



2024

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



GENEVA-BASED UNITED
NATIONS ENTITIES AND OTHER
INTERNATIONAL ORGANIZATIONS

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Opening Remarks

The Common Procurement Activities Group (CPAG) experienced a highly productive year in 2024, further strengthening its role as a leading procurement coordination platform within the UN system. This progress was made possible by the dynamic engagement and consistent contributions of all CPAG member organizations, whose collaboration enabled the network to thrive and demonstrate resilience across a wide range of procurement activities.

A key highlight of the year was the exchange of knowledge and best practices, with 208 procurement-related queries generating 1,359 responses across the network, representing a 21.88% increase in responses compared to 2023. This active dialogue reflects CPAG's strong culture of cooperation and collective problem-solving, and the value placed on shared experience, best practices, existing contracts, and policy alignment.

CPAG members also reported an impressive Estimated Cost Efficiencies (ECE) of CHF 41,335,062 (equivalent to USD 45,876,873) generated through 29 CPAG common contracts this year, a clear demonstration of the tangible financial impact of joint procurement efforts.

The CPAG Working Groups also made notable progress. The Working Group on the CPAG Statute successfully finalized and received members' approval during the 2024 Q1 meeting. The Working Group on the Common Contract Template achieved significant milestones in developing the French versions of key templates.

The 2024 Annual Report reflects the strength, efficiency, and impact of CPAG's work, made possible by the sustained dedication of its members and the CPAG Secretariat. We extend our sincere thanks to all involved and reaffirm our commitment to deepening cooperation, enhancing harmonization, and maximizing the collective benefits of CPAG for all participants.



Stephen Farrell
CPAG Chairperson 2024
United Nations Office at Geneva

CPAG at a Glance

The Common Procurement Activities Group (CPAG) is a voluntary inter-agency procurement network composed of United Nations entities and international organizations based in Geneva. CPAG is dedicated to advancing procurement efficiency and effectiveness by leveraging the collective expertise, experience, and best practices of its member organizations.

Originally established on 15 May 1952 as the Committee on the Coordination of Purchase and Supply Services of the United Nations Office and Specialized Agencies at Geneva, CPAG has since evolved into a dynamic platform for procurement collaboration. The Group operates in accordance with its Statute, initially adopted on 22 April 2005 and most recently amended on 26 March 2024.

History of CPAG



“

For UNOPS, I am truly inspired by the collaborative spirit that CPAG fosters among UN agencies. By engaging in joint solicitations and sharing best practices and approaches, we not only drive cost efficiencies but also build strong relationships that reinforce our shared mission in the UN. I look forward to deepening these cooperation and innovating together for a more effective and sustainable future across the UN system.

Tunahan KUCUKCELEBI

Head of Procurement,
UNOPS GPO, GVA

”

Objectives

CPAG is committed to enhancing procurement efficiency by fostering collaborative purchasing, policy harmonization, and the standardization of practices across its Member Organizations, while fully respecting each entity's constitutional, budgetary, and administrative autonomy. The Group serves as a dynamic platform for coordination, knowledge exchange, and the pooling of procurement expertise and resources.

CPAG's key objectives are to:



- Promote the harmonization of procurement policies and procedures across Member Organizations;



- Encourage the standardization of goods, works, and services procurement where feasible;



- Enhance operational efficiency and effectiveness by enabling members to benefit from the outcomes of other's procurement activities; and



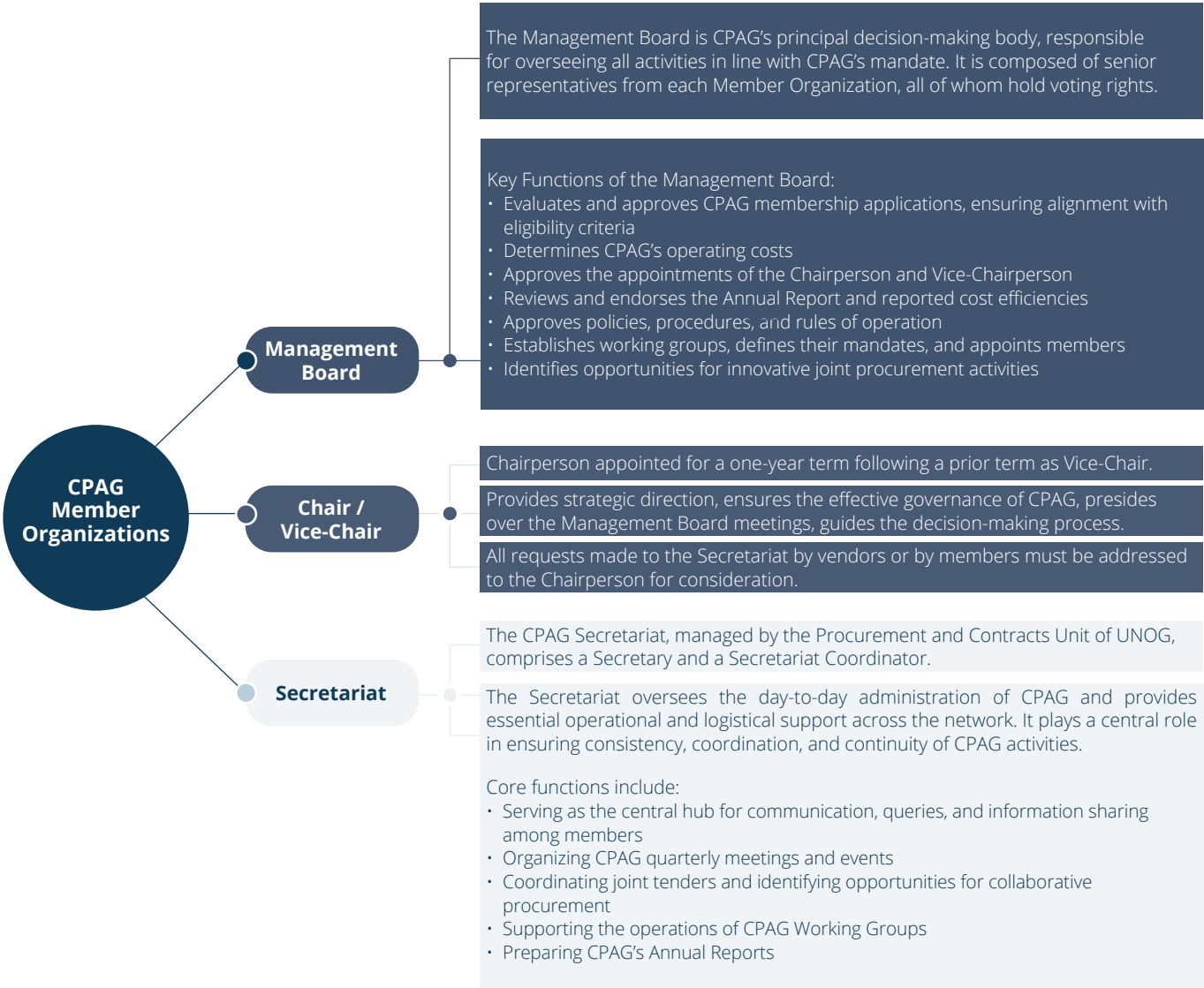
- Facilitate the consolidation of requirements to achieve economies of scale and generate measurable cost savings.



Structure

CPAG's effectiveness is supported by a clear and well-established governance structure, comprising the Management Board, Chairperson, Vice-Chairperson, and Secretariat. Each component plays a distinct and essential role in ensuring the coordinated and efficient functioning of the network.

Structure of CPAG



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The role of the CPAG is catalytic in leveraging the Procurement function as a strategic business partner. The joint effort promoted by CPAG through sharing lessons learned and establishing high procurement standards is one of the main enablers of respectful and effective procurement practices that maximize the impact of UN agencies' investments towards achieving the 2030 Global Sustainability Goals.

Florie LEGUAY
 Head of Procurement, Gavi

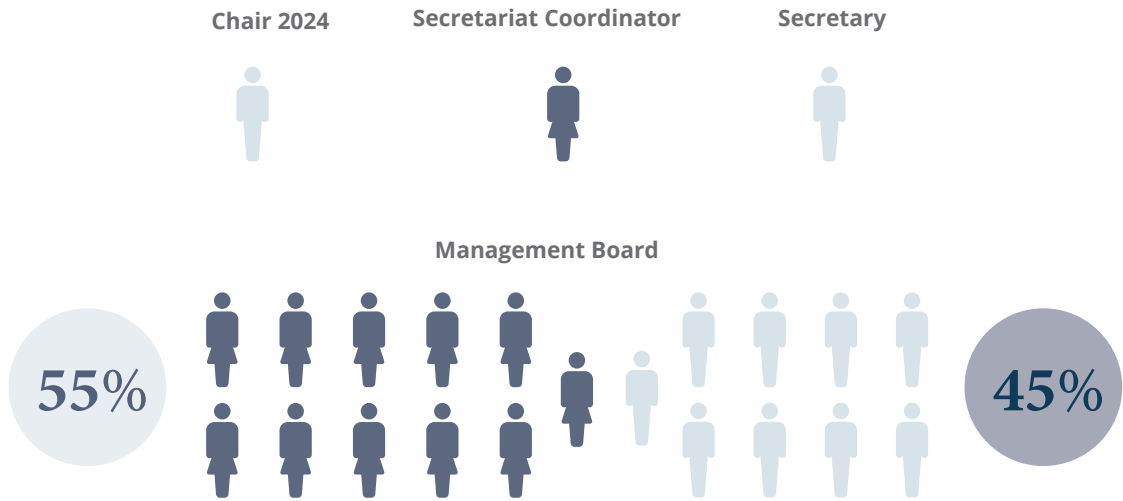
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Distribution of CPAG per gender in 2024

In 2024, CPAG achieved gender parity within its management board, achieving balanced representation of women and men on the Management Board and reinforcing its commitment to inclusive leadership.



