegation of the EU, UNDP, and UNOPS, the UNCT jointly assisted the Government of Serbia in transporting medical goods and supplies. UNDP and UNOPS jointly overcame logistic obstacles and technical barriers transporting these goods from the warehouse in Shanghai, clearing customs at the airport during a system collapse. **The first plane landed on April 18th 2020, and the Prime Minister of Serbia and the Head of EU organized official media events** and expressed their appreciation to the UN in Serbia, pointing out the synergy created between the Government of Serbia, the EU and the UN agencies.

PROCUREMENT PLATFORM:

Serbia created a joint procurement software platform. The platform provides support to the coordination efforts in response to the global emergency. The platform offers the following services:

- Overview of the UNCT procurement activities Coordinates and maps the joint procurement activities
- Identifies funding gaps against the UN Country Preparedness and Response plan (CPRP)
- Supports the procurement activities and funding under the UN CPRP different pillars.

This application was shared and scaled up globally. As a result, the following countries confirmed to have built the same or similar online solution: Sierra Leone, Moldova, Belarus, Guatemala. In addition, twelve other countries were in conversations with Serbia's team about doing the same.
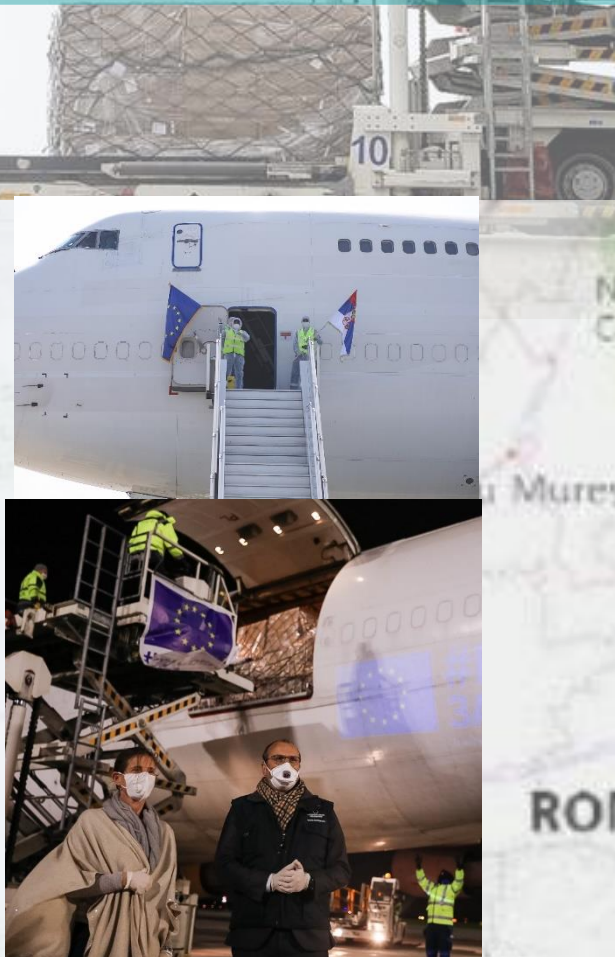
3. Common Administration Service Line

HLDC-2020

PREMISES MANAGEMENT

COMMON SERVICES USED:
CLEANING SERVICES, , GENERATOR MAINTENANCE SVS., JOINT BUISNESS CONTINUITY PLAN, MGT. OF COMMON PREMISES & UN PREMISES

42% of respondents or 11 countries used these services 24 times

Angola, Chile, Colombia, Ethiopia, Guinea, Lesotho, Liberia, Morocco, Nepal, South Sudan, Zimbabwe
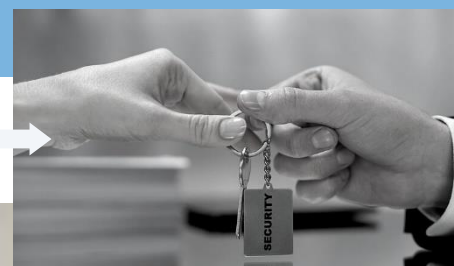
TRAVEL CONFERENCING & ACCOMMODATION

COMMON SERVICES USED:
ACCOMMODATION SERVICES & TRAVEL SERVICES

19% of respondents or 5 UNCTs used these services 7 times

Ethiopia, Liberia, Nepal, Tanzania, & Uganda

SECURITY SERVICES

COMMON SERVICE USED:
SECURITY SERVICES (OUTSOURCED)

4% of respondents or 1 UNCT used this service 1 time

Eritrea

Common administrative services, including management of common premises, was the third most frequently used service line with 32 total uses from 14 countries. Eight total services were utilised within the Administrative service line. The joint business continuity plan (BCP) was the most used service, with fifteen uses by eight countries. The business continuity plan served as a base for system-wide COVID responses. Some teams used existing BCPs, while others updated their current plans with supplementary measures to ensure duty of care. The UNCT in **Colombia**, used the current BCP to develop and improve the performance of critical functions of reduced staff during the outbreak. Through existing BCPs country's addressed and tested agencies' capacities to work under remote modalities. BCP was fundamental in-country preparedness for transitioning to working from home, preparing for an emergency, security, and facing economic challenges.

Under the accommodation services, UNCTs worked and negotiated with hospitals and hotels for adequate care of staff and the use of their facilities. Countries relied on existing LTAs and created new agreements to provide staff with sufficient hotels and hospitals. For example, **Nepal** reported negotiating and formalising agreements with seven hospitals to facilitate smooth emergency admissions and emergency hospitalisations for staff (read Nepal's success story on page 13).

Another commonly used service was premises management of shared and UN premises. **Cleaning services was the highest used service under these two categories,** with four country users. In Chile, the Pan-American Health Organization (PAHO) and the WHO prepared a protocol for cleaning facilities. **Zimbabwe's** UN clinic trained all the cleaning companies' staff and the security guards on hygiene awareness. The management of common UN houses in **Guinea** and **Lesotho** shared the costs of providing supplies and safe space for work. **Colombia** and **Nepal** used the Management of UN Premises to facilitate agencies return to work, manage essential field missions and prevent COVID in the workplace. Under the security services, **Eritrea** negotiated LTAs for security services.

Nepal took numerous joint measures for COVID-19 preparedness and responses. The UNCT emphasised collective preparedness and a series of initiatives with staff wellbeing, a duty of care, and procurement of PPE items. The responses included:

- Establishing a Crisis Management Team Carrying out a
- UNCT-wide Table-top Exercise
- Testing of Agency Business Continuity Plans and remote working modalities Activating the
- Humanitarian Country Team and relevant clusters
- Crafting the Country Preparedness and Response Plan (CPRP)

1 Administrative
Covid National & Deputy Coordinator

The Resident Coordinator and change management team (CMT) nominated a COVID coordinator and deputy coordinator. The coordinators developed a work plan for strengthening the first line of defence in the Kathmandu valley and seven provincial centres. **Other efforts included:**

1. Identified providers for **testing, isolation and treatment of Covid**

2. Selected options for ground & air transport of patients to **access quality care or Medevac**

3. Arranged for new capacity in areas of isolation & quarantine in various locations

4. Created a flow chart for patients mapping out service options linked to the UN's model of care.

5. Sent out weekly **staff survey** to identify challenges and put forward solutions

6. Designated a **coordinator for Medevac**

2 Townhalls
13 Townhalls with 550 people each

Nepal has organised regular townhalls for all UN staff, providing the latest COVID-19 information, sharing updates on the most recent SOPs, & supporting mechanisms put in place. In addition, the UNCT organised thirteen Townhalls with an average of 550 participants, including **dedicated sessions on domestic violence, PSEA, for UN field colleagues and children of UN staff.** There have also been townhalls in almost all provinces for team-based outside of Kathmandu.

