



2025

C P A G
A N N U A L
R E P O R T



GENEVA-BASED UNITED
NATIONS ENTITIES AND OTHER
INTERNATIONAL ORGANIZATIONS

UNITED NATIONS  NATIONS UNIES

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Opening Remarks

In 2025, the Common Procurement Activities Group (CPAG) entered a new phase at a pivotal moment for the United Nations and the multilateral system. As organizations face increasing pressure to deliver greater impact with constrained resources, collaborative procurement has never been more relevant. Our ability to do more with less will increasingly depend on how effectively we work together across institutional boundaries. In this context, CPAG member organizations rose to the challenge by strengthening their collaboration and reaffirming their shared commitment to delivering greater value through collective action.

Throughout the year, CPAG continued to demonstrate that collaborative procurement delivers tangible results through the exchange of knowledge, shared contractual arrangements and joint procurement initiatives. In 2025 alone, CPAG members reported estimated cost efficiencies of CHF 37,918,095 (USD 48,058,422) primarily generated through 27 common contracts. These achievements demonstrate that collaboration not only builds stronger partnerships but also delivers measurable financial benefits at a time when every resource counts.

Recognizing the importance of this moment, CPAG established the Working Group on Enhancing Efficiencies and Increasing Joint Tenders. This initiative reflects our determination not only to adapt to change, but to help shape it. Through an intensive programme of meetings, consultations and surveys, the Working Group identified practical opportunities to deepen collaboration, reduce duplication of effort and expand joint procurement among CPAG member organizations. Its recommendations, endorsed by the membership, provide a strong foundation for our future work.

As the United Nations and the wider multilateral community adapt to a rapidly changing global environment, CPAG is committed to being part of the solution. We will continue to champion collaborative procurement as a practical means of improving efficiency, strengthening institutional resilience and demonstrating the enduring value of multilateral cooperation. By bringing organizations together around common needs and shared objectives, we can achieve results that none of us could deliver alone.

I would like to express my sincere appreciation to all CPAG member organizations, the Working Group participants and the CPAG Secretariat for their commitment, expertise and collaborative spirit throughout the year. Their contributions are the foundation of CPAG's success and will continue to be essential as we navigate the opportunities and challenges ahead.

I invite you to explore this Annual Report, which reflects not only the progress achieved during 2025 but also our shared ambition to build an even stronger culture of collaborative procurement across the United Nations and the wider international community.



Walter Grandpré
CPAG Chairperson 2025
International Labour Organization

CPAG at a Glance

The Common Procurement Activities Group (CPAG) is a voluntary inter-agency procurement network that brings together United Nations entities and international organizations headquartered or represented in Geneva. It provides a forum for procurement professionals to exchange knowledge, share institutional experience and promote more efficient and effective procurement practices across participating organizations.

CPAG was established on 15 May 1952 under the name Committee on the Coordination of Purchase and Supply Services of the United Nations Office and Specialized Agencies at Geneva. Over the years, it has developed into an established platform for inter-agency cooperation and coordinated procurement initiatives. The Group's governance and activities are guided by its Statutes, which were first adopted on 22 April 2005 and most recently revised on 26 March 2024.

Objectives

CPAG aims to improve procurement efficiency and effectiveness through collaborative procurement, greater policy alignment and the standardization of procurement practices across its Member Organizations. In doing so, the Group fully respects the constitutional, budgetary and administrative autonomy of each participating organization.

CPAG provides a platform for inter-agency coordination, knowledge-sharing and the effective use of collective procurement expertise and resources.

CPAG's key objectives are to:



- promote greater harmonization of procurement policies and procedures among Member Organizations;



- encourage the standardization of requirements for goods, works and services, where appropriate;



- improve operational efficiency by enabling Member Organizations to benefit from procurement processes and contractual arrangements established by other members; and



- support the consolidation of requirements to achieve economies of scale and generate measurable cost efficiencies.

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In an increasingly complex global environment, CPAG provides an essential platform for collaboration, knowledge exchange, and continuous improvement across the procurement profession. By promoting best practices and strategic partnerships among international organizations, CPAG helps strengthen procurement as a driver of efficiency, transparency, and value creation. For organizations such as Gavi, these collective efforts ultimately contribute to maximizing the impact of resources dedicated to protecting lives and improving health outcomes worldwide.

Romain NICOLAS

Senior Manager - Procurement
Gavi

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History of CPAG



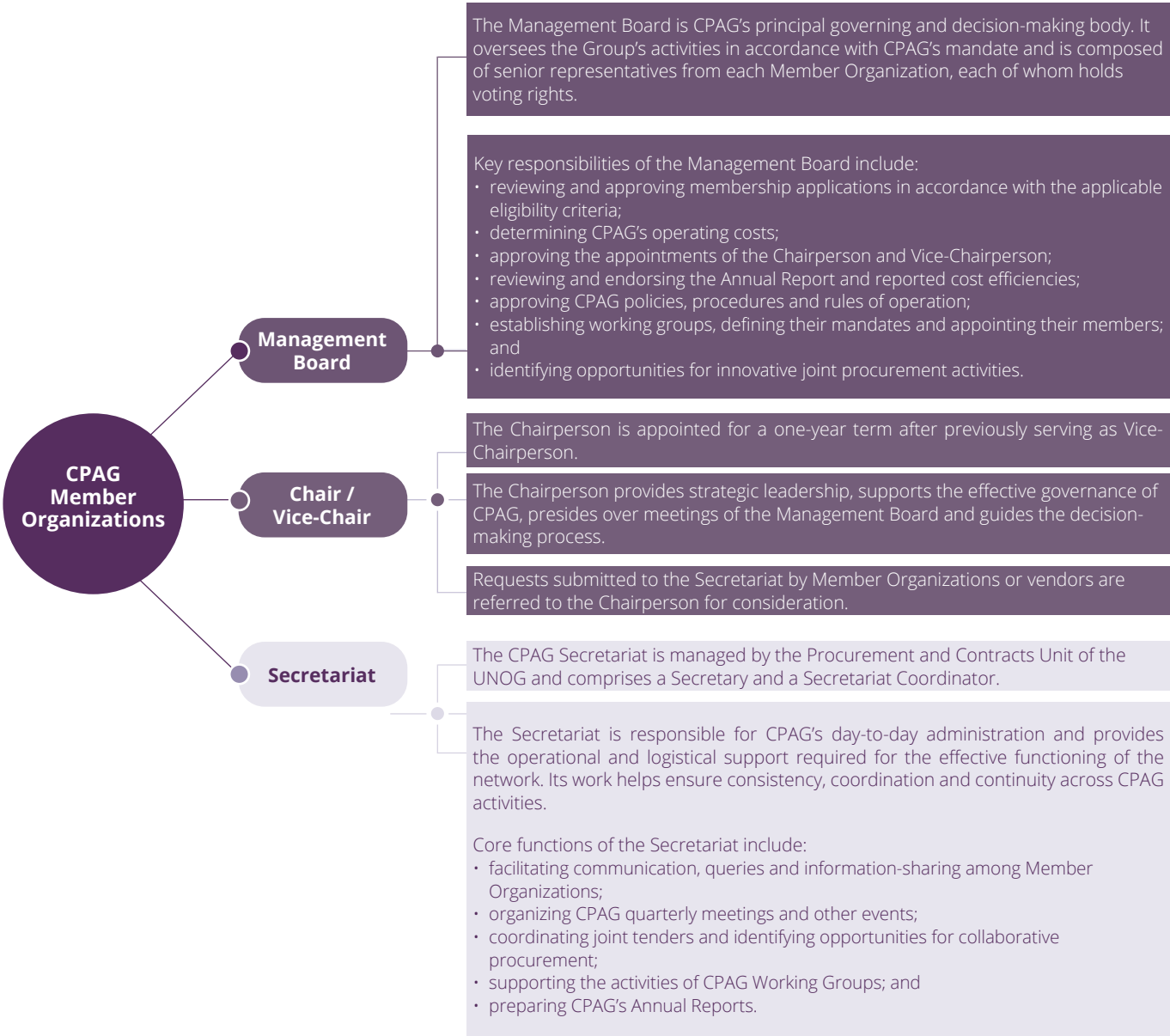


UNOG Human Rights and Alliance of Civilizations Room © UN Photo Irina Popa

Structure

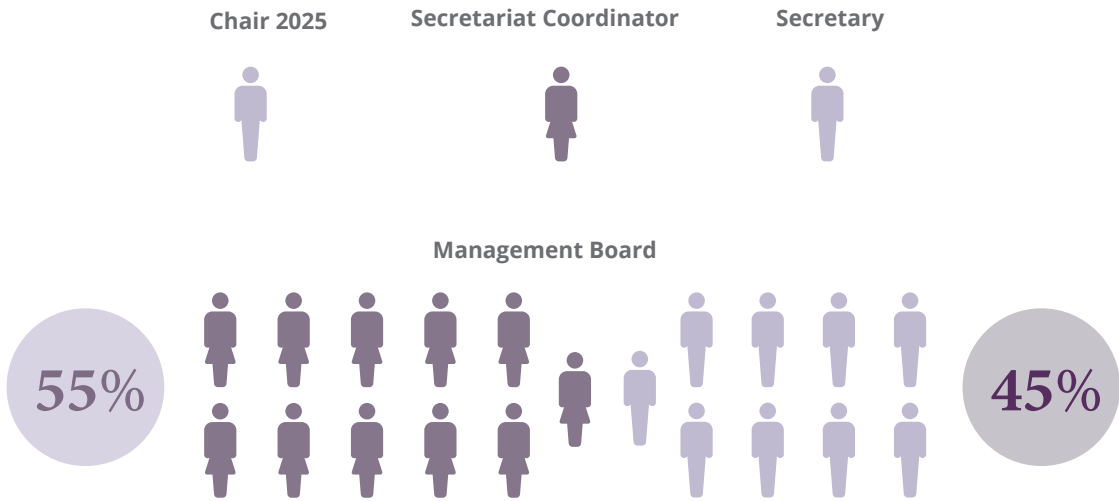
CPAG operates through a clearly defined governance structure comprising the Management Board, the Chairperson, the Vice-Chairperson and the Secretariat. Each component has distinct responsibilities that support effective decision-making, coordination and continuity across the network.

