

BUYING FOR A BETTER WORLD



UNDP/IAPSO

# REVIEW 2001





# A Message from UNDP

## A MESSAGE FROM UNDP

UNDP is the UN's global development network, advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. We are on the ground in 166 countries, working with them on their own solutions to global and national development challenges.

In our global reach and our inter-agency co-ordinating role, UNDP has administered the Inter-Agency Procurement Services Office (IAPSO) ever since its inception in 1978. IAPSO has come a long way since then. It is well known for setting the UN standards in field motor vehicles and negotiating competitive Long Term Agreements with prime manufacturers. It supports procurement harmonisation and co-ordination among more than 30 different procuring entities in the UN system. It extends its procurement services to Donors, Governments, International Finance Institutions and Non Governmental Organisations. And it always seeks ways to improve the standards and practices of the procurement profession within the UN.

The year 2001 marks a milestone in the history of IAPSO. The agency has always generated certain income from services rendered to support its operations, but this is the first year where IAPSO managed to book a modest surplus in self-supporting terms. Effective 1 January 2002 UNDP will no longer use scarce voluntary contributions to support IAPSO's operations.

This turnaround was achieved under a new IAPSO management that rallied staff behind a strategic focus on core activities. Rigorous costs analysis and control mechanisms were introduced, expenditures were cut and smart investments in e-procurement applications led to a remarkable increase in efficiency and productivity. With a double-digit headcount reduction that resembles developments at UNDP headquarters IAPSO actually managed to increase its procurement handling volume in a year of considerable downsizing.

IAPSO has set new standards for cost transparency and cost competitiveness in 2001. With such strong performance IAPSO can meet its future development and inter-agency procurement co-ordination challenges with renewed confidence and vigour.



Jan Mattsson,  
Assistant Administrator,  
UNDP

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Land Rover, UN Photo.

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## A MESSAGE FROM THE MANAGEMENT

In the past year there have been moments where we thought we would get stuck between a rock and a hard place. Between an inter-agency mandate of procurement harmonisation and co-ordination that has largely remained unchanged on the one hand and the requirement to raise sufficient revenue from our procurement services portfolio to sustain our operations on a self-supportive basis. Cutting inter-agency services because they consume rather than generate resources was not an option. Spinning off the more profitable parts of our business services portfolio into a for-profit undertaking wasn't either. We had to do both. And we had to do it well.

IAPSO remains a genuine, not-for-profit organisation, committed to the overall development goals of UNDP and the causes of inter-agency procurement harmonisation and co-ordination. We serve goals beyond mere financial returns, but we do so these days with down to earth business management tools. We bet that if you'd walk the floors of IAPSO without any prior introduction you'd suspect we just run another business at Midtermolen in Copenhagen. Well, in a sense we do. With conviction.

In 2001 we introduced many modern business concepts, tools and techniques in IAPSO. To drive down costs, to raise revenue and to improve bottom-line performance. Some of the results achieved have been quite dramatic, others more gradual. Dramatic certainly was an inevitable staff reduction process that affected almost a quarter of our staff. We have tried to ease the pain through voluntary separation packages, coaching and observing due process. But we are under no illusion of the agony it has caused some and the anxiety it has caused most.

Last year we booked our first ever modest income over expen-

diture in self-supporting terms. A milestone. In 2002 we are left to our own revenue generating devices, but we are ready for the challenge. Strategic cash reserves have accumulated to a level equivalent to 18 months of current operating costs.

We hope that our customers, our stakeholders, our suppliers and our employees will all ultimately benefit from our increased cost competitiveness and renewed strategic focus. Reducing procurement transaction costs through the application of e-procurement solutions for example, has brought us great internal benefits, but much more importantly drives down the total costs of acquisition to the customer.

The Global Drug Facility (GDF) of the STOP TB Partnership in Geneva is a case in point where the best parts of IAPSO's value proposition come together. Applying the latest e-procurement solutions to the formidable cause of fighting TB and poverty on a global scale, we aggregated buying leverage to drive down the price of a 6-months short course chemotherapy with 30%, charge rock bottom handling fees, provide on-line tracing and tracking facilities of the drug consignments to the beneficiaries and forge close ties with the various actors in the partnership. Thus not duplicating expertise or building competing skills, but benefiting from WHO's wealth in essential drugs expertise, outsourcing quality control to tried and tested parties, allowing suppliers to play an integrated role in the supply chain and strive for continuous strengthening of every link in the chain with a partnership philosophy in mind, rather than a classic, more adverse buyer – seller relationship.

We thank our clients for their continued trust in IAPSO, we are grateful to our suppliers for helping us to perform to the best of our capabilities and we congratulate our staff for a year of breakthrough performance!