CPAG Member Organizations

CPAG Member Organizations comprise United Nations entities and international organizations based in Geneva, united by a shared commitment to collaborate as a cohesive network. The primary objective is to leverage collective knowledge and procurement expertise to drive greater efficiency and value. This collaboration focuses on identifying opportunities for joint procurement initiatives and actively engaging in shared activities such as working groups, meetings, and knowledge-sharing.

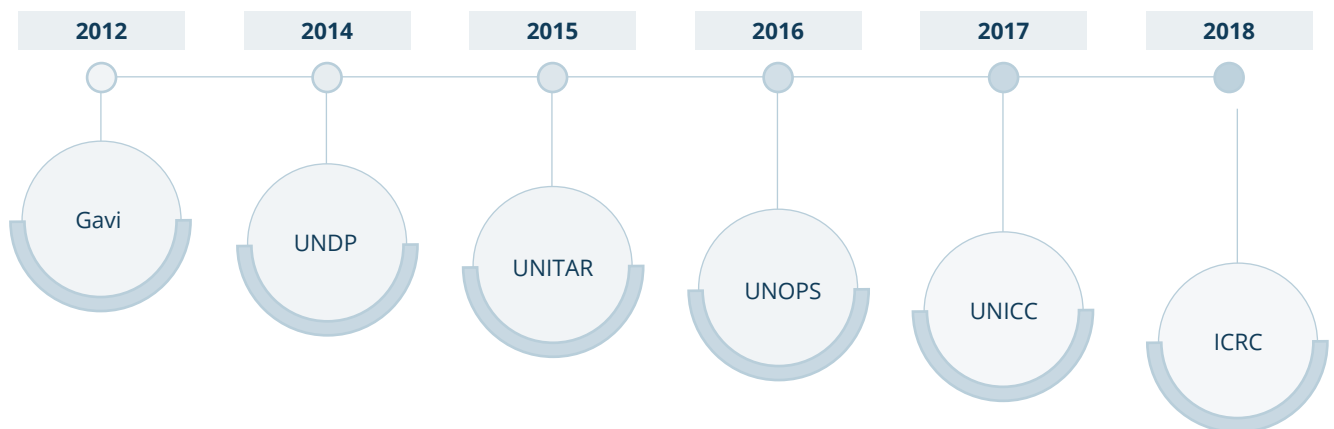
2024 CPAG MEMBERS



2024 CPAG MEMBERS LOCATION



History of CPAG Membership



New Membership

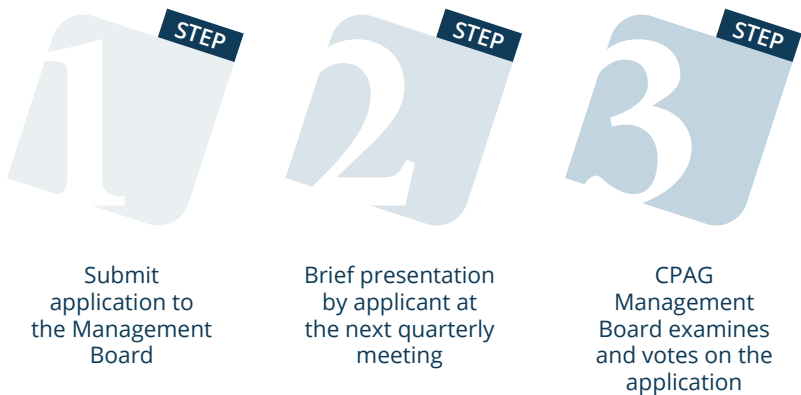
The CPAG Management Board is responsible for evaluating applications from entities seeking to join the CPAG community. CPAG actively welcomes and encourages interested organizations to explore the potential benefits of membership.

Eligible entities include:

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

Over the past decade, CPAG has experienced steady and meaningful growth, expanding its membership from 12 organizations in 2010 to 20 organizations by 2024.

Membership Application Procedure



CPAG Members Representatives in 2024

Gavi Alliance



Florie Leguay

Head of Procurement

fleguay@gavi.org

The Global Fund



Alan Taylor

Manager, Indirect Sourcing Team

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International Bureau of Education (IBE-UNESCO)



Maria Elena Pullig

Administrative and Finance Officer

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International Committee of the Red Cross (ICRC)



Romain Fournier

Head of Indirect Procurement

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International Labour Organization (ILO)



Vanja M. Ostojić

Chief, Procurement Bureau

ostojic@ilo.org

International Organization for Migration (IOM)



Vladimir Maslarov

Senior Procurement Officer

vmaslarov@iom.int

International Telecommunication Union (ITU)



Alessandra Caratozzolo

Head, Procurement Division

alessandra.caratozzolo@itu.int

International Trade Centre (ITC)



Sophie Hecht de Alwis

Chief, Central Support Services

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Joint United Nations Programme on HIV/AIDS (UNAIDS)



Archana Sood

Procurement and Travel Advisor

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United Nations Children's Fund (UNICEF)



Claudia Melani

Procurement Manager

cmelani@unicef.org

United Nations Development Programme (UNDP)



Nancy Bourquin
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nancy.bourquin@undp.org

United Nations High Commissioner for Refugees (UNHCR)



Fabrizio Bertora
Chief of Section - HQ Procurement
bertora@unhcr.org

United Nations Institute for Training and Research (UNITAR)



Administration and Procurement Unit
apu@unitar.org

United Nations International Computing Centre (UNICC)



Jacqueline Enstone
Chief, Procurement Section
enstone@unicc.org

United Nations Office at Geneva (UNOG)



Stephen Farrell
Chief, Purchasing and Transportation Section
farrells@un.org

United Nations Office for Project Services (UNOPS)



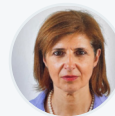
Tunahan Kucukcelebi
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tunahank@unops.org

World Health Organization (WHO)



Imre Erdelyi
Procurement Officer
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World Intellectual Property Organization (WIPO)



Donatella Castellucci
Head, Procurement Section
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World Meteorological Organization (WMO)



Veronica Golini
Chief, Procurement Section
vgolini@wmo.int

World Trade Organization (WTO)



Alessandra Caratozzolo *
Chief, Procurement Section
fcsdprocurement@wto.org

* Till 29 November 2024

Governance

The Management Board serves as the central governing body of CPAG, with overarching responsibility for guiding and overseeing all activities in alignment with the Group's mandate. It holds the authority to make key decisions on behalf of CPAG, which are formally documented, effectively communicated, and implemented by the coordination of the CPAG Secretariat.

Key Functions of the Management Board

The Management Board convenes on a quarterly basis to:

- Share updates on procurement developments and highlight recent accomplishments;
- Discuss strategic priorities and objectives for the upcoming period;
- Address issues of common interest to members; and
- Review and assess specific procurement activities and policy matters.

The CPAG quarterly meetings function as both an information-sharing forum and a decision-making platform, enabling collective input on strategic initiatives, operational challenges, and joint procurement matters. They are instrumental in shaping CPAG's direction, reinforcing a shared vision, and ensuring that the network remains responsive to evolving procurement needs.

In preparation for each meeting, the Chairperson, in collaboration with the Secretariat, develops the agenda with input from members. This inclusive approach ensures that all participating organizations have the opportunity to contribute to key discussions and decisions.

The Secretariat plays a critical role in supporting the Management Board by preparing relevant background documentation and implementing the decisions and actions endorsed during the meetings. This ensures continuity, transparency, and the timely execution of CPAG's strategic priorities.