Structure of CPAG



Gender distribution of the CPAG Management Board in 2025

In 2025, women represented 55% and men 45% of the CPAG Management Board, reflecting a broadly balanced gender composition and CPAG's continued commitment to inclusive leadership.



CPAG Member Organizations

CPAG Member Organizations include United Nations entities and international organizations based in Geneva that work together through a collaborative inter-agency network. By combining their knowledge, experience and procurement expertise, members seek to improve efficiency, enhance value and strengthen cooperation across participating organizations. This collaboration includes identifying opportunities for joint procurement and contributing actively to CPAG working groups, meetings and knowledge-sharing activities.

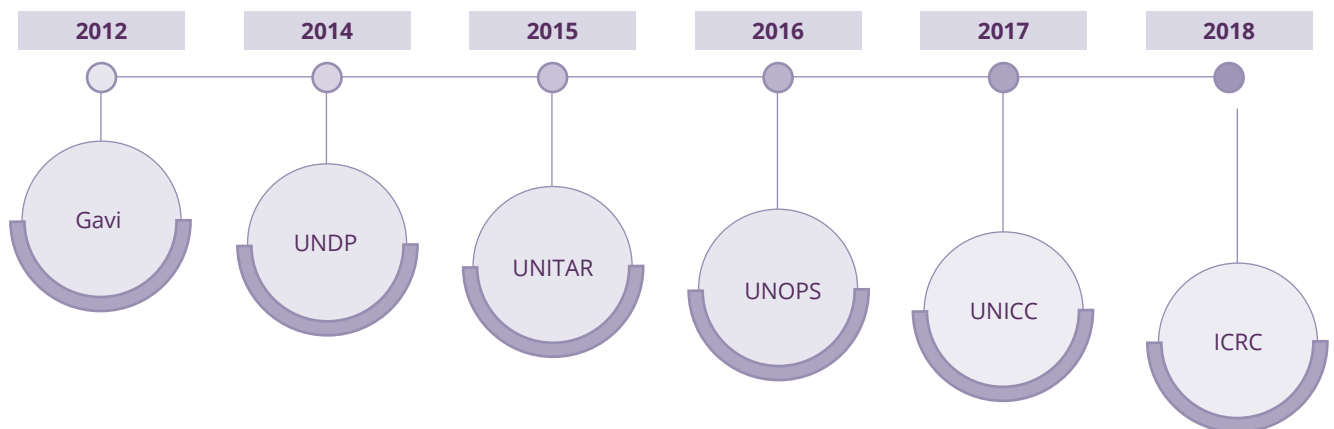
2025 CPAG MEMBERS



2025 CPAG MEMBERS LOCATION



History of CPAG Membership



Membership Application Procedure

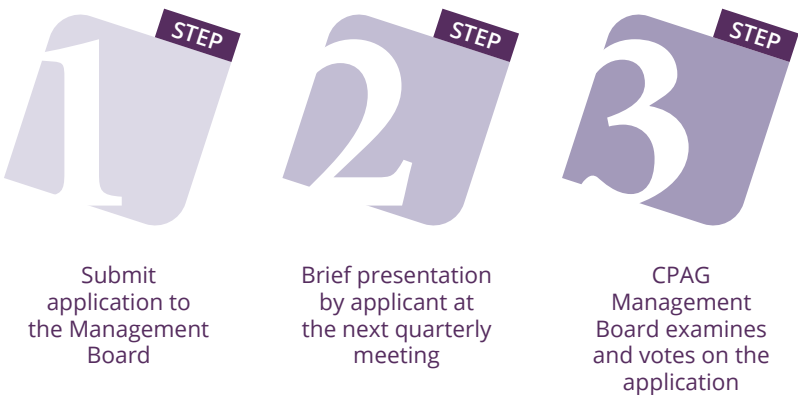
The CPAG Management Board is responsible for evaluating applications from entities seeking to join the CPAG community. CPAG actively welcomes and encourages interested organizations to explore the potential benefits of membership.

Eligible entities include:

- Existing or future organizations that are part of the United Nations System with a presence in Switzerland; and
- International, intergovernmental or non-governmental organizations or activities financed from trust funds or special accounts benefiting from privileges and immunities within Switzerland.

Since 2012, CPAG has grown steadily, expanding from 14 Member Organizations to 20 in 2025.

Procedure



CPAG Members Representatives in 2025

Gavi Alliance



Florie Leguay

Head of Procurement

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The Global Fund



Alan Taylor

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International Bureau of Education (IBE-UNESCO)



Maria Elena Pullig

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International Committee of the Red Cross (ICRC)



Romain Fournier

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International Labour Organization (ILO)

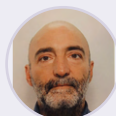


Vanja M. Ostojić

Chief, Procurement Bureau

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Sophie Hecht de Alwis

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Archana Sood

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Procurement Manager

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United Nations International Computing Centre (UNICC)



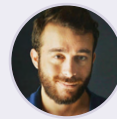
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Governance

The Management Board is CPAG's principal governing body, responsible for directing and overseeing the Group's activities in accordance with its mandate. It exercises decision-making authority on behalf of CPAG, while the Secretariat formally records and communicates its decisions and coordinates their implementation.

Key Functions of the Management Board

The Management Board meets quarterly to:

- exchange updates on procurement projects developments and recent achievements;
- review strategic priorities and objectives for the forthcoming period;
- address matters of common interest to Member Organizations; and
- consider specific procurement activities, operational issues and policy matters.

CPAG quarterly meetings serve as both an information-sharing forum and a decision-making platform. They enable members to contribute collectively to discussions on strategic initiatives, operational challenges and joint procurement matters. Through these meetings, members help shape CPAG's direction, reinforce a shared vision and ensure that the network remains responsive to evolving procurement needs.

In preparation for each meeting, the Chairperson and the Secretariat develop the agenda in consultation with members. This approach ensures that all Member Organizations have the opportunity to raise relevant matters and contribute to key discussions and decisions.

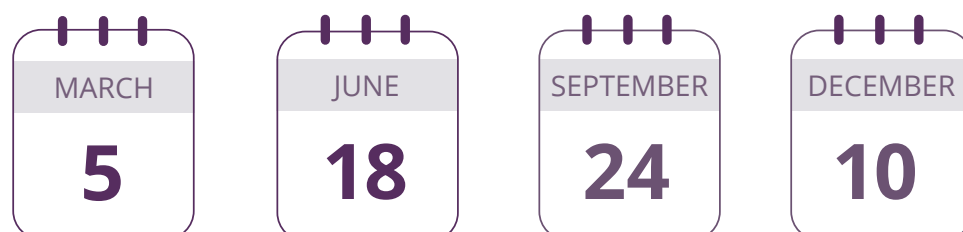
The Secretariat supports the Management Board by preparing the necessary background documentation, recording the outcomes of each meeting and coordinating the implementation of agreed decisions and follow-up actions. This support promotes continuity, transparency and the timely delivery of CPAG's priorities.



Main Items Addressed During the 2025 Quarterly Meetings

Q1	3 April 2025	* Update on status of CPAG tenders * Brainstorming: How to enhance CPAG efficiencies and increase the number of joint tenders * Working Group Common Contract Template * Update and presentation of CPAG 2024 Annual Report * Approval of 2025 CPAG operational costs * CPAG 2024 queries data analysis * International Procurement Seminar in Geneva * CPAG joint event update * UNGM CPAG Workspace migration update
Q2	24 June 2025	* Update on status of CPAG tenders * Electricity project discussion * Working Group on Efficiencies update * Presentation on AI: ILO: AI bot for procurement; WIPO: Insights and key takeaways from WIPO's AI Crash Course Training; and UNOPS: BOB AI overview and live demonstration * Discussion: contracts proposed by ICT section for a fee * HLCM initiative for common contract template and General Terms and Conditions
Q3	18 September 2025	* Update on status of CPAG tenders * Electricity project update * Working Group on Efficiencies update * Show and Tell: UNICEF sustainable procurement project * Show and Tell: CPAG 2024 Annual Report flip through * Current restructuring, reform and the impact on CPAG
Q4	9 December 2025	* Update on status of CPAG tenders * Working Group CPAG Efficiencies presentation * CPAG budget cycle update * WHO participation and 2026 CPAG Chairperson handover * HLCM SCN Procurement Award 2025 for Collaborative Procurement

Proposed Schedule for the 2026 Quarterly Meetings



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Beyond the obvious benefits in terms of cost savings, access to solutions, contracts, tools, and expertise already developed by other agencies, the real value of CPAG lies in the sense of community it creates among participating agencies. Being part of CPAG means knowing that we can rely on one another, openly share experiences and expertise, and contribute collectively for the benefit of the wider UN/Specialized Agencies network in Geneva. For UNICEF, CPAG has provided a unique platform to learn, share its own practices and contribute to discussions on sustainability, joint planning etc. Understanding what peers are doing helps us benchmark our own progress, challenge ourselves to improve, and identify new opportunities for collaboration. In short, CPAG is not only about procurement, but also about belonging to a community that collaborates, learns, supports one another, and works together to create value for the entire Network.

