

2ND HLCM SUPPLY CHAIN NETWORK SESSION

21-23 APRIL 2026

SUMMARY OF DECISIONS & OUTCOMES



The 2nd session of the HLCM Supply Chain Network (HLCM SCN) was hosted by UNDP, UNFPA, UNICEF and UNOPS in Copenhagen on 21-23 April under the following Management Board and Secretariat:

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

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

Advisory Chair Angela Kastner (Director, Procurement & Supply Services, WHO)

2nd Advisory Chair Frederic Farschi (Chief Procurement Officer, ICC)

Secretariat Gabriella Budai (UNDP)

The session was attended by 34 participants in person and 20 participants who joined remotely, representing a total of 33 organisations [List of participants](#).

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All documents related to the meeting are available on the HLCM Knowledge Center Workspace on [2nd HLCM SCN Session, April 2026](#) or by contacting the SCN Secretariat



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OPENING REMARKS

ANNE-CLAIRE HOWARD (UNOPS), SCN CHAIR

The Chair of the Supply Chain Network opened the meeting by welcoming participants and expressing appreciation to the host organizations for their support in organizing the meeting at UN City, Copenhagen.

It was noted that the meeting took place at a pivotal time, marked by the reconfiguration to the Supply Chain Network, ongoing system-wide reforms and increasing operational challenges across organizations. These include supply chain disruptions and internal organizational changes such as budget reductions and restructuring. While these pressures make collaboration more complex, they also reinforce its importance. In this context, the principles of mutual respect, trust, and collaboration were emphasized as central to the work of the network. The Chair expressed appreciation for the dedication, resilience, and collaboration of members, highlighting the network's achievements to date and emphasizing the importance of continued collaboration and knowledge sharing as the network moves forward.

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**HLCM/CEB UPDATE – INFORMATION SESSION**

REMO LALLI (CEB SECRETARIAT), HLCM SECRETARY

1. Briefing on Outcomes of the 51st Session of the HLCM and joint session with the Business Innovation Group (BIG)

The Network received a briefing from the HLCM/CEB Secretariat on the outcomes of the 51st session of the High-Level Committee on Management (HLCM), held from 13–14 April 2026 in Valencia, hosted by the United Nations Secretariat at the United Nations Information and Communications Technology Facility (UNICTF).

Mr. Lalli informed participants that the first day of the meeting was dedicated to a strategic session on Confronting Structural Constraints and Strategic Choices, followed by substantive agenda items. Day two featured a joint session with the Business Innovation Group on the Unified Services Roadmap under the UN80 agenda, characterized by candid discussions and a shared determination to advance collective strategic action.

2. UN System's challenging conjuncture

The Network was briefed that the Co-Chairs of the Finance and Budget Network, the HR Network, and the High-Level Committee on Programmes presented key findings from recent system-wide surveys, pointing to a significantly deteriorating financial and operational outlook. From a **financial perspective**, total UN system revenue is projected to decline from USD 68.3 billion in 2024 to USD 54.3 billion by 2027, representing a 21 percent decrease over three years. The impact is uneven across functional areas, with sharper reductions observed particularly in the humanitarian sector and, in some cases, in the development sector.

The **UN workforce** has contracted by approximately 12 per cent since 2024, with further reductions expected in some entities. Workforce rebalancing is largely driven by financial pressures rather than strategic design, requiring careful management of risks to institutional knowledge, morale, and operational continuity.

The **programmatic landscape** is also undergoing significant reprioritization, with a stronger focus on core mandates and life-saving activities, increasing regionalization, and a scaling back of cross-cutting work, capacity development, and advisory services.

3. HLCM-BIG Joint Session – Unified Services Roadmap

The Network was informed that the Chair of HLCM, Co-Chairs of the Business Innovation Group, and the Executive Director of WFP, as co-leads of Work Package 14 under the UN80 reform agenda, presented the Unified Services Roadmap. The Roadmap brings together Far-Reaching Efficiency Initiatives (FREIs), BIG's Global Shared Services, and Common Back Offices to reduce overlaps and maximise adoption. The focus is now shifting from design to implementation and delivery in 2026.

The Roadmap establishes an overarching architecture for system-wide operational efficiency across six service areas: procurement and supply chain, finance, ICT, logistics, human resources, and administration. It operates through a dual model combining consolidation of high-volume transactional services with a managed service marketplace.



At the HLCM session, presentations were provided on progress under selected FREIs, which were noted as progressing successfully:

- S5 - UN Services Hub,
- P3 - Integrated ICT procurement and shared software services,
- O2 - AI-powered language services

The subsequent acceleration dialogue was described as candid, reflecting both tangible progress and ongoing capacity and governance constraint.

Additionally, a unified dashboard has been developed to support transparency, monitoring, and reporting, and is expected to be made publicly available shortly.

4. Coordinated Supply Chain

The CEB Secretariat briefed the Network that, during the joint session with BIG, a dedicated segment focused on supply chain integration. Discussions covered three distinct but interrelated mechanisms: the HLCM Supply Chain Network, the S2 Integrated Supply Chain Initiative, and UN80 Work Package 2, indicative action 17: An Integrated Approach to UN Supply Chains in Complex Environments.

Progress under the Humanitarian Reset (UN80 Work Package 2, Action 17) was acknowledged, particularly in advancing supply chains in complex environments. At the same time, the importance of the S2 initiative was reaffirmed as a framework for integrating supply chains across additional categories, with an expectation to accelerate progress on identified priority areas.

Supply chain integration was emphasized as a top priority, with increasing pressure to deliver concrete and measurable results. In this context, entities and the SCN were strongly encouraged to prioritise data sharing, recognizing that reliable data is foundational to the success of all FREI initiatives.

Clarifying governance arrangements was highlighted as critical to progress, ensuring coherence across the S2 initiative, the SCN, and the UN80 Work Package 2, indicative action 17: An Integrated Approach to UN Supply Chains in Complex Environments, while avoiding duplication and maintaining trust. The need for stronger communication, systematic sharing of data and learnings, and equitable access for organizations was emphasized. It was noted that the Chair of HLCM supported the role of the SCN as a central platform to connect these efforts and reduce the risk of siloed approaches.

In the discussion at the SCN meeting, it was further noted that there is a need to ensure stronger alignment between the UN80 initiatives and the work of the SCN, while recognizing differences in timelines. Participants emphasized the importance of avoiding silos and ensuring continuous and seamless information flows, including through strengthened coordination mechanisms.

5. UN System Insurance Forum

The Network was also informed that HLCM endorsed the establishment of a UN System Insurance Forum. The Forum is a voluntary, system-wide platform reporting to HLCM, designed to support decision-making through engagement with relevant stakeholders, including the



SCN. It is one of the intended outcomes of the P5 FREI on Common Insurance Services and is expected to become operational in the coming months.

SUPPORTING DOCUMENTATION:

[HLCM 51 Debrief-Key messages and supply-chain related outcomes](#)

UPDATE ON HLCM PROCUREMENT-RELATED FAR-REACHING EFFICIENCY INITIATIVES – INFORMATION SESSION

Updates on the progress of the P1–P5 Far-Reaching Efficiency Initiatives, as well as the S2 priority area on Health, Therapeutic Food and Medical Supplies, were provided by the following representatives of the respective lead organizations:

[P1 – Enhancing a one-UN Procurement architecture through the UNGM](#) – Anne-Claire Howard (UNOPS) & Niels Ramm (UNOPS/UNGM)

[P2 – Procurement of Common User Items at Country Level](#) – Adenike Akoh (UNDP) & Torben Soll (UNDP)

[P3 – Integrated ICT Procurement and Shared Software Services](#) – Elisabeth Eckerstrom (UNDP) & Isaam White (UN Secretariat)

[P4 – Standard Contract Templates Platform Initiative](#) – Kathryn Alford (OLA) & Jun Lee (OLA)

[P5 – Common Insurance Services](#) – Adenike Akoh (UNDP), Alessandro Schmitt von Sydow (FAO), Abimbola Ogogo (UN Secretariat), Miroslav Medic (UNHCR), Soeren Johansen (UNICEF)

[S2 – Priority on Health, Therapeutic Food and Medical Supplies](#) – Regine Weber (UNICEF)

Further information on the HLCM Far-Reaching Efficiency Initiatives is available on the: [HLCM Far-Reaching Efficiency Initiatives | United Nations - CEB](#)

P1 – ENHANCING A ONE-UN PROCUREMENT ARCHITECTURE THROUGH THE UNGM

PRESENTED BY: ANNE-CLAIRE HOWARD (UNOPS) & NIELS RAMM (UNOPS/UNGM)

The Network was briefed on the P1 initiative, Enhancing a one-UN Procurement architecture through the UNGM. The initiative was presented as a foundational effort to improve efficiency and support future system-wide developments.

UNGM was highlighted as a critical platform underpinning UN procurement and supply chains, providing access to over half a million suppliers, integration with 17 agency ERPs, supplier screening against sanctions lists, and serving as a hub for collaboration, including LTA sharing, vendor performance data, and the Annual Statistical Report on UN Procurement produced by UNOPS.

Despite these strengths, the platform faces sustainability risks due to an outdated financial model. In response to these challenges, a number of strategies are being pursued.

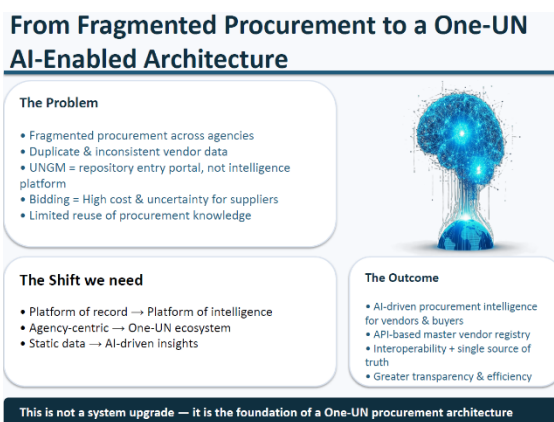
Immediate stabilization was achieved through an increase in the annual agency membership fee, which helped stabilize operations and halt the depletion of reserves.