© WHO

Main Items Addressed During the 2024 Quarterly Meetings

Q1	26 March 2024	<ul style="list-style-type: none"> * Update on status of CPAG tenders * Update and Approval: Working Group for CPAG Statute * Update and Presentation of CPAG 2023 Annual Report * Update of the ad hoc discussion of the Working Group for ECE calculation * Presentation of the chairperson rotation list * Approval of 2024 CPAG operational costs * CPAG 2023 queries data analysis * Query Mechanism Feedback
Q2	27 June 2024	<ul style="list-style-type: none"> * Update on status of CPAG tenders * Electricity contract update * Show and Tell (ILO, UNICEF) * Discussion: payment of indirect taxes * CPAG membership fixed fee * International Procurement Seminar invitation
Q3	26 September 2024	<ul style="list-style-type: none"> * Update on status of CPAG tenders * Mobile telephony tender brainstorming session update * Show and Tell (WTO and CPAG Annual Report) * Working Group Common Contract Template update * CPAG membership fixed fee for decision * Participation to the NPIO
Q4	12 December 2024	<ul style="list-style-type: none"> * Update on status of CPAG tenders * Electricity tender discussion * Mobile telephony brainstorm session update * Travel management services brainstorm session update * Show and Tell (UNITAR) * Working Group Common Contract Template update * UN Procurement Award for Collaborative Procurement update * Handover of the Chairpersonship from UNOG to ILO * CPAG joint event * Training on Contracts and Supplier Relationship Management (ILO) * International Procurement Seminar in Geneva * Effective communication of contract updates to CPAG

Proposed Schedule for the 2025 Quarterly Meetings



Chairperson History and Rotation

At the CPAG Q4 meeting in 2023, members unanimously agreed that the Chairperson would officially assume duties on 1 January and serve a full one-year term. The handover took place during Q4 2023, transitioning the Chair from ITU to UNOG, with ILO assuming the Vice Chair position. UNOG officially commenced its role as CPAG Chair on 1 January 2024 for the duration of the year.

At the CPAG Q4 meeting in 2024, the Chairpersonship transitioned from UNOG to ILO, with WHO taking on the Vice Chair role, effective 1 January 2025.

Rotation History of Chairperson and Vice-Chairperson

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



Future Rotation of Chairperson and Vice-Chairperson

	Chair	Vice-Chair
2025	ILO	WHO
2026	WHO	UNESCO
2027	UNESCO	WMO
2028	WMO	UNICEF
2029	UNICEF	THE GLOBAL FUND
2030	THE GLOBAL FUND	GAVI
2031	GAVI	ITC
2032	ITC	WTO
2033	WTO	UNDP
2034	UNDP	UNHCR
2035	UNHCR	UNOPS
2036	UNOPS	IOM
2037	IOM	UNICC
2038	UNICC	ICRC
2039	ICRC	UNAIDS
2040	UNAIDS	UNITAR
2041	UNITAR	WIPO
2042	WIPO	ITU
2043	ITU	UNOG
2044	UNOG	ILO

Operational Costs

Annually, CPAG members contribute to the group's operational expenses, as determined by the Management Board. These expenses include the salary of a full-time staff member and associated administrative costs, which are allocated among members based on their respective headcounts of non-temporary staff as of 31 December of the preceding year.

These contributions are essential to ensuring the efficient functioning of the CPAG Secretariat, enabling dedicated administrative support and effective resource management.

Since 1 December 2017, a minimum fixed membership fee of USD 2,500 has been in place. Based on unanimous agreement among members in CPAG 2024 Q3 meeting, this fixed fee will increase to USD 4,000 for 2025 and 2026. Additionally, members have agreed to review the fee again by the end of 2026, with the expectation of raising it to USD 5,000 for 2027.

Costs for 2024

The total amount of operational costs for 2024 was **USD 215,210** which includes:

- **USD 206,590** standard salary cost for a P-3 in 2024
- **USD 8,620** office expenses

CPAG Cost Breakdown 2024 (USD)

Member Organization	Staff per Member Organization	Percent (%) Member's Staff over Total Staff	Annual Fixed Membership Fee	Remaining Cost for Services	TOTAL Share per Organization
Gavi	326	2.4905%	\$2,500.00	\$4,114.47	\$6,614.47
ICRC	1,346	10.2827%	\$2,500.00	\$16,987.98	\$19,487.98
ILO	1,155	8.8235%	\$2,500.00	\$14,577.35	\$17,077.35
IOM	477	3.6440%	\$2,500.00	\$6,020.26	\$8,520.26
ITC	372	2.8419%	\$2,500.00	\$4,695.04	\$7,195.04
ITU	646	4.9351%	\$2,500.00	\$8,153.22	\$10,653.22
The Global Fund	766	5.8518%	\$2,500.00	\$9,667.75	\$12,167.75
UNAIDS	110	0.8403%	\$2,500.00	\$1,388.32	\$3,888.32
UNDP	65	0.4966%	\$2,500.00	\$820.37	\$3,320.37
UNESCO-IBE	15	0.1146%	\$2,500.00	\$189.32	\$2,689.32
UNHCR	623	4.7594%	\$2,500.00	\$7,862.94	\$10,362.94
UNICC	50	0.3820%	\$2,500.00	\$631.05	\$3,131.05
UNICEF	223	1.7036%	\$2,500.00	\$2,814.50	\$5,314.50
UNITAR	58	0.4431%	\$2,500.00	\$732.02	\$3,232.02
UNOG	2,953	22.5592%	\$2,500.00	\$37,270.06	\$39,770.06
UNOPS	141	1.0772%	\$2,500.00	\$1,779.57	\$4,279.57
WHO	1,768	13.5065%	\$2,500.00	\$22,314.08	\$24,814.08
WIPO	1,045	7.9832%	\$2,500.00	\$13,189.03	\$15,689.03
WMO	277	2.1161%	\$2,500.00	\$3,496.04	\$5,996.04
WTO	674	5.1490%	\$2,500.00	\$8,506.61	\$11,006.61
TOTAL	13,090	100.00%	\$50,000.00	\$165,210.00	\$215,210.00

Costs for 2025

Members are requested to review and approve the operational costs for 2025 during the CPAG Q1 Meeting in 2025. The projected total is **USD 239,203**, comprising:

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

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



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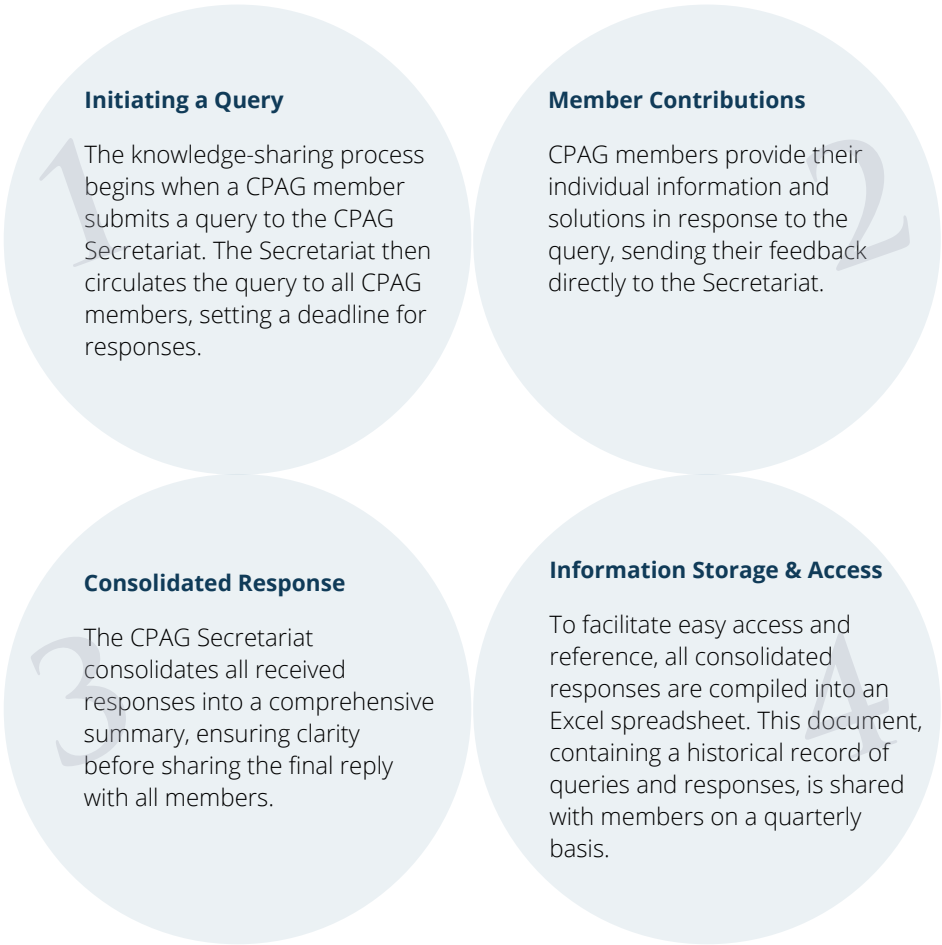
Knowledge Sharing

Effective knowledge sharing is a fundamental aspect of CPAG's operations, providing a structured platform for members to exchange information, best practices, and insights on existing contracts, policies, and procurement experiences. This collaborative approach fosters continuous learning, driving greater efficiency and effectiveness across CPAG procurement activities. Key benefits of knowledge sharing within CPAG include:

- Enhancing the lists of potential suppliers in tenders;
- Improving procurement practices through the exchange of insights on current procedures and innovative policies;
- Gaining valuable vendor performance information to support decision-making; and
- Identifying recent tenders or contracts, thereby reducing duplication and optimizing resources.