3 Staff Wellbeing
Stress & DV counsellors & LGBTQ+ focal points

The UNCT took the following measures responding to the likely increase in domestic violence and the psychosocial effects during Covid and the lockdown:

1. Hired **three external stress counsellors** to provide counselling services to 51 UN personnel including dependents from Mar. to Aug. 2020

2. Named **two focal points for the LGBTQ+** staff, to address stress, anxiety, & general concerns

3. Recirculated a **resource guide** for UN staff with a list of agency-specific focal points

4. Developed a set of **suggested measures for HoAs** to support colleagues suffering from violence

5. Set up **support groups around domestic violence**, where staff members can call in anonymously for group sessions with a counsellor.

4 Medical Support
Addressing Staff's medical needs

The UNCT compiled SOPs for staff & HoAs with essential guidance & took a series of measures:

1. **Identified private hospitals** in Kathmandu to treat & isolate patients & offer home consultations

2. IOM **offered three doctors** for consultations

3. WHO established an email to address health-related questions

4. **Created a staff data bank** of staff & dependents available to support in preparedness & response

4. Common ICT Services

Common Categories

Data & Telecommunications Infrastructure	In-house ICT Support
Common Services: 1. **Internet Connectivity & VSAT Svs.** 2. **Email Services** 31% of respondents or 8 UNCTs used this service 13 times **Cameroon, Chile, Ethiopia, Liberia, Morocco, Rwanda, Tanzania, & Zimbabwe**	**Common Services:** 1. **Help Desk (First line of Support)** 8% of respondents or 2 UNCTs used this service 4 times **Iran & Zimbabwe**

Measures to prevent the spread of the virus included quarantines, working from home, lockdowns, and social distancing. In most of the UNCTs, these measures required staff to transition to working from home, requiring ICT responses to support staff to this new work modality. Country teams reported relaunching LTAs to negotiate better rates for internet connectivity for staff. **South Sudan, Rwanda,** and **Liberia** reported using common LTA's for discounted prices for internet access and connectivity packages, jointly achieving a 50% discounted rate. In **Zimbabwe**, the ICT group also looked into several options providing dongles, modems, and data bulk packages for staff. It also created SOPs for digital signatures and made an inventory of all the staff that required laptops. This UNCT created additional SOPs to provide credit for staff to cover the additional cost of internet connections and ensure fair allocation across agencies.

Virtual applications, Emails & Trainings

Other UNCTs reported mapping various applications for agencies to use for teleworking and teleconferences. Another example of a competitive advantage gained through common premises, **Iran's** UNDP's ICT team held training sessions for eight agencies residing within the common premise. This training helped staff improve telecommuting performance skills such as Docusign, Zoom, Webex, and Microsoft Teams. Similarly, **Liberia** jointly procured Zoom licenses for government ministries for virtual meetings. **Cameroon** reported helping the government have virtual meetings from the National Emergency Command Centre by providing IT service from common ICT resources and their technical person, indicating that the BOS's sphere of influence and reach expands beyond the UN system. Centralised email services served to communicate system-wide information regarding COVID news and education in several UNCTs.

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5. Common Finance Services

Common Category: Payment Services

Cash Disbursement & Transfers	Payments Processing
23% of respondents or 6 UNCTs used this service 9 times Bhutan, Burundi, Guatemala, Liberia, Tanzania, & Zimbabwe	4% of respondents or 1 UNCTs used this service 2 times Chile

This service was reported by **Burundi, Chile, Guatemala,** and **Tanzania**. These UNCTs reported preparing and foreseeing salary advances and early salary payments for staff. Despite having more information on the result of these responses, they stand out as creative responses that took under consideration and anticipated the staff's needs during the pandemic. These measures were intended to facilitate personnel in COVID preparedness, extra personal and medical expenses, and transitioning to work from home. In **Tanzania**, the staff was provided with a salary advance, this was specially done for local recruited staff. Upon request, staff were advanced two months of salary that was to be paid back in six months, or if allowed by the agency, in up to twelve months (read Tanzania's Success Story on page 16). In other finance services, **Chile** prepared a comprehensive plan to distribute reimbursement checks for 220 UN system retirees and corresponded with the insurance company's headquarters to prepare for COVID eventualities. **Zimbabwe** reported evaluating loans for staff needing laptops for home use while working from home. In other service lines, notably the Business Continuity plan, UNCTs looked for shared collaborative funding between agencies and donors to fund COVID responses.

Cash & Salary advances & Loans

Seven UNCT used the Finance service line eleven times. The majority of the responses addressed the need to provide staff with cash and salary advances. This response was made through the cash disbursements and transfers and payments processing service within the BOS. UNCTs like **Liberia** also reported transitioning to a complete electronic payments system, eliminating checks and cash payments. This country also mentioned discussing with the national government a mobile money arrangement for cash transfers to households. **Bhutan** worked through the Finance task team to avail one million US dollars in local currency if needed by any agency.

Covid Success Story
Tanzania's response to the Pandemic

Tanzania took a series of actions during the pandemic. The main actions from their Covid plan were:

STRESS INTERVENTION

The CMT established a Stress Intervention Unit of one field stress counsellor & two referral counsellors. The staff counsellor has been one of the most important posts on the plan. Below are their key outputs:

Individual Consultations	113 Telephone Consultations 1 visit at the hospital
Technical Consultations	45
Webinars	12 webinars

ISOLATION CENTERS

The UNCT set up a health care setting for UN staff and dependents who are COVID positive to isolate in hotels or selected facilities as per the government's guideline. In Dar Es Salaam, the isolation centres were used only by three Covid positive UN staff patients

CALL CENTERS

Established an online UN Covid hotline in English and Swahili. There were a total of 49 callers; 43 callers had illnesses and called for help, and 6 were callers requesting testing for travel purposes.

MEDICAL STAFF

Recruited doctors and nurses for consultations and positive cases. Currently, there is only one case at the hospital.

COMMON PROCUREMENT

The total purchased amount of supplies was $1.8M, including $57K for the isolation centres. Agencies & government used existing LTAs as follows:

Procurement of supplies for COVID-19 response	
PPE kit Items	$ 1,355,736
Hand sanitizers	$ 106,577
WASH IPC materials*	$ 367,767
TOTAL	$ 1,830,080

MEDEVAC & TRANSFERS

Created a Medevac identification system. The Medevac prepared twice was cancelled, once by the UN and the second by the patient; in the latter case, the patient passed away.

Assisted in four internal air transfer's; even though all the four were immediately and timely transferred to the main Hospital in Dar Es Salaam, some of them passed away several days later in the hospital.