Additional funds were also provided by certain agencies (UNOPS and WIPO for reserve fund replenishment, and ILO through bespoke development income) to strengthen UNGM reserves, alongside ongoing efforts to strategically future-proof the organization.

All documents related to the meeting are available on the HLCM Knowledge Center Workspace on [2nd HLCM SCN Session, April 2026](#) or by contacting the SCN Secretariat

Efforts to identify sustainable funding options are ongoing through two workstreams: one led by the Financial Sustainability Task Force (FST), and another focused on defining longer-term investment needs.

FST has been exploring options to identify alternative funding sources for UNGM, in response to declining revenues from the tender alert service and continued reliance on reserve funds. The challenge is twofold: securing sustainable revenue streams and addressing underlying technological limitations, including an outdated system architecture. In this context, the FST proposed the development of an AI-enabled vendor intelligence reporting tool as a new value-added service and potential revenue stream, while also laying the foundation for a broader transition from a repository-based platform to an integrated, intelligence-driven one-UN procurement architecture.



The FST further proposed a Vendor Intelligence Reporting Tool (Phase 1), which aims to deliver early value by:

1. providing a targeted AI tool to support procurement decision-making
2. establishing a core intelligence layer for future advanced AI capabilities.

Phase 1	Focus	Estimated Investment
MVP AI Layer	Core AI layer, semantic search, document extraction, basic scoring	\$101K – \$180K
Expanded Layer	Predictive insights, scoring models, full analytics, automation	\$210K – \$340K
Total Project		\$250K – \$350K

The first phase focuses on delivering a minimum viable AI layer to support vendor decision-making, including bid/no-bid assessments and access to relevant procurement data, with implementation expected within 3–5 months. A subsequent expanded phase would introduce advanced analytics and automation. The total investment is estimated at USD 250,000–350,000, with projected annual revenues of approximately USD 450,000, enabling cost recovery within 12–14 months and contributing to UNGM's financial sustainability.

It was emphasized that the FST proposal is closely linked to broader P1 objectives, particularly in addressing financial sustainability and enabling future system-wide developments. The initial focus on vendors reflects their central role in UNGM, while the proposed AI layer is expected to enhance data use, support internal analysis, and respond to increasing demand from Member States for greater transparency in procurement. A business case for investment is being finalized and will be shared with HLCM members, alongside ongoing efforts by agencies to explore funding options.

It was discussed that UNGM's broader strategic role beyond transactions should be clarified, alongside the need to strengthen AI governance, including ethics, data protection and security, which are being considered within the evolving business case.

SUPPORTING DOCUMENTATION:

[Presentation on P1-Enhancing a one-UN Procurement architecture through the UNGM](#)

All documents related to the meeting are available on the HLCM Knowledge Center Workspace on [2nd HLCM SCN Session, April 2026](#) or by contacting the SCN Secretariat

P2 – PROCUREMENT OF COMMON USER ITEMS AT COUNTRY LEVEL

PRESENTED BY: ADENIKE AKOH (UNDP) & TORBEN SOLL (UNDP)

The Network received an update on the P2 initiative on Procurement of Common User Items at Country Level, co-led by the UN Secretariat and UNDP. The initiative aims to generate cost savings through consolidated procurement, building on the Business Operations Strategy (BOS), which has primarily focused on cost avoidance. It was noted that, following the completion of analytical work based on BOS High Impact Common Services and BOS LTA data (2025), the project had refined its scope from an initially broad ambition to a more targeted approach focused on pilot implementations in selected countries and priority categories in order to deliver tangible results in the short term.

Substantial analytical work has been undertaken, including the identification of 15 high-impact common service categories where efficiencies have already been realized. These categories were further analyzed to assess the availability and distribution of Long-Term Agreements across countries. The analysis demonstrated uneven levels of adoption, with services such as travel, cleaning and security showing relatively high levels of maturity, while other categories reflected more limited uptake and coordination gaps. Significant variation in overall LTA coverage was also observed among country offices, enabling the identification of countries that may benefit from targeted support and pilot interventions.

Building on these findings, the project has moved toward a focused pilot model centred on five “foundational” categories considered operationally essential across country offices: travel, cleaning, security, conference management and printing services.

Several countries, including Libya, South Sudan, Tajikistan, UAE, Venezuela and Zambia, were identified as potentially lacking LTAs across all five categories, subject to further validation with country teams. These countries are being considered for the first phase of pilot implementation, while a second phase could subsequently expand the scope to additional countries and categories based on lessons learned.

The Network was further informed that engagement with UNCTs, Resident Coordinators and OMTs had commenced in the identified pilot countries to support the establishment of collaborative LTAs. It was noted that, in several cases, LTAs already existed at country level but remained agency-specific rather than coordinated across the UN system, presenting opportunities to improve value for money through more collaborative arrangements. The phased implementation approach, revised timeline, and a set of KPIs to measure savings, efficiency and collaboration outcomes were also presented.

Lead Agency Model and Oversight



- **Phase 1 – Feasibility & Planning (0–3 months):**
 - Conduct needs assessment and stakeholder consultations - **Completed**
 - Identify priority categories for joint procurement - **Completed**
 - Develop collaborative procurement strategy and workplan – In process
- **Phase 2 – Pilot Project Implementation, Phase 1 (4–10 months):**
 - Formalize governance Structure
 - Phase 1 Pilots
 - Launch first joint solicitation(s).
- **Phase 3 – Pilot Project Implementation, Phase 2: (8–12 months)**
 - Issue LTAs/contracts for common user items.
 - Track savings, report progress, and optimize supplier performance.
 - Collect learnings, identify new phases in the project, including phase 2 pilots

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In the discussion, clarification was sought on how the P2 initiative would complement existing collaborative procurement mechanisms at country level, including Common Procurement Working Groups, BOS structures and existing piggybacking arrangements, without creating duplication or additional governance layers. The importance of reliable procurement data, including from UNGM and the Annual Statistical Report, was also highlighted. In response, it was emphasized that the initiative builds on existing BOS recommendations and country-level practices, focuses on identified gaps in non-programmatic procurement, and seeks to support collaborative joint LTAs in high-impact categories where aggregated demand could generate additional value for money, while recognizing that piggybacking remains an important and effective mechanism, particularly for smaller agencies and lower-value requirements.

Lastly, it was clarified that participation in the initiative remains voluntary and inclusive, with lead agencies identified based on demonstrated capacity, while all agencies would be able to benefit from resulting LTAs regardless of direct participation in their establishment.

SUPPORTING DOCUMENTATION:

[Presentation on P2-Procurement of Common User Items at Country Level](#)

P3 – INTEGRATED ICT PROCUREMENT AND SHARED SOFTWARE SERVICES

PRESENTED BY: ELISABETH ECKERSTROM (UNDP) & ISAAM WHITE (UN SECRETARIAT)

The Network received an update on the P3 Initiative on Integrated ICT Procurement and Shared Software Services, co-led by the UN Secretariat and UNDP, aimed at leveraging consolidated UN procurement volumes to achieve cost efficiencies, improve service levels, and establish shared software catalogues across the UN system. It was noted that 31 agencies are currently engaged in the initiative, including 26 participating agencies and 5 interested agencies, and that all negotiated arrangements will ultimately be accessible to all UN entities.

The Network was informed that, following a data-driven survey exercise involving 23 UN systems organizations, nine priority software providers were identified for coordinated negotiations, namely Microsoft, Adobe, Oracle, Salesforce, ServiceNow, AWS, SAP, Google, and Workday. It was further noted that the initiative timeline had been extended from 38 to 42 weeks, with completion anticipated by August 2026.

An update was provided on the first batch of negotiations covering ServiceNow, Microsoft, Adobe, Oracle, and Google. The Network noted that progress had been made in establishing direct ordering mechanisms, reducing transaction costs, improving pricing flexibility, and pursuing unified discount structures across agencies. It was further highlighted that agencies are collectively advocating for lower prices, greater contractual flexibility, and improved transparency, while resisting proposals that would offset savings through additional AI-related services.

The Network further discussed lessons learned from the negotiations, emphasizing the importance of coordinated engagement across procurement and ICT functions and the value of presenting a unified negotiating positions based on shared data and common priorities. In this regard, it was noted that approximately 30 UN representatives attended the recent Microsoft negotiations led by the UN Secretariat, presenting a coordinated position.



The discussion also highlighted the importance of maintaining flexibility for volume adjustments during contract periods, ensuring transparency in reseller arrangements, and carefully assessing proposals for additional AI-related services against actual business needs.

SUPPORTING DOCUMENTATION:

[Presentation on P3-Integrated ICT Procurement and Shared Software Services](#)

P4 – STANDARD CONTRACT TEMPLATES PLATFORM

PRESENTED BY: KATHRYN ALFORD (GLD/OLA) & JUN LEE (GLD/OLA)

The Network received an update on the P4 initiative entitled “Standard Contract Templates Platform” under the HLCM “Far-Reaching Efficiency Initiatives” (the “P4 Initiative”). The Network was informed that initially, the P4 Initiative, which was co-led by the UN Secretariat and UNICEF, was composed of four initiatives: (i) providing a single portal for accessing model contracts developed by the General Legal Division of the United Nations Office of Legal Affairs (GLD/OLA); (ii) updating the United Nations General Conditions of Contract to include suspension or termination clauses which permit the Organization to suspend or terminate the relevant contract due to the Organization’s funding limitations; (iii) developing simplified versions of the long-form model contracts developed by GLD/OLA; and (iv) developing a shorter versions of lead agency contracts utilized by the Organization in connection with lead agency arrangements.

