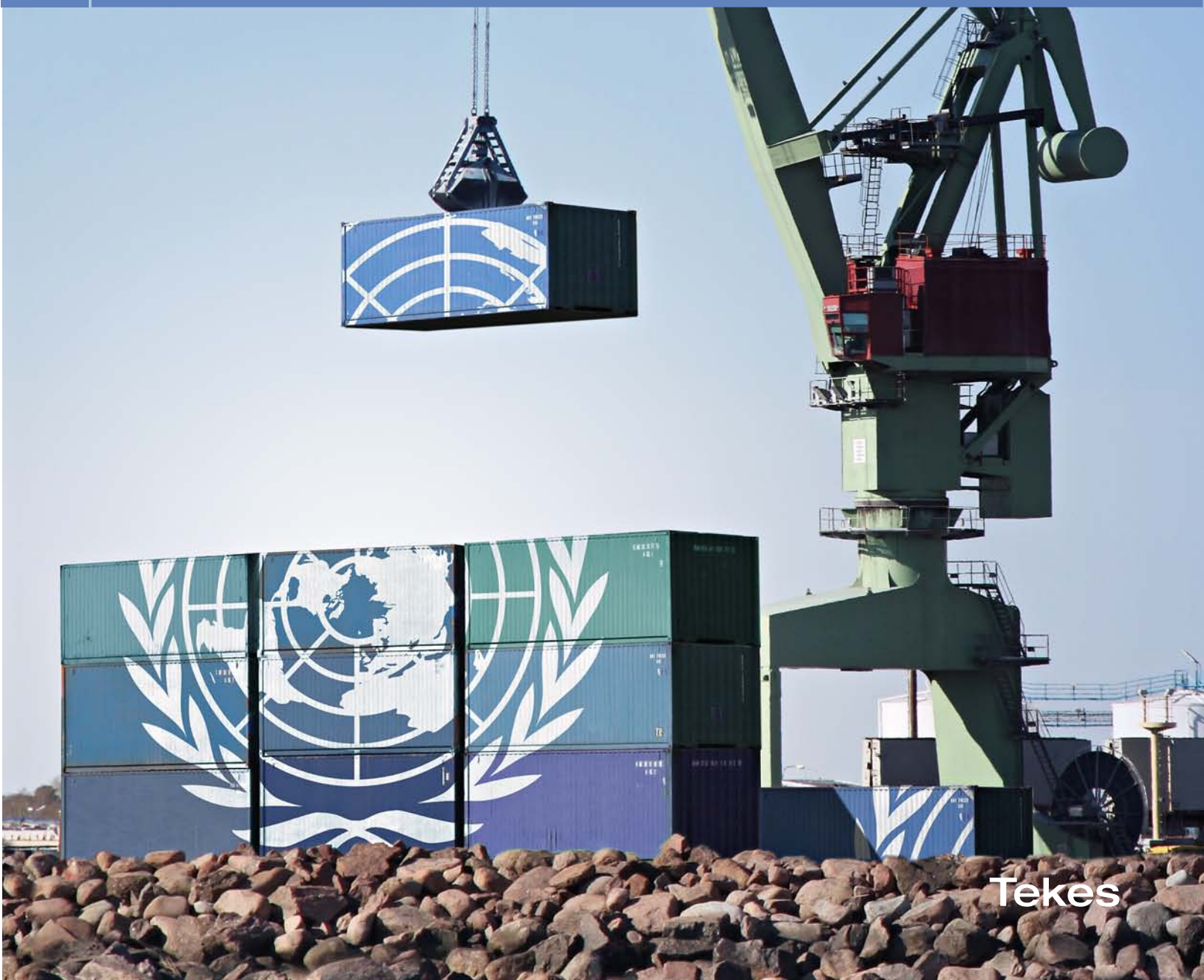


Business Opportunities at the United Nations for the Finnish Safety and Security Industry

Annamari Paimela-Wheler and Laura Hämynen



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Introduction

The United Nations (UN) was established in 1945 in San Francisco, when 50 states including the UK, China, France, the Soviet Union and the United States signed the UN Charter. The intention of the founding members was to replace the League of Nations and create a new organization to prevent wars between nation states.

According to the Charter the purposes of the United Nations are:

- to maintain international peace and security
- peaceful settlement of international disputes
- to develop friendly relations among nations
- to achieve international co-operation
- to promote and encourage respect for human rights and fundamental freedoms

The Charter established also a number of UN special agencies, such as the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the World Health Organization (WHO). At the same time the existing agencies, such as the International Labour Organization (ILO) and the Universal Postal Union (UPU) were brought under the UN umbrella. Together these organizations form what is known today as the UN.

Currently, the UN has 193 members; the latest one is South Sudan, which joined the UN on 14 July 2011.

The UN is headquartered in New York, with additional main offices in Geneva, Nairobi and Vienna. The scope of the UN has also expanded. The UN is known for its peacekeeping, peace building, conflict prevention and humanitarian aid, but it works in broad range of issues from sustainable development, environment and climate change, refugee protection, disaster relief, counter terrorism, disarmament and non-proliferation, human rights, organized crime, gender issues, economic and social development, international health, clearing landmines, increasing food production to world cultural heritage and more.

Most of the United Nations' activities deal with safety and security issues: on international level between nation states, but increasingly on nation level, in conflict-affected countries. In addition, numerous UN programs focus on citizen safety. The United Nations organizations spend annually US\$15 billion for goods and services, from ambulances to weather stations. Consequently, the UN, its agencies and programs, represent a huge market for Finnish companies specializing safety and security products and services.

The key benefits for a company considering of doing business with the United Nations are:

- Large number and variety of business opportunities – most companies will find a suitable bidding opportunity.

- Tenders are always backed with funds – the UN cannot start tendering process without securing the funds first, the UN operates in US dollars, working language is English, the payment is usually received in two months.
- Contract size is suitable for small and medium size enterprises (SMEs) - the average supply contract with the UN agencies is about US\$50.000.

However, to turn these opportunities into actual business transactions, it is essential to know how the UN organization works, how the procurement process is conducted, what are the items most often procured and which agencies have the largest purchasing budgets. This report will provide an overview of the business opportunities at the UN for the safety and security companies. In addition, it will pinpoint the relevant agencies and programs, current tendering opportunities and will explain to companies how to successfully participate in the UN procurement.

1.1 Objective of the Report

The Tekes Safety and Security Program has three main areas of concentration: national safety and security, corporate safety and security, and citizen safety and security, of which the national safety and security and citizen safety

and security are the closest to the UN's activities and the topic of the report.

The main objectives of the report are as follows:

- to introduce the companies to the United Nations and its activities in areas linked with safety and security issues,
- to identify concrete business opportunities in international and national security areas for the participating companies,
- to identify the specialized agencies relevant to safety and security companies,
- to identify the type of goods and services each agency most often procures,
- to explain the basic features of the UN and its agencies procurement process,
- to provide the companies all contact information needed to pursue business opportunities at the UN.

1.2 How the Report Was Prepared

For the purpose of the report the United Nations, the agencies and programs were analyzed for safety and security goods and services. A broad range of the UN's information was reviewed including agency documents and websites, annual procurement statistics, procurement manuals, procurement sites, tender documents and procurement notices. United Nations Global Marketplace and the United Nations Development Business, both main UN procurement databases, were extensively searched for procurement information.

In addition, the interviews were conducted with the key procurement directors at the UN Secretariat, in New

York, to get a wider understanding on the UN's procurement operations in safety and security related fields, as well as to obtain up-to-date information regarding UN peacekeeping operations. These interviews were further enhanced with telephone interviews with procurement specialists. The interviews concerning the UN Peacekeeping Field Support were cancelled because of the on-going tendering process and there was a question of conflict of interest. The Finnish representatives at the Permanent Mission of Finland to the United Nations were interviewed to get Finnish point of view.

A list of the UN staff members and Finnish representatives interviewed, grouped by the main topics:

UN procurement

- Dmitri Dovgopoly, Director, United Nations Procurement Division, New York
- Kiyohiro Mitsui, Chief, Integrated Support Services, United Nations Procurement Division, New York

Peacekeeping procurement

- John (Sean) Purcell, Chief, Peacekeeping Procurement Section, Procurement Operations Service, UN Secretariat - Procurement Division, New York,
- Esa Vanonen, Lieutenant Colonel Counsellor, Military Adviser, Permanent Mission of Finland to the United Nations, New York and
- Mr. Mika Lundelin, Deputy Military Adviser, Permanent Mission of Finland to the United Nations, New York

Permanent Mission of Finland to the United Nations, New York

- Anna-Maria Salomaa, First Secretary,

Permanent Mission of Finland to the United Nations, New York

Defense Command Finland, Helsinki

- Mikael Vuorinen, Commercial Director, Defense Command Finland, Armaments Division

The United Nations procurement process is explained extensively as it has couple of unique features companies should master before participating in bidding process e.g. harmonized procurement guidelines, common procurement portal, vendor registration and global compact.

Only those UN agencies and programs are selected that offer business opportunities for Finnish Safety and Security industry. UN peacekeeping/peace building activities present the best and largest business opportunity and these activities are the focus of the report. The agencies like UNESCO, WHO and UNPFA, which do not purchase safety and security related items, are excluded from the report. Also, some agencies and programs were not included due to their limited budgets.

All the selected agencies are described separately with our comments. The focus is on procurement information including a list of most often procured items, procurement contacts and recent examples of tender packages. When applicable, an agency specific procurement is pointed out. Most of the agencies have useful websites and the report is extensively linked to the pages. In addition, the information related to Finnish involvement in UN procurement activities is presented in separate text boxes as it reflects the Finnish participation the UN procurement and indicates possible opportunities.

2

Overview of the United Nations

2.1 Structure of the United Nations

The United Nations has six principal organs which were established by the UN Charter: General Assembly, Security Council, Economic and Social Council, the Secretariat, the International Court of Justice and the United Nations Trusteeship Council. In addition, the UN has 15 agencies, several programs and bodies.

The UN's Regular Budget is set every two calendar years. It pays for the UN core activities, staff and basic infrastructure, conferences, economic development activity, public information work and human rights promotion. The Regular Budget also pays for the UN missions in Afghanistan, Sudan and Iraq. The budget is approved by General Assembly. The budget for 2010–2011 was \$5,5 billion.

The UN's Peacekeeping Budget is set separately each year from July to June; it pays for 14 peacekeeping operations, supports a mission in Somalia and the logistics base in Brindisi, Italy. The peacekeeping budget is currently around \$8 billion.

In addition, several major UN agencies are funded by voluntary contributions by the member states.

