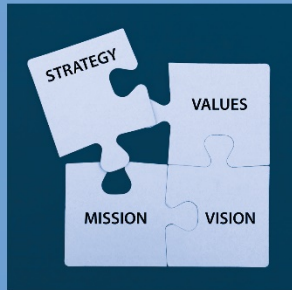
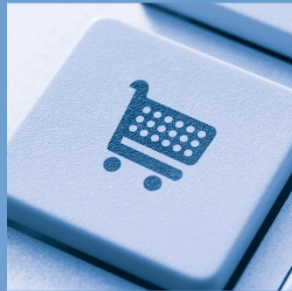

UN PROCUREMENT PRACTITIONER'S HANDBOOK



Published by United Nations High Level Committee on Management, Procurement Network.



United Nations

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Preface

The UN Procurement Practitioner's Handbook (PPH) has been prepared by the "Working Group on Professional Development", formed by the United Nations High-Level Committee on Management's Procurement Network (HLCM-PN).

The PPH is available in electronic format on the United Nations Global Marketplace website www.ungm.org.

Purpose

The aim of the handbook is to serve the following purposes:

- Provide UN procurement practitioners with a common reference point for good procurement practices in the UN system.
- Describe the common and typical guiding principles, policies, procedures and practices which govern UN procurement activities.
- Support on-going procurement reform and harmonization efforts in the UN system through the provision of good practice examples and shared principles and procedures.
- Establish a common knowledge platform for training and on-going procurement capacity development.

Target Audience

The target audiences of the PPH are:

- Procurement practitioners in the UN system of organizations
- Trainers, facilitators and participants of procurement capacity development programs
- Requisitioners, clients and end-users that are part of the UN procurement process

References

Input for each chapter has been sourced from specialized agencies, organizations and procurement experts within the UN system and, where available, also from:

- Existing procurement manuals of the various UN organizations.
- Known procurement practices in the UN system of organizations.
- Procurement training and certification programmes.

Reservations

Procurement in the UN system is governed by the established financial regulations and rules of each UN organization. These regulations and rules may differ in matters of detail from organization to organization. Similarly, organizational-specific procurement policies, practices and procedures may vary.

The PPH attempts to collect, organize and present what are considered common good procurement practices and procedures without questioning or challenging any organizational-specific regulations, rules and policies. The idea is to bridge organizational differences and to provide a broader picture of the different ways procurement is practiced within the UN system by focusing on what is common and shared rather than on what is different and exclusive.

Therefore, the authors consider the PPH a *descriptive and supplementary handbook of good procurement practices* within the UN system rather than a prescriptive or normative document challenging existing organizational-specific procurement manuals, policies and procedures.

Chapter 1

Procurement in the UN System of Organizations

This chapter covers the following topics:

1.1	United Nations System of Organizations	4
1.2	UN Procurement as a Tool to Advance UN Policy Goals	5
1.3	Guiding Principles	7
1.4	Financial Regulations and Rules (FRR) and Procurement Procedures	10
1.5	UN Procurement Reform	11
1.6	Procurement as a UN Profession	14

1.1 United Nations System of Organizations

The "United Nations system of organizations" (UN) covers a wide variety of organizational units (centres, agencies, organizations, commissions, programmes, etc.) with different institutional and functional structures. The principal organs and subsidiary bodies of the UN Secretariat are included under the regular budget of the UN, as authorized by the General Assembly. Other agencies of the UN system, however, have their own regular budgets or are financed solely from voluntary contributions. These latter two categories, moreover, possess a certain degree of autonomy.

The organizations within the UN system also vary considerably both in size and activities. While all organizations spend a certain amount of their budget on administrative procurement to establish and run their offices (office furniture, stationery, etc.), their procurement activities differ as a result of their mandates and policy goals within the UN system.