It was noted that, except for the initiative (i) relating to the provision of a single portal for accessing GLD/OLA developed model contracts, at the time the P4 initiative was developed, GLD/OLA had either already implemented these initiatives or determined that the implementation of the proposed initiatives is not in the interest of the Organization from a legal perspective. Accordingly, pursuant to the Final High-Level Project Plan and the related supplemental document submitted to the HLCM Secretariat, the scope of the P4 Initiative was limited to providing a single portal for accessing and maintaining model contracts developed by GLD/OLA in support of the Organization’s procurement activities.

The P4 Initiative has been successfully completed by the deadline indicated in the Final High-Level Project Plan (December 2025) through the publication, by the United Nations Office of Legal Affairs, of model contracts developed by GLD/OLA on the OLA webpage on the [iSeek](#) platform, with the capacity for GLD/OLA to include additional model contracts on an ongoing basis as developed by that Office.

P5 – COMMON INSURANCE SERVICES – FOR INFORMATION

PRESENTED BY: ADENIKE AKOH (UNDP), ALESSANDRO SCHMITT VON SYDOW (FAO), ABIMBOLA OGOGO (UN SECRETARIAT), MIROSLAV MEDIC (UNHCR), SOEREN JOHANSEN (UNICEF)

The Network received an update on the P5 initiative on Common Insurance Services, co-led by the UN Secretariat, UNHCR, FAO, UNICEF and UNDP, aimed at strengthening system-wide collaboration and efficiencies in the sourcing and management of insurance services across the UN system. It was noted that the initiative seeks to simplify and harmonize insurance approaches through a combination of existing insurance tools, long-term agreements with insurance brokers, collaborative procurement arrangements and the establishment of a newly



endorsed United Nations System Insurance Forum (UNSIF) as an operational coordination platform.

The presentation outlined the three main tracks under the initiative. **Track 1** focuses on existing insurance tools already available within the UN system, including (i) global insurance policies managed by the UN Secretariat, (ii) medical insurance solutions for non-staff personnel coordinated by UNHCR, and (iii) LTAs with insurance brokers coordinated by FAO and UNICEF that other agencies may piggyback on to source tailored insurance solutions.

Track 2 focuses on custom-made insurance solutions, including an ongoing UNDP-led collaborative LTA procurement process for the provision of 'Insurance coverage for 'In-service Death, Illness and Injury' for non-staff (personnel), across eight participating agencies.

Track 3 concerns the establishment of the United Nations System Insurance Forum, recently endorsed by HLCM, which will serve as a voluntary and operational forum for coordination, knowledge sharing and collaboration on insurance-related matters across the UN system.

The Network was further informed that insurance procurement differs from standard procurement activities due to the highly specialized, regulated and rapidly evolving nature of insurance markets. In this context, the initiative proposed establishing closer coordination between UNSIF and the Supply Chain Network to explore how procurement frameworks and processes could better accommodate insurance-specific market practices and support improved value for money and risk management outcomes.

SUPPORTING DOCUMENTATION:

[Presentation on P5-Common Insurance Services](#)

S2 – PRIORITY ON HEALTH, THERAPEUTIC FOOD AND MEDICAL SUPPLIES

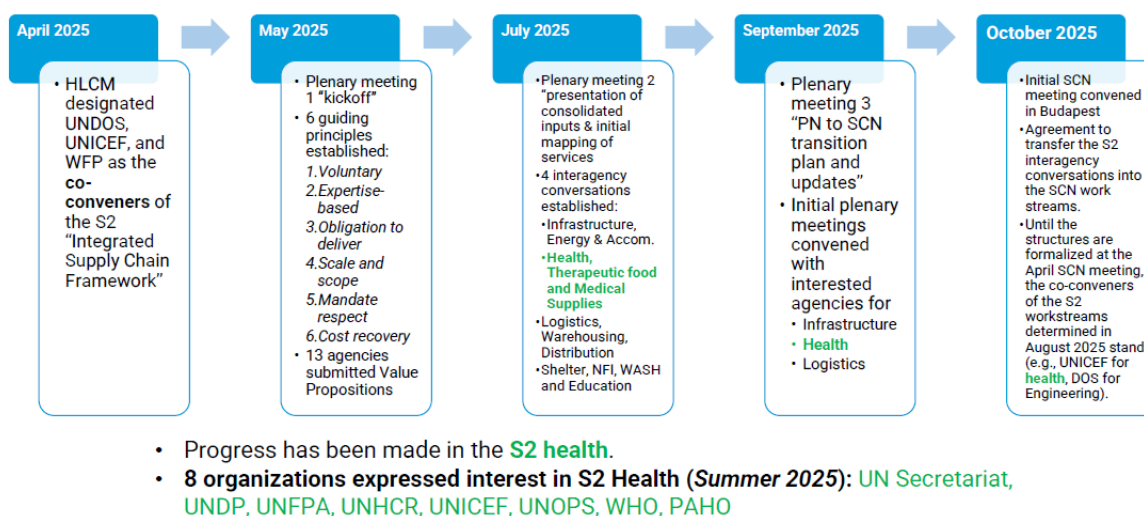
PRESENTED BY: REGINE WEBER (UNICEF)

An update was provided on the S2 Priority on Health, Therapeutic Food and Medical Supplies Initiatives. By way of context, it was noted that the Secretary-General's Action Plan includes two relevant work packages:

- **Work Package 2: New Humanitarian Compact (Lead by: USG OCHA)** The UN80 proposal aims to fast-track the implementation of high-impact solutions in humanitarian and complex operational contexts
- **Work Package 14: Unified Services Roadmap (Lead by: Chair HLCM)** Longer-term, supply chain cooperation can be expanded through existing interagency governance mechanisms across all appropriate aspects/categories of supply chain activity. It aims to integrate UN supply chains, taking the New Humanitarian Compact as the concrete starting point. This work package includes the S2 FREI.

A timeline of the S2 Integrated Supply Chain Framework was presented:

Timeline: HLCM S2 Integrated Supply Chain Framework



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It was noted that in April 2025, HLCM designated the UN Secretariat (UNDOS), UNICEF, and WFP as co-conveners of the S2 initiative.

A kick-off plenary in May 2025 established 6 guiding principles for collaboration, including voluntary participation, expertise-based contributions, mandate respect, and cost recovery, among others.

Subsequent discussions led to the consolidation of agency value propositions and the identification of key collaboration areas, including: (i) Infrastructure, Energy & Accommodation; (ii) Health, Therapeutic food and Medical Supplies; (iii) Logistics, Warehousing, Distribution; (IV) Shelter, NFI, WASH and Education.

It was noted that the Infrastructure, Energy and Accommodation (convened by the UN Secretariat) has been integrated into FREI S5 – UN Services Hub. S5 now includes the engineering (infrastructure), environmental and accommodation workstream, with services provided by the UN Secretariat, UNHCR and WFP under the UN System Services Hub.

Regarding the Shelter, NFI, WASH and Education initiative (co-convened by UNICEF and WFP), it was further noted that it has been integrated into the UN80 Integrated Approach to UN Supply Chains in Complex Environments under the Coordinated Procurement pillar. This work will be carried forward by UNHCR and IOM as Core Relief & Shelter Items (CRI). The WASH and Education component has been paused and may, in the future, be considered as a dedicated working group under the SCN.

At the first Supply Chain Network meeting in October 2025, it was agreed that the S2 priority area would be fully integrated into the Supply Chain Network. Until the formalization of the SCN's working group structure and governance arrangements at the current April 2026 meeting, the S2 workstreams remained under the coordination of the existing co-conveners.

All documents related to the meeting are available on the HLCM Knowledge Center Workspace on [2nd HLCM SCN Session, April 2026](#) or by contacting the SCN Secretariat



For the S2 Health, Therapeutic Food and Medical Supplies interagency conversations convened by UNICEF, the presentation further highlighted that a set of six scenarios was developed to guide the identification of areas for collaboration across procurement categories, supporting a more granular, case-by-case approach based on agency roles, mandates, and existing practices. An overview was also provided of S2 Health - Plenary Meetings since August 2025, including summaries of key discussions.

It was noted that a draft analytical framework has been developed to support collective assessment of collaboration opportunities across procurement categories, based on data from the Annual Statistical Report. The framework enables identification of areas with sufficient critical mass for joint approaches, while also reflecting the complexity of categories and existing modalities of common procurement.

Emerging areas for collaboration were identified, including enhanced category management, joint forecasting and demand aggregation, and specific commodity areas such as in-vitro diagnostics and medical devices. The revival of a UN Quality Assurance group was also highlighted as a priority, alongside proposals for further thematic deep dives. The importance of trust and data sharing was underscored as critical enablers for progress, with the consultative process revealing fragmentation, differing approaches, and the need to better identify areas for complementarity and collective action.

As the SCN will take over the work of the S2 Health Initiative, proposed next steps for the SCN S2 Health Sub-Working Group to take on and deliver by 30 June in preparation for the General Assembly are:

- *UNICEF to submit an interim report on the process and results to date [aka the presentation at the present meeting]*
- *Continue / finalize thematic discussions (continue: UNDP, UNFPA, PAHO, WHO, and initiate: UN Secretariat, UNOPS, UNHCR)*
- *Further develop and consolidate the draft framework and consolidate for discussion in the plenary group*
- *Continue reporting on HLCM FREI* S2 and under the HLCM-led UN80 Work Package #14: United Services Roadmap*
- *Develop consolidated framework for submission to principals*

In the discussion, clarification was sought on future governance arrangements, including co-convenorship of the S2 Health Sub-Working Group and expectations for agency engagement. It was noted that these elements will be determined under the SCN Working Group structure to be established at the present meeting.

SUPPORTING DOCUMENTATION:

[Presentation on S2-Priority on Health, Therapeutic Food and Medical Supplies](#)



IMPACT OF THE UN80 INITIATIVE-INTEGRATED SUPPLY CHAIN APPROACH IN COMPLEX ENVIRONMENTS ON THE WORK OF THE SCN – INFORMATION SESSION

LEILA PAKKALA (UNICEF) & CORINNE FLEISCHER (WFP)

The SCN Chair introduced the agenda item on the Impact of the UN80 initiative on the work of the SCN. The importance of identifying overlaps and touchpoints between the initiative and ongoing SCN workstreams was highlighted, together with the need for open communication, coordination, and appropriate governance mechanisms.

