



2022

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

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Opening Remarks

The Common Procurement Activities Group (CPAG) had a productive 2022 as a leading procurement network, thanks to the active and efficient contributions of all its Member Organizations. Despite a difficult year with a number of challenges that may have directly or indirectly impacted our activities, our network has continued to thrive in various procurement aspects.

One of the key highlights of CPAG's activities in 2022 was the significant increase in knowledge sharing among members, as demonstrated by a 12% rise in the number of queries from 191 to 214. Members actively exchanged information and shared experiences, contracts, best practices, and policies under the CPAG umbrella, highlighting the value of collaboration and information-sharing within the network.

Moreover, CPAG Members reported an impressive overall Estimated Cost Efficiencies (ECE) of CHF 30,236,170 from 28 CPAG common contracts.

In addition, CPAG's Working Groups continued to make progress in their respective areas of focus. The Working Group for ECE calculation led by UNOPS presented a report and guidance document on the Estimated Cost Efficiencies calculation to all Members in CPAG's third quarterly meeting in 2022. The Working Group for Common Contract Template led by ILO shared the Affiliate Agreement and Piggy-back Agreement to further standardize and facilitate cooperation among members regarding joint tenders and piggybacking on existing contracts.

Annual report 2022 demonstrates why CPAG continues to be effective and enjoys the strong support, enthusiasm, and commitment of its Member Organizations and the CPAG Secretariat. We extend our gratitude to all involved and remain committed to expanding our cooperation to maximize the benefits of CPAG for every participant.

Donatella Castellucci

Donatella Castellucci

CPAG Chairperson during 2021-2022

World Intellectual Property Organization

Zoran Cikiric

CPAG Chairperson during 2022-2023

International Telecommunication Union

CPAG at a Glance

“

In these challenging times of post-pandemic recovery, marked by geopolitical and economic uncertainty, CPAG showed its resilience by responding quickly to operational challenges and ability to manage risk and disruptive events through flexible collaborative arrangements.

Vanja OSTOJIC

Chief, Procurement Bureau

ILO

”

The Common Procurement Activities Group (CPAG) is a voluntary inter-agency procurement network comprising of Geneva-based UN entities and international organizations. CPAG is committed to enriching and improving procurement activities by leveraging the knowledge, experience, and best practices of its member entities.

Originally established on 15 May 1952 as the Committee on the Coordination of Purchase and Supply Services of the United Nations Office and Specialized Agencies at Geneva, CPAG has since evolved and is now governed by the Statutes and Rules of Procedures that were first adopted on 22 April 2005, with the most recent revision taking place on 26 September 2017.

CPAG History

Prior to WWII	<ul style="list-style-type: none">• Prior to World War II (WWII), the Joint Purchasing Committee, comprised of the International Labour Organization (ILO) and the League of Nations, successfully procured thirty standardized items through public tender, as documented in Chapter I of the 1952 Committee on the Coordination of Purchase and Supplies Services' Report. After WWII, the Joint Purchasing Committee re-opened its activities and was joined by the World Health Organization (WHO), as outlined in the aforementioned report.
1951	<ul style="list-style-type: none">• 1951. The executive heads of the United Nations Office at Geneva (UNOG), ILO, WHO, World Meteorological Organization (WMO), and International Telecommunication Union (ITU) initiated a "survey" to examine the possibility of creating a "common purchase service" to serve their respective organizations.
26 Nov 1951	<ul style="list-style-type: none">• 26 November 1951. The Committee on the Coordination of Purchase and Supplies Services convened its inaugural meeting.
15 May 1952	<ul style="list-style-type: none">• 15 May 1952. The report of the Committee on the Coordination of Purchase and Supplies Services detailed the establishment of the Common Purchase and Supplies Services for the International Organizations at Geneva and recommended the formation of an improved version of the Joint Purchasing Committee known as the Joint Purchase Service (JPS), which had a slightly larger scope.
8 Dec 1952	<ul style="list-style-type: none">• 8 December 1952. The Statutes of the JPS of the European Office of the United Nations and the Specialized Agencies in Geneva (ILO, WHO, ITU, WMO) were approved.
22 Apr 2005	<ul style="list-style-type: none">• 22 April 2005. The United Nations Office at Geneva and specialized agencies, funds, and programmes adopted the Statutes of the Common Procurement Activities Group (CPAG) on 22 April 2005, which replaced the JPS.
26 Sep 2017	<ul style="list-style-type: none">• 26 September 2017. The Statutes of CPAG were revised.



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Objectives

CPAG aims to standardize procurement activities and centralize requirements through group purchasing while respecting the varied policies and procedures of its Member Organizations and upholding the constitutional, budgetary, and administrative autonomy of each organization. CPAG offers Member Organizations the opportunity to collaborate, share best practices, and coordinate their procurement operations. CPAG's objectives include:



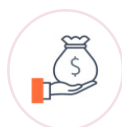
- Promoting the harmonization of procurement policies and procedures



- Standardizing the procurement of goods, works, and services where possible



- Enhancing the efficiency and effectiveness of procurement operations by enabling Member Organizations to benefit from the results of the procurement operations of other Members



- Pooling procurement requirements to benefit from economies of scale and achieve cost savings for Member Organizations.

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It is a true privilege for GAVI to benefit from the CPAG services. GAVI is not an UN agency and mid-size organization, we truly enjoy being part of this group, which is able to provide value both at a strategic level and also operational level. We always receive other organizations feedback whenever we raise a question or a concern and this is most useful as most challenges are shared.

Florie LEGUAY

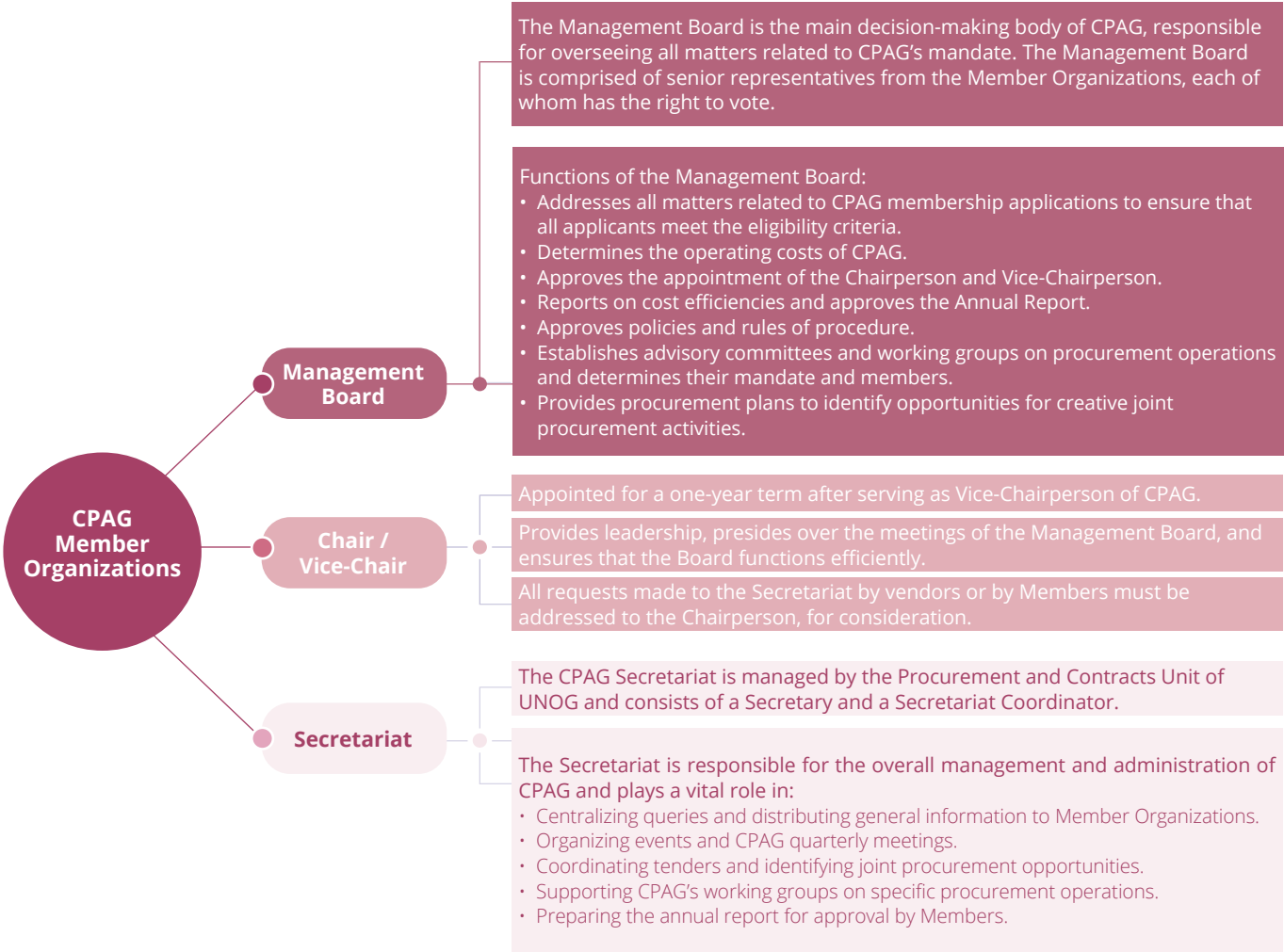
Head of Procurement, GAVI

”

