DEPARTMENT OF OPERATIONAL SUPPORT

国連の調達活動
入札プロセスと契約の仕組み

01 国連システムの概要

02 国連事務局

03 国連調達金額、統計

04 国連調達原則

05 国連調達業務活動

06 国連調達入札参加

07 国連調達情報ソース

質疑応答

国際連合 事務局活動支援局
サプライチェーンマネージメント部
調達　三井 清弘

2022年2月24日

Office of Supply Chain Management

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国 際 連 合 シ ス テ ム

国連の主要機関

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国連事務局の活動所在地 (2022年2月10日時点)

12 国連平和維持活動

24 フィールドミッション

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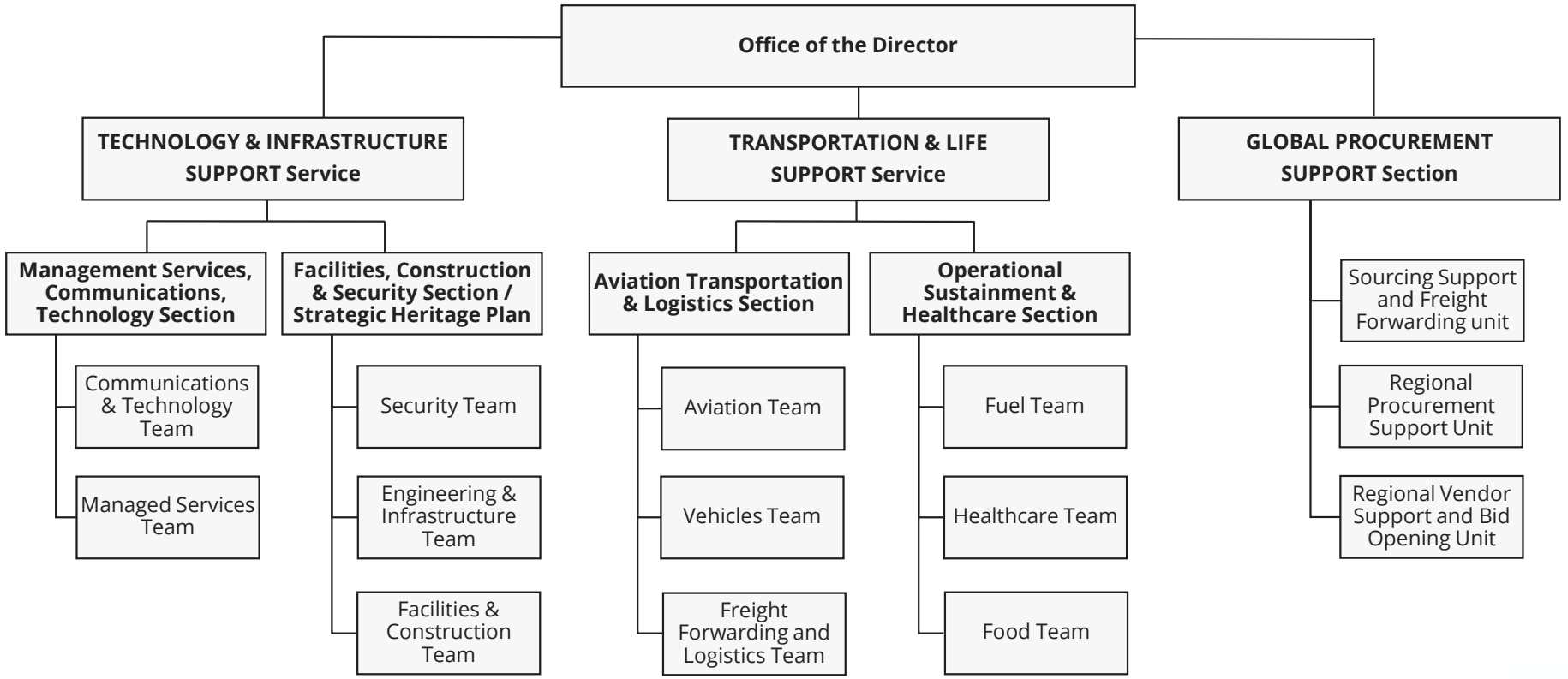
国連事務局 調達 組織図



