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

Procurement activities in the United Nations Secretariat

Report of the Advisory Committee on Administrative and Budgetary Questions

I. Introduction

1. The Advisory Committee on Administrative and Budgetary Questions has considered the report of the Secretary-General on the procurement activities in the United Nations Secretariat ([A/73/704](#)). During its consideration of the report, the Committee met with representatives of the Secretary-General, who provided additional information and clarification, concluding with written responses received on 22 February 2019.

2. Pursuant to General Assembly resolution [72/266 B](#) on shifting the management paradigm in the United Nations, the Secretary-General presents in his report a new procurement framework in which the policy and compliance functions are performed by the newly established Department of Management Strategy, Policy and Compliance, while the operational procurement activities fall under the responsibility of the newly established Office of Supply Chain Management of the Department of Operational Support. The report also provides updates on various initiatives presented in the previous reports of the Secretary-General on the procurement activities in the Secretariat. In addition, the report provides information on the new procurement strategy of the Organization.

3. **Overall, the Advisory Committee considers that the report lacks an adequate level of detail and analysis in terms of acquisition planning, demand analysis (past and present) and contract management to serve as the basis on which a procurement strategy would be established and implemented. The Committee also considers that the report reflects some proposals that might require the approval of the General Assembly.**

4. With regard to overall procurement data, the Advisory Committee was provided, upon request, with information showing fluctuations in the overall volume of procurement over the recent period, from \$3.08 billion in 2012, to \$3.36 billion in



2014, \$3.47 billion in 2016 and \$3.06 billion in 2017. The Committee notes that the overall level of procurement has remained somewhat stable.

5. The Secretary-General indicates in his report that, in 2017, air transportation remained the largest area of expenditure (\$515 million), followed by information and communications technology (\$424 million), food and catering (\$419 million), fuel (\$399 million) and building and construction (\$285 million) ([A/73/704](#), para. 1). Upon enquiry, the Advisory Committee was provided with information showing trends in the relative distribution across different categories of expenditures. For instance, the proportion of air transport in the total procurement value decreased from 24.37 per cent in 2014 to 16.77 per cent in 2017 (from \$781 million to \$515 million). Similarly, the proportion of expenditure on fuel decreased from 17.6 to 13 per cent over the same period (from \$564 million to \$399 million). Conversely, the proportion of procurement of information and communications technology increased from 9.37 to 13.82 per cent of the total procurement value between 2014 and 2017 (from \$300 million to \$424 million).

II. New procurement framework

New delegation of authority framework

6. The Secretary-General indicates in his report that the new Office of Supply Chain Management encompasses the Logistics Division, the Procurement Division, the Uniformed Capabilities Support Division and the Enabling and Outreach Service. According to the Secretary-General, this new integrated structure will enable a more rapid service delivery response, along with an alignment of the logistics and procurement, seeking in particular to strengthen collaboration between the two functions. The Secretary-General also indicates that the Uniformed Capabilities Support Division will support the end-to-end force generation, deployment and reimbursement process, serving as a single point of entry for support issues related to military and police contingents. The Enabling and Outreach Service will be responsible for functions previously performed by the Procurement Division, such as bid opening, business intelligence and operational reporting and vendor registration and outreach. Finally, the Vendor Review Committee has been transferred to the Department of Management Strategy, Policy and Compliance (see [A/72/492/Add.2](#), annex I).

7. The Secretary-General indicates in his report that he has delegated unlimited procurement authority, with some limitations, to the heads of entity, who, in turn, have further delegated authority to heads of administration and to qualified procurement officials. Accordingly, increased thresholds for low-value acquisition and a single-layer review by committees on contracts have been introduced ([A/73/704](#), paras. 15 and 27). According to the Secretary-General, the enhanced delegation will be the subject of a capacity assessment to ensure that the respective entity has the appropriate systems, staffing and internal controls. Upon enquiry, the Advisory Committee was informed that this capacity includes a minimum of two fully dedicated, trained and qualified procurement officials, a tender opening committee and a local committee on contracts.

8. In his report, the Secretary-General also indicates that the procurement of high-risk, high-value and/or complex requirements and the procurement of strategic goods and services will be conducted through central operational support in the Department of Operational Support. Moreover, the authority to enter into letters of assist will also remain centrally managed within the Department of Operational Support ([A/73/704](#), para. 28). The Advisory Committee was informed upon enquiry that high-value and complex requirements included food rations, fuel, pharmaceuticals and field

defensive systems, as well as perimeter radars and warning systems, major software solutions and engineering works.