Claudia MELANI
Procurement Manager
UNICEF

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Chairperson History and Rotation

Following CPAG’s established annual leadership rotation, ILO assumed the CPAG Chairpersonship on 1 January 2025, with WHO serving as Vice-Chairperson. At the CPAG 2025 Q4 meeting, the Chair was formally handed over from ILO to WHO, with UNESCO appointed as Vice-Chairperson. Both roles took effect on 1 January 2026.

Rotation History of Chairperson and Vice-Chairperson

	Chair	Vice-Chair
2010-2011	ITU	UNOG
2011-2012	UNOG	WHO
2012-2013	ILO	WHO
2013-2014	WHO	UNESCO
2014-2015	WMO	UNESCO
2015-2016	UNICEF	THE GLOBAL FUND
2016-2017	THE GLOBAL FUND	GAVI
2017-2018	ITC	WTO
2018-2019	WTO	UNDP
2019-2020	UNDP	UNHCR
2020-2021	UNOPS	UNHCR
2021-2022	WIPO	ITU
2022-2023	ITU	UNOG
2024	UNOG	ILO
2025	ILO	WHO

Future Rotation of Chairperson and Vice-Chairperson

	Chair	Vice-Chair
2026	WHO	UNESCO
2027	UNESCO	WMO
2028	WMO	THE GLOBAL FUND
2029	THE GLOBAL FUND	GAVI
2030	GAVI	ITC
2031	ITC	WTO
2032	WTO	UNHCR
2033	UNHCR	UNOPS
2034	UNOPS	IOM
2035	IOM	UNICC
2036	UNICC	ICRC
2037	ICRC	UNAIDS
2038	UNAIDS	UNITAR
2039	UNITAR	WIPO
2040	WIPO	ITU
2041	ITU	UNOG
2042	UNOG	ILO
2043	ILO	WHO

Operational Costs

Each year, CPAG members contribute to the Group's operating costs, as determined by the Management Board. These costs include the salary of one full-time staff member and related administrative expenses. Each member's contribution is calculated according to the number of non-temporary staff based in Geneva as of 31 December of the preceding year.

These contributions support the effective operation of the CPAG Secretariat by ensuring dedicated administrative capacity and the appropriate management of the Group's resources.

A minimum annual membership fee of USD 2,500 has been applied since 1 December 2017. At the CPAG Q3 2024 meeting, members unanimously agreed to increase this minimum fee to USD 4,000 for 2025 and 2026. Members also agreed to review the fee again by the end of 2026, with a view to increasing it to USD 5,000 from 2027.

Costs for 2025

The total amount of operational costs for 2025 was **USD 239,203** which includes:

- **USD 229,541**, the standard salary cost for a P-3 in 2025
- **USD 9,662**, the office expenses

CPAG Cost Breakdown 2025 (USD)					
Member Organization	Staff per Member Organization	Percent (%) Member's Staff over Total Staff	Annual Fixed Membership Fee	Remaining Cost for Services	TOTAL Share per Organization
Gavi	479	3.5648%	\$4,000.00	\$5,675.24	\$9,675.24
ICRC	1,080	8.0375%	\$4,000.00	\$12,795.95	\$16,795.95
ILO	1,176	8.7520%	\$4,000.00	\$13,933.37	\$17,933.37
IOM	792	5.8942%	\$4,000.00	\$9,383.70	\$13,383.70
ITC	382	2.8429%	\$4,000.00	\$4,525.98	\$8,525.98
ITU	649	4.8299%	\$4,000.00	\$7,689.42	\$11,689.42
The Global Fund	766	5.7007%	\$4,000.00	\$9,075.65	\$13,075.65
UNAIDS	100	0.7442%	\$4,000.00	\$1,184.81	\$5,184.81
UNDP	78	0.5805%	\$4,000.00	\$924.15	\$4,924.15
UNESCO-IBE	15	0.1116%	\$4,000.00	\$177.72	\$4,177.72
UNHCR	789	5.8718%	\$4,000.00	\$9,348.16	\$13,348.16
UNICC	53	0.3944%	\$4,000.00	\$627.95	\$4,627.95
UNICEF	197	1.4661%	\$4,000.00	\$2,334.08	\$6,334.08
UNITAR	59	0.4391%	\$4,000.00	\$699.04	\$4,699.04
UNOG	2,936	21.8501%	\$4,000.00	\$34,786.04	\$38,786.04
UNOPS	132	0.9824%	\$4,000.00	\$1,563.95	\$5,563.95
WHO	1,719	12.7930%	\$4,000.00	\$20,366.89	\$24,366.89
WIPO	1,019	7.5835%	\$4,000.00	\$12,073.22	\$16,073.22
WMO	366	2.7238%	\$4,000.00	\$4,336.41	\$8,336.41
WTO	650	4.8374%	\$4,000.00	\$7,701.27	\$11,701.27
TOTAL	13,437	100.00%	\$80,000.00	\$159,203.00	\$239,203.00

Costs for 2026

Members are requested to review and approve the operational costs for 2026 during the CPAG Q1 Meeting in 2026. The projected total is **USD 267,024**, comprising:

- **USD 257,011**, the standard salary cost for a P-3 in 2026
- **USD 10,013**, the office expenses

CPAG Cost Breakdown 2026 (USD)					
Member Organization	Staff per Member Organization	Percent (%) Member's Staff over Total Staff	Annual Fixed Membership Fee	Remaining Cost for Services	TOTAL Share per Organization
Gavi	464	3.6561%	\$4,000.00	\$6,837.85	\$10,837.85
ICRC	1,159	9.1325%	\$4,000.00	\$17,079.88	\$21,079.88
ILO	1,175	9.2585%	\$4,000.00	\$17,315.67	\$21,315.67
IOM	437	3.4434%	\$4,000.00	\$6,439.96	\$10,439.96
ITC	369	2.9076%	\$4,000.00	\$5,437.86	\$9,437.86
ITU	715	5.6339%	\$4,000.00	\$10,536.77	\$14,536.77
The Global Fund	766	6.0358%	\$4,000.00	\$11,288.34	\$15,288.34
UNAIDS	66	0.5201%	\$4,000.00	\$972.63	\$4,972.63
UNDP	65	0.5122%	\$4,000.00	\$957.89	\$4,957.89
UNESCO-IBE	14	0.1103%	\$4,000.00	\$206.31	\$4,206.31
UNHCR	639	5.0351%	\$4,000.00	\$9,416.78	\$13,416.78
UNICC	47	0.3703%	\$4,000.00	\$692.63	\$4,692.63
UNICEF	223	1.7572%	\$4,000.00	\$3,286.29	\$7,286.29
UNITAR	59	0.4649%	\$4,000.00	\$869.47	\$4,869.47
UNOG	2,885	22.7326%	\$4,000.00	\$42,515.50	\$46,515.50
UNOPS	95	0.7486%	\$4,000.00	\$1,399.99	\$5,399.99
WHO	1,483	11.6854%	\$4,000.00	\$21,854.59	\$25,854.59
WIPO	1,064	8.3839%	\$4,000.00	\$15,679.89	\$19,679.89
WMO	301	2.3718%	\$4,000.00	\$4,435.76	\$8,435.76
WTO	665	5.2399%	\$4,000.00	\$9,799.93	\$13,799.93
TOTAL	12,691	100.00%	\$80,000.00	\$187,024.00	\$267,024.00