The UN Regular Budget is funded by membership dues. The scale of assessments for each UN member for the required contributions is determined every three years on the basis of Gross National Product (GNP) or "a nation's wealth". Nine countries: United States, Japan, Germany, United Kingdom, France, Italy, Canada, Spain, China contribute 75% of the entire Regular Budget. Peacekeeping contributions are calculated separately.

The UN budget is regularly criticized for extravagant spending and bureaucracy but the UN supporters claim that the UN budget "when compared to the New York Police Department's \$4.6 billion annual budget, hardly seems extravagant considering the billions of people affected by UN projects and programs".

Table 1. Main Bodies of the United Nations

BODY	FUNCTION
General Assembly	<ul style="list-style-type: none"> • 193 member states • the main deliberative body of the UN, composed of representatives of all member states, works year-round
Security Council	<ul style="list-style-type: none"> • 5 permanent members and 10 non-permanent members • the primary responsibility of maintenance international peace and security
Economic and Social Council (ECOSOC)	<ul style="list-style-type: none"> • 54 members • the main organ to coordinate the economic, social and related work of the UN, the specialized agencies and institutions
International Court of Justice	<ul style="list-style-type: none"> • 15 judges • located in the Hague • the principal judicial organ of the UN, settles legal disputes between states
Secretariat	<ul style="list-style-type: none"> • carries out day-to-day work of the UN, serves the other agencies, administers peacekeeping operations and UN procurement
Trusteeship Council	<ul style="list-style-type: none"> • inactive

Box 1

Finland's Contribution to the United Nations Regular Budget

- Finland's membership fee or the basic contribution to the UN in 2011 was calculated according to so called a scale of assessment or a percentage point of Finland's GNP. In 2011, it was 0.566% or \$14 990 729 million. The contribution supported the UN Regular Budget. In 2011, Finland's support for UN peacekeeping budget was calculated separately from the basic contribution and was approximately \$28,5 million. In addition, Finland supported for UN major agencies for \$6,5 million.
 - In comparison the equivalent numbers for India in 2011 were: scale of assessment 0.534%, gross contribution 14 143 197 dollars.
 - The 27 countries of the European Union are together responsible for paying 38.9% of the UN Regular Budget and 41.3% of the peacekeeping budget.
 - The biggest single contributor is the USA, which pays 22% of the budget, \$3.5 billion annually.
- Source:** UN Statistics 2011, and the 2011 budget of Finland's Ministry for Foreign Affairs.

Box 2

Finland in the United Nations

- Member of the United Nations since 1955. Ever since the United Nations has been an important part of Finland's foreign policy.
- Has participated in peacekeeping from early on and has held the title "peacekeeping superpower".
- Has also actively taken part in the development of public international law, multilateral disarmament negotiations and multilateral development cooperation.
- At the end of the 1960s, Finland became a donor country in development cooperation.
- Finland has been twice a member of the Security Council of the United Nations (in 1969-1970 and in 1989-1990) and has announced its candidature for 2013-2014.

Notable Finns at the United Nations

- President of Finland, Ms. Tarja Halonen, the Co-President of the Millennium Summit in 2000.
- Mr. Harri Holkeri, the President of the 55th Session of the General Assembly in 2000-2001.
- Ambassador Marjatta Rasi, Permanent Representative of Finland to the United Nations, the president of the ECOSOC, in 2004. Ms. Rasi was the first woman who has led the ECOSOC.
- Ambassador Jarmo Sareva, Deputy Permanent Representative, chaired the First Committee (disarmament and international security) of the 58th General Assembly in 2003-2004.
- Ambassador Sakari Tuomioja, Executive Secretary of the UN Economic Commission for Europe in Geneva in

1957. Following, Mr. Tuomioja was the Personal Representative of the Secretary-General in Laos. In 1964 he was mediating the conflict in Cyprus.

- Ms. Helvi Sipilä, the Assistant Secretary-General (women's rights). She was the first woman to achieve the position of UN Assistant Secretary-General in 1972-1980.
- Former President of Finland. Mr. Martti Ahtisaari, Under-Secretary-General for Management and Personal Representative of the Secretary-General in Namibia in 1989-1990.
- Ambassador Erkki Kourula, Judge of the International Criminal Court in 2003-2006. Mr. Kourula was re-elected to the ICC for another 9-year period in January 2006.



Permanent Mission of Finland to the UN: <http://www.finlandun.org/public/default.aspx?culture=en-US&contentlan=2>

2.2 The United Nations Peacekeeping

The UN peacekeeping was established in 1948, when the UN Truce Supervisory Organization (UNTSO) was founded to monitor the Arab-Israeli ceasefire; the operation is still active. Since then there has been 66 peacekeeping missions around the world. The Department of Peacekeeping Operations (DPKO) was established in 1992. DPKO is in charge in planning, preparing, managing and directing peacekeeping operations. In 2007 DPKO was further reorganized and a separate Department of Field Support was established. Today, the UN is the largest multilateral contributor to the post conflict stabilization with 122,000 personnel serving on 16 peace operations.

United Nations Security Council creates and mandates peacekeeping missions. The UN peacekeeping is guided by three basic principles:

- Consent of the parties
- Impartiality
- Non-use of force except in self-defense and defense of the peacekeeping mandate

The mandate describes the tasks of a peacekeeping mission. The Security Council's vote is needed for establishing a new peacekeeping mission or change of the mandate of an existing mission. Nine of the Security Council's fifteen members have to vote for favor; however five permanent members have a veto power.

There are also the peacekeeping operations, where the UN direct involvement is not appropriate or feasible. In these cases the Security Council authorizes regional and other inter-

national organizations, the European Union, NATO, the African Union, or "coalition of willing countries" to carry out peacekeeping operations.

The financing of peacekeeping is the collective responsibility: every member state is obligated to pay its share of peacekeeping. The peacekeeping budget for 2011-2012 is about \$7.06 billion. It is less than half of one per cent of world's military expenditure in 2010.

All UN member states contribute the troops; however, in 2010 most of the troops came from Bangladesh, Pakistan, India, Nigeria and Egypt. The top financial contributors are USA, Japan, UK, Germany, France, Italy and China. In addition to military personnel, peacekeepers include 14 700 police officers on the

loan from their governments and about 6 000 civilian experts with variety of skills from areas like security, engineering, management and logistics. The percentage of women deployed as civilians in peacekeeping operations has reached 30 per cent. Currently, there are 23 Finnish peacekeepers, who serve as staff officers or military observers.

Member states provide troops with equipment and self sustainment capabilities including vehicles. The minimum level of equipping is mandated and the member states are reimbursed for troop expenses by the UN. However, for instance Finland regards minimum level not sufficient and provides advanced equipment to its peacekeepers. This additional expense is funded sole-

Table 2. Peacekeeping fact sheet

Peacekeeping Fact Sheet	
Fact Sheet as of 31 October 2011	
<ul style="list-style-type: none"> • Peacekeeping operations since 1948: 66 • Current peacekeeping operations: 15 • Current peace operations directed and supported by the Department of Peacekeeping Operations: 16 	
Personnel	
<ul style="list-style-type: none"> • Uniformed personnel: 98,971 <ul style="list-style-type: none"> – Troops: 82,734 – Police: 14,223 – Military observers: 2,014 • Civilian personnel (31 August 2011): 18,353 <ul style="list-style-type: none"> – International: 5,619 – Local: 12,734 • UN Volunteers: 2,300 • Total number of personnel serving in 15 peacekeeping operations: 119,624 • Total number of personnel serving in 16 DPKO-led peace operations: 121,787 • Countries contributing uniformed personnel: 114 • Total fatalities: 2,953 	
Financial aspects	
<ul style="list-style-type: none"> • Approved resources for the period from 1 July 2011 to 30 June 2012: about \$7.06 billion • Estimated total cost of operations from 1948 to 30 June 2010: about \$69 billion • Outstanding contributions to peacekeeping (as of 31 October 2011): about \$4.23 billion 	

Source: According to the United Nations, DPKO, 2011

ly by Finland. The UN provides peacekeepers logistics services and other peacekeeping infrastructure.

In the last ten years the peacekeeping has evolved from primarily military operation to multidimensional global operation, which includes conflict prevention and mediation, peace-making, peace enforcement and peace building. In addition, the peacekeepers provide electoral support, enforce the rule of law and promote economic and social development. Consequently, the UN's capacity to carry out all these tasks is severely limited; both human and material resources are stretched. In 2009 New Horizon Report listed critical shortages. According to the report, peacekeepers lack strategic airlift, utility and tactical helicopters, infantry units with high mobility vehicles, observation and surveillance including high resolution night operation capability. There was a lack of police units specialized in public order management including crowd control, trainers, female police officers, etc.

In addition, peacekeepers have not kept up with the latest communications technology in their operations. The DPKO has been researching ICT applications suitable for operations, especially Twitter and Face book, which could encourage local people to create imagery databases to

allow the UN to see the bigger picture in the conflict situations, or use crowd sourcing to cover emerging hot spots. Currently, the troops are often without smart phones, and the local popula-

tion that the troops are supposed to protect, is increasingly tech savvy and well equipped. This gap in technology applications offers obvious opportunities for Finnish companies.¹

Box 3

Major Peacekeeping Reports

Brahimi Report: Report of the Panel on United Nations Peace Operations (2000).

The landmark report on peacekeeping called for drastic reforms and recommended the following:

- more effective conflict prevention strategies and robust rules of engagement,
- "traditional" United Nations peacekeeping operations (sent to monitor cease-fires and separations of forces after inter-State wars) should be fully deployed with 30 days; more complex peace operations, sent to help end intra-State conflicts, within 90 days,
- the Secretariat should establish "on-call" lists of about 100 military and 100 police officers,
- more systematic use of information and
- that prompt action was "absolutely essential to make the United Nations truly credible as a force for peace".

United Nations Peacekeeping Operations; Principles and Guidelines (2008)

- so called Capstone/DPKO doctrine report

A New Partnership Agenda: Charting a New Horizon for UN Peacekeeping (2009)

- discusses a new strategy for the UN peacekeeping
- advocates reforms in mission planning and management

LINKS:

Brahimi Report: http://www.un.org/peace/reports/peace_operations

United Nations Peacekeeping Operations: Principles and Guidelines:

http://www.peacekeepingbestpractices.unlb.org/pbps/library/capstone_doctrine_eng.pdf

New Horizon Report: <http://www.un.org/en/peacekeeping/documents/newhorizon.pdf>

¹ For further discussion of the topic see the recent book by *Walter Dorn: Keeping Watch: Monitoring, Technology and Innovation in UN Peacekeeping Operation, UN University, August 2011*. Mr. Dorn is a Canadian officer with peacekeeping experience and he is frequently working with the UN as a consultant.