Johan van de Gronden  
Director,  
UNDP/IAPSO



Poul Grosen  
Director,  
UNDP Nordic Office

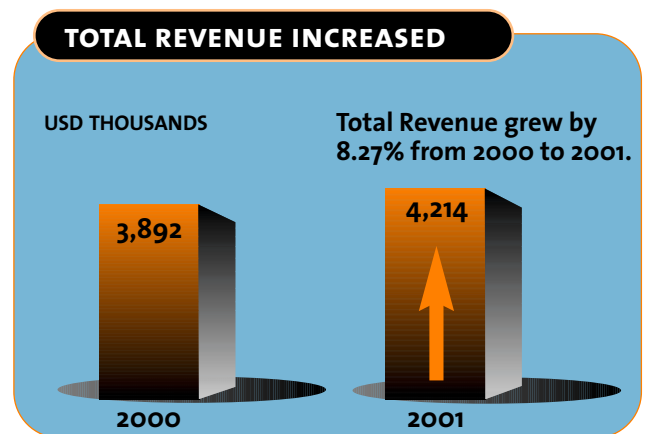
## BALANCING OUR BOOKS

In its continuous pursuit to raise the standards of the procurement profession within the UN system, the Inter-Agency Procurement Services Office (IAPSO) seeks harmonisation and co-ordination among the United Nations' many buying agencies, tries to build buying leverage of common user items, strives for commonly accepted standard specifications, engages in procurement research and trains more than 200 people a year in the practice of public procurement.

IAPSO's governing board, the UNDP/UNFPA Executive Board, sets and decides upon the mandate under which we operate. Under our mandate we are charged 'to provide a full range of procurement services to the organizations of the UN system and to partners in development outside the UN system, including non-governmental organizations, governments and government agencies'.

IAPSO, as a not-for-profit service provider, is an integrated part of the United Nations Development Programme. The management of IAPSO reports to the Director of the Bureau of Management and Assistant Administrator of UNDP. Our Financial Statements are consolidated into the audited biennium accounts of UNDP.

As early as 1996 the Executive Board has called upon UNDP/IAPSO to 'continue to promote inter-agency cooperation and coordination, where possible finding ways of making such activities self-financing'. Since its inception in 1978 IAPSO has had access to UNDP's core funding (or voluntary



contributions) to sustain its operations and to carry out its mandate. With the Executive Board's 1996 decision in mind and with ever-scarcer resources, IAPSO was challenged to become self-supporting by 31 December 2001.

The decision to go all the way and to cease cash subsidies to IAPSO altogether caused a major overhaul of our operations. It is one thing to be not-for profit, it is quite another to make ends meet consistently from hard-won revenue. The year 2001 saw the largest shake-up of our operations ever. Some of it was painful, some of it abrupt, some of it more gradual, but overall the outcome has been remarkable.

In a year where we reduced our headcount with more than

## STATEMENT OF INCOME AND EXPENDITURE (USD THOUSANDS).

BIENNIUM	2000-2001	1998-1999	1996-1997
<b>INCOME</b>			
Procurement Fees	7,262	6,619	5,197
Training Fees	241	200	123
Miscellaneous Income	603	278	331
<b>TOTAL INCOME</b>	<b>8,106</b>	<b>7,097</b>	<b>5,651</b>
<b>EXPENDITURE</b>			
Staff Costs	2,510	3,466	3,365
Operating Costs	3,339	2,570	1,474
<b>TOTAL EXPENDITURE</b>	<b>5,849</b>	<b>6,036</b>	<b>4,839</b>
<b>NET EXCESS OF INCOME OVER EXPENDITURE</b>	<b>2,257</b>	<b>1,061</b>	<b>812</b>

Above figures as provided to the consolidated, audited accounts of UNDP include core-funding. Excluding the final instalments of core-funding, IAPSO realised a net operating surplus of \$ 100,000 in 2001.

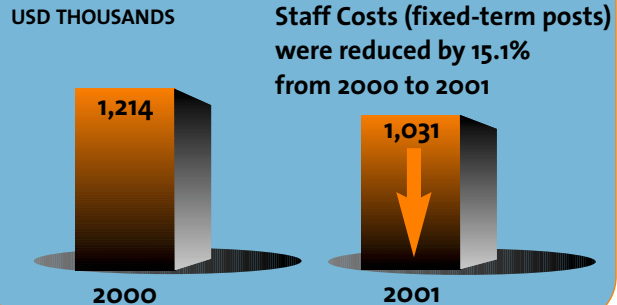
23% we managed to increase procurement-handling volume to USD 97.6 m (compared to USD 88 m in 2000). We reduced our fixed-term staffing costs by 15% and grew our total revenue by 8%.

IAPSO is a people's business. It means our staff worked harder, worked more efficiently and went the extra mile. It also means we had to go through a painful restructuring process where almost 1 of every 4 colleagues was affected. We tried all we could to ease the pain of separation by encouraging the use of voluntary separation packages for those on fixed-term posts and a history with us of 5 years or more. Inevitably some temporary contracts could not be renewed either. We wish all those who have supported us through the years and who now have pursued other employment well and take the opportunity here once again to thank them for their efforts and commitment.