Structure

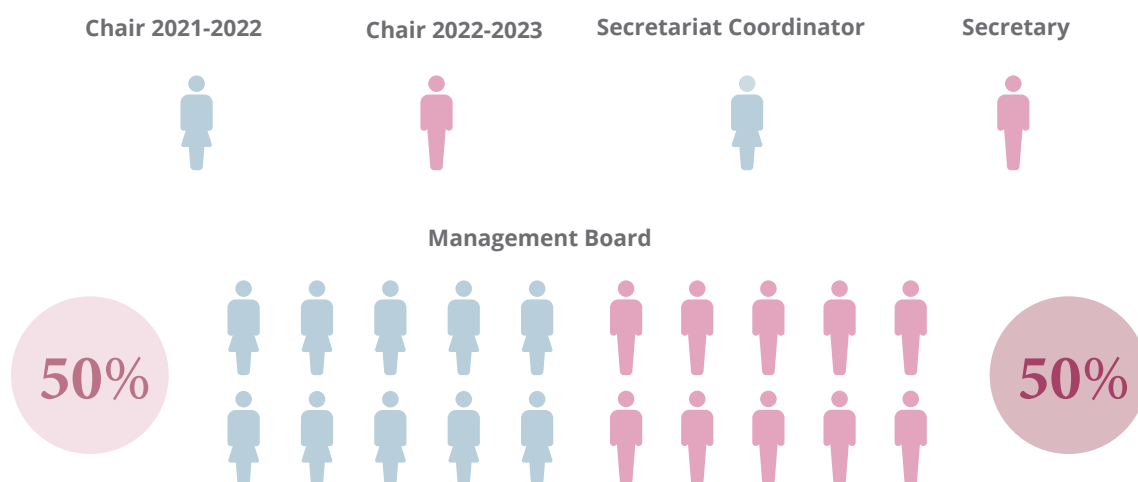
CPAG's effective management and functionality are supported by its well-defined structure, which includes a Management Board, Secretariat, Chairperson, and Vice-Chairperson. Each of them has clear roles and responsibilities, which contribute to the efficient operation of CPAG.

Structure of CPAG



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In 2022, CPAG successfully achieved gender parity within its management bodies by achieving a balanced representation of both female and male members in the Management Board.



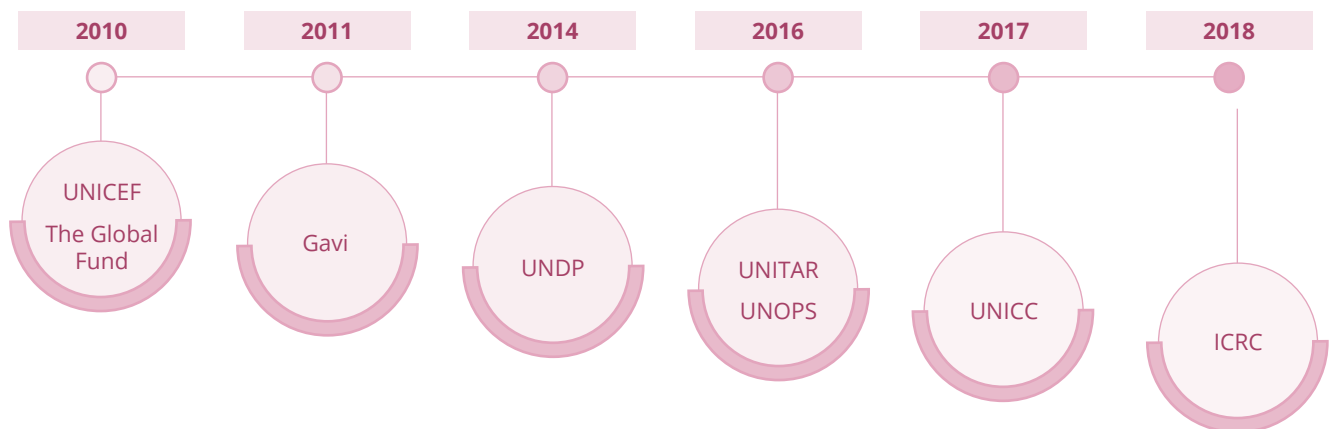
CPAG Member Organizations are UN entities and international organizations based in Geneva who have agreed to work together as a group to, notably, share their knowledge and experiences, identify potential common procurement activities, as well as participate in joint tenders, events, meetings and working groups.

A collage of logos for various international organizations and agencies, including Gavi, UNESCO, ILO, IOM, ITU, International Trade Centre, UN AIDS, UNICEF, ICC, UNHCR, UNCTAD, The Global Fund, World Trade Organization, UNDP, ICRC, UNOG, UNOPS, WHO, WIPO, and WMO.

2022 CPAG MEMBERS LOCATION



History of CPAG Membership



New Membership

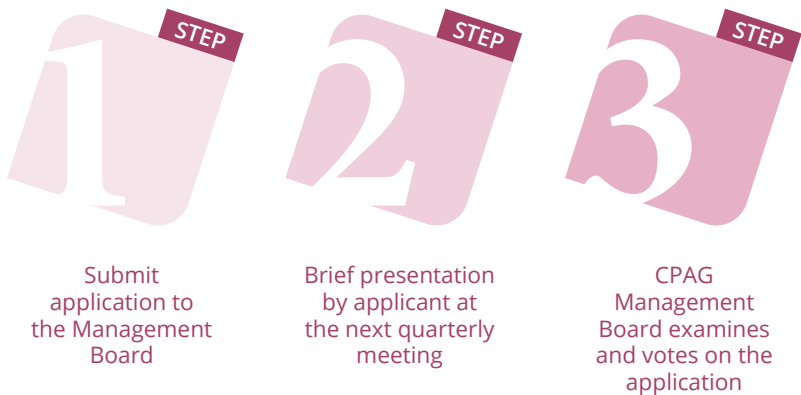
CPAG Management Board is responsible for evaluating applications from organizations and entities seeking to join the CPAG community. CPAG welcomes and encourages interested parties to explore the potential benefits and value of CPAG membership.

Eligible entities include:

- existing or future specialized agencies associated with the United Nations, regardless of their headquarters’ geographic location;
- International, intergovernmental or non-governmental organizations or activities financed by trust funds or special accounts, or any other entity in the interest of CPAG.

Over the past decade, CPAG has steadily grown in size, expanding from 12 members in 2010 to its current membership of 20 organizations in 2022.

Membership Application Procedure



“Although the UNICC Procurement team has recently relocated out of Geneva, we remain a member of the CPAG forum. UNICC benefits from important insights from CPAG members relating to vendor performance and procurement activities that we are undertaking for the UNICC team in Geneva. We also benefit from the interesting discussions around ongoing common projects related to topics of mutual interest to procurement such as sustainable procurement initiatives, legal negotiations, best practices, inter alia.

Jacqueline ENSTONE
Head of Procurement, UNICC

”

Governance

The Management Board constitutes the main body of CPAG, responsible for the execution of all activities associated with CPAG's mandate. The Board holds the authority to make critical decisions, which are documented, disseminated, and carried out by the Secretariat.

Functions of the Management Board

As outlined in the CPAG Statutes, the Management Board convenes at least four times a year in the quarterly meetings.

These quarterly gatherings provide an excellent opportunity to accomplish the following:

- Update Members on the current state of procurement procedures, keeping Members informed of any progress made.
- Strategize and discuss key goals for the upcoming quarter
- Address matters of mutual interest to Member Organizations
- Analyze specific aspects of procurement activities and policies

The quarterly meetings serve not only as an informative platform for Members, but also as a crucial avenue for exchanging ideas and making group decisions, ranging from operational issues to significant contractual matters. Furthermore, these meetings play a vital role in enabling the CPAG Secretariat to assess the group's performance regularly by establishing both short and long-term goals.

In collaboration with the Secretariat, the Chairperson develops the agenda for meetings, incorporating input from Members to ensure that all Member Organizations have an opportunity to participate in discussions and decision-making during the quarterly meetings.

The Secretariat bears the responsibility of preparing background documents for the Management Board meetings and executing decisions and instructions accordingly.

CPAG 2022 Q4 Meeting at WIPO:



© Photo by Yanmei DUAN

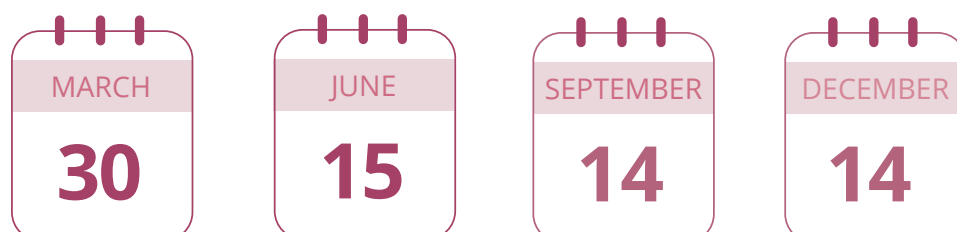
Main Items Addressed During the 2022 Quarterly Meetings

Q1	29 March 2022	<ul style="list-style-type: none"> * Presentation of 2022 procurement training opportunities (UNDP) * Update on status of CPAG tenders * Vice chairperson and rotation list * Clarification of the Management Board Meeting * Presentation of CPAG 2021 Annual Report * Approval of 2022 CPAG operational costs * CPAG queries data presentation * CPAG working group update
Q2	15 June 2022	<ul style="list-style-type: none"> * Update on status of CPAG tenders * Discussion: training opportunities and update of the training survey result * Discussion: a database of procurement manuals, policies and regulations. * CPAG Membership Discussion
Q3	21 September 2022	<ul style="list-style-type: none"> * Update on status of CPAG tenders * Update of the electricity contract * Presentation: Working Group for ECE calculation * Proposal of a new idea: Focus on our colleagues * Handover of the Chairpersonship from WIPO to ITU
Q4	13 December 2022	<ul style="list-style-type: none"> * Update on status of CPAG tenders * Presentation: Working Group for Common Contract Template * Show and Tell: UNOG & UNICC * CPAG 2022 Annual Report ideas * Information sharing and piggyback contracts * Vendor Performance Review for Joint Tenders



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Proposed Schedule for the 2023 Quarterly Meetings



Chairperson History and Rotation

On 14 December 2021, the Management Board approved the transfer of the Chairpersonship for the 2021-2022 term from UNOPS to WIPO, with ITU as Vice-Chair, effective from the 4th Quarterly Meeting of 2021 until the 3rd Quarterly Meeting of 2022.