WTO © Adobe Stock

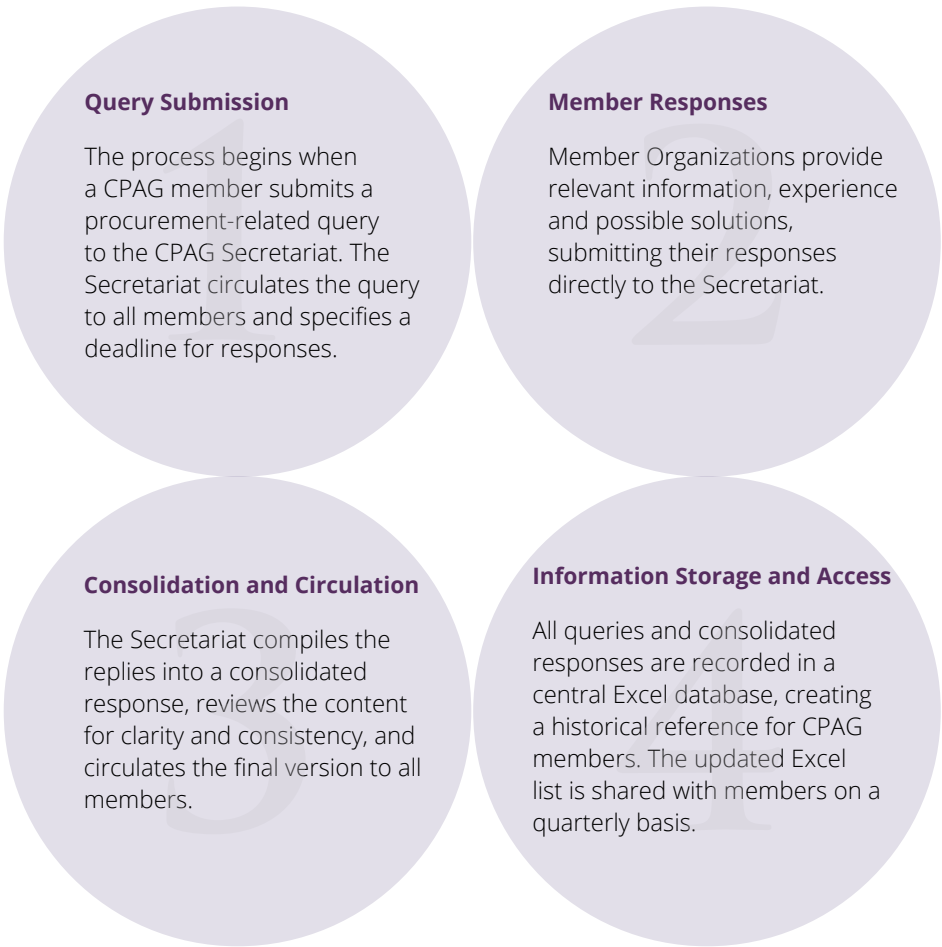
Knowledge Sharing

Knowledge sharing is a key feature of CPAG's work, providing members with a structured forum to exchange information, best practices and experience relating to contracts, procurement policies and operational approaches. This collaboration supports continuous learning and contributes to more efficient and effective procurement across Member Organizations. Key benefits include:

- broadening vendor outreach by expanding the pool of suppliers invited to participate in tenders;
- improving procurement practices through the exchange of information on procedures, policy developments and standardization initiatives;
- sharing vendor performance information to support informed procurement decisions; and
- avoiding duplication by identifying recent tenders and existing contracts that may be relevant to other members.

Through regular communication and collaboration, CPAG enables members to draw on the collective expertise of the network, strengthen procurement strategies and make more effective use of available resources.

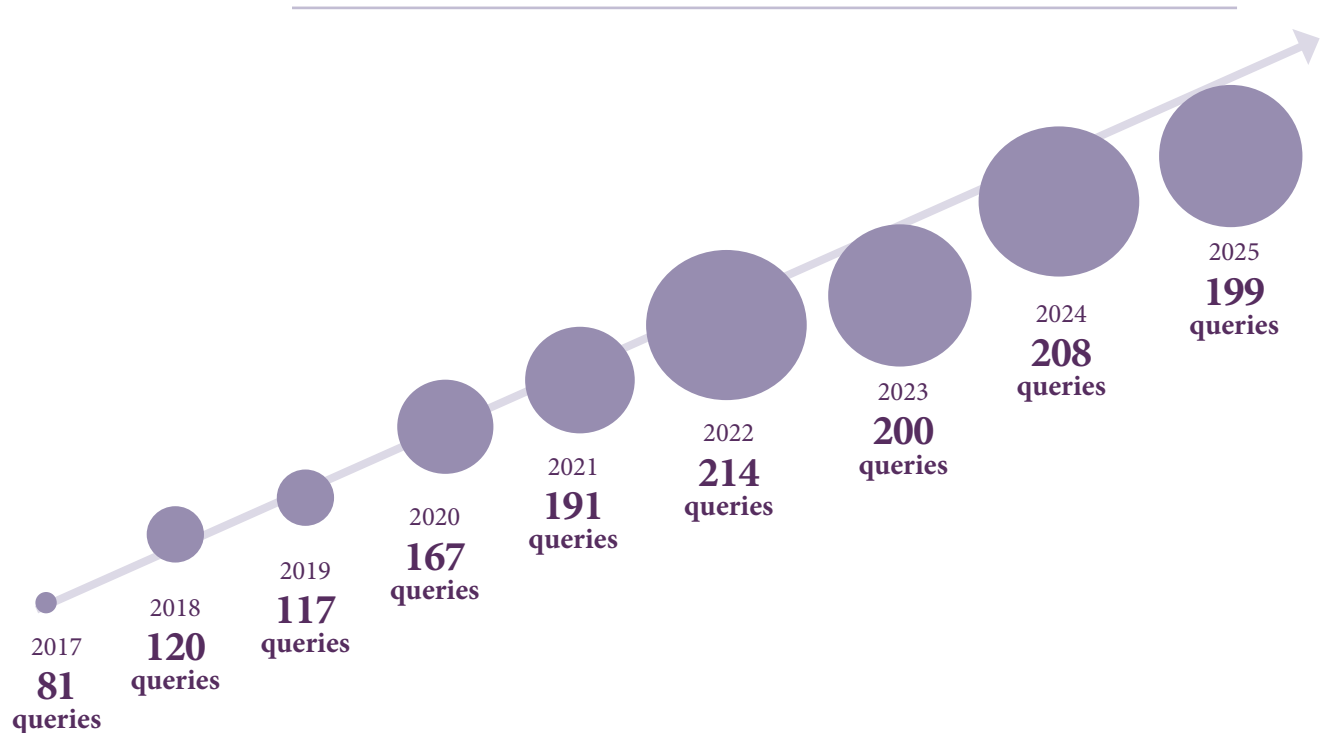
Knowledge Sharing Process





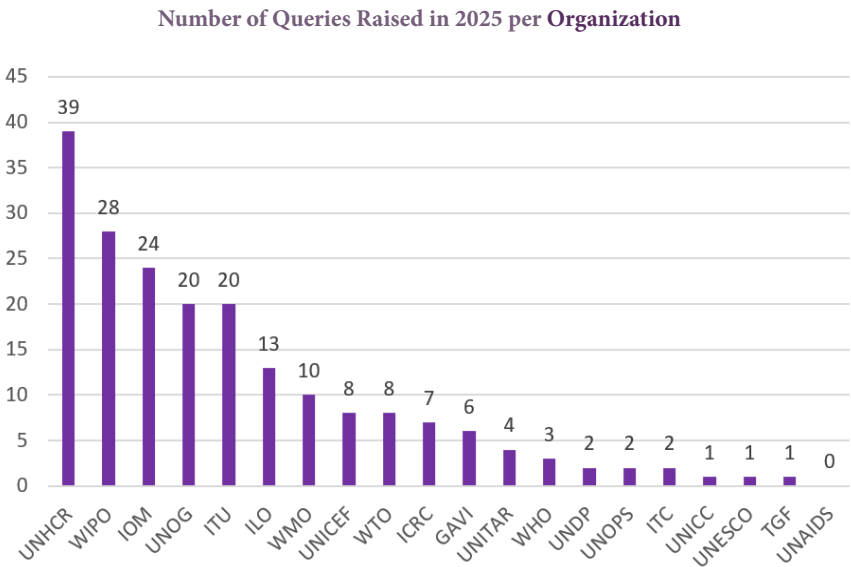
In 2025, CPAG recorded a high level of knowledge exchange across the network. A total of 199 queries were circulated (see Annex I), generating 1,601 responses from Member Organizations. While the number of queries decreased by 4.3%, from 208 in 2024 to 199 in 2025, the number of responses increased by 17.8%, from 1,359 to 1,601. This followed a 21.9% increase in responses in 2024, from 1,115 to 1,359.

Number of queries per year



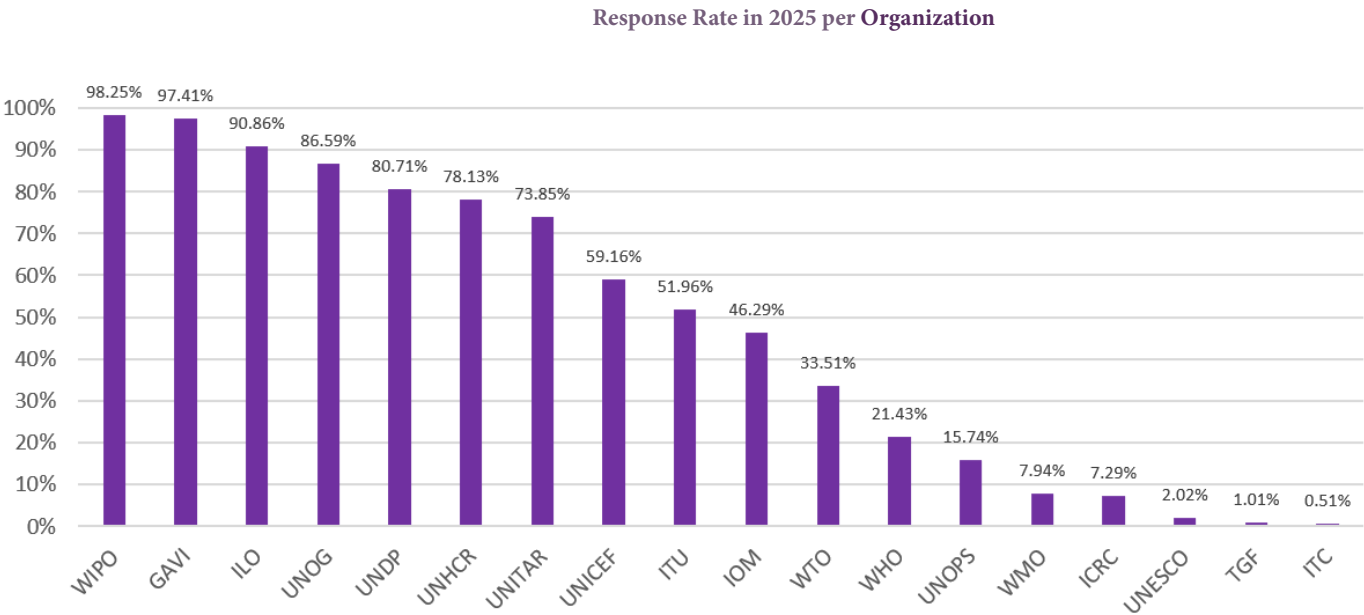
The continued growth in the volume of responses reflects the strong engagement of CPAG members and the importance placed on sharing institutional experience, best practices and information on existing contracts. It also demonstrates the value of CPAG's knowledge-sharing mechanism in supporting informed decision-making, strengthening procurement practices and facilitating cooperation across Member Organizations.

