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Review of the efficiency of the administrative and financial functioning of the United Nations

Comprehensive report on United Nations procurement activities

Report of the Secretary-General

Addendum

Procurement governance arrangements within the United Nations

Summary

The present report provides an outline of the regulatory framework within which procurement functions are performed at the United Nations as well as the key elements of the related internal control framework.

An updated and streamlined governance arrangement between the Department of Management and the Department of Field Support for the performance of procurement functions is proposed. The updated arrangement would optimize the procurement process for peacekeeping operations while maintaining adequate control mechanisms. The proposal is accompanied by an action plan for its implementation, including time frames for the short and medium terms.

* A/64/150.



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I. Introduction

1. In his report on strengthening the capacity of the United Nations to manage and sustain peace operations (A/61/858 and Corr.1 and Add.1 and Add.1/Corr.1 and Add.2), the Secretary-General proposed an amended procurement governance arrangement comprising a transfer of resources from the Department of Management to the newly created Department of Field Support and changes to the delegation of authority between the two departments. The Advisory Committee on Administrative and Budgetary Questions, in its related report (A/61/937), recommended that the Secretary-General be requested to submit the report requested in General Assembly resolution 61/246 as expeditiously as possible; that report on procurement governance should indicate, inter alia, clear lines of accountability and delegation of authority as well as the respective responsibilities of the Department of Management and the Department of Peacekeeping Operations. In addition, the Committee recommended against the proposed transfer of posts pending the Assembly's review of the report on procurement governance. The Assembly, in its resolution 61/279, endorsed the recommendations of the Committee,

2. The present report is submitted pursuant to General Assembly resolutions 59/288 (para. 20), 61/246 (para. 19) and 61/276 (sect. XIX, para. 1) and the related recommendations and conclusions of the Advisory Committee. The Assembly requested the Secretary-General to submit to it a report on procurement governance, indicating clear lines of accountability and delegation of authority as well as the respective responsibilities of the Department of Management and the Department of Peacekeeping Operations.

3. The preparation of the report was delayed as it was necessary to present a proposal reflecting the fullest possible level of agreement. That agreement was achieved by drawing on the experience accumulated and the recently developed support strategy for field missions, which forms the essential context in which procurement actions are undertaken. The report thus presents the proposed management approach of the Secretary-General to further improve the governance framework of the United Nations procurement function.

4. The proposed amended governance arrangement would be implemented within the framework of the Financial Regulations and Rules of the United Nations and does not propose any amendment to the existing regulatory framework.

5. In response to the request contained in paragraph 19 of General Assembly resolution 61/246, the present report contains a review of the following elements:

(a) The management and support arrangements for procurement, including clearly defined responsibilities and lines of accountability and delegation of authority;

(b) The findings of the working group established to examine ways in which the organizational structure could be changed to better align responsibility with authority and to improve the overall control environment for procurement for peacekeeping operations;

(c) The respective responsibilities of the Department of Management and the Department of Field Support;

(d) Streamlined procurement procedures for peacekeeping operations in the field, including specific information on mechanisms for strengthened monitoring, oversight and accountability;

(e) The functioning of the Headquarters Committee on Contracts and the local committees on contracts.

II. Mandates and regulatory framework

6. The regulatory framework governing the procurement function in the United Nations consists of regulations, rules, administrative instructions, delegations of authority, policies and procedures. The financial regulations approved by the General Assembly and the rules subsequently promulgated by the Secretary-General are the foundation of the regulatory framework governing the acquisition of goods and services for the United Nations. Financial regulation 5.12 sets out the four main principles that should be considered during the procurement process: best value for money; fairness, integrity and transparency; effective international competition; and the interest of the Organization. Financial rules 105.13 to 105.18 give additional details on the procedures and internal controls to be used in the performance of procurement functions.

7. The authority and responsibility for procurement functions under the framework provided in financial regulation 5.12 and its related rules are vested in the Under-Secretary-General for Management, who delegated that authority and responsibility to the Assistant Secretary-General for Central Support Services pursuant to administrative instruction ST/AI/2004/1. Under the terms of the administrative instruction, the act of delegating authority and responsibility does not absolve the official to whom authority was initially delegated of accountability for the manner in which the authority is exercised. Accordingly, the Assistant Secretary-General for Central Support Services may be held personally accountable and must likewise hold those to whom he or she has delegated authority accountable for their actions in performance of their delegated authority and responsibility.

