ANNUAL REPORT 2015

CPAG Common Procurement Activities Group

Geneva-based United Nations entities and other international organizations
The Common Procurement Activities Group is committed to leading efforts to unite and harmonize procurement practices amongst Geneva-based organizations in order to increase the efficiency and effectiveness of UN procurement activities.

CPAG is a successful example of group-led procurement strategies with similar goals of pooling experiences and knowledge, exchanging best practices and collaborating on procurement projects.
It is your added value, dedication and observance of the highest quality standards which led to the success achieved by CPAG in 2015. I look forward to your collaboration in the upcoming year.

I wish to take this opportunity to thank all CPAG Member Organizations for the commitment demonstrated this year towards the mission and objectives of CPAG. 2015 proved to be a year of great collaboration with Members expressing interest in identifying areas of improvement to best maximize the capabilities and functioning of CPAG.

TABLE OF CONTENTS

04 ABOUT CPAG
07 FOREWORD
08 COMMON CONTRACTS
23 JOINT TENDERS
26 ONGOING TENDERS
28 KNOWLEDGE SHARING
31 WORKING GROUPS
34 FUTURE ACTIVITIES
35 OUR STATISTICS
37 GOVERNANCE
41 PRIORITY AREAS
42 MEMBER STATEMENTS
ABOUT CPAG

The Common Procurement activities Group, best known as CPAG, is hosted by the United Nations Office at Geneva (UNOG).

The inter-agency group was established on 15 May 1952 as a result of the report conclusions of the Committee on the Coordination of Purchase and Supply Services of the United Nations Office and Specialized Agencies at Geneva. Its Statutes were adopted by UNOG, specialized agencies, funds and programmes on 22 April 2005, and revised on 01 October 2015.

In said Statutes, Members agreed, with due regard for the constitutional, budgetary and administrative autonomy of each Member Organization, to endeavour to pool their inquiries to the extent possible and to standardize on procurement activities such as the joint procurement of office equipment, furniture, machines, supplies and stationery.

Member Organizations are committed to centralize their requirements with a view to purchase as a group, and agree to coordinate their policies and practices in this direction.
CPAG organs include:

- Secretariat
- Management Board, consisting of senior procurement officials of Member Organizations
- Chairperson and a Vice-Chairperson

OUR MEMBERS

In 2015, CPAG included the following sixteen Member Organizations:

1. United Nations Office at Geneva (UNOG)
2. World Health Organization (WHO)
3. International Labour Organization (ILO)
4. World Intellectual Property Organization (WIPO)
6. International Organization for Migration (IOM)
7. World Meteorological Organization (WMO)
8. International Trade Centre (ITC)
11. United Nations Development Programme (UNDP)
12. International Telecommunication Union (ITU)
13. World Trade Organization (WTO)
14. United Nations High Commissioner for Refugees (UNHCR)
15. The Global Fund
16. Gavi Alliance
OUR MISSION

The mission of CPAG is to enable Member Organizations to gather the results of their experience, knowledge and research, share best practices and coordinate their procurement operations, with a view to:

- Promoting the standardization of procurement policies, standards, procedures and procurement training programmes;
- Promoting the standardization of goods, works and services;
- Enhancing the efficiency and effectiveness of procurement operations and programmes;
- Benefiting from economy of scales by pooling procurement requirements.

ESTIMATED COST AVOIDANCE (ECA)

On an annual basis, CPAG Members must report the Organization’s ECA information.

Identifying ECA may be as simple as calculating the discount given by a supplier to all CPAG Members depending on the estimated purchases of Members. It may also be a comparison between the prices in the contract and the market prices, or with the other prices submitted for the same tender. The calculation can also be made on resisting or delaying a supplier’s price increase.
Last year was an energetic year for CPAG, with Members and the Secretariat working together to achieve high quality performance, as well as a reported Estimated Cost Avoidance (ECA) of over USD 35 million as a result of joint procurement activities.

The year started on a strong foot with the call for an extraordinary session in April 2015 to exchange on the performance of CPAG and identify past and future challenges.

The experience was rewarding for Members, leading to the establishment of short and long-term working groups, each with its own individual purpose to be accomplished by meeting as required to brainstorm over the best way forward.

It was a pleasure to see Members work together to exchange ideas, practices and eventually recommend solutions to the CPAG Management Board with the same underlying goal of ensuring the performance of CPAG.

1. NEW TENDERS IDENTIFIED

Common CPAG tenders were issued such as paper and office supplies, however fresh tender exercises were also issued this year for car services with driver, flags, and rental of IT equipment, by lead agencies including UNOG, ITU and WHO.

2. INCREASED KNOWLEDGE SHARING

There was also an obvious desire to contribute and share, as Members exchanged knowledge on contracts, tenders, suppliers and organizational practices in nearly 70 occasions.

3. TRAINING

Procurement training with the Chartered Institute of Procurement and Supply (CIPS) through UNDP was undertaken by the procurement staff from the majority of CPAG Members Organizations.

4. NEW CPAG WEBSITE

2015 also brought the creation of CPAG's new website hosted on the United Nations Global Marketplace (UNGM).

Together Members are working hard to reinforce the effectiveness of CPAG.
### COMMON CONTRACTS

#### Travel Agency and Visa Processing Services/
Airline Negotiations with Air Carriers

<table>
<thead>
<tr>
<th>Tender Year:</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Agency:</td>
<td>UNOG</td>
</tr>
<tr>
<td>Awarded Supplier:</td>
<td>Carlson Wagonlit Travel Beheermaatschappij BV (CWT)</td>
</tr>
<tr>
<td>Duration:</td>
<td>01 May 2014 to 30 April 2017</td>
</tr>
<tr>
<td>Possibility of Extension:</td>
<td>2 extensions of 2 years</td>
</tr>
<tr>
<td>ECA Reported:</td>
<td>CHF 20,651,521</td>
</tr>
</tbody>
</table>

In 2013, a tender was launched by UNOG for travel and visa processing services. A contract was awarded to CWT for three years with the possibility of two further two year extensions.

Calculating the ECA for travel and visa services is increasingly challenging due to the important number of agencies adopting integrated online booking systems.

In addition, ECA patterns due to granted flexibility on negotiated fares cannot be measured in terms of ECA. This methodology applies only for the “travel agents” and not for bookings made through online booking systems.