In 2025, CPAG circulated a total of 199 queries submitted by Member Organizations. UNHCR raised the highest number, with 39 queries, followed by WIPO with 28, IOM with 24, and UNOG and ITU with 20 each. A detailed breakdown is presented in the chart entitled “Number of Queries Raised in 2025 per Organization.”



The CPAG Secretariat also analysed the response rate of each Member Organization. This rate was calculated as the number of responses provided divided by the total number of queries received, excluding queries submitted by the organization itself. WIPO recorded the highest response rate, responding to 98.25% of the queries received, followed by Gavi at 97.41% and ILO at 90.86%. Other particularly active participants included UNOG at 86.59%, UNDP at 80.71% and UNHCR at 78.13%.

CPAG extends its sincere appreciation to all colleagues who contributed to the query-response mechanism, thereby strengthening information-sharing and collaboration across the network.





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The CPAG group has proven to be an essential resource for UNHCR, providing opportunities to learn, collaborate, and drive continuous improvement. Through its strong spirit of partnership, it reinforces coordination and helps build a more effective and resilient UN system, which, in times of budgetary constraints, has proven to be more important than ever. And through effective cooperation with colleagues around member organizations, we grow just as much as our expenses decrease.

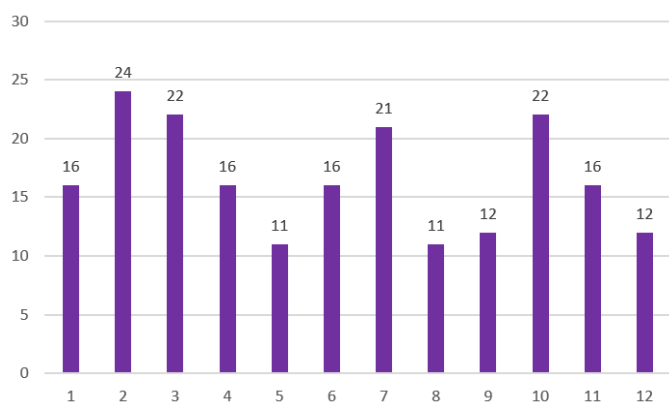
Marton KECSKES

Senior Procurement Assistant
UNHCR

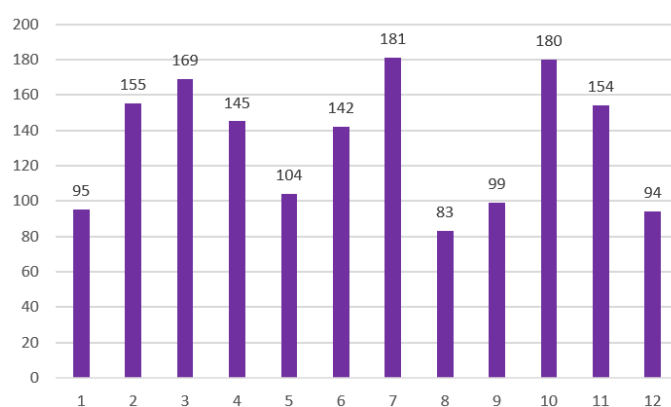
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The Secretariat further reviewed the monthly distribution of queries, as illustrated in the chart entitled “Number of Queries Raised in 2025 per Month.” Query activity peaked in February and was lowest in May and August. Although response volumes generally varied in line with the level of query activity, the highest number of responses was recorded in July.

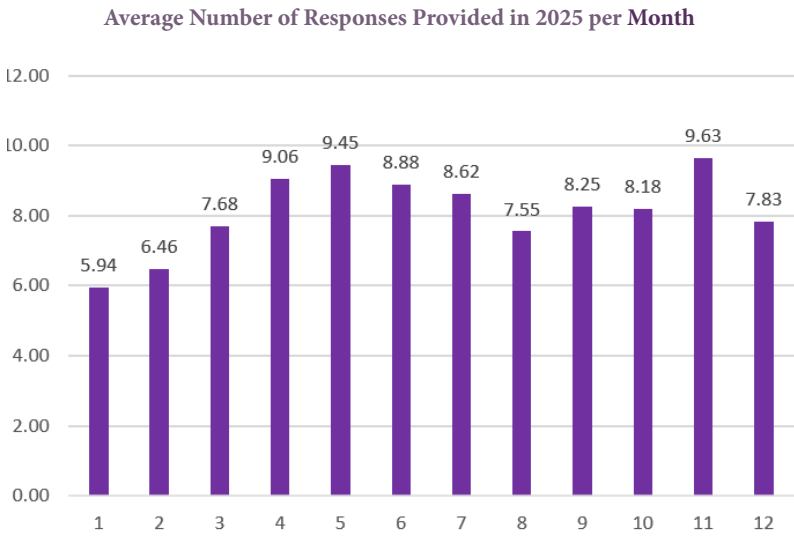
Number of Queries Raised in 2025 per Month



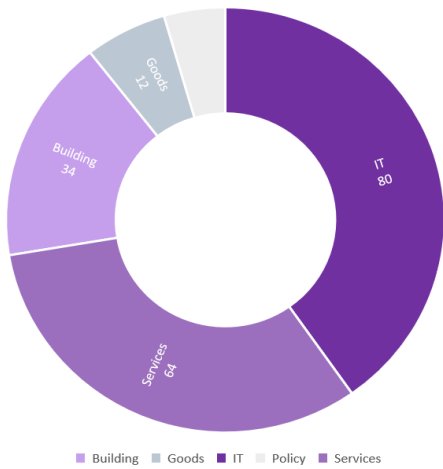
Number of Responses Provided in 2025 per Month



On average, each query generated **8.05** responses in 2025, representing a **23.3%** increase compared with the 2024 average of 6.53 responses per query. This builds on the 17.0% increase already recorded in 2024. November registered the highest monthly average, with 9.63 responses per query, while January recorded the lowest, at 5.94 responses per query.



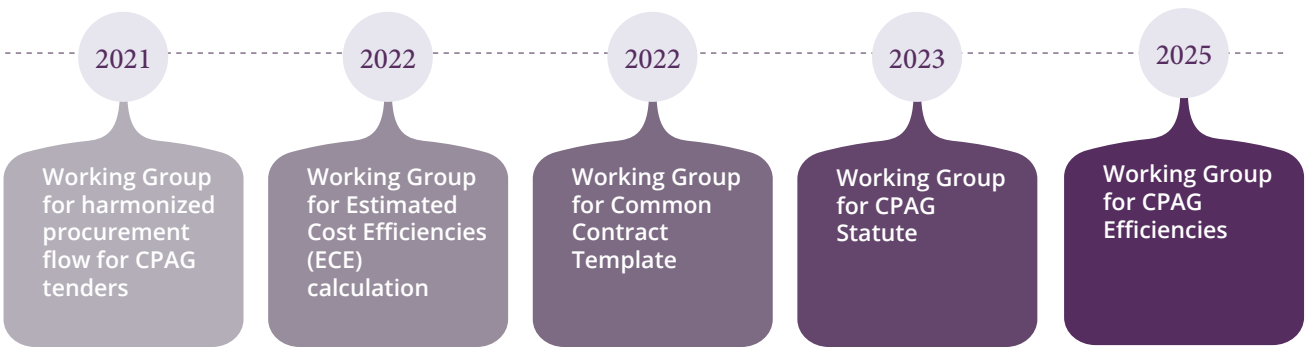
Of the 199 queries submitted in 2025, IT and Services accounted for the largest shares, with 80 and 64 queries respectively. Facility Management (Building) generated 34 queries, while 12 related to Goods and 9 concerned procurement policy matters.



Working Groups

As in previous years, CPAG Working Groups continued to provide an important forum for collaboration, enabling members to contribute their expertise and collective efforts to addressing shared challenges across a broad range of procurement-related areas.

Previous Working Groups



2025 Working Group Update - Enhancing Efficiencies

Established in March 2025 and chaired by WMO and UNICEF, the Working Group brought together representatives from ILO, UNICEF, UNOG, UNOPS, WHO, WMO and WTO, with support from the CPAG Secretariat. Its objective was to develop a more structured approach to identifying joint procurement opportunities, facilitating participation in collaborative tenders and strengthening contract management.