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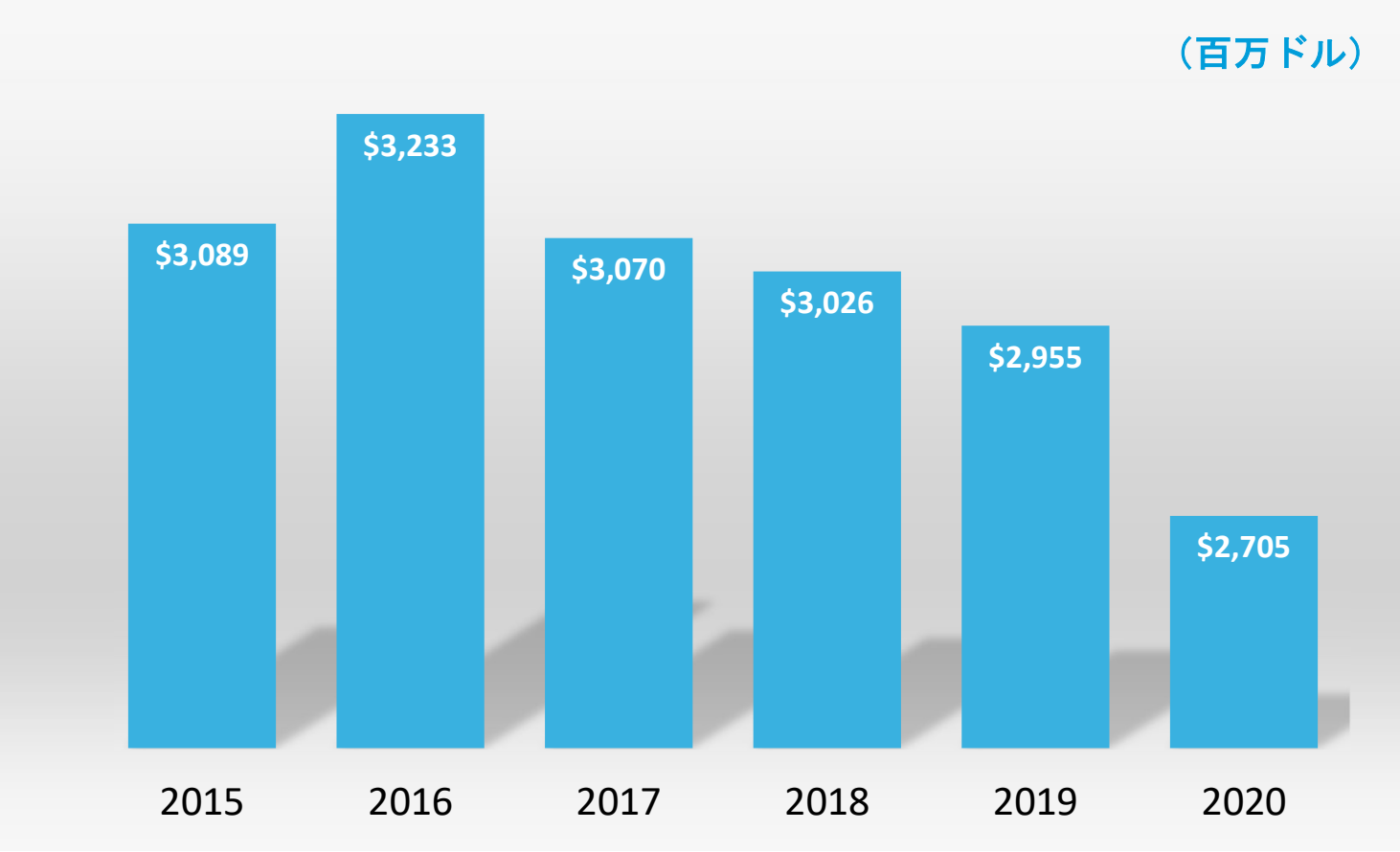
国連事務局 調達金額の推移　(2015-2020)



