



1ST HLCM SUPPLY CHAIN NETWORK SESSION
8-9 OCTOBER 2025
SUMMARY OF DECISIONS & OUTCOMES



The first session of the HLCM Supply Chain Network (HLCM SCN) was hosted by UNHCR and WHO in Budapest on 8-9 October 2025 under the following Management Board and Secretariat:

Chair Anne-Claire Howard (Director, Procurement Group, UNOPS)

Vice-Chair Neris Mercedes Báez García de Mazzora (Director, Procurement Division, UN Secretariat)

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 36 participants in person and a few participants who joined remotely, representing a total of 31 organisations. [List of participants](#)

The three-day meeting in Budapest (7–9 October 2025) marked the transition from the HLCM Procurement Network (PN) to the newly established Supply Chain Network. The first day was dedicated to the concluding session of the Procurement Network, while the subsequent two days focused on the inaugural discussions of the Supply Chain Network.



TABLE OF CONTENTS

| | |
|--|----|
| Opening Remarks | 2 |
| Supply Chain Network Statutes-Key Revisions..... | 2 |
| Operationalizing the Supply Chain Network..... | 4 |
| Presentations of Carried-Over Workstreams from the PN to the SCN | 4 |
| 1.Sustainable Procurement Working Group | 4 |
| 2.Strategic Vendor Management Working Group | 4 |
| 3.Harmonisation Working Group | 6 |
| 4.Professional Development Working Group | 7 |
| 5.ProcureNextTech Working Group | 8 |
| Development of the Supply Chain Network Working Group Structure | 9 |
| Other Topics | 10 |
| 1. Update on S2 Efficiency Initiatives | 10 |
| 2. UN Global Marketplace Steering Committee Briefing | 13 |
| 3. ASR Governance | 14 |
| 4. Applications for SCN Membership | 16 |
| AOB | 17 |

OPENING REMARKS

ANNE-CLAIRE HOWARD (UNOPS)

The Chair opened the inaugural session of the HLCM Supply Chain Network, marking the official transition from the Procurement Network to the newly established SCN.

In her remarks, the Chair highlighted that the SCN builds on the strong foundations of the PN while expanding its scope to encompass the broader supply chain functions of participating organisations. She emphasized that the Network's strength lies in its diversity — bringing together entities of varying sizes, mandates, and operational models — and underscored the importance of leveraging this diversity to drive innovation, build consensus, and enhance collective support for the people and communities served by the UN system.

The Chair concluded by welcoming new members to the Network and encouraging all participants to carry forward the collaborative spirit and achievements of the PN into the next phase of inter-agency cooperation under the SCN.

SUPPLY CHAIN NETWORK STATUTES - KEY REVISIONS – INFORMATION SESSION

REGINE WEBER (UNICEF)

Regine Weber presented on the Statutes of the Supply Chain Network, outlining the process that led to their development and highlighting the key changes introduced.

As background, it was recalled that in April 2025, the High-Level Committee on Management (HLCM) decided to reconfigure the Procurement Network into an end-to-end Supply Chain

All documents related to the meeting are available on the HLCM Knowledge Center Workspace on [UNGM](#) or by contacting the SCN Secretariat.



Network, with an expanded scope and procurement remaining one of its key focus areas. Following this decision, a Working Group, comprising representatives from ICC, ILO, IOM, ITU, PAHO, UNDP, UNFPA, UNHCR, UNICEF, UNOPS, UNRWA, the UN Secretariat and WHO, and supported by the PN Management Board, was established to draft the Statutes of the SCN and related documents.

In September 2025, the proposed Statutes and Annexes, based on the PN Statutes, were presented to PN members, and no objections were raised. The HLCM S2 initiative "Coordinated UN Supply Chain" Co-Conveners (UNICEF, UN Secretariat and WFP) subsequently shared them with the HLCM Secretariat and advised on the proposal that the PN Management Board transition into the SCN Management Board. A formal presentation at the HLCM meeting on 30 September followed, where the HLCM formally approved the Statutes and Annexes and the Management Board transition proposal.

Regine Weber's presentation included an overview of the key discussion points considered by the Statutes Review Working Group and outlined the main changes introduced to the PN Statutes in developing the SCN Statutes, as summarized below.