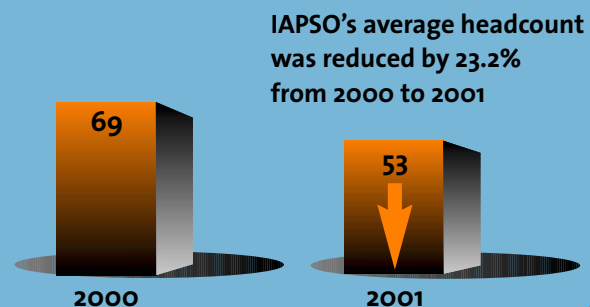
In 2001 we introduced many new modern management tools and concepts in IAPSO. Activity Based Costing (ABC) is now an integrated part of our cost management systems. A Balanced Scorecard did not only allow us to formulate and implement a crisp strategy, but also enabled us to measure strategic performance. We continued to invest in staff development sustaining our learning and growth curves. And the effective use of our in-house developed e-procurement solution UN WEB BUY remained a driving force behind our relentless efforts to reduce procurement transaction costs.

Thanks to marvellous staff morale we saw a breakthrough performance in 2001, boosting our strategic cash reserves by year-end by 20% to reach a level the equivalent of 18 months of full operating costs at current cost levels. Corrected for the final instalments of core funding received (but not used!) in 2001, IAPSO posted a net surplus of just over USD 100,000 over the whole year, and that after substantial cross-subsidization of inter-agency services. IAPSO thus reached its self-financing target (set for 2002) well ahead of schedule. A turnaround.

## STAFF COSTS REDUCED

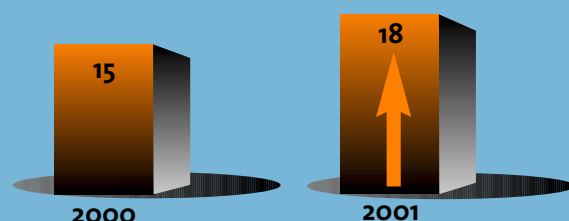


## HEADCOUNT REDUCED



## CASH RESERVES INCREASED

Cash reserves, expressed as months of operation at current operating costs, increased by 20% from 2000 to 2001.





## PROVIDING FLEXIBLE PROCUREMENT CAPACITY

IAPSO's Project Supplies Unit supported projects in 69 countries during 2001. Highlights included delivery and installation of 6 VSAT stations to the African Development Bank, emergency deliveries to the Afghan Interim Administration, provision of laboratory and hospital equipment to Ethiopia, delivery of IT equipment to the government of Ghana and the provision of election materials to Comoros.

When the people of Comoros held a constitutional referendum on December 23rd 2001, IAPSO had already been hard at work to ensure that vital election materials were in place at ballot stations throughout the islands.

When UNDP's Comoros office started planning its support for the referendum on the draft constitution, it called upon IAPSO to assist in the procurement of election materials to be delivered to the islands. Although under tight time constraints, IAPSO was able to conduct a process of International Competitive Bidding for the election kits that comprised items such as ballot boxes, indelible inks, pre-printed envelopes etc.

With time of the essence, IAPSO managed the logistics of delivering the 4 tonnes of equipment to Moroni. Having col-

## KEY FACTS:

**PROCUREMENT VOLUME:** \$ 13.9 million

### MAIN CUSTOMER GROUPS:

African Development Bank	38%
UNDP Country Offices	27%
UN Agencies	16%
IFI Borrowers	11%
UN Missions	8%

### MAIN DESTINATIONS:

Cote d'Ivoire	38%
Ethiopia	13%
DR Congo	5%
Ghana	4%
Kenya	4%
Afghanistan	3%
Eritrea	2%
Mali	1%

Number of countries served: 69

lated all the items into 660 different kits for ease of distribution within the islands, the goods were flown first to Nairobi where a specially chartered plane was awaiting them for onward delivery.

The National Election Commission was waiting at Moroni airport to smooth customs clearance and to assist UNDP in distributing the kits to ballot stations.

The referendum, which was described as democratic, free and fair by international observers, now paves the way for primary polls and a presidential election in the islands.



### FURTHER DETAILS:

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## PROVIDING SYSTEMS CONTRACTS

As mandated, we continued to make our Long-Term Agreements for Automotive Products available to the UN System and its development partners such as NGOs, donor governments, International Finance Institutions and their borrowers.

Our Long-Term Agreements for Automotive Products help the UN system to standardize its vehicle fleets, reducing costs and maximizing buying leverage.

We have made these agreements available on-line through our e-commerce system, UN Web Buy ([www.unwebbuy.org](http://www.unwebbuy.org)), meaning that our partners can access the agreements from anywhere in the world with access to the internet whilst saving themselves the time and expense of carrying out their

## KEY FACTS:

**PROCUREMENT VOLUME:** \$ 39.5 million

No. of Purchase Orders issued: 1,232

### MAIN CUSTOMER GROUPS:

Non-Governmental Organizations: 27%

IFI Borrowers: 21%

Donor Government Organizations: 17%

UNDP Country Offices 14%

UN Agencies 12%

International Finance Institutions 4%

Multilateral Organizations 3%

Number of Countries Served 153

own bidding process. Over 3,500 users are now registered on UN Web Buy and are accessing the combined purchasing power of the United Nations.