8. The Assistant Secretary-General for Central Support Services has, in turn, delegated that authority to the Procurement Division at Headquarters, the offices away from Headquarters, the regional commissions, tribunals and the Department of Field Support (see annex I).

9. With regard to support for peacekeeping and special political missions, the delegation of authority granted to the Under-Secretary-General for Field Support is in turn delegated to the Directors/Chiefs of Mission Support in those missions.

10. These delegations of authority are made in compliance with the provisions of the Financial Regulations and Rules of the United Nations and the Procurement Manual and they elaborate on the application of particular procedures to be followed.

III. Definition of governance

11. The term “governance” or the act of “governing” and “exercising authority” has in many instances been referred to as the regulatory means of providing policy

direction and managing authority. While the concept of governance includes defining roles, authority and accountability, it should be distinguished from the body or the group of individuals that exercises the authority and retains responsibility and accountability.

12. For the purposes of the present report on governance arrangements for the procurement functions exercised at the United Nations, governance is defined as the exercise of authority to provide direction and to undertake, coordinate, and regulate activities by establishing internal controls in support of achieving desired outcomes.

IV. Procurement functions and related risks

13. The conduct of procurement functions within an organization carries several types of risks, which can be operational, financial or reputational in nature. Accordingly, deficiencies in a procurement process could have an impact on operations. For example, delays in the deployment of troops due to non-procurement of accommodation in a peacekeeping operation could delay the implementation of the mission's mandate from the Security Council. An inadequate procurement process could also have financial implications, if the process does not lead to the selection of the proposal representing the best value for money. Moreover, a flawed procurement process that unduly favoured one vendor could result in legal challenges by unsuccessful vendors and consequently a strain on the reputation of the Organization. Reputational damage affects the Organization's ability to conduct effective solicitations and reduces its ability to attract offers providing the best value for money.

14. Given the importance of the timely supply of goods and services in enabling operational delivery, the performance of procurement functions should be subject to appropriate control regimes intended to mitigate operational, financial and reputational risks. The control regimes should ensure that the functions are performed in compliance with the regulatory framework and that there is appropriate separation of duties ensuring that the party requisitioning the goods or services is not involved in the award process. Lastly, the control regimes should ensure that the personnel involved in the procurement functions have the necessary qualifications for the work.

15. The proposal contained in the present report aims at fully addressing the following:

(a) Optimizing the functionality of the procurement process so it meets the needs of requisitioning clients as regards timeliness, best value for money and the acquisition of goods and services that are fully fit for purpose;

(b) Strengthening internal controls so that, among other things, the separation of requisitioner and procurement activities is ensured.

16. An external review found that procurement functions at the United Nations in 2005 suffered from weak internal controls. While efforts have been made to strengthen those controls, gaps remain and need to be filled, in particular with regard to staffing capacity, training and information technology. Any new governance arrangement would need to be tested against its effect on efficiency and controls.

V. Current procurement governance arrangements in the United Nations

A. Overview and mechanism for procurement functions in the United Nations

17. The authority to perform procurement functions in the United Nations is granted to identified individuals by delegation from the Assistant Secretary-General for Central Support Services. Depending on the threshold stipulated, the terms of the delegation of authority require the establishment of a committee on contracts.

18. Committees on contracts were initially established for the purpose of reviewing projected contracts involving the commitment of United Nations funds under established policy decisions and for applying the procedures laid down in existing regulations, rules and directives (ST/SGB/6). At Headquarters, the Headquarters Committee on Contracts was created, while local committees on contracts were established at other duty stations.

19. The role of the committees on contracts is further defined in financial rule 105.13, which states that the Under-Secretary-General for Management shall establish review committees, at Headquarters and other locations, to render written advice to the Under-Secretary-General for Management on procurement actions leading to the award or amendment of procurement contracts, which, for purposes of the Financial Regulations and Rules of the United Nations, include agreements or other written instruments such as purchase orders and contracts that involve income to the United Nations. The Under-Secretary-General for Management shall also establish the composition and the terms of reference of such committees, which shall include the types and monetary values of proposed procurement actions subject to review.

20. In addition, the rule stipulates that where the advice of a review committee is required, no final action leading to the award or amendment of a procurement contract may be taken before such advice is received.