9. The Secretary-General indicates in his report that the use of the delegated procurement authority will be monitored and evaluated by the Business Transformation and Accountability Division within the Department of Management Strategy, Policy and Compliance. According to the Secretary-General, the Division will ensure that those managers to whom authority is granted receive the guidance, tools and training they need to exercise their delegated authorities properly (A/73/704, para. 29). Upon enquiry regarding the cooperation between the Department of Operational Support and the Department of Management Strategy, Policy and Compliance on procurement, the Advisory Committee was informed that the two Departments would work together to help managers who have received delegated authority to understand what was expected of them and the parameters of the authority granted to them. The Committee was also informed that the Department of Management Strategy, Policy and Compliance would be responsible for the issuance of the administrative instruction on procurement, setting out the authority, responsibility and standards forming the procurement framework, while the Department of Operational Support would be in charge of updating the Procurement Manual to provide practitioners with practical and operational advice and best practices. In addition, the Chair of the Headquarters Committee on Contracts would liaise with the Business Transformation and Accountability Division in the Department of Management Strategy, Policy and Compliance and the Procurement Division in the Department of Operational Support and would meet on a regular basis for case review and during field assistance and assessment missions. The Advisory Committee was further informed that the Headquarters Committee on Contracts had five voting members serving in their individual expert capacity, including the Chair or Deputy Chair, from the Department of Management Strategy, Policy and Compliance, and four other members from the Office of Programme Planning, Finance and Budget; the Office of Legal Affairs; the Department of Economic and Social Affairs; and the Department of Peace Operations.

10. In his report, the Secretary-General provides information on the Award Review Board, which offers an opportunity for unsuccessful bidders that participated in an eligible competitive procurement process resulting in an award greater than \$200,000 to challenge the award. The Board renders independent advice on the merits of the procurement challenge to the Under-Secretary-General of the Department of Management Strategy, Policy and Compliance (A/73/704, paras. 57–59). Upon enquiry, the Advisory Committee was informed that, in total, from 1 January 2016 to 31 December 2018, 15 cases had been received by the Award Review Board. The Secretary-General indicates that, at present, the Award Review Board receives challenges originating from solicitations conducted by Headquarters, offices away from Headquarters and the Global Procurement Support Section, and that plans are under way to expand that process to other locations and peacekeeping missions. **The Committee reiterates its trust that the Secretary-General will continue to provide, in his next report, an update on the expansion of the coverage of the Award Review Board as well as information on the challenges received and how they were processed (see also A/71/823, para. 18).**

11. In paragraph 20 of his report, the Secretary-General describes additional measures and mechanisms that will reinforce transparency and oversight, including the introduction of a dashboard to provide real-time visibility of data through Umoja. Internal controls also include the development of the “three lines of defence” model, as explained by the Secretary-General in the seventh progress report on the accountability system in the United Nations Secretariat: strengthening the accountability system of the Secretariat under the new management paradigm

(A/72/773). Upon enquiry, the Advisory Committee was informed that additional actions to strengthen oversight included the introduction of post-employment restrictions, whistle-blower protections, training in ethics, the United Nations Supplier Code of Conduct and the implementation of the financial disclosure programme.

12. The Advisory Committee recalls that the General Assembly, in its resolution 72/266 B, requested the Secretary-General to consider options for the Department of Management Strategy, Policy and Compliance to have necessary and sufficient information to strengthen compliance and accountability in the procurement function within the Secretariat and to report thereon in the context of his next report on procurement. The Committee notes that the processes by which the Business Transformation and Accountability Division exercises its monitoring and evaluating roles have not been defined in operational terms. **At a time when both a new integrated procurement structure and an enhanced delegation of authority are being put in place, the Committee is of the view that a strong and operational accountability framework is urgently needed. Therefore, the Committee considers that the role of the Department of Management Strategy, Policy and Compliance in monitoring and evaluating the procurement function should be further defined and operationalized in order to strengthen the compliance and accountability mechanisms. The Committee recommends that the Assembly request the Secretary-General to provide the detailed information on the accountability framework for procurement in his next report. In addition, the Committee trusts that the Secretary-General will provide organization charts of the procurement function, both before and after the management reform, to the General Assembly at the time of its consideration of the present report, with explanations on the changes.**