KEY CHANGES IN THE SCN STATUTES

- | | |
|--|---|
| <ul style="list-style-type: none"> • Network Name PN renamed to Supply Chain Network (SCN) • SCN Mandate Broader scope: <ul style="list-style-type: none"> – procurement → end-to-end supply chain (planning, procurement, logistics, distribution) – inclusion of <u>new</u> principles related to <u>supply</u> chain management: innovation, agility, resilience – enhanced inter-agency coordination on global, regional, and local supply chain management • Representation Director, Chief or Head of Supply Chain, or any functions thereof | <ul style="list-style-type: none"> • Network Meetings <ul style="list-style-type: none"> – In-person or virtual participation allowed – At least one in-person meeting per year (remote participation where appropriate) – Ad-hoc inter-sessional meetings may be held virtually if needed • Annexes Rationalized – some proposed for deletion or integration into the Statutes/working group's TOR • Working Groups (ongoing) Translating into broader workstreams extending beyond procurement to reflect the full supply chain scope |
|--|---|

To formalize the SCN governance, the meeting confirmed that the last PN Management Board would transition into the SCN Management Board, with elections for a new Vice-Chair to be held at the SCN Spring meeting in 2026.

Members expressed appreciation for the collaborative drafting process and broad support for the approved Statutes, recognizing them as a strong foundation for the SCN's operationalization and future governance.

SUPPORTING DOCUMENTATION:

[SCN Statutes-Key Revisions](#)

[HLCM SCN Statutes and Rules of Procedure](#)

[Annex 1 - HLCM Procedures and Criteria for Agendas and Documents](#)

[Annex 2 List of HLCM SCN Member and Associate Member Organisations 2025](#)

All documents related to the meeting are available on the HLCM Knowledge Center Workspace on [UNGM](#) or by contacting the SCN Secretariat.



OPERATIONALIZING THE SUPPLY CHAIN NETWORK

PRESENTATIONS OF CARRIED-OVER WORKSTREAMS FROM THE PN TO THE SCN

The discussion aimed to operationalize the Supply Chain Network by collectively defining its structure, developing a clear work plan, and setting a strategic ambition for the Network moving forward. As part of the transition, the former Procurement Network working groups were invited to present a short overview slide summarizing the ongoing topics from their respective workstreams that could be carried forward under the new SCN structure.

1. SUSTAINABLE PROCUREMENT WORKING GROUP

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

The presentation provided a summary of the main areas of work, encompassing both formal working groups and thematic initiatives related to sustainable procurement.

Core areas of focus

Working groups

- Human trafficking and forced Labour in Supply Chains
- Gender Responsive Procurement
- Scope 3 emissions
- SP Statement

Other topics:

- Sustainable Procurement Indicators
- SP Tenders in UNGM (1-2-3 indicators)
- Forced Labour
- Circularity
- Disability inclusive Procurement
- Review the SP Content in the ASR (ongoing)

The meeting agreed on the importance of continuing the Sustainable Procurement workstreams under the SCN. Areas such as human trafficking and forced labour, gender-responsive procurement, scope 3 emissions, circularity, and sustainable procurement indicators will remain priority topics. Further work will be undertaken to explore how these thematic areas can be integrated and aligned within the broader SCN framework.

SUPPORTING DOCUMENTATION:

[SPWG carried over activities](#)

2. STRATEGIC VENDOR MANAGEMENT WORKING GROUP – INFORMATION SESSION

WALTER GRANDPRE (ILO), WORKING GROUP CHAIR

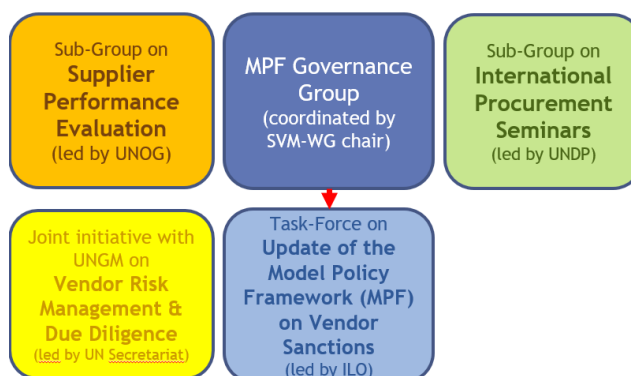
The Strategic Vendor Management Working Group (SVM-WG) presented an overview of its current structure and proposed activities to be carried forward under the Supply Chain Network (SCN).

All documents related to the meeting are available on the HLCM Knowledge Center Workspace on [UNGM](#) or by contacting the SCN Secretariat.



The group comprises:

Current structure of the SVM-WG



2.1 Task Force on the Update of the Model Policy Framework on Vendor Sanctions

Following the endorsement of the revised Model Policy Framework (MPF) on Vendor Sanctions (2025) by the PN, it was suggested that a new Task Force be set up, focusing on the update of related resources — including flowcharts, guidelines, and templates used by Vendor Sanctions Committees across UN agencies. Members were invited to volunteer for this work.

It was further suggested that the MPF Governance Group continue to operate as is, maintaining its current role of monitoring the implementation of the MPF 2025, assisting agencies in its application, responding to related queries, and maintaining the MPF webpages on UNGM. The Group would also remain a coordination and knowledge-sharing platform among Vendor Sanctions Committees across the system.