Finnish Peacekeepers

Finland took part in a UN peacekeeping operation first time in 1956 in Suez, since then there have been about 50.000 Finnish peacekeepers in 31 operations. Currently, there are 23 military observers and staff officers in Sudan, Liberia, Middle East and Kashmir. Finland will send 200 troops to the UN Lebanon operation in 2012.

Finland's decision to participate in peacekeeping mission is made by the President and the government, an operation is funded by Ministry of Defence and Ministry for Foreign Affairs. Maximum of 2000 Finnish peacekeepers can be deployed outside Finland.

The Finnish peacekeepers are trained by the Pori Brigade in Säkyä. The Finnish Defence Forces International Center, FINCENT, in Tuusula, trains the military observers. In addition, the Center has held training courses for UN military observers since 1968, there has been 4500 participants from 70 countries in these courses, the latest, and the 100th course, ended in November 2011.



United Nations Photo Gallery: Finnish peacekeepers:

<http://www.unmultimedia.org/photo/gallery.jsp?query=finnish+peacekeepers>

3

The United Nations Procurement

The United Nations and its agencies represented an international market of over \$14 billion in 2010. This included technical co-operation and other development assistance from the UN Regular Budget, extra budgetary and trust funds, as well as emergency, humanitarian and peacekeeping operations. Procurement increased 5.4% from 2009. The procurement of services (contracts of companies/contractors and consultants) slightly exceeded the procurement of goods (equipment and supplies).

3.1 How Much Was Spent: UN Procurement Statistics 2010

The UN provides yearly statistics on procurement in its annual report, which covers data on procurement of goods and services from 40 UN agencies and UNDP's country offices. The report analyzes procurement from developing countries, and agency share of goods and services procured by UN agencies. For companies considering the UN market statistics is useful information; it can be used as business intelligence e.g. to decide which are the agencies most likely to procure companies' products and services.

Between 2006 and 2010 volume of UN procurement increased from \$9.4 billion to \$14.5 billion: increase of \$2.4 billion in goods and \$2.7 billion in serv-

Figure 1. Total Procurement of Goods and Services 2006–2010 (\$million).

Source: UN 2010 Annual Statistical Report on Procurement

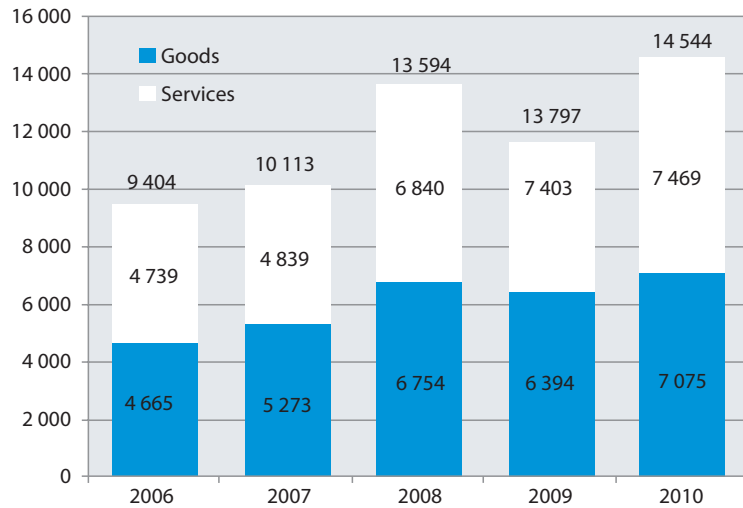
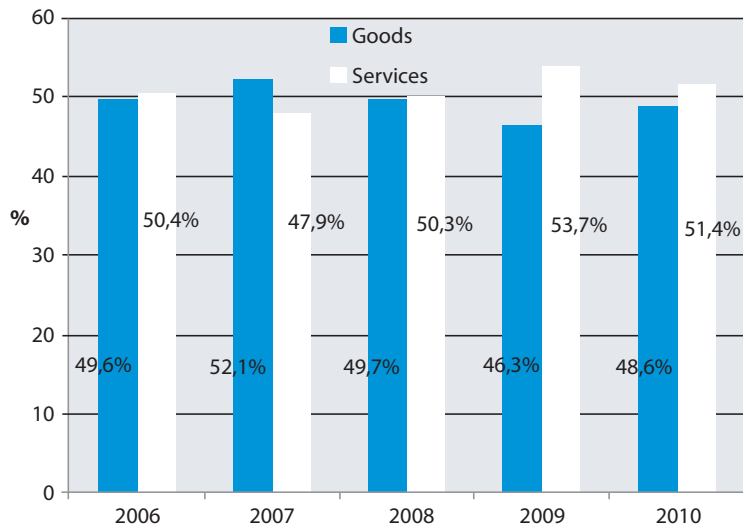


Figure 2. Proportion of the Goods and Services 2006–2010 (\$million).

Source: UN 2010 Annual Statistical Report on Procurement



ices. In the same period growth of services has exceeded that of goods, but in 2010 the volume of the goods and services was close to even.

3.2 What Was Purchased

It is said about the UN that it purchases almost anything but jewelry and entertainment related items. In 2010 the list of purchased items is dominated by air transport services and construction, followed by freight forwarding and fuel, which reflects the needs of peacekeeping activities. Also high on the list are telecommunications equipment, pre-fabricated buildings, computers and other information technology related services. The following table displays the most common goods and services purchased by the UN system.

3.3 Who Were the Suppliers

In 2010 the top supplier was USA with 10.4% of total procurement. Switzerland is the second, which is explained by its proximity to major UN procurement centers. Russia's and Denmark's position among ten top suppliers is due to their strong logistics capabilities: Russia has almost a monopoly of helicopter transport services to peacekeeping forces; Denmark provides logistic services for the United Nations Development Program, which is headquartered in Copenhagen.

The UN has made a special effort to attract vendors from developing countries and transition economies. In 2010 top ten suppliers included four developing countries: Afghanistan, Sudan, India and Pakistan. Afghanistan supplied construction, transportation and demining services by national

The most common goods and services purchased by the UN system

Major Goods Procured	Major Services Procured
Food	Outsourced Personnel Services
Pharmaceutical Supplies	Security
Medical Equipment	Engineering Services
Vehicles	Leasing or Rental
Telecommunications Equipment	General Management
It Equipment	Freight
Shelter and Housing	Printing
Water Supply Equipment	Consultancy
Laboratory Equipment	Telecommunications
Educational Supplies	Construction
Agricultural Inputs	
Domestic/Household Items	

contractors. Sudan provided construction and transportation services and oil. Procurement from India included vaccines, pharmaceuticals and medical equipment procured mainly by

UNICEF. Procurement from Pakistan included food supplies, shelter, tents and field equipment, fertilizers and seeds procured by UNHCR and FAO.

Figure 3. Top Ten Countries of Supply to the UN System in 2010.

Source: UN 2010 Annual Statistical Report on Procurement

Countries	Goods	Services	Total \$ Million	% of Total
USA	409.1	1 109.9	1 519.0	10.4
Switzerland	499.7	341.7	841.4	5.8
Afghanistan	65.0	604.2	669.2	4.6
Sudan	136.7	465.1	601.7	4.1
India	512.1	55.5	567.6	3.9
Russian Federation	66.0	486.1	552.1	3.8
United Kingdom	348.6	141.4	390.0	3.4
Denmark	348.1	121.8	469.9	3.2
Pakistan	369.7	98.8	468.5	3.2
France	373.0	70.7	443.8	3.1
Top 10 Total	3 128.1	3 495.1	6 623.1	45.5
Grand Total	7 075.5	7 468.7	14 544.2	100.0

Link: 2010 Annual Statistical Report on United Nations Procurement:

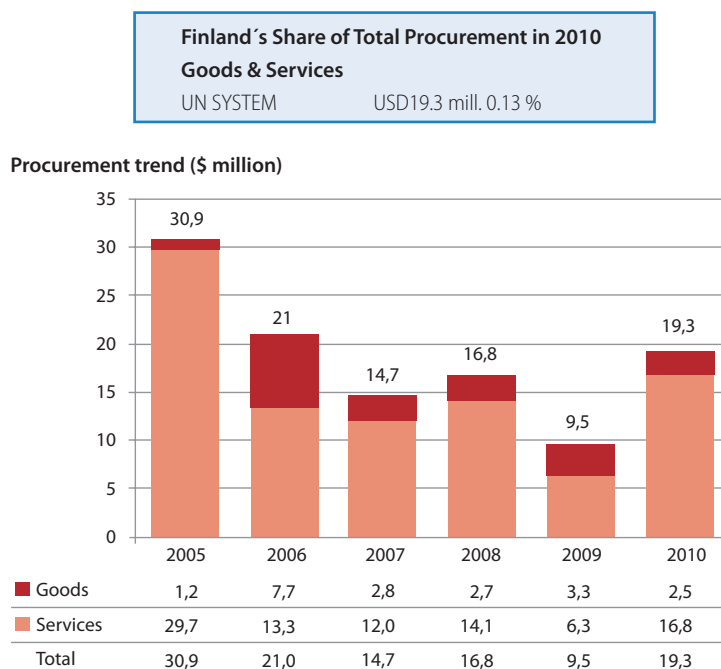
http://www.ungm.org/Publications/Documents/ASR_2010.pdf

3.4 Finland's Procurement Profile

Finland's share of the total UN procurement in 2010 was modest 0.13% or 19.3 million dollars. The procurement consisted mostly of goods. The procurement of Finland reached its peak in 2005 with total of \$30.9 million, and has since been trending downwards. Finland's largest supplies were for UNPF, UN Population Fund and UNICEF. The share of peacekeeping was about \$1.2 million. It is interesting that any kind of shelters, winterized tents or pre-fabricated housing units are absent in the procurement list although these items are generally thought to be the top products of Finland's emergency aid. Majority of pre-fabricated building contracts in 2010 were won by Italian firms. Vehicles for peacekeepers used to be provided by Sisu, but Sisu lost markets to Toyota and at the moment Ford is the largest vehicle supplier. In the interviews the UN procurement expressed an interest to renew contact with Finnish suppliers again. It is also difficult to trace communications equipment supplied by Nokia as they are not necessarily purchased from Finland. At the same time the whole UN peacekeeping communications system is based on Nokia's technology. Again, this should offer further opportunities for Finnish communications companies.

Figure 4. Finland's Procurement Profile.