The Working Group examined the main factors limiting wider participation in joint procurement. These included limited visibility of forthcoming requirements, differing procurement planning cycles, capacity constraints, inconsistent use of long-term agreements, the absence of shared tendering tools and fragmented contract management following award. To better understand members' experience and priorities, the Working Group held more than 10 meetings, conducted several surveys and consultations, and analysed input received from all 20 CPAG Member Organizations.

The analysis confirmed that CPAG members already had a strong foundation of collaborative procurement experience. Fourteen of the 20 organizations surveyed had participated in joint tenders during the preceding three years, and nine of those organizations had also participated in joint evaluation exercises. At the same time, members identified internal capacity as the most common obstacle, together with differences in legal and regulatory frameworks, procurement timelines and the availability of internal stakeholder support. These findings provided the basis for a set of practical recommendations designed to move CPAG cooperation from an ad hoc approach towards a more systematic and repeatable model.

Following further consultation and refinement, the recommendations were approved by CPAG members in December 2025. They established three principal areas of work:

Joint Planning Process: a more proactive approach to sharing non-sensitive procurement planning information, identifying suitable categories for cooperation and agreeing at an early stage on potential lead organizations, participants and indicative timelines;

Joint Tender Toolkit: a shared repository of templates, workflows, guidance materials, case studies and lessons learned to facilitate participation in joint procurement exercises and reduce the need to recreate tools for each tender; and

Joint Contract Management Framework: a coordinated approach to supplier performance monitoring, usage reporting, supplier engagement and contract review, while preserving the legal and administrative independence of each participating organization.

The Working Group further emphasized the importance of involving technical and requisitioning functions at an earlier stage. Dedicated discussions are therefore envisaged for areas such as facilities management and information technology, allowing procurement and technical colleagues to exchange information on existing contracts, supplier markets, operational requirements, lessons learned and possible areas of convergence. This approach is intended to strengthen early engagement, improve the quality of joint planning and create a more reliable pipeline of future collaborative procurement opportunities.

The Working Group's activities will continue beyond the initial recommendation phase. Through the implementation of the agreed measures, CPAG aims to reduce duplicated procurement effort, improve market intelligence, strengthen supplier management, aggregate demand more effectively and increase the number of viable joint procurement initiatives across the network.

2025 Working Group Update - Common Contract Template

Established at the CPAG Q2 2022 meeting and chaired by ILO, the Working Group on the Common Contract Template comprises representatives from UNICEF, UNOG and WIPO.

In January 2023, CPAG members approved the Affiliate Agreement and Piggyback Agreement templates developed by the Working Group. Building on this achievement, the Working Group continued its activities in 2024 by developing standardized Instructions to Bidders for joint tenders incorporating the approved templates and initiating their translation into French. The French versions of the Affiliate Agreement, Piggyback Agreement and Instructions to Bidders were subsequently circulated to all members for review and comments.

At the CPAG Q1 2025 meeting, members formally approved the French versions of all three documents.

“ Over the years, CPAG has been—and continues to be—a key platform for promoting collaborative procurement among Geneva-based international organizations. Beyond joint tenders, it delivers tangible value through knowledge sharing, harmonized approaches, shared market intelligence, and stronger supplier engagement, helping organizations achieve greater efficiency, cost savings, and overall procurement effectiveness.

Alessandra CARATOZZOLO
Head of the Procurement Division
ITU ”

Common Contracts

In 2025, CPAG members continued to benefit from **27** common contracts, listed in Annex II, established through joint procurement processes. Following the comprehensive review of the consolidated contract list in 2021, only contracts resulting from CPAG joint tenders are included. Contracts established through piggybacking are excluded to maintain a clear distinction between the two forms of collaboration. The estimated cost efficiencies generated through piggyback contracts are recorded separately in the Key Figures chapter.

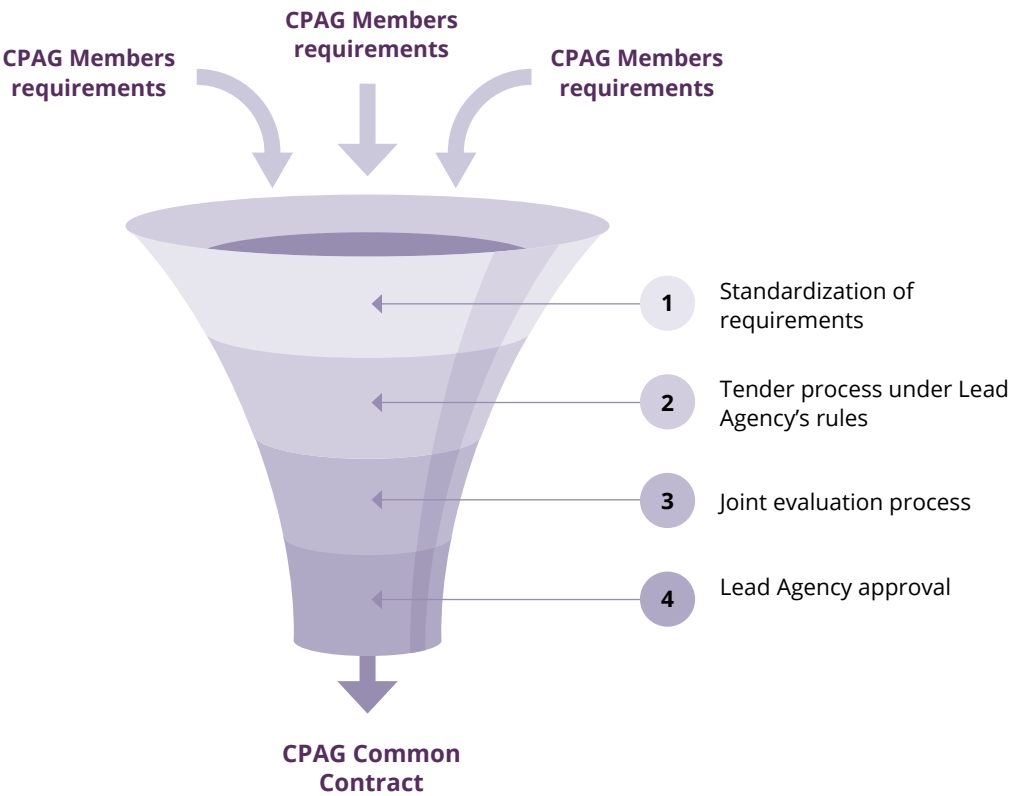


Joint Tenders

CPAG members share a strong commitment to collaborative procurement, aiming to conduct joint solicitations that optimize efficiency and deliver best value for money. These joint tenders incorporate the requirements of multiple CPAG members and are coordinated by the CPAG Secretariat.

To support effective execution, all joint procurement activities follow the Harmonized Procurement Flow for CPAG Tenders, approved on 14 December 2021.

How the process is organized



In 2025, this collaborative approach was exemplified through the two joint tenders for Postal mail and express mail services, and the Provision of e-Periodicals.



Postal mail and express mail services

Lead Organization	Participating Organizations	Awarded Vendor
UNOG	ILO, UNHCR, WHO, WIPO	Post CH AG DHL, FedEx and UPS

Postal mail services: In 2025, UNOG initiated discussions with participating organizations on the way forward for postal mail services. As agreed by the participating agencies, a sole-source procurement process was undertaken, with the waiver approved by the UNOG Director of Administration in view of the de facto monopoly in postal mail services. Following joint negotiations with the supplier and approval by the Local Committee on Contracts (LCC) on 26 December 2025, a contract was awarded to Post CH AG for an initial period of three years, with the possibility of one additional two-year extension.

Express mail services: UNOG launched a joint Request for Proposal (RFP) for express mail services with the active participation of ILO, UNHCR, WHO and WIPO. UNOG facilitated several consultation sessions with the participating organizations to jointly develop the Terms of Reference and agree on the evaluation criteria. The objective of the RFP was to establish a pool of up to three qualified suppliers, enabling participating organizations to compare prices when individual requirements arise.

The RFP was issued on 17 July 2025 and closed on 19 September 2025. Following a joint evaluation process and the required approvals, contracts were awarded to three suppliers: DHL Express Schweiz AG, FedEx Express Swiss Post GmbH and UPS United Parcel Service (Schweiz) AG.



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Provision of e-Periodicals

Lead Organization	Participating Organizations	Awarded Vendor
ILO	UNOG, ITC	EBSCO Information Services SAS

In 2025, ILO initiated a joint tender for the provision of e-periodicals, with participation from UNOG and ITC. The tender was launched on 12 August 2025 and closed on 30 September 2025, with two offers received.

Following the evaluation process, a joint negotiation was held with the highest-ranked supplier on 4 December 2025. Upon approval by the Headquarters Procurement Review Committee (HPRC), the contract was awarded to EBSCO Information Services SAS.

Future Tenders

At each quarterly meeting, the CPAG Secretariat provides members with updates on ongoing joint tenders and presents new procurement opportunities identified through member requests and discussions. Potential joint tenders involving at least two CPAG Member Organizations are reviewed and discussed by the Management Board to assess the scope for collaboration.

In 2026, the following opportunity was identified for further consideration:



Provision of UN flags and accessories

Leading Organization: UNOG

Participating Organizations: ITU, WHO, WIPO

The previous joint tender for flags was conducted in 2021, with participation from WHO, WIPO and WMO. Building on this earlier collaboration, the joint approach seeks to leverage the combined purchasing power of participating organizations to obtain more competitive pricing and favourable contractual terms.