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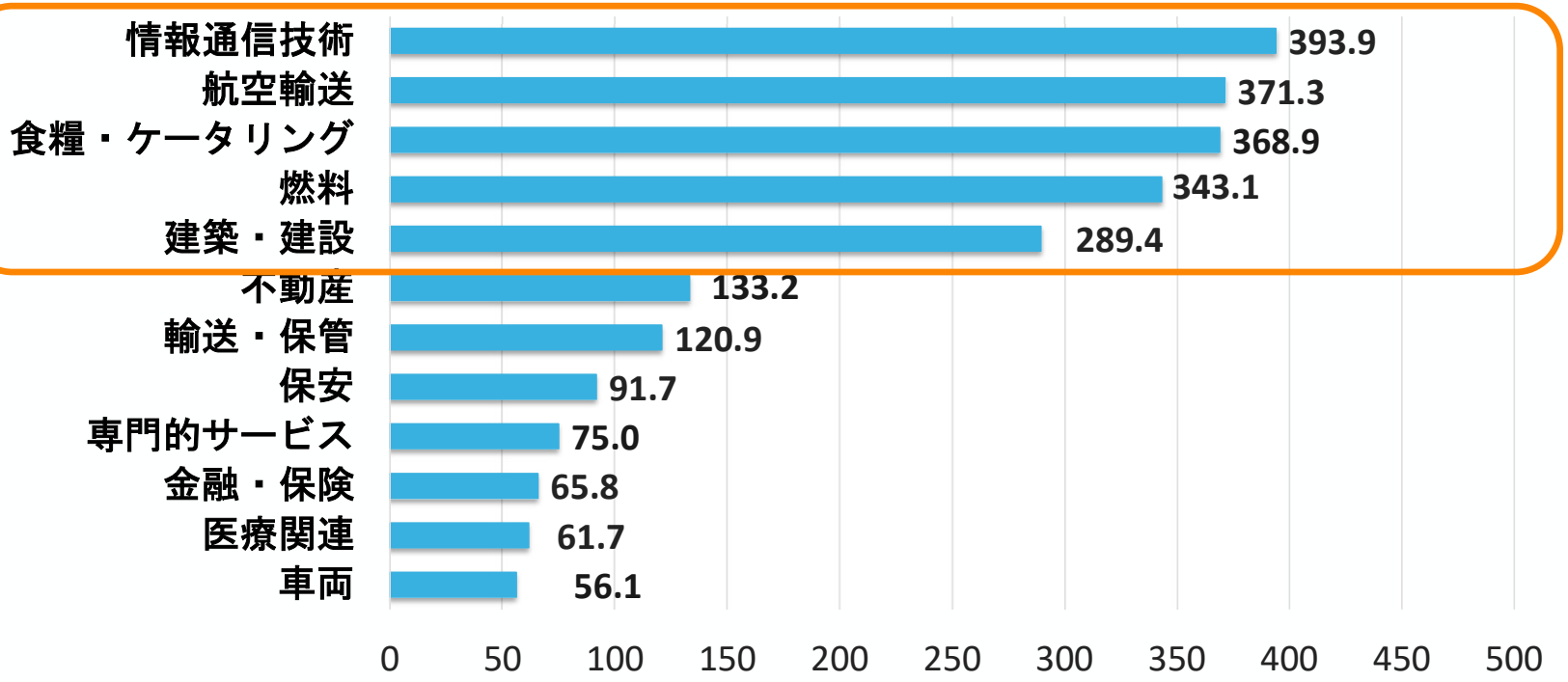
国連事務局 調達主要品目 (2020)

（百万ドル）



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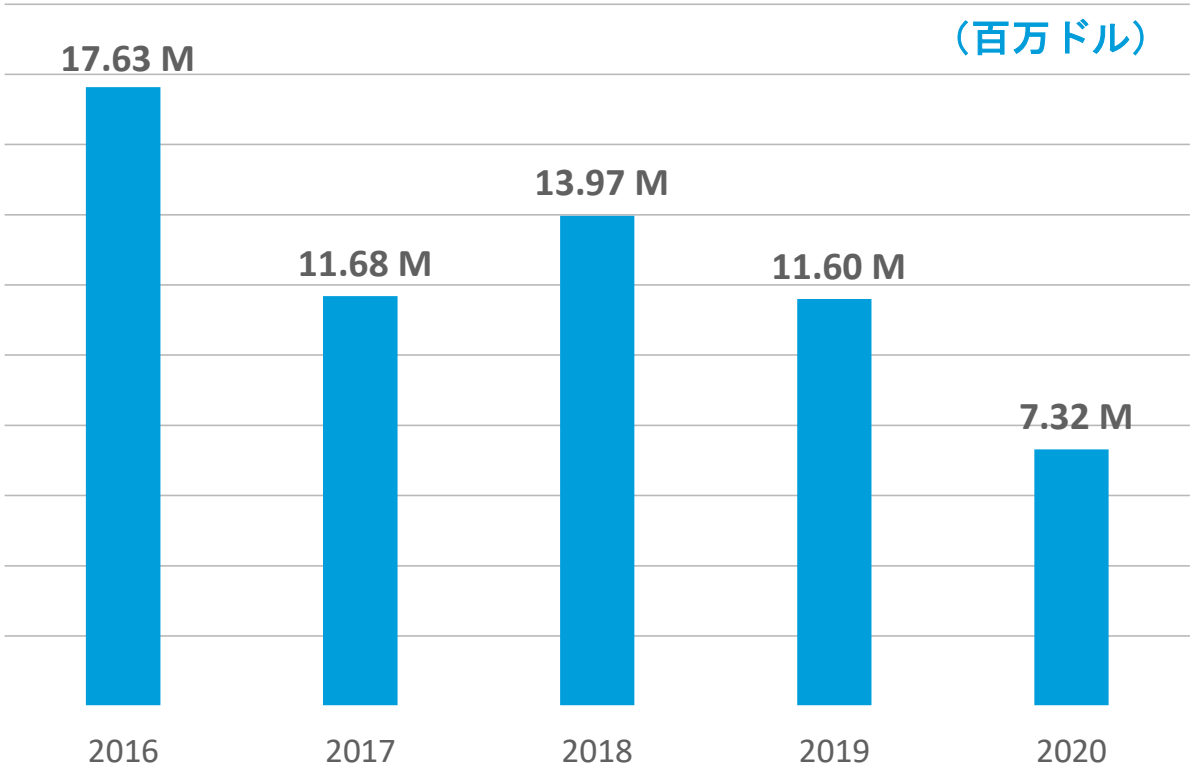
国連事務局 日本企業からの調達額　(2016-2020)