### FURTHER DETAILS:

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## KEY FACTS:

**PROCUREMENT VOLUME:** \$ 34.9 million

No. of Invitations to Bid issued: 23  
No. of Requests for Quotation issued: 2  
No. of Purchase Orders issued: 99

### TECHNICAL EQUIPMENT PROCURED:

#### DISTRIBUTION MATERIALS; MAIN PRODUCTS:

Change-over switches  
Fuses and fuse cut-outs  
Galvanized shackles  
Insulators for distribution networks  
Load-break switches  
LV boards with MCCBs  
LV cable  
OH conductor AAC, ACSR  
Steel stay-wire  
Street lighting cabinets  
Surge arresters  
Tubular steel poles

#### STRINGING, ERECTION/MAINTENANCE, SAFETY EQUIPMENT; MAIN PRODUCTS:

Concrete mixers  
Earthing equipment & materials  
Fibre-glass ladders  
HV/LV testers  
Overalls, working gloves  
Portable earth testers  
Safety belts  
Safety boots  
Safety glasses  
Safety helmets  
Stringing equipment & tools

#### EQUIPMENT FOR HYDROPOWER GENERATION

Air compressors

#### AUTOMOTIVE EQUIPMENT PROCURED:

Backhoe loaders  
Flatbed trucks 3.5T-8T  
Forklift trucks  
4WD vehicles and spare parts  
Tractors & trailers  
Trucks with crane  
Trucks with augers

## OUTSOURCING SOLUTIONS

»Do what you do best and outsource the rest« is a compelling quote attributed to management guru Tom Peters. The fact is that outsourcing can be a strategic management tool that enables an organization to concentrate on its core competencies and resources.

UNDP's Electrical Network Rehabilitation Programme (ENRP) is a good example of how IAPSO can enable other organizations to focus on their core expertise whilst outsourcing potentially difficult and costly operations.

In the early days of the programme especially, when ENRP was expanding rapidly, outsourcing was a viable and important alternative to building the needed capability from the ground up.

With core expertise in highly technical electrical generation and distribution systems, ENRP uses IAPSO's procurement services when it does not have the time or resources of its own.

Of course, ENRP employs procurement experts of its own, but IAPSO enables ENRP to 'flatten the peaks' in its workload as we can provide additional resources as and when they are required. Thus ENRP can concentrate on purchasing strategic type of specialised equipment and supplies, leaving IAPSO a complimentary portfolio of a combination of both standard and specialised equipment such as vehicles as well as special heavy duty trucks, fork lift trucks, mobile cranes, various distribution materials, maintenance and safety equipment.

The services that IAPSO has been able to provide under this arrangement have included supplier pre-qualification and evaluation, market research, administration of international tenders and contracts, pre-shipment inspections, management of logistics as well as project management.



#### FURTHER DETAILS:

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## SUPPORTING THE AFGHAN INTERIM ADMINISTRATION

IAPSO spent the last few days of 2001 delivering and installing vehicles and office equipment to the Interim Government in Kabul.

One of the first purchases made under the Afghan Interim Authority Fund was for basic supplies and equipment for 30 Afghan Government Ministries.

IAPSO was asked to assist UNDP's Bureau of Crisis Prevention and Recovery with the procurement and delivery of 30 office start-up kits before the 22nd December – the date of inauguration for the new Interim Government. IAPSO immediately set-up an 'Afghanistan Response Team' and a 24-hour phone service was implemented.

IAPSO chartered an Ilyushin 76, 4-engine jet able to carry 40 tonnes and 175 m<sup>3</sup> of equipment. This payload was to include four 4x4 station wagons and 30 sets of various office equipment consisting of furniture, computers, faxes, printers, photocopiers, filing cabinets, generators, satellite phones and kerosene heaters – enough equipment to furnish an office in each of the new government ministries.

As well as procuring all the items for the 30 government ministries and arranging the urgent delivery to Kabul, IAPSO staff worked around the clock to install all the equipment so that the new Interim Administration could get down to work immediately after its inauguration.



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# Afghanistan – Emergency Response



## STOP TB PARTNERSHIP

One third of the world's population is infected with tuberculosis and almost 2 million people a year die as a result. The poor are more than twice as likely to suffer from TB than the non-poor and 99% of all TB deaths occur in developing countries. The disease affects the most economically active groups, often leading to reduced income and further impoverishment to families who's single bread winner is hit.

The fact that TB still is the second biggest infectious killer on the globe is an affront to the world community. Effective treatment and control technologies have been available for decades. The STOP TB Partnership has embarked on a global campaign to fight the disease ([www.stoptb.org](http://www.stoptb.org)). One of its action points is to dramatically increase access to effective and affordable treatment. To increase access to high-quality TB drugs, The Stop TB Partnership set-up the Global Drug Facility (GDF) in January 2001.