UNESCO-IBE Centenary exhibition at Quai Wilson, Geneva

Highlight Stories

UNOG: 2025 HLCM Procurement Award for Collaborative Procurement

On 7 October 2025, during the HLCM-SCN Procurement Awards Ceremony, UNOG received the 2025 Award for Collaborative Procurement for the second consecutive year, in recognition of the Lodge Card for Travel Services project.

Originally launched in Geneva as a CPAG joint initiative involving seven organizations, the project has since expanded globally with more than 20 participating entities worldwide. By aggregating transaction volumes across participating organizations, the initiative strengthened collective purchasing leverage and enabled all participants to benefit from more favourable incentive arrangements.



UNESCO-IBE: 100 Years of Educational Innovation

In 2025, the UNESCO International Bureau of Education (IBE) reached a historic milestone: 100 years of transforming education worldwide—a century of curriculum innovation, policy dialogue, and collective action for equitable learning. Founded in Geneva in 1925 and later incorporated into UNESCO in 1969, the IBE has uniquely combined intellectual leadership, operational support, and normative guidance to influence how societies educate, include, and empower learners.

The diverse programme of events and exhibitions that marked the centenary celebrations showcased both heritage and progress—affirming curriculum as a dynamic force for change.

ILO: Human Rights Due Diligence in the Procurement of IT Consulting Services

The ILO's IT department required the retendering of its ongoing requirement for IT business and technical consultants to support the development and implementation of enterprise solutions, custom-built applications and IT infrastructure. As this procurement category represents a significant portion of ILO expenditure and is considered a critical service area, the IT department incorporated in-person site visits to bidders' premises as part of the evaluation process.

Following the introduction of the UN Secretary-General's Guidance on Human Rights Due Diligence (HRDD) in Digital Technology Use, ILO Procurement proposed that the IT department pilot an HRDD process for this procurement. Together with IT and social sustainability technical experts, an assessment was conducted to identify potential human rights risks associated with the requirement, based on market research, knowledge of the industry and experience from previous contract implementation. The identified risks included occupational safety and health, environmental sustainability, as well as limited diversity in the IT sector, particularly the inclusion of women and persons with disabilities.

These considerations were incorporated into the requirements and evaluation criteria assessed during the technical evaluation and site visits. Awarded bidders were also invited to participate in the ILO-UNOPS Delivering Responsibility in Vendor Engagement (DRiVE) pilot to support the continued tracking and monitoring of these risks.

The ILO intends to continue monitoring supplier compliance and progress in mitigating identified human rights risks, which may include future site visits.

UNICEF: Advancing Sustainability in PFP Procurement: Our Journey Forward

In 2025, PFP Procurement set out on a simple but powerful mission: to make every procurement choice a step toward a more sustainable world.

Through the Advancing Sustainability Project, UNICEF PFP Procurement established a structured multi-year roadmap to integrate sustainability more systematically into procurement processes and supplier engagement. The initiative began with an assessment of active suppliers, which informed four priority areas: vendor evaluation, procurement strategy, supplier support and data management.

The 2025–2028 roadmap focuses on two main objectives:

- Embedding sustainability throughout the procurement cycle. By the end of 2025, 50% of tenders are expected to request sustainability information from suppliers. Sustainability scoring is planned for 30% of tenders in 2026, increasing to 40% in 2027, alongside the progressive introduction of sustainability clauses in contracts, supplier performance reviews and improved data management.
- Increasing procurement from more sustainable sources. Supplier sustainability assessments are expected to expand from 40% coverage in 2025 to 60% by 2027, complemented by supplier information sessions and knowledge-sharing activities to support continuous improvement.

Supported by seven strategic initiatives, the roadmap provides a clear framework for strengthening responsible sourcing, encouraging more sustainable supplier practices and progressively embedding sustainability into PFP Procurement by 2028.



Way Forward

In 2026, the CPAG Secretariat will continue to strengthen collaboration, transparency and efficiency across the network. Building on CPAG's long-standing strategic pillars of mutual recognition, volume leverage, resource optimization, harmonization of practices and capacity building, the Group will focus on a number of priority areas to further enhance inter-agency cooperation and maximize the value of collaborative procurement..

Continue Supporting the Working Group on Enhancing Efficiencies and Increasing Joint Tenders

Following the approval of the Working Group's recommendations in December 2025, the Secretariat will support their progressive implementation throughout 2026. Particular attention will be given to strengthening joint procurement planning, developing practical tools to facilitate joint tenders and exploring more coordinated approaches to contract management. The Secretariat will also support the implementation of the agreed alert mechanism and facilitate exchanges among procurement and technical colleagues in priority areas where further opportunities for collaboration have been identified.

Expand Participation in Existing CPAG Contracts

The Secretariat will continue to encourage broader participation in existing CPAG common contracts and collaborative arrangements. By increasing participation in established contracts, CPAG can further leverage combined procurement volumes, reduce duplication of procurement efforts and enable members to benefit from competitively established contractual arrangements and more favourable commercial conditions.

Strengthen Early Coordination and Knowledge Sharing

The Secretariat will further promote early exchange of procurement plans, upcoming requirements and market information among members. Earlier visibility of procurement needs will help identify potential joint tender opportunities before individual procurement processes are launched. CPAG will also continue to strengthen its knowledge-sharing mechanism, enabling members to exchange experience, existing contracts, supplier information, procurement practices and lessons learned across the network.

The Secretariat remains committed to strengthening CPAG's role as an effective platform for collaborative procurement within the United Nations system. Through closer cooperation, practical knowledge sharing and continuous improvement, CPAG will continue to support its members in reducing duplication, improving procurement practices and generating greater collective value.

Key Figures

Every year, CPAG calculates the Estimated Cost Efficiencies (ECE) generated from CPAG common contracts and piggybacking agreements. The ECE includes the Estimated Cost Reduction (ECR), the Estimated Cost Avoidance (ECA) and the Administrative Savings. In 2025, CPAG Member Organizations reported the ECE of CHF 37,918,094.96 (equivalent to USD 48,058,422.01, based on the UN Operational Rate of Exchange as of 31 December 2025). These efficiencies were generated through 27 CPAG common contracts and 112 piggyback arrangements, representing a combined procurement volume of CHF 99,812,467.04 (USD 126,505,027.93).

Total CPAG Procurement Volume for CPAG common contracts

The overall procurement volume decreased in 2025 compared with 2024. This reflects fluctuations in expenditure across major procurement categories and participating organizations following the particularly high volumes recorded in recent years. Despite the lower overall expenditure, CPAG continued to generate substantial cost efficiencies through common contracts and the use of existing contractual arrangements across the network.



Travel services remained a significant expenditure category in 2025, with a reported procurement volume of approximately CHF 73.7 million, compared with CHF 121.9 million in 2024. The decrease in travel expenditure contributed significantly to the reduction in CPAG’s overall procurement volume during the year.



Total Estimated Cost Efficiencies (ECE) 2021-2025 (USD)

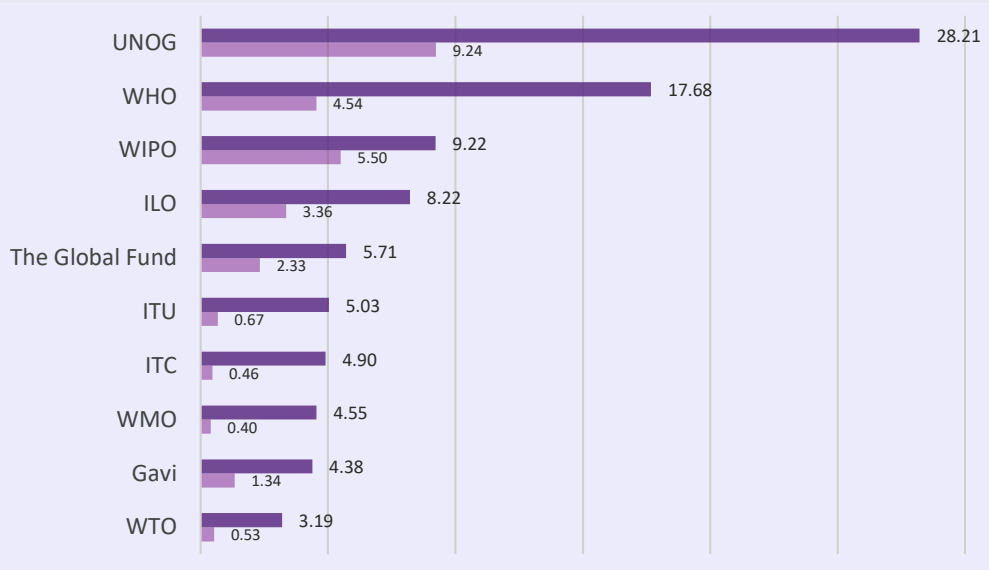
ECE figures are based on data reported by Member Organizations to the CPAG Secretariat. In 2025, reported ECE amounted to USD 48,058,422, demonstrating the continued financial

value generated through joint procurement, common contracts and piggybacking arrangements.



Estimated Cost Efficiencies Achieved by Each Member Organization (CHF)

The **ECE** achieved is demonstrated in the below graph in comparison to the **expenditure** (top ten members) in millions of CHF.



