36TH HLCM PROCUREMENT NETWORK SESSION
NAIROBI, 8-10 OCTOBER 2024
SUMMARY OF DECISIONS & OUTCOMES

The 36th session of the HLCM Procurement Network (HLCM PN) was hosted by the UN Environment Programme (UNEP) in Nairobi on 8-10 October 2024 under the following Management Board and Secretariat:

Chair Stephen Farrell (Chief, Purchasing and Transportation Section, UNOG)
Vice-Chair Anne-Claire Howard (Director, Procurement Group, UNOPS)
Advisory Chair Angela Kastner (Director, Procurement & Supply Services, WHO)
2nd Advisory Chair Frederic Farschi (Chief Procurement Officer, ICC)
Secretariat Gabriella Budai (UNDP)

The session was attended by 31 in-person participants as well as a few participants who presented topics on a remote basis, representing 27 organisations in total. List of participants

TABLE OF CONTENTS

All documents related to the meeting are available on the HLCM-PN Knowledge Center Workspace on 36th HLCM PN Session, October 2024 – Nairobi or by contacting the PN Secretariat.

OPENING REMARKS

MS. ELIZABETH MARUMA MREMA, UN ASSISTANT SECRETARY GENERAL & DEPUTY EXECUTIVE DIRECTOR (UNEP)

The event began with opening remarks from Elizabeth Maruma Mrema, who welcomed participants to Nairobi and highlighted the Procurement Network's achievements in enhancing efficiency, transparency, and collaboration across the UN system. She emphasized the importance of continued cooperation, knowledge sharing, and sustainable procurement practices, encouraging participants to engage boldly to drive innovation and impact. Ms. Mrema also acknowledged the critical role of UNGM and mutual recognition initiatives in streamlining procurement and reducing duplication. Her entire speech is available here.

HLCM/CEB UPDATE – INFORMATION SESSION

MR. REMO LALLI (CEB SECRETARIAT), HLCM SECRETARY

The PN was provided with an update following the 48th session of the HLCM, which took place on 3-4 October in Bern, hosted by the Universal Postal Union.

Funding in the UN System

Mr Lalli thanked the PN for the invitation to present a summary of the 48th session of the HLCM and reported that the first half-day of the meeting was dedicated to the growing complexities of funding in the UN system. The Committee examined how declining revenues, increasing demands, and a shifting global financial climate have placed significant strain on the UN organisations. At the same time, the conditions attached to funding agreements have become more complex, with key challenges including conflicts between donor-imposed conditions and the UN's regulatory frameworks and operational standards, burdensome reporting requirements, and the political risk of donor influence overshadowing the UN's impartiality and neutrality. The Committee discussed how these dynamics can also present organisations with opportunities for innovation, such as exploration of new financing mechanisms and approaches to engaging non-traditional donors.

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2

The Committee noted with concern the risk the trends in funding conditionalities pose to the independence, impartiality, and neutrality of the United Nations, and to the efficiency of its operations and mandate delivery. Members also reaffirmed the importance of the UN system collectively upholding the Single Audit Principle; requested the Finance and Budget Network to develop a set of system-wide common principles related to conditionalities in funding agreements.

The Inter-Agency Standing Committee is also working on a similar subject and collecting factual evidence regarding these conditionalities. Therefore, the CEB Secretariat recommended that the PN members engage with their resource mobilization colleagues and controllers to provide relevant examples and factual evidence concerning these growing trends in funding conditionalities affecting the organisations' procurement activities.

HLCM members also agreed to establish guidelines for institutionalizing a rapid-response mechanism for sharing information and facilitating coordinated responses from the UN system when faced with requests from donors with challenging funding conditions. The Committee also asked the HLCM Chair to convey to the Secretary-General the pressing challenges associated with donor conditionalities and the importance of advocacy at the political level, including leveraging the support of Member States and National Audit Offices.

Summit of the Future

It was also noted that representatives from the Executive Office of the Secretary-General briefed the Committee on the process and outcome of the Summit of the Future, and initiated a discussion on how HLCM can support the implementation of relevant commitments and deliverables in the Pact, especially with respect to the operationalization of the UN 2.0 vision through shifts in skills and culture change, which the Committee has already put at the heart of its efforts.

UNICC

An update was provided on issues pertaining to UNICC's governance, sustainable funding and cost models, as well as the organisation's legal structure. Members acknowledged the need to diversify the composition of UNICC's Management Committee beyond Chief Information Officers to ensure business representation. The Committee decided to establish a Task Force, led by the Chair of the DTN and UN-CITO, to conduct a review on the governance and legal structure of UNICC, as well as on business challenges and opportunities, and to report back at the Committee's next session with options that address challenges identified.

The CEB Secretariat recommended that PN members share their views and experiences regarding the operations of UNICC. Additionally, members were encouraged to provide suggestions for how UNICC can evolve to better align with the technological advancements and digitalization needs of the current landscape.

Review of the UN Security Management System (UNSMS)

A briefing was given on the review of the UN Security Management System (UNSMS). The review is intended to consider the efficiency and 'value for money' of the UNSMS. Given its importance and potential implications, the Committee decided to establish an HLCM Steering Committee to finalize the Terms of Reference and guide the review.

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The PN was also informed that the Chair and Vice-Chair of the Procurement Network participated in an HLCM networks virtual meeting to discuss potential ways to enhance coordination among the networks and improve efficiency and effectiveness in their work. A key area of interest was digitalization and data sharing, and the chairs highlighted the possibility to create joint tenders for better coordination and efficiency. It was also proposed to hold face-to-face meetings between Network Chairs once or twice a year to strengthen coordination among the networks. The first such meeting is expected to be scheduled before the end of the year or at the beginning of 2025.

THE WORKING GROUPS

1. STRATEGIC VENDOR MANAGEMENT WORKING GROUP – DECISION SESSION

WALTER GRANDPRE (ILO), WORKING GROUP CHAIR
FRANCIS BURGA (ILO), MPF REVISION TASK FORCE CHAIR
NIELS RAMM (UNOPS), UNGM PROGRAMME MANAGER
JULIUS BIRUNGI (WHO), SUPPLIER PERFORMANCE EVALUATION CHAIR

1.1 Model Policy Framework Governance Group- *for information*

The Chair of the Working Group informed the Procurement Network that 15 out of the 28 HLCM-PN members have implemented the Model Policy Framework (MPF) on Vendor Sanctions, marking an improvement over the previous year with the addition of two more organisations which have recently implemented the framework. Out of the remaining 13 PN members that have not yet implemented the Model Policy Framework, 12 have indicated that they apply the sanction decisions made by the implementing organisations. One agency has not responded to the survey.