The objective of procurement activities within the UN system is the timely acquisition of goods, services and works while upholding the following guiding principles:

- Best value for money
- Accountability, integrity and transparency
- Fairness and effective competition
- Best interest of the UN organizations concerned

While all organizations of the UN system have agreed on the above guiding principles, their individual procurement regimes are governed by the established Financial Regulations and Rules of each organization, which may differ in matters of detail. The different Regulations and Rules are often also translated into different sets of procurement policies, procedures and practises specific to each organisation and their mandate.

1.2 UN Procurement as a Tool to Advance UN Policy Goals

The Millennium Declaration¹ and the Millennium Development Goals (MDGs)² were in effect from 2000 to 2015 and provided a framework for the broader goals of individual organizations of the UN system. The MDGs established measurable, universally-agreed objectives for tackling extreme poverty and hunger, preventing deadly diseases, and expanding primary education to all children, among other development priorities. For 15 years, the [MDGs drove progress](#) in several important areas: reducing income poverty, providing much needed access to water and sanitation, driving down child mortality and drastically improving maternal health. They also launched a global movement for free primary education, inspiring countries to invest in their future generations. Most significantly, the MDGs made huge strides in combatting HIV/AIDS and other treatable diseases, such as malaria and tuberculosis.

In September 2015, at a historic UN Summit, world leaders adopted the [17 new Sustainable Development Goals](#)³ (SDGs or Goals) of the [2030 Agenda for Sustainable Development](#)⁴ which officially came into effect on 1 January 2016. The SDGs build on the success of the MDGs and over the next fifteen years, countries will mobilize efforts to end all forms of poverty, fight inequalities and tackle climate change, while ensuring that no one is left behind. The new SDGs are unique in that they call for action by all countries, poor, rich and middle-income, to promote prosperity while protecting the planet. They recognize that ending poverty must go hand-in-hand with strategies that build sustainable economic growth and address a range of social needs including education, health, social protection, and job opportunities, while tackling climate change and environmental protection. All 17 Goals interconnect, meaning success in one affects the success of others. Dealing with the threat of climate change impacts how we manage the fragile natural resources, achieving gender equality or better health helps eradicate poverty, and fostering peace and inclusive societies will reduce inequalities and help economies prosper.

While the SDGs are not legally binding, governments are expected to take ownership and establish national frameworks for the achievement of the 17 Goals. UN organizations will also use the SDGs as a framework for developing their own strategic plans, goals and objectives.

The Sustainable Development Goals

Goal 1	End poverty in all its forms everywhere
Goal 2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
Goal 3	Ensure healthy lives and promote well-being for all at all ages
Goal 4	Ensure inclusive & equitable quality education and promote lifelong learning opportunities for all
Goal 5	Achieve gender equality and empower all women and girls
Goal 6	Ensure availability and sustainable management of water and sanitation for all
Goal 7	Ensure access to affordable, reliable, sustainable and modern energy for all
Goal 8	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
Goal 9	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

¹ Resolution of the UN General Assembly (A/RES/55/2): United Nations Millennium Declaration, 8 September 2000

² United Nations Millennium Development Goals on <http://www.un.org/millenniumgoals/>

³ Sustainable Development Goals on <http://www.un.org/sustainabledevelopment/sustainable-development-goals/>

⁴ Resolution of the UN General Assembly A/RES/70/1 - Transforming our world: the 2030 Agenda for Sustainable Development

Goal 10	Reduce inequality within and among countries
Goal 11	Make cities and human settlements inclusive, safe, resilient and sustainable
Goal 12	Ensure sustainable consumption and production patterns
Goal 13	Take urgent action to combat climate change and its impacts
Goal 14	Conserve and sustainably use the oceans, seas and marine resources for sustainable development
Goal 15	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
Goal 16	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
Goal 17	Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Figure 1 – The Sustainable Development Goals



Each organization within the UN system has a certain mandate to contribute to achieving the SDGs. While the UN provides peacekeeping operations in areas affected by war, some organizations focus specifically on the protection of human rights of children, the empowerment of women, the fight against

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