The GDF mobilizes funds for drug supply, reviews requests from individual countries for drugs, procures quality drugs through a competitive bidding process, and monitors drug usage.

In April 2001, after a competitive bidding exercise to appoint a procurement agent, The Stop TB Partnership selected IAPSO to manage the supply process.

IAPSO co-ordinates the services of other selected agents for pre-shipment inspection, laboratory analysis, freight and insurance. The drugs identified and specified by the GDF are procured by IAPSO through a process of Limited International Bidding from a list of suppliers that have been pre-qualified by The GDF.

### KEY FACTS:

**PROCUREMENT VOLUME:** \$ 4 million

**DESTINATIONS:**

- Moldova
- Kenya
- Myanmar
- Somalia
- Tajikistan
- PR Congo
- Yemen
- North Korea
- Nigeria
- Togo
- DR Congo
- Sudan
- Uganda

IAPSO's purchases are made on the basis of direct shipment to recipient countries and IAPSO provides a web-based system for the requisitioning and tracking of orders ([www.stoptb.unwebbuy.org](http://www.stoptb.unwebbuy.org)). Through this system, up-to-date reports on the progress of every step in the supply chain, including delivery, are available to the recipient country and to The Stop TB Secretariat and to the respective consignee.

As procurement agents to the GDF, IAPSO carried out the competitive bidding process that resulted in prices significantly lower (30%) than previous market prices. In 2001 alone these price reductions translated in potentially life saving treatments for 140.000 more patients than would have been reached against former price levels.



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**“PUBLIC PROCUREMENT”  
TRAINING COURSE  
BANGKOK, 22-25 APRIL 2002**



**SRIJANA SHRESTHA**  
NARADA HOTEL

**KOD KO**  
NARADA HOTEL



## DRIVING PROFESSIONALISM

As part of our mandate to strengthen national capacities through training programmes, we re-launched our procurement training programmes during 2001. Having recruited a new Training Manager and team, we introduced an expanded programme in the second half of the year and are now delivering twice the number of courses as previously.

»Knowing the experience of other country offices, we can learn what to do and not to do«

»The networking was great and will serve us well in the future«

We increased the number of training courses that we ran in 2001. We traveled to 7 locations worldwide covering Europe, West Africa, CIS, East Africa and East Asia.

»I now have better understanding of time frames and the steps required for procurement. This will facilitate the overall implementation of programs/projects with respect to procurement«

»It was a wonderful get-together of professionals to share experiences«

Over 200 participants received training in subjects as diverse as International Procurement, Logistics, Warehousing, Contracting of Services and Works and UNDP Procurement Practices.

For the first time, we introduced courses aimed at participants with different expertise and experience. Thus we have introduced courses at Basic, Operational and Strategic levels.

## KEY FACTS:

Total number of Training Courses in 2001:	11
Total number of participants	212

## PARTICIPATING AGENCIES:

Ministry of Health, Ghana  
 UNICEF  
 UNCHS  
 UNDP  
 UNMIK  
 UNDCP  
 UNFPA  
 WHO  
 Dan Church Aid, Denmark  
 International Fund for Agricultural Development, Italy  
 German Technical Cooperation, India  
 Ministry of Finance, Planning & Economic Development, Uganda  
 UNESCWA  
 UNESCO  
 UNIDO  
 UNHCHR  
 UNOPS  
 WFP  
 DANISH RED CROSS, Denmark  
 ILO  
 UNICTY  
 UNMIBH  
 Cooperation Internationale pour le Developpement et la Solidarite (CIDSE), Viet Nam  
 DANIDA  
 FAO  
 MEKONG RIVER COMMISSION, Cambodia  
 Ministry of Finance, Lao Peoples Democratic Republic



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## OUR CUSTOMERS IN 2001

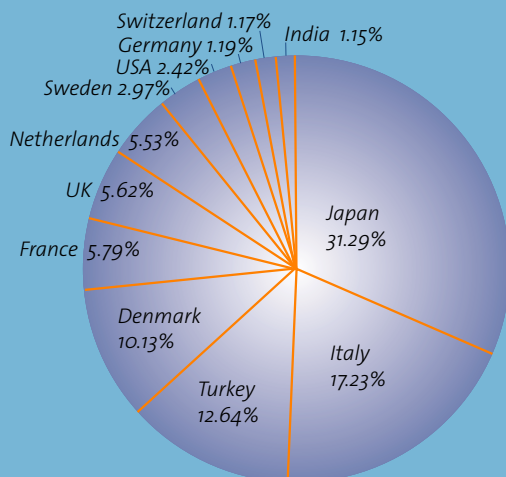
### UNITED NATIONS AGENCIES, ORGANIZATIONS AND MISSIONS