1.2 Revision of the Model Policy Framework on Vendor Sanctions-*for information*

The Task Force for the Revision of the Model Policy Framework provided an update on the progress of reviewing the draft of the revised Model Policy Framework. The final draft incorporates feedback received from 14 organisations in late 2023 and 2024.The feedback received is available here. It is expected to share the final draft with the whole PN by the beginning of 2025, to give the possibility to PN members to conduct internal consultations, as needed, such as for example with their legal services or hierarchy, before the submission of the final text of the revised MPF for endorsement by the PN at the next 37th Session.

1.3 UNGM enhancements for supplier submission status-*for decision*

The 35th PN Session concluded with a non-objection item on automating the submission status of a supplier in the UNGM. Currently, when an agency sanctions a supplier, only that agency's status updates to "Sanctioned," and other agencies remain as "Registered". UNGM team has been working on automating the submission status of suppliers and the Task Force proposed and demonstrated the following changes to the current UNGM functionalities:

"a change in the title of the respective tile from "submissions" to "registration status", the inclusion in the vendor profile (accessible by the respective vendor only) of information regarding the sanction imposed to the vendor by the affected agency, and the automatic update of the registration status of the vendor by which the status "sanctioned" will appear

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4

next to the name of the agency that imposed the sanction and "ineligible" will appear next to the name of the other agencies."

Overall, participants supported the proposed changes but also raised several enhancement ideas to improve vendor sanction processes, communication, and clarity of information across agencies.

UNICEF proposed the inclusion of explanatory text for the terms "registered," "sanctioned," and "ineligible" to enhance clarity for both UN agencies and vendors, thereby reducing the potential for misinterpretation. Furthermore, and notwithstanding that they are a member of this task force, IAEA expressed the need for additional time to assess the technical demonstration and its integration with their ERP system. Specifically, IAEA agreed to a delay of implementation by three weeks to conduct a comprehensive review of the technical demo and its integration to be able to potentially provide further feedback.

In conclusion consensus was reached to proceed with implementation, provided that terminology explaining the titles (registered, sanctioned, ineligible) is added to the satisfaction of both the Board and UNICEF. IAEA has also been afforded three weeks to review demos and interact with UNGM. If, after this review, IAEA still has concerns, they can report back to the Board. The Board will then review whether these concerns, if any, warrant a further delay in the implementation. If not, implementation will proceed as planned.

1.4 SUPPLIER PERFORMANCE EVALUATION-*for decision*

The Chair of the Supplier Performance Evaluation Subgroup shared the progress on the harmonized UNGM vendor rating tool for supplier performance evaluation.

A business case was submitted in May 2023 to the UNGM Steering Committee for approval to proceed with the necessary system improvements. The business case was approved with 11 agencies committing to use the updated tool. UNGM worked on seven key requirements (6 essentials and 1 nice-to-have) for the enhancement of the tool.

a) Access to enter ratings restricted to designated UN users (Essential)
b) Option to link ratings to awards, tender notices, or LTAs (Nice-to-have)
c) Enabling multiple evaluations for the same supplier across different UN agencies (Essential)
d) Introducing new fields in the rating tool (Essential)
e) Revising the current evaluation criteria (Essential)
f) Updating the wording of the rating scales (Essential)
g) Adding an "N/A" option for scoring/rating (Essential)

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Testing was successfully completed by six organisations, with only minor issues identified in non-essential features. The tool met all essential requirements, and the subgroup is in the process of finalizing a user guideline on its use. The Chair of the subgroup confirmed that the enhancement to the tool will be available for those agencies (currently 11) who have already agreed to use the tool.

The PN endorsed and approved the go-live of the enhanced SPE tool and requested UNGM to update the API for data synchronization. The SPE working group will finalize user guidelines, monitor the tool, explore system integration for data collection, and draft a policy on supplier performance evaluation.

1.5 VENDOR RISK MANAGEMENT AND DUE DILIGENCE *-for information*

The subgroup was created with the aim of establishing a robust and standardised Vendor Risk Management and Due Diligence process based on best practices used across organisations and to explore ways to automate it by integrating it into UNGM. Nargiza Asanbaeva, (Procurement Division of UN Secretariat) was appointed as a new Chair of the subgroup in July 2024.

The plan is that the subgroup will review its Terms of Reference in order to (a) revise the scope of engagement; (b) revise the timeline of the implementation of expected results including defining discrete project phases; and (c) avoid redundancies and stress complementarities with other Working Groups within the HLCM-PN.

The subgroup will initiate an outreach for resources among PN members to revitalize its activities.

SUPPORTING DOCUMENTATION:

SVM WG-presentation
Summary Sheet- Revision of the Model Policy Framework on Vendor Sanctions
Summary Sheet- Supplier Performance Evaluation
SPE Working Group-supplier performance evaluation
Summary Sheet- Vendor Risk Management and Due Diligence

2. SUPPLY CHAIN WORKING GROUP – INFORMATION SESSION

REGINE WEBER (UNICEF), WORKING GROUP CHAIR
NERIS BAEZ GARCIA DE MAZZORA (UN SECRETARIAT), WORKING GROUP VICE-CHAIR
BENJAMIN SAFARI (UNHCR), WORKING GROUP VICE-CHAIR

At the 35th HLCM Procurement Network Session, participants agreed to establish a Supply Chain Working Group tasked with developing a concept/Terms of Reference on 'Inclusion of Supply Chain Topics,' to be presented at the upcoming HLCM PN Meeting in Nairobi. The SCWG was subsequently formed, and TORs were finalized with members from UNICEF, UNHCR, IOM, PAHO, UNDP, ILO, WHO, ADB, IMF, IAEA, WFP and the UN Secretariat.

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6

Objectives of the Supply Chain Working Group:

- To include end-to-end supply chain topics within the Procurement Network, acknowledging the expanded nature, different scopes, scales, and complexities of operations across various UN organisations.
- To create opportunities for strategic alignment with HLCM and HLCP.
- To provide a platform for discussing cross-cutting topics, ensuring that efforts are not duplicated and that synergies are built with other forums on supply chain within and beyond the UN.

In addition, the working group submitted a written update to the HLCM, which aimed to provide information on the group's existence, its key topics, scope and mandate of the working group.

A survey was conducted among the PN members, with responses from 21 organisations, representing approximately 50% of the entire Procurement Network. The survey aimed to understand the supply chains of HLCM-PN members and their expectations from the supply chain working group.

The top three priority topics for the WG were identified based on the survey results:

- Demand forecasting and supply planning
- Strengthening collaboration on supply chain topics across key UN forums
- Risk management, resiliency in the supply chain

The working group agreed to initially focus on these priority areas. Discussions will include how different organisations approach demand forecasting, share best practices, explore digital solutions, develop strategies to strengthen collaboration across various UN forums related to supply chains, and how to build resilient supply chains.