2.2 Vendor risk management and due diligence

It was suggested that the Sub-Working Group on Vendor Risk Management and Due Diligence continue its work under the SCN framework. The group's primary objectives are to (i) establish a standardized framework for vendor risk management and due diligence, and (ii) explore opportunities to integrate business information from external sources into UNGM. This would enable all UN agencies affiliated with UNGM to use a common platform for conducting vendor due diligence, both before and after contract award. The group also intends to pilot a common vendor evaluation methodology for one selected commodity and one service.

During the discussion, participants commended the progress achieved by the Working Group and called for the Network to further consider the human rights implications of UN procurement engagements. Reference was made to the report *"From Economy of Occupation to Economy of Genocide"* issued by the UN Special Rapporteur on the human rights situation in the Occupied Palestinian Territory, highlighting concerns regarding companies allegedly involved in activities facilitating the Israeli occupation. It was suggested that the Network, through the Strategic Vendor Management Working Group, review the findings of this report and assess potential implications for UN procurement due diligence and vendor sanctions processes, in line with the UN Supplier Code of Conduct and human rights obligations.

All documents related to the meeting are available on the HLCM Knowledge Center Workspace on [UNGM](#) or by contacting the SCN Secretariat.



2.3 Supplier Performance Evaluation

It was suggested that the Sub-Working Group on Supplier Performance Evaluation continue its work under the SCN, as significant progress has been achieved to date. The enhancement of the UNGM vendor performance evaluation tool is in its final stage of implementation, with testing completed and system integration under way. UNGM is finalizing data synchronization options with agency ERP and e-tendering systems, as well as user guidelines to be uploaded to UNGM. Training sessions will also be organized for colleagues requiring support on the use of the tool.

Once these deliverables are completed, the group is expected to initiate the development of a Model Policy Framework on Vendor Performance Evaluation, ensuring harmonized practices across agencies, following a similar approach to that used for vendor sanctions.

2.4 International Procurement Seminars

It was suggested that the Sub-Working Group on International Procurement Seminars (IPS) continue under the HLCM-SCN framework, as the IPS initiative remains an effective platform for strengthening dialogue between UN organisations and suppliers and for promoting transparency and access to UN procurement opportunities.

The upcoming IPS will take place in Geneva on 19–20 November 2025, hosted jointly by France, Switzerland, Austria, and Italy. The Working Group has developed a step-by-step guide for host countries, including a user manual, timeline, and resource requirements, as well as a one-page introductory and guidance note on the IPS. Outreach to the Permanent Missions of potential future host countries is ongoing.

Members supported the continuation of the IPS initiative under the SCN structure, while emphasizing the importance of diversifying its geographic reach, increasing participation from the Global South, and exploring hybrid or alternative formats to broaden supplier engagement and optimize costs.

SUPPORTING DOCUMENTATION:
[SVM carried over activities](#)

3. HARMONISATION WORKING GROUP

KATINKA ROSENBOM (UNICEF), WORKING GROUP CHAIR

The Harmonization Working Group reviewed its ongoing initiatives and identified several areas proposed for continuation under the HLCM Supply Chain Network.

It was suggested that the group continue its work on the Supplier Code of Conduct, Strategic Collaborative Category Management, and the advancement of Mutual Recognition across UN entities — all recognized as foundational elements of system-wide harmonization and efficiency.

In addition, the group proposed that the SCN consider further collaboration on emerging areas such as the development of a Collaboration Implementation Traffic Light Matrix, enhanced common procurement approaches at the country level, standardized

All documents related to the meeting are available on the HLCM Knowledge Center Workspace on [UNGM](#) or by contacting the SCN Secretariat.



procurement templates, and a common table of contents for procurement manuals. These initiatives aim to strengthen alignment and promote practical consistency across UN procurement operations.

SUPPORTING DOCUMENTATION:
[HWG carried over activities](#)

4. PROFESSIONAL DEVELOPMENT WORKING GROUP

TORBEN SOLL (UNDP), WORKING GROUP CHAIR

The Chair of the Professional Development Working Group (PDWG) provided an overview of its ongoing work on training, certification, and professionalization across the procurement and supply chain functions.

Professional Development WG: From PN to SCN

Recurrent (Yearly):

- Yearly UN Procurement Awards
- Yearly Training Compendium
- Yearly List of Recommended Training Courses
- UN Procurement Practitioner's Handbook (updates)

Ad-hoc:

- Training needs assessments
- UNGM Knowledge Site Content Management (Training, Professionalization, Award)
- Assessment of Training & Certification Institutes/Entities

The Chair also informed the Network that the UNDP-CIPS-accredited program has recently been expanded to Levels 5 and 6, corresponding to bachelor-level qualifications formally recognized by the UK Ministry of Education. This development was welcomed as an important milestone towards professionalizing the procurement and supply chain function.