6. Common Logistics Services

FREIGHT FORWARDING & CUSTOMS

Common Services:
1. **Harmonized Customs Clear.**
2. **Freight Forwarding Svs**

12% of respondents or 3 UNCTs used these services three times
Angola, Burundi, & Serbia

WAREHOUSE MANAGEMENT

Common Service:
1. **Storage & Warehouse Management Svs.**
8% of respondents or 2 UNCTs used this service three times

Nepal & Ukraine

Common Logistics Service was the line with the least reported uses. Many logistics efforts and responses were categorised in the Procurement service line and not double-counted. In the previous service lines, UNCTs reported providing logistics services to procure and import PPE and medical supplies. Nonetheless, because of the nature of international procurement, it is estimated that the impact of the BOS in providing logistics support was much broader than the scope this report captured. Three Logistics services were used a total of six times by five countries. **Angola** consolidated LTAs on Customs Clearance and Port Operations. These LTAs supported COVID responses in supplying imports contributing to the common operational response and increased cost savings and efficiencies. **Ukraine** and **Nepal** enhanced collaborative approaches to warehousing, logistics, and distribution deliveries to their respective field offices. **Serbia** overcame substantial obstacles and technical barriers by transporting medical goods from a warehouse in Shanghai, handling customs clearance at the airport during a total system collapse. These efforts were led by UNDP and UNOPS and delivered and financed by the EU, as mentioned earlier in Serbia's success story highlight of this report.

Colombia's Online Platform

Colombia's RC's office developed an online platform to deal with the pandemic. The online platform provides three services:

1. Allows staff to report cases of UN staff with COVID-19 symptoms. The cases are created anonymously, and the agency's duty of care focal points have access to the platform and can create and update cases.

2. It anonymously identifies high-risk staff to take preventative health measures

3. Maps UN staff and dependents with health & sanitary training that could provide their services

For the government response plan, Colombia's UN agencies supported through technical expertise, cash, medicines, and equipment. The UNCT developed a Business Continuity Plan to perform critical functions with fewer staff during the outbreak. The RC's office provided guidelines for agencies to prepare facilities to return to work, for essential field missions, and to manage COVID cases in the workplace. The UNCT established a CMT with relevant stakeholders (RC, HRC, OMT Chair, WHO, UNDSS, ONIC, UN Mission). It held weekly UNCT meetings to brief on general COVID situations and Duty of Care.

Based on the digital tools developed and data collected, the UNCT worked with agencies to take appropriate preventative measures for vulnerable staff, strengthen health support in critical locations and boost medevac capacities. A joint purchasing group was created under the OMT and carried out two tenders for UN joint purchases of a total of $700k.

Psicologo (18)
Profesionales de enfermeria (14)
Veterinario (12)
Medico (2)
Nutricionista (2)
Epidemiologo (1)

Exhibit 4-5: Colombia's online platform had three main functions

1. Mapping UN staff by age and locat

Sistema de Naciones Unidas - Colombia
Duty of Care Dashboard

CONCLUSION

Experts forecast that the effects of the pandemic and the measures to contain it will continue having exponential and unquantifiable social and economic repercussions. Therefore, it is vital for countries to strengthen partnerships and collaborative efforts to address spill-over effects related to COVID. This report underlines the vast reach and value that the BOS has for the UN system. **Beyond cost savings and avoidance, the BOS has made the UN more nimble, agile, and responsive.** However, the concrete examples provided in this report of the benefits, efficiencies, and opportunities are estimated to be a fraction of the total benefits and scope of the BOS during COVID.

Further research is required to determine the actual breadth of the BOS's impact within the COVID context. In a post-pandemic scenario, the BOS is likely to continue playing a fundamental role in bringing agencies together and strengthening their capacities and capabilities in operations and program execution. COVID has underscored the importance of collaboration and harmonisation of operations within the UN. **This report substantiates the BOS's potential to create opportunities and solutions that may otherwise be more costly, time-consuming, or non-existent within the UN system.**

7.ANNEXES

UNCT responses per service Line:

1. Administration Service Line

Service Line	Category	Common Service	Region	Country	Details of the response
Admin.	Premises Management	Cleaning Services	AFR	Angola	OMT has worked to ensure that ventilation and disinfection remain high on the agenda.
Admin.	Premises Management	Joint Business Continuity Plan	AFR	Angola	Business Continuity Plan was updated and shared used to develop and implement supplementary measures to ensure that the duty of care is maintained.
Admin.	Premises Management	Cleaning Services	LAC	Chile	WHO and PAHO prepared a protocol for cleaning facilities to be shared at the UNCT.
Admin.	Premises Management	Joint Business Continuity Plan	AFR	Colombia	For the government response plan all our UN agencies are supporting in one way or the other, thorough technical expertise, cash and medicines, equipment, etc.
Admin.	Premises Management	Joint Business Continuity Plan	LAC	Colombia	The UN System in Colombia have developed a Business Continuity Plan that has allowed performance of critical functions with reduced number of personnel during the outbreak.
Admin.	Premises Management	Management of Premises UN	LAC	Colombia	The RC Office prepared guidelines for agencies, funds, and programs to prepare facilities for return to work, for essential field missions and for manage case of COVID at the workplace.
Admin.	Security Services	Security Services (Outsourced)	AFR	Eritrea	Negotiated LTA for Security activities.
Admin.	Premises Management	Joint Business Continuity Plan	AFR	Ethiopia	Development of the Business Continuity Plan to create a contingency plan.
Admin.	Premises Management	Joint Business Continuity Plan	AFR	Ethiopia	28 organizations out of 32 developed their agency based Business Continuity Plans to provide business continuity during the pandemic. Three more agencies are currently finalizing their agency BCPs.
Admin.	Travel Conferencing & Accommodation	**Accommodation Services**	AFR	Ethiopia	Quarantine Facility for UN Staff: Using an existing Hotel Long Term Agreement (LTA), the Common Procurement Working Group facilitated the COVID-19 Task Force to establish a Quarantine Facility for UN personnel and dependents, who are coming into it. The Common Procurement Working Group is looking to signing new LTAs with two more hotels as quarantine facilities for the UN personnel and dependents for future needs.
Admin.	Premises Management	Management of Common Premise	AFR	Guinea	The UN common house is being shared and work is being done to mutualize this aspect by looking for acceptable and secure space.
Admin.	Premises Management	Management of Common Premise	AFR	Lesotho	UN House has supplied common services and staff Managed by UNDP but locally the costs have been shared by all UN agencies in the country.
Admin.	Travel Conferencing & Accommodation	Accommodation Services	AFR	Liberia	Common UN Staff Isolation site funded by all UN agencies.
Admin.	Premises Management	Joint Business Continuity Plan	AFR	Liberia	Common UN Business Continuity plan.
Admin.	Premises Management	Joint Business Continuity Plan	AFR	Morocco	Used a Common Business Continuity Plan to address COVID related issues.
Admin.	Travel Conferencing & Accommodation	Accommodation Services	APA	Nepal	The UN has identified private hospitals in Kathmandu that are able to treat and isolate UN Personnel suffering from COVID-19 as well as home consultation services.
Admin.	Travel Conferencing & Accommodation	Accommodation Services	APA	Nepal	Negotiation and formalization of agreements with seven hospitals to facilitate smooth emergency admissions and emergency hospitalizations for UN personnel and their dependents. There was a collaborative approach to headhunt the hospitals, negotiate with the hospital management, and exchange letters to formalize smooth admissions and hospitalizations in the event of emergencies. The group was integrated by UNRCO, UNDP, UNAIDS, UNICEF and WHO. This process required a collaborative approach to reach out to hospitals' senior/executive management and facilitate the exchange of letters to formalize such agreements.