Food and Agriculture Organization of the United Nations (FAO)  
 International Atomic Energy Agency (IAEA)  
 International Fund for Agricultural Development (IFAD)  
 International Labour Organization (ILO)  
 International Telecommunication Union (ITU)  
 International Trade Centre (ITC)  
 Joint United Nations Programme on HIV/AIDS (UNAIDS)  
 Stop TB Partnership/Global Drug Facility  
 United Nations Children's Fund (UNICEF)  
 United Nations Development Programme (UNDP)  
 United Nations Economic and Social Commission for Western Asia (ESCWA)  
 United Nations Economic Commission for Africa (UNECA)  
 United Nations Educational, Scientific and Cultural Organization (UNESCO)  
 United Nations Environment Programme (UNEP)  
 United Nations Industrial Development Programme (UNIDO)  
 United Nations International Criminal Tribunal for the Former Yugoslavia (UNICTY)  
 United Nations Mission in the Democratic Republic of the Congo (MONUC)  
 United Nations Mission in Kosovo (UNMIK)  
 United Nations Office for the Co-ordination of Humanitarian Affairs (OCHA)  
 United Nations Office for Drug Control and Crime Prevention (UNODCCP)  
 United Nations Office at Nairobi (UNON)  
 United Nations Office for Project Services (UNOPS)  
 United Nations Political Office in Bougainville (UNPOB)  
 United Nations Population Fund (UNFPA)  
 United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)  
 United Nations Truce Supervision Organization (UNTSO)  
 United Nations Volunteers (UNV)  
 World Food Programme (WFP)  
 World Health Organization (WHO)

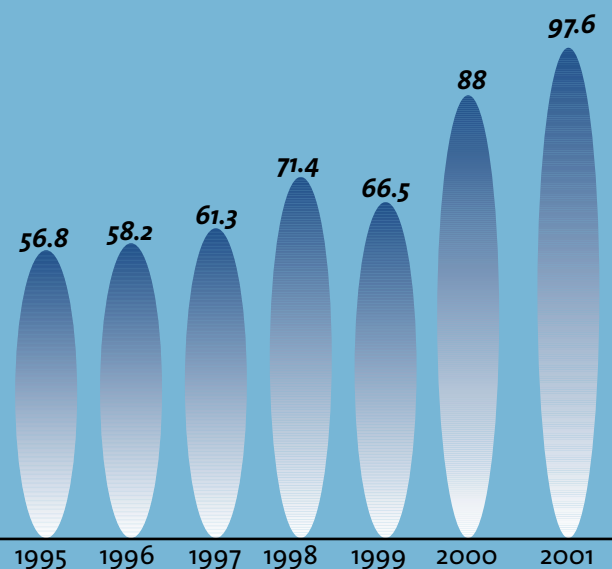
### NON-GOVERNMENTAL ORGANIZATIONS

Action Contre La Faim  
 Adventist Development & Relief Agency  
 African Medical and Research Fund  
 Beschaffungstelle für Kirchliche, Caritative und Soziale Einrichtungen (BEGECA)  
 CAB International  
 Care International  
 Caritas International  
 Christian Reformed World Relief Committee (CRWRC)  
 Church of God in Christ  
 Comité de Co-operation avec le Laos (CCL)  
 Conservation International  
 Co-operation Internationale pour le Developpement at la Solidarité (CIDSE)  
 Deutsche Welthungerhilfe  
 Deutsche Entwicklungsdienst (DED)  
 DVN-GOWA  
 Ecoles Sans Frontiers  
 Eglise Evangelique Luthérienne  
 EIRENE International Christian Service for Peace  
 Food for the Hungry  
 Foundation Isidore Bakanja  
 Friedrich Ebert Stifting  
 Friedrich Naumann Foundation  
 Fundación Heres  
 German Volunteer Service  
 Hanns Seidel Stifting  
 Helvetas  
 International Centre of Insect Physiology and Ecology  
 International Centre for Tropical Agriculture  
 International Crops Research Institute for Semi-Arid Tropics (ICRISAT)  
 International Livestock Research Institute  
 International Medical Cooperation Committee  
 International Rice Research Institute  
 Lutheran Church of Central Africa

## WHERE THE GOODS CAME FROM IN 2001



## ANNUAL PROCUREMENT VOLUME (USD MILLIONS)



Mannerheim League for Child Welfare  
 Medical Research Council  
 Medecins Sans Frontieres Logistiques  
 Nehemia Christian Aid Foundation  
 Norwegian Church Aid  
 PMU Interlife  
 Radda Barnen  
 Save the Children Foundation  
 Stiftung Menschen für Menschen  
 Tanzania Assemblies of God  
 The Lutheran Mission  
 The Tropenbos Foundation  
 The Vivat Foundation  
 Weltfriedensdienst BV  
 Wirtschaftsstelle Evangelischer Missionsgesellschaften GmbH (WEM)  
 World Concern  
 World Harvest Mission

### INTERNATIONAL FINANCE INSTITUTIONS

African Development Bank  
 Asian Development Bank  
 European Bank for Reconstruction and Development  
 Inter-American Development Bank  
 International Finance Corporation  
 World Bank