21. Depending on the threshold stipulated, contracts awarded under delegated authority are thus reviewed and approved on the basis of the individual delegation of authority and through a committee on contracts. Contract awards involving significant amounts would be reviewed and approved by a Chief Procurement Officer (as holder of the personal delegation), a committees on contracts and the Assistant Secretary-General for Central Support Services.

22. In essence, a Chief Procurement Officer can approve contract awards up to the threshold applicable to his or her individual delegation of authority, which is based on the grade level of the post. Contract awards for amounts exceeding that officer's delegation of authority are subject to review by a committee on contracts, pursuant to the provisions of financial rule 105.13. After its review, the committee makes a recommendation on the award, which is subject to approval by the individual holding the highest delegation of authority. At locations away from Headquarters, contract awards for amounts exceeding the threshold of the local committee on contracts are subject to review by the Headquarters Committee on Contracts, which makes a recommendation on the award subject to approval by the Assistant Secretary-General for Central Support Services.

23. The present mechanism therefore ensures a separation of duties in the acquisition process. The requisitioner identifies the requirements; and that role is distinct from the role of the procurer, which is performed by the Chief Procurement Officer who conducts the solicitation for the acquisition of goods and services necessary to meet the requirements. When the value of the goods and services exceeds the personal delegation of authority of the Chief Procurement Officer, the outcome of the solicitation is reviewed by a committee on contracts and approved by the individual holding the highest delegation of authority.

B. Offices away from Headquarters

24. The United Nations Office at Geneva, the United Nations Office at Nairobi and the United Nations Office at Vienna receive delegated authority from Headquarters to carry out administrative functions. For procurement functions, the delegation of authority is granted by the Assistant Secretary-General for Central Support Services. The terms of the delegation of authority require the establishment of a committee on contracts, pursuant to financial rule 105.13, to render advice to the head of administration on proposed awards in excess of \$200,000. Decisions on all contract awards, including subsequent contract approval and signature, are made by the respective office without involvement by Headquarters. This mechanism is intended to provide autonomy to the offices away from Headquarters and carries low risk in view of the total value of procurement actions performed by the offices. During the year 2008, the United Nations Office at Geneva procured goods and services having a total value of \$64.4 million. The United Nations Office at Nairobi, which is currently performing construction work at the Gigiri compound, conducted procurement actions valued at \$16 million during 2008. Procurement by the United Nations Office at Vienna totalled \$16.3 million for the period.

25. In comparison, the procurement level for peacekeeping operations executed by missions and Headquarters was approximately \$3 billion during the same period.

C. Regional commissions and tribunals

26. The administrative functions at the regional economic commissions are also performed through delegation of authority from Headquarters. The delegation of authority for procurement functions at the regional commissions, similar to the procedure followed for the offices away from Headquarters, requires the establishment of a committee on contracts to render advice on proposed awards for amounts exceeding the authority delegated to the Chief Procurement Officer. The delegation stipulates that proposed awards for amounts in excess of \$200,000 should be reviewed by the local committee on contracts and then submitted for review by the Headquarters Committee on Contracts and approval by the Assistant Secretary-General for Central Support Services.

D. Peacekeeping and special political missions

1. Organizational structure

27. The Department of Peacekeeping Operations oversees the establishment, expansion and ongoing operation of United Nations peacekeeping activities. That function included providing administrative support to missions up to 1 July 2007, when the General Assembly approved the restructuring of the Department and the establishment of the Department of Field Support, which would report to the Department of Peacekeeping Operations on peacekeeping matters. Under the arrangement, the Department of Peacekeeping Operations maintains responsibility for the political direction of peacekeeping operations while the Department of Field Support is responsible for administrative and logistical support. The latter department also provides support services to the Department of Political Affairs in the creation and servicing of special political missions. Consequently, in peacekeeping and special political missions the overall authority and responsibility for administrative functions in the Department of Field Support at Headquarters are vested in the Under-Secretary-General for Field Support.

28. The organizational structure of peacekeeping operations reflects in part the dual reporting and accountability lines with regard to the management and operation of peacekeeping missions.

29. Administrative and logistical support is provided under the supervision of the Office of Mission Support whose Director/Chief reports directly to the Head of the mission.

2. Roles and responsibilities

30. The overall acquisition process involves distinct roles for the requisitioner and for the procurer. While the Department of Field Support at Headquarters acts as the requisitioner, the Procurement Division is the procuring entity.