The Supply Chain Group was commended for its significant progress and efforts since the last meeting, and the PN agreed on the scope, mandate, as well as the working group's top priorities.

SUPPORTING DOCUMENTATION:
Summary Sheet-Supply Chain Working Group
Supply Chain WG presentation

3. COGNITIVE PROCUREMENT WORKING GROUP- DECISION SESSION
PROCUREMENT AND TECHNOLOGY

MIRANDA CARINGTON (WORLD BANK), WORKING GROUP CHAIR

3.1 Cognitive Procurement Working Group Strategic Direction

The Cognitive Procurement Working Group was originally established to share insights and knowledge on procurement innovations. The Working Group is being asked to transition into a leadership role focused on providing strategic guidance in Digital Supply Chain. This transition is important given the increasing integration of cognitive technologies and digital solutions into procurement processes.

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The Working Group will aim to position itself as a leader in digital transformation, assisting organisations in navigating the challenges and opportunities of the evolving (digital) technology landscape. Key responsibilities will include identifying emerging technologies, assessing their impact on the supply chain, ensuring alignment with organisational goals and facilitate collaboration among stakeholders, foster innovation, and drive continuous improvement in procurement strategies. Potential challenges include lack of representation from agencies without supply chain units, resource disparities, integration challenges, and communication gaps. The Chair emphasized the need for additional manpower and dedicated resources to support the transition, while also stressing the importance of establishing a clear structure for the Working Group and defining prioritized strategic objectives.

PN members discussed the importance of keeping the working group active and stressed the need to set clear terms of reference to define its scope and focus. Participants highlighted the importance of collaboration and knowledge sharing within the network.

The Procurement Network agreed to establish a Task Force for strategic guidance on the Cognitive Procurement Working Group, with the objective to provide clear direction to guide the refocusing and anticipated rejuvenation of the Cognitive Procurement Working Group.

The Task Force was requested to conduct an internal review of the Cognitive Procurement Working Group's objectives, priorities and working mechanisms in anticipation of providing an enhanced operational framework for review and endorsement at the next HLCM-PN meeting or at a special meeting of the PN before the next regular meeting. The deliverables of the Task Force and the preliminary priorities for digital technologies in procurement were presented during the session and the ToR was endorsed at the meeting.

The Task Force is expected to issue general guidance to the Working Group by December 1, 2024. Additionally, the Task Force will submit its recommendations for HLCM-PN consideration by February 1, 2025.

The Task Force was established by the World Bank, UN Secretariat, UNICEF, PAHO, FAO, and ICC. Several other members also expressed support for the Task Force and volunteered to join. It was recommended that those interested contact the Chair of the Working Group to participate.

3.2 Procurement and technology session - Survey Analysis

A survey was distributed to PN Members on September 10, and 25 organisations completed the questionnaire. The survey was taken to gage where members are in their technology journey(s).

Based on the responses to the survey questions below, the following summary has been determined by the Chair of the WG:

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8

Q1: **What is your organisation's current status with regard to technology and digitalization?** *Overall, there's a strong emphasis on digital transformation, with a focus on improving efficiency and transparency in procurement processes across various organisations.*
Q2: **Where do you anticipate your organisation will be in terms of technology in the near future?** *Overall, there is a clear move towards greater digitalization, aiming to boost efficiency, collaboration, and data-driven decision-making.*
Q3: **What are your current pain points and challenges?** *Overall, the challenges highlight the complexities of technology integration, resource limitations, and the need for streamlined processes to improve procurement and supply chain efficiency.*
Q4: **What are your notable successes?** *Overall, the achievements reflect a strong commitment to digitalization, sustainability, and efficiency in procurement and supply chain management.*
Q5: **What potential efficiencies could be generated across the network?** *Overall, the efficiencies highlight the need for collaboration, standardization, and knowledge sharing to optimize procurement processes and enhance supplier relationships across the network.*

The Chair of the WG was thanked for the great and detailed presentation and survey analysis, which aimed to understand the progress, challenges, and future directions of digital transformation. PN members emphasized the need for clear strategic guidance, prioritization of objectives, mapping out capabilities, and collaboration with other HLCM networks.

SUPPORTING DOCUMENTATION:
Summary Sheet- Cognitive Procurement Working Group
Cognitive Procurement WG- presentation
Survey results on potential discussion topics and technology
Strategic Guidance on Procurement and Technology Task Force
Annex - ToR Technology Innovation and Digital Transformation in procurement

4. SUSTAINABLE PROCUREMENT WORKING GROUP – INFORMATION SESSION

ANNE-CLAIRE HOWARD (UNOPS) & ADENIKE AKOH (UNDP) – WORKING GROUP CO-CHAIRS

4.1 Update on Scope 3 emissions work

The co-Chairs of the WG provided the PN with an update on the Scope 3 emissions work.

An Advisory Group was established under the Working Group on Environmental Sustainability Management to guide internal Scope 3 work on a regular basis. The Advisory Group is co-chaired by UNDP, UNOPS and WB, with support from SUN for technical advice and coordination, to ensure the outputs are in line with IMG and strategies.

The co-Chairs of the WG emphasized the need for a unified approach within the UN system to maximize outreach and avoid duplication of efforts on this matter. The expected outcomes include providing materiality guidance and producing specific guidance across certain categories, with a focus on Procurement and Supply Chain categories. Membership in the Advisory Group is open to all interested PN members.

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4.2 Combating Human Trafficking and Forced Labour in Supply Chains

The co-Chairs presented the PN with the deliverables of the Human Trafficking and Forced Labour Task Force, including:

- Capacity Building Tool
- Supplier Sensitisation Project
- HTFL e-learning course
- Planned Task Force F2F

There is an ongoing discussion on the recent tasking of the Office of the United Nations High Commissioner for Human Rights (OHCHR), to prepare for consideration and approval by the Executive Committee of:

a. The text of a Secretary-General's Human Rights Due Diligence Framework Policy;
b. An implementation plan with indicators, benchmarks and timelines;
c. Resourcing proposals developed by a dedicated Working Group.

The co-Chairs thanked the Task Force for their diligent work and encouraged PN members and their teams as well as programme colleagues to complete the HTFL e-learning course.

4.3 Statement of Sustainable Procurement

Following the last PN session in Paris, a Task Force was created with participants from AfDB, UNDP, UNGM, UNICEF, UNOPS, and UN Women. The Task Force collaborated effectively on addressing challenges around such a sensitive issue, while also working on pragmatic solutions. A concept note for the revision was drafted, and the Task Force is working on a consultation plan. The aim is to understand the mechanisms for endorsing the proposed statement in different agencies. The Task Force plans to conduct consultations in three rounds over the next six months, with the goal of submitting a new statement in 2025.