At the 3rd Quarterly Meeting of 2022, the Chairpersonship was handed over to the ITU representative, with UNOG assuming the Vice Chairpersonship, effective from the 4th Quarterly Meeting of 2022 until the 3rd Quarterly Meeting of 2023, in accordance with the rotation list.

It is noteworthy that throughout the interceding period between the 2022 Q3 and Q4 meetings, WIPO continued to serve in the capacity of CPAG chairperson.

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



© Photo by Ali KANSO

“

As a member of the CPAG organization we are able to collaborate and share information with a wide range of organizations on common procurement needs and challenges. UNOPS participated in a joint tendering exercise for travel management services and achieved considerable cost savings by avoiding the cost of running the procurement process separately and achieving best value for money due to combined sales volume of the CPAG organization.

”

Abdul Raqeeb YUSUFI
Head of Procurement
UNOPS Geneva Office

Future Rotation of Chairperson and Vice-Chairperson

	Chair	Vice-Chair
2022-2023	ITU	UNOG
2023-2024	UNOG	ILO
2024-2025	ILO	WHO
2025-2026	WHO	UNESCO
2026-2027	UNESCO	WMO
2027-2028	WMO	UNICEF
2028-2029	UNICEF	THE GLOBAL FUND
2029-2030	THE GLOBAL FUND	GAVI
2030-2031	GAVI	ITC
2031-2032	ITC	WTO
2032-2033	WTO	UNDP
2033-2034	UNDP	UNHCR
2034-2035	UNHCR	UNOPS
2035-2036	UNOPS	IOM
2036-2037	IOM	UNICC
2037-2038	UNICC	ICRC
2038-2039	ICRC	UNAIDS
2039-2040	UNAIDS	UNITAR
2040-2041	UNITAR	WIPO
2041-2042	WIPO	ITU

Operational Costs

Annually, each member of the CPAG remits its share of the operational costs of the CPAG to UNOG, in accordance with the amount determined by the Management Board in the prior year. As of 1 December 2017, a minimum threshold of USD 2,500 was established as part of the Membership fee.

The operational costs of the CPAG consist of the salary cost for one full-time staff member, along with administrative expenses related to the post, which are apportioned among members based on their respective headcounts of non-temporary staff as of 31 December of the preceding year.

The operational costs play a vital role in facilitating the efficient allocation of resources, as the CPAG Secretariat benefits from having a dedicated full-time resource to administer its affairs.

The contribution of operational costs by each CPAG member ensures that the CPAG Secretariat is endowed with a reliable resource to oversee its activities and obligations, thereby promoting optimal utilization of the resources.

Costs for 2022

The total amount of operational costs for 2022 was **USD 210,577**, which includes:

- **USD 201,974** standard salary cost for a P-3 in 2022
- **USD 8,603** office expenses

CPAG Cost Breakdown 2022 (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	315	2.4815%	\$2,500.00	\$3,984.70	\$6,484.70
ICRC	1,261	9.9338%	\$2,500.00	\$15,951.44	\$18,451.44
ILO	1,165	9.1776%	\$2,500.00	\$14,737.06	\$17,237.06
IOM	386	3.0408%	\$2,500.00	\$4,882.84	\$7,382.84
ITC	353	2.7808%	\$2,500.00	\$4,465.39	\$6,965.39
ITU	648	5.1048%	\$2,500.00	\$8,197.09	\$10,697.09
The Global Fund	739	5.8216%	\$2,500.00	\$9,348.23	\$11,848.23
UNAIDS	190	1.4968%	\$2,500.00	\$2,403.47	\$4,903.47
UNDP	43	0.3387%	\$2,500.00	\$543.94	\$3,043.94
UNESCO-IBE	10	0.0788%	\$2,500.00	\$126.50	\$2,626.50
UNHCR	631	4.9709%	\$2,500.00	\$7,982.05	\$10,482.05
UNICC	59	0.4648%	\$2,500.00	\$746.34	\$3,246.34
UNICEF	365	2.8754%	\$2,500.00	\$4,617.19	\$7,117.19
UNITAR	47	0.3703%	\$2,500.00	\$594.54	\$3,094.54
UNOG	2,738	21.5692%	\$2,500.00	\$34,635.25	\$37,135.25
UNOPS	121	0.9532%	\$2,500.00	\$1,530.63	\$4,030.63
WHO	1,668	13.1401%	\$2,500.00	\$21,099.92	\$23,599.92
WIPO	1,053	8.2953%	\$2,500.00	\$13,320.28	\$15,820.28
WMO	275	2.1664%	\$2,500.00	\$3,478.70	\$5,978.70
WTO	627	4.9393%	\$2,500.00	\$7,931.45	\$10,431.45
TOTAL	12,694	100.00%	\$50,000.00	\$160,577.00	\$210,577.00

Costs for 2023

Members will be called upon to accept the 2023 operational costs, at the 1st Quarterly Meeting of 2023. The foreseen amount will be USD 204,734, consisting of:

- **USD 196,130** standard salary cost for a P-3 in 2023
- **USD 8,604** office expenses

CPAG Cost Breakdown 2023 (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	334	2.5145%	\$2,500.00	\$3,890.77	\$6,390.77
ICRC	1,439	10.8334%	\$2,500.00	\$16,762.95	\$19,262.95
ILO	1,189	8.9513%	\$2,500.00	\$13,850.69	\$16,350.69
IOM	409	3.0791%	\$2,500.00	\$4,764.45	\$7,264.45
ITC	372	2.8006%	\$2,500.00	\$4,333.44	\$6,833.44
ITU	684	5.1494%	\$2,500.00	\$7,967.93	\$10,467.93
The Global Fund	739	5.5635%	\$2,500.00	\$8,608.63	\$11,108.63
UNAIDS	170	1.2798%	\$2,500.00	\$1,980.33	\$4,480.33
UNDP	47	0.3538%	\$2,500.00	\$547.50	\$3,047.50
UNESCO-IBE	14	0.1054%	\$2,500.00	\$163.09	\$2,663.09
UNHCR	767	5.7743%	\$2,500.00	\$8,934.80	\$11,434.80
UNICC	51	0.3839%	\$2,500.00	\$594.10	\$3,094.10
UNICEF	304	2.2886%	\$2,500.00	\$3,541.30	\$6,041.30
UNITAR	54	0.4065%	\$2,500.00	\$629.05	\$3,129.05
UNOG	2,874	21.6367%	\$2,500.00	\$33,479.30	\$35,979.30
UNOPS	111	0.8357%	\$2,500.00	\$1,293.04	\$3,793.04
WHO	1,723	12.9715%	\$2,500.00	\$20,071.27	\$22,571.27
WIPO	1,044	7.8597%	\$2,500.00	\$12,161.58	\$14,661.58
WMO	295	2.2209%	\$2,500.00	\$3,436.46	\$5,936.46
WTO	663	4.9913%	\$2,500.00	\$7,723.30	\$10,223.30
TOTAL	13,283	100.00%	\$50,000.00	\$154,734.00	\$204,734.00



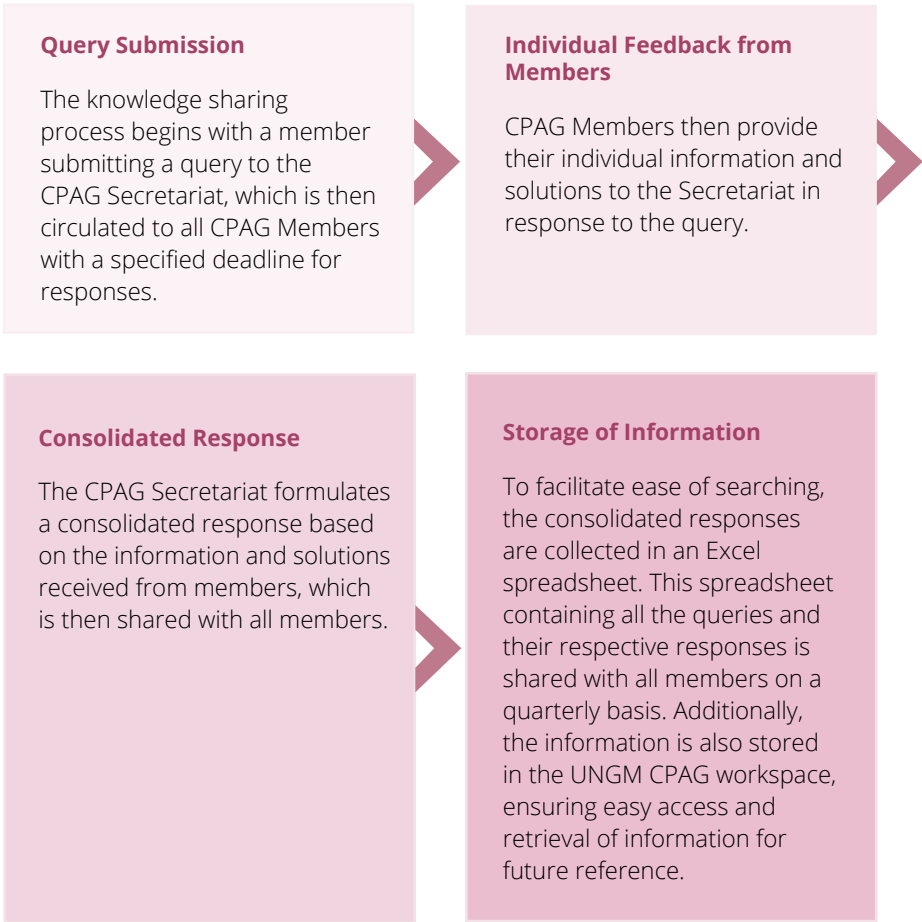
Knowledge Sharing

Effective knowledge sharing is a critical component of CPAG’s activities, serving as a platform for disseminating information and sharing existing contracts, policies, and experiences. By participating in the knowledge sharing mechanism, members can learn ways to undertake procurement activities more efficiently, leading to greater overall effectiveness.