Renaming the Regional Procurement Office

13. In his report, the Secretary-General indicates that the Regional Procurement Office in Entebbe, Uganda, has been renamed the Global Procurement Support Section and that it continues to report directly to the Office of the Director, Procurement Division. The Secretary-General further indicates that the integration of the Global Procurement Support Section under the new Office of Supply Chain Management offers an opportunity to broaden the procurement support service being provided beyond the peacekeeping clientele to other Secretariat entities in the region, such as the Office for the Coordination of Humanitarian Affairs, the United Nations Office at Nairobi and the Economic Commission for Africa. (A/73/704, paras. 11 and 34). Upon enquiry as to the new role of the procurement services in Entebbe, the Advisory Committee was informed that, with the introduction of the category management approach (see paragraph 17 below), the new Global Procurement Support Section would diversify its portfolio, broaden its clientele to serve beyond the regional peacekeeping operations, ensure further cost and delivery efficiencies and reduce potential risks stemming from insufficient procurement capacity in the region.

14. **While noting the intent to strengthen the role of the Regional Procurement Office in Entebbe in accordance with General Assembly resolution 72/266 B, the Advisory Committee also notes that the Secretary-General does not propose to extend its current role which, for the most part, relates to the Africa region, and that the staff complement of the Office will remain unchanged at 22 posts. The Committee considers that the Secretary-General has not fully explained how a global role will be carried out by the Regional Procurement Office in Entebbe since supporting information and analysis has not been provided on the**

enhancements of the Office, nor on efficiencies, savings, qualitative and quantitative benefits.

15. The Advisory Committee recalls that the General Assembly, in its resolution [69/273](#), decided to “establish the Regional Procurement Office in Entebbe, as a regular office within the Procurement Division of the Secretariat”. The Committee also recalls that the Assembly, in its resolution [70/286](#), decided that any change to the organizational structures, roles and functions of the Regional Service Centre in Entebbe attributed to the supply chain management project should be submitted to the Assembly for its consideration and approval. In view of those elements, the Committee considers that any proposal to change the name, structures, roles and functions of the Regional Procurement Office in Entebbe attributed to the supply chain management project requires the approval of the General Assembly. Such a proposal should be accompanied by detailed supporting information, as set out in paragraph 14 above.

New procurement centre(s)

16. In addition, the Secretary-General proposes that the General Assembly consider the feasibility of establishing a new regional procurement centre for information, knowledge and capacity-building in the Asia-Pacific region and/or in the Latin America and Caribbean region. According to the Secretary-General, this proposal would provide vendors in the respective regions with immediate assistance in processing applications for registration in the United Nations Global Marketplace, disseminating information on procurement opportunities, clarifying procurement procedures and practices of the Organization and training potential vendors. The Secretary-General also proposes that suitable existing facilities be identified and eventually shared with other organizations within the United Nations system ([A/73/704](#), paras. 47–48). Upon enquiry, the Advisory Committee was informed that the Secretariat had not yet undertaken detailed comparative analyses and that the number of centres to be established depended on further studies and assessment and any mandate received from the General Assembly. **The Committee notes that the proposal to establish one or more new procurement centre(s) is under discussion within the Secretariat and expects that, if the Secretary-General presents a related proposal to the General Assembly, he will present full justification, including analysis on the placement, functions, measurable benefits and financial implications.**

Introduction of category management

17. In his report, the Secretary-General indicates that the Office of Supply Chain Management is implementing a strategic approach known as category management, which is defined as an approach focusing on the major areas of organizational spending and involving multifunctional teams in the development and implementation of category-specific strategies that maximize long-term value for the Organization by adopting a tailored approach to each supply market. The Secretary-General adds that effective category management will be built on the concept of multifunctional teams that work close to one another to improve the acquisition process and that category management strategies for all the requirements of the entire Secretariat will be developed over the next three years, starting with aviation, fuel, travel, physical security infrastructure and freight forwarding, for which strategies are planned for completion by July 2019 ([A/73/704](#), paras. 6–10).