The Task Force was commended for its efforts and collaborative approach in responding to the need for revision.

4.4 Additional SP WG activities

The co-Chairs of the Working Group have outlined several key activities, including:

- Gender Responsive Procurement- Following the endorsement at last PN session of the Gender-Responsive Procurement Model Policy Framework (GRP-MPF), the Task Force is developing tools around the policy elements. Additionally, the Task Force is drafting its own policy, which will be shared with the PN members with the purpose that organisations can use it as a basis for implementation of the GRP-MPF.
- Development of tools, resources, guidance
- Sustainable Procurement Indicators
- Forced Labour
- Circularity
- Disability inclusive Procurement
- Review the SP Content in the ASR (ongoing)

Discussions took place on solar supply chain, recycling, climate change and circularity principles. The co-Chairs emphasized the importance of forming Working Groups focused on

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10

circularity related to various topics, such as sustainable energy solutions and waste management, noting that even a small collaboration of two or three agencies could effectively advance this initiative. The co-Chairs encouraged the PN members to take the lead in these initiatives and to share their knowledge and experience to help advance the efforts.

4.5 Announcement of UNOPS and ILO Collaboration on DRIVE Initiative

Vanja Ostojić (ILO) and Rula Abu Nimreh (UNOPS) announced that the two organisations have signed an agreement that will allow both agencies to assess the use of the UNOPS Supplier Sustainability Programme through Delivering Responsibility in Vendor Engagement – or DRiVE - and the benefit that DRiVE can potentially bring to procurement and supply chains in the UN system. This partnership aims to enhance sustainable business practices, particularly in procurement processes, by prioritizing social justice and decent work.

The collaboration will leverage expertise in fundamental principles and rights at work, including occupational safety and health, combating human trafficking and forced labour, and promoting inclusivity for persons with disabilities and gender responsiveness. The pilot project is expected to help identify sustainability risks in supply chains and support UN constituents in advancing social justice.

As part of the pilot project, UNOPS and ILO will work together to pilot DRiVE in ILO's procurement cycle and to develop a potential roadmap for other UN agencies to consider adopting DRiVE. UNOPS and ILO highlighted that this collaboration presents an opportunity for the other PN members to learn from this experience, as this tool should be utilized by a broader group of UN agencies.

PN members congratulated both organisations and expressed their interest in following the progress of the collaboration. The two organisations will revert to the PN with regular updates on progress of the pilot projects.

A discussion took place about sharing experiences with pushback from member states regarding the inclusion of sustainability principles, while others reported positive outcomes in integrating sustainability as a general principle in their manuals and/or financial regulations.

The discussion concluded by emphasizing the importance of unity and shared strategies in advocating for sustainable procurement, while also noting that the execution of such strategies should be left to each organisation to implement in a way that aligns with their specific mandates and context.

SUPPORTING DOCUMENTATION:
Summary Sheet- Scope 3 emissions
Summary Sheet- Task Force for Combating Human Trafficking and Forced Labour
HTFL Annex A-Operational guidance to detect possible cases of forced labour or trafficking in persons
HTFL Annex B-Summary Report – Mapping of Existing Supplier Engagement Resources
HTFL Annex C-Summary Report – Summary Report - Task Force e-learning Course
Sustainable Procurement WG presentation 2024

All documents related to the meeting are available on the HLCM-PN Knowledge Center Workspace on 36th HLCM PN Session, October 2024 – Nairobi or by contacting the PN Secretariat.

KATINKA ROSENBOM (UNICEF), WORKING GROUP CHAIR

5.1 LTA sharing – UNGM functionality enhancements

The UNGM LTA Functionality Enhancement Task Force, led by four agencies - UNDP, OPCW, UNPD, and UNESCO - aims to streamline LTAs for improved efficiency and collaboration across UN agencies.

Key Benefits of UNGM LTA Enhancement

Efficiency:
- Single upload by lead agencies to reduce duplications and save time.
- Mandatory fields for clearer communication and better information sharing.
- Automatic notifications for LTA expiration, extensions, and downloads.

Collaboration:
- Enhanced ability to piggyback on LTAs with detailed agency information.
- Regional LTA classifications and advanced search features (name, UNSPSC codes, location).
- Improved tracking and management with usage feedback and reporting capabilities.

Future-Ready:
- Foundation for future API integration between UNGM and UN agencies' ERP systems, enabling automated LTA data syncing.

Confidentiality & Sharing:
- Optional agency-managed LTAs with streamlined details, allowing collaboration while protecting sensitive information.

Final functional requirements were endorsed by the Harmonisation WG in March 2023, upgrades and functionality enhancements were completed in September 2024. Testing is ongoing, feedback and upgrades will be completed in October 2024.

The development of a communication package (including demo/explainer webinars) and the global rollout of the new streamlined LTAs system for the wider UN procurement community are expected between November/December 2024 - January/February 2025. The importance of effective communication and training for successful implementation was emphasized by the Chair of the WG.

5.2. Collaborative Category Management Task Force

During previous PN meetings, the timeline, guiding principles, and approach of the High-Level Roadmap, along with the Blueprint, were endorsed by the Procurement Network. Since then, progress has been made with the pilot, stakeholder engagement, identifying centres of excellence, and exploring ideas for mainstreaming. The next steps in the CollabCatMan Roadmap include a Town Hall meeting to socialize the concept and finalizing a draft for standard monitoring and reporting processes to ensure consistent feedback to the Procurement Network.

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The CollabCatMan Task Force identified 5 pilot categories: freight forwarding services, electric vehicles, project management, generators, IT software. These categories are at different stages of implementation. The freight forwarding services pilot, led by UNICEF, is the furthest along and is nearing the final steps of implementation. Other pilot categories are in team formation and analysis stages.

The Harmonisation Working Group will revert to the PN with regular updates on progress of the pilot projects.

5.3 Collaboration initiatives

The Harmonisation WG with special thanks to IFAD, has worked on consolidating the results of the UN procurement threshold tables, with a draft already shared, and available here. Further discussions are planned on how to make this resource more dynamic. Additionally, the WG is gathering experiences on medical insurance, which could lead to future collaboration.

5.4 Circularity in construction

The initiative stems from a task assigned by the HLCM to "map supply chains and procurement and produce recommendations to improve circularity".

The Sustainable Procurement Working Group reported to the PN on the progress made and outlined the next steps, which included the development of category-specific guidance materials for the three identified categories: ICT, furniture, and construction.

Given the construction sector's substantial impact on resource consumption, waste generation, and the environment, UNHCR, UNICEF, and WFP are collaborating to develop guidelines to enable sustainable supply chain in the construction projects specifically in humanitarian context. This aims to transition from a "take, make, use, dispose" model to a circular economy approach.