Source: UN 2010 Annual Statistical Report on Procurement



Procurement by Agency of Goods & Services (\$ million)	
UNFPA (United Nations Population Fund)	12.34
UNICEF (The United Nations Children's Fund)	2.04
UN/PD (Procurement Division of the United Nations Secretariat)	1.68
UNDP (United Nations Development Programme)	1.22
UNCHR (United Nations High Commissioner for Refugees)	0.61
WHO (World Health Organisation)	0.44
WFP (World Food Programme)	0.30
UNIDO (United Nations Industrial Development Organization)	0.24
OPWC (Organisation for the Prohibition of Chemical Weapons)	0.12
PAHO (The Pan American Health Organization)	0.09
UNOG (United Nations Office at Geneva)	0.06
ILO (The International Labour Organization)	0.06
WMO (World Meteorological Organization)	0.03
ITU (International Telecommunication Union)	0.02
Total	19.25

Commonly Procured Goods & Services
Goods
• Medical Consumables
• Nutrition
• Telecom Equipment
• Cold Chain Equipment
• Education Specialist
Services
• Machinery & Vehicle Maintenance
• Forest Conservation
• Transport Services
• Office, Computer & Communication Equipment Maintenance & Repair

4

Characteristics of the United Nations Procurement

Most of the UN activities are responses to natural disasters, refugee emergencies, famines, epidemics, civilian unrests and military conflicts. Under these circumstances services and goods must be delivered fast and on short notice. Goods must perform reliably in difficult conditions, where malfunctioning equipment can literally cost one's life. This reality is reflected in the UN procurement procedures, which have some distinct characteristics:

- **The UN procurement officers carry out the UN procurement.** Procurement is not delegated to a recipient government or a country. The officers are bound to strict code of conduct. The UN has "zero tolerance" policy and does not accept any type of gift or hospitality. The UN expects vendors also to follow this policy.
- **The winning contract is awarded to a bid that presents the best value for money.** The UN defines best value of money concept as follows:

"...means selecting offers which present the optimum combination of factors, such as appropriate quality, life-cycle costs and other parameters which can include social, environmental or other strategic objectives which meet the end-user needs. Best value does not necessarily mean the lowest initial price option, but rather represents the best return on the investment..."

- **Vendor Registration.** A company, which is interested doing business with the UN, has to register as a supplier. Criteria for registration include a company's financial statement, proof of export experience, and evidence of international quality assurance among other things.
- **Global Compact.** The UN policy platform which is designed to help advance sustainable business models and markets in order to contribute to the initiative's overarching objective of helping to build a more sustainable and inclusive global economy. It is a voluntary program, where business can join by paying an annual fee.

➤ For Finnish companies these procurement features offer some advantages. Best value of money favours to some extent life cycle considerations. This helps Finnish companies, which often cannot compete effectively, if a price is the only bid evaluation criteria. Vendor registration requires that a company is an established one with export experience and quality certifications. This excludes ad hoc companies and consortiums from bid competitions. Companies should consider joining the Global Compact, which has the network of local businesses from developing countries. These companies would be possible local partner candidates for Finnish companies in the developing countries where corporate governance might otherwise be an issue.

Links:

United Nations Supplier Code of Conduct:
http://www.un.org/depts/ptd/pdf/conduct_english.pdf

United Nations Global Compact:
<http://www.unglobalcompact.org/>

5

How To Do Business with the United Nations

For a company interested in doing business with the United Nations the UN procurement system is rather straightforward to manage. All information on bidding opportunities is easily available at UN Global Marketplace as well as manuals and guidebooks about the system. The vendor registration is done on-line. The procurement guidelines tend to be harmonized and followed by all UN agencies. Moreover, all activities from procurement notices to tender documents are free of charge. This chapter explains the UN procurement process in detail.

5.1 United Nations Global Marketplace

The United Nations Global Marketplace (UNGM) is the UN System's common procurement portal. It comprises of information on tenders, tender documents, vendor registration, manuals and tips for bidders, annual statistics, UN product codes and other information. In addition, UNGM connects with the UN procurement staff and the suppliers. The UN is a global market for all kind of goods and services of over \$10 billion annually and the agencies in UNGM portal represents 95% of the total UN procurement spent. The UNGM

Box 5

Facts & Figures: United Nations Global Marketplace in 2010

- 20 UN agencies maintain a roster on UNGM, which presents 95% of the total UN procurement
- On average, 1 500 new companies register every month
- Over 14 000 reliable vendors with a complete profile have been accepted by at least one agency on UNGM
- Over 2 200 UN procurement staff use the UNGM to source suppliers and advertise their procurement needs
- More than 15 Procurement Notices are posted every day
- Average 225 active Procurement Notices at any one time on UNGM
- 37 UN agencies and entities advertise their needs on UNGM

Source: The UNGM Interactive Guide for Suppliers – Getting familiar with the United Nations Global Marketplace (January 2011)

http://www.ungm.org/Publications/UserManuals/UserManual_Supplier.pdf
http://www.ungm.org/Publications/UserManuals/UserManual_Supplier.pdf

also enables suppliers to be notified of relevant business opportunities directly in their e-mail by subscribing to the tender alert service. The UNGM is accessible to all UN and World Bank procurement staff.

5.2 Vendor Registration

A company has to register as a supplier to the UN before it is eligible to participate in UN tender process. The United Nations Global Marketplace (UNGM) has for possible vendors an easy-to-use

online application for registration. The registration on UNGM ensures that the company is in the database that more than 2 200 UN procurement staff use when searching for suppliers. Registration on UNGM is free of charge.

The first stage of the registration process is to create the UNGM account ("register as supplier"). After filling general company information, the applicant will receive an email to activate the new account and then receive UNGM username and password. When logging in to UNGM with your login credentials

(username and password), you will also have the UN Vendor ID Number. The next stage of the UNGM registration process is to complete the Application Form that has 14 steps (some are optional). The Product Coding is a crucial step in the Application form and the coding should be provided as detailed as possible. All UN procurement is coded in United Nations Common Coding System (UNCCS).

All supplier candidates have to select a level of contract award the most suitable for a size and capacity of a company. There are four levels of registration criteria.

When all the required questions are answered, the final step is submitting the application. When company submits its UNGM application, it is not anymore able to modify the company's name or company's license number or complete the answers in the application.

All applications for registration must include *a hand signed prerequisite for eligibility disclosure form*. The form needs to be downloaded from the UNGM website, it has to be hand signed, then converted to an Adobe Acrobat (pdf file format) document.

The UN/PD evaluates the applications and pays attention on how the prerequisites for eligibility disclosure are complied, completeness and quality of information provided, relevance of the goods or services, references, experience, evidence of ability to perform, and the overall financial soundness of the vendor. The evaluation process can take up to 10 weeks and it varies with different UN Agencies.

The vendors are notified of their acceptance into the UNPD Vendor Database by e-mail addressed from the UNGM Registry. The status of applications (started/submitted/accepted/rejected/vendor to update) can be checked on any time by logging in into UNGM profile. Most often an application is rejected simply because it was determined that the UN has no need for product or service offered by a supplier.

When the company has received its login credentials, it can subscribe to **Tender Alert Service** to receive directly by email targeted tenders published on the UNGM. One year subscription is \$250. However, it is easy to track procurement notices also without the service.

➤ When registering as a vendor, it is very important to select the UN Codes carefully. UN procurement officers use the UNGM to prepare bids, to do market surveys, to see what is available in the market etc. Without the correct code a product is easily overlooked. This also applies to solicitation for bids.

Figure 5. The Registration Criteria

LEVEL 1: Estimated Contract Award less than US \$200,000:

Criteria:

1. Current certificate of incorporation or equivalent document verifying legal status/capacity (pdf).
2. Three Letters of Reference from three independent, non-affiliated clients/companies whom you have sold your product and/or service during the last year (pdf).
3. Name, owners, address, contact information, telephone, e-mail, etc.

LEVEL 2: Estimated Contract Award US \$200,000 to less than US \$1 MILLION:

Criteria 1-3 identified above; and

4. Certificate of quality standards you adhere to and evidence of quality control programme (ISO certification or equivalent) (pdf).
5. Financial documents (audited/certified financial statements or equivalent) for the last three years (pdf).
6. The names of intermediaries, agents and/or consultants, (if any) used in relation to United Nations contracts or bids/proposals.

LEVEL 3: Estimated Contract Award US \$1 MILLION to less than US \$5 MILLION:

Criteria 1-6 as identified above; and

7. Documentation and information to demonstrate sufficient production and export capacities and international scope of operation to supply regional or international markets including proof of exports such as shipping/freight documents or relevant licenses to operate business (pdf).

LEVEL 4: Estimated Contract Award US \$5 MILLION and Above:

Criteria 1-7 as identified above; and

8. A copy of your Code of Ethics and/or Anti-Fraud Compliance Programme, or equivalent (pdf).
9. OPTIONAL: Evidence of your company's participation in UN Global Compact, a copy of your ISO 14000 certification or equivalent (pdf).

Finnish Vendors

There are 40 Finnish registered vendors in the UNGM database. However, several companies have not kept their information up-to-date: among the listings there are companies that have ceased to exist, some are under previous names and few with expired registration numbers. In addition, there are hardly any IT, medical equipment, pre-fabricated housing companies. The companies specializing in emergency aid are also missing as well as safety and security companies. There are only a few companies supplying for peacekeeping activities.

To compare the Scandinavian company listings at the UNGM database, there are:

- 89 companies listed from Denmark
- 40 companies listed from Finland
- 36 companies listed from Norway
- 85 companies listed from Sweden

UN Registered Vendors: <http://www.un.org/Depts/ptd/pdf/vendors.pdf>

Link: List of Registered Vendors: <http://www.un.org/Depts/ptd/pdf/vendors.pdf>

Links:

United Nations Global Marketplace: <http://www.ungm.org>

United Nations Global Marketplace: Vendor Registration: <http://www.ungm.org>

For assistance with registering as a vendor, send email to register@un.org

United Nations Interactive Guide for Suppliers:

http://www.ungm.org/Publications/UserManuals/UserManual_Supplier.pdf

5.3 Competitive Bidding

As a general rule, the UN uses competition to procure goods and services. The objective of the procurement is to achieve the best value for money for the UN.

5.3.1 Solicitation for Bids

The procurement notices or solicitations for bids are posted in the UNGM and often advertised in newspapers. The UN issues procurement notices as follows:

1. Expression of Interest (EOI)

A notice, which informs suppliers of an upcoming specific business opportunity. In written response, a supplier, if inter-

ested in the opportunity, should provide information about its products, resources, qualifications and experience.

2. Request for Quotation (RFQ)

A notice, which requests a supplier to provide a quotation for a product with standard specifications and readily available on the market. Value of a procurement package up to 100,000 dollars.

3. Invitation to Bid (ITB)

A notice about a bid, where requirements for formal competitive bidding are specified. A notice includes name and address of the procuring agency, scope of procurement and the scheduled date for availability of solicitation

documents. Bid deadline is always included. Value of a procurement package above 100,000 dollars

4. Request for Proposal (RFP)

A notice, which requests a proposal, where requirements can be possibly met in various ways, overall best solution will win the contract, not necessarily lowest price. This is often used for consulting service selections. Value of a procurement package above 100,000 dollars.