The presentation previously shared with the Network in March on *An Integrated Approach to UN Supply Chains in Complex Environments* was briefly reintroduced by Leila Pakkala before opening the floor for discussion. The presentation outlined the timelines, model, governance structure, areas of focus, and next steps of the initiative.

Members discussed the role of the SCN in facilitating engagement and coordination around the initiative, including opportunities to leverage existing experiences and lessons learned, noting the accelerated nature of the initiative, particularly in relation to cost recovery models, and collaborative supply chain approaches. Concerns were raised regarding communication, transparency, stakeholder engagement, and the level of involvement of organizations in the design and implementation of the initiative, including engagement with country offices in pilot countries. Questions were also raised regarding cost-benefit analysis, governance, country-level coordination, and the scope of the initiative, including the exclusion of agriculture-related procurement streams and the distinction between humanitarian operational support and programmatic procurement activities. Members also highlighted the importance of avoiding duplication of efforts, leveraging existing inter-agency collaboration mechanisms and long-term agreements, and ensuring that collaboration remains voluntary and based on agency mandates and operational requirements.

In response, the co-conveners emphasized that the initiative is intended to complement existing SCN workstreams and at this time, work is focused on 3 core pillars: Coordinated Procurement (specifically on humanitarian operational support and core relief items), Optimized Global Logistics and Harmonized In-country logistics. It was clarified that country-level activities are led by UN Country Teams on an opt-in basis and that participation through dedicated working groups remains open to interested organizations. The importance of improving communication, strengthening trust, ensuring transparency, and enhancing coordination between headquarters and country offices was widely acknowledged.

The discussion concluded with a shared commitment to continue dialogue and improve coordination between the SCN and the co-conveners of the initiative.

SUPPORTING DOCUMENTATION:

[Summary of the SCN Special Session – UN80 Integrated Approach to UN Supply Chains in Complex Environments](#)

[Presentation on UN80 Integrated Approach to UN Supply Chains in Complex Environments](#)
[UN80 Integrated Supply Chain Update March 2026](#)



STRENGTHENING SCN COMMUNICATION AND VISIBILITY – INFORMATION SESSION

Participants discussed the importance of strengthening the visibility and communication of the Supply Chain Network and its results. It was noted that, while significant collaboration and tangible outcomes already exist across the system, these are not consistently or effectively communicated to key stakeholders, including member states, donors, suppliers, senior management and internal audiences.

Several suggestions were raised, including the development of common key performance indicators to better measure and demonstrate collaboration, efficiency gains, and potential cost savings.

The discussion also pointed to the need for a more structured communication approach, potentially including a communication strategy, periodic outputs (e.g. newsletters or reports), and improved use of existing tools such as the Annual Statistical Report and UNGM. At the same time, it was recognized that different target audiences require tailored messaging and formats, and that communication efforts should address both external visibility and internal awareness.

There was broad agreement on the value of this initiative, and it was suggested to take this forward through a workstream or Task Forces to further develop proposals, including key messages, communication channels, and measurable indicators of impact.

This topic was further explored during the breakout session of the Outreach and Capacity Building Working Group, where participants further elaborated on possible approaches and next steps.

OPERATIONALIZING THE SUPPLY CHAIN NETWORK – DECISION SESSION

Following the reconfiguration from the Procurement Network to the Supply Chain Network, the Management Board proposed an organizational structure and governance framework to support the operationalization of the SCN. The session focused on advancing these elements, including the governance structure, Working Groups, and indicative workplans.

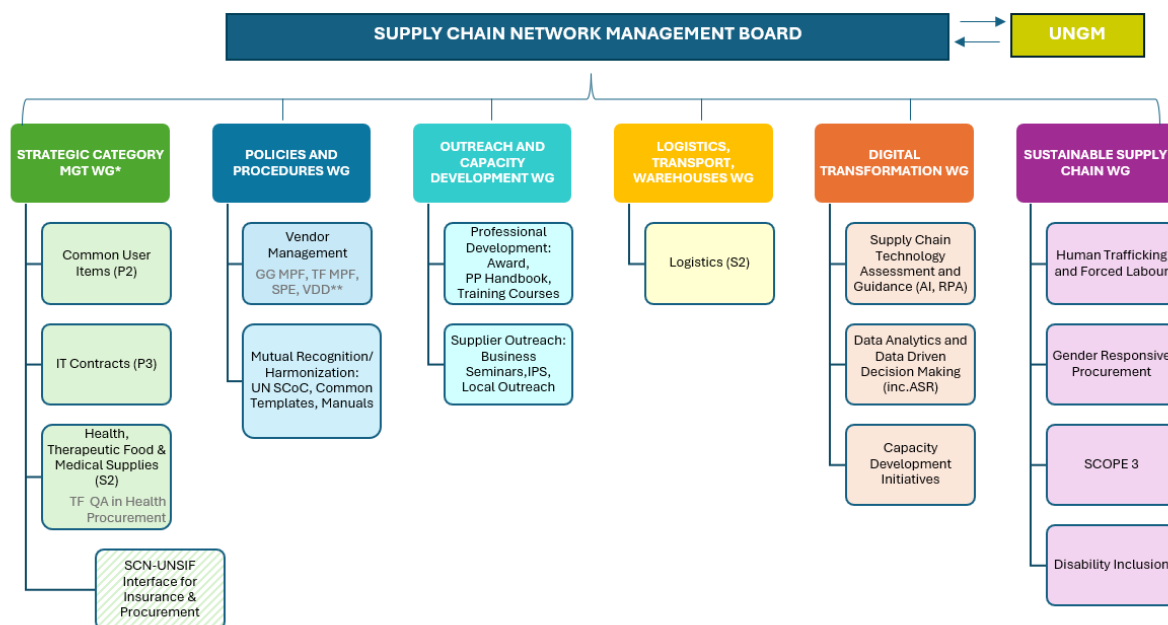
The Chair of the SCN introduced the discussion, emphasizing that while leadership roles are important, the effectiveness of the Network will depend on active member engagement and the delivery of tangible outcomes, and underscoring the need to move beyond governance discussions towards defining clear work plans, deliverables, and measurable results.

The need for a flexible structure was emphasized, enabling the creation of Task Forces or smaller workstreams as needed. Such groups may initially be formed by a limited number of interested organizations and evolve organically into more formal structures over time.



It was recalled that the Management Board structure remains unchanged following the adoption of the SCN Statutes, with the nomination of a new Vice-Chair to take place during the session.

The integration of the United Nations Global Marketplace within the structure was also highlighted, recognizing it as an integral component of the Network's operations.



* (WG) Working Group

** (GG MPF) Governance Group on the Model Policy Framework; (TF MPF) Task Force on the update of the resources of the MPF on Vendor Sanctions (integrated into the GG MPF); (SPE) Supplier Performance Evaluation; (VDD) Vendor Risk Management and Due Diligence

UNGM has its own governance and steering committee. Figure depicts close collaboration with SCN

During the meeting, breakout sessions were convened within each Working Group, bringing together the respective chairs, co-chairs and interested participants to further refine their structure and workplans. Preliminary consideration was given to priority areas, mandates, and the potential establishment of Sub-Working Groups and Task Forces, as well as to initial initiatives, membership, and working methods.

Priority areas were identified, mandates were defined, and potential Sub-Working Group, Task Forces, initial initiatives, membership, and working methods were discussed.

Key outcomes from the breakout discussions were subsequently presented by the Working Group co-chairs in plenary.



1. STRATEGIC CATEGORY MANAGEMENT WORKING GROUP

The table below outlines the Co-Chairs—Elisabeth Eckerstrom (UNDP) and Neris M. Baez Garcia de Mazzora (UN Secretariat)—and the agreed structure of the Strategic Category Management Working Group, including its Sub-Working Group and their respective co-chairs.

STRATEGIC CATEGORY MANAGEMENT WORKING GROUP		Elisabeth Eckerstrom (UNDP)	Neris M. Baez Garcia de Mazzora (UN Secretariat)			
Sub-Working Groups	Common User Items (P2)	Torben Soll (UNDP); Adenike Akoh (UNDP)	Miguel Alvarez (UN Secretariat)			
	IT Contracts (P3)	Elisabeth Eckerstrom (UNDP)	Isaam White (UN Secretariat)			
	Health, Therapeutic Food and Medical Supplies (S2)	Angela Kastner (WHO)	Elisabeth Eckerstrom (UNDP)	Srinivas Rajan (UNFPA), Eric Dupont (UNFPA)		
	- Task Force on Quality Assurance in Health Procurement	Sophie LaRoche (WHO)	Linda Serwaa (UNFPA)			
SCN-UNSIF Interface for Insurance & Procurement		Abimbola Ogogo (UN Secretariat); Katalin Downing (UN Secretariat)	Adenike Akoh (UNDP); Ali Tahsin Jumah (UNDP)	Soeren Johansen (UNICEF)	Alessandro Schmitt Von Sydow (FAO)	Miroslav Medic (UNHCR)

At the SCN plenary the Co-Chairs of the Working Group provided an update on discussions held during the breakout session.

It was agreed that existing guidance, reference materials, and the overarching framework on collaborative category management, developed under the Procurement Network, will be refreshed and updated. This updated framework will serve as a foundation to support ongoing and future work, including activities previously carried out through the P2 – Common User Items, P3 – Integrated ICT Procurement and Shared Software Services, and S2 – Health, Therapeutic Food and Medical Supplies initiatives, while remaining flexible to accommodate additional categories.

It was further agreed to retain the established governance arrangements, working methods, and reporting approaches for P2, P3 and S2, recognizing their value in ensuring continuity, consistency, and effective delivery.