The guideline can be made available to the wider UN community and other humanitarian actors, and is likely to be published on UNGM, with a target for completion by the end of the year. The guideline fits with the context of low- and medium-income countries and consider the challenges that they may face in the local market for the implementation of the projects. The document is practical, comprehensive, and user-friendly to enable the integration of circular economy concepts to the different phases of construction projects starting from the planning, design, procurement, execution and maintenance.

It was a collaborative initiative among the Sustainable Procurement Working Group, the Harmonization Working Group, and multiple UN agencies, and this will be continued in future endeavours. Some PN members expressed interest in drafting similar guidelines for other industries as well.

SUPPORTING DOCUMENTATION:
Summary Sheet-Harmonisation Working Group
Harmonisation WG presentation

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13

6. PROFESSIONAL DEVELOPMENT WORKING GROUP – INFORMATION SESSION
UN PROCUREMENT AWARDS CEREMONY

TORBEN SOLL (UNDP), WORKING GROUP CHAIR
ANN-MARIE SCHAFER (IMF)

The UN Procurement Awards aim at celebrating and recognising excellence in the procurement and supply chain management profession across the UN and related organisations. This year the initiative has been expanded to the following three award categories:

(i.) Sustainable Procurement and Supply - rewarding procurement and supply chain initiatives that are compatible and in favour of the protection of the environment, of social progress and in support of economic development. It recognizes successful and value-adding Sustainable Procurement and Supply projects.

(ii.) Collaborative Procurement - rewarding UN organisations that combine their efforts to undertake procurement in cooperation or share the outcome of a procurement process, achieving better service through economies of scale and reducing inefficiency and duplication across the UN organisations.

(iii.) Procurement & Supply Chain Innovation
This category rewards the implementation of innovation in procurement and supply chains. This category is open to any type of innovation, including: technology innovation, process innovation, product innovation, etc.

There was a live-streamed presentation of the background, awards' project team, categories, the jury, and the evaluation process. This was followed by a brief presentation of all ten of the shortlisted projects.

1. **Category | Sustainable Procurement and Supply:**

Winning project: UNDP "Rising Tides, Rising Solutions: Procurement for Sustainability and Resilience in Tuvalu's Coastal Adaptation Project (TCAP)"


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2. Category | Collaborative Procurement:

Winning project: UN Secretariat "Provision of Adobe licenses – Modern Workplace for the UN"

3. Category | Procurement and Supply Chain Innovation:

Winning project: UNDP "The DGIT (Digital Governance, Innovation and Transformation) Programme"
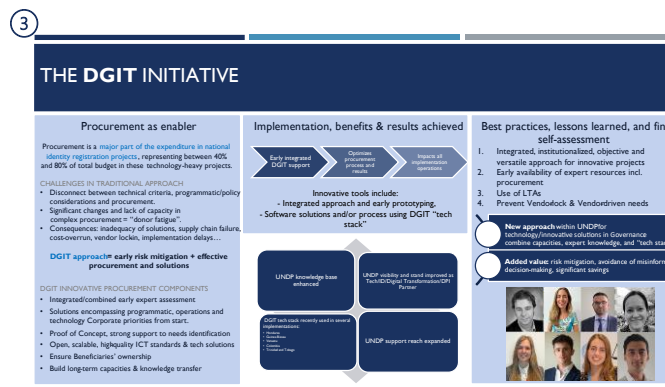
All shortlisted projects have received a "Shortlisted for 2024 UN Procurement Award Diploma". The overall winning projects received an "Award Diploma for 2024" and will have the opportunity to present their projects in more detail at the PN meeting in spring 2025. More information on the awards and the presentation can be found here.

At the end of the session, consultations and discussions were held on the future format, scale, and scope of the Procurement Award. The Professional Development Working Group recorded suggestions, which will be integrated into next year's award cycle and further refined in collaboration with the PN Management Board

SUPPORTING DOCUMENTATION:
Summary Sheet-UN Procurement Awards 2024

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BREAKOUT ROOM DISCUSSIONS

A survey was distributed to PN Members on September 10, and 29 colleagues completed the questionnaire. It consisted of two sections with the first focused on suggestions for potential discussion topics, where members were asked to rank the topics based on the importance to their organisation and indicate whether the topics should be addressed in a plenary session or a breakout room. Members were also invited to propose additional topics for discussion.

The proposed discussion topics have been grouped and served as the basis for the breakout room discussions.

SUPPORTING DOCUMENTATION:
1. Breakout room discussion
2. Breakout room discussion
3. Breakout room discussion
Survey results on potential discussion topics and technology

The following topics were discussed in informal breakout groups:

1. EXCHANGE ON DONOR CONDITIONALITIES

1.1. Challenges of donor conditionalities

The first part of the discussion focused on sharing examples of the various challenges posed by donor conditionalities. The team expressed appreciation for HLCM's attention to donor conditions. The group engaged in a productive dialogue regarding the various conditionalities encountered by different organisations, exchanging instances of successfully negotiated terms, as well as cases where management chose to accept conditions as a compromise.

Examples were shared of major donors citing individual agreements with other UN entities to enforce their conditionalities, as well as how governments may apply pressure on local procurement practices based on donor priorities. This dynamic could potentially lead to inefficient and unwanted business practices if such conditionalities are accepted. The group noted that smaller organisations often have less negotiating power and are more exposed to donor-based funding.

The group also discussed how different conditionalities may make it difficult to fully leverage each other's LTAs within the framework of mutual recognition. Specific conditions may require specific or additional negotiation and lead to inefficiencies. Operating as a 'One UN' in such situations remains challenging. The second part of the conversation focused on sharing successful examples where procurement was involved during the drafting of partnership agreements. This upstream participation helps preserve the independence of procurement by incorporating appropriate clauses and collaborating with legal teams from the start. The group emphasized the importance of sharing use cases among each other to better understand the potential for negotiation.

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1.2 Proposed solutions

The group proposed to establish a coordinated mechanism to for enhanced visibility of special donor conditionality requests as they come up and to enable better exchange and alignment across organizations as well as joint advocacy for the positive aspects of standardized terms. Additionally, each entity could develop clear scenarios outlining when certain conditionalities may be acceptable or unacceptable, formalizing these agreements with leadership.

1.3 Conclusion

In conclusion, the group requested that HLCM PN strongly supports HLCM to focus on this issue and urges that PN can be represented and take part in relevant task force(s). The PN can highlight and reinforce the independence of the procurement process to support HLCM in a high-level debate on this in preparation for a member state dialogue.