### DONOR GOVERNMENT DEVELOPMENT ORGANIZATIONS

Agence luxembourgeoise pour la Coopération au Développement  
 Australian Agency for International Development  
 Belgian Technical Co-operation  
 Canadian International Development Agency  
 Danish International Development Agency  
 Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)  
 Swedish International Development Agency (SIDA)  
 Federal Institute for Geosciences and Natural Resources (BGR)  
 Hifab International (for Finnida)  
 International Procurement Agency (for DFID)  
 Netherlands Development Organization (SNV)  
 Norwegian International Development Agency (NORAD)  
 Swiss Development Co-operation  
 United States Agency for International Development

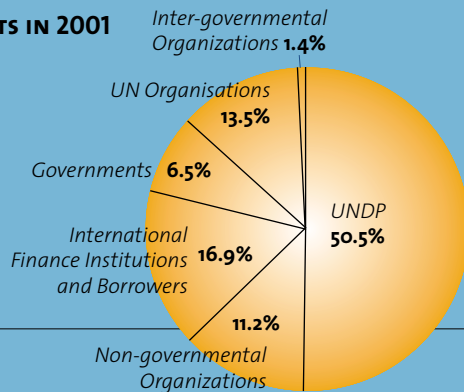
### MULTILATERAL ORGANIZATIONS

Delegation of the European Commission  
 Organization of American States

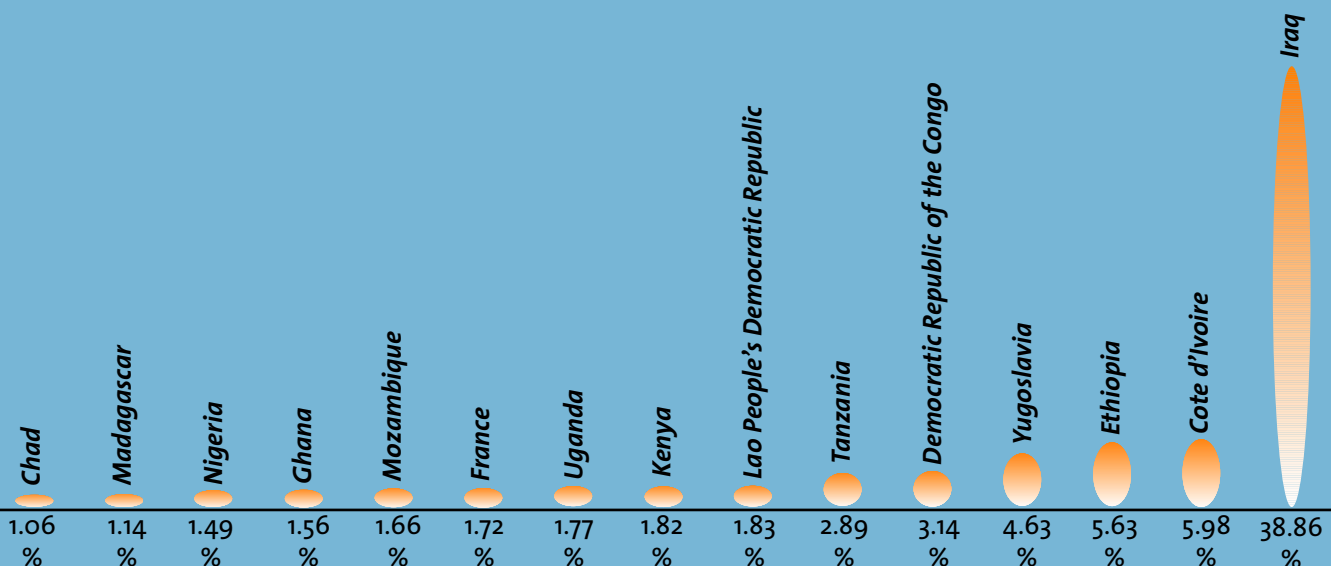
### INTER-GOVERNMENTAL ORGANIZATIONS

Centrum für internationale Migration und Entwicklung  
 Inter-governmental Authority on Development  
 International Organization for Migration  
 Mekong River Commission  
 Organization for the Prohibition of Chemical Weapons