31. The Department of Field Support is responsible for field requirements such as air charter, movements and food rations, which are procured in New York by the Procurement Division. The Department also has a role in field procurement through the procurement authority that is delegated and exercised by missions having a Director/Chief of Mission Support.

32. Under the supervision of the Assistant Secretary-General for Central Support Services, the Procurement Division at Headquarters undertakes and conducts procurement activities and develops, within the framework of the Financial Regulations and Rules of the United Nations, policies and procedures for procurement at Headquarters, field missions and the offices away from Headquarters. The Division also develops training modules, oversees the delivery of training to staff involved in procurement-related activities and provides advisory support for field procurement within the authority of field missions. In addition, the Division prepares and administers contracts for the procurement of goods and services for the United Nations Secretariat in New York, including the Department of Field Support at Headquarters.

33. Details on the roles and responsibilities involved in requisitioning and procurement are presented in annex II.

3. Authority and review mechanisms

34. The authority to perform procurement functions on behalf of the United Nations is delegated by the Assistant Secretary-General for Central Support Services to the Under-Secretary-General for Field Support. Currently, this authority in peacekeeping operations is, in turn, delegated directly to the Directors/Chiefs of Mission Support.

35. In performing these functions, the holders of the delegated authority are required to establish local committees on contracts to review proposed awards for amounts exceeding the delegation of authority of the Chief Procurement Officer. The local committee on contracts makes recommendations on contract awards for approval by the Director/Chief of Mission Support. The authority to approve these recommendations depends on the nature of the requirement and the applicable threshold. When the requirement meets the criteria for core requirements,¹ the Director/Chief of Mission Support can approve contract awards valued at up to \$1 million without involvement by Headquarters. For all other types of requirements, except for special requirements,² the Director/Chief of Mission Support can approve contract awards valued at up to \$500,000. Any contracts for higher amounts must be submitted to the Procurement Division at Headquarters for review and presentation to the Headquarters Committee on Contracts, which makes a recommendation for final approval by the Assistant Secretary-General for Central Support Services. Details of these procedures are provided in annexes I and II.

4. Challenges

36. The demands of field operations have grown exponentially in both size and complexity. Reflecting the expansion of peacekeeping operations as a whole, the peacekeeping procurement portfolio has increased rapidly in recent years. While procurement for United Nations peacekeeping represented \$640 million in 2002, in the year 2008 the procurement offices of peacekeeping and special political missions issued purchase orders for goods and services valued in excess of \$1.43 billion. A large majority of purchase orders are raised against systems contracts put in place by Headquarters. This represents an overall increase in excess of 100 per cent over the six-year period. The growing complexity of field operations is manifested in their increasing operating costs. The two newest missions — the African Union-United Nations Hybrid Operation in Darfur and the United Nations Mission in the Central African Republic and Chad, with proposed combined budgets of over \$2.4 billion for the financial year 2009/10 — operate in remote, unstable environments with little or no infrastructure and few reliable suppliers on the ground.

37. Against such a backdrop, the management of peace operations faces a number of challenges arising from operational requirements, the need for continuous training, the availability of staff to serve in missions and the conditions of the local

¹ Core requirements are those essential goods and services that by their nature lend themselves to local procurement and are not available under Headquarters contracts, e.g. construction materials, waste disposal services, local customs clearance and freight forwarding services.

² Special requirements are those goods and services that by their nature lend themselves to centralized procurement (for reasons of standardization, economies of scale, global multi-year master agreements and others), e.g. vehicles, medical equipment, and information and communications technology equipment.

commercial sector. Measures to ensure continuous training of staff as well as the professionalization of the procurement functions are elaborated on in the main report on procurement reforms (A/64/284).

38. By their very nature, operations in field missions are dynamic and fast-paced, in particular during the start-up phase as planning then is often based on assumptions rather than certainties and that has an impact on the ability to conduct effective solicitations with accurate requirements. Another factor impacting solicitation is the austere environment in which peacekeeping missions operate. In this context, procurement operations require sound analysis of requirements, time frames and methods of delivery. The nature of the environment also has an impact on vendors' ability to establish or use an efficient supply chain and propose consequential bids to meet mission requirements.