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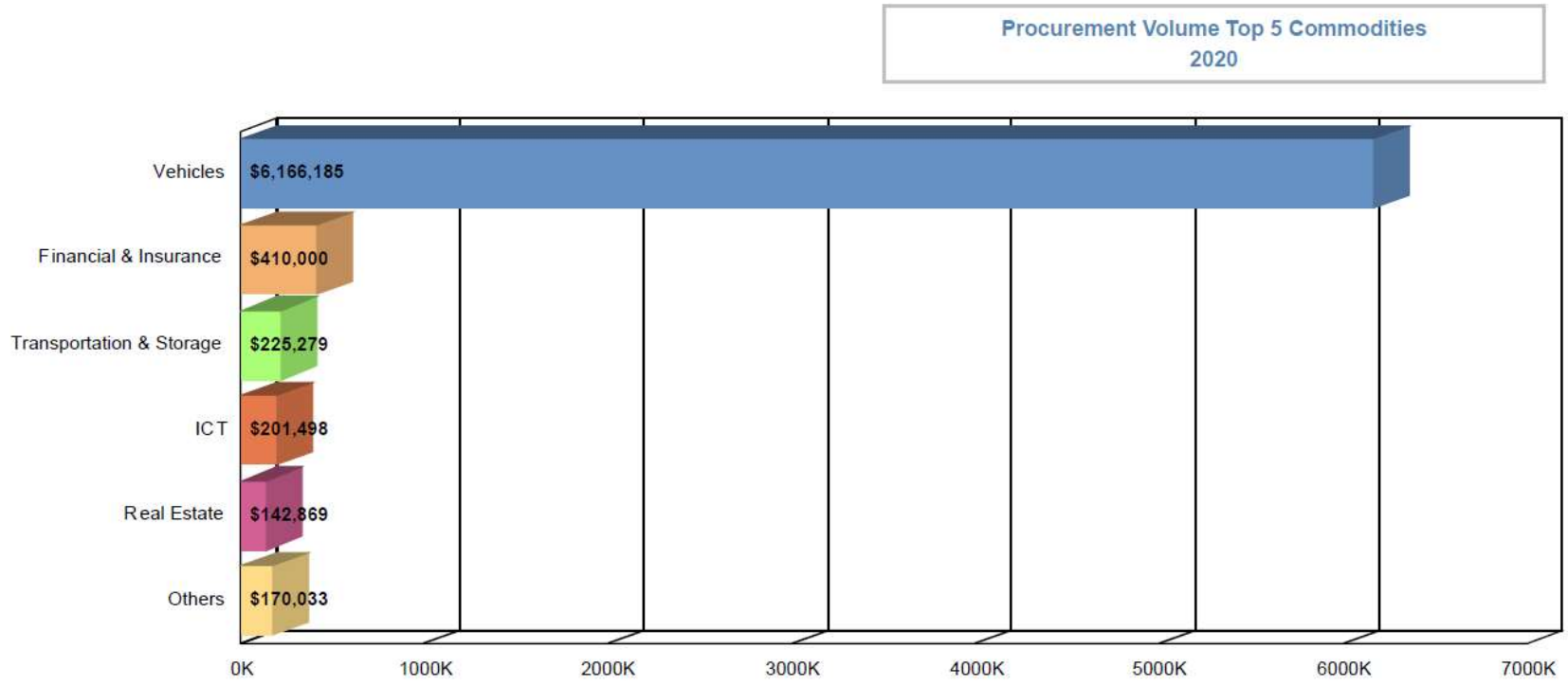
国連事務局が日本企業から調達した物品・サービス