The benefits of knowledge sharing for individual procurement offices are numerous, including:

- Enhancing the lists of vendors invited to tenders
- Receiving clarifications on practices and groundbreaking policies
- Gaining insights into vendor performance
- Identifying recent tenders or contracts to avoid duplication of procurement procedures.

Knowledge Sharing Process



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The collaboration between members of the CPAG is an invaluable resource to WHO's operations in Geneva. It provides a platform where resources and information can be easily accessed aside from the savings achieved through joint tender exercises.

Constantino ABALOS
Procurement Officer, WHO

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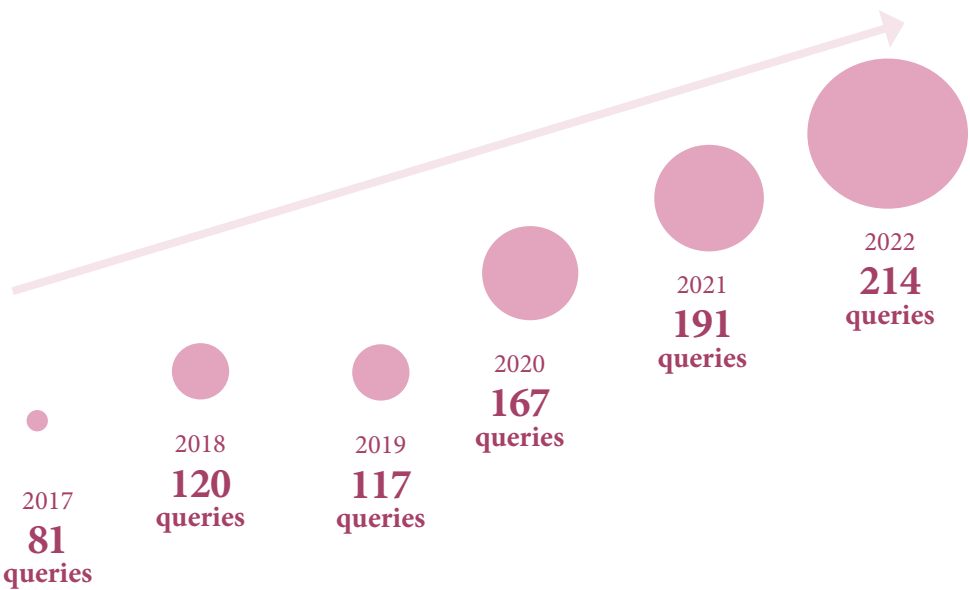


© Photo by Yanmei DUAN



In 2022, the level of knowledge exchange within CPAG reached its highest point since 2016. A total of 214 queries (Annex I) were disseminated, resulting in 1189 informative responses from Members. This marked a 12% increase in the number of queries compared to 2021, indicating a growing trend of active participation in knowledge sharing among CPAG Members.

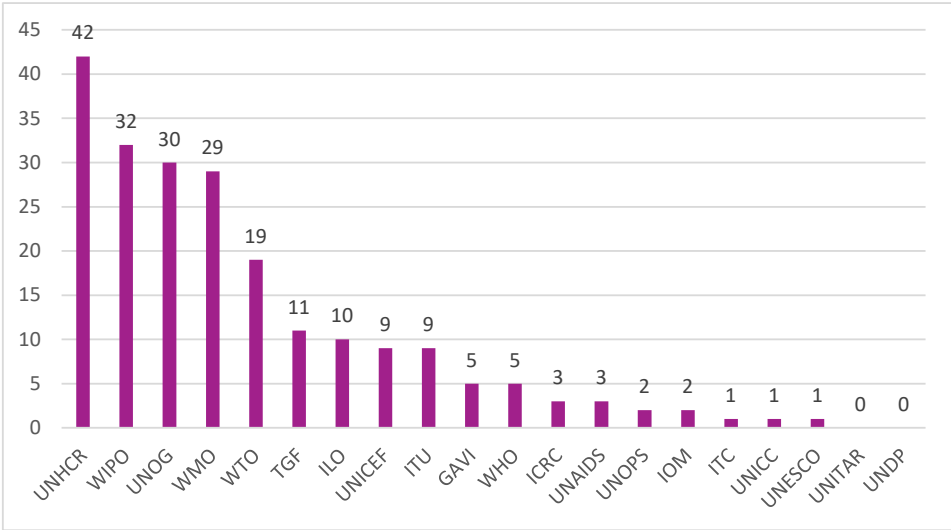
Number of queries per year



The substantial growth in the number of queries over the years demonstrates the valuable benefits derived from the knowledge sharing process. Members have increasingly recognized the importance of exchanging information to enhance their procurement practices.

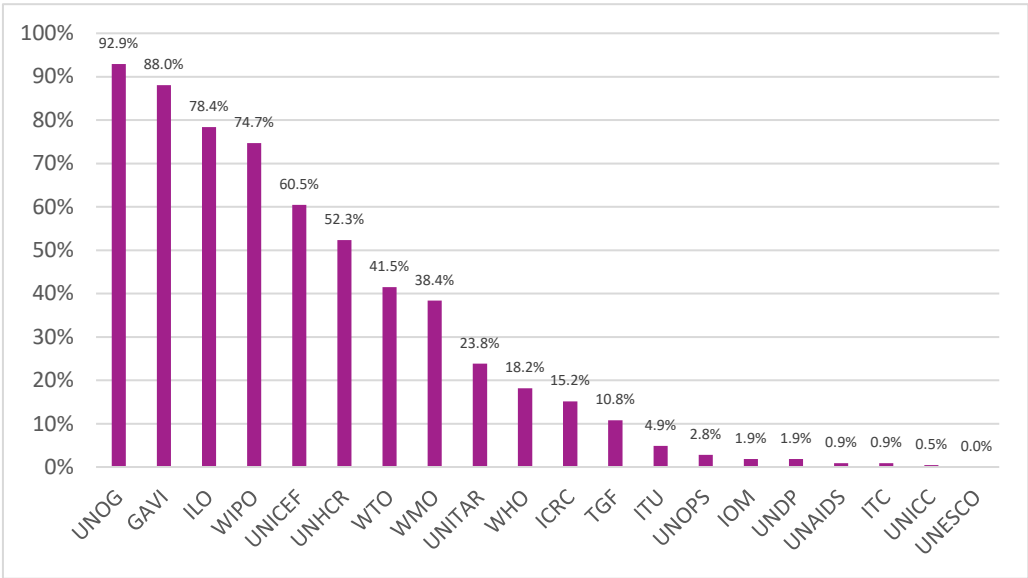
In 2022, a total of 214 queries were raised by various organizations within CPAG. Of these, 42 queries were raised by UNHCR, followed by 32 queries from WIPO, 30 from UNOG, and 29 from WMO. Additionally, WTO had 19 requests circulated within CPAG. For a detailed breakdown of the number of queries raised per organization, please refer to the chart titled “Number of Queries Raised in 2022 per Organization” below.

Number of Queries Raised in 2022 per Organization



The CPAG Secretariat also calculated the response rate of each member organization, which is determined by the number of responses provided divided by the total number of queries for CPAG, minus the number of queries raised. UNOG had the highest response rate, having responded to 92.9% of the queries they received, followed by GAVI at 88.0%. Other organizations that actively participated and responded to queries include ILO, WIPO, and UNICEF, with response rates of 78.4%, 74.7%, and 60.5%, respectively. The response rates for UNHCR and WTO were 52.3% and 41.5%, while WMO responded to 38.4% of the CPAG queries. We extend our sincere gratitude to all colleagues who supported this query/response mechanism of CPAG and provided useful information to all members.

Response Rate in 2022 per Organization





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CPAG cooperation and support among UN agencies represent a very cost-effective approach for finding the most competitive suppliers in the market by minimizing the effort and resources available in this search.

Dr. Eng. Ichiro RUIZ

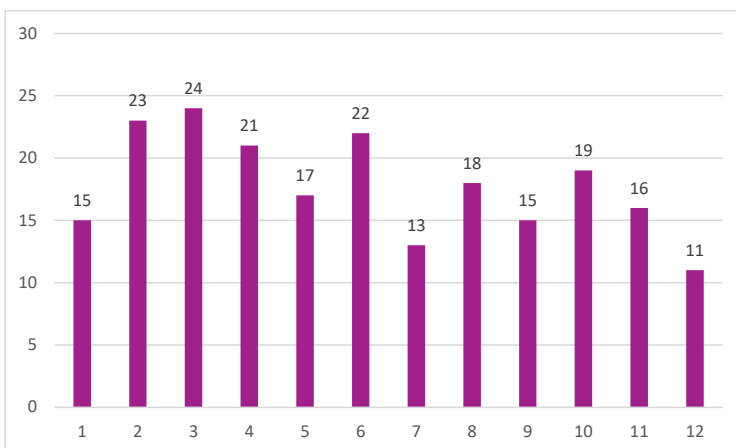
Head of Vendor Management and Contract Administration

UNHCR

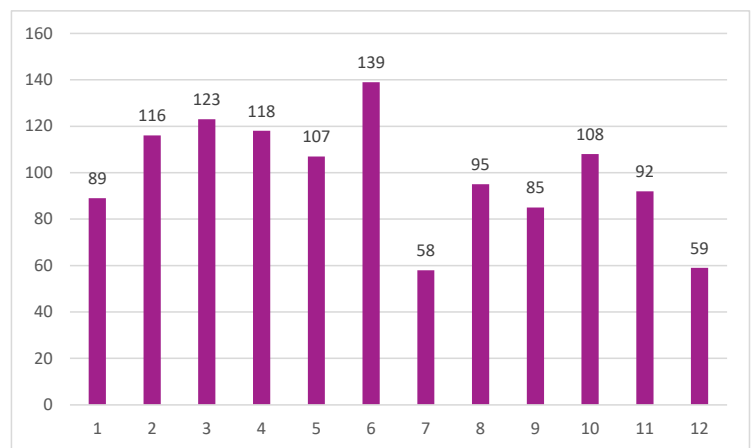
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The CPAG Secretariat also analyzed the number of queries raised in each month throughout 2022, as shown in the chart titled “Number of Queries Raised in 2022 per Month” below. The query numbers were at their lowest in December, July, and January, and peaked in March. The response numbers varied according to the query trends.