1.1 Administration Service Line Responses (Continued)

Service Line	Category	Common Service	Region	Country	Details of the response
Admin.	Premises Management	Cleaning Services	APA	Nepal	Due to lack of available transportation, agencies pooled vehicles to ensure that the cleaners could continue to come to work. This practice is continuing, despite the resumption of public transports, in order to reduce risks of cleaning staff's exposure to the virus through commuting in public transports.
Admin.	Premises Management	Joint Business Continuity Plan	APA	Nepal	Carried out 'table-top' exercise to test agency's Business Continuity Plans and remote working modalities.
Admin.	Premises Management	Joint Business Continuity Plan	APA	Nepal	Activated the Humanitarian Country Team and relevant clusters.
Admin.	Premises Management	Joint Business Continuity Plan	APA	Nepal	Drafted the Country Preparedness Response Plan (CPRP).
Admin.	Premises Management	Joint Business Continuity Plan	APA	Nepal	The BCP which was revised last year and endorsed by SMT served to function and stand as one voice during emergency times. Communication has been streamlined with active involvement of all concerned critical staff, CMT and SMT.
Admin.	Premises Management	Joint Business Continuity Plan	APA	Nepal	With the partial activation of BCP all task teams were activated and these task teams are cross agency and are the same as the working groups in the BOS
Admin.	Premises Management	Management of Premises UN	APA	Nepal	Sharing of lessons to enhance safety of premises and of ancillary personnel
Admin.	Travel Conferencing & Accommodation	Travel Services	APA	Nepal	The OMT Travel taskforce provides a weekly update on travel restrictions and improvements through structured reports which were shared across all agencies.
Admin.	Premises Management	Joint Business Continuity Plan	AFR	South Sudan	OMT has met weekly to address various aspects of the implementation of CoVid-19 Contingency Plans. UNCT requested that the OMT double as a Covid-19 Committee for the operationalization of the contingency plan;
Admin.	Travel Conferencing & Accommodation	**Accommodation Services**	AFR	Tanzania	Relied on existing LTA's already in place for use of hotels.
Admin.	Travel Conferencing & Accommodation	**Accommodation Services**	AFR	Uganda	COVID-19 Specific BOS support included the selection of common hotels for the quarantine of all UN staff infected by COVID-19;
Admin.	Premises Management	Cleaning Services	AFR	Zimbabwe	All cleaning companies' staff and security guards were trained on hygiene awareness by the UN Clinic.
Admin.	Premises Management	Generator Maintenance Services	AFR	Zimbabwe	A task force was established by WFP, UNHCR and UNOPS, to look at options to improve power and connectivity for field offices
Admin.	Premises Management	Joint Business Continuity Plan	AFR	Zimbabwe	Updated the Business continuity plan to reflect COVID response
Admin.	Premises Management	Joint Business Continuity Plan	AFR	Zimbabwe	SOP on emergency preparedness and security on the economic challenges and related threats were updated for the COVID response – led by UNDSS

2. Finance Service Line Responses

Service Line	Category	Common Service	Region	Country	Details of the response
Finance	Payments Services	Cash Disbursement and transfers	APA	Bhutan	Finance task team has already worked out a liquid cash availability (1 million USD equivalent to BTN) with the bank (if in case needed) for all agencies to have access to it.
Finance	Payments Services	Cash Disbursement and transfers	AFR	Burundi	There were plans made with CMT for a common policy on Salary advances for staff
Finance	Payments Services	Payments processing	LAC	Chile	Creation of boxes and special attention shifts on the required dates. Together with security, it distributes the medical reimbursement checks for retirees and coordinates the payment through Banco de Chile, located within CEPAL.
Finance	Payments Services	Payments processing	LAC	Chile	Health insurance reimbursement checks of UNJSPF of about 220 SUN retirees were distribute Also correspondence from the insurance company to HQ was also distribute
Finance	Payments Services	Cash Disbursement and transfers	LAC	Guatemala	The HR Working Group has made available to all AFP global UN HR-related policies and has facilitated discussions about salary advances, early salary payments, local travel restrictions and security measures (in coordination with UNDSS), staff wellbeing initiatives, PPE for staff, among other topics.
Finance	Payments Services	Cash Disbursement and transfers	AFR	Liberia	Full roll-out of EFT for all local payments eliminating all checks and cash payments.
Finance	Payments Services	Cash Disbursement and transfers	AFR	Liberia	Discussing with the government a Mobile Money arrangement for cash transfer to households.
Finance	Payments Services	Cash Disbursement and transfers	AFR	Tanzania	Provided salary advances to assist the staff in this context specially the local recruited employee, OMT suggest giving all local staff (on request) a 2 months salary advance to be recovered within minimum 6 months. Agencies are free to allow a recovery period up to 12 months provided that contracts NTEs allow. Personnel should follow their agencies procedures for salary advances.
Finance	Payments Services	Cash Disbursement and transfers	AFR	Zimbabwe	The OMT organized meetings with Standard Chartered Bank to discuss the cash availability for UN critical programmed works and staff during the lockdown period. OMT shared the expected cash amounts required by all agencies during the lockdown for planning purposes.
Finance	Payments Services	Cash Disbursement and transfers	AFR	Zimbabwe	Salary advances for local staff: OMT drafted a UN coordinated SOP to address the impact of COVID-19 related emergency which was endorsed by UNCT for use by all agencies. This will cover for provision of home solar solutions and access to water (boreholes) as well as other COVID-19 related emergency needs.
Finance	Payments Services	Cash Disbursement and transfers	AFR	Zimbabwe	Evaluating a loan approach for people needing a laptop for home use