### IAPSO CLIENTS IN 2001



### WHERE THE GOODS WENT IN 2001



## OUR SUPPLIERS IN 2001

A. Ketner A/S	Labquip International Limited
Abem Instrument AB	Land Rover & Ford Project Vehicles Ltd.
Ajay Industrial Corporation	Louis Zhendre
Altikon Arkiv A/S	Macclesfield Motor Bodies (UK) Ltd
aparte	Mahe Airfreight A/S
Art House Company	Makron
Asli Textrade	Medium Gmbh
Astel	Midal Cables Ltd.
Atlas Copco Cmt	Militzer & Munch AG
Auto Trading A/S	Mitas Foreign Trade
Avtotehna	Mogens Daarbak
Barmek Dis Ticaret Ve Elektrik Sanayi A.S.	Neks Dis Ticaret A.S.
Biab International	Netdesign A/S
Bilia Personvogne A/S	Nissan Trading Company Ltd.
Blackwell Publishers	NRG International
Boss Pro-Tec	Officine Di Annone S.R.L.
Brithol Michcoma Co. Ltd.	Olympia Europe Gmbh
Bukkehave Ltd.	Özdil
Canon Europe NV	Peter Justesen Company A/S
Canon France S.A.	Phonix-Trykkeriet AS
Cardioline B.V.	Planson International Corp.
Catu-Paris S.A	Polaroid
CBS Products Ltd	Pontvert
CCC Machinery Gmbh	Porcher
Codan UK	Powercom S.A.
Coelmo S.R.L	PS Office Supply
Com Int S.P.A	Ramko Dis Ticaret Ltd, Turkey
Compair France S.A	Renault D.S.V.E.
Compaq Computer A/S	Réseaux Télécommunications Informatique International
Computer Centre (TZ) Ltd	Riso UK Ltd
Conrico International Ltd.	Ropa Group
Corporate Express Sweden AB	S.F.C.E
Cossanex	Santpoort Project Supplies
DaimlerChrysler AG	Scan Shipping A/S
Danimex Communication Ltd.	SDMS Security Products Limited
Danish Interpretation System	SGS Global Trade Solutions B.V.
DanOffice Plc	Sicamex
Dell Computer A/S	Sodexa
Dell Computer Corporation	Sofexport
Demimpex	Suhail & Saud Bahwan
Devotra B.V.	Suisindo Shipping And Trading
Erbosan Erciyas Tube Industry	Svedala Compaction Equipment AB
Erico-Cadweld AB	T.E.M.A
Eterra	Telenor Satellites Services AS
Facom Norden A/S	Terex Italia S.R.L.
Fiat - Hitachi Excavators S.P.A.	Tesmec S.R.L
Flaggfabriken Kronan	The Medical Export Group Of The Netherlands B.V.
Frankab Yrkesklader AB	Tomen Corporation
Gardindepotet	Toolquip International Limited
Global Wireless Communications	Topnordic A/S
Gothia Pulp & Paper	Toyota Gibraltar Stockholdings
Harris Corporation	Toyota Motor Corporation
Honda Trading Corporation	Toyota SA Marketing
Husqvarna AB	Transelectric AB
Impex Agency	Van Vliet Trucks Holland B.V.
Intequip Ltd.	Volvo Car Corporation
Intercom Programming & Manufacturing. Co. Ltd.	Volvo Cars International AB
Interstate Multi-Modal Transport (Pvt) Ltd	Volvo Parts Corporation
Intertek Testing Services	Weaver Vale Fire & Security Ltd
Isuzu Motors Limited	Wenaas A/S
Iveco Trucks	Westac Power Ltd
J Gerber And Company (JP) Ltd.	Western Trailers
JB International Inc.	Wire One Technology With Vision
JCB Sales Ltd	Work Italia Srl
Jysk Sengetojslager Engros	WS Industries (India) Ltd.
K Arano & Co Ltd.	Xerox A/S
Kjaer & Kjaer Worldwide A/S	Xerox Ltd
Kuehne & Nagel A/S	ZV S.R.L



UNDP/IAPSO is committed to assisting suppliers in understanding the different procurement requirements of the various UN agencies.

During 2001, we conducted Business Seminars in New York, London and Bonn but increasingly we make resources for the business community available on-line via our website at [www.iapso.org](http://www.iapso.org).

This year, as well as publishing our procurement notices on-line, we introduced an email alert service for potential suppliers. Suppliers may simply register at the website and will then automatically receive email notification of new procurement opportunities.



We link to all UN Organizations that use their websites for procurement activities as well as the new 'UN Biz' website at <http://unbiz.un.int>.

We continue to make our publications such as 'The Annual Statistical Report' and 'Practical Tips for Doing Business with the UN' available as free downloads.

Our popular 'General Business Guide' for suppliers which shows the procurement needs, procedures and contact details for all UN organizations is now available interactively on our website. This enables potential suppliers to search for individual UN organizations and view their entries in the Guide without downloading the complete publication. Now you can add this sentence to the end of this page:

We continued to act as the secretariat for the United Nations Common Supplier Database (UNCSD) available online at [www.uncsd.org](http://www.uncsd.org).



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To access our procurement portal, UN Web Buy: [www.unwebbuy.org](http://www.unwebbuy.org)

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»DACAAR is the lead Agency of a Consortium of five European NGOs funded by the European Commission, and to carry out our activities we were in need of a substantial number of Pickups.

For the procurement of those vehicles, we relied entirely on IAPSO, which proved to be the cheapest supplier, with extremely competitive conditions of delivery, in terms of length of time and flexibility.

IAPSO even offered to deliver the cars in the Afghan city of our choice, Kabul or Jalalabad, which of course eases work at our end, as we do not have anything to worry about!

Moreover, we have always received swift replies to all our questions and valued a lot the quality of the working relationship that IAPSO established with us, along with the continuous support and guidance provided. Thank you!«

*DACAAR (The Danish Committee for Aid to Afghan Refugees) has been operating in Afghanistan since 1984, and is the leading NGO in Water and Sanitation as well as Agricultural Development in rural Afghanistan.*