2020 **$7,315,865**



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国連調達に関する原則

国連システムのすべての調達活動（調達から実行まで）、以下の原則に基づいています。

国連の
目的／需要

The objectives/ needs of the UN

効果的な
国際競争

“Effective international competition”

公平性、統合性、
透明性

“Fairness, integrity & Transparency”

金額に対する最
大の価値

“Best value for money”

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一般的な国連事務局調達の業務活動手順

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国連の調達活動への取り組みの第一歩

❑ 国連グローバルマーケットプレース (UNGM) での企業事前登録 (詳細は次のプレゼンテーション)

- ＵＮＧＭ：国連システムが共用するデータベース
- 使用する国際機関 (調達総額の９９%) に一括無料登録

❑ 国連調達活動の情報を入手

- 各国際機関の調達活動の概要
- 調達統計資料

❑ 調達機会(Business Opportunities)の情報の入手

- 各機関のホームページを検索
- 国連グローバルマーケットプレースのホームページを検索
- 入札情報自動配信サービス (Tender Alert Service) の利用

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入札参加意思表明書の例

https://www.un.org/Depts/ptd/eoi

	タイトル	調達オフィス	締め切り
EOIUNMISS19437	Supply and Delivery of Agricultural Tractors 4WD (Heavy Duty Tractor with Mechanically Operated 4WD and Rear Axle) and Baggage Dollies to UNMISS, Logistics Base, Juba, South Sudan (Incoterms 2010)	南スーダン共和国ミッション	3月3日
EOIUNPD19394	Provision of Online Language Learning Services for Arabic	ニューヨーク調達部	3月4日
EOIUNECA19431	Procurement of Pharmaceuticals - LTA for the United Nations Economic Commission for Africa (UNECA), Addis Ababa	アフリカ経済委員会	3月4日
EOIUNODC19440	Procurement of Video and Audio Recording Equipment for Law Enforcement Agencies of Uzbekistan	国連薬物犯罪事務所	3月4日
EOIUNMISS19445	Supply and Delivery of New Sea Containers of 20" to FCA Shenzhen (Chiwan) Port, China	南スーダン共和国ミッション	3月4日
EOIUNMISS19413	Provision of Design, Supply and Build Project to Upgrade the UNMISS Grid-Tide Solar Farm to Hybrid Solar Solutions in Juba and Wau, the Republic of South Sudan	南スーダン共和国ミッション	3月7日
EOIMONUSCO19415	Provision of Courier Services for the Door-to-Door Shipment of Its Diplomatic Pouch Service, Official Mail, and Packages from Kinshasa and Goma, the Democratic Republic of the Congo to Various Domestic and International Destinations Worldwide	コンゴ民主共和国安定化ミッション	3月7日
EOIUNMISS19414	Provision of Engineering Tools to UNMISS Logistics Base in Juba, the Republic of South Sudan	南スーダン共和国ミッション	3月7日
EOIUNMISS19448	Provision of In-class training on Basic & Advance Cardiovascular Life Support Training for UNMISS Medical Personnel in South Sudan	南スーダン共和国ミッション	3月7日
EOIUNMISS19449	Provision of In-class training on Malaria Microscopy; Laboratory Quality Assurance and Quality Control and Clinical Laboratory Management for UNMISS Personnel in South Sudan	南スーダン共和国ミッション	3月7日
EOIUNMISS19450	Supply and delivery of Theatre and X-ray Materials to UNMISS, to be Delivered on the Basis of DAP MONUSCO Logistics Base in Entebbe, Uganda	南スーダン共和国ミッション	3月9日
EOIUNPD19421	Provision of Consultancy Services to Undertake a Stocktaking of Private Finance towards Fostering Investment in Pipelines of SDG-Oriented Projects and to Distil Implications for UN Work	ニューヨーク調達部	3月16日