3.1 HR Service Line Respones

Service Line	Category	Common Service	Region	Country	Details of the response
HR	Training	HR Support to Covid-19 response	APA	Bhutan	HR Task Team has been conducting training and learning sessions (via zoom) collaborating with the Staff associations every Friday to help staff cope with COVID and the working from home modality. WHO has brought a COVID expert from Health Ministry to demonstrate the use of masks, hand washing, and the general information related to COVID
HR	Training	HR Support to Covid-19 response	APA	Bhutan	Admin task teams are coordinating and supporting each other in ensuring delivering essential items to staff together as one UN
HR	Training	HR Support to Covid-19 response	AFR	Burkina Faso	An inter-agency task force was established by UNCT, where the OMT is a member, for the collaboration of COVID-19 responses.
HR	Staff Wellbeing	Medical Services and Dispensary	AFR	Burkina Faso	UNDP led the recruitment of a UN Relief Doctor to support the UNCT's efforts on critical relief activity around COVID-19.
HR	Staff Wellbeing	Staff Counselling Services	AFR	Burundi	UN clinic and agencies recruited psychologists for stress management.
HR	Staff Wellbeing	Medical Services and Dispensary	AFR	Burundi	The UN clinic and UNCT worked to make medical evacuation (MEDEVAC) plans.
HR	Training	HR Support to Covid-19 response	AFR	Cameroon	Negotiated LTA for HR activities
HR	Training	HR Support to Covid-19 response	LAC	Chile	Based on ECLAC, the medical service, made up of a chief physician and a nurse, provides ongoing care and support in response to Covid-19, including the H1N1 vaccination service for the entire UNS.
HR	Training	HR Support to Covid-19 response	LAC	Chile	Security through its Control Center, is in charge of centralizing calls and possible cases of Covid-19 infections and referring them to the Medical Service
HR	Staff Wellbeing	Staff Counselling Services	LAC	Chile	Hiring of a Professional to provide psychosocial / psychological support to the UNS staff during the next 6 months. The cost of this contract will be shared by all the AFPs.
HR	Training	HR Support to Covid-19 response	LAC	Colombia	A Crisis Management Team (CMT) has been established with relevant stakeholders (RC, HRC, OMT Chair, WHO, UNDSS, ONIC, UN Mission). Weekly UNCT also include brief on general COVID19 situation and Duty of Car
HR	Training	HR Support to Covid-19 response	LAC	Colombia	The RC office has developed a platform to report cases of UN personnel with COVID-19 symptoms: http://reportecovidonucol.org/. The Duty of Care focal points of the Agencies/Funds/Programs and the UN Mission have access to the platform and can create a cases. Additionally, they can update cases previously create The case can be created as anonymous and the focal point has to declare to have received the authorization from the person to provide the information.
HR	Training	HR Support to Covid-19 response	LAC	Colombia	Based on the digital tools developed and data collected, worked with agencies to take appropriate preventative measures for vulnerable staff, strengthen health support in key locations and boost medevac capacities.
HR	Training	HR Support to Covid-19 response	LAC	Colombia	Agencies, funds, and programs have appointed duty of care focal points, mainly human resources associated. They are the ones that receive update related with Duty of Car
HR	Training	HR Support to Covid-19 response	LAC	Colombia	Hired a general practitioner doctor by the UNS (including WB and IFC), to attend personnel with COVID-19 symptoms by phone 24/ This is particularly important for the personnel in municipalities, where health services are limited He also receives personnel in his office and performs home visit in Bogotá. Two doctors (pulmonologist and infectious disease doctors) have been also hired to support the general practitioner with serious cases. These two doctors are trained by WHO.
HR	Staff Wellbeing	Medical Services and Dispensary	LAC	Colombia	The RC Office with the support of UNDP is negotiating MoUs with main hospitals in Bogotá, Cali and Medellin, in order to ensure proper health care of UN personnel.
HR	Staff Wellbeing	Medical Services and Dispensary	LAC	Colombia	UNS has negotiated the extension of the existing contract, which include special facilities for severe respiratory patients.
HR	Staff Wellbeing	Medical Services and Dispensary	LAC	Colombia	Agencies purchased an additional insurance for home visit for their personnel in Bogotá and 8 other cities for around 900 persons.
HR	Training	HR Support to Covid-19 response	LAC	Colombia	Created three data tools for COVID duty of care to identify and mapped all UN staff by age and location using UNDSS data
HR	Training	HR Support to Covid-19 response	LAC	Colombia	A confidential survey staff with pre-existing medical conditions.
HR	Staff Wellbeing	Medical Services and Dispensary	AFR	Eritrea	Under Human Resources all agencies are collaborating in enhancing and equipping the UN clinic to better respond to the COVID-19 crises;

3.2 HR Service Line Respones

Service Line	Category	Common Service	Region	Country	Details of the response
HR	Training	HR Support to Covid-19 response	AFR	Ethiopia	On March 27th of 2020 32 organizations finalized their critical staff list and consolidated as one Critical Staff List of 649 UN Staff. Consolidation of Critical Staff List and
HR	Training	HR Support to Covid-19 response	AFR	Ethiopia	Established in February 2020, the consolidated agency based all-staff email has been used to disseminate COVID-19 related information with all UN personnel in in a timely manner reaching 4,460 UN personnel of 36 UN entities. This was done with through Help of Business Continuity Management.
HR	Training	HR Support to Covid-19 response	AFR	Ethiopia	The OMT secretariat uploaded all the information related to COVID-19 to the Information and Knowledge Management (IKM) platform to provide system-wide communication and collaboration.
HR	Training	HR Support to Covid-19 response	LAC	Guatemala	Coordination of the Human Resources Working Group, in order to assess the situation and vulnerabilities of the UN Staff.
HR	Training	HR Support to Covid-19 response	LAC	Guatemala	The assessment and mapping of different agencies' human resources policies and procedures allowed the Humanitarian Response Team to prepare the Guatemala Contingency Plan in a record time. This plan was prepared by OCHA, under the RCO supervision.
HR	Training	HR Support to Covid-19 response	AFR	Guinea	The OMT is supporting with COVID-19 response in operational solutions.
HR	Training	HR Support to Covid-19 response	APA	Iran	Development of relevant guidance for physical distancing, business continuity arrangements in light of the pandemic, for UNCT personnel in Tehran; Protocols and guidance notes were collaboratively developed by all UN agencies.
HR	Staff Wellbeing	Medical Services and Dispensary	APA	Iran	Medical services made available to all personnel, including contact numbers of qualified health professionals and designated clinics.
HR	Benefits Administration	Health Awareness Programs	APA	Iran	Development of a 'Positive Protocol' to guide actions by personnel and agencies in the event of personnel or his/her dependents being diagnosed with COVID-19;
HR	Benefits Administration	Health Awareness Programs	APA	Iran	Preparation of a flow chart to facilitate understanding of national health system's diagnosis and referrals of COVID-positive cases.
HR	Training	HR Support to Covid-19 response	APA	Iran	Dissemination of corporate guidance (COVID-19-epidemic-relevant guidance from HR Network/ HQs).
HR	Training	HR Support to Covid-19 response	APA	Iran	Five agencies, UNHCR, WFP, IAEA, WHO and UNDP, joined forces to look at options for medical evacuations and map out the requirements and the possible routes and options in case of needs. Below are three of the options that were explored (and continue to be explored) under the overall coordination of the OMT: i. MedEvac through ISOS (IAEA taking the lead); ii. MedEvac through UNHAS (WFP taking the lead); iii. MedEvac through Iranian Assistance + RedStar (UNHCR taking the lead)
HR	Training	HR Support to Covid-19 response	APA	Nepal	Established a Crisis Management team
HR	Staff Wellbeing	Medical Services and Dispensary	APA	Nepal	A COVID-19 coordinator and deputy coordinator were nominated by the Resident Coordinator and CMT. They have taken the lead in addressing key concerns with regards to staff well-being and duty of care.
HR	Staff Wellbeing	Medical Services and Dispensary	APA	Nepal	A national coordinator for Medical Evacuation was designated.
HR	Training	HR Support to Covid-19 response	APA	Nepal	The OMT worked immediately: first through in-person meetings and then virtually, joining forces to provide critical services to support staff during the pandemic. This task was led by IMO, with contributions from WFP, DSS.
HR	Training	HR Support to Covid-19 response	APA	Nepal	Prepared Standard Operating Procedure (SOP) documents for both staff and Heads of Agency and which are updated weekly based on the changing context. The SOP compiles essential guidance and contact information in an easily accessible form.
HR	Training	HR Support to Covid-19 response	APA	Nepal	IOM has offered three doctors to provide telephone consultations to personnel and dependents.
HR	Training	HR Support to Covid-19 response	APA	Nepal	WHO has established an email address through which public health related questions can be sent.
HR	Benefits Administration	Health Awareness Programs	APA	Nepal	Since April 2nd, a weekly townhall has been organized open to all colleagues and is hosted by the Resident Coordinator, WHO Representative and COVID-19 Coordinator and Deputy Coordinator. The townhall provides personnel with the opportunity to hear the latest information of UN's preparedness and response efforts; an update from WHO on the current status of the outbreak; a discussion on staff wellbeing and; gives personnel the opportunity to pose their questions and concerns.
HR	Benefits Administration	Human Resources Survey	APA	Nepal	The COVID-19 coordinators send out a weekly staff survey to identify challenges and put forward solutions to the UNCT.
HR	Staff Wellbeing	Staff Counselling Services	APA	Nepal	Recognizing the likely increase in domestic violence during a lockdown and that UN personnel may be suffering from domestic violence, in response to Domestic Violence: A Resource Guide for UN Personnel in Nepal has been recirculated along with a list of agency-specific focal points. Furthermore, a set of suggested measures for Heads of agencies in supporting colleagues suffering from violence will be developed along with exploring the possibility of joint peer support groups online
HR	Staff Wellbeing	Staff Counselling Services	APA	Nepal	Considering the fact that the lockdown may be causing additional stress and anxiety for LGBTIQ+ personnel, two focal points are being named whom personnel can approach with any concerns they may have
HR	Training	HR Support to Covid-19 response	APA	Nepal	The OMT and COVID Coordinators have created a staff data bank compiling a list of personnel and spouses that are available to support in COVID-19 preparedness and response This is in light of some agency programming being on hold within the context of the Government induced lockdown. The staff data bank has been turned over to WHO for their reference.