The group discussed the importance of broadening professional development beyond procurement to encompass the full supply chain, including logistics and program management functions.

Several agencies shared ongoing collaborations with external institutions and academic partners offering accredited or free-of-charge training opportunities. Members highlighted the need to map existing courses and partnerships across agencies to avoid duplication and promote mutual recognition of equivalent certifications.

The Working Group agreed to continue work on maintaining a central training catalogue on UNGM, mapping system-wide training opportunities, and exploring partnerships that support cost-effective and credible professional development. The group will also seek to align these

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efforts with ongoing SCN initiatives on workforce professionalization and knowledge-sharing, to ensure that capacity development remains a central pillar of the Supply Chain Network.

SUPPORTING DOCUMENTATION:
[PDWG_carried over activities](#)

5. PROCURE NEXTTECH WORKING GROUP

FREDERIC FARSCHI (ICC), DANIEL RODRIGUEZ (PAHO), MIRANDA CARINGTON (WORLD BANK),
 WORKING GROUP CO-CHAIRS

The ProcureNextTech Working Group (formerly the Cognitive Procurement Working Group) presented an update on its activities and proposed future direction under the Supply Chain Network. The group has evolved from a knowledge-sharing platform on procurement innovation into a forum providing strategic direction on digital and advanced technologies in procurement.

THE COGNITIVE PROCUREMENT WORKING GROUP, ORIGINALLY ESTABLISHED TO SHARE INSIGHTS AND KNOWLEDGE ON PROCUREMENT INNOVATIONS, IS TRANSITIONING INTO PROVIDING STRATEGIC DIRECTION IN PROCUREMENT DIGITAL AND ADVANCED TECHNOLOGIES

The original aim was to explore the "Procurement" aided by the autonomous capabilities of artificial intelligence and technologies. The capabilities of cognitive computing in relation to procurement are things such as data mining, pattern recognition, forming of predictive analytics, and natural language processing, which can be applied and can enhance all aspects around the procurement process and enable more informed decisions, and reducing the need for transactional processes to be performed by people. Cognitive procurement remains to an extent uncharted territory not only for UN entities, but also for many private sector organizations



DEFINITION & SCOPE
 Definition & scope - clarify all the concepts (e.g. Robotic Process Automation, Artificial Intelligence) that fall under the topic and how they apply to procurement



MAP THE TOOLS & TECHNOLOGIES
 Map the tools & technologies already being used across the UN agencies and in the private sector



SET OBJECTIVES & WORK PLAN
 Define the objectives - what do we want to achieve?
 Assess tasks to be automated

THE WG WAS REVIEWED IN 2025 WITH NEW GUIDELINES AND TERMS OF REFERENCE APPROVED AT THE UN HLCM PN APRIL 2025
 ENGAGEMENT PERFORMED IN Q1 2025 WITH DTN AI COMMUNITY OF PRACTICE
 CONSIDERING A SURVEY TO UPDATE EXISTING SOLUTIONS AND REQUIREMENTS
 CALL FOR NEW MEMBERSHIP TO THE WG

It was suggested that the group continue its work under the SCN, with a focus on defining the scope of digital and emerging technologies — including Artificial Intelligence (AI) and Robotic Process Automation (RPA) — and mapping their current and potential applications across UN organisations. The group also plans to conduct a survey to assess existing tools, skill sets, and technology needs, with a view to identifying common opportunities for collaboration and pilot projects.

During the discussion, members recognized the strategic importance of digital transformation but highlighted key challenges, including data quality and interoperability, the fragmentation of ERP systems, and regulatory and compliance variations across organisations. It was also noted that collaboration with the DTN AI Community of Practice should be strengthened to ensure complementarity and avoid duplication of effort.

Members emphasized the need to mobilize dedicated resources and technical expertise within the group and to engage IT colleagues directly, given the cross-cutting nature of the

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topic. Several participants underscored the importance of pragmatic, scalable approaches, recommending that the group focus on specific use cases—such as leveraging AI within UNGM to enhance data analysis, supplier insights, and process automation—rather than broad system-wide reforms.

SUPPORTING DOCUMENTATION:

[Procure NextTech WG carried over activities](#)

DEVELOPMENT OF THE SUPPLY CHAIN NETWORK WORKING GROUP STRUCTURE

Presentation of the Zero-Draft SCN Working Group Structure:

A zero-draft organigram outlining a proposed structure of the SCN Working Groups was shared ahead of the meeting to facilitate discussion on the Network's future configuration. Members provided comments both prior to and during the session.