➤ Company should check regularly the UNGM for solicitations for bid.

5.3.2 Bidding Competition

Bidding competition can be open or limited. The UN uses the following types of competitions:

1. Open International Competition (OIC)

OIC is used for goods, works or services of a relatively high value, for complex or specialized goods, works or services, there might be pre-qualification. Any supplier requesting to participate will be provided with pre-qualification documents, only suppliers that have been pre-qualified are eligible to submit a bid.

2. Limited International Competition (LIC)

LIC is limited to a short-list of qualified suppliers selected by the procuring agency from vendor lists, expression of interests and other sources. LIC is used where OIC is impractical, an uneconomical procurement method because of the value, urgent demand or limited availability of the required goods, works or services.

3. Local Competition

For specified reasons the competition may be restricted to suppliers located in the country or region where the goods, works or services procured will be used.

4. Direct Contracting

Direct contracting is used when the procurement relates to proprietary goods, to equipment or spare parts require compatibility with existing equipment or urgent requirement where delay is unacceptable.

- Suppliers should be familiar with the bidding methods; from a company's point of view LIC or Limited International Competition is advantageous, because it limits a competition to certain suppliers, in the other hand value of LIC is often rather low. A LIC would be a good starting point to SME company to enter UN markets.
- OIC is attractive because of higher value of contract, but it also means that competition is hard and margins often rather low. However, these contracts often are/ turn into multi-year supply agreements, which make the competition worthwhile.

- In the UNGM has numerous guide-books and other resource material for suppliers, but they tend to be outdated and should be used with caution, e.g. Emergency Relief Items: Volume 1. Compendium of Generic Specifications, which includes specifications for telecommunication equipment during first phase of an emergency, and Volume 2. which includes specifications among other items for medical equipment. Both volumes are over ten years old and there are no updates.
- In tendering situation, if a supplier has any questions concerning tender documents, it is best to contact a procurement officer immediately and send a written request for a clarification. A procurement officer's contact information is included in tender documents. In no circumstances a supplier should assume or guess an unclear point in bidding documents. Any uncertainty should be verified by a procurement officer.
- The most updated resource for bidders is United Nations Procurement Manual, March 2010 with the July 2011 update. Although it is aimed

at the procurement professionals, it gives details about procurement process, bidding, evaluations and contracting that companies will find useful. Link to Procurement Manual: <http://www.un.org/depts/ptd/pdf/pmrev6.pdf>

5.3.3 Procurement Guidelines

The UN has Common Guidelines for Procurement by Organizations in UN System, which can be found in General Business Guide, Annex I. The purpose of the Guidelines is to harmonize the procurement among various agencies. All UN organizations are guided by them.

The Guidelines cover procurement stages from sourcing activities, solicitations for bids, bid competition, evaluation and the execution of the contract. They do not cover implementation or logistics that are particular to each UN organization.

Link:

UN Procurement Guidelines:

General Business Guide:

http://www.ungm.org/Publications/Documents/gbg_master.pdf



6

Business Opportunities at the United Nations for the Finnish Safety and Security Industry

This chapter looks more closely the business opportunities the UN procurement offers to Finnish security and safety companies. After analysis of UN statistics and each agency's information ten agencies are included in this report.

Majority of the opportunities are in peacekeeping, but there are also very specific supply opportunities in other agencies.

The chapter is modeled after the UN Business Guide, but all information is updated and modified. All statistical information is from United Nations Annual Statistics, 2010. Every UN agency has its own procurement capacity, expertise and portfolio. The main activity of an

agency is briefly described, top ten procured items listed, registration procedures are noted as well as an agency's own procurement requirements when applicable. The latest procurement volumes are included. Also, Finnish procurement, if any, is noted with each agency. Agency contact information is provided with links to web pages.

The following UN agencies and programs are included in the report:

- UN Office at Vienna
 - UNOPS, United Nations Office for Project Services
 - UNDP, United Nations Development Program
 - NHCR, United Nations High Commissioner for Refugee
 - ICAO, International Civil Aviation Organization
 - ITU, International Telecommunications Union
 - WMO, World Meteorological Organization
 - IAEA, International Atomic Energy Agency
- UN/PD Procurement Department Service
 - UN Department of Peacekeeping Operations, Fields Administration and Logistics Division

Procurement Division of the United Nations Secretariat UN/PD



380 Madison Avenue
2nd Floor New York, NY 10017
General Info: (212) 963-6249
<http://www.un.org/depts/ptd>

INTRODUCTION

UN/PD provides procurement services and advice to United Nations Headquarters in New York, to peacekeeping missions around the world, and to other UN organizations. The procurement department is divided into several service or product sections, of which the following with the contact information are the most relevant to safety and security companies:

Office of the Director

Mr. Dimitri Dovgopoly, Director, Email: pn@un.org

Logistics & Transportation Section (LTS)

Mr. Toshio Mikami, Chief, Email: mikami@un.org

Charter Team (Long Term) - Long Term Charter of Fixed wing & Rotary Aircraft, and Related Services

Movements Team - Movement of UN Contingents, Cargo by Sea, Air & Land, including Freight Forwarding

Corporate & IT Procurement Section (CITPS)

Mr. Yavar Khan, Chief, Email: khany@un.org

HQ Supply Team - Furniture, Office Supplies, Paper, Printing, Training & Advertisements

Management Services Team - DESA Projects, Regional Commission Tribunals

Infrastructure Support Team - Construction Works, Architectural Engineering, FMD & Commercial Activities, Real Estate Rental/Lease, Cleaning Service, Security, Medical

Communication and IT Support Team - EDP Hardware, Software, IT Services, Communication Equipment, ERP Project

Peacekeeping Procurement Section (PPS)

Mr. Sean Purcell, Chief, Email: purcellj@un.org

Field Supply Team - Office Equipment & Supplies, Furniture, Uniforms & Accoutrements, Food Rations, POL, Medical Equipment and Pharmaceuticals, Security Items and Services; other supplies.

Engineering Support Team - Prefabricated Buildings, Generators, Bridges, Engineering Support, Barbed, Binding & Concertina Wire, Gabions, Sandbags, Timber & Plywood, Water Treatment, Electrical Supplies

Vehicles - Vehicles, Trucks, Transport Support & related construction equipment, and Related Services

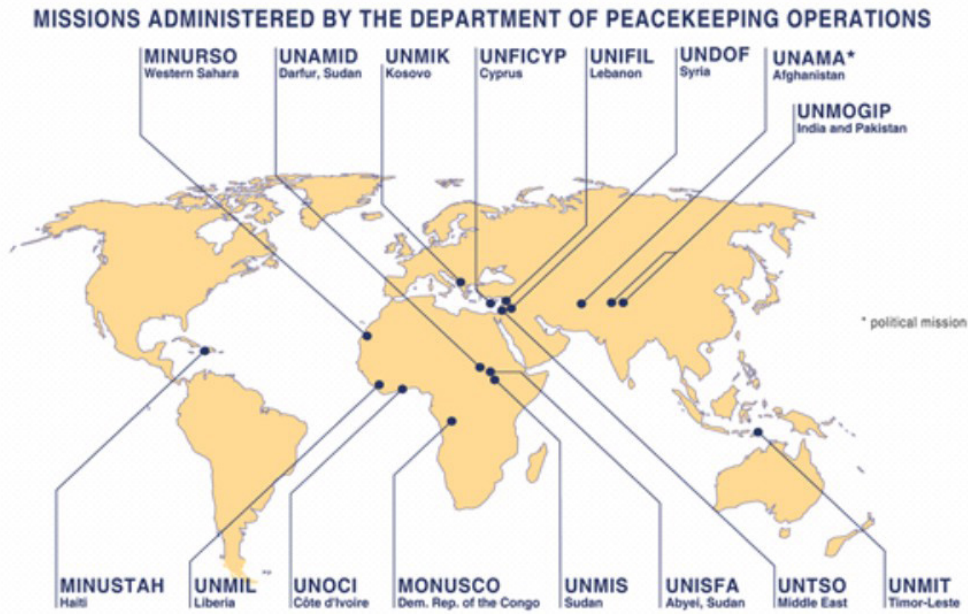
→ Companies are encouraged to contact directly the section heads (listed above) responsible for procurement for a company's product line or services. This is especially in a case, when a company has a new product it wants to introduce to the UN, but is not sure about product's suitability to the UN market. The procurement heads will forward the product to a procurement officer responsible for that particular product line.

PROCUREMENT

The peacekeeping procurement forms the largest part of UN/DP procurement, of which logistics, moving troops and materials is the majority. UN/PD procures for all DPKO led peacekeeping missions. In October 2011, there were 16 missions with 121,787 troops. The missions were mostly in Africa, Middle East and South Asia.

In addition, UN/PD procures for the UN's 12 political mission in Afghanistan, Iraq and Middle East. The political missions range from small mediation teams to large, multi-faceted field operations. The missions represent the new low key preventive diplomacy of the UN.

Map 1. Missions Administered by the Department of Peacekeeping Operations (DPKO) in October 2011.
 Source: UN Map No. 4295 Rev. 13 (E), June 2011



Map 2. Political and Peace building Missions Administered by DPKO, October 2011.
 Source: UN, Map No. 4147 Rev. 37 (E), October 2011



The following table lists the major goods and services procured by UN/PD in 2010. The list reflects the peace-keeping activities; the largest item is air transportation services, followed by engineering, freight forwarding and petroleum services.