2. ENGAGEMENT WITH THE PRIVATE SECTOR

The discussion focused on three key topics:

2.1 Engagement with the private sector to meet Sustainable Development Goals by leveraging innovation and/or co-creating new ideas and solutions, outside the traditional procurement regime

The group discussed that most innovation stems from the private sector, mostly from smaller startups. Public sector having limited capabilities. While some UN agencies already engage with the private sector, the necessary tools for broader engagement are lacking among UN organizations. A unified approach is necessary, as some agencies integrate innovation with procurement, while others treat them separately. The group suggested studying EU innovative procurement rules and inviting experts for briefings.

2.2 Learning more on vision, strategies and tactics of procurement in the private sector. What can the UN learn from this?

The group acknowledged that while learning from private sector organisations is valuable, it's important to recognize that their profit-oriented nature differs from the UN's setup. A useful approach could be industry consultations, involving suppliers, donors, and experts. Additionally, the group emphasized learning from market leaders in the private sector to better understand business principles such as savings and pricing.

2.3 Possibility and advantages of inviting innovative and forward-thinking private sector entities to attend discussion sessions

The group agreed on the value of involving forward-thinking private sector players in discussions but emphasized the need to prepare and agree on relevant topics for these sessions.

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3. DATA TRANSPARENCY

The group discussed the different scenarios of data transparency, such as:

3.1 Internal data transparency

The discussion focused on the importance of internal data transparency within organisations, including the need for consistent data collection to facilitate equitable data sharing. It also highlighted the role of digitalization, such as the use of AI tools for data capture. Additionally, the group discussed how organisations share policies and information with each other and explored ways to improve this process.

3.2 Suppliers requesting more transparency

There was a discussion on suppliers requesting more transparency in bidding processes. It was noted that while some harmonization exists, there is a need to further align the type of information shared. There was consensus on sharing the total value of awards but not unit prices. The group agreed on the need for overarching harmonization of shared information, including setting clear boundaries and limits, even at the local level.

3.3 Donors requesting more transparency

The discussion on donors requesting more transparency touched on the need for internal coordination and actions to strengthen donor trust in organisational frameworks, processes, and mutual recognition. It was highlighted that there is a need to develop a dedicated policy on data sharing and transparency to clarify which data is accessible and which is not.

3.4 Governments requesting more transparency

The group discussed the challenges posed by governments requesting data transparency aligned with their national laws.

4. ENHANCED UNGM- HLCM PN COLLABORATION

The group discussed that UNGM was initially very successful as a collaborative initiative, and now we need to connect it to the "Summit of the Future" and explore how to link our strategy to this. The group also discussed the administrative burden associated with sharing information on UNGM and how it can be improved. Additionally, they highlighted the risks that the implementation of new ERP systems could pose to UNGM, emphasizing the need for a collective responsibility to secure its future.

Streamlining processes for functions that UNGM performs, such as LTA sharing, needs to be simplified. The funding situation for UNGM was discussed, along with the necessity to prioritize initiatives. Finally, there was a conversation about how UNGM could enhance its visibility and serve as a tool for standardization and harmonization.

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18

5. STRATEGIC PROCUREMENT INITIATIVES

The group focused on two key areas during their discussion:

5.1 Reinforce financial security in contracts and contract management

The group explored the effectiveness of performance guarantees and questioned whether the underlying security of these guarantees is adequately verified. Different agencies have varying approaches, with some maintaining dedicated units for this purpose, while others outsource supplier due diligence using a tiered, risk-based method.

There was consensus on the need to share information about existing practices while ensuring that any adopted approach does not impose excessive burdens on suppliers. The group emphasized the importance of maintaining competition within the supplier market while pursuing financial security.

5.2 Engagement models mapping and information sharing

The second topic of discussion focused on engagement models and mapping the various types of procurement-related engagements that procurement may or may not always oversee but have also 'procurement elements'. These include grants, direct financial assistance, and partnerships with implementing organisations. The group noted that there is often a lack of clear policies or processes governing these grants, which can lead to challenges. UNOPS is developing internal guidance to address these concerns, which may be beneficial for other agencies as well. Tools such as those from USAID and US FAR were also recommended as potential resources. An action point that emerged from the discussion was the development of a typology for these engagement models, potentially categorized under three or four pillars.

5.3 Other possible Strategic initiatives

- Reporting on procurement in terms of value delivered
- How to treat large corporate sole suppliers
- Online catalogues for low value – how to introduce and use

6. INNOVATIVE SOLUTION

The group discussed the meaning of innovative solutions in procurement from both organisational and individual perspectives, emphasizing the importance of adaptability and agility. They identified two types of innovation: progressive innovation, which involves gradual changes, and disruptive innovation, which leads to immediate paradigm shifts. The group agreed that innovations should be client-oriented to effectively meet client needs. Challenges to innovation were also discussed, particularly the restrictive nature of existing policies, which hinder innovative efforts. The team suggested reviewing these policies to consider principle-based approaches. Additionally, they highlighted the importance of mindset changes, fostering partnerships, and reviewing existing processes to facilitate innovation in procurement.

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19

7. ENHANCED LTA COORDINATION

The group discussed enhancing coordination and utilization of Long-Term Agreements across UN organizations. The primary objectives include improving accessibility, standardizing terms, and facilitating streamlined piggybacking for procurement teams. Key recommendations and takeaways are as follows:

7.1 LTA Availability

The group discussed the need for enhanced accessibility and coordination regarding LTA usage to optimize availability across UN entities.

7.2 Standardization of Terms

Consistent use of updated contractual terms and conditions is essential to facilitate the piggybacking process. The group recommended that PN members remind their agencies to adopt standard LTA templates when establishing agreements. Additionally, the group advised that organizations incorporate piggybacking provisions within bidding documents and contracts to ensure suppliers are informed.

7.3 Tracking and Reporting Mechanisms

Establishing a more effective mechanism for tracking, reporting, and analysing LTA usage across agencies was recommended by the group. Leveraging the UNGM platform could support enhanced visualization and provide more accurate data to facilitate coordinated usage of LTAs across the UN system.

8. SUSTAINABILITY CRITERIA

Key takeaways from the discussion highlighted the varying challenges UN agencies face in sustainable procurement, driven by differences in partner profiles, funding sources, and operational models. Some UN agencies are overcoming challenges by adopting alternative language to better align with donor preferences, particularly when sustainability raises resistance.

The group emphasized prioritizing women-owned businesses, local suppliers, and domestic procurement to enhance sustainable impact. They agreed that sustainability criteria should be based on thorough market assessments and a deep understanding of the operating environment, allowing procurement to meet specific needs effectively. This approach fosters sustainable procurement in alignment with market readiness and capacity.

Strategic planning and early collaboration with donors and stakeholders were also seen as essential. Engaging technical and procurement experts from the outset can streamline sustainable procurement efforts. Broader market support and capacity-building initiatives were recommended to align local suppliers with UN goals. Furthermore, the group emphasized the necessity for comprehensive policies, guidelines, and enhanced collaboration among UN agencies to ensure that sustainability efforts are consistently streamlined and supported across the organizations.