3.3 HR Service Line Respones

Service Line	Category	Common Service	Region	Country	Details of the response
HR	Staff Wellbeing	Medical Services and Dispensary	AFR	Rwanda	Human Resources support services: Joint process for the definition and management of staff health and medical evacuation.
HR	Training	HR Support to Covid-19 response	AFR	Rwanda	Critical Staff movements: Coordination and liaison with the GoR on UN critical needs of staff movements amidst lockdown.
HR	Training	HR Support to Covid-19 response	AFR	South Sudan	Established care for staff Well Being and HR related issues with COVI
HR	Staff Wellbeing	Medical Services and Dispensary	AFR	Tanzania	Relied on the services of the UN clinic in the North-West to provide medical support to staff
HR	Staff Wellbeing	Medical Services and Dispensary	AFR	Tanzania	There is no budget involved as part of the shared cost and MEDEVAC will be handled as per individual agency procedure
HR	Staff Wellbeing	Health Awareness Programs	AFR	Tanzania	Created a UN Staff Care Plan: detailing procedures for Quarantine, Screening and Isolation, Evacuation, et
HR	Staff Wellbeing	Medical Services and Dispensary	AFR	Tanzania	An ONLINE- UN COVID HOTLINE: was established in English and Swahili
HR	Staff Wellbeing	Staff Counselling Services	AFR	Tanzania	Online UN Staff Counsellor in English and Swahili
HR	Training	HR Support to Covid-19 response	AFR	Tanzania	A working from home approach has been emphasized and implemented by all the UN agencies in the country for 3,700 staff and dependents 80% of which reside in Der es Salaam.
HR	Staff Wellbeing	Medical Services and Dispensary	AFR	Tanzania	COVID-19 Health Care Setting for UN Staff and Dependents in Tanzania's UN staff and dependents who have contracted the COVID virus showing no to mild symptoms and do not need heavy medical treatment will have the possibility to go on isolation in hotels and/or selected facilities as per the same guideline of the government.
HR	Staff Wellbeing	Staff Counselling Services	AFR	Tanzania	The CMT has decided to establish a Stress Intervention Unit. It consists in the recruitment of at least 1 Field stress counsellor and 2 referral counsellors.
HR	Training	HR Support to Covid-19 response	AFR	Tanzania	OMT recommended selecting the list of reliable companies than can supply the staff in isolation with deliveries, and preferably having one contract with a preferred supplier.
HR	Staff Wellbeing	Medical Services and Dispensary	APA	Timor-Leste	To support the health and safety of UN staff and dependents during this period of COVID-19 outbreak, a temporary UN Health and Wellness Consultation Room within the UN premises was established, with a full-time doctor and a nurse (consultancy contracts). The doctor provides primary care consultations to UN staff and dependents, either face-to-face or virtually, including outside office hours for emergencies. This is a measure to ensure staff welfare, as we noted at the outset of the pandemic that many staff were worried and stressed (particularly as the health system in-country is fragile), and possibly afraid to seek medical care for fear of being exposed to the virus. In addition to COVID-19, the country is also having a dengue fever outbreak that are affecting UN staff/dependents, and the doctor has been supporting them to ensure that they receive the appropriate care at the national hospital (whose capacity is stretched). This has been a collaborative initiative, with WHO identifying the doctor/nurse; UNICEF providing the physical space, furniture, equipment and supplies for the UN Health and Wellness Consultation Room; UNDP issuing the contracts; DSS ensuring that the doctor received CISMU training on stress management; and, RCO coordinating and providing day-to-day management support to the doctor/nurs We also had the doctor certified by the DHMOSH as an additional UN Examining Physician, meaning that he would now be able to assess the need for MEDEVACs.
HR	Training	HR Support to Covid-19 response	APA	Timor-Leste	UN drivers have a critical role to play. As frontline workers, we need to ensure their health and safety, as well as maintaining appropriate hygiene standards in UN vehicles. We organized a joint training to all UN drivers, on COVID-19 preventative and protection measures, on their roles and responsibilities vis-à-vis the Contingency Plan, and on hygiene practices and how to maintain hygiene standards of UN vehicles.
HR	Training	HR Support to Covid-19 response	AFR	Tunisia	Organizing virtual UNCT meetings for fundraising and decision-making purposes.
HR	Staff Wellbeing	Medical Services and Dispensary	AFR	Uganda	Under the RC's leadership, there is ongoing coordination of all COVID-19 life-saving activities including emergency UN flights for Uganda and other neighboring countries.
HR	Training	HR Support to Covid-19 response	AFR	Zimbabwe	Hygiene promotion and awareness raising: IEC materials on hygiene promotion were produced and posted at the gates and reception areas by all agencies
HR	Training	HR Support to Covid-19 response	AFR	Zimbabwe	The OMT led the simulation exercise for a total UN working from home test across all agencies before the lockdown. Not strictly a simulation but also to test the capacity of the UN to function under full lock-down conditions. All staff from all agencies were encouraged to continue to do their regular work, regular meetings, but remotely. The OMT prepared an analysis of the simulation exercise and shared with RC and UNCT to mitigate risks and address challenges: i. UN BCP and Agency BCPs updated; ii. Communication trees shared with UNDSS; iii. Checklist of actions to complete during the test day; iv. Template for reporting success / failure