Table 3. Major Goods and Services Purchased in 2010

(Purchased amount and % of the total procurement)

Procurement Division Major Goods and Services Purchased in 2010		
Air Transportation Services	\$ 846 M	26.9%
Architecture, Engineering & Construction Related Services	\$ 478 M	15.2%
Freight Forwarding & Delivery Services	\$ 235 M	7.5%
Chemical & Petroleum Services	\$ 216 M	6.9%
Good Rations/Catering Services	\$ 210 M	6.7%
EDP Equipment and Maintenance Services	\$ 99 M	3.2%
Rental & Lease	\$ 97 M	3.1%
Motor Vehicles/Parts & Transportation Equipment	\$ 90 M	2.9%
Telecommunication Equipment & Services	\$ 84 M	2.7%
Prefabricated Buildings	\$ 78 M	2.5%
Banking & Investment	\$ 69 M	2.2%
Maintenance & Repair Services	\$ 59 M	1.9%
Travel and Related Services	\$ 50 M	1.6%
Building Management & Maintenance	\$ 46 M	1.5%
Generator Sets	\$ 44 M	1.4%
Computer & Information Technology Related Services	\$ 43 M	1.4%
Electrical Apparatus; Electronic Components	\$ 39 M	1.2%
Management Services	\$ 39 M	1.2%
Miscellaneous	\$ 37 M	1.2%
Security & Safety Equipment Services	\$ 30 M	1.0%
Others	\$ 256 M	8.1%
Total	\$ 3,145 M	100%

Source: UNGM, 2011

REGISTRATION PROCEDURE

Vendor registration with the UNGM at <http://www.ungm.org/>

PROCUREMENT

Total value of procurement by UN/PD 2010: US\$3,145 million

Goods: US\$ 997.40

Services: US\$ 2,167.12

Finland's Procurement: Three procurement contracts: vehicles, software and communications, Finnish procurement for peacekeeping in 2010 US\$ 1.2 million

Department of Peacekeeping Operations (DPKO) Department of Field Support (DFS)



United Nations Secretariat

New York, NY 10017, USA

Tel: (1-212) 963 6141

Fax: (1-212) 963 0383

www.un.org/depts/dpko

INTRODUCTION

Department of Field Support (DFS) was established in 2007 to support UN peace operations and political missions. It provides logistics, information and communication technology to the missions. DFS has seven main offices: Office of the Assistant Secretary-General, Field Personnel Division, Field Budget and Finance Division, Logistics Support Division, Information & Communications Technology Division, Policy Evaluation and Training (PET) Division. DFS also includes the United Nations Logistics Base in Brindisi, Italy. DFS is headquartered in New York and it has a staff about 500.

In 2010 the UN approved the new Global Field Support Strategy to develop more efficient service delivery to peacekeepers. Two key areas of the strategy are creation of global and regional service centers and innovation in logistics including modularized service packages.

PROCUREMENT

The Global Field Support Strategy (five year program) has been implemented from the beginning of this year. The strategy has far-reaching effect on procurement of peacekeeping activities.

According to the Strategy

- The new global service-delivery model will be created; the UN logistics Center in Brindisi, Italy, will be converted into a global service provider. The global service center will deliver predefined modules for goods and services globally. The existing Support base in Entebbe, Uganda will be the first Regional Service Center for the missions in Eastern and Central Africa
- A deployment module will be developed in order to speed the deployment of the military, police and civilian components especially in start-up and surge operations.

The predefined modules will be implemented in stages and they will meet field deployment requirements on mission's terms. According to the strategy a 200 person basic camp with 19 modules will be constructed. The work of modularizing camp perimeter security, camp waste management systems and pre-engineered steel buildings is currently done. The modules will be configured in Brindisi and will incorporate vendor provided equipment and services. Currently, there is a Finnish expert working on modularization in Brindisi. UN Support Base in Valencia, Spain, will serve as communications hub for peacekeepers. The first EOI or expression of interest has already been issued for Provision of Vehicle maintenance and related services to UN Field Mission start-up deployments around the world, and another one for Provision of Modular Field Medical Services.

The division of procurement between UN/PD and DFS is not very clear in the new strategy, but obviously service centers will increasingly carry out procurement. However, at the moment UN/PD procures the goods and services for peacekeepers, although field offices can procure locally items up to US\$200,000. Goods procured

for field offices have included the following items: containerized, stockable and portable equipment such as water-purification systems, field hospitals, buildings for offices and housing; medical supplies, engineering and construction equipment and material, generators, mobile cranes, earth moving equipment, mine clearers, security equipment, pharmaceutical products, warehouse equipment, furniture, cleaning equipment and supplies, stationery, bottled water, waste removal and many other goods and services.

REGISTRATION PROCEDURE

Vendor registration with the UNGM at <http://www.ungm.org/>

- In addition UN Logistic Center in Brindisi has its own procurement registration at <https://procurement.unlb.org/>
- If a company is already registered with the UNGM it will still need to complete the vendor roster application form and the UNLB List of Commodities.

Regional Centers for Peacekeeping:

1. UNITED NATIONS LOGISTICS BASE IN BRINDISI

The base is the global service center for peacekeeping operations. Web site: <http://www.unlb.org/>

Activities in Brindisi

- Storage, maintenance, receipt, inspection, issuance and rotation of vehicles, engineering materials and supplies and equipment needed to start and sustain peacekeeping missions
- Maintenance of worldwide communication and information technology networks for peacekeeping missions and headquarters, including satellite links for provision of worldwide voice, video and data network, and disaster recovery capability
- Refurbishment of vehicles, generators and air-conditioning units for inclusion in the United Nations reserve stocks and reissue to peacekeeping missions

REGISTRATION:

Brindisi has its own additional registration procedure: <https://procurement.unlb.org/>

Procurement contact: Chief Procurement Officer, UNLB Procurement
C/o Aeroporto Militare "O.Pierozzi"
Piazza Del Vento 1
72100 Casale, Brindisi, Italy
Email: unlb-procurement@unlb.org

2. UNITED NATIONS SUPPORT BASE IN VALENCIA, SPAIN (UNSB-V)

UNSB-V was opened in July 2011. It is a new United Nations information and telecommunications facility in Valencia. The center will enhance the UN's capacity to respond in an agile and efficient manner to crises around the world. The facility has no web site yet.

UNSB-V works as a secondary, secure, backup or failover site to the Brindisi data facility. In the event of a massive disruption, UNSB-V ensures

- continued access to all UN systems,
 - communications and communications equipment for UN peacekeeping and special political missions
- UNSB-V is managed and operated by DFS and it is an integral part of the new UN Field Support Strategy.

REGISTRATION:

Vendor registration with the UNGM

Registration with Brindisi procurement site: <https://procurement.unlb.org/>

PROCUREMENT:

The facility is too new to have any record of procurement, however it will be telecommunications/data related



3. UN REGIONAL PROCUREMENT OFFICE, ENTEBBE, UGANDA

The office became operational in July 2010 and it functions as the regional service center for peacekeeping missions in Eastern Africa and Central Africa. The Office is a part of the new Global Field Support Strategy. Entebbe Regional Procurement Office has no website.

REGISTRATION:

Vendor registration with the UNGM

PROCUREMENT:

Mostly servicing the troop locally; laundry services, food services etc. mostly also procured locally.

Procurement contact person: Ms. Fouzia Abass, Chief
For Inquiries: Tel: 25 67-5770-8185
Email: rpovendors@un.org

PROCUREMENT

Total value of procurement: Not available, however, the estimated numbers are currently low, but will change when the new Field Support Strategy is in full force.

Goods: N/A

Services: N/A

UN Office at Vienna



The United Nations Office at Vienna (UNOV)
Vienna International Centre, PO Box 500, 1400 Vienna, Austria
Tel: (+43-1) 26060, Fax: (+43-1) 263 3389
<http://www.unvienna.org>

INTRODUCTION

UNOV manages and implements the United Nations programme on the peaceful uses of outer space, and provides security and safety services, and procurement services.

The UNOV is closely associated with United Nations Office on Drugs and Crime (UNODC), which is a global leader in fight against illicit drugs, and international crime; it also leads the UN program on terrorism. UNODC has 20 field offices covering 150 countries.

The Office of Outer Space Affairs is responsible for promoting peaceful uses of outer space. It has two committees: the Scientific and Technical Subcommittee and the Legal Subcommittee. It conducts training courses, workshops and seminars on remote sensing, communications, satellite meteorology, search and rescue, basic space science and satellite navigation. It also maintains the Register of Objects Launched into Outer Space and disseminates via its website that information: <http://www.oosa.unvienna.org/oosa/en/SORegister/index.html>

PROCUREMENT

Goods procured comprise computer equipment, software and supplies, communication equipment, security equipment. Services procured include software support, telecommunication services, and computer and management training.

REGISTRATION PROCEDURE

- Registration with the UNGM
- **Contact:** Procurement Section, UNOV, PO Box 500, 1400 Vienna, Austria, Tel: (+43-1) 26060-5142
- **Contact form:** http://www.unvienna.org/unov/en/contact_form.html?to=biz

PROCUREMENT

Total value of procurement in 2010: US\$ 5,228.299 million, total number of orders and contracts in 2010 1,521

Goods: US\$ 4,950.00

Services: US\$ 250.000

Finland's procurement with UNOV in 2010: US\$ 1.24 million

United Nations Office for Project Services UNOPS



PO Box 2695, 2100 Copenhagen, Denmark

Tel: +45 3546 7000

<http://www.unops.org>

INTRODUCTION

UNOPS was established in 1974 as part of the United Nations Development Programme (UNDP) and became an independent organization in 1995. Its mission is to expand the capacity of the UN system and its partners to implement peace building, humanitarian and development operations. UNOPS employs almost 6,000 personnel annually. With its headquarters in Copenhagen, Denmark, a network of five regional offices and a further 20 operations and project centers, UNOPS oversees activities in more than 80 countries. UNOPS is mostly involved with large infrastructure projects, engineering and construction in post conflict countries. UNOPS deals also with mine action and information technology. In aftermath of natural disasters and complex emergencies UNOPS purchases emergency supplies and assists with logistics.

PROCUREMENT

Most UNOPS procurement takes place in five regional offices (Bangkok, Copenhagen, Johannesburg, New York and Panama City) and a further 20 operations and project centers. The organization's procurement practice group coordinates activities. In 2010 ten top goods and services procured by UNOPS were: construction, engineering and architectural services • IT equipment and software • motor vehicles, parts and other transport equipment • politics, humanitarian assistance, and mine action services • medical, lab and surveillance equipment • pharmaceuticals • security and safety equipment • bed nets, uniforms, textiles • transport services • travel and subsistence expenses • environmental management and protection • UNOPS procurement will be increasing in the future.

- UNOPS has its own procurement manual: UNOPS Procurement Manual:
<http://www.unops.org/english/whatwedo/services/procurement/Pages/Procurementpolicies.aspx>
- UNOPS' Procurement Plans are published. This was decided in July 2011, to make UNOPS procurement activities more transparent. Procurement plans include up-coming goods, services and works bidding competitions for the next six months. The plans list the content, procurement method and estimated procurement timeline. The plans are posted in UNOPS website as excel lists by the geographical regions:
<http://www.unops.org/english/whatwedo/services/procurement/Pages/procurement-plans.aspx>
- UNOPS offers some of the goods online in its catalogue UN WEB BUY, which is restricted to procurement staff in the UN system, international finance institutions, non-governmental organizations, donor countries, etc. The upper limit of the catalogue purchase is US\$ 50,000. The link to UN WEBBUY:
<https://www.unwebbuy.org/>
- UNOPS current business opportunities are published in the UNOPS website:
<http://www.unops.org/english/whatweneed/Pages/currentbusinessopportunities.aspx>
- UNOPS notices are also posted in the UNGM

REGISTRATION PROCEDURE

- Registration with the UNGM
- If you have questions concerning UNOPS procurement you should contact:
jamesp@unops.org or procurement@unops.com

NOTE: UNOPS procures directly from manufacturers and authorized representatives. UNOPS does not procure from manufacturers of landmines and their components.