By facilitating open communication and collaboration, CPAG enables its members to leverage collective expertise, strengthening procurement strategies and enhancing operational efficiency.

Knowledge Sharing Process



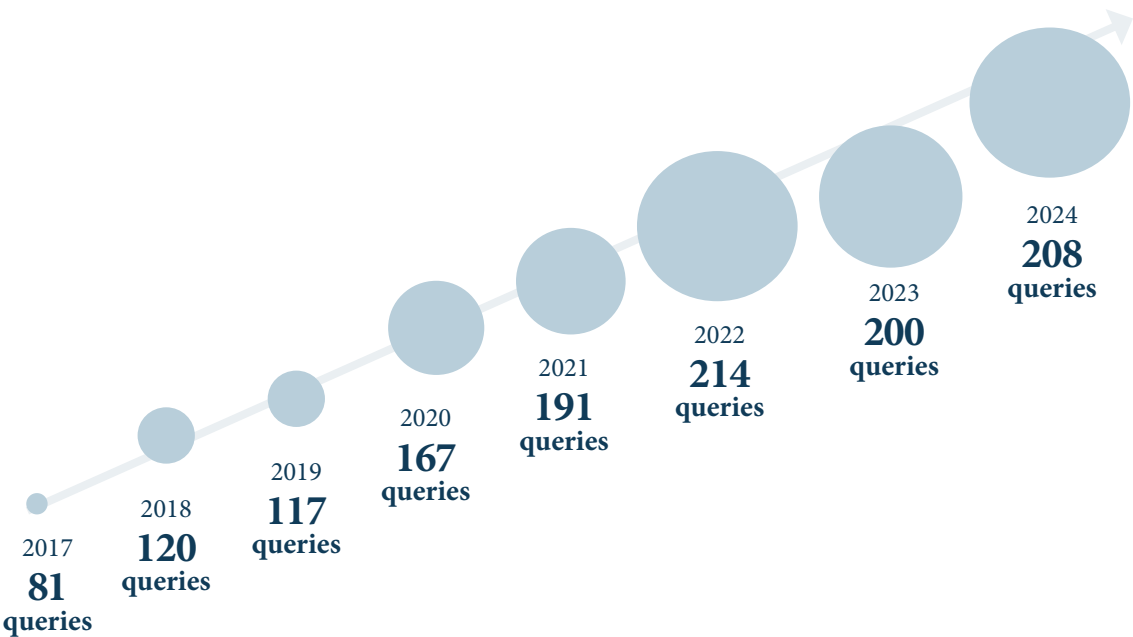


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In 2024, CPAG achieved a significant milestone in knowledge exchange. A total of 208 queries (see Annex I) were distributed, resulting in 1,359 detailed responses from members. This represents a 4% increase in the number of queries, up from 200 in 2023, and a 21.88% increase in the volume of responses, which grew from 1,115 to 1,359.

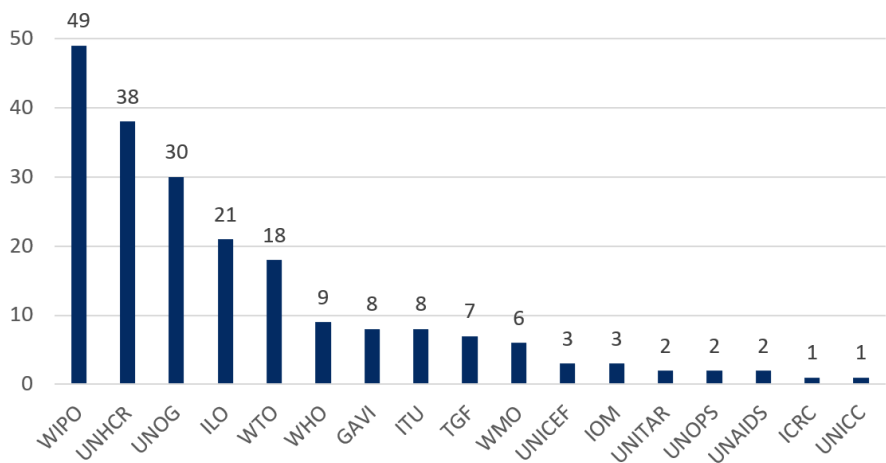
Number of queries per year



This notable rise in both queries and responses highlights the growing importance of knowledge sharing within CPAG. Members increasingly recognize the value of exchanging information, which plays a pivotal role in enhancing procurement processes and improving overall practices.

In 2024, CPAG processed a total of 208 queries from various member organizations. WIPO submitted the highest number of queries, totaling 49, followed by UNHCR with 38, UNOG with 30, ILO with 21, and WTO with 18. For a detailed overview of the queries raised by each organization, please refer to the chart below, titled “Number of Queries Raised in 2024 per Organization”.

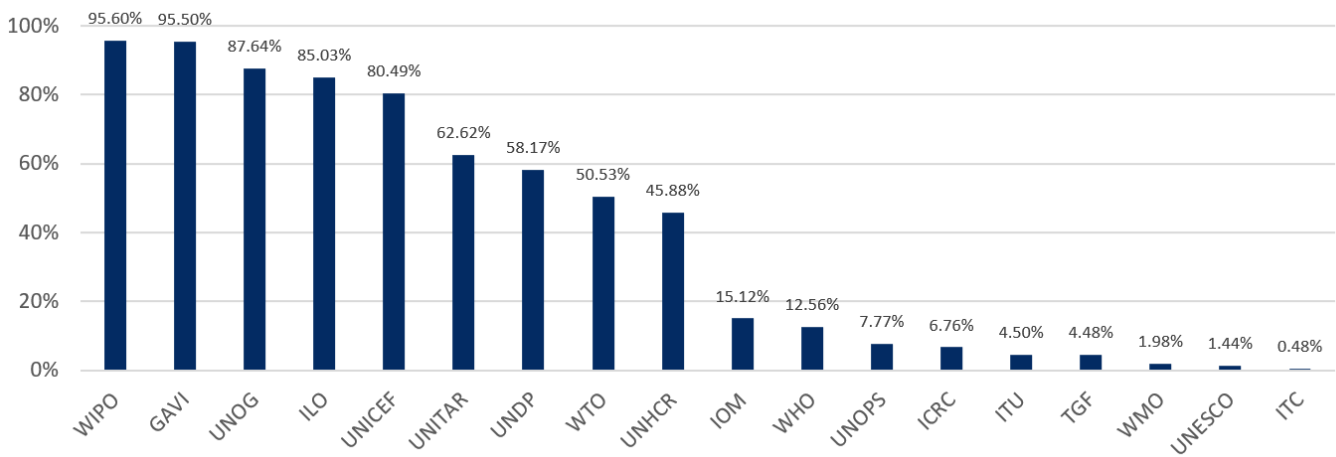
Number of Queries Raised in 2024 per Organization



The CPAG Secretariat analyzed the response rates of each member organization, calculated as the ratio of responses provided to the total number of CPAG queries, excluding the queries raised by the respective organization. WIPO demonstrated the highest response rate, addressing 95.60% of received queries, followed closely by GAVI at 95.50% and UNOG at 87.64%. Other actively engaged members in the query-response mechanism included ILO (85.03%), UNICEF (80.49%), and UNITAR (62.62%). Meanwhile, UNDP and WTO recorded response rates of 58.17% and 50.53%, respectively, with UNHCR at 45.88%.

We sincerely appreciate the contributions of all colleagues who participated in this initiative, strengthening information sharing and collaboration within CPAG.

Response Rate in 2024 per Organization



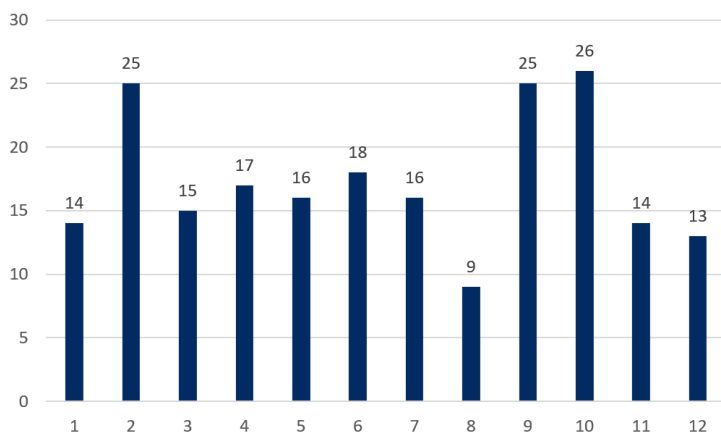
“WIPO is proud to be a committed member of CPAG in Geneva, an inspiring collaborative initiative where organizations come together to share knowledge, learn from one another, and achieve meaningful results. CPAG is a vibrant community of passionate procurement professionals from diverse organizations and cultural backgrounds. It offers a valuable space to exchange experiences, grow together, and build lasting professional relationships. Being part of CPAG strengthens our shared commitment to innovation, efficiency, and working better together.