Number of Queries Raised in 2022 per Month

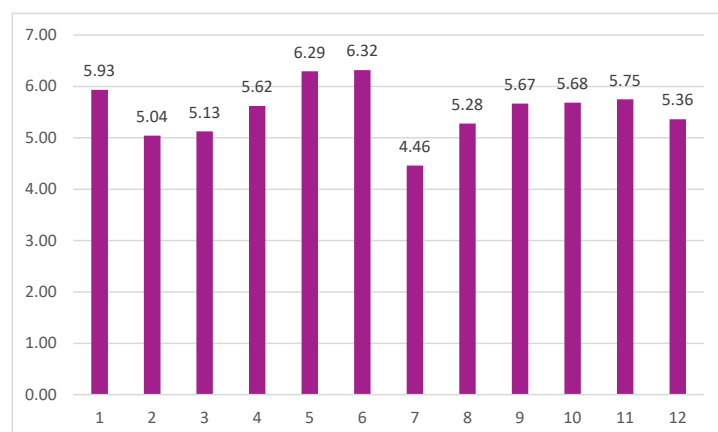


Number of Responses Provided in 2022 per Month

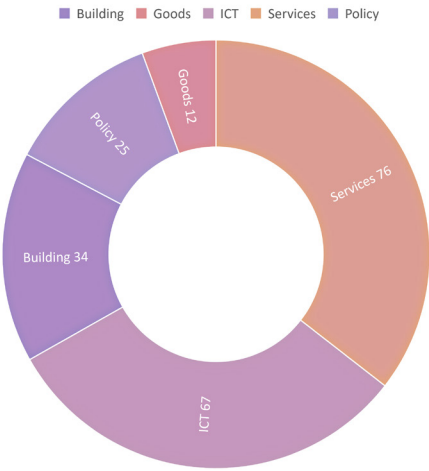


On average, the response number per query for the entire year was 5.56. Notably, colleagues received the highest number of responses in May and June when a query was raised, with 6.29 and 6.32 responses per query, respectively. However, in July, the average number of responses per query was 4.46.

Average Number of Responses Provided in 2022 per Month



Among the 214 queries received, the majority (66.8%) pertained to Services and IT, with 35.5% and 31.3% respectively. Facility management comprised 15.9% of the queries, followed by policy-related inquiries at 11.7%, and Goods-related inquiries at 5.6%.



Capacity building

Procurement training can yield significant benefits, such as the expansion of knowledge and the enhancement of staff skills, resulting in increased productivity and motivation. For many years, UNDP has offered procurement training and certifications accredited by the Chartered Institute of Purchasing and Supply (CIPS) to the UN system. This training guarantees adherence to high-quality procurement standards and facilitates engagement with an international community of procurement professionals, fostering continuous learning and improvement.

Participation to CIPS training



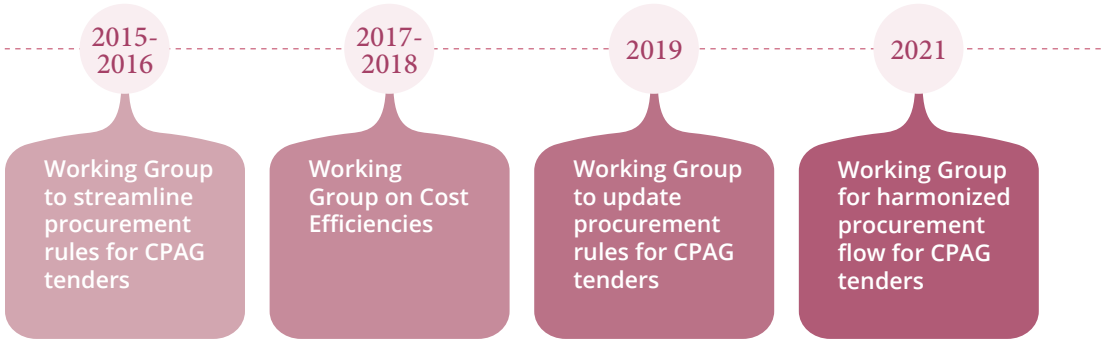
In 2022, a total of 22 CPAG participants took part in the CIPS training sessions.

Training Course	Number of Participants
Introductory Certificate in Public Procurement - Level 2	7
Advanced Certificate in Public Procurement - Level 3	7
Diploma in Strategic Public Procurement - Level 4	8
TOTAL Participants: 22	

Working Groups

In line with previous years, the CPAG working groups demonstrated their effectiveness as a valuable platform for CPAG members to actively contribute their expertise and passion towards addressing shared concerns across a wide range of topics.

Previous Working Groups



2022 Working Group for Estimated Cost Efficiencies (ECE) Calculation

In 2022, the Working Group (WG) chaired by UNOPS for Estimated Cost Efficiencies (ECE) Calculation presented its findings during the CPAG third quarterly Management Board Meeting.

- The WG consisted of representatives from TGF, UNOG, and WIPO, and was established as a follow-up to the previous WG led by WIPO in 2017.

- During the CPAG Q4 meeting in 2020, it was determined that a new WG should be formed to review and update the existing methodologies based on the UNOPS presentation in HLCM-PN in 2019.
- The methodologies in calculating the Estimated Cost Reduction (ECR) and the Estimated Cost Avoidance (ECA) were accompanied by a comprehensive analysis. The WG emphasized the calculation of administrative savings and outlined the guidelines for determining the ECA from piggybacked contracts.
- Additionally, the WG compiled a Q&A document that addressed potential inquiries from Members regarding the calculation of ECEs.
- Following a thorough review and discussion, the Members endorsed the newly proposed methodologies for ECE calculation.



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2022 Working Group for Common Contract Template

During the fourth quarterly Management Board Meeting of the CPAG in 2022, the Working Group (WG) led by the ILO shared its comprehensive findings on the Common Contract Template.

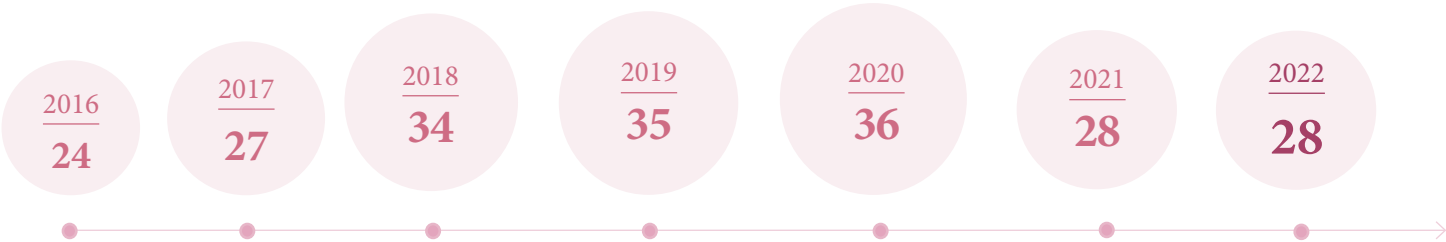
- The WG was led by ILO with UNICEF, UNOG and WIPO as participating agencies.
- After comparing the General Conditions of Contract (GCC) used by different CPAG agencies, the WG noticed that the difference was obvious between UN Secretariat (together with agencies closed to Secretariat) and the UN Specialized Agencies. A contract template must be applied together with the proper GCC.
- The WG determined that creating both a contract and matching GCC would be challenging and time-consuming. Moreover, obtaining full approval of the template from all twenty CPAG member legal divisions would also be difficult.
- Instead, the WG proposed a new contracting approach for both joint CPAG tenders and piggybacking existing LTAs. First, the creation of a simplified standard Affiliate Agreement template for use in joint CPAG tenders. Under this proposal, the lead agency in a joint tender would use its own contract template and GCC, while

participating agencies would use a 3-page Affiliate Agreement to affiliate themselves to the main contract. This proposal aims to make it easier for participating agencies in a joint solicitation compared to the current process of creating their own contract.

- Second, a standardized Piggyback Agreement, which will be used when piggybacking on existing CPAG contracts.
- The WG prepared a flow chart to illustrate the differences between the two agreements templates in different scenarios.
- This new approach was approved by the CPAG Members.
- The two Agreements templates were shared with all the Members in January 2023 for review and comments.
- Members approved the Affiliate Agreement Template and the Piggyback Agreement Template on CPAG 2023 Q1 Meeting.
- The templates were translated into French by WIPO.

Common Contracts

In 2022, CPAG Members benefited from **28** contracts (Annex II), which provided advantageous terms and competitive rates for all participating agencies. Notably, the list was updated last year, and only contracts resulting from CPAG joint tenders were retained. Contracts that were piggybacked by other members after the completion of the bidding exercises were excluded from the common contract list. However, the administrative savings achieved through those piggybacked contracts were duly recorded and more detailed information can be found in the Key Figures chapter.