With regards to P5 – Common Insurance Services, it was noted that the establishment of a UN system Insurance Forum (UNSIF) under HLCM supersedes the need for a dedicated working group. It was therefore agreed to establish a consultative body within the Supply Chain Network, to be activated on an as-needed basis, ensuring coordination and alignment between the SCN and the Insurance Forum.



Updates were also provided on the S2 initiative, including ongoing transition arrangements and the need for continued coordination among participating agencies to meet upcoming delivery timelines.

It was agreed to develop formal Terms of Reference for the Working Group, defining its mandate, scope, governance, and expected outputs.

2. POLICIES AND PROCEDURES WORKING GROUP

The table below presents the Co-Chairs —Walter Grandpre (ILO) and Adenike Akoh (UNDP)— and outlines the currently agreed structure of the Policies and Procedures Working Group, including its Sub-Working Groups, Governance Group, Task Forces and their respective leads.

POLICIES AND PROCEDURES WORKING GROUP		Adenike Akoh (UNDP)	Walter Grandpre (ILO)	
Sub-Working Group	Vendor Management:	Walter Grandpre (ILO)		
Governance Group	Governance Group on the Model Policy Framework	Walter Grandpre (ILO)	Adenike Akoh (UNDP)	Yannick Stephant (UNDP)
	– Task Force on the update of MPF resources	Yannick Stephant (UNDP)		
Task Forces	Supplier Performance Evaluation	Hanane Chreki (UNRWA)	Emoke Ficz (ITU)	Josette Njomo (UNOG)
	Vendor Risk Management and Due Diligence	Nargiza Asanbaeva (UN Secretariat)	Emoke Ficz (ITU)	
Sub-Working Group	Mutual Recognition/ Harmonization: UN SCoC, Common Templates, Manuals	Miguel Alvarez (UN Secretariat)		

The Co-Chairs of the Working Group presented a summary of the breakout discussions, focusing on key priorities and proposed next steps.

During the breakout session, potential linkages between PSEA-related work and the Vendor Risk Management and Due Diligence Sub-Working Group were discussed, noting opportunities for alignment.

It was agreed to integrate the Task Force on the update of resources of the Model Policy Framework (MPF) on Vendor Sanctions into the Governance Group on the MPF. It was noted that while the Task Force is time-bound and focused on updating existing templates, the Governance Group will continue its standing role in supporting implementation, addressing queries, and serving as a coordination platform across agencies.

The Mutual Recognition/Harmonization Sub-Working Group discussed potential additional areas of work, including procurement thresholds and the development of a “traffic light” approach to map and assess harmonization initiatives across agencies. Members also highlighted the importance of ensuring access to outputs from the P4 initiative on legal templates to support broader system-wide use.

All documents related to the meeting are available on the HLCM Knowledge Center Workspace on [2nd HLCM SCN Session, April 2026](#) or by contacting the SCN Secretariat



Draft Terms of Reference for the Vendor Management and the Mutual Recognition and Harmonization Sub-Working Groups have been shared. Members will continue to refine these, with a view to subsequently developing the TOR for the overall Working Group.

3. OUTREACH AND CAPACITY DEVELOPMENT WORKING GROUP

The table below outlines the Co-Chairs —Torben Soll (UNDP) and Neris M. Baez Garcia de Mazzora (UN Secretariat)—and the agreed structure of the Outreach and Capacity Development Working Group, including its Sub-Working Groups and their respective leads.

OUTREACH AND CAPACITY DEVELOPMENT WORKING GROUP		Torben Soll (UNDP)	Neris M. Baez Garcia de Mazzora (UN Secretariat)
Sub-Working Groups	Professional Development/ Award/ Procurement Practitioners Handbook, Training Courses	Torben Soll (UNDP)	
	Supplier Outreach (Business Seminars/IPS/ Local Outreach)	Torben Soll (UNDP)	Ard Venema (UN Secretariat)

The Working Group's Co-Chairs presented a summary of the breakout discussions highlighting key areas of focus and proposed next steps.

The need to strengthen outreach and communication efforts across the Network was discussed, including the development of a more coordinated and strategic approach. It was suggested to develop a communication plan, supported by communication specialists, to better define target audiences, key messages, and appropriate channels, including existing platforms such as UNGM and social media.

The group reviewed ongoing outreach activities, including International Procurement Seminars (IPS), noting their continued relevance and success. At the same time, participants highlighted the need to explore more flexible and resource-efficient formats, such as hybrid or virtual modalities, to expand reach, particularly to developing countries and underrepresented regions.

It was further proposed to conduct an inventory of outreach and supplier engagement activities across agencies, with a view to improving coordination, identifying gaps, and ensuring better geographical balance.

The continuation and updating of existing professionalization initiatives were also highlighted, including the UN Supply Chain Awards, training programmes, practitioner handbooks, and related knowledge products, to reflect the broader supply chain focus.

Finally, it was agreed to develop updated Terms of Reference for the Working Group, outlining its scope, priorities, and workplan, to support a more structured and transparent approach moving forward.



4. LOGISTICS, TRANSPORT, WAREHOUSES WORKING GROUP

The table below outlines the Co-Chairs —Zafar Yuldashev (UNDP) and Maurizia Calo (UN Secretariat)—and the agreed structure of the Logistics, Transport, and Warehouses Working Group, including its Sub-Working Group and respective leads.

LOGISTICS, TRANSPORT, WAREHOUSES WORKING GROUP		Zafar Yuldashev (UNDP)	Maurizia Calo (UN Secretariat)
Sub-Working Group	Logistics (S2)	Julian Robertson (WHO)	Mounir Bouazar (UNFPA)

The breakout discussion brought together the co-chairs of the Working Group and Sub-Working Group, together with participants, to consider the scope, relevance, and key areas of focus within the Supply Chain Network. It was agreed that there is clear value in establishing the Working Group, recognizing its importance within the broader supply chain context and as a continuation of ongoing efforts under related initiatives.

Discussions highlighted the need to ensure alignment and coherence with parallel workstreams, particularly those under the UN80 framework, while avoiding duplication and fragmentation.

Key thematic areas were identified, including global logistics and in-country logistics, taking into account existing practices and operational considerations across organizations.

It was agreed that the team working under the UN80 supply chain initiative will finalize the paper on global logistics management, after which the Working Group will convene to review the paper and determine next steps.

Discussions on in-country logistics highlighted the need for further clarification on scope and approach, with additional technical engagement required to define its direction.

The importance of an inclusive and transparent approach was emphasized, including the need for broad participation across agencies. It was agreed to invite nominations to ensure adequate representation and engagement.

5. DIGITAL TRANSFORMATION WORKING GROUP

The table below provides an overview of the Co-Chairs —Frederic Farschi (ICC) and Daniel Rodriguez (PAHO)—and the agreed structure of the Digital Transformation Working Group, including its Sub-Working Groups and their respective leads.

DIGITAL TRANSFORMATION WORKING GROUP		Frederic Farschi (ICC)	Daniel Rodriguez (PAHO)
Sub-Working Groups	Supply Chain Technology Assessment and Guidance (AI, RPA)	Stephen Farrell (UN Secretariat - UNOG)	
	Data Analytics and Data Driven Decision Making (including ASR)	Ali Al-Saidi (UN Secretariat)	Srinivas Rajan (UNFPA) & Michael Dorn (UNFPA)
	Capacity Development Initiatives	Sokhodom Pheng (UN Secretariat - UNOV)	

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At the plenary, the Co-Chairs of the Working Group presented its structure and initial areas of focus, building on previous discussions under the Procurement Network and ensuring continuity of ongoing initiatives. Members emphasized the importance of broad participation and were encouraged to nominate colleagues with diverse profiles, given the cross-cutting nature of digital transformation.

Discussions highlighted that the Working Group's scope should extend beyond technology adoption to include governance, ethics, and risk considerations, such as data protection, regulatory frameworks, and operational resilience. At the same time, the importance of ensuring alignment and coordination with existing IT governance mechanisms, including the IT-Digital Technical Network (IT-DTN), was emphasized to support the adoption of new technologies while avoiding duplication with established ICT technologies and software services already addressed through other initiatives (e.g. P3, UNGM).

Additionally, discussions indicated that the Working Group should maintain a clear focus on emerging digital frontiers, such as Generative AI, Robotic Process Automation (RPA), and data-driven decision-making. This would include mapping best practices relating to solutions and governance; providing technical taxonomy and guidance through the definition of key thematic areas; and establishing a centre of excellence through "show and tell" sessions, reviews of industry innovations and standards, and the exchange of experiences on solutions procured by the UN or applied within supply chain digital transformation workflows. It was agreed that each Sub-Working Group lead will prepare an initial draft of its Terms of Reference within a week, including scope, priority deliverables, and expected outcomes for the next 6–12 months. These will be consolidated into an overall Working Group framework in the following weeks, with a view to presenting a consolidated draft at the next SCN session.

For the **Supply Chain Technology Assessment and Guidance** Sub-Working Group, members proposed refining the scope to focus on supply chain applications and ensuring close coordination with IT functions. Initial priorities include conducting a mapping survey of existing tools, practices, and aspirations across agencies, identifying best practices, and developing case studies. Key considerations include data resilience, cybersecurity, ethical use of data, standardization, and alignment with practices from other sectors, as well as relevant legal aspects.

For the **Data Analytics and Data-Driven Decision-Making** Sub-Working Group, discussions clarified that the focus will be on supporting and enhancing decision-making processes rather than automating decisions entirely. Priority areas include establishing guidance on extracting and structuring data from ERP systems, improving data visualization for decision-making, and mapping existing practices to develop shared guidance. The importance of maintaining human accountability in decision-making processes was emphasized.

For the **Capacity Development Initiatives** Sub-Working Group, discussions focused on three main areas.

First, members highlighted the need to strengthen professional capacity on the procurement of advanced technologies, including lifecycle considerations such as total cost of ownership, data sovereignty, and system resilience.



Second, the importance of change management was emphasized, particularly in supporting procurement and supply chain communities that may have limited familiarity with emerging technologies, including AI.