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国連の入札書類の種類

❑ １５万ドルまでの調達案件

- 見積依頼書 (Request for Quotation) による調達
- 略式の調達手続き

❑ １５万ドル超の案件

- 入札参加意思表明制度 (Request for Expression of Interest) による入札機会の公示
  - 調達部ホームページ
  - 国連グローバルマーケットプレイス（UNGM）ホームページ

❑ 入札要請 (Invitation to Bid) または提案依頼書 (Request for Proposal) による調達

- 入札要請：詳細は仕様が定められている場合に使用
- 提案依頼書：調達内容について応札企業からの提案を求める場合に使用

❑ 応札者開示手続きが必要

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応札書類の準備における留意点

❑ 応札企業名の確認

- 関連企業での応札は事前に了解を取り付ける

❑ 入札前会議・現地訪問・入札保証金の必要性の有無

❑ 価格情報を技術提案に含まないこと

- 添付カタログの価格情報に注意

❑ 提出用書類

- 国連の書類形式を遵守
- オプションを提案する場合は別途表記

❑ 提出方法の指示の厳守

- 調達担当官への提出は不可

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応札内容の留意点

❑ 価格

- ドル建ての指定がなければ円建てのオファーも可能
- 異なる通貨でのオファーは開札時の国連の運用為替レートで変換して比較

❑ アフターセールスサービスへの対応

- パーツの供給や故障時の支援体制
- トレーニングの必要性と方法（オンライン・ビデオ・現地・日本などを検討）

❑ 一般契約条項

- 条項変更の要求は評価に影響する可能性

❑ その他の情報

- 企業登録の情報、契約履行に必要な取引先の情報、信用照会先の情報、品質保証情報

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応札者開示手続き

❑ 入札開封専門の担当者の業務

- 応札書類の管理
- 開示手続きの記録保持

❑ 応札者のみ参加可能

- 事前に代理の出席者を指名することは可能

❑ 入札要請 (ITB)

- 価格情報を開示

❑ 提案依頼書 (RFP)

- 技術提案のみ開封
- 応札者名のみ開示

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提案依頼書での評価の例（技術評価）

❑ 技術評価6割対価格評価4割の場合

- 技術評価は通常複数の技術部門関係者が行う
- 技術評価の最高点が１００点で６０点以上を合格とする場合

	技術評価の点数	技術評価の結論	調整後の点数(60%)
Ａ社	75.0	合格	45.0
Ｂ社	54.0	不合格	
Ｃ社	84.0	合格	50.4
Ｄ社	95.0	合格	57.0
Ｅ社	73.0	合格	43.8
Ｆ社	43.0	不合格	

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提案依頼書での評価の例（価格評価）

❑ 技術評価6割対価格評価4割の場合

- 価格評価では最低価格が最高点となり、下記の計算式で他の価格の点数を計算する

価格評価の最高点数　x　最低価格　÷　評価対象価格

	価格	価格評価の点数	調整後の点数(40%)
A社	$780,000.00	100.0	40.0
B社	技術評価で不合格のため価格評価は行われない		
C社	$1,256,000.00	62.1	24.8
D社	$885,000.00	88.1	35.3
E社	$985,000.00	79.2	31.7
F社	技術評価で不合格のため価格評価は行われない		

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提案依頼書での評価の例（総合点）

❑ 技術評価6割対価格評価4割の場合

- 技術評価と価格評価の合計点で落札先を決定

	調整後の技術評価の点数(60%)	調整後の価格評価の点数(40%)	総合点	価格
Ａ社	45.0	40.0	85.0	$780,000.00
Ｂ社	技術評価で不合格のため価格評価が行われず落札対象外			
Ｃ社	50.4	24.8	75.2	$1,256,000.00
Ｄ社	57.0	35.3	92.3	$885,000.00
Ｅ社	43.8	31.7	75.5	$985,000.00
Ｆ社	技術評価で不合格のため価格評価が行われず落札対象外			

- **この例ではＤ社が最低価格のＡ社を総合点で上回り、Ｄ社が落札先となる**

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落札決定プロセス

- 調達権限を超える案件は契約委員会に諮問
- 分割発注の検討
- 落札者の企業登録状況の確認
- 落札者との契約交渉と契約の締結
- 落札情報を調達部のホームページで開示
- 落札できなかった応札者への通知

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契約書類の種類

注文書
(Purchase Order)

契約書
(Contract)

システム契約
(Systems Contract)