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OTHER TOPICS

1. DISCUSSION ON THE INTEGRATION OF THE UN WEB BUY– DISCUSSION SESSION

PN MANAGEMENT BOARD

At the previous PN session in April 2024, a presentation was provided by the Business Innovation Group (BIG) on UN Web Buy, and the Procurement Network requested further consultation to explore members' perspectives on this topic.

Participants discussed the utilization of UN Web Buy within their organisations. They highlighted the need for a broader discussion on monetizing LTAs and the potential impact on procurement efforts. The conversation touched on the importance of consistency in approaches and the need for clear guidelines.
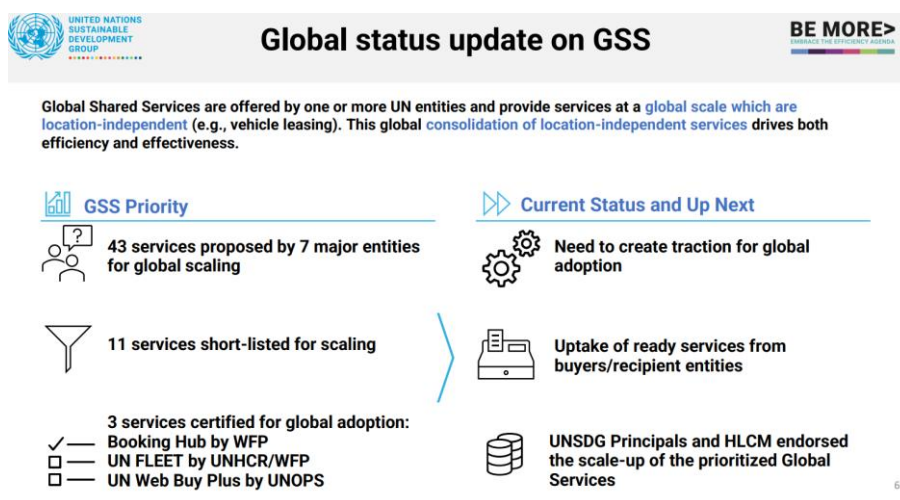
As per the Global Status Report on GSS presented at the previous PN meeting, three services are identified as being certified for global adoption, including a) Booking Hub by WFP, b) UN Fleet by UNHCR/WFP and c) UN Web Buy Plus by UNOPS. Concerns were raised regarding the term 'certified' in the context of UN Web Buy Plus. The concern is that agreeing to a 'certified global adoption' could compel agencies to adopt the system without the flexibility to opt out.

While it was noted that the HLCM has endorsed this matter, participation is currently optional, and each organisation is expected to act in its own best interest. The operational modalities of UN Web Buy can be addressed on a one-to-one basis, as the PN remains neutral, leaving each organisation to determine its level of engagement. Feedback on the UN Web Buy Plus can be provided to the Management Board and the matter may be revisited for further discussion.

SUPPORTING DOCUMENTATION:
BIG_GSS System-wide Efficiencies

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21

PN MANAGEMENT BOARD
GABRIELLA BUDAI (UNDP) IPS SUBGROUP CHAIR

The IPS concept serves as the model for UN multi-agency business seminars, aimed at efficiently addressing the repeated demand from industrialized countries for hosting such events. This model encourages countries to collaborate and co-host seminars based on the "Principles for Engagement" developed by the SVM-WG, and as per a calendar published on the IPS page on the UNGM.

The upcoming IPS will be hosted by the People's Government of Ningbo Municipality, with support from the local UNDP and UNOPS offices. The event will take place in Ningbo City, China, on 13-14 November 2024.

2024 CALENDAR OF IPS EVENTS			
DATE	**HOST COUNTRIES**	**LOCATION**	**AGENCIES**
20-21 March	Czech Republic, Hungary & Slovakia	Vienna	CTBTO, FAO, IAEA, OSCE, UNIDO, FAO, ILO, ITU, OSCE, UNDP, UNHCR, UNICEF, UNIDO, UNOPS, UN Secretariat (incl. UNOV & UNODC), WFP, WHO & WIPO
11-12 June	Belgium, Estonia, France	Copenhagen	FAO, UNDP, UNFPA, UNHCR, UNICEF, UNIDO, UNOPS, UN Secretariat, WFP & WHO
13-14 November	China	Ningbo	FAO, IOM, UNDP, UN Secretariat UNFPA, UNHCR, UNICEF, UNIDO, UNOPS, UNRWA, WBG, WFP, WHO

PN members acknowledge and appreciate the IPS model for enhancing the efficiency of UN agency participation in business seminars. However, they recognize the necessity for a more balanced strategy to ensure equitable opportunities for developing countries.

Members discussed the strategic interest in business seminars, emphasizing the need for a coordinated approach to effectively engage with vendors and proactively seek new ones.

Additionally, it was noted that funding these seminars in developing countries could be challenging, and members highlighted the importance of leveraging existing resources and partnerships to support these initiatives. PN Members suggested promoting the IPS model in a more coordinated way targeting developing countries, encouraging country offices to organize their own business seminars to reduce costs and enhance participation. It was additionally acknowledged that the UN Secretariat's Business Seminar programme could serve a great modality on how to arrange business seminars in the developing countries.

It was noted that while individual invitations to participate in business seminar events are common, effective coordination with local embassies, trade organisations and UN agencies is crucial for consolidating information and preventing overlapping events. Consequently, PN

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22

members are encouraged to inform the Chair of the IPS Subgroup upon receiving such invitations or when organizing similar events.

SUPPORTING DOCUMENTATION:
Summary Sheet- International Procurement Seminars

3. UN GLOBAL MARKETPLACE STEERING COMMITTEE BRIEFING – INFORMATION SESSION

BERENICE BESSIERE (WIPO) UNGM STEERING COMMITEE CHAIR
NIELS RAMM (UNOPS) UNGM TEAM LEAD

The Chair reported that two outreach exercises were conducted last year, targeting both suppliers and UN procurement practitioners to gain an understanding of their expectations from the UNGM. In addition, two workshops were organized to establish the UNGM's vision and mission:

Concerning the financial status of UNGM, it was noted that in 2024 the Tender Alert Service (TAS) revenue has decreased by 22%, a loss of $150K. Additionally, a 34% decline in registration rates was reported, leading to a reduction of 1,600 suppliers per month.

Several factors have been identified as contributing to the decline, including competition from external platforms, internal competition from standalone ERP systems, and UN-developed solutions.