Third, members discussed how to support the practical integration of these technologies into operations, ensuring that procurement and supply chain professionals are equipped to adapt to evolving roles and ways of working.

The Working Group also considered the proposal by UNOPS to develop an e-catalogue as a critical front-end for a true UN Procurement marketplace. It was concluded that this proposal relates primarily to governance and system design rather than emerging technologies and therefore falls outside the scope of the Digital Transformation Working Group.

6. SUSTAINABLE SUPPLY CHAIN WORKING GROUP

The table below presents the Co-Chairing triad—Anne-Claire Howard (UNOPS), Julia Gin (ILO), and Adenike Akoh (UNDP)—and outlines the currently agreed structure of the Sustainable Supply Chain Working Group, including its Sub-Working Group and their respective leads.

SUSTAINABLE SUPPLY CHAIN WORKING GROUP		Anne-Claire Howard (UNOPS)	Julia Gin (ILO)	Adenike Akoh (UNDP)
Sub-Working Groups	Human Trafficking and Forced Labour	Julia Gin (ILO)	Samantha Irikidzai Munodawafa (UNODC)	
	Gender Responsive Procurement	Akhtar Zazai (UN Women)	Cristina Palau (UNFPA) & Daniela Andries (UNFPA)	
	SCOPE 3	Alicia Regodon Puyalto (UNOPS)		
	Disability Inclusion	Martine Israel (UNESCO)		

The Co-Chairs of the Working Group presented a summary of the breakout discussions, focusing on key priorities and proposed next steps.

Discussions emphasized the importance of strengthening the measurement and demonstration of progress across sustainability initiatives. In this context, a substantive discussion focused on the role of the **Annual Statistical Report** sustainable procurement questionnaire, including how to strengthen data contributions and report on progress in areas such as GRP, disability inclusion, HTFL, and other sustainability-related elements. Reference was also made to emerging frameworks, including **UN Human Rights Due Diligence Framework Policy**.

The group discussed opportunities to strengthen linkages with the Outreach and Capacity Development Working Group, particularly to update the UNDP/CIPS sustainable procurement chapter including the integration of existing training materials on sustainable supply chain topics such as gender-responsive procurement, HTFL, and disability inclusion.

Members further considered how the Working Group could contribute to **International Procurement Seminars** by providing targeted content on sustainable supply chains.



Discussions also covered ongoing initiatives, including **UNDIS 2.0**, with UNESCO expressing willingness to lead a dedicated workstream on disability inclusion. In addition, the group reviewed the linkages between PSEA-related work and both sustainable supply chain and policy dimensions.

The re-establishment of a **Scope 3** working group was proposed, with a clearer mandate and defined objectives.

As an initial priority, members agreed to update the existing **Sustainable Supply Chain Statement** to reflect the broader supply chain scope, building on the previous work that was undertaken by active contributors.

On governance and next steps, it was agreed that the Working Group Co-Chairs will review and update the overall Terms of Reference, followed by the refinement of Sub-Working Group mandates, working methods, and deliverables. Task Forces will further define their objectives, workplans, and timelines, with a view to reporting progress at the next in-person meeting in October 2026.

In addition, members highlighted the importance of improving the adoption and implementation of Working Group outputs across organizations, as well as strengthening engagement with programme colleagues to enhance effectiveness and impact.

7. UNGM

GREG KUCHLER (UN Secretariat) & NIELS RAMM (UNOPS/UNGM)

UNGM	
Enhancing a one-UN Procurement architecture through UNGM (P1)	Leading organizations: UNOPS, UN Secretariat, UNGM Steering Committee
Financial Sustainability Task Force	Member organizations: FAO, IAEA, IFAD, ILO, IOM, ITU, PAHO, UNDP, UNFPA, UNHCR, UNICEF, UNOPS, UNPD, WFP, WIPO

As part of the UNGM Steering Committee Briefing, the Financial Sustainability Taskforce presented an update on UNGM's financial position and ongoing efforts to strengthen the platform's long-term sustainability beyond 2027. Members noted that the recent increase in agency membership fees has stabilized UNGM's finances in the short term, while recognizing the need to establish additional and sustainable revenue streams for the future.

A substantive discussion focused on a proposal to develop an AI-powered Vendor Intelligence and Reporting Solution. Members welcomed the proposal and highlighted its potential to leverage UNGM's extensive procurement data to provide suppliers with enhanced market intelligence, tender analysis, and decision-support tools, while creating a new revenue-generating service for the platform.

Discussions also explored future applications of AI capabilities for UN procurement practitioners and Member States, including procurement intelligence, supplier analysis, due diligence support, and collaborative procurement opportunities. Members emphasized that the success of any AI-enabled solution will depend on the quality, completeness, and accessibility of procurement data across participating organizations.

The meeting further considered the relationship between the proposed initiative and the broader P1 modernization effort. Members recognized the strong alignment between both



workstreams and expressed support for a more integrated approach to platform modernization, innovation, and financial sustainability.

Funding options were discussed, including the use of reserve funds and external fundraising opportunities. Members agreed on the importance of maintaining momentum and investing in initiatives that can strengthen UNGM's long-term value proposition and financial resilience.

As a result of the discussion, it was agreed to proceed with a formal vote on three proposals: (i) the use of reserve funds to finance the initial development phase of the AI Vendor Intelligence Solution; (ii) the integration of the P1 initiative into the UNGM portfolio; and (iii) the establishment of a structured fundraising plan to support future development and modernization efforts.

SUPPORTING DOCUMENTATION:

[UNGM FST Vendor AI Reporting Tool Proposal](#)

[UNGM AI Vendor Intelligence and Reporting Solution](#)

PRESENTATION OF THE UN E-CATALOGUE CONCEPT – DECISION SESSION

ANNE-CLAIRE HOWARD (UNOPS)

A presentation was provided on the concept for a potential UN-wide e-catalogue, or unified UN storefront, designed to provide a single entry point for accessing Long-Term Agreements, shared contracts and catalogue-based purchasing opportunities across participating organizations.

The proposed solution would build on the ongoing work under the HLCM Far-Reaching Efficiency Initiatives, particularly P1 (UNGM modernization) and S2 (procurement pooling). By leveraging the evolving UNGM platform and existing technical interfaces, the initiative aims to enhance system-wide coherence, improve access to collaborative procurement arrangements and reduce duplication of agency-specific solutions.

Participants noted the potential benefits of the concept and discussed whether it would be best considered under the Digital Transformation Working Group or within the existing UNGM governance structure.

It was emphasized that the proposal is exploratory in nature and that no additional financial contributions are being requested at this stage.

No decision was taken regarding the establishment of a task force; however, it was agreed that the concept should be examined further as part of ongoing discussions on digital transformation and UNGM development.

SUPPORTING DOCUMENTATION:

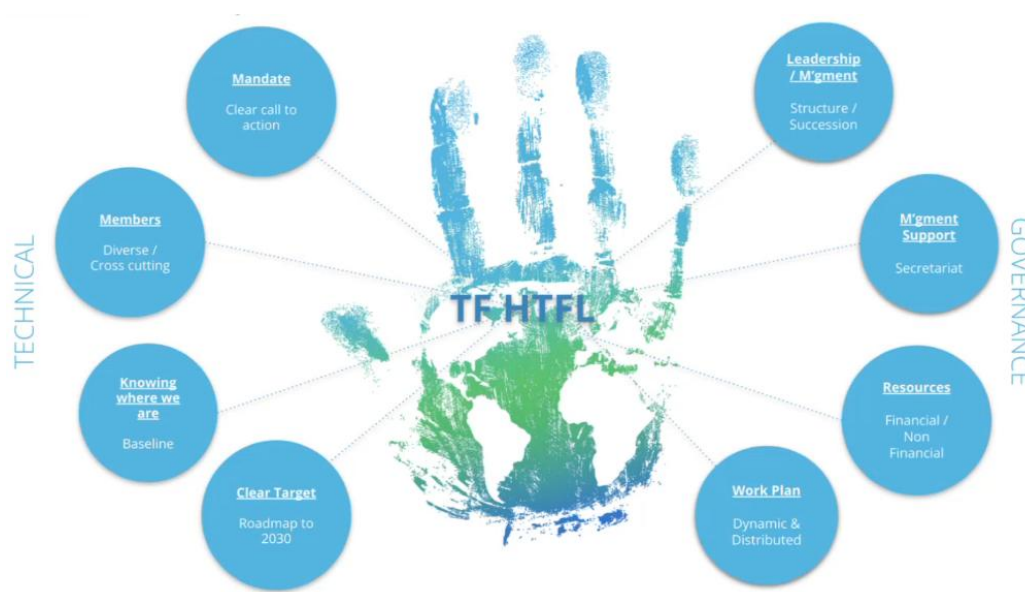
[UN Catalogue Summary Sheet](#)

DESIGNING EFFECTIVE TASK FORCES: PRACTICAL LESSONS FROM THE HUMAN TRAFFICKING AND FORCED LABOUR TASK FORCE – INFORMATION SESSION

JULIA GIN (ILO) & MARCUS MCKAY (UNOPS)

The Human Trafficking and Forced Labour (HTFL) Task Force was invited to the SCN meeting to provide a presentation on key lessons learned, including practical insights on how to structure and operate effective, results-oriented Task Forces. The presentation was delivered ahead of the breakout sessions, where working groups were to define their modalities, and aimed to provide inspiration and practical guidance for the groups.

The presenters highlighted that the effectiveness of the Task Forces is grounded in a combination of strong technical foundations and a well-defined governance structure, developed over time with the active engagement of participating agencies.



From a **technical perspective**, emphasis was placed on the importance of a clear mandate anchored in relevant UN resolutions and policy frameworks, as well as a diverse and cross-functional membership bringing together procurement, legal, and subject-matter expertise. Establishing a baseline and defining a clear roadmap towards agreed objectives were identified as critical elements supporting coherent and sustained progress.