4. ICT Service Line Respones

Service Line	Category	Common Service	Region	Country	Details of the response
ICT	Data and communication	Internet Connectivity and VSAT Services	AFR	Cameroon	Mapped the various applications used by Agencies for teleconferences. Agreed on using Skype for Business and Zoom.
ICT	Data and communication	Internet Connectivity and VSAT Services	AFR	Cameroon	Providing Internet services to participants to ensure attendance in online training
ICT	Data and communication	Internet Connectivity and VSAT Services	AFR	Cameroon	Helping the government to have virtual meetings from the National Emergency Command Centre by providing IT service from our Common ICT resources and technical person for certain meetings.
ICT	Data and communication	Email Services	LAC	Chile	Creation and administration of a single email box (STIC) for centralized communications for the entire UNS.
ICT	Data and communication	Email Services	AFR	Ethiopia	Establishing ONE UN All staff Mailing List with the support of the Business Continuity Management and Information and Communications Technology
ICT	Inhouse ICT Support	Help Desk (first line support Svs.)	APA	Iran	Conducting training sessions to improve staff telecommuting performances using ICT initiatives such as Docusign, Zoom, Webex, MS Teams; the requirements and areas of improvements were collaboratively identified The training sessions were conducted by UNDP ICT for 8 UN agencies' staff residing in UNCP.
ICT	Inhouse ICT Support	Help Desk (first line support Svs.)	APA	Iran	Hosting inter-agency virtual meetings using Webex and Zoom platforms.
ICT	Data and communication	Internet Connectivity and VSAT Services	AFR	Liberia	Joint Procurement of Zoom licenses for government ministries for virtual meetings.
ICT	Data and communication	Internet Connectivity and VSAT Services	AFR	Liberia	Used an existing common LTA for internet access from home and common CUG securing a 50% discount on data packages because of increased volume.
ICT	Data and communication	Internet Connectivity and VSAT Services	AFR	Morocco	Found common ICT solutions for facilitating virtual meeting organization.
ICT	Data and communication	Internet Connectivity and VSAT Services	AFR	Rwanda	Support for Work from Home as agencies use inter-agency ICT LTA, previously established as part of BOS, to contract internet and connectivity services from Internet Services Providers.
ICT	Data and communication	Internet Connectivity and VSAT Services	AFR	South Sudan	Negotiated internet data at preferential rates to facilitate telecommuting.
ICT	Data and communication	Internet Connectivity and VSAT Services	AFR	Zimbabwe	Various agencies working on agency-level SOPs to provide credit for the cost of internet connections to staff based on functions, to ensure fair allocation across agency staff
ICT	Data and communication	Internet Connectivity and VSAT Services	AFR	Zimbabwe	ICT Working Group to look into options to procure dongles / modems and bulk data packages for staff use.
ICT	Data and communication	Internet Connectivity and VSAT Services	AFR	Zimbabwe	Agency ICT to follow up sharing training links and organize trainings and provide trouble shooting support ensuring everyone has the right apps, devices, and training for working from home.
ICT	Inhouse ICT Support	Help Desk (first line support Svs.)	AFR	Zimbabwe	Creating SOPs for using digital signatures for all agencies.
ICT	Inhouse ICT Support	Help Desk (first line support Svs.)	AFR	Zimbabwe	Inventory of staff needing access to laptops.

5. Logistics Service Line Responses

Service Line	Category	Common Service	Region	Country	Details of the response
Logistics	Freight forwarding and Customs	Harmonized Customs Clearance (outsourced.)	AFR	Angola	A consolidated LTA on Customs Clearance and Port Operations, established prior to the COVID-19 by UNFPA, UNICEF, UNDP, UNHCR, WFP, UNAIDS and FAO is used to support the response to COVID-19 regarding supply imports, proving to be an added value to our common operational response and adding our best value for money and efficiency.
Logistics	Freight forwarding and Customs	Freight Forwarding Svs.	AFR	Burundi	Used common agency management for shipments, managed by WFP.
Logistics	Warehouse Mgt.	Storage and warehouse mgt. svs.	APA	Nepal	There was no previous collaborative approach to warehousing, however, transport and distribution of procured items has been handled by UNICEF and ILO.
Logistics	Freight forwarding and Customs	Freight Forwarding Svs.	ECIS	Serbia	UNDP and UNOPS overcame obstacles and technical barriers (transportation of goods to the warehouse in Shanghai, customs clearance at the airport during the total system collapse caused by tremendous number of flights scheduled at the same time and other demanding procedures and steps) and transported medical goods which were delivered and financed by the EU.
Logistics	Warehouse Mgt.	Storage and warehouse mgt. svs.	ECIS	Ukraine	The Agencies shared cooperation in administering the process, warehousing, logistics and delivery to the field offices, including the non-Government controlled areas.
Logistics	Warehouse Mgt.	Storage and warehouse mgt. svs.	ECIS	Ukraine	Looked into joint warehousing capacity, i. joint team from several agencies, as high-volume deliveries, stretched in time, lead to the serious overload.

6.1 Procurement Service Line Responses

Service Line	Category	Common Service	Region	Country	Details of the response
Procurement	Goods and Services	Vendor Assessments and contract management services	AFR	Cameroon	Relaunched the LTAs so the service providers were proactive in putting in place our needs for teleworking;
Procurement	Goods and Services	Joint Procurement Services	AFR	Algeria	Algeria: UNDP/UNAIDS/WHO created an initiative to support Algerian Government to procure medical equipment related to COVI 19.
Procurement	Goods and Services	Joint Procurement Services	APA	Bhutan	The procurement task team developed a plan to procure masks, sanitizers and thermal scanners through the UNICEF procurement LTA as they had the stock readily available at cheaper price and shorter delivery time period This procurement was done for all agencies except UNDP.
Procurement	Goods and Services	Joint Procurement Services	APA	Bhutan	Procurement task team is working on stockpiling of essential items in the BCP Container for all Staff Incorporated all emergency related procurement, ICT, Admin, Finance and HR as one UN while working from home
Procurement	Goods and Services	Joint Procurement Services	APA	Bhutan	Given the shortage of hand sanitizers the UNCT agreed for UNDP and UNICEF (both of whom have the procurement capacity and network) to procure for all UN agencies/staff. UNICEF managed to procure, and have sufficient quantity of hand sanitizers for all UN offices.
Procurement	Goods and Services	Vendor Assessments and contract management services	AFR	Burkina Faso	All agencies worked together within the OMT to develop a common procurement plan response to COVID-19 to be funded by UN Agencies and a joint purchase order has been made to address the needs of the agencies within the framework of COVID-19
Procurement	Goods and Services	Joint Procurement Services	AFR	Burundi	Used existing LTAs for bulk purchases and medical equipment.
Procurement	Goods and Services	Vendor Assessments and contract management services	AFR	Cameroon	LTAs with the ICT service providers so it was easy for us to collectively use these LTAs.
Procurement	Goods and Services	Joint Procurement Services	LAC	Colombia	A common purchasing group has been created under the OMT. Two tenders for UN joint purchases have been carried out for a total of $700k.
Procurement	Goods and Services	Joint Procurement Services	AFR	Eritrea	Working for joint procurement of medical supplies and Personal Protective Equipment's (PPE) among UN agencies.
Procurement	Goods and Services	Joint Procurement Services	AFR	Ethiopia	Joint Procurement of COVD-19 PPE kits for all UN agencies. It was procured through the UN Health Care Center and WHO. A vendor from Nairobi was selected and has sent two shipments.
Procurement	Goods and Services	Joint Procurement Services	AFR	Ethiopia	The Common Procurement working group established a supplier database for UN organizations to order PPE kits for urgent needs. The OMT secretariat finalized the local and regional vendors ensuring that the database has sufficient pre-qualified vendors.
Procurement	Goods and Services	Joint Procurement Services	LAC	Guatemala	Consolidated and reviewed of the different supply requests from Government entities to international organizations.
Procurement	Goods and Services	Joint Procurement Services	LAC	Guatemala	The OMT Procurement Working Group, led by UNDP, launched an Invitation to Express Interest in order to identify vendors for Personal Protection Equipment and other medical items, which resulted in the identification of 60 potential PPE suppliers.
Procurement	Goods and Services	Joint Procurement Services	LAC	Guatemala	The OMT Procurement Working Group also mapped out the existing LTAs/contracts that can potentially be used in response to the COVID-19.
Procurement	Goods and Services	Joint Procurement Services	LAC	Guatemala	The OMT facilitated the process of harmonization and validation of technical specifications for the consolidated list of supplies.
Procurement	Goods and Services	Vendor Assessments and contract management services	LAC	Guatemala	The OMT has also met with the Ministry of Health to review and discuss supply chain challenges and possible solutions, such as the need of flexible import procedures. In the meeting, the OMT also shared about the UN procurement capacity which resulted in the Government authorities to consider a joint procurement.
Procurement	Goods and Services	Vendor Assessments and contract management services	LAC	Guatemala	Will now prequalify suppliers and a work plan to implement procurement and activities if required by the Government and the UNCT.
Procurement	Goods and Services	Vendor Assessments and contract management services	LAC	Guatemala	Shared the database of suppliers with UNFPA Denmark HQ, who leads a global LTA with UNICEF for PPE supplies. This provided support in the expansion of the tender announcement in the Latin American region.
Procurement	Goods and Services	Joint Procurement Services	LAC	Guatemala	The OMT will continue with the procurement strategy and the definition of logistic solutions within the UN agencies and other alternatives identified in the local market.