There was broad agreement on the need to streamline and simplify the structure to ensure effective participation and delivery. Several members noted that the zero-draft included too many working groups and sub-groups, recommending consolidation into a smaller number of functional areas supported by clear terms of reference, defined deliverables, and accountability mechanisms.

Discussion and Group Work on the SCN Working Group Structure:

Following the presentation of the zero-draft organigram, members discussed the overall SCN structure and worked in breakout groups to refine and propose thematic areas and governance arrangements. The group discussions helped consolidate ideas for a more streamlined and practical working group framework.

As presented in the zero-draft organigram, Members agreed that the SCN structure should reflect its broader supply chain mandate—extending beyond procurement to include planning, warehousing, logistics, and inventory management. It was proposed to distinguish between standing working groups for ongoing thematic areas and time-bound task forces for specific deliverables. Cross-cutting themes such as sustainability, digital transformation, and professionalization should remain integral, with clear ownership and coordination.

It was emphasized that existing procurement-related HLCM efficiency initiatives (P1–P5 and S2) should be embedded within the new structure, noting that S2, as a system-wide initiative, represents a core component of the SCN's expanded scope.

During the transition phase leading to the full operationalization of the Supply Chain Network, the S2 initiative will remain under its current Co-Conveners (UNICEF, UN Secretariat, WFP) and continue operating in line with the arrangements outlined in the HLCM Far-Reaching Efficiency Initiatives package endorsed by HLCM ([HLCM Far-Reaching Efficiency Initiatives | United Nations - CEB](#)). Its full operational integration into the Supply Chain Network will take place once the SCN Working Group structure and governance arrangements are finalized. To ensure



continuity and alignment, the Co-Conveners will keep the SCN Management Board informed on progress made across the S2 workstreams until the transition is completed.

Members agreed that the structure should evolve gradually through an iterative process, informed by member feedback and capacity considerations.

Conclusion and next steps:

The SCN Chair suggested carrying forward the existing working groups of the former Procurement Network under the Supply Chain Network, reflecting a broader ambition and a more integrated approach. The proposed structure would retain continuity with established areas of work while incorporating additional functions.

The Board, supported by interested members, will consolidate the proposals discussed and develop a revised structure for further consideration. Members discussed the importance of updating governance arrangements, including a review of current working group memberships, renewal of leadership roles, and the introduction of Co-Chairs to promote continuity and shared responsibility.

It was further discussed that a call for nominations for Working Group, Task Forces and/or procurement-related HLCM initiatives participation and leadership could be issued once the structure is finalized. The Network noted that while some initiatives have advanced rapidly due to external factors, the restructuring presents an opportunity to enhance coherence, influence, and alignment across the UN supply chain functions.

SUPPORTING DOCUMENTATION:

[HLCM SCN Organigram Draft 0](#)

[PN Working Group Transition Recommendations](#)

[Comments on the Zero-Draft Organigram of SCN WGs](#)

OTHER TOPICS

1. UPDATE ON S2 EFFICIENCY INITIATIVES – INFORMATION SESSION

LEILA PAKKALA (UNICEF), CORINNE FLEISCHER (WFP), ANNEMARIE VAN DEN BERG (UN SECRETARIAT),
S2 CO-CONVENERS

A presentation was shared by the Co-Conveners (UNICEF, UN Secretariat and WFP) of the HLCM S2 Coordinated UN Supply Chain Initiative. It was recalled that the HLCM had tasked the group with the draft of the SCN Statutes, a transition plan, and leadership continuity during handover; these outcomes were reported to and endorsed by HLCM on 30 September 2025.

The focus of the briefing was on looking ahead to the next phase of work under the S2 Integrated Supply Chain and Logistics Framework, which aims to improve efficiency and coherence across the UN system's end-to-end supply chain. The framework is guided by six key principles:

- Voluntary participation;
- Expertise-based collaboration;

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- Obligation to deliver;
- Usage conditions;
- Respect for mandates; and
- Cost recovery.

Participants were updated on the initial four priority areas being developed under S2 — Infrastructure, Health, Logistics, and Shelter — with the Shelter workstream now focusing on Core Relief Items (CRIs) and the infrastructure group working in coordination with the S5 “UN Services Hub” Initiative to ensure proper sequencing. The next phase of work will involve converting the value propositions developed by the participating entities into concrete, implementable frameworks based on harmonized service offerings and evidence-based decision-making.

The presentation also provided an overview of the UN80 Supply Chain Proposal, developed jointly by WFP, UNICEF, and the UN Secretariat as part of the Humanitarian Reset. It was clarified that this initiative represents a subset of the S2 framework, focusing specifically on humanitarian and complex operational environments. The proposal envisions enhanced collaboration in three areas:

- Coordinated procurement(upstream) — defining category sub-groups and coordinated approaches;
- Optimizing global freight (upstream) — leveraging shared logistics capacity;
- Harmonized in-country logistics (downstream) — improving delivery operations and inventory management.