Sylvie GUITTON
Administrative Assistant
WIPO

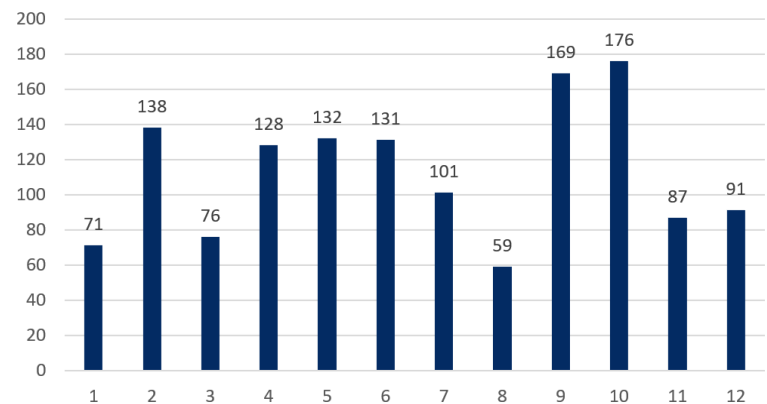
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The CPAG Secretariat conducted a comprehensive analysis of query volumes across each month of 2024, as depicted in the chart titled “Number of Queries Raised in 2024 per Month.” The data revealed that query activity was at its lowest in August and peaked in October. Response volumes fluctuated in parallel with these trends, aligning with the query distribution throughout the year.

Number of Queries Raised in 2024 per Month

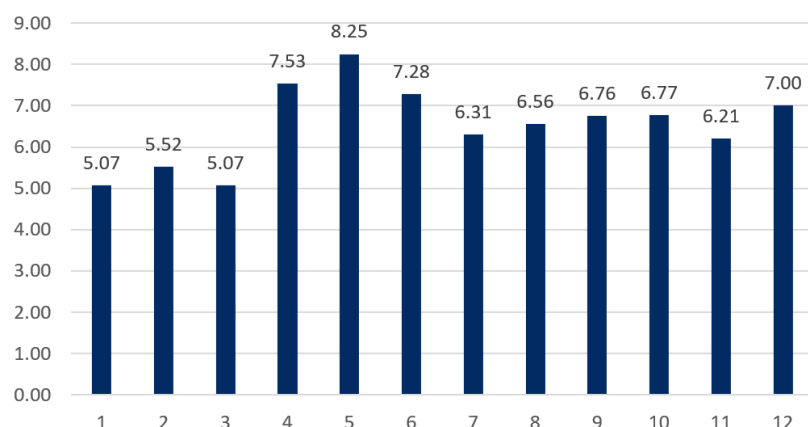


Number of Responses Provided in 2024 per Month

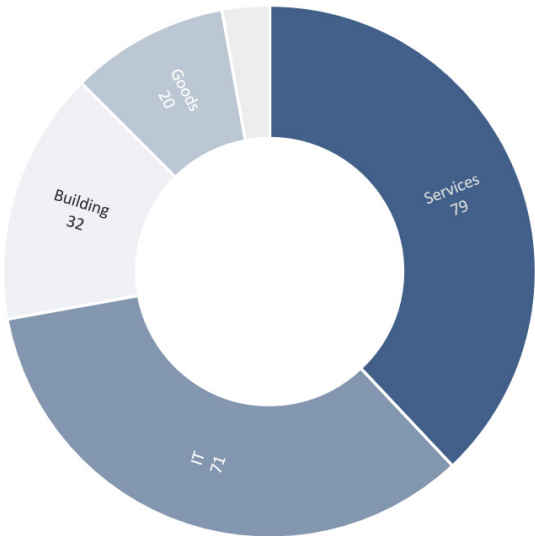


On average, each query received **6.53** responses, marking a **17.03%** increase compared to the previous year’s average of 5.58. May recorded the highest response rate per query, averaging 8.25 responses, while January and March had the lowest, with an average of 5.07 responses per query.

Average Number of Responses Provided in 2024 per Month



Among the 208 queries submitted, the majority pertained to Services and IT, accounting for 79 and 71 queries respectively. Facility Management-related queries totaled 32, while Goods-related inquiries numbered 20, and policy-related queries accounted for 6.



Capacity building

Procurement training plays a critical role in strengthening institutional capacity by enhancing staff knowledge, skills, and motivation, ultimately contributing to improved efficiency and performance. For many years, UNDP has delivered procurement training and certification programmes accredited by the Chartered Institute of Purchasing and Supply (CIPS) to UN system. These programmes promote alignment with internationally recognized procurement standards and foster active engagement within a global network of procurement professionals, supporting continuous learning and development.

Participation to CIPS training



In 2024, 34 participants from CPAG Member Organizations successfully attended CIPS training sessions.

Training Course	Number of Participants
Introductory Certificate in Public Procurement - Level 2	23
Advanced Certificate in Public Procurement - Level 3	8
Diploma in Strategic Public Procurement - Level 4	3
TOTAL Participants: 34	

Working Groups

As in previous years, CPAG Working Groups have continued to serve as a vital platform for collaboration, enabling members to actively contribute their expertise and commitment toward addressing common challenges across a diverse range of procurement-related topics.

Previous Working Groups



2024 Working Group Update - CPAG Statute

In 2023 Q2 CPAG meeting, the Working Group (WG) was initiated. Chaired by WIPO, the working group was tasked with conducting a comprehensive review of the Statute.

Over the course of twelve sessions, representatives from WIPO, ILO, UNOG, and WTO actively contributed to the discussions, with UNOPS and the Global Fund participating in

the initial phase of the review.

In CPAG 2024 Q1 Meeting, the CPAG Working Group Chair presented the revised Statute to members, introducing key updates including the membership criteria, clarification of observer roles, and adjustments to governance procedures such as decision-making, meeting schedules, and financing arrangements. The revised Statute also streamlined member responsibilities, removed the annex by integrating its content into the main text, and further clarified the roles of the CPAG Chair and Secretariat.

Members approved the updated CPAG Statute on CPAG 2024 Q1 Meeting.

2024 Working Group Update - Common Contract Template

Established during the CPAG 2022 Q2 meeting and chaired by ILO, the Working Group on the Common Contract Template included participation from UNICEF, UNOG, and WIPO.

The Working Group received member approval for the Affiliate Agreement and Piggyback Agreement templates in January 2023. Building on this work, in 2024, the WG continued developing standardized bidders' instructions for joint tenders referencing the templates and initiated the French translations of the documents. In 2024, the French versions of the Affiliate Agreement, Piggyback Agreement, and Bidders' Instructions were circulated to all members for review and feedback.



© Photo by Ali Kansso

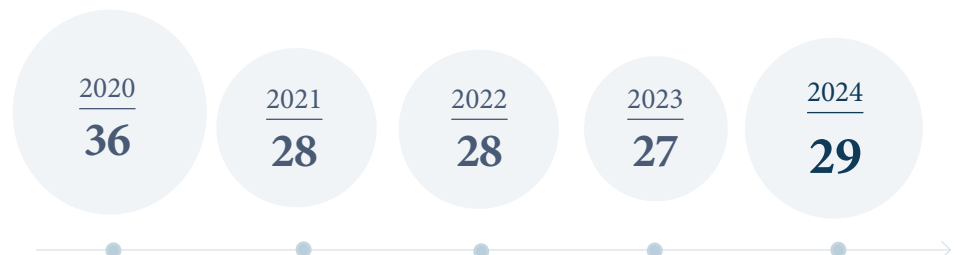
“ Since joining CPAG, we have benefited greatly from its collaborative procurement network, which has provided invaluable access to a community of practitioners, facilitated the exchange of best practices, and enabled price benchmarking across the sector. The platform has also been instrumental in identifying key market players for our specific needs, reinforcing our commitment to procurement harmonization and maximizing value for money. We highly appreciate the collective expertise within CPAG, which continues to enhance the efficiency and effectiveness of our procurement operations

Romain FOURNIER
Head of Indirect Procurement
ICRC

”

Common Contracts

In 2024, CPAG members continued to benefit from **29** CPAG common contracts listed in Annex II, procured under competitive conditions and favorable terms for participating agencies. Following a comprehensive update in 2021, the consolidated contract list now includes only those contracts established through CPAG joint tenders, excluding those established via piggybacking to ensure clarity. Nevertheless, the cost savings generated through piggybacked contracts were carefully recorded and are presented in the Key Figures chapter of this report.