39. It is therefore of utmost importance that the planning efforts supporting the establishment of peace operations involve, at a very early stage, an analysis of the possibilities offered under the procurement strategy. The same applies for the expansion of existing peace operations.

VI. Improved procurement governance arrangement for peacekeeping and special political missions

A. Key elements of an improved procurement governance arrangement

40. An improved procurement governance arrangement would address the challenges described above, maintain appropriate internal controls and improve the functionality of the procurement process in order to meet the requirements of timeliness, best value for money and the acquisition of goods and services that are fully fit for purpose.

B. Organizational matters

Co-location

41. As an initial step to improve coordination between the procurement officers in the Department of Management and the logisticians in the Department of Field Support, it is proposed to co-locate the Procurement Division and its Department of Field Support clients. The purpose of the co-location is to enhance synergy between the organizational units and improve cooperation and collaboration in initial planning efforts in support of field missions. In addition to the co-location, the Procurement Division will increase its participation in technical assessment teams during the start-up and expansion of peacekeeping missions and in the continuous planning teams of peacekeeping missions. This arrangement maintains a clear separation of duties between the requisitioner and procurement official, while providing timely support to field missions.

42. In an effort to further strengthen the collaboration and transfer of knowledge among personnel involved in logistical support to field missions, staff from the

Procurement Division at Headquarters would participate in short-term staff exchanges with procurement sections in the field missions.

Composition of the Headquarters Committee on Contracts

43. The current composition of the Headquarters Committee on Contracts includes members from the Department of Economic and Social Affairs, the Department of Management, the Office of Legal Affairs and the Department of Peacekeeping Operations. The improved governance arrangement would involve having a member of the Department of Field Support participate in the Committee. The participation of members from the Department of Peacekeeping Operations and the Department of Field Support would be arranged in such a way as to ensure that only one of the two departments is represented at any time during the meetings of the Committee.

C. Regional procurement

44. One objective of the procurement function is to respond efficiently and effectively to emerging, urgent requirements in field operations. To that end, the Department of Field Support and the Department of Management intend to embark on joint initiatives to improve the quality and timeliness of procurement services delivered to the missions.

45. First, the Department of Field Support, as part of its field support strategy, intends to create a shared-services concept for the delivery of services to missions located within a given area. This would entail locating requisitioners and mission subject matter experts (in such areas as logistics, human resources and finance) in a central regional location, operating under the existing delegation of authority framework for individual missions. The Department intends to elaborate on this concept in the field support strategy to be submitted to the General Assembly at its sixty-fourth session.

46. Second, the Division of Management has agreed to outpost to that same central location some of its own procurement capacity augmented by field mission procurement staff, co-located with the shared-service centre mentioned above but reporting directly to the Procurement Division at Headquarters to handle higher-dollar value, complex procurement actions. The aim would be to create significant and dynamic peacekeeping procurement capacity in a conflict-free location near to large peacekeeping missions so that the Department of Field Support and the Department of Management can attract and retain qualified and experienced procurement staff and reduce the footprint and exposure of individual missions. In this regard, the departments are pursuing the option of Entebbe, Uganda, as a suitable location to establish the shared-services model and outposted procurement office on a pilot basis.

47. It is envisaged that the outposted procurement office would be established under the overall guidance of the Procurement Division, with the chief of the office being a Division staff member and an experienced strategic procurement specialist. The remaining posts of the office could be a mix of support account positions and mission procurement posts. This would allow the office to undertake large, complex procurement actions as well as those suited to regional acquisition, such as engineering services and freight forwarding. The office would also be able to bundle

requirements of missions and field offices in the region and conduct combined solicitations for requirements serving more than one mission.

48. The authority to perform procurement functions would be established through a delegation of authority from the Assistant Secretary-General for Central Support Services to the Director of the Procurement Division, who in turn would delegate that authority to the chief of the outposted office. The threshold of the delegated procurement authority would be established following an analysis of the spending patterns in the surrounding large peacekeeping missions and would be appropriately expanded beyond that of the current delegation of authority to the Under-Secretary-General for Field Support. Delegations of procurement authority to staff in the regional procurement office would emanate directly from the chief of the office. The distribution of roles between the Department of Management and the Department of Field Support under the improved procurement governance arrangement is presented in annex III.