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6.2 Procurement Service Line Responses

Service Line	Category	Common Service	Region	Country	Details of the response
Procurement	Goods and Services	Joint Procurement Services	AFR	Guinea	Common procurement was used for ordering solar kits to ensure essential staff can still work with power issues.
Procurement	Goods and Services	Joint Procurement Services	APA	Iran	Procurement of PPEs through UNICEF channel of suppliers. The existing contract was adequate to obtain part of the requested items.
Procurement	Goods and Services	Joint Procurement Services	APA	Iran	The OMT Procurement taskforce worked closely to share the sources of PPE supply and keep the list of qualified and reliable PPE suppliers update
Procurement	Goods and Services	Joint Procurement Services	AFR	Lesotho	Collaborative funding of additional $88k for increase of prices on delivery of procured items including medicines, PPEs, and testing kits.
Procurement	Goods and Services	Joint Procurement Services	AFR	Lesotho	Joint procurement of masks for a number of Agencies under join procurement of sanitation and medical supplies
Procurement	Goods and Services	Joint Procurement Services	AFR	Lesotho	There were procurements of medicines, PPE and testing kits from agencies for use by the host government in which UNICEF, WFP and WHO are taking the lead in their own way.
Procurement	Goods and Services	Joint Procurement Services	AFR	Lesotho	Procuring medical equipment and supplies by piggy backing on a UNICEF LTA that was originally meant for WASH program
Procurement	Goods and Services	Joint Procurement Services	AFR	Morocco	Joint procurement of Radio handsets
Procurement	Goods and Services	Joint Procurement Services	AFR	Morocco	Coordination for procurement of medical equipment
Procurement	Goods and Services	Joint Procurement Services	APA	Nepal	Mapping out of all the existing LTAs where all the expiring LTAS were extended until the end of May 2020.
Procurement	Goods and Services	Joint Procurement Services	APA	Nepal	Additional contracts for masks, sanitizers, paracetamol were established and suppliers were scaled-up to meet the demand.
Procurement	Goods and Services	Joint Procurement Services	APA	Nepal	Procurement through UNDP's global procurement channels for masks was carried out for distribution across agencies.
Procurement	Goods and Services	Joint Procurement Services	AFR	Rwanda	Procurement of COVID-19 PPE for staff by consolidating inter-agencies needs in a single order and distribution to agencies.
Procurement	Goods and Services	Joint Procurement Services	ECIS	Serbia	With financial support from the EU, UNOPS has purchased medical supplies in China which had to be transported to Serbia.
Procurement	Goods and Services	Joint Procurement Services	ECIS	Serbia	Established a joint procurement software platform as a part of the Serbia COVID19 response. The purpose of the platform is to provide support to the UN team coordination efforts in their response to the COVID19 global emergency. The platform provides: i. an overview of the UN team procurement activities; ii. the opportunity to coordinate and map joint procurement activities; iii. support in identifying funding gaps against the UN Country Preparedness and Response plan (CPRP); iv. support in identifying procurement activities and funding under the UN CPRP different pillars.
Procurement	Goods and Services	Joint Procurement Services	ECIS	Serbia	With financial support from the Delegation of the EU to the Republic of Serbia, UNDP and UNOPS have jointly managed to provide assistance to the Government of the Republic of Serbia in transportation of medical goods and supplies necessary for the citizens of Serbia during the COVID-19 crisis. UNDP has agreed with the European Delegation in Serbia to organize 15 cargo planes for the transportation of goods that the Government of Serbia procured. The airplane from Shanghai landed on 18 April 2020 at 10:00 am Belgrade time, where the Prime Minister of Serbia and the Head of EU have organized official media event and expressed their appreciation to the UN colleagues in Serbia, pointing out the synergy created between the Government of Serbia, EU and UN agencies.
Procurement	Goods and Services	Joint Procurement Services	AFR	Tunisia	Supported the government via UNCT in procuring local and offshore supplies for COVID-19
Procurement	Goods and Services	Joint Procurement Services	AFR	Tunisia	A list of equipment from the Ministry of Health was transmitted to the RC's office and used for the Covid plan.
Procurement	Goods and Services	Joint Procurement Services	AFR	Tunisia	Used common LTAs: Hygiene kits for WASH orders which are ongoing.
Procurement	Goods and Services	Joint Procurement Services	AFR	Tunisia	Used an LTA for video conception and production for communication and production of COVID-19 messages.
Procurement	Goods and Services	Joint Procurement Services	AFR	Tunisia	Sharing common responsibilities among agencies: WHO is in charge of Local Procurement; UNICEF with offshore procurement via supply division in Copenhagen; UNOPS for rehabilitation; UNDP via their head quarters with offshore procurement; WFP is checking the transportation components.
Procurement	Goods and Services	Joint Procurement Services	AFR	Tunisia	A list of equipment from the Ministry of Health was transmitted to the RC's office.
Procurement	Goods and Services	Joint Procurement Services	ECIS	Ukraine	Secured the joint budget available from the beginning, as crediting high amounts for a big-volume procurement might be a challenge for one leading agency that administrates procurement.
Procurement	Goods and Services	Joint Procurement Services	ECIS	Ukraine	Conducted the procurement of PPE for all the UN family and their dependents. This was coordinated by the OMT and performed by the UN Procurement Group.
Procurement	Goods and Services	Joint Procurement Services	AFR	Zimbabwe	The Procurement Working Group supported the procurement of infrared thermometers used by guards at entry points for all UN agencies and sanitizers for use in the UN premises. There was no LTA for this and used direct procurement.