UNOPS REGIONAL OFFICES:

- **Africa Regional Office (AFO): Johannesburg**
<http://www.unops.org/English/whatwedo/Locations/Africa/Pages/AfricaRegionalOffice.aspx>
- **Asia and Pacific Office (APO): Bangkok**
<http://www.unops.org/English/whatwedo/Locations/AsiaPacific/Pages/AsiaPacificRegionalOffice.aspx>
- **Latin America and the Caribbean Office (LCO): Panama City**
<http://www.unops.org/English/whatwedo/Locations/LAC/Pages/LCO.aspx>
- **Europe and Middle East Regional Office (EMO): Copenhagen**
<http://www.unops.org/English/whatwedo/Locations/Europe/Pages/EuropeRegionalOffice.aspx>

PROCUREMENT

Total value of procurement in 2010: US\$ 1,015.52 billion

Total number of orders in contracts: 26,189

Goods: US\$ 496.23

Services: US\$ 519.29

Finland's procurement with UNOPS in 2010: US\$ 0 million



United Nations Development Program UNDP



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<http://www.beta.undp.org>

INTRODUCTION

The UNDP is the United Nations' global development network. One of the UNDP's focus areas is crises prevention and recovery. UNDP funds operations including conflict prevention, disaster risk reduction, strengthening rule of law in post-crisis countries, post-crisis governance, armed violence prevention, economic recovery and livelihoods, disarmament, demobilization and reintegration and mine action. The UNDP has activities in 86 countries,

PROCUREMENT

The UNDP is one of the largest procurers in the UN system spending almost \$3 billion annually on over 3,500 different categories of goods and services. The UNDP procurement is decentralized to the country office level. Procurement Support Office in New York assists the country offices in procurement matters. Companies interested in doing business with the UNDP have to do their own market research to find possible business opportunities. The UNDP country offices provide information on ongoing projects and on types of services and goods procured. Every country office is a potential business partner.

In 2010 top ten services procured were: HR, consultants • travel • construction, engineering • general/project management services • procurement services • transport services • IT equipment and software • motor vehicles and parts • leasing services • IT services. Most frequently procured goods are: agricultural equipment • computers • construction equipment and materials • cooling and heating equipment • electrical equipment • electoral materials and equipment • laboratory equipment • medical supplies and equipment • motor vehicles • power generators • software solutions • shelter items • telecommunications equipment • water supply systems.

- UNDP favors long term supply agreements (LTA) which reduce administrative cost, LTAs are awarded on a 1-year renewable basis, and they exist in both country and global level
- UNDP posts its procurement notices on its website: <http://procurement-notices.undp.org/> and also in the UNGM.

REGISTRATION PROCEDURE

- Registration with the UNGM
- Contacts with UNDP Regional Offices:
<http://www.beta.undp.org/undp/en/home/operations/contact-us.html>
- And all the UNDP Country Offices: <http://www.beta.undp.org/undp/en/home/operations/contact-us.html>

PROCUREMENT

Total value of procurement in 2010: US\$2,928.44 billion

Goods: US\$ 649.08

Services: US\$ 2,279.39

Finland's procurement in 2010 US\$ 941.790 thousand

United Nations High Commissioner for Refugee UNHCR



Case Postale 2500, CH-1211 Genève 2 Dépôt, Switzerland

Tel: +41 22 739 8111

<http://www.unhcr.org>

INTRODUCTION

The Office of the United Nations High Commissioner for Refugees was established on December 14, 1950. The agency is mandated to lead and co-ordinate international action to protect refugees and resolve refugee problems worldwide. It has the staff of 6500 in 110 countries helping about 34 million refugees.

UNHCR has created emergency stockpiles of non-food aid items in Copenhagen and Dubai to supplement local aid supplies. The agency has established long-standing agreements with freight forwarders and logistics companies, and developed a global network of suppliers, specialist agencies and partners. UNHCR has the capacity to respond to a new emergency impacting up to 500,000 people. The agency can also mobilize more than 300 trained personnel within 72 hours.

PROCUREMENT

UNHCR's Supply Management Service (SMS) comprises the Procurement and Contracts, and Logistics Support and Inventory sections all in Geneva. Regional and local offices procure frequently. In 2010 top ten items procured were: tents • fuel • plastic, tarpaulin • kitchen set • blanket, high thermal fleece • mattress, foam • mosquito nets • quilts • transport • leasing

UNHCR has long term frame agreements with suppliers to procure tents, vehicles, solar panels, etc.

- **Frequently Purchased Items:** <http://www.unhcr.org/479d9b192.html>
- **UNHCR Core Relief Catalogue:** <http://www.unhcr.org/4d1b34b79.html>

REGISTRATION PROCEDURE

- UNHCR has its own vendor registration form: <http://www.unhcr.org/pages/49c3646c4a3.html> which has to be submitted to UNHCR office in Geneva
- Register with the UNGM
- Guide: Doing Business with UNHCR: <http://www.unhcr.org/3b9203194.html>

PROCUREMENT

Total value of procurement in 2010: US\$ 147,296.072 million

Finland's procurement US\$ 516.000 thousands, Finland had one long term frame agreement with UNHCR concerning solar panels.

International Civil Aviation Organization ICAO



999 University Street, Montréal, Quebec H3C 5H7, Canada

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E-mail: icaohq@icao.int

<http://www.icao.int>

INTRODUCTION

A specialized agency of the United Nations, the **International Civil Aviation Organization (ICAO)** was created in 1944 to promote the safe and orderly development of international civil aviation throughout the world. It sets standards and regulations necessary for aviation safety, security, efficiency and regularity, as well as for aviation environmental protection. The Organization serves as the forum for cooperation in all fields of civil aviation among its 191 Member States.

PROCUREMENT

Technical Co-Operation Bureau and its Procurement Section are responsible for procurement. The Section comprises two units: Technical Support Unit and Procurement Unit. Commonly procured items include: aircraft • aircraft spares, components and engines • flight simulators • radar equipment (primary and secondary) • area control centers • air traffic control and tower simulators • flight inspection systems • navigation aids (ils, vor, dme, ndb, gps, tcas) • airfield lighting equipment • meteorological systems and equipment • communication equipment (satellite communication, microwave link systems, hf, vhf, aftn) • fire-fighting vehicles and equipment • ambulances • refueling vehicles • passenger boarding bridges • ground support equipment for airports (runway sweepers, de-icing machines) • buses, trucks and project vehicles • airport security equipment and systems (x-ray equipment, close circuit tvs) • airport feasibility studies • airport master plans • aircraft maintenance and overhaul

ICAO posts its procurement notices on Bulletin Board:

<http://legacy.icao.int/procurement/pages/public/supplier/publicbulletin/publicBulletinSearch.cmd?task=next&curPage=1>

REGISTRATION PROCEDURE

- ICAO has its own registration procedure:
<http://legacy.icao.int/procurement/pages/public/supplier/registration/supplierRegistration.cmd>
- After registration company is evaluated for inclusion into the supplier roster:
<http://www.icao.int/procurement/>
- General Guide to ICAO procurement:
<http://legacy.icao.int/procurement/pages/public/supplier/registration/supplierRegistration.cmd>

Procurement contact:

Mr. Patrick Molinari

Email: procurement@icao.int

Phone: +1 514 954-8219 ext 8009

PROCUREMENT

Total value of procurement by ICAO not available.

International Telecommunications Union ITU



Place des Nations, 1211 Geneva 20, Switzerland

Tel: +41 22 730 5111, Fax: +41 22 733 7256

<http://www.itu.int>

INTRODUCTION

ITU (International Telecommunication Union) is the United Nations specialized agency for ICTs. ITU allocates global radio spectrum and satellite orbits, develop the technical standards that ensure networks and technologies interconnect, and strive to improve access to ICTs to underserved communities worldwide. Main areas of ITU work: climate change, digital divide, broadband, cyber security, emergency telephone and Internet. ITU works with UNDP and it has telecom program for the least developed countries.

PROCUREMENT

Financial Resources Management Department handles the ITU procurement, which has included telecommunications systems and equipment, audio-visual equipment and teaching aids, complex scientific equipment, computer hardware and software, measuring and testing equipment, vehicles, reproduction equipment, electronic components, tools, power supplies, and generators. In 2010 the top ten items procured were: service agreements • purchase IT equipment • rental computer systems • maintenance • subcontracts • purchase computer software • paper • marketing • construction materials • advertising

REGISTRATION PROCEDURE

- Registration with the UNGM
- ITU advertises its procurement separately

PROCUREMENT

Total value of procurement in 2010: US\$ 12.53 million

Purchased orders: 1,436

Goods: US\$ 4.81 million

Services: US\$ 7.7 million

Finland's procurement in 2010: US\$ 9000 thousand



World Meteorological Organization WMO



7bis, avenue de la Paix, Case postale No. 2300, CH-1211 Geneva 2, Switzerland

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<http://www.wmo.int>

INTRODUCTION

The World Meteorological Organization (WMO) is a specialized agency of the UN. WMO promotes cooperation in the establishment of networks for making meteorological, climatological, hydrological and geophysical observations, as well as the exchange, processing and standardization of related data, and assists technology transfer, training and research. WMO has 189 members; Finland became a member in 1949. WMO has its own scientific and technical programs, co-sponsored programs, most famous the IPCC, and other major projects, see for details: http://www.wmo.int/pages/summary/progs_struct_en.html

WMO is governed by WMO Congress, Executive Council, President, six Regional Associations, technical Commissions and Secretariat. Currently, Finland holds the hydrological advisor post for Europe.

PROCUREMENT

The Procurement and Travel Services Division of WMO handles procurement. It also maintains a database of suppliers, uses UNGM and database of suppliers registered with the Association of Hydro-Meteorological Equipment Industry. All contracts over US\$ 100,000 thousand are tendered through international competitive bidding. The bidding method is the two stages: technical and financial bids are submitted in separate envelopes. The technical bid will be open first, after technical evaluation, the financial bids are opened.

In 2010 top ten WMO procured items were: meteorological radar equipment • IT services • energy supply services • automatic weather stations • IT equipment, software and licenses • meteorological and hydro meteorological equipment • maintenance of installations • upper- air stations, hydrogen generators and consumables • cleaning services.

Consistently through the years, the main supplier countries for WMO have been Finland, France and Switzerland.