49. It is intended that the procurement office in Entebbe would be established as an office independent of any mission or field office administration. To streamline the acquisition process, requisitions would continue to be raised within each mission or shared service, although technical and commercial evaluations would be conducted in the regional procurement office. This would require that technical subject matter experts for the types of commodities and services to be acquired be redeployed from Headquarters and missions to the office. After the approval process is completed, contract award and negotiations would also take place within the office.

50. With regard to the requirement for strong internal controls, all the necessary safeguards would be applicable and implemented in the regional procurement office. This would include all the oversight and accountability requirements set out in the delegation of procurement authority and the Procurement Manual. For procurement actions involving amounts above the delegated procurement authority of the chief of the office, a case presentation would be prepared by the office and submitted to the Headquarters Committee on Contracts by the Procurement Division for approval by the Assistant Secretary-General for Central Support Services. There would be no need for review by a local committee on contracts as the source of the procurement authority of the regional procurement office would not be a Director/Chief of Mission Support; rather, that authority would devolve directly from the Procurement Division.

51. With regard to the availability of staff to serve in the outposted procurement office, a review of vacancies in missions revealed that many mission procurement posts have remained vacant because of the difficulty of attracting staff to hardship locations. It is anticipated that the more stable environment of the regional procurement office will enable these posts to be filled. After the completion of the pilot, the transfer of resource requirements will be presented to the General Assembly in the context of the Assembly's review and approval of the annual support account budget process.

52. The following benefits are anticipated:

(a) A regional structure will allow cost-sharing across missions and achieve economies of scale in the procurement of requirements;

(b) Field missions will have regional support to manage, administer and implement procurement reform initiatives;

(c) Locating in a more stable environment will provide a better work/life balance that would attract and promote the retention of more experienced and qualified procurement staff, thereby reducing the overall vacancy and turnover rate;

(d) Missions will receive responsive support as a result of geographical proximity, location in the same or nearby time zones, and better alignment and understanding of mission priorities;

(e) Co-location of requisitioners with the procurement office staff will expedite actions and reduce lead times while maintaining the integrity of the process and internal control.

VII. Action plan

53. The implementation of the improved procurement governance arrangement would require a step-by-step action plan taking into account the immediate requirement of supporting the planned expansions of current missions and the establishment of new missions in 2009 and 2010. Consequently, the action plan is divided into an implementation plan for the short term, to be completed by the end of 2009, and one for the medium term, to be completed by the end of 2011.

Short-term implementation plan

54. The first part of the implementation plan, for completion in the short term, comprises the following activities:

(a) Participation of staff from the Procurement Division in technical assessment and other planning teams (initiated in February 2009);

(b) Co-location of the Procurement Division and the Logistics Support Division (to be completed by the end of 2009);

(c) Short-term staff exchanges between Headquarters and field missions (to be initiated during the third quarter of 2009).