The measured ECA is therefore achieved through:

- UN negotiated fares;
- Travel agent negotiated fares;
- Local fares not available on the Swiss Market;
- Travel agency expertise (creative ticketing).

The negotiated airline agreement are stand-alone, agreement negotiated by the Members, signed by UNOG and made available to all other Members of CPAG.

From an operational perspective, it is CWT who implements the agreements, as a contractual obligation. The negotiated fares are loaded in the reservation systems used by the travel agent with a special “UN” code.

The international Organizations members of CPAG Geneva have continued in 2015 to negotiate airline agreements with air carriers and alliances. There are presently 20 corporate fares signed with major carriers and alliances, including both, route based deals for travel out of Geneva and discount based deals for other types of destinations.
In 2015, particular attention was given to discounted fares for travel to Far East Asia, Central Asia as well as to routes to/from Africa.

The bulk of the cost avoidance is generated by the agreement with the three major Global Alliances and the Carriers from the middle East-Gulf region countries. Nevertheless, some agreements with smaller carriers have also proven to be highly beneficial for certain specific destinations. Another significant development was that for the first time a truly global agreement with a major air carrier was established in 2015.

While the flexibility of the corporate fares remain an important requirement, the IOGs have been able to include in the scope of negotiations new booking classes giving access to even more attractive fares. It should also be observed that the efficiency of the negotiation process can only be guaranteed if all, or the majority of CPAG Organizations, have the same travel management contractor.

For tickets purchased through an offline process, the ECA figure reflects the difference between the UN corporate fares effectively used and the most attractive equivalent public fares (for the same routing and same class of accommodation). For booking made through an online booking tool, the figure represents the value of the corporate discounts related the fare effectively used.

The estimated cost avoidance achieved in 2015 as a result of joint airline negotiations was approximately CHF 20,624,088. This figure represents 18.6% of the total net air spend of CPAG Member Organizations.

<table>
<thead>
<tr>
<th>2015 ECA for Travel (CHF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member</td>
</tr>
<tr>
<td>ITC</td>
</tr>
<tr>
<td>ITU</td>
</tr>
<tr>
<td>ILO</td>
</tr>
<tr>
<td>The Global Fund</td>
</tr>
<tr>
<td>UNAIDS</td>
</tr>
<tr>
<td>UNDP</td>
</tr>
<tr>
<td>UNESCO-IBE</td>
</tr>
<tr>
<td>UNHCR</td>
</tr>
<tr>
<td>UNOG</td>
</tr>
<tr>
<td>WHO</td>
</tr>
<tr>
<td>WIPO</td>
</tr>
<tr>
<td>WMO</td>
</tr>
<tr>
<td>WTO</td>
</tr>
<tr>
<td>TOTAL</td>
</tr>
</tbody>
</table>
On 31 December 2014, the contract with Swiss Post International for the dispatch of Swiss and international mail and international registered mail was due to expire. A one-month extension was granted until 31 January 2015 to finalize the award of the new contract as a result of a Request for Proposal (RFP) issued in 2014.

Following the conclusion of the RFP, the contract for international mail services was again awarded to Swiss Post International whose offer was the most responsive to the requirements in the solicitation documents.

Express Mail Services

Outgoing Supplier: TNT Swiss Post

Awarded Supplier: DHL Express

Duration: 01 Mar 2015 to 28 Feb 2018

Total ECA Reported: CHF 1,053,265

This service was part of the same aforementioned RFP for international mail services. The previous contract with TNT Swiss Post SA for Express Courier Services was due to expire on 31 December 2014, and was thus extended until the finalization of the RFP for a period of two months.

The ECA under the TNT Contract was estimated at 74% off the basic standard mail tariffs.

The new contract was eventually awarded to DHL Express whose proposal, all factors considered, was the most responsive to the requirements set forth in the solicitation documents.

The reported ECA under the previous and new contracts remain approximately 30% off the basic standard mail tariffs. It should be noted that other CPAG organizations using the mail service, are billed through UNOG.

The ECA on the basic standard mail tariffs at an estimated 40% off standard rates.

<table>
<thead>
<tr>
<th>Member</th>
<th>ECA for Express Mail Services (CHF)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>TNT Swiss Post Jan-Feb 15</td>
</tr>
<tr>
<td>Gavi Alliance</td>
<td>5,312</td>
</tr>
<tr>
<td>IOM</td>
<td>18,000</td>
</tr>
<tr>
<td>ITU</td>
<td>34,439</td>
</tr>
<tr>
<td>ILO</td>
<td>10,290</td>
</tr>
<tr>
<td>UNHCR</td>
<td>99,547</td>
</tr>
<tr>
<td>UNICEF</td>
<td></td>
</tr>
<tr>
<td>UNOG</td>
<td>138,493</td>
</tr>
<tr>
<td>WHO</td>
<td>340,634</td>
</tr>
<tr>
<td>WIPO</td>
<td>56,685</td>
</tr>
<tr>
<td>WMO</td>
<td>27,047</td>
</tr>
<tr>
<td>TOTAL</td>
<td>301,470</td>
</tr>
</tbody>
</table>
Swiss and Registered Mail Services

Year: 2014
Supplier: Swiss Post International
Duration: 01 Jan 2015 to 31 Dec 2017
ECA Reported: CHF 301,470

As part of the same RFP for International and Express Mail Services, a separate contract was awarded to Swiss International for Swiss and Registered Mail. The ECA under the Swiss International Contract were estimated at 4% off the basic standard mail tariffs.

Diplomatic Pouch Services

Tender Year: 2012
Lead Agency: UNOG
Awarded Supplier: Jetivia SA
Duration: 01 Dec 2013 to 31 Oct 2016
ECA Reported: CHF 206,762

The contract for the provision of diplomatic pouch services was awarded to Jetivia SA in 2012. Diplomatic pouch services are centralized at UNOG in order to reduce administrative and logistical costs. It further improves the efficiency and effectiveness of inter-agency collaboration.

UNOG services all international organizations and agencies in Geneva as well as 60 UN offices around the world.