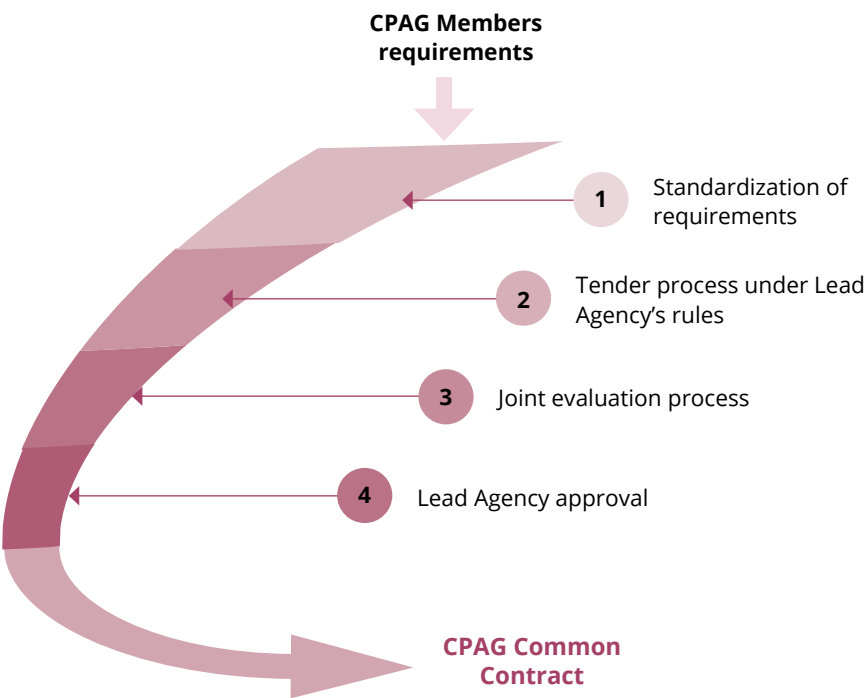
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Joint Tenders

CPAG Members share a common commitment to conducting joint solicitations in a manner that maximizes productivity and ensures the best value for money. Such solicitations or tenders within the CPAG framework involve the inclusion of requirements from multiple CPAG Members and are coordinated by the CPAG Secretariat.

To ensure consistency and effective execution, the joint tenders are organized according to the approved Harmonized Procurement Flow for CPAG Tenders, as of 14 December 2021.

How the process is organized



In 2022, CPAG Members conducted two joint tenders, demonstrating their proactive engagement in collaborative procurement efforts.



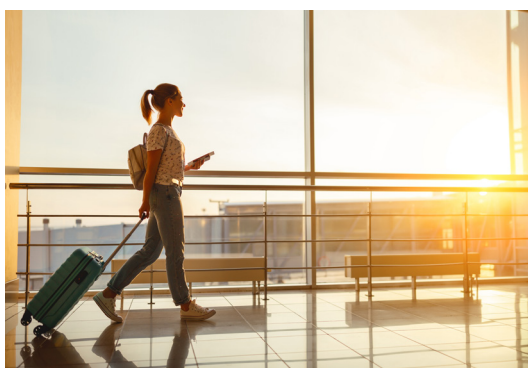
Provision of Lodge Card for Travel Services

Lead Organization	Participating Organizations	Awarded Vendor
UNOG	UNOG, ILO, ITC, ITU, TGF, UNOPS, WTO	Airplus International SA

During the Terms of Reference discussions for this Request for Proposal (RFP) for the **Provision of Lodge Card for Travel Services** in Q2 2022, it became evident that no UN agencies had previously issued tenders for this specific service. All existing contracts held by major entities had been established through direct negotiations. As a result, the UNOG technical team took the initiative to develop the TOR from scratch.

The RFP was officially launched on 11 October and closed on 3 November 2022. Two proposals were received in response to the RFP.

Following a comprehensive joint evaluation process including interviews, the proposal from Airplus International SA emerged as the highest-scoring option. The final decision was submitted to Headquarters Committee on Contracts and was approved on 22 March 2023.



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Shipment of household goods and personal effects

Lead Organization	Participating Organizations	Awarded Vendor
ILO	ILO, UNOG, WMO	A pool of qualified vendors

In Q3 2022, Members engaged in discussions regarding the potential launch of a joint tender for the Shipment of household goods and personal effects. ILO was designated as the lead organization responsible for managing the RFP. UNOG and WMO confirmed their participation in this joint solicitation. It is worth noting that the WIPO, ITC, UNICEF, and UNHCR are currently utilizing the services provided by UNOG.

The TOR discussions were held in Q4 2022 to establish the necessary framework for the tender. Subsequently, the joint ITB

was officially launched on 24 March 2023 and closed on 27 April 2023.

The objective of the ITB is to establish a pool of qualified suppliers. Whenever a request arises, mini competitions will be conducted among the contracted suppliers. These mini competitions will require the contractors to submit prompt quotes, and the contractor offering the lowest technically compliant quotation will be awarded the Purchase Order. This process ensures efficiency and cost-effectiveness in selecting the most suitable supplier for each specific request.

Future Tenders

During each quarterly meeting, the CPAG Secretariat provides updates on the progress of joint tenders and presents new tender opportunities based on Members' requests. The potential tenders for the future, with collaboration between at least two CPAG Members, are thoroughly discussed and approved by the Management Board.

In 2023, the following tender was identified for consideration:



Provision of Printing and Administrative Paper

Leading Organization: UNOG

Participating Organizations: ILO, UNHCR, UNICEF

The previous joint tender for paper was carried out in 2019. However, due to the fluctuation in paper prices and numerous requests from suppliers to substantially increase the price, UNOG made the decision to cancel the contract. As a result, UNOG initiated a series of RFQs to fulfill their paper requirements.

This time, UNOG plans to adopt a more flexible strategy and intends to launch a joint tender in 2023. ILO, UNHCR and UNICEF have already confirmed their participation in this collaborative solicitation. By conducting a joint tender, organizations aim to leverage their collective strength and achieve more favorable terms and pricing for paper supplies.

Joint Contract Management



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Following the conclusion of a joint tender and the establishment of a CPAG common contracts, members manage their contracts separately. In 2022, there were two significant CPAG common contracts that necessitated collaborative management and joint decision-making. During this time, CPAG exemplified remarkable team spirit and effectively resolved issues as a unified group.

Contract for the Provision of Electricity

In the joint tender conducted by WIPO with the participation of 12 CPAG entities, SIG was awarded the contract for the provision of electricity for a duration of 3 years, commencing on 1 January 2022.



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As per the terms of the contract, CPAG Members were required to fix the price for electricity for the year 2023 before 10 December 2022, and for the year 2024 before 10 December 2023. In the second quarter of 2022, Members expressed concerns regarding the substantial increase in electricity prices and the lack of visibility about the evolution of the prices to enable decision making.

WIPO and CPAG took prompt action by engaging a consultancy company and forming a Monitoring Group (MG) consisting of WIPO, UNOG and ILO. The MG was entrusted in making a decision on behalf of the whole group. The MG conducted daily discussions with the consultant throughout July 2022. Based on the consultant's advice and the MG's own analysis, with the approval of all the participating agencies, the price for electricity in 2023 was fixed on 28 July 2022 for CPAG.

Detailed records of each MG discussion, including meeting minutes and analysis, were diligently documented and shared with all Members through the UNGM CPAG Workspace.

The situation faced by CPAG regarding the significant increase in electricity prices presented a challenging and unforeseen circumstance. Despite the complexities, the CPAG Members' collaborative efforts, resilience, and proactive problem-solving approach exemplify their strong team spirit and commitment to managing this joint contract effectively. **By working together, CPAG Members were able to navigate and overcome challenges, reinforcing the effectiveness of the CPAG framework and the benefits of collective collaboration.**

Contract Performance Issue

In the case of another major CPAG common contract used by 14 CPAG members, a serious performance issue arose during the second and third quarters in 2022. Multiple members reached out to the CPAG Secretariat, reporting concerns about the supplier's lack of responsiveness, inadequate customer support, and service delays.

The CPAG Secretariat acted swiftly and organized several discussion sessions with procurement and technical colleagues from all the participating agencies to address the matter. It was recognized that the performance issues primarily stemmed from a shortage of personnel, compounded by the impacts of the COVID-19 pandemic in previous years. Importantly, it was noted that the issue extended across the industry, as organizations outside of CPAG also experienced similar challenges with different suppliers for the same service.

During the meeting on 19 October 2022, it was collectively decided that a letter would be drafted by CPAG Secretariat, reviewed, and co-signed by all the agencies experiencing the performance issues, to convey their common concerns to the supplier. This action

aimed to address the shared challenges and encourage improvements in contract performance.

Upon receiving the letter, the supplier responded with a detailed plan outlining steps for performance improvement, including recruitment and training initiatives. A follow-up meeting took place on 15 December 2022. Prior to the meeting, a survey was circulated among the members to gauge their level of satisfaction with the supplier's performance. Subsequently, in February 2023, the group reconvened to further discuss the issue. Based on the feedback received from members, it was evident that the performance had improved and met the required standards.

This journey exemplifies the strength of CPAG's team spirit. The willingness to work together, support one another, and find solutions in the face of challenges reinforces the essence of collaboration and the tremendous benefits it brings to all members involved. By overcoming difficulties as a united front, CPAG members have not only resolved the performance issue but also strengthened their collective bond and fostered a culture of shared success.



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Success story

One remarkable success story in CPAG was the Adobe contract, which initially began as a CPAG contract but has since expanded its reach and influence.

On 24 October 2018, UNOG established a three-year Enterprise License Agreement (ETLA) with Adobe Systems Software Ireland Ltd. for the provision of Adobe licenses and products. In 2021, UNOG re-negotiated the contract for an additional three-year period (2021-2024).

The Adobe contract, initially established as a CPAG contract led by UNOG, has seen widespread adoption among CPAG members, including ILO, IOM, UNHCR, UNICC, UNITAR, WHO, WMO, WTO, and others. The visionary ETLA allows any UN entity to join at any time, resulting in the inclusion of agencies outside of CPAG such as IAEA, FAO, and UNFPA. The advantageous prices negotiated within the ETLA has driven increased participation and deployment of Adobe licenses throughout the UN system.