Medium-term implementation plan

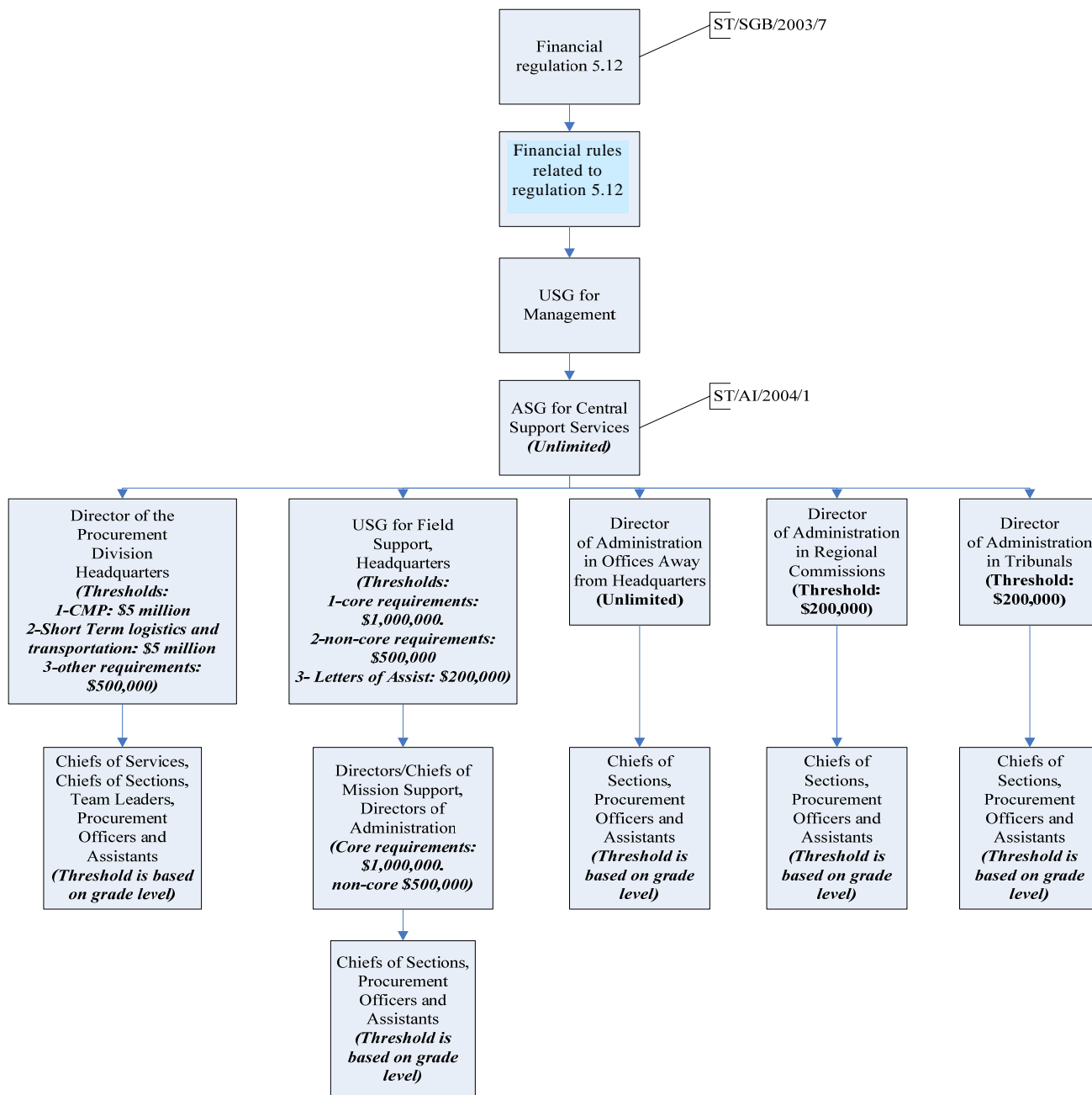
55. The second part of the implementation plan, for completion in the medium term, will comprise the establishment of a regional procurement office in Entebbe to conduct regional procurement for missions within the region (to be initiated in mid-2010).

VIII. Action to be taken by the General Assembly

56. The General Assembly is requested to take note of the improved procurement governance arrangement and the related initiatives.