In 2015, CPAG Members achieved an ECA of 20% by comparing the difference between tariffs with and without the minimum kilogram.
Supply of Electricity

Tender Year: 2013
Lead Agency: WIPO
Awarded Supplier: Romande Energie SA
Duration: 01 Jan 2015 to 31 Dec 2017
ECA Reported: CHF 2,037,977

On 18 September 2013, in coordination with ITC and ITU, WIPO launched a tender for the Supply of Electricity for a contract to be in place by 01 January 2015.

The tender was based on a new “pioneering” approach aimed at obtaining proposals based on a more direct access to the European Energy Exchange AG (EEE). Germany’s energy exchange, since Swiss electricity prices are traded in the EEE exchange spot market, which is the leading energy exchange in Central Europe.

CPAG Members participated at the opening ceremony, updated the evaluation sheet, which incorporated the annual “courbe de charges” of all participating organizations, identified the lowest proposal and awarded the contract for the supply of electricity to Romande Energie SA, for a three-year period.

The 2013 electricity consumption for each participating agency was based on the “courbe de charges” for every 15 minutes of use. This is needed to factor in the different prices that are applicable during the various seasons, Winter and Summer, as well as the time of day.

The ECA calculation is based on the following elements:
- the amount paid to SIG in 2013 based on the SIG applicable prices minus;
- the amount that Members would have paid for the same quantity and structure of the consumption of electricity on the bases of the new prices from Romande Energie.

The ECA for the whole CPAG group is an estimated 38.95% across all Members, with an ECA of CHF 6,459,596 over the three year contract period.

It should be noted that the local Distribution of Electricity remains the monopoly of Services Industriels de Genève (SIG) regardless of the results of the CPAG tender. The latter did not include the cost for the local distribution of the electricity (or the maintenance of the power plants installations) for which SIG will remain the CPAG contractor. A contract with SIG for said distribution was signed to cover the following period: 1 January 2015 to 31 December 2017.
**Paper Supply**

**2015 ECA for Paper Supply (CHF)**

<table>
<thead>
<tr>
<th>Member</th>
<th>Inapa</th>
</tr>
</thead>
<tbody>
<tr>
<td>ITC</td>
<td>5,251</td>
</tr>
<tr>
<td>ITU</td>
<td>18,797</td>
</tr>
<tr>
<td>ILO</td>
<td>100,472</td>
</tr>
<tr>
<td>UNHCR</td>
<td>9,698</td>
</tr>
<tr>
<td>UNOG</td>
<td>5,196</td>
</tr>
<tr>
<td>The Global Fund</td>
<td>20,687</td>
</tr>
<tr>
<td>WHO</td>
<td>55,517</td>
</tr>
<tr>
<td>WMO</td>
<td>8,253</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>223,871</strong></td>
</tr>
</tbody>
</table>

Further to a joint CPAG tender, a contract was awarded to INAPA Suisse SA, from 1 November 2010 to 31 October 2015, which was eventually extended until 31 August 2016 to allow for the finalization of an ongoing tender.

In 2015, INAPA provided discounts ranging from 48 to 54% off catalogue prices.

**Office Supplies**

Tender Year: 2009

Lead Agency: ITC

Awarded Supplier: Office Dépôt BS

Duration: 16 Jul 2010 to 16 Apr 2016

ECA Reported: CHF 219,265

Further to a common procurement exercise in September 2009, a contract was awarded to Office Dépôt BS, from 15 July 2010 to 14 July 2015 and then extended until 16 April 2016. The tender for office supplies was led by ITC in collaboration with ILO.

Based on the information provided by Members, between 1 January and 31 December 2015, CPAG Members achieved a reported ECA of up to 43% off catalogue prices.
Laptop Computers and Related Goods and Services

Tender Year: 2009
Lead Agency: ITU
Awarded Supplier: Dell Computers
Duration: 02 Sep 2010 to 01 Sep 2015
ECA Reported: CHF 817,445

ECAs ranged from 35 to 40% off catalogue prices.

Further to a joint bidding carried out by ITU, UNOG and WIPO, the contract for the provision of laptop computers and accessories (Models: Light, Standard, Mobile and Tablet) was awarded for an initial period of three years with the option to renew annually up to a total of five year, i.e. until 1 September 2015.

**2015 ECA for Laptop Computers and Related G&S (CGF)**

<table>
<thead>
<tr>
<th>Member</th>
<th>Dell Computers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gavi Alliance</td>
<td>15,966</td>
</tr>
<tr>
<td>ITU</td>
<td>32,175</td>
</tr>
<tr>
<td>UNESCO-IBE</td>
<td>1,140</td>
</tr>
<tr>
<td>UNOG</td>
<td>703,624</td>
</tr>
<tr>
<td>WIPO</td>
<td>64,540</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>817,445</strong></td>
</tr>
</tbody>
</table>

In April 2011, a contract was awarded to Dan Office SA for the provision of HP Office computers, as well as related accessories and warranties, for a total period of five years.

In 2015, a reported ECA was achieved as a result of discounts of up to 53% off catalogue prices.

**Desktop Computers**

**2015 ECA for Desktop Computers (CHF)**

<table>
<thead>
<tr>
<th>Member</th>
<th>Dan Office SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>ITC</td>
<td>145,734</td>
</tr>
<tr>
<td>UNESCO-IBE</td>
<td>6,649</td>
</tr>
<tr>
<td>UNHCR</td>
<td>82,354</td>
</tr>
<tr>
<td>UNOG</td>
<td>392,994</td>
</tr>
<tr>
<td>WIPO</td>
<td>110,700</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>738,431</strong></td>
</tr>
</tbody>
</table>

Tender Year: 2010
Lead Agency: UNOG
Awarded Supplier: Dan Office SA
Duration: 14 Dec 2011 to 22 May 2016
ECA Reported: CHF 738,431

In 2015, a reported ECA was achieved as a result of discounts of up to 53% off catalogue prices.
Toner and Ink-jet Cartridges

Tender Year: 2013
Lead Agency: UNOG
Awarded Supplier: ARP Suisse SA
Duration: 01 Sep 2013 to 30 Aug 2015
ECA Reported: CHF 138,470

The contract for the provision of toner and ink-jet cartridges for desktop printers was established in 2013 following an international tender, which awarded a contract to ARP Suisse SA. The contract expired in August of 2015.