In 2022, significant growth was observed in various key metrics related to the Adobe contract. Compared to 2018, the total yearly spend increased by an impressive **946%**, surging from EUR 326,600 to EUR 3,418,804. The number of individual licenses (excluding Adobe Sign) experienced a substantial rise of **1,230%**, soaring from 1,183 to **15,744** licenses. Furthermore, the number of participating agencies expanded from 5 in 2018 to an impressive **22** in 2022. These figures demonstrate the remarkable success and widespread adoption of the Adobe contract, reflecting its value and appeal to an increasing number of UN entities.

The Adobe contract has brought significant cost efficiency to the UN, with direct price negotiations resulting in savings of approximately USD 2 million in 2022. In addition to the commercial benefits, the customized ETLA has operational advantages, offering enterprise-wide agreements that reduce software management overhead and procurement costs. The combined one contract with Adobe has further reduced administrative costs for the whole UN.



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The Adobe contract is distinguished by a unique contract management mechanism centrally managed by UNOG. Under this model, the ETLA is established with UNOG as the sole signatory, who receives and processes all invoices on behalf of participating agencies. This streamlined approach eliminates the need for separate agreements with Adobe, while an annual true-up mechanism simplifies adjustments. The Global Admin Console provides centralized oversight, while user management is decentralized through Entity Level Admin and Child Consoles. This allows for the use and transfer of licenses among all UN entities, ensuring flexibility and efficient license management.

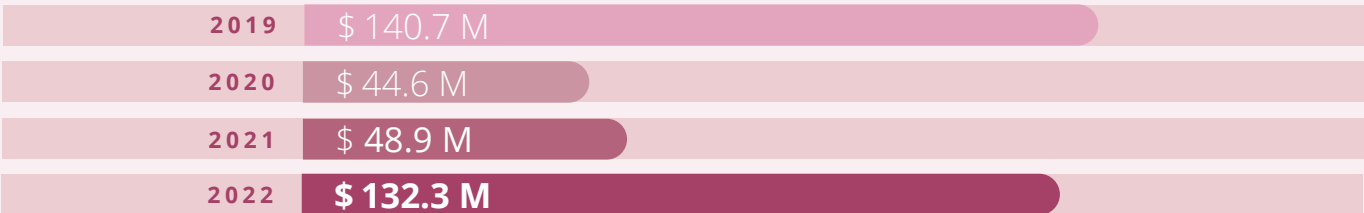
The Adobe contract represents a creative and efficient approach to contract management in CPAG, exemplifying the power of collaboration and innovation. Through the visionary ETLA model, we have successfully streamlined procurement processes, fostered cost savings, and promoted flexibility in license management. This forward-thinking strategy has garnered widespread adoption among CPAG members and beyond, delivering significant value to the UN system. **The Adobe contract showcases the transformative potential of creative contract management approaches in driving success and efficiency.**

Key Figures

In 2022, CPAG achieved an Estimated Cost Efficiency (ECE) of **CHF 30,236,169.96** (equivalent to **USD 32,758,580.67** using the UN Operational Rate of Exchange as of 31 December 2022). This impressive performance was a result from **28** common contracts and **74** piggyback contracts, which generated a total procurement volume of **CHF 122,131,561.29** (USD 132,320,218.08).

Total CPAG Procurement Volume for CPAG common contracts (USD)

The comparison of total procurement volume for CPAG common contracts reveals a significant increase in expenditure levels in 2022 compared to the previous years of 2020 and 2021, which were heavily impacted by the Covid-19 pandemic. The expenditure in 2022 reached a level similar to that of 2019, indicating a notable recovery in procurement activities.

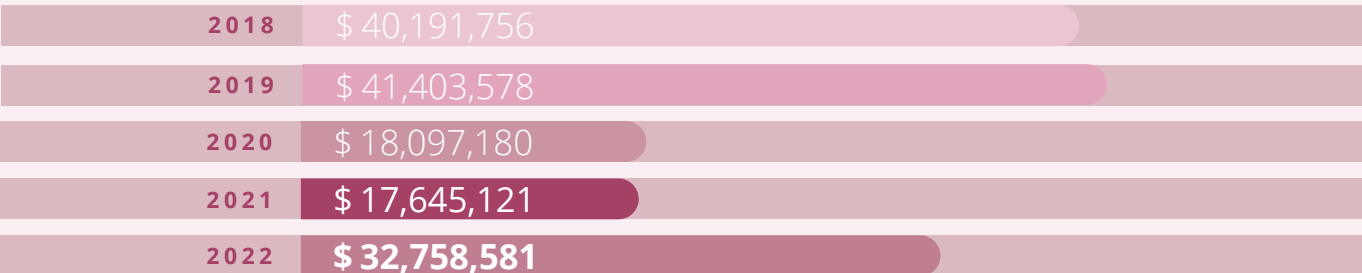


In the specific category of travel services, there was a substantial decline in expenditure from 105 million in 2019 to approximately 20 million in both 2020 and 2021, as travel restrictions and safety concerns greatly reduced travel-related procurement. However, in 2022, there was a notable recovery with expenditure in travel services reaching USD 100.4 million, reflecting a gradual return to pre-pandemic levels.



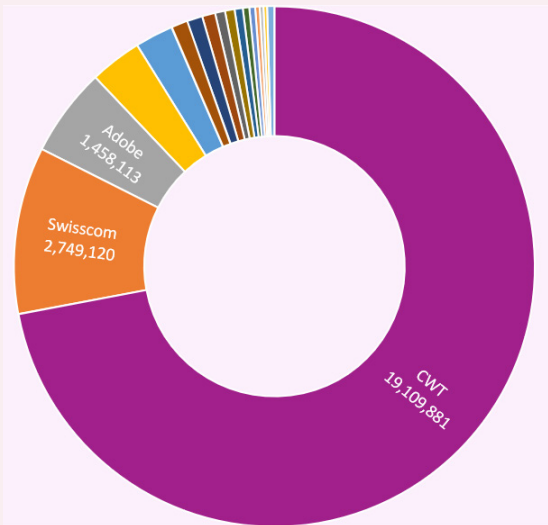
Total Estimated Cost Efficiencies (ECE) 2018-2022 (USD)

The cost efficiencies figures are calculated based on the data provided by Member Organizations to the CPAG Secretariat. The ECE figures also experienced a decline in 2020 and 2021 due to the impact of the Covid-19 pandemic. However, there was a significant rebound in 2022, with the total ECE increasing to **USD 32,758,581**. This indicates a recovery in cost efficiencies and procurement activities, aligning with the overall trend of increased expenditure in 2022.



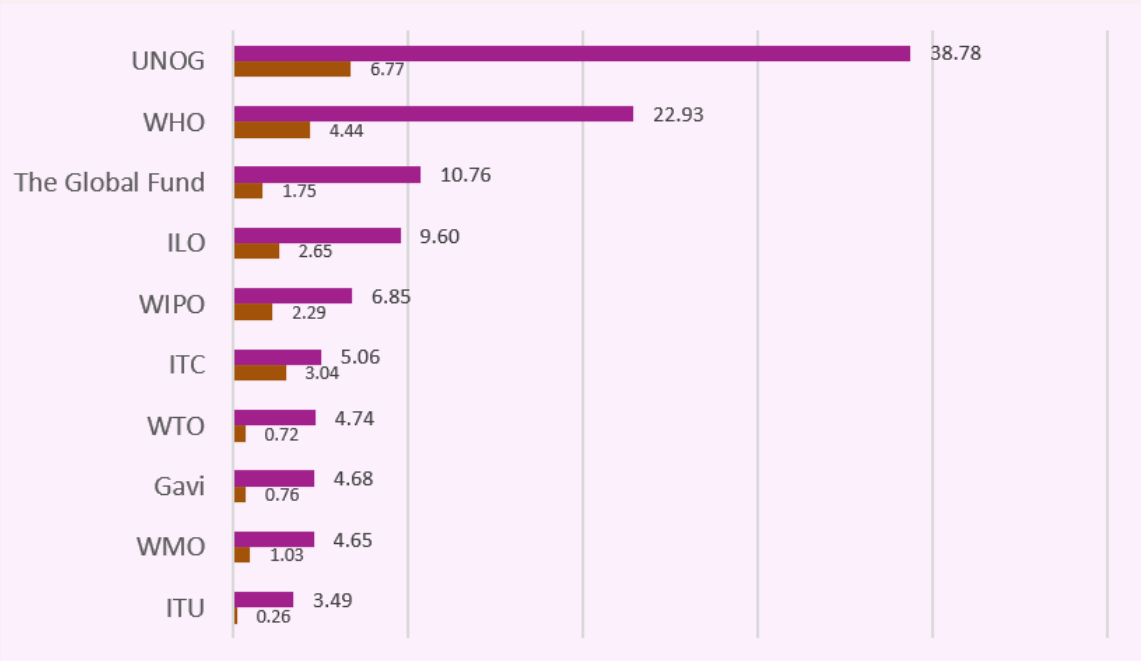
Top Common Contracts Providing the Highest Cost Efficiencies in 2022 (CHF)

Contracts providing the highest Cost Efficiencies in 2022 are the following: CWT for Travel Management Services, Swisscom for Mobile Telephone Services and Adobe Products and Licences.



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 agencies) in millions CHF.



Total Administrative Savings in 2022

The CPAG Secretariat introduced the practice of calculating administrative savings in the ECE in 2020. This practice was continued in 2022, and the Secretariat assessed the savings generated when members utilized an existing CPAG organization's contract without undergoing a separate tender process (piggybacking). The total administrative savings achieved in 2022 amounted to CHF **3.72 million**, with CHF 0.19 million attributed to joint tenders and CHF 3.53 million resulting from the practice of piggybacking on existing contracts.

Way Forward



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In moving forward, the CPAG Secretariat is committed to further enhancing the effectiveness and efficiency of CPAG procurement activities. Building on the successes and lessons learned from previous years, the Secretariat will focus on several key initiatives to drive continuous improvement and collaboration.