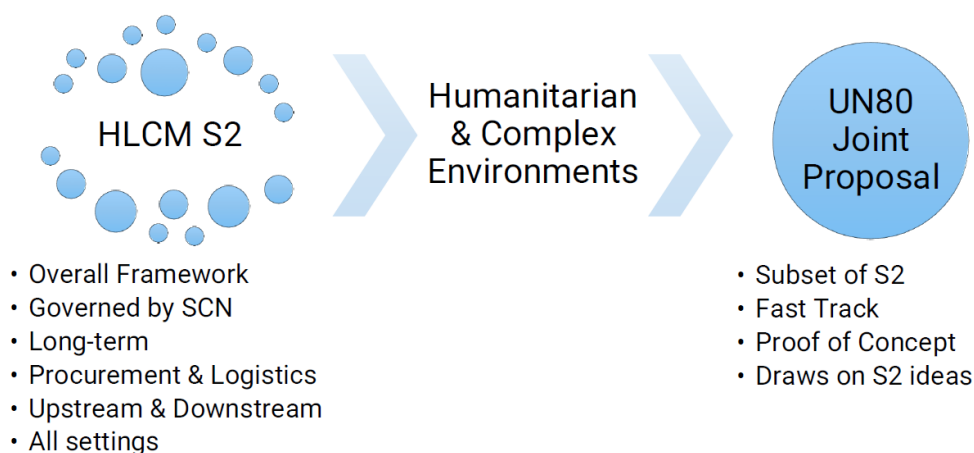
A support cell is envisioned to facilitate coordination and planning for participating organisations in humanitarian and complex settings. The proposal is currently being further developed through analytical work to build a business case, with a view to informing future system-wide approaches.

The presentation outlined where efficiency gains may be realized across needs definition, planning, procurement, delivery, and end-user monitoring — emphasizing stronger upstream coordination and enhanced downstream collaboration, while agencies retain individual accountabilities and build on one another’s resources.

To conclude the presentation, a slide contextualized the ongoing and proposed initiatives under the HLCM S2 framework, which provides the overall foundation for the UN system’s multi-year, end-to-end supply chain collaboration.



HLCM S2 and UN80 Supply Chain



In closing, it was emphasized that participation in both initiatives is based on voluntary collaboration among agencies, reflecting a shared commitment to advancing collective supply chain efficiencies.

Following the presentation, participants sought clarification on the governance and alignment of S2 and UN80 within the Supply Chain Network. The Co-Conveners noted their interim and facilitative role, emphasizing that governance arrangements would be developed collectively under the SCN and guided by the S2 principles of voluntary participation and respect for mandates. They reiterated that UN80 represents a fast-track humanitarian initiative, while S2 constitutes a longer-term, system-wide effort that will guide the SCN's work.

Key points raised included the need to strengthen transparency and trust, ensure open participation, and clarify the scope of coordinated supply chain activities — particularly regarding which elements may extend beyond humanitarian contexts. The Co-Conveners noted that the upcoming Rome workshop will provide an opportunity to further discuss and refine governance arrangements, scope of collaboration, and data requirements. They emphasized that no single entity is envisaged to lead all operations; rather, efficiencies will be pursued through shared responsibilities, data-driven analysis, and functional specialization across agencies.

SCN members also addressed the integration of ongoing HLCM efficiency initiatives within the SCN structure and inquired how progress would be communicated externally. The Co-Conveners acknowledged the importance of maintaining coherence between the continuing work of the former Procurement Network and the evolving SCN agenda, noting that the group aims to develop a risk management and communication approach to ensure consistent internal and external messaging.

SUPPORTING DOCUMENTATION:
[HLCM S2 Presentation](#)



2. UN GLOBAL MARKETPLACE STEERING COMMITTEE BRIEFING – DECISION SESSION

NIELS RAMM (UNOPS) UNGM TEAM LEAD

A presentation was shared by the UNGM Steering Committee on the current financial situation and the measures being considered to ensure the platform's sustainability over the next biennium.

It was recalled that the Steering Committee, following the earlier mandate from the Procurement Network, had been tasked with identifying proposals to address the financial challenges faced by UNGM.

An overview was provided of the governance arrangements, noting the recent transition in the UNGM Chair role from Ms. Bernice Bessiere (WIPO) — who was thanked for her years of service — to Mr. Greg Kuchler (UN Secretariat), who will assume his functions shortly. One Steering Committee position remains vacant, for which an expression of interest will be issued.