18. Upon enquiry regarding the reason for introducing the category management strategy at this stage, the Advisory Committee was informed that the advanced modules of Umoja now allowed the Secretariat to analyse global demand data comprehensively. Given the unique complexities of the Secretariat’s supply chain, the

adoption of category management was considered the best approach. Upon enquiry regarding the risk that multifunctional teams could erode the division of responsibilities, the Committee was informed that the procurement staff of the Procurement Division and the technical experts from the Logistics Division, who composed the multifunctional teams, would retain separate and distinct reporting lines to their supervisors in their respective Divisions.

19. The Advisory Committee is of the view that there is a need for further understanding and an in-depth analysis of category management and for a detailed explanation on its operational aspects, including on the measures in place to ensure segregation of duties and the expected cost and benefits. The Committee recommends that the General Assembly request the Secretary-General to provide such explanations in his next report.

III. Updates on procurement initiatives

Solicitation methodologies

20. In his report, the Secretary-General provides updated information on the use of the method of request for proposals in procurement solicitations compared with the method of invitation to bid. In the area of long-term air charter services, three requests for proposal solicitations have been completed so far: one in support of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (contract awarded in 2015); one for the provision of medium to heavy cargo transport services for the United Nations Mission in South Sudan (contract awarded in 2017); and, most recently, one for the comprehensive air transport services in support of the African Union-United Nations Hybrid Operation in Darfur (contract awarded in 2018). The Secretary-General highlights the advantages of the request for proposal methodology in terms of the number of offers received and the operational benefits compared with the invitation to bid solicitation methodology ([A/73/704](#), paras. 38–43).

21. The Advisory Committee recalls that, in its resolution [69/273](#), the General Assembly looked forward to information on the advantages and disadvantages of the practice of using both the invitation to bid methodology and request for proposal methodologies in the procurement of aviation services. In its previous report, the Committee noted that the information the Secretary-General had provided in his report had been of a preliminary nature ([A/71/823](#), para. 28–29). The Committee notes that, in his present report, the Secretary-General also does not provide enough information on this matter. However, the Secretary-General indicates that, in 2019, the new Office of Supply Chain Management will conduct a review of the request for proposal solicitation methodology for aviation services to identify lessons learned and opportunities to further streamline the process or achieve additional efficiencies. **The Committee looks forward to the outcome of the above-mentioned review, which should provide further analysis and information on the advantages and disadvantages of using the request for proposal and the invitation to bid methodologies.**

Professionalization

22. In his report, the Secretary-General provides statistical information on the number of staff members who have taken the online courses offered by the Procurement Division, indicating that 39 staff members from the Division have been certified by the Chartered Institute of Procurement and Supply since 2011 ([A/73/704](#), paras. 49–50). Upon enquiry, the Advisory Committee was informed that, in addition to the Chartered Institute of Procurement and Supply, the Secretariat also recognized the Supply Chain Management Association, the Institute for Public Procurement and

a number of universities that offered degree programmes. The Committee was also informed, upon enquiry, that the professionalization initiative under way included a mandatory requirement that procurement staff be certified by an approved and internationally recognized authority by 1 January 2021. The Committee was further informed that the estimated cost of certification was \$2,500 per person and that thus far the certification process had been funded under the support account for peacekeeping operations. The Committee was informed that a specific request would be presented in the context of the budget proposal for the support account for the period from 1 July 2019 to 30 June 2020. **The Committee continues to welcome the professionalization of procurement staff and expects that any budgetary requirements regarding certification will be clearly identified with suitable justification in future budget submissions.**

Sourcing from developing countries and countries with economies in transition

23. The Secretary-General indicates that the Procurement Division continues to place a high priority on increasing access to the United Nations procurement market for vendors from developing countries and countries with economies in transition and that, of the 112,500 vendors registered with the Secretariat in 2017, approximately 72 per cent were vendors from those countries (A/73/704, paras. 44 and 46). Upon enquiry, the Advisory Committee was provided with information showing that, in 2017, procurement from developing and the least developed countries had represented 38.7 per cent and 12 per cent, respectively, of the total procurement value, while procurement from countries with economies in transition had represented 9.3 per cent and procurement from industrialized countries 39.9 per cent of the total. Upon request, the Committee was provided with information on procurement by economic groups (see annex).