Total Administrative Savings in 2025

Since 2020, CPAG’s ECE methodology has also included estimated administrative savings. In 2025, administrative savings were estimated at **CHF 5.62 million**, comprising CHF 0.28 million from joint tenders and CHF 5.34 million from piggybacking on existing contracts. The number of piggyback arrangements reached 112 in 2025, further demonstrating the extensive use of inter-agency contractual opportunities and the continued value of coordination among CPAG members.

Annex I

List of 2025 query topics

Abatable licenses	Digital development	Humanitarian negotiation course
AI Interpretation	Digital Preservation Coalition	ICSC Classification Master Standard course
AI software	Digitec	Identification and access materials
Amarante International	DOCIP	IFACI - French Institute of Internal Auditors
Anaconda licensing	DocuSign	Individual translators, editors and interpreters
Apple Enterprise Business Agreement	DRTV Services	Insurance against cybersecurity
Archiving services company	Due diligence screening	Integrated automatic irrigation systems
Articulate licenses	Dye-sublimation retransfer	IPSAS
Assessment of Local Pharmaceutical Markets	E-Discovery software	Jellyfish
Audinate Dante Domaine Manager	Electrical supplies	Job Classification
Audit of HQ premises	Email for subscriptions	Juice
Audit services	Emergency medical evacuation and insurance services	KillDisk
Automated testing tool	Employee engagement/performance software	Kitchen equipment
Automatic interior door and gate systems	Encodian Flowr	Kobo Inc.
AvePoint	English and French language courses (in-person) for staff in Moscow	Language assessment and proctoring services
AWS	e-Periodicals	Language testing platform
Backup cooling unit rental	Esplanade renovation and accessibility works	Laptops
Be Data Driven	Evacuation and Treatment of Waste Material	Learning Management System (LMS) and a Performance Management System (PMS)
Catering on-demand	Evaluation services	Lease price adjustment mechanism
Catering services	Event Services	LED lights
Catering services in Valencia	e-Waste management	Life Insurance
Cellebrite for Digital forensic analysis software	Factory audit services	Local insurance company
Censhare	Feedback on VMware/Broadcom Renewal Experience	Logistics and handling services
CIPS face to face courses in Geneva	Feedback/Survey companies	Loss of Personal Property insurance
Cleaning services	Field security	Maintenance des installations sanitaires
Cleaning services and facilities management	Filming and production services	Maintenance of boiler
Clestra	Financial Consulting Services	Maintenance of parks and gardens
CODAN Radio HF	Financial institutions	Maintenance of roofs
Combined heat and power systems auction	Fire and life safety engineering	Marketing Automation System
Compactus / mobile shelving systems	Fire Truck training	Media services for advocacy/ awareness-raising campaigns
Compliance and fraud detection	Forsta	Medical supplies
Consulting & BIM/Revit modelling services	FSDD	MentiMeter
Cornerstone Ondemand Limited	Fuel card (carte carburant)	Mentorship services
CrowdStrike	Global Service Sale Marketplace Provider	Microsoft end-to-end support
Customer Expression Corp	Harvard certification	Microsoft Power App
Databricks	Heating Equipment, Various Tools and safety footwear	Microsoft renewals
Deepl	Hivebrite	
Dell	Hotel accommodation services	
Digital archiving services	HP monitors	
Digital asset management		

List of 2025 query topics

Minor masonry work	engineering services	UX and design
Miro	Sandbox tool for malware analysis	Vehicle fleet insurance options
Mise à disposition de bennes à déchets	SAP Concur (SaaS solution)	Vertical transportation facilities
Mobile Satellite Services (MSS)	SAP professional services	Video Management System (VMS)
Monitoring, evaluation and learning contractor	SAS Institute (Statistics) Licenses	Web Hosting Services
MPV (Multi-Purpose Vehicle) / Minivan	Satellite phones and starlink services	Website development and support - DRUPAL or WordPress
Multi-skilled Technicians	SECO license	Website development and support - Symfony, JavaScript, MS Power Pages
Newrest for catering events	Security Guards Uniform	Wi-Fi managed services
Office supplies	Security Risk Assessment of In-Tend	
Ofrex	Security Turnstile Doors	
Online interpretation	Server Hardware, Support, Maintenance	
Online language learning platform	Shatter Resistant Films (SRF)	
OpenSource software	Short videos with animated effects	
Oracle Master Agreement	Short-term resources	
Outsourcing ICT support services	Sleeping mats	
Oxygen concentrator and defibrillators	Social media management and analytics platforms	
Painting and wall repair services	Social media strategy and content development	
Permission and Access Management (PAM) solution	Software for medical service	
Personal Protective Equipment (PPE)	Solar streetlights	
PMP courses	SonarQube licenses	
Portative scanner and inspection tunnel	Specialist in construction law	
Prices proposed by catering companies	SSL certificate	
Printing of fixing tokens	Staff Association contacts	
Printing small visibility materials	Staff health insurance	
Procurement Regulatory Framework	Staff transportation services in Valencia	
Procurement training	StresStimulus	
Project Management Collaboration Platform	Suicide risk assessment training	
Projection of Light Shows on Buildings	Support for leadership communications	
Public relations services	Swisscom	
Public speaking training and media training	SYSTEM1	
Qualified Trust Service Provider (QTSP)	Technical audiovisual support	
Quality control in cafeteria and restaurant services	Texas A&M	
Radio Equipment and Services	Training of Trainers	
Rebate fund usage	Travaux d'arboriculture ornementale	
Recruitment Monitoring System (RMS) & Assessment platforms	UN Agencies Travel team contact persons	
Recruitment testing platform	Updating the SCORM files for online trainings	
Renovation Project	Use of SIMAP platform for tender publications	
Renovation project Architectural and	Use of the French language in tenders for goods and services	
	User research	

Annex II

List of 2025 CPAG Common Contracts (LTAs)

Supplier	Service/Good	Tender Year	Lead Org.	Start Date	Expiry Date	ECE in CHF
Adobe	Adobe products and licenses	2018	UNOG	11/1/2018	2/28/2027	2,535,442
Celsa-Charmettes SA	Heating Oil/Fuel	2021	UNOG	12/1/2021	11/30/2026	0
CWT	Travel Management and Visa Processing Services	2020	UNOG	5/1/2021	4/30/2028	23,661,841
Danoffice SA	Desktop, Laptop Computers, Monitors and Accessories	2018	ILO	12/12/2018	10/22/2026	443,831
DHL Express Schweiz AG	Courier Services	2020	UNOG	1/1/2021	4/30/2026	188,248
EBSCO Information Services	Subscription Journals and Periodicals	2020	ILO	1/1/2021	2/21/2026	16,009
Asendia Press Edigroup SA (formerly Dynapresse Marketing S.A.)	Subscription Journals and Periodicals	2020	ILO	1/1/2021	12/31/2025	646
Lyreco Switzerland SA	Office Supplies	2021	ITU	10/1/2021	3/15/2026	75,837
NOS New Organization System SA	Standardized/Non-Standardized Furniture	2017	ILO	10/6/2017	12/31/2027	1,009,545
Poste CH SA	National and international Mail Services	2019	UNOG	10/1/2020	2/28/2026	36,900
Services Industriels de Genève	Supply of Electricity	2020	WIPO	1/1/2022	12/31/2027	0
SHARP Electronics (Schweiz) AG	Multi Functional Printers	2017	UNOG	10/1/2017	7/31/2025	10,977
SHARP Electronics (Schweiz) AG	Multi Functional Printers (New contract)	2024	UNOG	11/19/2024	11/18/2027	164,200
Siemens Suisse SA	Fire Detection System Maintenance and Additional Equipment	2014	UNOG	2/1/2015	4/27/2026	327,360
Sunrise Communication AG	Mobile Telephone Services	2015	UNOG	8/1/2016	6/30/2026	398,557
Swisscom	Mobile Telephone Services	2013	ITC	5/1/2013	6/30/2027	2,784,562

Supplier	Service/Good	Tender Year	Lead Org.	Start Date	Expiry Date	ECE in CHF
Toyota Gibraltar Stockholdings Ltd	Provision of Toyota Soft Skin Vehicles	2018	UNHCR	10/10/2018	12/31/2026	8,269
Heimgartner Fahnen AG	Provision of UN flags and accessories	2021	UNOG	4/27/2022	4/26/2026	14,332
Airplus International SA	Provision of Lodge Card for Travel Services	2022	UNOG	7/1/2023	6/30/2026	494,042
Gosselin Moving Ltd	Shipment of household goods and personal effects	2022	ILO	7/18/2023	7/17/2026	71,212
Atlas International Geneva SA	Shipment of household goods and personal effects	2022	ILO	7/18/2023	7/17/2026	11,328
Henri Harsch SA	Shipment of household goods and personal effects	2022	ILO	7/18/2023	7/17/2026	5,790
Ordem SA	Shipment of household goods and personal effects	2022	ILO	7/18/2023	7/17/2026	15,754
Santa Fe Relocation Services Switzerland SA	Shipment of household goods and personal effects	2022	ILO	11/29/2023	9/4/2026	830
Fischer Papier AG	Printing and Administrative Paper	2023	UNOG	4/24/2024	4/23/2027	0
ANTALIS SA	Printing and Administrative Paper	2023	UNOG	4/24/2024	4/23/2027	17,542
Lyreco Switzerland SA	Printing and Administrative Paper	2023	UNOG	4/24/2024	4/23/2027	570



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