REGISTRATION PROCEDURE

- WMO has its own registration: New suppliers who offer goods and services of current interest should send their catalogues and leaflets in order to be included in the list of potential suppliers.
- procurement contact for sending supplier information: Procurement and Travel Services Division, 7bis avenue de la Paix, Case Postale 2300, CH 1211 Genève 2, Switzerland. Email: wmo@wmo.int
- WMO uses also the UNGM; a company should register with UNGM.
- WMO uses the database of suppliers registered with the Association of Hydro-Meteorological Equipment Industry, a company should be registered with the association, link: <http://www.hydrometeoindustry.org>. Presently, there is one Finnish supplier in the HMEI catalogue.

PROCUREMENT

Total value of procurement in 2010: US\$ 10.84 million

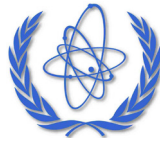
Purchase orders: 454

Goods: US\$ 5.7 million

Services: US\$ 5.15 million

Finland's procurement: none in 2010

International Atomic Energy Agency IAEA



Vienna International Centre, P.O. Box 100, A-1400 Vienna, Austria

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Email: Official.Mail@iaea.org

<http://www.iaea.org>

INTRODUCTION

The IAEA is the world's center of cooperation in the nuclear field. It was set up in 1957 as the world's "Atoms for Peace" organization within the United Nations. The Agency works with its Member States and multiple partners to promote safe, secure and peaceful nuclear technologies. The IAEA is headquartered in Vienna, Austria, with a staff of 2300. IAEA has regional offices in Toronto and Tokyo, liaison offices in New York and Geneva, and research laboratories in Seibersdorf, Austria, and in Monaco. The IAEA has six departments: management, nuclear sciences and applications, nuclear energy, nuclear safety and security, technical cooperation, and safeguards and verification.

PROCUREMENT

The IAEA issues purchase orders and contracts with a total value of €100 million for supply of goods and services every year. About half of these orders are for delivery to IAEA Member States in Africa, Asia, Eastern Europe, and Latin America in support of IAEA field projects. The remainders are for delivery to IAEA's Headquarters in Vienna, Austria and its Laboratories at Seibersdorf, Austria, and Monaco. Field deliveries are of a wide range of nuclear, radiation detection, laboratory, and field project equipment.

In 2010 the top ten items procured were: engineering and construction services • medical, laboratory and hospital equipment • IT equipment and software • electric motors, boards, panels, wires • IT services • building and machinery maintenance • service industries • hotels • transport services • training • special purpose machinery and tools.

REGISTRATION PROCEDURE

- Registration with the UNGM
- IAEA General Instructions for Bidders: <http://www.iaea.org/About/Business/iaeaforbidders.pdf>
- IAEA general conditions of contract: <http://www.iaea.org/About/Business/iaeaterms.pdf>

PROCUREMENT

Total value of procurement in 2010: US\$ 145.19 million

Goods: US\$66.6 million

Services: US\$ 79.13 million

Finland's procurement: US\$ 0

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How to Market to the United Nations

If a company is interested in participating in procurement opportunities with the United Nations and its agencies

- a company should register as a vendor/supplier on the United Nations Global Marketplace (UNGM). The registering is mandatory. The registration can be done online by following the 14-step guide provided by the UNGM. The UN procurement officers (about 5000) use the UNGM vendor roster as a market survey tool. This practice exposes a registered company extensively to buyers in the UN system and in the emerging markets.
- a company should keep the registration information up-to-date; a company should always respond to an inquiry or request from a UN agency, even in the case a company are not interested or unable at the time, to keep a company in active list.
- a company should familiarize itself with the UN procurement procedures, and the needs of different agencies to find out the agencies most likely to procure the product and services of a company.
- a company should check regularly the procurement notices on the UNGM and agency websites; the time period to response to a tender is short, often couple of weeks.
- a company should make an appointment to visit a procurement department and officers to learn more about the needs of an agency. This is often repeated advice. However, the agencies react differently for meeting requests. For instance the officers of peacekeeping procurement want to have two UN officers present at a meeting or participating in a teleconference, when discussing procurement issues and even then might not be willing to meet. Also, English is used in all discussions.
- a company should understand that the UN is a humanitarian organization, observe the code of conduct and all other UN rules applicable.
- a company should actively participate in bidding competitions; and be patient.

8

The United Nations Business Outreach Activities

The United Nations arranges regularly business seminars aimed at potential suppliers. Within the UN system the UN-DP Procurement Office in Copenhagen is the focal point for coordinating these seminars. The business seminars are organized through governmental entities, e.g. Ministry of Foreign Affairs, Ministry of Trade and Industry, export promoting agencies, Chambers of Commerce etc. The UN restricts business seminars to one event per country every second year. Finpro have arranged the UN seminars in regular intervals in Helsinki.

The UN holds the following multi-country seminars for businesses:

- **Annual EU UN Procurement Seminar for Companies**

- The seminar is arranged in New York and targeted at EU member country companies interested in doing business with the UN. The speakers are the procurement specialists from the UN and its agencies.
- The seminar program consists of general presentations (overview of the UN, vendor registration, tender process, procurement trends, legal and ethical aspects of procurement), and of workshops, which

focus on specific industries (ICT/communications and software, humanitarian crises, environmental technologies). There is also a workshop dealing with the procurement of peacekeeping.

- In addition, there is an opportunity to have 1-on-1 meetings with the UN-buyers and decision makers
- The next seminar will be in New York in May, 2012. In the 2011 seminar there were more than 125 EU companies participating; the seminar is a good venue for networking.

- **Annual EU UN Procurement Seminar for Trade Professionals, Civil Servants**

- The seminar is arranged in New York, participation is restricted to staff of ministries, export promotion agencies, chambers of commerce etc, who need detailed knowledge of the UN procurement process at their work.
- The next seminar will be held in New York, January 2012.

- **The UN Procurement Department organizes seminar in member countries**

- These seminars are shorter versions of the annual seminar and focus on “How to do business with the UN”.

All above mentioned seminars are useful. They introduce companies to the UN procurement process and prepare them to participate in tendering. Companies contemplating an entry to the UN market should attend a seminar.

However, the content of the seminars tend to be general in nature. The companies participating Tekes Safety and Security Program would benefit more specific seminars focused strictly on peacekeeping procurement.

There are several ways to make these seminar arrangements:

- **Peacekeeping Procurement Seminar in New York: “Finland Day”**

- A seminar could be arranged in co-operation with the DPKO and Peacekeeping Procurement Department at the UN Headquarters. The focus of a seminar would be on peacekeeping procurement. In 1-to-1 meetings the Finnish safety and security companies could promote their products and services and see if they meet the UN peacekeeping requirements. The DPKO has arranged these so called “nation’s day presentations” for instance with Sweden.



Finland's reputation as an exemplary peacekeeping country could be utilized. The Permanent Mission of Finland and the Finnish military representatives at the UN are tentatively supporting a seminar, so is the DPKO.

- **Peacekeeping Procurement Seminar in Finland**

- A seminar would be similar to New York, except there would be fewer speakers from the UN Procurement Department. In other hand a seminar would give an opportunity to engage Finnish peacekeepers. It also would introduce Finnish defence industry and its offering to the procurement officers of the UN. Some site visits could be easily arranged.

In addition to the seminars, there are exhibitions featuring aid financed business opportunities. These are not arranged by the UN, but the UN and its agencies regularly attend the exhibitions. The following exhibitions are the well known:

- **AidEX – The Global Humanitarian Aid Event**

- The exhibitions arranged annually by a British organization; in 2011 the main exhibition was held in Brussels in October. There were no exhibitors from Finland. The 2012 event is under preparation. For details see: <http://www.aid-expo.com/en/visitor-zone/visitor-zone.aspx>

- **Aid and International Development Forum (AIDF)**

- The exhibitions arranged annually by a British organization: in 2011 the huge main exhibition was held in Washington. All international organizations including the UN and its agencies, development banks, Red Cross and its sister organizations were participating. The exhibition focuses on natural disasters, communications, and emergency energy supplies etc. For more details see: <http://www.aidforumonline.org/exhibit/>

Companies should consider attending these exhibitions alone or exhibit as a consortium to meet new contacts, to demonstrate your products and service face to face, raise brand awareness and increased networking opportunities.

9

Conclusion

The United Nations and its agencies present a huge market for Tekes Safety and Security companies. This is especially the case with the procurement of the UN peacekeeping activities. The UN peacekeeping troops are the largest armies in the world after U.S. Supplying for the basic needs of the UN

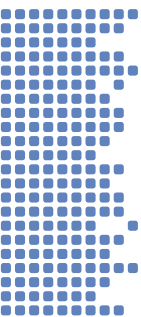
troops offer business opportunities, but the changing nature of the peacekeeping from modularization to “greening” of peacekeeping infrastructure make opportunities even more suitable for Finnish companies. At the moment the companies do not fully utilize these opportunities at the UN.



Tekes' Reviews in English

- 290/2011 Business Opportunities at the United Nations for the Finnish Safety and Security Industry. Annamari Paimela-Wheler and Laura Hämynen. 41 p.
- 289/2011 Funder, activator, networker, investor? Chasing Tekes' different and changing roles.
- 288/2011 Better results, more value – A framework for analysing the societal impact of Research and Innovation. Päivi Luoma, Tuomas Raivio, Paula Tommila, Johan Lunabba, Kimmo Halme, Kimmo Viljamaa and Henri Lahtinen. 120 p.
- 284/2011 BioRefine Yearbook 2011. Tuula Mäkinen, Eija Alakangas and Marjo Kauppi (eds.) 207 p.
- 282/2011 Towards green growth? The position of Finland in environmental technologies. Raimo Lovio, Tuomo Nikulainen, Christopher Palmberg, Jenny Rinkinen, Armi Temmes and Kimmo Viljamaa. 59 p.
- 280/2011 Network governance and the Finnish Strategic Centres for Science, Technology and Innovation. Kaisa Lähteenmäki-Smith, Petri Uusikylä, Katri Haila, Antti Eronen and Pekka Kettunen. 57 p.
- 279/2010 New Economic Perspectives of Innovation Market. Jari Hyvärinen. 78 p.
- 278/2010 Safety and Security Business Opportunities in World Bank projects. Annamari Paimela-Wheler and Maija Arellano. 40 p.
- 276/2010 BioRefine Yearbook 2010. Tuula Mäkinen, Eija Alakangas and Marjo Kauppi (eds.) 188 p.
- 275/2010 ROADMAP for Communication Technologies, Services and Business Models 2010, 2015 and Beyond. Pekka Ruuska, Jukka Mäkelä, Marko Jurvansuu, Jyrki Huusko and Petteri Mannersalo. 47 p.
- 274/2010 Business Dynamics and Scenarios of Change. Petri Ahokangas, Miikka Blomster, Lauri Haapanen, Matti Leppäniemi, Vesa Puhakka, Veikko Seppänen, Juhani Warsta. 65 p.
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Subscriptions: www.tekes.fi/english/publications



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