- Strengthening Mutual Recognition
- Leveraging Volume Discounts and Most Favored Treatment
- Rationalizing Planning and Resources
- Formalizing Harmonization and Best Practices
- Training and Capacity Building

Furthermore, the Secretariat will actively seek feedback from CPAG Members regarding the performance of current vendors and contractors. By establishing effective channels of communication, agencies can provide valuable insights and raise any challenges or concerns they encounter during the procurement process. This feedback will help the Secretariat in evaluating vendor performance and addressing any issues that may arise.

As the Secretariat works towards these goals, it envisions CPAG remaining a shining example of successful procurement collaboration within the UN system. By fostering a culture of cooperation, knowledge sharing, and continuous improvement, CPAG will continue to serve its members as a trusted platform for exchanging information, enhancing procurement practices, and achieving greater value for the UN as a whole.

Annex I

List of 2022 query topics

ABP Printing services for publications	Defensive Driver Training	Increased price in express dispatching services
Accident and health insurance for Schengen visa	Delegation of Authority	Increased rate for security services
Advisory services	Dell	Inflation Market Index
Apple	Diesel heaters	Insurance brokers
APPLE Automated Device Enrolment (ADE) services	Digital knowledge platform	Insurance policy
AR and VR digital solutions	Digital preservation system	Interior design fitting
Artefactual	Digitec AG and Godaddy	International SOS (SOS Assistance SA)
Asylum Campaign	Document destruction services (Cornel)	Internet Access
Automated Testing Tools	Documentum Enterprise Content Management solution	Interpretation Services
AWS Support	Docusign APIs	i-Sight
Axis	Dow Jones, Refinitiv and Moody's	ISS Facility Services
Blood testing services	eCommerce Platform with inventory management	IT advisory firms
Bloomberg	Editing, design and layout services	IT equipment disposal and recycling services
Box of Crayons	Electric forklifts	Josh Bersin Company
Brand research services	Electrical supplies	Laboratory testing of sleeping mats
Building and content insurance	E-library	Lease of conference equipment
Cafeteria and catering services	Emergency Communication Tool	Leasing of large scale central printers
Career outplacement services	Encodian	Leasing television screens
Carpentry, fittings, cabinetmaking and decorative tapestry work	e-Newspapers	LED Video Walls
Chinese characters	Enterprise BurpSuite - PortSwigger	License-based access to online learning and knowledge platform content
Cisco products	Enterprise WordPress development	Liferay licenses
Cloud based digital project management tool	e-Recruitment Tool	Lifts / Escalators
Cloud based Incident/Ticket Management System	eSkill Corporation	Limitation in time to use the same supplier
Communication skills trainings	Event management (IOM on behalf of Unwomen)	Locksmith works
Community-based Research Workshops (Cornel)	Expenses reimbursement policy	Low Value Procurement
Conference centers and hotels	Explosive trace detector	Low Value Procurement best practices
Conference room reservation system	External reviewer for the financial disclosure and declaration of interests (FDDI) program	Maintenance and connection of fire alarms
Consultancy service for fundraising	Feasibility study and the design for solarization of water pumping systems	Maintenance des plateformes élévatrices
Consultancy services to assess audio, visual and IT aspects of conference	Fitch Consulting	Maintenance of 18kV/420V substations
Contract Lifecycle Management tool	Floor markings	Maintenance of air-conditioning equipment
Copyediting, proofreading and layout contracts	Foundation for the Global Compact	Maintenance of electromechanical installations
Corporate accounts for airmiles/frequent flyer programmes	Gartner	Maintenance of power generators
Creation of pictograms	Gas	Managed printing services for Geneva
Creative agency	Gaz contract	Market analysis tools and databases
Daily shipment data tool	Gym machines	Masks and Covid self-testing kits
Danimex for satellite phones	Heating networks	Mazout (fuel oil for heating)
Data management and analytics	Hotel Metropole	Menuiserie
Database of hotels in Geneva	Hourly rate for facility management for soft services	Microsoft LSP/LAR
Datacenter rack servers	Hybrid vehicle	Microsoft professional services
	ICT equipment	
	Incoterms 2020	

List of 2022 query topics

MIND for staff survey	RFQ for services and evaluation method	Twitter
Moody's Analytics	RFQ/ITB/RFP Threshold	Video Interviewing Software Package
Multilingual typesetting and layout services	Risk management in indirect procurement process	Video messaging, interactive communication tool
Multipurpose tents	Roof and facade maintenance services	Video transcription and sub-titling services
NEC screens/monitors	RSA technology	Virtual meeting tools & "out of box" Meeting room reservation system
Negawatt contract and formulaire IES	Safe Host	Vmware
Online donation services	SAP General Terms and Conditions for Cloud Services	Vouchers for Staff Awards
Online event	Savings/Revenue/Profit Sharing Agreements	Warehouse policies
Online language training services	Second hand office furniture	Waste management and garbage collection
Online payment solution	Secretary of the Procurement and contracts committee	Water fountain
Online Procurement Test	Security and emergency management training	Webcast platform
Oracle Digital Assistant and MS Dynamics 365	ServiceNow	Webcasting solution
Palo Alto Networks firewalls/solutions	Software for piggybacking	Webinars with subtitling and dubbing
Park/landscape maintenance	Solar panels	WhatsApp platform
Payment Service Providers	Soursop	White noise systems
Payroll Service	Space X for Starlink terminal	Willis Towers Watson
Peer-reviewed publications	SRI Executive Search	
Penalty clauses for cleaning services	Staff survey services	
Peplink Products	Standard Printix License	
Podcasts	Store bateau et parois japonaises	
Power generators	Strategic research and market intelligence	
Prevention of fraud and corruption	Supply and delivery of various electrical materials	
Price increase cleaning services	Supply of natural stones for the Palais des Nations	
Prince2 PMP	Survey services	
Procure to pay functions	Survey tool	
Procurement Consultant Roster	Tax equalization services and tax advice	
Procurement related KPIs	Technical assistance and advisory services in engineering	
Procurement Unit/Section/Division structure	Telemedicine	
Professional library-grade book scanner	Terrorism insurance	
Professional services to support audio visual team	Testing services	
Promoting tender opportunities through social network	Thermos / travel tumbler	
Public Relations Support	Tone of Voice (TOV) and learning journeys	
Publishing contract award	Training and coaching services	
Purchasing a car through leasing	Training in Sustainable Procurement	
QR billing included in vendor invoice	Transcription services	
Recruitment, headhunting, pipeline research services	Translation services	
RedR UK	Travel agent	
Remote Access Solution	Tridium building management system	
Repatriation shipment	Twilio Authy API authentication services	
Retention policy		

Annex II

List of 2022 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	01/11/2018	01/12/2024	1,458,113
Antalis SA	Paper Supply	2019	UNOG	09/03/2020	08/03/2022 (not extended)	24,211
Bell SA	Language Training Provider	2018	ILO	01/09/2019	31/08/2023	105,539
Celsa-Charmettes SA	Heating Oil/Fuel	2016	UNOG	01/12/2021	30/11/2024	2,387
CWT	Travel Management and Visa Processing Services	2020	UNOG	01/05/2021	30/04/2024	19,109,881
Danoffice SA	Desktop, Laptop Computers, Monitors and Accessories	2018	ILO	12/12/2018	11/12/2023	856,102
DHL Express Schweiz AG	Courier Services	2020	UNOG	01/01/2021	31/10/2023	163,754
Ebsco Information Services	Subscription Journals and Periodicals	2020	ILO	01/01/2021	31/12/2023	19,119
ASENDIA PRESS EDIGROUP SA (formerly Dynapresse Marketing S.A.)	Subscription Journals and Periodicals	2020	ILO	01/01/2021	31/12/2023	2,029
Global Excel Management Inc.	Emergency Hospitalization	2019	UNOG	28/01/2020	28/02/2023	10,931
Henner SAS	Medical Network Access	2019	UNOG	27/01/2020	31/03/2023	260,025
Jetivia SA	Diplomatic and regular pouch services	2016	UNOG	01/01/2017	28/02/2022	60,053
Lyreco Switzerland SA	HP Toners and Inkjet Cartridges for Desktop Printers	2018	UNOG	22/08/2018	21/08/2022	19,299
Lyreco Switzerland SA	Office Supplies (4700022780)	2021	ITU	01/10/2021	30/09/2023	135,233
Lyreco Switzerland SA	Paper Supply (4700018236)	2019	UNOG	12/03/2020	11/03/2022	489
NOS New Organization System SA	Standardized/Non-Standardized Furniture	2017	ILO	06/10/2017	31/12/2027	268,112
Papyrus	Paper supply	2019	UNOG	10/08/2020	09/08/2022 (not extended)	10,098
Poste CH SA	National and international Mail Services	2019	UNOG	01/10/2020	30/09/2023	95,151

Supplier	Service/Good	Tender Year	Lead Org.	Start Date	Expiry Date	ECE in CHF
Services Industriels de Genève	Supply of Electricity	2020	WIPO	01/01/2022	31/12/2024	N/A
Shanghai Koyo-Anp Import and Export	Supply and delivery of visibility items	2016	UNOG	01/06/2017	31/05/2022	73,631
SHARP Electronics (Schweiz) AG	Multi Functional Printerts	2017	UNOG	01/10/2017	31/12/2024	215,309
Siemens Suisse SA	Fire Detection System Maintenance and Additional Equipment	2014	UNOG	01/02/2015	27/04/2025	157,400
SOS Assistance	Medical evacuation and repatriation	2017	UNOG	15/03/2018	14/03/2022	60,895
Sunrise Communication AG	Mobile Telephone Services	2015	UNOG	01/08/2016	31/12/2024	628,077
Swisscom	Mobile Telephone Services	2013	ITC	01/05/2013	31/12/2024	2,749,120
Toyota Gibraltar Stockholdings Ltd	Provision of Toyota Soft Skin Vehicles	2018	UNHCR	10/10/2018	13/05/2023	16,228
Heimgartner Fahnen AG	Provision of UN flags and accessories	2021	UNOG	27/04/2022	26/04/2025	17,112



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