Annex I

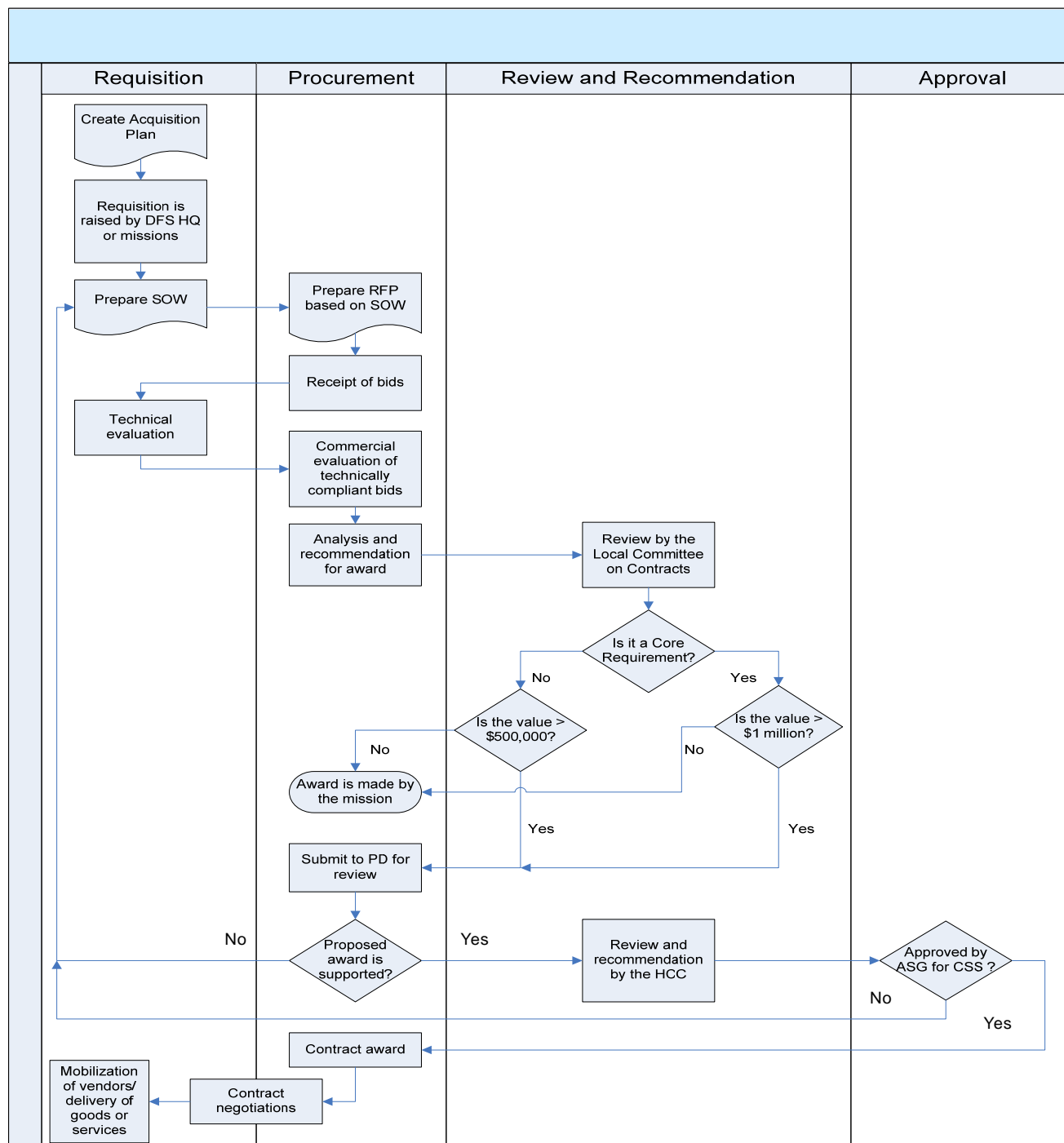
Regulatory framework for the exercise of procurement authority



Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; CMP, capital master plan.

Annex II

Process flow of functions in the acquisition process



Abbreviations: DFS HQ, Department of Field Support at Headquarters; SOW, statement of work; RFP, request for proposals; PD, Procurement Division; HCC, Headquarters Committee on Contracts; ASG for CSS, Assistant Secretary-General for Central Support Services.

Annex III

Distribution of procurement roles between the Department of Management and the Department of Field Support under the improved procurement governance arrangement

	<i>Department of Management</i>	<i>Department of Field Support</i>
I. Procurement for Headquarters (including the requirements of the Department of Field Support at Headquarters)	Performed by the Procurement Division	
II. Procurement for field missions		
A. Requirement is of a global nature	Procurement Division undertakes the solicitation based on specifications provided by the Department of Field Support	
B. Requirement is of a regional nature		
1. Procurement is conducted at the regional level through the regional procurement office		
a. Value is within the authority delegated to the regional procurement office	The solicitation, evaluations, recommendations and approval are performed by the regional procurement office without involvement by the Headquarters Committee on Contracts.	
b. Value exceeds the authority delegated to the regional procurement office	The solicitation and evaluations are conducted by the regional procurement office. The Procurement Division then reviews the office's submission and presents it to the Headquarters Committee on Contracts for subsequent approval by the Assistant Secretary-General for Central Support Services.	
2. Procurement is conducted at the local level by the individual mission		
a. Value is within the authority delegated to the mission	The solicitation, evaluations, recommendations and proposed awards are reviewed by the local committee on contracts and the Director/Chief of Mission Support.	

<i>Department of Management</i>	<i>Department of Field Support</i>
b. Value exceeds the authority delegated to the mission	The solicitation, evaluations, recommendations and proposed awards are reviewed by the local committee on contracts and the Director/Chief of Mission Support and then sent for review by the Procurement Division and the Headquarters Committee on Contracts. The Committee makes a recommendation subject to approval by the Assistant Secretary-General for Central Support Services.