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“ Over the past year, CPAG members have demonstrated significant growth in their collective knowledge, communication channels, and expertise. As we continue to be held to higher standards of accountability, it is essential that the CPAG showcase the tangible savings we are realizing by working together more cohesively than ever before. Our continued collaboration not only enhances our operational efficiency but also ensures we deliver measurable value to all stakeholders

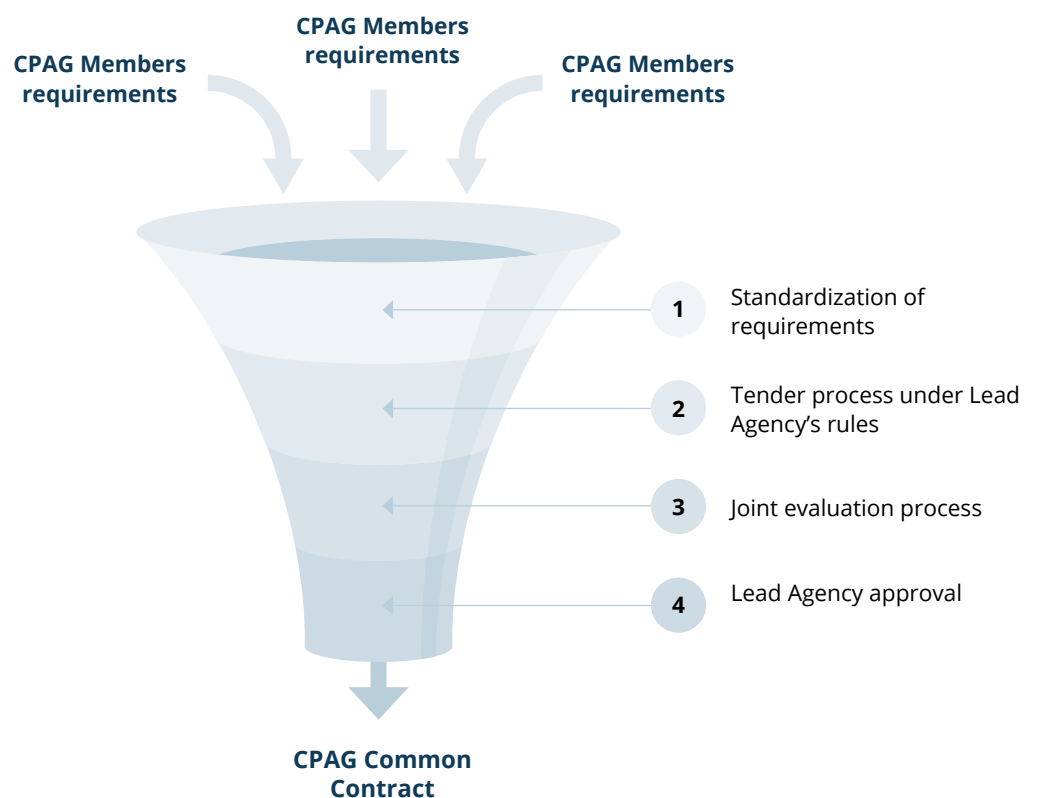
Gerald KRETZ
Procurement Officer
ILO ”

Joint Tenders

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

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

How the process is organized



In 2024, this collaborative approach was exemplified through the successful completion of a joint tender for Multi-functional Network Printer Services and Related Accessories.



Provision of Multi-functional Network Printer Services and Related Accessories



In 2024, UNOG launched a joint Invitation to Bid (ITB) for the Provision of Multi-functional Network Printer Services and Related Accessories, with active participation from ILO, UNICEF, WIPO, WMO, and WTO.

UNOG facilitated multiple discussion sessions with the participating agencies to collaboratively develop the Terms of Reference (TOR) and establish the evaluation criteria.

The ITB was officially issued on 7 June 2024. Following a joint evaluation process and subsequent approval by the

Headquarters Committee on Contracts (HCC), the contract was awarded to Sharp Electronics (Schweiz) AG, and formally signed on 19 November 2024.

Future Tenders

During each quarterly meeting, the CPAG Secretariat provides updates on the status of ongoing joint tenders and introduces new procurement opportunities in response to members’ requests. Potential joint tenders, which requires collaboration between at least two CPAG members, are thoroughly discussed by the Management Board.

In 2025, the following opportunities were identified for further consideration:



Postal mail and express mail services

Leading Organization: UNOG

Participating Organizations: ILO, UNHCR, WIPO, WHO

The previous joint tender was conducted in 2019 and included three lots covering: (1) national postal mail, (2) international postal mail, and (3) express mailing services. In 2025, UNOG will launch a new tender that restructures and separates these service categories. The express mailing services will be procured through a joint Request for Proposals (RFP) with participation from ILO, UNHCR, WIPO, and WHO. This joint approach aims to leverage the collective purchasing power of participating organizations to secure more competitive terms and pricing. The tender intends to establish a pool of qualified suppliers, from which the lowest-priced supplier will be selected for each specific requirement during the contractual period, ensuring best value for money.



Provision of e-Periodicals

Leading Organization: ILO

Participating Organizations: UNOG, WIPO

In 2025, ILO plans to launch a new joint tender for the purchasing of subscriptions to journals, serials, and periodicals for the libraries of participating organizations. Through this collaborative initiative, the ILO aims to engage a single supplier offering the lowest technically compliant bid, ensuring both cost-efficiency and continued access to high-quality publications across agencies.

Joint Contract Management



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Following the conclusion of a joint tender and the establishment of a CPAG common contracts, members manage their contracts separately. In 2024, members jointly managed the CPAG common contract for electricity regarding contract extension and the price fixation for 2026 and 2027.

Contract for the Provision of Electricity

In 2021, twelve CPAG members jointly signed a three-year electricity contract with SIG, effective from 1 January 2022 to 31 December 2024, with an option to be extended for one additional year. To support timely decision-making in a volatile energy market, a Monitoring Group, comprising UNOG, WIPO, and WHO, was established.

In early 2024, with electricity futures for 2026 and 2027 at historically low levels, CPAG members convened on 8 February to assess the next steps. Two main questions were discussed: whether to re-tender or extend the current contract, and whether to maintain the existing pricing mechanism or consider alternatives. The group concluded that rebidding would introduce timing risks and limit cost control. Maintaining the current formula-based contract, which offers full cost transparency, was deemed a more strategic approach.

Following a market briefing by the consultant in March, CPAG members reached consensus to extend the contract by two years through December 2027. WIPO received internal approval on 8 April. The Monitoring Group was mandated to monitor the market and agree on the optimal time to fix prices.

On 25 June 2024, the Monitoring Group fixed the electricity prices for 2026 and 2027, with the final secured prices of approximately 45% and 50% lower than 2025. The agreement was confirmed by the supplier on 2 July.

This coordinated approach demonstrated CPAG's ability to navigate market complexity collectively and effectively. This initiative re-emphasized CPAG's strength as a collaborative platform, balancing risk, timing, and technical expertise to secure best value for all participating organizations.

Highlight Story



ILO: Disability Inclusive Facilitation and Coaching Services

Since 2020, as a part of the ILO's focus on socially sustainable procurement, the ILO has been promoting disability inclusive procurement of goods and services to reduce barriers to accessibility. Through the dedicated interagency Task Team of the High-Level Committee on Management's Procurement Network, the ILO contributed procurement and disability inclusion expertise to the UN Guidelines on the Implementation of Indicator 8 on Procurement of the UN Disability Inclusion Strategy (UNDIS).

In 2024, in line with a risk assessment as per the UN Guidelines, the ILO ran a sourcing exercise for facilitation and coaching services that included preferred evaluation criteria on disability inclusive facilitation and coaching. The evaluation panel was made up of members with expertise in facilitation, coaching, and disability inclusion. Through a dedicated questionnaire and interview questions, bidders were asked to share their knowledge and practice of disability inclusive facilitation and coaching methodologies.

The ILO intends to provide optional resources on the inclusion of persons with disabilities to the awarded LTA holders to support their understanding of the ILO's mandate of non-discrimination.

The resulting LTAs are being piggybacked by a multitude of other CPAG members, in support of having disability inclusive facilitation and coaching services provided UN-wide.



UNOG: 2024 HLCM-PN Procurement Award for Collaborative Procurement

On 9 October 2024, during the HLCM-PN Procurement Awards Ceremony, UNOG was honored with the 2024 Procurement Award for Collaborative Procurement for the Adobe project. Originally launched in Geneva as a CPAG joint initiative involving five organizations, the project has grown into a global contract with more than 26 participating entities across the world. This project introduced a forward-looking contract management model. During the award ceremony, UNOG, as the lead agency, extends heartfelt thanks to CPAG and its members for fostering the culture of cooperation that made this achievement possible.



Way Forward

In 2025, the CPAG Secretariat remains committed to fostering collaboration, transparency, and efficiency across the network. Building on CPAG's long-standing strategic pillars: mutual recognition, leveraging volume, optimizing resources, harmonizing practices, and capacity building, the following initiatives have been prioritized for 2025:

Migration to UNGM Knowledge Centre

To improve document accessibility and institutional memory, the CPAG Workspace will be migrated to the UNGM Knowledge Centre. The Knowledge Centre will serve as a central repository for CPAG documentation, enabling better searchability, version control, and knowledge continuity for all CPAG members.

“

IOM has recently reorganized and established new procurement team in Geneva. The support received by CPAG in regards to LTAs and information sharing was highly appreciated by all procurement colleagues in IOM. We are looking forward to more active contributions and collaborations within the coming year.

Alexandra VASILA

Procurement Officer

IOM

”

Launch of a New Working Group on Efficiencies

A new CPAG Working Group will be launched in 2025 to explore actionable ways to improve CPAG efficiency. Building on recent brainstorming efforts, the group will identify and test approaches such as joint tender support tool kit, shared planning calendars, contract renegotiation strategies etc, with a focus on practical implementation.