The presentation outlined the core operational budget for 2026–2027, which reflects a projected 6% increase in costs compared to the previous rolling budget, mainly due to (i) cost-of-living adjustments, (ii) rising operational expenditures related to cloud infrastructure, and (iii) system enhancements due to higher spending on memory and IT resources to support system growth and performance.

UNGM's total projected costs amount to USD 1.117 million for 2026 and 1.134 million for 2027, resulting in a shortfall of approximately USD 200,000–220,000 per year based on current revenue levels.

The Steering Committee noted that UNGM has had to draw on its reserve fund over the past two years, and at the current trajectory, the reserve fund would be depleted by end-2027, potentially leading to a deficit.

The Steering Committee presented proposed options for consideration:

- Short-term measure: Increase the annual agency membership fee from USD 6,000 to USD 15,000 starting in 2026. This adjustment would offset the projected deficit and stabilize operations without drawing on the reserve fund.
- Medium to Long-term approach: Consider shifting to a model where agencies fully cover the core operational costs, allowing revenue from the Tender Alert Service to replenish the reserve fund and potentially eliminating supplier fees in the future. Under this model, the annual agency contribution would be approximately USD 35,000.

Finally, it was recalled that the technical modernization of UNGM — estimated at USD 600,000 over 18 months — remains a key strategic objective, as the platform's core architecture has not been rebuilt since 2012–2013. It was also noted that HLCM requested a detailed Business Case under the P1 "Enhancing a one-UN Procurement architecture through the UNGM" proposal.

Following the presentation, members acknowledged the critical importance of UNGM as a shared platform underpinning UN procurement collaboration and supplier engagement. There was overall support for the proposed temporary increase of the annual agency contribution



to USD 15,000 for 2026–2027 as a necessary measure to address the current operational shortfall and maintain continuity of services.

Several members emphasized the need for a comprehensive business/investment case to accompany the proposal, clearly articulating UNGM's value, return on investment, and alignment with the broader HLCM/SCN efficiency agenda.

Comments also highlighted the importance of exploring cost-containment measures and long-term financial models, including proportional or tiered contribution schemes, and potential alternative funding sources such as partnerships or external support for modernization.

It was also noted that the membership of the Financial Sustainability Task Force (FST) – established by the UNGM Membership to develop UNGM financial sustainability model(s) – remains open to additional agencies.

Members endorsed the following measures to ensure the short- and long-term financial sustainability of UNGM:

Short-term funding measure

- **For the years 2026-27, agencies agree to establish the UNGM annual membership fee at \$15'000. The UNGM Steering Committee will prepare a document on UNGM's added value to support internal advocacy for fund commitment within 2025 by mid-November.**

Medium / Long Term Business Model (P1)

- **The UNGM Membership is tasking the UNGM Steering Committee and FST to prepare a business and investment case for the proposed long-term solution. This proposal will be shared with the UNGM membership for discussions with their HLCM representative, to allow an informed decision at the April 2026 HLCM session.**
- **Eventual voluntary contributions received during 2025 will be used exclusively to replenish the UNGM's reserve fund.**

SUPPORTING DOCUMENTATION:

[Oct 2025 UNGM Membership Presentation](#)

[Summary Sheet - Rolling Budget 2026-27 - UNGM Membership Session Oct. 2025](#)

[UNGM Rolling Budget 2026-2027](#)

[HLCM Briefing Slides Sept. 30 2025](#)

3. ASR GOVERNANCE – INFORMATION SESSION

ANNE-CLAIRE HOWARD (UNOPS)

A presentation was shared on the Annual Statistical Report (ASR) on United Nations Procurement, which serves as the official source of consolidated procurement data across the UN system. Compiled by UNOPS on behalf of participating organisations, the ASR remains a key instrument for promoting transparency, accountability, and evidence-based decision-making. It provides Member States and stakeholders with system-wide data on how the UN collectively spends over USD 25 billion annually across organizations, sectors, and regions.

All documents related to the meeting are available on the HLCM Knowledge Center Workspace on [UNGM](#) or by contacting the SCN Secretariat.



The presentation introduced a set of proposed enhancements to improve the timeliness, accessibility, and usability of the ASR. It was noted that only 11 of the 32 participating organisations had submitted data within the deadline for the 2024 edition, compared with 21 the previous year. Late submissions — often linked to ERP migrations, internal validation processes, or reporting challenges — have delayed the subsequent analysis and publication of the report, which in recent years has shifted to July.

To address these challenges, the following adjustments were proposed:

- **Advancing the data-submission period** to *mid-January–mid-February* to enable earlier validation and analysis;
- **Targeting publication by mid- to late-May**, improving the timeliness and relevance of the data;
- **Launching a survey** among participating organisations to identify factors influencing submission delays and explore possible support measures; and
- **Transitioning to a web-based, interactive ASR platform** by 2026, aligned with the UN's broader digital-transformation agenda.