- 契約期間中に適用される価格等の契約条件を事前に決定
- 契約の上限金額を設定し、実際の需要に応じて契約期間中に複数の注文書を発行
- 他の国連機関も利用可能

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典型的な契約条件

価格と引渡し条件

- 通常は契約期間中の価格を固定
- 長期契約では合意されれば物価指数などに基づく価格調整は可能
- 市況商品では流動的な価格と固定費用を併記
- EXW, FCA, DAP

支払い条件

- 通常は納入後の請求書受け取りから30日の支払い
- 信用状は発行しない
- デザイン・開発などが長期間に及ぶ場合は納入前に分割支払いを行うこともある
- 市場での取引の慣習により前払いもありえる

システム契約の契約期間と価格

- 通常は3年契約で1年延長のオプションが2回
- 新規の入札の状況に応じて追加延長もありうる
- 耐久資材のパーツ類は更に１０－１５年の供給を求められることもある

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契約書を構成する主な書類

- **契約書本文**
  - 各契約に固有の契約条件
  - 入札内容に準拠

- **一般契約条項**
  - 事前に検索可能 (https://www.un.org/Depts/ptd/about-us/conditions-contract)

- **価格情報**
  - 応札価格またはその後の交渉によって確定した価格

- **仕様や技術情報**

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ディブリーフィングと落札意義申し立てプロセス

ディブリーフィング

- 応札企業が落札できなかった自社のオファーの評価と説明を調達担当者に求めることができるプロセス
- ２０万ドル以上の入札案件に限定

落札異議申し立てプロセス

- ディブリーフィングでの説明に納得できない場合
  - 外部専門家が検討の上で決定
  - 異議申し立てが正当と結論づけられた場合の対応
    - 申し立て費用の一部を国連が負担
    - 対象契約の契約期間の制限
    - 再入札手続きの開始

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入札免除案件

- 競争市場の欠如
- 既に標準化されている物品・サービスの調達
- 他の国連機関の既存の契約に依存
- 最近の入札で調達された物品・サービスの再調達
- 最近の入札で望ましい結果を得られなかった案件
- 不動産の購入やリース
- 緊急調達案件

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国連平和維持活動:　国境を越えた多様な活動

- 基本的な施設、設備が全くない
- 限られた資源
- 病気
- 自然災害
- 緊急
- 危険性が高い

Members of the Military Liaison Office of the UN Mission for the Referendum in Western Sahara (MINURSO) attempted to push their car out of the sand in Oum Dreyga, Western Sahara. The officers were on a ceasefire monitoring patrol.

15 June 2010, UN Photo

Vehicles were unloaded from an airplane in Freetown, Sierra Leone, to be deployed for the UN Mission for Ebola Emergency Response (UNMEER). Of the 140 UN vehicles being deployed to Ebola-affected countries, 50 were being transported to Sierra Leone, 60 to Liberia and 30 to Guinea.

08 November 2014, UN Photo

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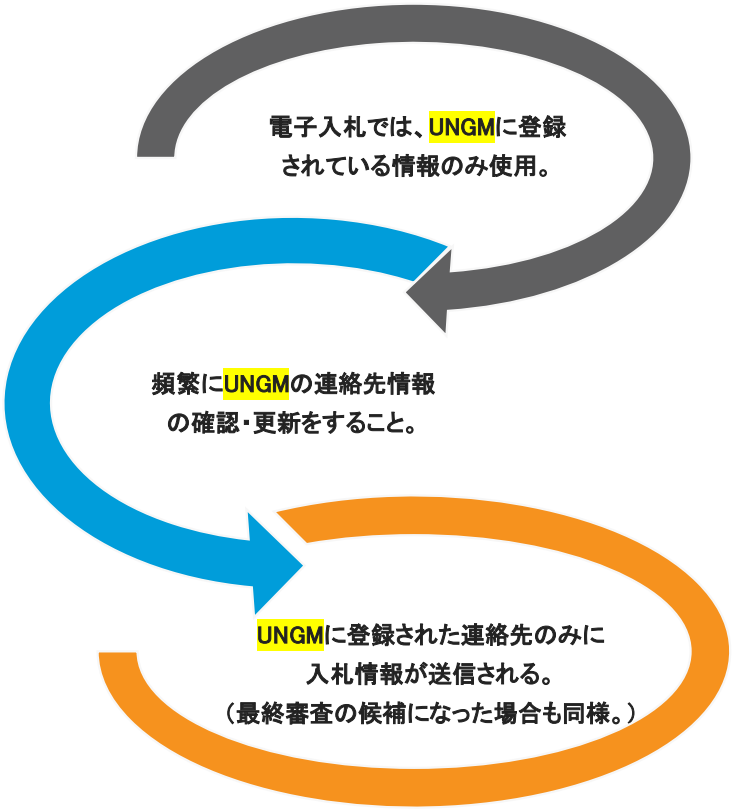
アリバ電子入札システムを導入