The ECA represents on average a 47.78% discount off catalogue prices.
Year: 2014
Lead Agency: UNOG
Awarded Supplier: Siemens Suisse SA
Duration: 01 Feb 2015 to 01 Feb 2020
ECA Reported: CHF 135,541

Fire Detection

CPAG Members are benefiting from the same terms and conditions of the contract concluded by UNOG with Siemens Suisse SA for a period of 5 years. This contract was awarded based on standardization following a RFP in 2007.

For fire detection, CPAG Members have benefited from an ECA of 39%, as Siemens’ offer was the most responsive to the requirements in the solicitation documents.

<table>
<thead>
<tr>
<th>Member</th>
<th>Siemens Suisse SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>ITU</td>
<td>11,508</td>
</tr>
<tr>
<td>ILO</td>
<td>47,311</td>
</tr>
<tr>
<td>UNICEF</td>
<td>3,197</td>
</tr>
<tr>
<td>UNOG</td>
<td>73,525</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>135,541</strong></td>
</tr>
</tbody>
</table>
Novell Licensing Agreement, Support and Maintenance

Supplier: ID Integrated Data
Duration: 01 Jan 2011 to 31 Dec 2015
ECA Reported: CHF 169,845

Members are benefiting from the same contract with ID Integrated Data SA for the provision of a Novell Licensing Agreement, support and maintenance. The contract was extended until 31 December 2015.

The standardization of the Novell ZENworks Product Family was re-approved as a standardization by UNOG on 17 December 2010. Novell Open Enterprise Server, NetWare Services and Zen are products that have also been accepted and implemented by numerous entities throughout the Geneva Duty Station. They continue to use this product to support their systems and applications primarily because of its reliability and efficiency.

Although the Licensing Agreement contract itself is signed directly with Novell, entities of the latter work with a Fulfilment Agent to handle the invoicing process in the name of Novell. In the western part of Switzerland, the nominated reseller is ID Integrated Data SA based in Geneva, who has been handling UN orders under the Agreement since 2008.

As for the ECA, 34% to 42% is discounted off catalogue prices.

Field Vehicles

Supplier: Toyota Gibraltar Stockholding LTD
Duration: 01 Jan 2014 to 31 Dec 2015
ECA Reported: CHF 65,283

UNHCR, UNOG and WHO are benefiting from a contract with Toyota Gibraltar Stockholding LTD (TGS) for the provision of a large number of models of Toyota vehicles. This contract was extended for a two-year period from 1 January 2014 until 31 December 2015.

TGS agreed to apply a discount on all types of vehicles ordered by UN agencies regardless of the number of vehicles.
### Library Subscriptions and Serials

<table>
<thead>
<tr>
<th>Member</th>
<th>Ebsco Information Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>ITC</td>
<td>3,752</td>
</tr>
<tr>
<td>UNESCO-IBE</td>
<td>268</td>
</tr>
<tr>
<td>UNOG</td>
<td>5,703</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>13,651</strong></td>
</tr>
</tbody>
</table>

ECA is on average 8.1% on standard prices.

Further to a joint Invitation to Bid launched in 2011, Ebsco Information Services was awarded a contract renewable on an annual basis until 31 December 2015. The objective was to put in place a contract for the acquisition of recurrent subscriptions of 453 serials from around the world.

### Language Training Provider

<table>
<thead>
<tr>
<th>Tender Year:</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Agency:</td>
<td>ILO</td>
</tr>
<tr>
<td>Awarded Supplier:</td>
<td>Bell SA</td>
</tr>
<tr>
<td>Duration:</td>
<td>01 Jun 2011 to 31 Aug 2018</td>
</tr>
<tr>
<td>ECA Reported:</td>
<td>CHF 112,495</td>
</tr>
</tbody>
</table>

Further to a joint tender for language training services which was launched by ILO, the participating members awarded the contract to BELL SA for the provision of language training services for a period of 3 years, which was subsequently extended until 31 August 2018.

<table>
<thead>
<tr>
<th>Member</th>
<th>Bell SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gavi Alliance</td>
<td>18,325</td>
</tr>
<tr>
<td>ILO</td>
<td>17,100</td>
</tr>
<tr>
<td>ITU</td>
<td>18,424</td>
</tr>
<tr>
<td>WIPO</td>
<td>41,536</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>112,495</strong></td>
</tr>
</tbody>
</table>

Based on the information provided, Members achieved a reported ECA of about 15% by calculating negotiated rates vs. previous rates applied.
Following a formal procurement process, the contract for the provision of heating oil was awarded to Crivelli & Trabold SA from 18 July 2011 to 17 July 2016.

The ECA is calculated on the basis of the comparison of the lowest price offered by the contractor versus the average of the prices proposed by the other vendors. The average fuel price was CHF 81.15 per 100 litres.

In 2015, Members achieved a reported ECA of 15.8% off cost.
Mobile Phone Services

In 2012, UNOG led a joint Request for Proposal for the provision of mobile phone services. The offers received in reply to said tender were made available to all CPAG members for their individual evaluation based on their own structure, consumption and use.

On 29 October 2012, Members awarded a contract to Sunrise Communication SA for the provision of mobile phone services for an initial period of 2 years with the possibility of extensions up to a maximum period of 5 years. Other Members awarded the Contract to Swisscom for a similar duration.

ECA was established by Members in different manners, notably, by comparing the previous expenditure for subscriptions and call costs under the previous contract in 2011 with the expenditure under the new contract in year 2015. The purchase of devices was not included in this comparison due to the variability and fluctuations of the purchases from one year to the next.

In 2015, Members have benefited from cost avoidances ranging up to 50% despite an increase in users.