As part of efforts to modernize and revitalize the service, the Tender Alert Service was rebranded as UNGM Pro for marketing purposes:

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Current UNGM activities include providing:

- Help desk for 3000 suppliers registering per month and answers on procurement process
- Due diligence (screening & UN sanctions)
- Publication of 33 000 tenders per annum but only 4400 awards

The Chair highlighted their various development and maintenance efforts, including the supplier performance evaluation functionality, long-term agreement sharing functionality, the hosting environment for the Human Trafficking online course, as well as other enhancements. UNGM became active on social media platforms and redesigned its homepage, which is set to launch in October on UN Day.

The Chair raised concern about UNGM's financial sustainability, mentioning that if the current rate of revenue decrease continues, UNGM will consume 100% of its reserves in three to four years. The Chair proposed exploring new revenue sources, e.g. revising the financing structure and invited the PN members for discussion thereon.

The PN conducted an effective discussion on this matter and underscored the importance of adopting a strategic approach to improve the long-term sustainability of UNGM. This may involve raising subscription fees, exploring new partnerships, and creating a business case for funding.

The Members supported the creation of a Task Force to draft a proposal for the upcoming PN meeting at the Spring 2025 session, in order to build a solid resource plan for 2026/2027. The Task Force, composed by the UNGM Steering Committee and WHO encourages participation from all interested UNGM members. The aim of the Task Force would be to propose a funding model that aligns with members' expectations. It was emphasized that active participation from the wider UNGM membership is essential prior to the PN meeting to ensure that everyone is informed and engaged.

Supporting documentation:
Summary Sheet - UNGM Steering Committee Briefing
UNGM Steering Committee Briefing

4. APPLICATIONS FOR PN MEMBERSHIP – DECISION SESSION

Stephen Farrel (UNOG), PN Chair

During the last PN session in Paris, PN members requested additional time to consult internally and seek clarity on outstanding matters before deciding on the membership applications from both the Green Climate Fund (GCF) and the United Nations International Computing Centre (UNICC).

Additionally, an application from the International Centre for Genetic Engineering and Biotechnology (ICGEB) was received, and PN members were asked to vote on all these applications.

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24

4.1 Green Climate Fund (GCF)

Although now reporting to be independent, GCF was created under the aegis of the UNFCCC and is the world's largest climate fund, mandated to support developing countries raise and realise their Nationally Determined Contributions ambitions towards low-emission, climate-resilient pathways.

PN members expressed concerns about the Green Climate Fund's status as a donor, noting that it could potentially lead to conflicts of interest with PN members. **After due consideration by the members, it was agreed to decline GCF's application for the PN membership.**

4.2 United Nations International Computing Centre (UNICC)

UNICC is an inter-agency facility within the UN System providing IT services to its partner organisations. It focuses exclusively on the provision of ICT services to the UN and other not-for-profit organisations on a cost-recovery basis.

During its briefing, the CEB Secretariat informed the PN members that the HLCM had expressed concerns regarding UNICC's governance, sustainable funding, and legal structure. A Task Force was established to review UNICC's governance.

The consideration of UNICC's membership application was deferred pending further clarification of its governance and legal structure.

4.3 International Centre for Genetic Engineering and Biotechnology (ICGEB)

ICGEB is an Intergovernmental Organisation initially established as a special project of UNIDO. Autonomous since 1994, it runs over 45 state-of-the-art laboratories, in Trieste, Italy, New Delhi, India and Cape Town, South Africa and forms an interactive network with almost 70 Member States. It operates as a Centre of Excellence for research and training playing a key role in biotechnology promoting technology transfer to industry to contribute in concrete terms to sustainable global development. ICGEB wishes to apply for Associate Membership to the HLCM Procurement Network to complete its administrative alignment update to UN Procurement policies and procedures following adoption of the IPSAS standard in the financial management area and enjoying observer status of the Budget and Finance Network and the HR network.

PN members requested more time to consult internally before reaching a decision on ICGEB applications for membership.

Supporting documentation:
UNICC - Application for HLCM PN Membership
GCF - Application for HLCM PN Membership
ICGEB - Application for HLCM PN Membership

5. EFFICIENCY OF THE PROCUREMENT NETWORK – DISCUSSION SESSION

PN MANAGEMENT BOARD

PN members exchanged views on the future format of PN sessions, weighing the advantages and disadvantages of hybrid meetings. They emphasized the challenges posed by virtual sessions, such as time zone disparities and the potential risk of reduced engagement. Many noted that in-person meetings foster more productive discussions and facilitate better decision-making.

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There were differing views on the timing of meetings, with suggestions to schedule the meetings either before or after the HLCM meeting. However, it was noted that the timing of the Procurement Network meetings often depends on various logistical factors.

There was a consensus to maintain the current practice of holding two in-person meetings per year but there was no consensus on altering the timing of the PN meetings to align before the HLCM meeting. The Board recommends scheduling the upcoming sessions after the HLCM meeting and allowing Working Group leaders to join the session online if they are unable to attend in person.

Participants noted that breakout sessions were valuable and endorsed the practice of issuing surveys to determine topics for discussion but recommended more time and fewer topics to allow for deeper exploration. It was also proposed to leave some agenda time open for discussions on topics that may arise during the meeting and require in-depth discussion. **It was agreed that surveys will be used to determine future breakout room topics, ideally narrowing them down to 4-5 items. Based on the survey results, the Board will decide whether discussions should take place in plenary or in breakout room sessions.**

Another suggestion to the Board was to transition the Show and Tell sessions to a network-wide presentation, potentially as hybrid session open to all colleagues, but conducted outside of the PN Session.

The Board advised that, for future sessions, all documentation related to decision-making items must be submitted four weeks prior to the meeting. Should the documentations not be submitted within this timeframe, it will not be included in the agenda. The Secretariat will then circulate these documents among the PN members for timely internal consultations if required.

AOB

1. Future meetings

The next spring PN meeting will be co-hosted by UNDP, UN Secretariat and UN Women in New York on 8-10 April 2025.

The autumn 2025 meeting will take place in Budapest co-hosted by UNHCR and WHO.

2. Farewell

The PN bid farewell to Matthias Meyerhans (IFAD) who will retire from the UN System shortly. Matthias was thanked for his valuable contributions to the PN.

3. Gratitude to the host

The PN thanked Emanuele Corino (UNEP) and his team for the excellent hosting of the meeting and networking events.

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The following 'Show and Tell' sessions were also part of the PN meeting agenda:

Developing a Supply Chain Strategy in the Africa Region context - Fatima Tafida (WHO)
- Presentation

CPAG 2023 Annual Report Presentation - Stephen Farrell (UNOG)
- Presentation

Digitalization and lesson learned Berenice Bessiere (WIPO)
- Presentation

Simple, Swift, and Sustainable – Transformation of UNHCR Supply Benjamin Safari (UNHCR)
- Presentation

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