24. In his report, the Secretary-General indicates that the Procurement Division organizes business seminars for vendors, in consultation with Member States, and that, in 2018, 28 such seminars were organized in developing countries and countries with economies in transition and were attended by 2,481 vendors. In conjunction with the seminars, the Procurement Division also arranges training for Member States to facilitate the registration of vendors from their countries (A/73/704, paras 44–45). The Advisory Committee was informed, upon enquiry, that the Secretariat did not have data available to correlate the number of persons attending the seminars and training sessions with the number of contracts awarded. **The Committee considers that the Secretary-General should analyse the impact of its business seminars and training sessions, including through increased participation and solicitation from developing countries and countries with economies in transition, and report on it in his next report.**

25. The Advisory Committee continues to note the efforts made to promote business opportunities for vendors from the least developed countries, developing countries and countries with economies in transition, as well the number of vendors from those countries that participate in the solicitations issued by the Procurement Division. The Committee recommends that the General Assembly request the Secretary-General to continue to explore additional innovative ways to promote procurement from the least developed countries, developing countries and countries with economies in transition and to report on concrete measures taken in that regard. The Committee also recommends that statistical information on procurement from the least developed countries, developing countries, countries with economies in transition and industrialized countries be included in the next report of the Secretary-General.

Cooperation with other United Nations organizations

26. In his report, the Secretary-General provides updated information on cooperation between United Nations entities and their procurement activities. It underlines in particular that, in response to General Assembly resolution 71/243, the Secretary-General, along with Executive Heads of the World Food Programme, the Office of the United Nations High Commissioner for Refugees, the United Nations Children's Fund (UNICEF), the United Nations Development Programme, the United Nations Population Fund, the International Labour Organization and the United Nations Office for Project Services, have agreed to recognize each other's administrative processes. The Secretariat intends to play a leading role in moving this agenda forward (A/73/704, para. 21).

27. In his report, the Secretary-General also underlines the role of the Procurement Network of the High-level Committee on Management in promoting cooperation. Among the promising areas of cooperation, the Secretary-General mentions the recently identified long-term transportation agreements of UNICEF with various agencies of the United Nations system and the collaborative exercise undertaken by the Procurement Division on behalf of the United Nations entities in the area of joint vehicle procurement, as the result of which contracts were established with different vehicle manufacturers or their authorized distributors for various types of passenger vehicles. Those contracts offered competitive prices and provided comprehensive after-sales support available in most countries for the lifetime of the vehicles (A/73/704, paras. 60–66).

28. The Advisory Committee continues to emphasize the need to intensify system-wide collaboration and cooperation on procurement matters. The Committee recommends that the General Assembly request the Secretary-General to provide information on progress made in his next report (see A/71/823, para. 42).

Sustainable procurement

29. The Secretary-General indicates that, in support of Goal 12 and target 12.7 of the Sustainable Development Goals, concerning the need to promote sustainable procurement practices, the entities of the United Nations system have been working on inter-agency initiatives to establish guidelines and follow procurement practices that support the social, economic and environmental principles of sustainable development (A/73/704, para. 24). The Advisory Committee was informed, upon enquiry, that the United Nations had not yet adopted a standard approach regarding the inclusion of recycling costs in contractual requirements. The Committee was also informed that the core principles of procurement contained in financial regulation 5.12 remained unchanged¹ and, according to the Secretary-General, the inclusion of recycling requirements was not always in the best interest of the Organization.

30. The Advisory Committee notes that the General Assembly has not considered for approval the concept of environmentally friendly and sustainable procurement and has requested the Secretary-General to prepare a comprehensive report on the content of and criteria for such a concept, including its possible impact on the diversification of the origin of vendors and on international competition (see Assembly resolution 62/269). The Committee

¹ Regulation 5.12: Procurement functions include all actions necessary for the acquisition, by purchase or lease, of property, including products and real property, and of services, including works. The following general principles shall be given due consideration when exercising the procurement functions of the United Nations: (a) Best value for money; (b) Fairness, integrity and transparency; (c) Effective international competition; (d) The interest of the United Nations.

continues to be of the view that, in order for the Assembly to consider this matter, more work needs to be done by the Secretary-General on refining the understanding of the concept of environmentally friendly and sustainable procurement and how it can be applied in practical terms to the United Nations (see [A/69/809](#), para. 39, and [A/71/823](#), para. 32).