<table>
<thead>
<tr>
<th>Member</th>
<th>Sunrise Communication</th>
<th>Swisscom</th>
</tr>
</thead>
<tbody>
<tr>
<td>ILO</td>
<td>100,105</td>
<td></td>
</tr>
<tr>
<td>IOM</td>
<td>500,000</td>
<td></td>
</tr>
<tr>
<td>ITC</td>
<td>37,540</td>
<td></td>
</tr>
<tr>
<td>WIPO</td>
<td>130,000</td>
<td></td>
</tr>
<tr>
<td>UNAIDS</td>
<td>133,500</td>
<td></td>
</tr>
<tr>
<td>UNOG</td>
<td>988,480</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>988,480</strong></td>
<td><strong>901,145</strong></td>
</tr>
</tbody>
</table>

Tender Year: 2012
Lead Agency: UNOG
Awarded Suppliers: Sunrise Communication AG / Swisscom
Duration: 01 Dec 2012 to 31 July 2016
ECA Reported: CHF 1,889,625
Tender Year: 2012

Awarded Supplier: Sharp Electronics (Schweiz)

Duration: 01 Oct 2012 to 30 Sep 2016

ECA Reported: CHF 2,497,655

Following a RFP in 2009, a contract was awarded to Sharp Electronics for a period of 3 years with the possibility of a two year extension. Other CPAG Members have piggybacked off the UNOG contract to benefit from the same terms and conditions.

Reported ECA shows a discount of 73% off catalogue prices, as also reported by Sharp.

### Office Furniture

<table>
<thead>
<tr>
<th>Member</th>
<th>2015 ECA for Office Furniture (CHF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>NOS</td>
<td>46,636</td>
</tr>
<tr>
<td>ITU</td>
<td>180,000</td>
</tr>
<tr>
<td>ILO</td>
<td>240,545</td>
</tr>
<tr>
<td>UNOG</td>
<td>28,473</td>
</tr>
<tr>
<td>WHO</td>
<td>229,091</td>
</tr>
<tr>
<td>TOTAL</td>
<td>724,745</td>
</tr>
</tbody>
</table>

Tender Year: 2009

Awarded Supplier: NOS SA

Duration: 7 Dec 2009 to 31 Dec 2015

ECA Reported: CHF 724,745

Following a ITB in 2009, a contract was awarded to NOS SA for a period of 3 years with the possibility of a two year extension. Other CPAG Members have piggybacked off the UNOG contract to benefit from the same terms and conditions.

Reported ECA indicates a discount of 45% off catalogue prices, as reported by NOS SA.
Following a RFP in 2014, a contract was awarded to Round Office SA for a period of 3 years with the possibility of a 2 year extension. Other CPAG Members have piggybacked off the UNOG contract to benefit from the same terms and conditions.

### 2015 ECA for Office Furniture (CHF)

<table>
<thead>
<tr>
<th>Member</th>
<th>Round Office SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Global Fund</td>
<td>1,023</td>
</tr>
<tr>
<td>UNICEF</td>
<td>1,280</td>
</tr>
<tr>
<td>UNOG</td>
<td>1,738,783</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>1,741,086</strong></td>
</tr>
</tbody>
</table>

The ECA ranges between 10% and 51% depending on the item.

### HP Servers and Services

| Tender Year: | 2013          |
| Supplier:    | Hewlett Packard Suisse (SA) |
| Duration:    | 01 Dec 2013 to 31 Dec 2017 |
| ECA Reported:| CHF 489,368   |

ILO entered into a contract with Hewlett-Packard Suisse (SA) effective from 01 December 2013 to 31 December 2014, extended until 31 December 2017 for HP servers and services. WIPO and UNOG are currently benefitting from the terms of this contract.

The ECA was calculated as follows: 42% discount off market prices.

### 2015 ECA for HP Server snd Services

<table>
<thead>
<tr>
<th>Member</th>
<th>Hewlett Packard Suisse (SA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNOG</td>
<td>331,473</td>
</tr>
<tr>
<td>ITC</td>
<td>157,895</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>489,368</strong></td>
</tr>
</tbody>
</table>
In 2015, several joint tenders were initiated by the CPAG Members.

Car Services

Following an Invitation to Bid (ITB), Members awarded a contract to five companies whose bids substantially conformed to the requirements and were evaluated to be the lowest technically compliant costs.

The objective of this solicitation was to award to five vendors, at least two of which should be able to provide drivers without vehicles, to ensure that there is an increased likelihood of availability of vehicles or personnel when needed at short notice.

Vehicles with drivers or drivers only, were selected based on the lowest cost vendor who had vehicle or driver availability.

Participating Members

- UNOG
- UNDP
- UNICEF

Tender Year: 2015

Suppliers:
1. Sixt Rent-a-car SA
2. Rainbow Limousines SA
3. Leaders Limousines Sarl
4. GMC Limousines & Services SARL
5. Gulf Services SA

Duration: 1 Jan 2016 to 31 Dec 2016 with the possibility of a one year extension
Library Journal Subscriptions

Tender Year: 2015
Lead Agency: UNOG
Supplier: Ebsco Information Services
Duration: 1 Jan 2016 to 31 Dec 2017 with the possibility of a three year renewal

Following a joint Invitation to Bid launched in 2015 for the supply of journals, serials and periodicals for the library, a contract was awarded to Ebsco Information Services. Ebsco’s bid substantially conformed to the requirements set forth in the solicitation documents and was evaluated to be the lowest cost.

Rental of IT Equipment

Tender Year: 2015
Lead Agency: WHO
Supplier: Danoffice SA
Duration: 1 Jan 2016 to 31 Dec 2017

Under the lead of WHO, a joint Request for Proposal was launched in 2015 for the supply and installation of rental equipment for WHO and ILO required to support the meetings of Governing Bodies in 2016 and 2017.

The request was very specific as potential suppliers required the capacity to own and stock large amounts of devices, as well as transport and deploy them in a timely manner and geographically close to Geneva.

Danoffice SA received the best score for the two year period.
Office Supplies

In 2015, a joint tender was launched by ITU as lead agency, with six CPAG Members participating in the tender. The technical evaluation was shared with CPAG Members for review, prior to submission to the Contracts Committee. The tender resulted in a split award between Lyreco and Office Dépôt.

Tender Year: 2015

Lead Agency: ITU

Suppliers: Lyreco / Office Dépôt

Duration: 16 Apr 2016 to 15 Apr 2017 with the possibility of 3 extensions of one year
In 2015, several joint tenders were initiated by the CPAG Members. The ongoing tenders are the following:

**Mobile Phone Services**

UNOG is currently finalizing a tender which started in 2015 for Mobile Phone Services on behalf of CPAG Members. The tender closed on 18 June 2015, however additional testing was required during the technical evaluation period.