Strengthening Participation in Existing Contracts

In 2025, the Secretariat will continue its efforts to expand participation in existing CPAG common contracts such as AirPlus, Adobe etc. By encouraging additional agencies to join the established agreements, CPAG aims to amplify volume leverage, simplify procurement efforts for members, and reinforce the value of strategic contracting frameworks.

The Secretariat remains dedicated to advancing CPAG's role as a benchmark for collaborative procurement within the UN system. By fostering a culture of cooperation, knowledge sharing, and continuous improvement, CPAG will continue to serve its members as a reliable platform for exchanging information, refining procurement practices, and delivering greater value for the UN as a whole.



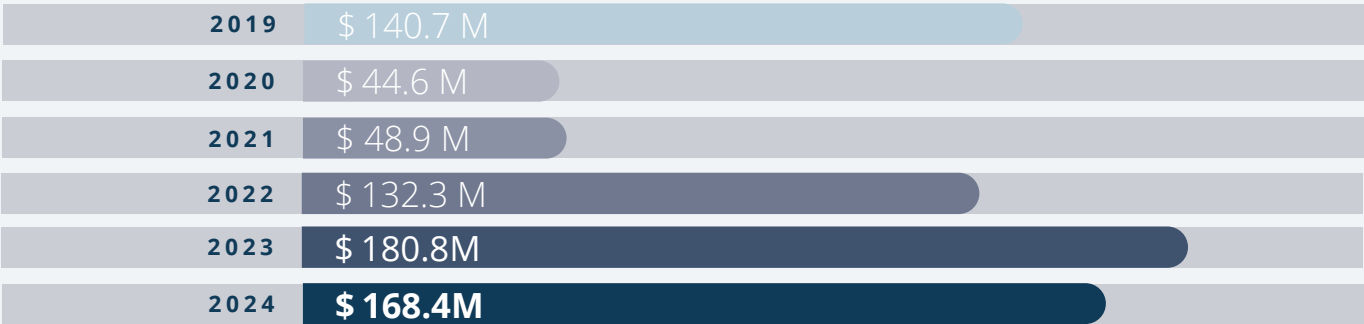
© Photo by Ali Kansso

Key Figures

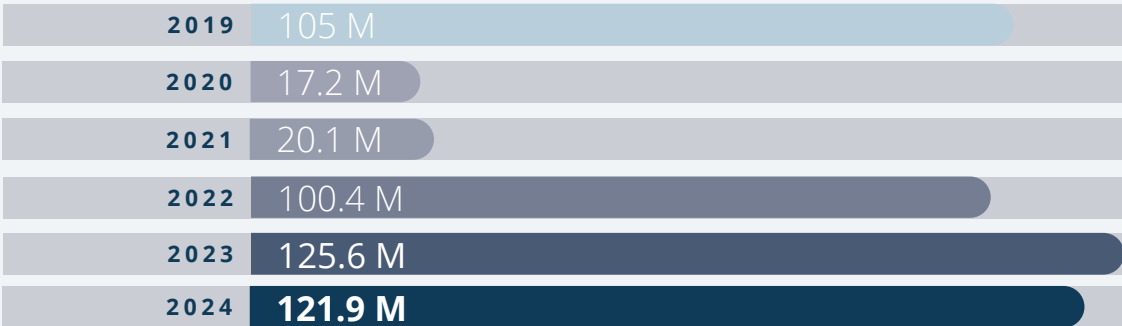
In 2024, CPAG members collectively achieved an Estimated Cost Efficiency (ECE) of CHF 41,335,062 (equivalent to USD 45,876,873 using the UN Operational Rate of Exchange as of 31 December 2024). This milestone was realized through 29 CPAG common contracts and 118 piggyback contracts, representing a total procurement volume of CHF 151,714,369 (USD 168,384,428).

Total CPAG Procurement Volume for CPAG common contracts

While the overall procurement volume for CPAG common contracts experienced a modest decline compared to 2023, this reflects a post-pandemic normalization following the exceptional rebound seen in 2023. The years 2020 and 2021 were notably impacted by the COVID-19 pandemic, during which procurement levels significantly dropped. In contrast, 2023 marked a substantial recovery, surpassing pre-pandemic levels. By 2024, expenditures had stabilized.



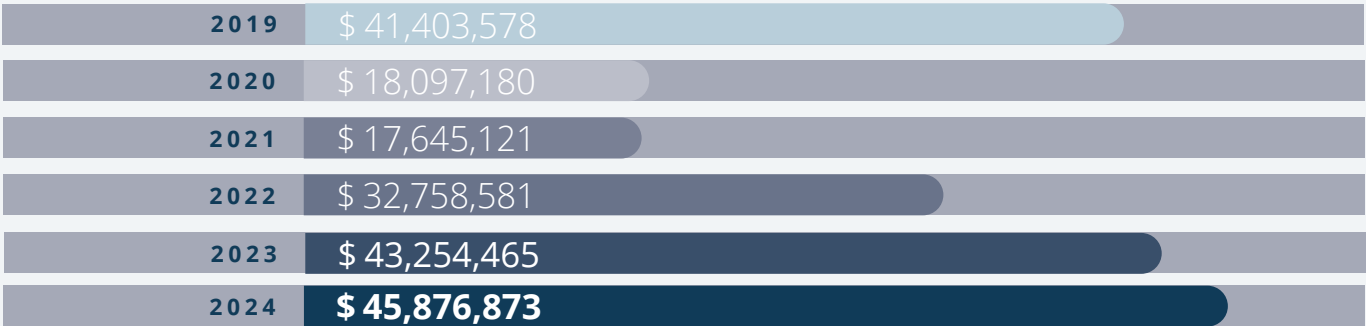
Travel services, a key expenditure category, experienced the sharpest decline during the pandemic, from CHF 105 million in 2019 to approximately CHF 20 million in both 2020 and 2021. This trend reversed in 2022, with expenditures rebounding to CHF 100.4 million. The upward trend continued in 2023 and 2024, reaching CHF 125.6 million and CHF 121.9 million, respectively.



Total Estimated Cost Efficiencies (ECE) 2019-2024 (USD)

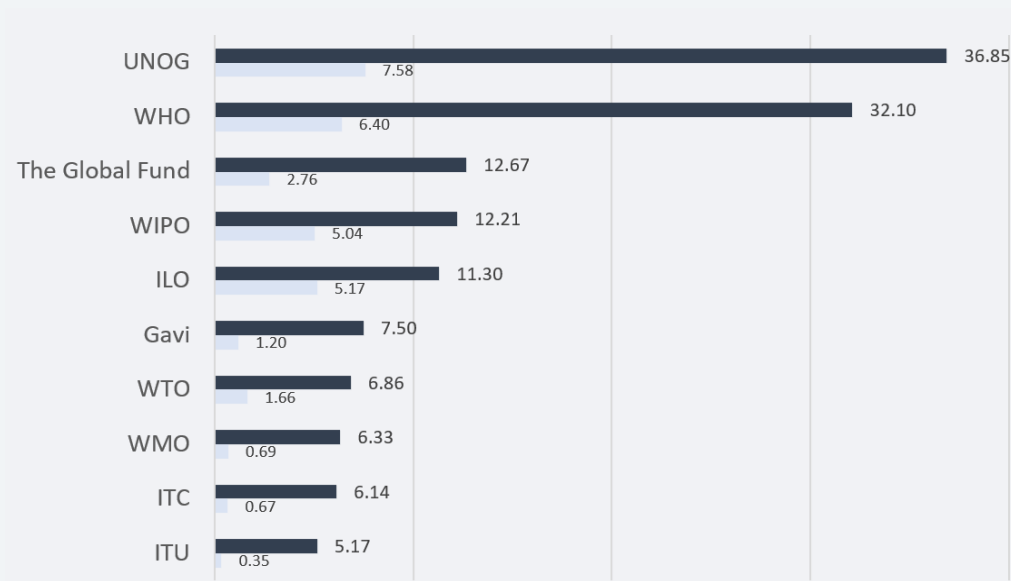
The ECE figures are based on data submitted by Member Organizations to the CPAG Secretariat. The post-pandemic rebound is clearly reflected in recent years' ECE, particularly

in 2024, USD 45,876,873, which reached the highest value recorded, surpassing even pre-pandemic benchmarks.



Estimated Cost Efficiencies Achieved by Each Member Organization (CHF)

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



Total Administrative Savings in 2024

Since 2020, CPAG has included administrative savings as part of its ECE calculation methodology. In 2024, this practice continued, with administrative savings estimated at **CHF 5.86 million** - CHF 0.24 million from joint tenders and CHF 5.62 million from piggybacking on existing contracts. This represents a 35% increase over 2023. Notably, the number of piggyback contracts rose from 83 in 2023 to 118 in 2024, further underscoring the growing commitment among members to CPAG coordination and collaboration.