Electronic tendering and procurement innovations

31. The Secretary-General recalls in his report that, since March 2015, as a pilot programme, the Procurement Division has been testing an electronic platform to issue tender documents and receive suppliers' submissions. So far, a total of 1,290 e-tendering exercises have resulted in the submission of 16,031 offers by 6,540 distinct vendors from 144 countries, including 2,033 distinct vendors from 102 developing countries or countries with economies in transition ([A/73/704](#), paras. 67–68). The Procurement Division plans to introduce e-tendering in 2019 as the standard for all tender exercises conducted throughout the Secretariat, while allowing for exceptions where necessary. According to the Secretary-General, e-tendering saves time and reduces the administrative burden and costs for both the organization and bidders. The e-tendering platform has proved to be more reliable when compared to other methods of tender delivery (facsimile, courier, postal or hand delivery services). **The Advisory Committee looks forward to receiving further updates on the e-tendering project and on the results achieved in the next report of the Secretary-General. The Committee trusts that the Secretary-General will also report on efforts being made to reach the vendors who may not be able to access the system.**

32. In his report, the Secretary-General refers to innovation in procurement ([A/73/704](#), paras. 71–72). Upon enquiry, the Advisory Committee was informed that such innovations included a “fit to supply” questionnaire and other outreach efforts accessible through the mobile application “United Nations Procurement”. **The Committee reiterates that any procurement initiative should be consistent with procurement regulations and rules. The Committee trusts that the Secretary-General will provide detailed information on procurement innovations, including their financial implication, in his next report.**

Umoja

33. In his report, the Secretary-General provides information on the implementation of Umoja Extension 2 in procurement activities ([A/73/704](#), para. 5). Upon enquiry regarding the procurement activities that are still being undertaken outside Umoja, the Advisory Committee was informed that all financial transactions and payments based on procurement activities were processed through Umoja. However, procurement activities in the broader sense included vendor outreach, business seminars, training and guidance, which were managed outside Umoja, with the exception of the processing of related payments for travel expenses, etc. The submission of presentations to the Headquarters Committee on Contracts is also processed outside Umoja, in the electronic system of the Committee on Contracts. **The Advisory Committee encourages the Secretary-General to make all efforts to process as many procurement activities as possible in Umoja. The Committee trusts that the new capabilities in Umoja will enable better monitoring and analysis going forward.**

IV. Conclusion

34. **Subject to its comments and recommendations above, the Advisory Committee recommends that the General Assembly take note of the report of the Secretary-General.**

Annex

Procurement by economic groups: 2010–2017

(In United States dollars)

Year	Classification								
	Developing countries		Economies in transition		Industrialized countries		Least developed countries		Total sum of purchase order value
	Sum of purchase order value	Purchase order value (percentage)	Sum of purchase order value	Purchase order value (percentage)	Sum of purchase order value	Purchase order value (percentage)	Sum of purchase order value	Purchase order value (percentage)	
2010	494 057 451.86	15.71	593 845 679.80	18.89	1 576 470 438.31	50.13	480 141 959.33	15.27	3 144 515 529.31
2011	790 559 710.91	24.91	560 606 865.99	17.66	1 438 145 917.01	45.31	384 433 639.49	12.11	3 173 746 133.40
2012	756 091 690.25	26.33	433 592 884.12	15.10	1 221 065 228.46	42.52	460 977 924.59	16.05	2 871 727 727.42
2013	867 311 931.20	28.94	368 825 097.62	12.31	1 313 558 296.39	43.83	447 385 996.85	14.93	2 997 081 322.06
2014	1 012 502 980.73	31.57	405 401 208.30	12.64	1 388 564 468.44	43.30	400 693 822.22	12.49	3 207 162 479.70
2015	1 215 852 219.19	39.36	288 874 244.28	9.35	1 152 620 019.10	37.31	431 655 200.09	13.97	3 089 001 682.66
2016	1 137 003 964.32	35.17	305 242 919.87	9.44	1 443 128 864.64	44.63	347 839 021.84	10.76	3 233 214 770.67
2017*	1 188 151 344.41	38.70	287 795 755.79	9.37	1 225 912 030.71	39.93	368 038 385.48	11.99	3 069 897 516.38

* The total sum of purchase order value for 2017 includes procurement from offices away from Headquarters, the regional commissions and international tribunals.