From a **governance perspective**, the presentation underlined the importance of structured leadership, including Co-Chairing arrangements to ensure continuity and shared responsibility, as well as planned succession to maintain momentum. The role of a dedicated secretariat function was highlighted as key to ensuring coordination and continuity, particularly given the voluntary nature of participation. The need for adequate resourcing and a dynamic, regularly reviewed work plan was also emphasized to ensure realistic delivery and sustained engagement.

All documents related to the meeting are available on the HLCM Knowledge Center Workspace on [2nd HLCM SCN Session, April 2026](#) or by contacting the SCN Secretariat



OTHER TOPICS

1. UN GLOBAL MARKETPLACE UPDATE – INFORMATION SESSION

NIELS RAMM (UNOPS/UNGM)

A presentation was provided on the financial position, operational performance, ongoing developments, and strategic direction of UNGM.

UNGM continues to play a central role in supporting transparency, collaboration, and efficiency across the UN system. The platform is increasingly evolving beyond a supplier registration tool into a system-wide enabler of procurement and supply chain operations.

1. Financial Overview

The 2025 post factum financial review indicated that total costs were slightly below projections, primarily due to lower non-personnel costs, including reduced travel and hosting expenditures.

The 2025 post-factum financial review indicated improved financial stability compared to previous volatility, although underlying structural challenges remain. Total costs were broadly in line with projections and slightly below expected levels, mainly due to lower non-personnel expenditures, including reduced travel and hosting costs. At the same time, overall costs have remained above the USD 1 million threshold since 2024.

Revenue from the Tender Alert Service (TAS) underperformed in the previous year compared to expectations, but showed a partial recovery in 2025, reaching approximately USD 745,000.

A key factor supporting the financial outcome in 2025 was the extraordinary contributions from member agencies, notably UNOPS and WIPO, which provided additional funding to the reserve. In addition, bespoke development work requested by ILO—focused on the implementation of new registration streams for individual consultants and implementing partners—generated further income.

Together, these two revenue streams played a critical role in offsetting the anticipated funding gap and ensuring a positive financial outcome for the year.

The presentation highlighted an increasing reliance on membership fees and the reserve fund, noting that current fee levels do not fully cover operational costs and that the reserve fund alone is insufficient to ensure long-term sustainability. The temporary increase in membership fees to USD 15,000 for 2026–2027 is expected to provide a limited financial buffer and halt further depletion of the reserve fund.

The Tender Alert Service was rebranded as UNGM Pro in 2024, representing an enhanced version of the existing service. The enhancement introduced additional features, improved clarity for users, and strengthened monetization. A key enhancement under UNGM Pro was the introduction of recurring subscription payments, enabling automatic renewals. This functionality was implemented in the third quarter of 2024, with its impact becoming visible in 2025.



2. Operational Highlights

Significant development activities were undertaken to expand functionality and improve integration:

- Introduction of new registration streams for individual consultants (over 45,000 registered) and implementing partners (over 3,000 registered)
- Enhancement of the Long-Term Agreement module, with over 1,000 active LTAs
- Strengthening of the vendor eligibility and sanctioning framework, aligned with the Model Policy Framework
- Development of a Supplier Performance Evaluation tool
- Implementation of a multilingual content management system
- Introduction of a Helpdesk Search Tool, enhancing support efficiency through a unified and more comprehensive search interface

Other 2025 Key Achievements:

Additional activities focused on enhancing system performance, user engagement, and operational reliability, such as:

- Optimization of email delivery and professionalization of communications
- Contact database refinement to improve email deliverability and reduce bounce rates
- Strengthening of security measures, including enhanced protection against malicious traffic and system threats
- Continued support to International Procurement Seminars and broader supplier outreach activities, with enhanced ability to track supplier engagement following participation

3. Planned developments for 2026

Looking ahead, UNGM has a pipeline of initiatives planned for 2026:

2026 Projects in the Pipeline

- **Online Global Pharma tool:** Proposed by WHO, UNICEF, UNDP, UNOPS, UNFPA, and UNHCR, pharmaceutical product validation tool?
- **Sherloc Data base:** linking UNGM to the SHERLOC portal that facilitates the dissemination of information regarding the implementation of the United Nations Convention against Transnational Organized Crime
- **Payment options for UNGM Pro subscriptions:** Progressing integration of Google Pay, Apple Pay & PayPal to expand payment options
- **Support to Intergovernmental Procurement Seminar (IPS)** UNGM is supporting the organization of the next IPS, co-hosted by Czech Republic, Hungary, and Slovakia. The seminar will take place in Vienna on 9–10 June 2026.
- Two factor authentication for suppliers
- **Individual consultants & Implementing Partner sanctioning functionality**
- **UNGM Next-Gen deliverables**

Integrations in the pipeline for 2026:

- **Completed & monitoring:** UNFPA automation of procurement notices publication.
- **Ongoing:** UN Secretariat integration for Electronic Committee Contracts portal. CTBTO - e-tendering, UNESCO - e-tendering, WFP integration with ERP, PAHO integration with ERP.
- **Initial discussions:** UN Secretariat automation of LTA publication.

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4. UNGM Data Summary

UNGM continues to demonstrate strong operational performance, with sustained supplier growth and high levels of procurement activity, reinforcing its role in inclusive procurement and global supply access. While overall system adoption remains strong, a slight decrease in procurement opportunities and user activity was noted.

In 2025, 6,700 contract awards were published on UNGM, reflecting an increase of 13.3% from the previous year. In 2025, continuing an upward trend, although a gap remains compared to the overall number of procurement notices. At the same time, the use of Long-Term Agreements has declined, indicating the need for continued promotion and uptake.

During the discussion, participants expressed strong support for UNGM, recognizing it as a key system-wide platform for collaboration, transparency, and efficiency. Several areas for further consideration were raised, including the need to increase the publication of Long-Term Agreements. Participants also highlighted the importance of clarifying the relationship between UNGM and the United Nations Partner Portal, particularly in relation to implementing partner functionalities, to avoid duplication and ensure coherence across platforms.

SUPPORTING DOCUMENTATION:
[UNGM Presentation](#)

2. ANNUAL STATISTICAL REPORT UPDATE – DECISION SESSION

ANNE-CLAIRE HOWARD (UNOPS)

A presentation was provided on the proposed update to the Annual Statistical Report on United Nations Procurement, prepared by UNOPS on behalf of the UN system.

UNOPS proposed the publication of implementation country information—defined as the location of delivery or the country of project implementation—for procurement activities, where such data is available. While this information has been collected on a voluntary basis for several years, it has not previously been published.

The proposal responds to increasing demand from Member States for more detailed procurement data and aims to enhance the transparency and analytical value of the ASR. It was noted that participating organizations have expressed broad support for this initiative, although some have highlighted challenges related to data availability, including system limitations and specific supply chain modalities.

Based on recent data, a majority of organizations are already able to provide full or partial information, representing a significant share of procurement value. It was therefore considered that a sufficiently robust baseline exists to begin publishing this information, while acknowledging that gaps will remain. In such cases, the data would be reported as “Unknown.”

The HLCM Supply Chain Network was invited to endorse the proposal, with implementation foreseen from the 2026 edition of the ASR onwards.

During the discussion, participants expressed overall support for increasing transparency through the publication of implementation country data. At the same time, several concerns

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were raised regarding the definition and interpretation of “implementation country”, as well as the alignment of data across organizations, given differing procurement models and reporting practices. Participants emphasized the need to ensure consistency in definitions, data quality, and presentation to avoid misinterpretation.

In light of these considerations, it was agreed that the proposal required further refinement before it could be endorsed. It was suggested that the topic be further discussed under the Data Analytics and Data-Driven Decision-Making Sub-Working Group, which would determine the most appropriate modality for advancing the work, including whether it should be addressed through a dedicated Task Force, Sub-Working Group, or standalone Working Group.

SUPPORTING DOCUMENTATION:
[ASR - Summary Sheet Template](#)

3. DEMO ON UNGM SPE ENHANCEMENTS – INFORMATION SESSION

WALTER GRANDPRE (ILO) & ANA PENIL GUILLORME (UNOPS/UNGM)

The Network received a presentation and live demonstration of the enhanced Supplier Performance Evaluation (SPE) functionalities in UNGM.

The Network was reminded that the original UNGM flagging system, based on the Model Policy Framework on Vendor Sanctions, had

Red: Ineligibility for debarment or ineligible for registration

Orange: Censure. The mildest form of sanction. It does not affect the supplier's eligibility

Ocre: Potential match with an ineligible supplier

Purple: Supplier with Performance Issues

been introduced in 2013, while the purple flag for supplier performance issues was added in 2022. Following a request by the Procurement Network in 2023 to enhance the functionality and usability of the system, extensive testing was conducted throughout 2024 involving several organizations prior to the release of the upgraded functionalities into production in April 2026.

The demonstration showcased the new supplier performance evaluation module, which allows UNGM users to submit interim or final supplier evaluations linked to procurement opportunities, LTAs, or contract awards published in UNGM. The system enables the assessment of suppliers against multiple performance indicators, provides visibility of aggregated supplier ratings, generates automatic notifications to vendor followers, and allows evaluation reports to be exported in PDF format. It was noted that suppliers receiving an overall unsatisfactory rating automatically receive a purple performance flag in the vendor search function.

The Network was further informed of planned next steps, including the future extension of the functionality to implementing partners and external collaborators, potential synchronization with ERP and e-tendering systems where technically feasible, and the development of user guidelines and a Model Policy Framework on Supplier Performance Evaluation to support consistent vendor evaluation methodologies and treatment across the UN system.

During the discussion, members expressed appreciation for the substantial work undertaken by the SPE Task Force and the UNGM team and welcomed the enhanced functionality as a valuable tool for strengthening supplier risk management and information-sharing across the UN system. Additionally, members emphasized that the enhanced functionality should be

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viewed primarily as a risk-management and information-sharing tool rather than a sanctions mechanism, with supplier performance evaluations intended to support informed procurement decisions across organizations. The Network further discussed the importance of developing a common policy framework for supplier performance evaluation, including considerations related to supplier remediation processes, potential communication with suppliers regarding negative evaluations, alignment with internal ERP systems, and avoiding duplication of effort through future system integration and synchronization mechanisms.