- **Tender Year:** 2015
- **Lead Agency:** UNOG
- **Participating Members:**
  - IOM
  - ITC
  - ITU
  - UNDP
  - Global Fund
  - UNICEF
  - WMO

The signature of the contract is expected in the third quarter of 2016.
Chinese Translation Services

In 2015, discussions over a tender for translation services initiated. It was decided that UNOG would be the lead in a RFP for translation into Chinese from Spanish, Russian, English and French.

The tender is due to close in July 2016 and a contract should be awarded in the third quarter of 2016.

Tender Year: 2015
Lead Agency: UNOG

Paper Supply

With the expiration of the current contract with INAPA in August 2016, UNOG is leading the joint procurement exercise for paper supply. Members have worked together to finalize the technical evaluation, meeting on several occasions to review the evaluation.

The financial evaluation has currently been finalized and a new contract is expected to be in place at the beginning of August 2016.

Tender Year: 2015
Lead Agency: UNOG
KNOWLEDGE SHARING

2015 was a successful year for sharing information such as experiences with suppliers, practices used to conduct tenders, sharing contracts and circulating vacancies.

With Members communicating their queries directly to the Secretariat for circulation, nearly 70 consolidated responses were provided to Members with answers to their queries. Knowledge sharing is embedded in the foundation of CPAG. The group is encouraged to share their procurement insight and experiences.

Such information can be used to invite certain suppliers to a tender, to piggyback on another organization’s contract or tender results if the requirements are similar. It is also an opportunity to detect the common needs of Members in order to identify opportunities for joint tenders.
Submission of query by Members to CPAG Secretariat and dissemination of query to all Member with a deadline to respond

Members individually submit their knowledge and practices to CPAG Secretariat

CPAG Secretariat organizes a consolidated response to be shared with all Members

Consolidated responses and related documents are saved on the CPAG Website at www.ungm.org

In 2015, knowledge sharing revolved around the following subject matters:

1. Software to view, print, sign PDFs
2. IT products
3. IT support
4. IT material and supplies
5. Audio-visual equipment
6. Ballistics vests and helmets
7. Bookshop services
8. Broker and insurance business assets
9. Infrastructure installation and support
10. Catering services
11. Hardware/software products for IT security
12. Contracts committee template
13. Collection of user pens
14. Commemorative plaques
15. Computer assisted translation
16. Machinery, technical equipment
17. Delivery water tanks
18. Laptops and computers
19. Catering company
20. Electrical equipment
21. Energy audit
22. Ergonomic office chairs
23. Express mail
24. Audit company
25. Facilities Management
26. HQ contracts committee template
27. Health insurance
28. IT company
29. Paper company
30. Information upgrade
31. Insurance field vehicles
32. Institute for sustainable development
33. Integration video equipment
34. Facility services company
35. IT equipment for governing body
36. Japanese translation services
37. Learning management systems
38. Legal advice
39. Legal services
40. IT equipment company
41. Mail services
42. IT company agreement
43. Technical consulting services
44. Medical equipment
45. Occupational health
46. Office Furniture
47. Paper company
48. Periodicals
49. Policy documents
50. Engineering services company
51. Private security services
52. Procurement leaders
53. Provident fund administration and operational services
54. Purchase of coffee machines
55. SAP company
56. Software
57. Secure Archive
58. Security Modernization
59. Security Services
60. Printing Services
61. Control system company
62. Technical audio services
63. Tents
64. Training, translation services
65. Transcription services
66. Trust fund manager
67. Unshielded twisted services
68. Web-casting services
TRAINING

Through the coordination of the CPAG’s Secretariat, CPAG Members attended the following training courses offered by UNDP in Geneva, Switzerland in 2015:

<table>
<thead>
<tr>
<th>Course</th>
<th>Date</th>
<th>Number of Participants</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIPS 2</td>
<td>21-24 April 2015</td>
<td>14</td>
<td>UNAIDS</td>
</tr>
<tr>
<td>CIPS 3</td>
<td>10-13 November 2015</td>
<td>7</td>
<td>UNAIDS</td>
</tr>
<tr>
<td>CIPS 4</td>
<td>31 Aug-4 Sept 2015</td>
<td>3</td>
<td>UNAIDS</td>
</tr>
</tbody>
</table>
WORKING GROUPS

At CPAG’s Second Quarterly Meeting of 2015 held on 16 April 2015, CPAG Members unanimously decided to establish four working groups to address various issues.

The working groups were established to address a variety of matters considered important and requiring development by Members, with the goal for CPAG to continue running efficiently and effectively.

Three short term working groups were established with work to be finalized in 2015, while one long-term group was set up for the amount of time needed to achieve a great result. Members representatives participated in these groups under the coordination of the CPAG Secretariat.
The Working Groups consisted of the following chairpersons and Members:

**WORKING GROUP 1**
Determine CPAG website structure and content
Chairperson: WTO
Members: ILO, WHO, WIPO, WTO

**WORKING GROUP 2**
Define the expectations and responsibilities of CPAG Members
Chairperson: WIPO
Members: ILO, IOM, UNESCO, WTO, WMO

**WORKING GROUP 3**
Draft terms of reference for the CPAG Secretariat Coordinator and clarify the role of the CPAG Secretariat
Chairperson: ILO
Members: ILO, WIPO, WTO, UNOG

**WORKING GROUP 4**
Define common streamlined procurement rules for CPAG tenders
Chairperson: WIPO
Members: ILO, ITU, WIPO, UNOG, UNICEF
The short-term Working Groups 1, 2 and 3 proved to be successful and resulted in several recommendations which were approved unanimously by CPAG Members at the Quarterly Board Meetings. The long-term Working Group 4 will continue into 2016.

WORKING GROUP 1

The Working Group 1 discussed the content to be made available on the CPAG website, the features as well as the structure. It also looked into portal options for the website. The outcome resulted in a new website hosted on the United Nations Global Marketplace (UNGM), a site UN procurement staff were already familiar with.

CPAG Secretariat manages the site and grants access to CPAG Member representatives, including those not part of the UN System.

The site contains information such as statutes, tender documents, contracts, knowledge sharing, and so forth. The site has been in effect since its unanimous approval at the 4th Quarterly Meeting on 15 December 2015.