The proposed digital platform would replace the current static report with an interactive web interface integrating dashboards and embedded datasets, thereby enabling faster publication, richer visualizations, and potentially live data updates. Several cost scenarios were presented:

Estimated cost scenarios

| | | |
|---|---|---|
| <p>New, full featured, interactive, data-driven, custom website - build from scratch</p> <p>Approx \$270k + ongoing maintenance, cloud costs</p> | <p>Interactive, data-driven, semi-custom website - leveraging infrastructure of existing UNOPS website</p> <p>Approx \$100k + ongoing maintenance, cloud costs</p> | <p>Incorporation of report content within existing ASR website on UNGM (limited customizability; use existing dashboard technology; limited interactivity; not designed for digital reports)</p> <p>Within existing UNOPS resources + ongoing maintenance, cloud costs</p> |
|---|---|---|

UNOPS has recently developed a custom website dedicated to publishing data from complex datasets. The estimates here are based on the experience of developing that website and other web applications. Significant cost savings can be achieved by leveraging the technical infrastructure of that website for the ASR, but this would also limit the customisations that are possible. UNOPS would also explore options to put the web development to market to determine if it would cost less than using internal resources.

Participants expressed strong support for the modernization of the ASR, recognizing its growing visibility and strategic value for demonstrating the collective impact of UN procurement. Members encouraged continued alignment with the *Digitalization Working Group* to be established under the Supply Chain Network, to ensure coherence with ongoing digital initiatives and to consider the inclusion of additional indicators (e.g., on collaborative procurement).

All documents related to the meeting are available on the HLCM Knowledge Center Workspace on [UNGM](#) or by contacting the SCN Secretariat.



The meeting reaffirmed that the ownership of the procurement data remains the property of each submitting organisation and are not subject to audit by the UN Board of Auditors as part of UNOPS' own audit scope.

UNOPS will circulate the ASR survey in November 2025 and convene the annual kick-off meeting for the next reporting cycle. Further consultations will follow on the technical design and implementation modalities for the proposed digital platform.

Next steps

- UNOPS ASR team:
 - Launch survey on proposed changes
 - Organize kick off meeting in November 2025
 - Begin technical scoping and planning, with consultations on web and digital design based on HLCM recommendations
- Participating organizations:
 - Complete ASR survey:
 - Confirm feasibility of earlier data submission period of **mid-January – mid-February**, share any technical or capacity concerns
 - Provide feedback on the transition to digital ASR format
 - Begin internal planning to accommodate data collection
 - For queries on datasets, please reach out to the ASR team asr@unops.org

SUPPORTING DOCUMENTATION:
[ASR proposal](#)

4. APPLICATIONS FOR SCN MEMBERSHIP – DECISION SESSION

ANNE-CLAIRE HOWARD (UNOPS), SCN CHAIR

4.1 United Nations Institute for Training and Research (UNITAR)

A membership application from UNITAR was received prior to the PN meeting held in April 2025. During that session, in light of the ongoing governance review of the Procurement Network, the application was placed on hold. The organisation subsequently reconfirmed its interest in joining the Supply Chain Network.

The Network reviewed the application submitted by UNITAR, which meets the eligibility criteria for UN system entities as outlined in the HLCM Supply Chain Network Statutes.

SCN members unanimously endorsed the application, and UNITAR was therefore formally accepted as a new member of the Supply Chain Network.

4.2 International Centre for Genetic Engineering and Biotechnology (ICGEB)

A membership application from the International Centre for Genetic Engineering and Biotechnology (ICGEB) was received prior to the PN meeting in October 2024. At that meeting, PN members requested additional time to conduct internal consultations before reaching a decision, and the organisation later provided further information in support of its application. ICGEB also reconfirmed its interest in joining the Supply Chain Network.

During the discussion, it was noted that SCN members were unable to reach consensus on the proposed membership. Some members expressed concerns regarding potential conflicts of



interest, particularly in relation to ICGEB's status as a prospective supplier to certain SCN member organisations.

After due consideration, members agreed to decline ICGEB's application for membership in the Supply Chain Network.

The Network agreed to temporarily suspend the review of new membership applications until further notice, pending the development of clear admission criteria and review procedures.

Supporting documentation:

[UNITAR Application form](#)

[ICGEB Application form](#)

[Additional information from ICGEB](#)

AOB

1. Future meetings

Members supported holding the next SCN session in person in spring, noting the importance of considering cost-efficiency and travel constraints. The Board will review potential venue options and circulate an update to members in due course.

2. Gratitude to the hosts

The SCN thanked Benjamin Safari (UNHCR), Angela Kastner (WHO), and their teams for the excellent hosting of the meeting and networking events.