SUPPORTING DOCUMENTATION: [Presentation on SPE functionalities](#)

4. PRESENTATION OF THE UN PROCUREMENT AWARD WINNERS 2025

At the last PN/SCN meeting, the 2025 award winners were announced and it was also confirmed that the winners would be invited to join the current Supply Chain Network session remotely to present their projects. This was warmly received by SCN members, who congratulated the teams once again on their achievements.

1. Category | Procurement & Supply Chain Capacity Development:

Winning project: WHO-Green Light

WHO: GREEN LIGHT PROJECT

Procurement as enabler 1. Strategic Sourcing Procurement enabled rollout of a TMS with service management features and milestone tracking. 2. Data-Driven Planning Real-time customs data improved delivery alignment and reduced storage time. 3. Contractual Innovation Freight forwarders held accountable via automated reporting and SLAs. 4. Capacity Building Training for 700+ users across 130+ offices fostered operational literacy and ownership.	Implementation, benefits, and results achieved Implementation Rolled out in four phases (2021–2024), piloted in 10 countries, mapped 150+ customs milestones, trained 700+ users, and integrated with WHO's ERP and freight partners. Benefits Improved efficiency, reduced delays and air freight reliance, saved \$10M annually, and lowered environmental impact. Results Achieved Processed 9,600+ shipments, cut storage time by 6 days, and delivered major lead-time gains—building lasting logistics capacity in countries like India and the Philippines	Best practices, lessons learned, and final self-assessment Service Management Integration Treating Importation as a monitored service enabled milestone tracking, accountability, and real-time visibility—transforming logistics governance. User Empowerment & Capacity Building Training across 130+ country offices fostered ownership, improved operational literacy, and reduced reliance on informal tracking. Collaborative Design & Standardization Mapping 500+ customs milestones and 250+ document types into standardized templates enabled global relevance, comparative analytics, and stronger institutional capacity.
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Visuals include a WHO staff member in a blue uniform, a white truck, and a grid of SDG icons (3, 9, 13).

2. Category | Sustainable Procurement and Supply:

Winning project: UNICEF-Leveraging procurement to achieve sustainability in the SIE market

UNICEF: LEVERAGING PROCUREMENT TO ACHIEVE SUSTAINABILITY IN THE SIE MARKET

Procurement as enabler Market Shaping UNICEF set a 40% Africa-based sourcing target and promoted regional supplier diversity. Tender Innovation RFPs encouraged targeted, innovative proposals. Landed cost evaluation and bundled awards improved efficiency. Sustainability Commercial evaluations included sustainability scoring, with 40% weighted toward low-waste designs. Collaboration Industry consultations tackled supply challenges, while global partnerships supported systemic change.	Implementation, benefits, and results achieved Implementation Fast, paperless submissions via an electronic platform. Evaluation combined technical compliance with sustainability-weighted scoring. A Market Resilience Model ensured robust awards. Benefits Strengthened African economies, reduced supply risks and costs, and improved access to safer, affordable injection equipment. Advanced SDGs through sustainable procurement. Results 60% of awards sourced or produced locally in Africa 28% price drop from COVID peak 50% emission reduction from regional sourcing 100% bundled awards cut shipments and emissions	Best practices, lessons learned, and final self-assessment Best Practices Engage manufacturers early and set clear sustainability goals in RFPs. Lessons Learned Sustainability, localization, and diversification can align with compliance, quality, and affordability. Strategic partnerships and market resilience modeling enhance outcomes. Self-Assessment Procurement can be a powerful driver of sustainable development—impacting programs, economies, and the environment through collaboration.
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Visuals include comparative sizes of 0.5ml AD Syringes, a grid of SDG icons (3, 5, 8, 9, 10, 12, 13, 17), and a line graph titled 'Comparison of award emissions vs prior tender round' showing a significant decrease in emissions over time.

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3. Category | Collaborative Procurement and Supply:

Winning projects:

UNICEF-Sustainable Third-party Logistics – Freight Forwarding Services

UN Secretariat-Provision of lodge card for travel services

UNDP-UNGM Long Term Agreement Functionalities Enhancements

UNICEF: SUSTAINABLE THIRD-PARTY LOGISTICS – FREIGHT FORWARDING SERVICES	UNOG: PROVISION OF LODGE CARD FOR TRAVEL SERVICES	UNDP: UNGM Long Term Agreement (LTAS) Functionalities Enhancements
Procurement as enabler - Involved joint tender led by UNICEF under the UNICEF Procurement Network - Substantial design of evaluation by UNICEF - Involved 7 countries with primary and tertiary cities in regions - Multi-modal shipping (air, sea, land) - Optimized pricing and quality control - Standardized contracts and tendering - Standardized contracts and tendering - Standardized contracts and tendering	Procurement as enabler - Joint tendering procurement enabled a joint UNICEF-UNOG tendering process - Involved 7 countries with primary and tertiary cities in regions - Multi-modal shipping (air, sea, land) - Optimized pricing and quality control - Standardized contracts and tendering - Standardized contracts and tendering - Standardized contracts and tendering	Procurement as enabler - Involved joint tender led by UNICEF under the UNICEF Procurement Network - Substantial design of evaluation by UNICEF - Involved 7 countries with primary and tertiary cities in regions - Multi-modal shipping (air, sea, land) - Optimized pricing and quality control - Standardized contracts and tendering - Standardized contracts and tendering - Standardized contracts and tendering

4. Category | Procurement and Supply Chain Innovation

Winning project: UNICEF-Oxygen-as-a-Service

OXYGEN-AS-A-SERVICE		
Procurement as enabler - Reframed oxygen procurement from one-off equipment purchase to a utility-like service - The team designed a performance-driven, outcome-based mechanism that strengthens systems, embeds accountability, aligns incentives, and supports scale and sustainability	Implementation, benefits, and results - Installed in 35 PHC facilities; ~6,000 children per year expected to benefit - Early results: 96% uptime, significant cost savings, improved health worker capacity and trust, 60-100% reduced referrals - Evidence generation underway for co-development of an investment case with MoH to inform annual budget cycle	Best practices, lessons learned - Procurement and roll-out co-created with MoH ensured ownership and alignment with national systems - Embedded KPIs, data, and risk management into contracts for performance, learning, and adaptation - Demonstrates procurement as a systems enabler, not just transaction

More information on the 2025 awards, the winners, and the shortlisted projects can be found [here](#).

AOB

1. Election of the new SCN Vice-Chair

Elisabeth Eckerstrom (UNDP) was elected by the SCN as the new Vice-Chair for the coming year. Neris M. Báez García de Mazzora (UN Secretariat) will now transition into the Chair role and Anne-Claire Howard (UNOPS) will become Advisory Chair.

The Network expressed its appreciation to the outgoing Chair, Anne-Claire Howard, for her leadership and guidance throughout the transition from the Procurement Network to the Supply Chain Network, recognizing her strategic vision, collaborative approach, and representation of the interests of the Network across multiple fora. Angela Kastner (WHO) was thanked for her continued service as Advisory Chair and her dedication to the Network's

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Management Board. Appreciation was also extended to Frederic Farschi, as second Advisory Chair, for his contributions and continued support to the Network's activities.

As a result of the election, the Supply Chain Network Management Board is composed as follows:

Chair: Neris Mercedes Baez Garcia de Mazzora (Director Procurement Division, UN Secretariat)

Vice-Chair: Elisabeth Eckerstrom (Director, Office of Procurement, UNDP)

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

2nd Advisory Chair: Frederic Farschi (Chief Procurement Officer, ICC)

2. Future meetings

The Network discussed potential venues for future sessions and expressed appreciation for the offers received from several organizations to host upcoming meetings. UNRWA proposed hosting the next Network session in Amman, Jordan, potentially in conjunction with the International Procurement Seminar, with flexibility on the timing to facilitate participation and optimize costs. Members highlighted both the strategic value of holding the meeting in the region as well as the potential efficiencies associated with combining the two events. At the same time, the Network noted the importance of considering security developments and logistical arrangements, including the need for possible backup hosting options.

As the hosting arrangements were still under confirmation at the time of the meeting, no decision was taken during the session. Following the meeting, the Secretariat of the Network conducted a voting process among SCN members to determine their preferred venue for the autumn 2026 meeting. **Based on the responses received, Jordan emerged as the preferred option, with Vienna identified as the first backup venue and Thessaloniki as the second backup venue.**

The Network also received additional expressions of interest to host future sessions from organizations in Bonn, Thessaloniki, Vienna, and Washington, D.C. Members welcomed these offers and agreed that further consultations regarding future meeting venues, dates, logistical feasibility, and cost considerations would take place in due course.

FORMER PROCUREMENT NETWORK WORKING GROUP UPDATES

The former Procurement Network Working Groups did not provide formal updates or presentations during the SCN session. Relevant information on progress and key activities had been shared in the supporting documentation.

1. SUSTAINABLE PROCUREMENT WORKING GROUP

Supporting documentation:

[Gender-Responsive Procurement Task Force Update](#)

[Task Force for Combating Human Trafficking & Forced Labour Update](#)

[Greening the Blue Advisory Group for SCOPE3 emissions Update](#)



2. PROFESSIONAL DEVELOPMENT WORKING GROUP

Supporting documentation:

[Professional Development Working Group Update](#)
[Presentation Professional Development Working Group](#)
[HLCM-SCN Training Compendium 2026](#)
[HLCM SCN Recommend Training Courses 2026](#)

3. STRATEGIC VENDOR MANAGEMENT WORKING GROUP

Supporting documentation:

[International Procurement Seminars Update](#)
[Supplier Performance Evaluation Update](#)