Annex I

List of 2024 query topics

Academic Work Switzerland	Data cleaning/conversion	Grant management solution
Agency workers companies	Dataset platform	Health insurance condition for non-staff
Apple products	Démantèlement, évacuation et manutention de matériaux et d'installations techniques	Hogan assessments
AppSpace licenses	Design and delivery of a gamified workshop	Horticultural equipment
Archival storage and digitization	Design of onboarding training programs	Hourly rate for basic cleaning
Armoury system	Desk booking systems	ICOM for VHF radio equipment
Audiovisual	Digital certificates	ICOM communication devices
Audio-visual expert	Digital Object Identifier	Identity and Access Governance Solution
Audio-visual services	Digital preservation solution	Imported vehicle registration and inspection
Audit and investigations services	Digitalization of documents	Indirect Cost Policy for Grants & Contracts
Audit companies	Documents storage	Installation of heat pumps and/or air conditioning systems
Audit management software	Draining and pipe cleaning services	Insurance contracts
Audit requirements for GMIP contracts	Editorial services (Copyediting/Proofreading)	In-tend price increase
Automation system for SSA contract management	e-learning courses based on HR policies	Interior design services
Biometrics items	Electric forklift truck	International SoS
British Telecom	Electrical engineer	Internet connectivity
Building condition assessments	Electrical engineering design services for power and connectivity	Investigation Case Management System
Building information management system	Electronic signature of POs integrated to ERP system	Investigative and audit services
Canva	ELT/ETL licenses	IT support
Carré Mambo	EQ-I 2.0 and Prosci	Kinnarps
Category strategy	eSim	Kitchen set up
Catering services	Evacuation chairs	LAN (Local Area Network) and UC (Unified Communication) Managed Services
C-Cure 9000 Access control system	Evalato	Leadership and Management Competency Framework
Cisco equipment	Evaluation services	Leasing of laptops
Cleaning and handling services	Event management services	Least Cost Routing services
Coaching services	Factiva	LED lights
Communication campaigns	Fairmove	Lenovo equipment
Conflict management	Fire Detection System etc.	LexisNexis Risk Solutions
Consultant signage	Fire fighting trucks	Liaudet PIAL
Consulting firm to prepare a technical security systems tender	Fleet management	Lights, false ceilings and premises protections
Contract with the HUG to facilitate access for yellow fever vaccination	Flourish Enterprise	Live Animals Regulations
Cost of Living Adjustment	Fraud Risk Assessment	Lockers
Country of Origin Information	Fully managed IT user support services	Lumpsum calculation methodology for travels
Coupa licenses	Gender lens in tender document	Maintenance and purchase of kitchen equipment
Coursera courses	General Terms and Conditions	Maintenance et installation de systèmes thermodynamiques
Court reporting services	Generative AI	
Creative agencies	Geneva academic institutions	
Current market research methodology and tools	GENILAC Project	
Cyber Security (SOC)	GitLab	
Data Access and Security Governance	Global digital services	
Data and analytics agency	Global File System	
	Google Cloud Platform consultancy services	

List of 2024 query topics

Maintenance of aeraulic equipment	Psychosocial services	Visitor management system
Maintenance of horticultural machinery	Remote Access VPN solution contract	VoIP solution
Maintenance of power generators	Remplacement vitres UBS	Wallix
Maintenance works et al	Risk Management Consultancy	Water filters
Maintenance, transformation and improvement of electrical installations	Salesforce Signature Success	Water fountain
Management of Palexpo events	Sanitation consultancies	Web design services and web analytics services
Market-system development	Secondhand office furniture	Workday
Master Data Management	Security Awareness Training	Workplace strategy
MasterVoice	Security guards	X-Ray machine
Medical Incinerator	SharePoint Support	Zoom subscription
Meltwater	Simultaneous Interpretation Services	
Meta/Facebook	Smoking detectors	
Monitoring and Evaluation Solution	Social inclusion	
Network Security Systems Support and Maintenance	Solar power system	
Next Ventures	Sprinklers maintenance	
NodeZero Platform	Staff Counsellor services	
Office bins	Staff Survey	
Office furniture	Stakeholder analysis and development of toolkit	
Office layout design	Statement of Internal Control (SIC)	
Office space	Study for the corporate website	
Office supplies	Supply and delivery of plant material	
Office/accommodation containers	Sustainability	
Online course on sexism and sexual harassment	Taxi company	
Online payment system	Taxi services	
On-premises object storage appliances	Team facilitator	
Onsite mobile coverage assessment	Technical support service	
Op-Ed (opposite the editorial page) internal consultant	Telecom Survey	
OpenText VM Fax	Telecommunication equipment	
Oracle for Professional Services	Tools used to check on financial stability & assess risks related to suppliers	
Organization Health Index Staff Survey	Training workshops on unconscious bias	
Outsource mailing and distribution services	Transcription service that manages sensitive and confidential information	
Pension administrative services	Translation and post-editing	
Photographers	Translation services	
Polyester mosquito nets	Travaux sanitaires	
Preos	Trophies and plaques	
Prince 2 training	Trucks, 6x6 transmission system	
Printing services	UCC	
Procurement conference, event, training mapping	Universalia	
Promotion items	Use of penalty in consultancy contracts	
	Vid Cruiter	
	Visibility items	

Annex II

List of 2024 CPAG Common Contracts (LTAs)

Supplier	Service/Good	Tender Year	Lead Org.	Start Date	Expiry Date	ECE in CHF
Adobe	Adobe products and licenses	2018	UNOG	11/1/2018	2/28/2027	2,501,935
Celsa-Charmettes SA	Heating Oil/Fuel	2021	UNOG	12/1/2021	11/30/2025	521
CWT	Travel Management and Visa Processing Services	2020	UNOG	5/1/2021	4/30/2026	26,926,382
Danoffice SA	Desktop, Laptop Computers, Monitors and Accessories	2018	ILO	12/12/2018	10/22/2026	561,821
DHL Express Schweiz AG	Courier Services	2020	UNOG	1/1/2021	10/31/2025	161,996
Ebsco Information Services	Subscription Journals and Periodicals	2020	ILO	1/1/2021	12/31/2025	19,645
Asendia Press Edigroup SA (formerly Dynapresse Marketing S.A.)	Subscription Journals and Periodicals	2020	ILO	1/1/2021	12/31/2024	1,368
Global Excel Management Inc.	Emergency Hospitalization	2019	UNOG	1/28/2020	1/24/2025	0
Henner SAS	Medical Network Access	2019	UNOG	1/27/2020	5/31/2025	103,517
Lyreco Switzerland SA	Office Supplies	2021	ITU	10/1/2021	"03/15/2026	181,594
NOS New Organization System SA	Standardized/Non-Standardized Furniture	2017	ILO	10/6/2017	12/31/2027	945,071
Poste CH SA	National and international Mail Services	2019	UNOG	10/1/2020	9/30/2025	56,692
Services Industriels de Genève	Supply of Electricity	2020	WIPO	1/1/2022	12/31/2027	0
SHARP Electronics (Schweiz) AG	Multi Functional Printerts	2017	UNOG	10/1/2017	12/31/2024	182,482
Siemens Suisse SA	Fire Detection System Maintenance and Additional Equipment	2014	UNOG	2/1/2015	4/27/2025	225,791
Sunrise Communication AG	Mobile Telephone Services	2015	UNOG	8/1/2016	6/30/2025	218,152

Supplier	Service/Good	Tender Year	Lead Org.	Start Date	Expiry Date	ECE in CHF
Swisscom	Mobile Telephone Services	2013	ITC	5/1/2013	6/30/2025	2,660,934
Toyota Gibraltar Stockholdings Ltd	Provision of Toyota Soft Skin Vehicles	2018	UNHCR	10/10/2018	12/31/2026	14,969
Heimgartner Fahnen AG	Provision of UN flags and accessories	2021	UNOG	4/27/2022	4/26/2025	19,994
Airplus International SA	Provision of Lodge Card for Travel Services	2022	UNOG	7/1/2023	6/30/2026	495,411
Gosselin Moving Ltd	Shipment of household goods and personal effects	2022	ILO	7/18/2023	7/17/2026	44,465
Sterling Relocation SA	Shipment of household goods and personal effects	2022	ILO	7/18/2023	7/17/2026	12,782
Henri Harsch SA	Shipment of household goods and personal effects	2022	ILO	7/18/2023	7/17/2026	31,188
Ordem SA	Shipment of household goods and personal effects	2022	ILO	7/18/2023	7/17/2026	34,143
Santa Fe Relocation Services Switzerland SA	Shipment of household goods and personal effects	2022	ILO	11/29/2023	9/4/2026	3,762
Fischer Papier AG	Printing and Administrative Paper	2023	UNOG	4/24/2024	4/23/2027	0
ANTALIS SA	Printing and Administrative Paper	2023	UNOG	4/24/2024	4/23/2027	27,024
Lyreco Switzerland SA	Printing and Administrative Paper	2023	UNOG	4/24/2024	4/23/2027	20,278
Bell	Language Training	2018	ILO	9/1/2019	8/31/2024	20,349



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