WORKING GROUP 2

Addressed the responsibilities of CPAG Members, and recommended that the CPAG Statute of 22 April 2005 be revised to include an article on the various obligations of Members, such as their participation in tenders, ECA information, procurement plans, etc. The recommendations were approved unanimously at the 3rd Quarterly Meeting on 17 September 2015 and integrated into the Statutes of CPAG.

WORKING GROUP 3

The Group focused on the role of the CPAG Secretariat and its Coordinator, establishing clear Terms of Reference (ToR) which were included in the revised CPAG Statutes of 1 October 2005. The ToR included providing support to working groups, acting as a liaison for the exchange of information, as well as plan, develop and coordinate all procurement aspects of CPAG projects of significant complexity.

The ToR were approved by CPAG Members at the 3rd Quarterly Meeting on 17 September 2015.
FUTURE ACTIVITIES

In addition to the previously mentioned Ongoing Tenders of 2015, Members have already identified the following joint activities to be undertaken throughout 2016:

**VARIous IT EQUIPMENT**

With the current contract for various IT equipment expiring on 30 June 2016, UNOG will lead a tender for IT equipment by the 4th Quarter of 2016.

**Diplomatic Pouch Services**

In the third Quarter of 2016, UNOG shall lead a tender for diplomatic pouch services. Tender documents will be shared with Members in the 2nd quarter of 2016.

**Flags**

The tender for the provision of flags for the UN member Countries shall be led by UNOG, and include participating Member WMO. The contract will likely be awarded in the 3rd Quarter of 2016.

**ELECTRICITY**

During the 3rd Quarter of 2016, Members will start gathering requirements for the tender on the provision of electricity to ensure that a contract is in place by 01 January 2018.

**Translation Services**

UNOG will lead a tender for translation services from English, French, Spanish and Russian into Chinese. WMO will participate in the tender which is expected to be finalized by the 4th Quarter of 2016.

**Heating Oil**

UNOG will lead a tender for heating oil. Participating Members are ITC and WHO. The contract is expected to be awarded in the 3rd Quarter of 2016.
OUR STATISTICS

The ECA statistics depend first and foremost on the submission of information by Members. Further, information received from suppliers is useful to compare and calculate the cost avoidance throughout the year.

In the table on the right side you will notice the ECA reporting is on the rise every year with more joint activities, such as additional sharing of contracts for piggybacking. It should be noted that there has been a 10% increase in ECA since 2011.
In 2015, the top ECA data, as reported by Members, remain Joint Airline Negotiations, followed by multi-function printing services and the supply of electricity.

The three top suppliers providing significant ECA results are the following (*considering that for CWT the ECA results from joint airline negotiations):

- CWT*: 58.7%
- SHARP: 7.1%
- ROMANDE ENERGIE: 5.8%

All CPAG Members are benefiting from cost avoidance as a result of joint activities. In addition, Members benefit from the reduction in administrative costs from not conducting a separate tender within their Organization.
GOVERNANCE

The proposed schedule of meetings in 2016 is the following:

ANNUAL MEETING

The Annual Meeting will take place on Tuesday, 12 July 2016

QUARTERLY MEETINGS

1. Thursday, 31 March 2016
2. Tuesday, 12 July 2016
3. Thursday, 22 September 2016
4. Thursday, 15 December 2016

WORKING GROUP MEETINGS

On-going between the Secretariat and Working Group 4 streamlined procurement rules for CPAG tenders.

AD-HOC MEETINGS

Ad-hoc meetings as requested by CPAG Members.

NEW MEMBERSHIP

In the last few years, there has been an increase in requests for CPAG Membership. Approval is determined by the Management Board Members once the interested Organization submits an official request, as per Articles 3 and 8 (a) of the CPAG Statutes.

2016

UNOPS
Effective as of 1 January 2016

UNITAR
Effective as of 1 January 2016

2014

UNDP
Effective as of 1 January 2014
As per Article 7 of the CPAG Statutes, the Chair and Vice-Chair of the Management Board shall be held for one year, effective as of 01 June until 31 May of the following year. The Vice-Chair will automatically be appointed as Chair for the subsequent year.

The rotation schedule in the table has been updated to incorporate the new Members and ensure that all Members have the opportunity to Chair CPAG for the duration of one year.

The Management Board at its Second Quarterly Meeting of 2016, approved the proposal that the representative of Gavi Alliance be appointed as Chair and the representative of ITC as Vice-Chair for 2016.

### CHAIRPERSON HISTORY & ROTATION

<table>
<thead>
<tr>
<th>Year</th>
<th>Chair</th>
<th>Vice-Chair</th>
</tr>
</thead>
<tbody>
<tr>
<td>2024</td>
<td>UNOPS</td>
<td>ITU</td>
</tr>
<tr>
<td>2023</td>
<td>UNITAR</td>
<td>UNOPS</td>
</tr>
<tr>
<td>2022</td>
<td>UNDP</td>
<td>UNITAR</td>
</tr>
<tr>
<td>2021</td>
<td>UNHCR</td>
<td>UNDP</td>
</tr>
<tr>
<td>2020</td>
<td>IOM</td>
<td>UNHCR</td>
</tr>
<tr>
<td>2019</td>
<td>UNAIDS</td>
<td>IOM</td>
</tr>
<tr>
<td>2018</td>
<td>WTO</td>
<td>UNAIDS</td>
</tr>
<tr>
<td>2017</td>
<td>ITC</td>
<td>WTO</td>
</tr>
<tr>
<td>2016</td>
<td>Gavi Alliance</td>
<td>ITC</td>
</tr>
<tr>
<td>2015</td>
<td>The Global Fund</td>
<td>Gavi Alliance</td>
</tr>
<tr>
<td>2014</td>
<td>UNICEF</td>
<td>The Global Fund</td>
</tr>
<tr>
<td>2013</td>
<td>WMO</td>
<td>UNESCO-IBE</td>
</tr>
<tr>
<td>2012</td>
<td>WHO</td>
<td>UNESCO-IBE</td>
</tr>
<tr>
<td>2011</td>
<td>ILO</td>
<td>WHO</td>
</tr>
<tr>
<td>2010</td>
<td>UNOG</td>
<td>WHO</td>
</tr>
<tr>
<td>2009</td>
<td>ITU</td>
<td>UNOG</td>
</tr>
<tr>
<td>Members</td>
<td>Staff</td>
<td>Percent (%)</td>
</tr>
<tr>
<td>-------------------</td>
<td>-------</td>
<td>-------------</td>
</tr>
<tr>
<td>Gavi Alliance</td>
<td>173</td>
<td>1.61</td>
</tr>
<tr>
<td>ILO</td>
<td>1,128</td>
<td>10.48</td>
</tr>
<tr>
<td>IOM</td>
<td>159</td>
<td>1.48</td>
</tr>
<tr>
<td>ITC</td>
<td>259</td>
<td>2.41</td>
</tr>
<tr>
<td>ITU</td>
<td>678</td>
<td>6.37</td>
</tr>
<tr>
<td>The Global Fund</td>
<td>686</td>
<td>6.37</td>
</tr>
<tr>
<td>UNAIDS</td>
<td>229</td>
<td>2.13</td>
</tr>
<tr>
<td>UNDP</td>
<td>32</td>
<td>0.30</td>
</tr>
<tr>
<td>UNESCO-IBE</td>
<td>17</td>
<td>0.16</td>
</tr>
<tr>
<td>UNHCR</td>
<td>575</td>
<td>5.34</td>
</tr>
<tr>
<td>UNICEF</td>
<td>254</td>
<td>2.36</td>
</tr>
<tr>
<td>UNOG</td>
<td>3,075</td>
<td>28.56</td>
</tr>
<tr>
<td>WHO</td>
<td>1,515</td>
<td>14.07</td>
</tr>
<tr>
<td>WIPO</td>
<td>1,043</td>
<td>9.69</td>
</tr>
<tr>
<td>WMO</td>
<td>272</td>
<td>2.53</td>
</tr>
<tr>
<td>WTO</td>
<td>672</td>
<td>6.24</td>
</tr>
<tr>
<td>Total</td>
<td>10,767</td>
<td>100%</td>
</tr>
</tbody>
</table>

**OPERATIONAL COSTS FOR 2015**

These costs shall comprise of expenditure on administrative costs and personnel salaries, and are apportioned to a Member on the basis of their relative staffing strengths as published yearly by the Chief Executives Board (CEB) for Coordination or as provided by the Member.

Accordingly, the approved total cost for 2015 was USD 182,200. The common costs of the CPAG Secretariat were composed of:

1. USD 3,000 office expenses;
2. 12 months of the annual standard salary cost of a P-3, USD $179,200
OPERATIONAL COSTS FOR 2016

The 2016 operational costs attributed to CPAG Members have been calculated by taking the salary of a Procurement Officer at the P-3 level, currently the CPAG Secretariat Coordinator, and proportionally distributing the amounts amongst Members according to the number of staff in the organization holding at least a fixed term contract during the previous year.

Members decided at the 2nd Quarterly Meeting of 2016 to implement an additional annual fixed fee in the amount of USD 2,500 effective as of 1 January 2017, however the total cost to run CPAG will remain unchanged at USD 182,300.
PRIORITY AREAS

To ensure the effective continuation of CPAG’s mission of helping Member Organizations pool experiences, share best practices and coordinate procurement operations, the CPAG Secretariat is committed to continue energizing the Group and identifying opportunities for growth in the upcoming year.

The year 2016 will be focused on maintaining the energy level shown by Members, in the exchange of information and knowledge. The Secretariat will also put additional efforts to identifying CPAG opportunities for joint tenders and contracts.

Other areas of work include concluding Working Group 4 on harmonizing procurement practices, and implementing its recommendations.

The CPAG Secretariat will encourage Members to establish further working groups as needed. It will work to obtain feedback from Members on the performance of current suppliers and encourage Members to notify the Secretariat in the event of challenges.
# MEMBER STATEMENT

Member Organizations provide different sources of knowledge and ideas to the group thanks to their wide-range of backgrounds.

In addition to the UN Secretariat, Member Organizations include Specialized Agencies, Funds and programmes, as well international organizations outside the UN System.

Here’s what they have to say:

<table>
<thead>
<tr>
<th>ORION YEANDEL</th>
<th>Head of Procurement Operations, The Global Fund &amp; 2015 CPAG Chairperson</th>
</tr>
</thead>
<tbody>
<tr>
<td>CPAG serves as an excellent forum for the exchange of good ideas and best practice. The Global Fund has used its membership both as way to generate savings and as a learning platform.</td>
<td></td>
</tr>
<tr>
<td>There is no substitute for the real-world experience and practical advice of CPAG members.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>STEPHEN FARRELL</th>
<th>Chief, Purchase and Transportation Section, UNOG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hosting the CPAG Secretariat at UNOG is a privilege and a pleasure.</td>
<td></td>
</tr>
<tr>
<td>2015 was a particularly exceptional year with Members coming together to ensure that CPAG reaches its full potential.</td>
<td></td>
</tr>
<tr>
<td>The interest and commitment of Members continue to be the engine behind the success of the group.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GIORGIO FRATERNALE</th>
<th>Chief, Procurement Bureau, ILO</th>
</tr>
</thead>
<tbody>
<tr>
<td>CPAG is one of the oldest UN common procurement initiative and one of the most successful. As a member of CPAG I have been involved in amazingly challenging pioneering projects that resulted in multimillion dollars savings for its participating organizations.</td>
<td></td>
</tr>
<tr>
<td>Dedication, passion and capacity to work and cooperate together have been the key success factors of the individuals that have made it all possible during the last three decades.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DONATELLA CASTELLUCCI</th>
<th>Head, Procurement Section, WIPO</th>
</tr>
</thead>
<tbody>
<tr>
<td>I strongly believe that working together and capitalizing on the experiences of other colleagues presents a unique opportunity to improve our professional and personal skills. Through CPAG, we have the possibility of harmonizing and creating parity of our procurement processes, as</td>
<td></td>
</tr>
<tr>
<td>well as achieving more efficiency and effectiveness through savings and cost avoidance.</td>
<td></td>
</tr>
<tr>
<td>With CPAG I have experienced a lively and dynamic environment, driven by the common goals of being successful together. I am therefore proud to be a part of CPAG, and I hope to be actively contributing to the continued achievements of this initiative.</td>
<td></td>
</tr>
</tbody>
</table>