アリバ　ネットワークの詳細

ARIBA INTRODUCTION VIDEO

Ariba Guide

Letter from Director, Procurement Division

連絡先の登録、更新（UNGM）

How To: Manage Contact Details

How To: Manage Existing Contact

Office of Supply Chain Management

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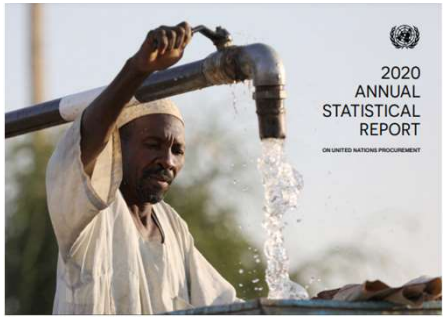
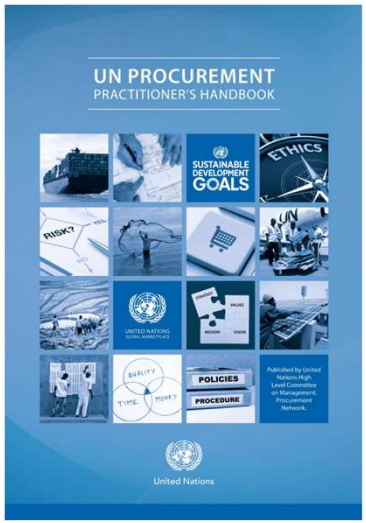
国連 調達 情報ソース

UNGM：www.ungm.org

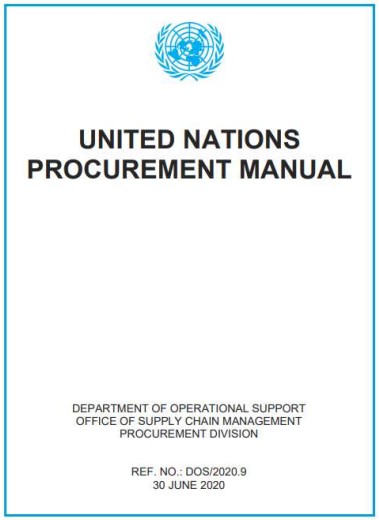
国連調達 統計資料



国連調達 手引き



国連調達 マニュアル



国連調達 モバイルアプリ

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国連 調達 情報ソース

一般契約条項

UNITED NATIONS NATIONS UNIES

GENERAL CONDITIONS OF CONTRACT

CONTRACTS FOR THE PROVISION OF GOODS AND SERVICES

1. LEGAL STATUS OF THE PARTIES: The United Nations and the Contractor shall also each be referred to as a "Party" hereunder, and:

1.1 Pursuant, *inter alia*, to the Charter of the United Nations and the Convention on the Privileges and Immunities of the United Nations, the United Nations, including its subsidiary organs, has full juridical personality and enjoys such privileges and immunities as are necessary for the independent fulfillment of its purposes.

1.2 The Contractor shall have the legal status of an independent contractor *vis-à-vis* the United Nations, and nothing contained in or relating to the Contract shall be construed as establishing or creating between the Parties the relationship of employer and employee or of principal and agent. The officials, representatives, employees, or subcontractors of each of the Parties shall not be considered in any respect as being the employees or agents of the other Party, and each Party shall be solely responsible for all claims arising out of or relating to its engagement of such persons or entities.

2. RESPONSIBILITY FOR EMPLOYEES: To the extent that the Contract involves the provision of any services to the United Nations by the Contractor's officials, employees, agents, servants, subcontractors and other representatives (collectively, the Contractor's "personnel"), the following provisions shall apply:

2.1 The Contractor shall be responsible for the professional and technical competence of the personnel it assigns to perform work under the Contract and will select reliable and competent individuals who will be able to effectively perform the obligations under the Contract and who, while doing so, will respect the local laws and customs and conform to a high standard of moral and ethical conduct.

2.2 Such Contractor personnel shall be professionally qualified and, if required to work with officials or staff of the United Nations, shall be able to do so effectively. The qualifications of any personnel whom the Contractor may assign or may propose to assign to perform any obligations under the Contract shall be substantially the same, or better, as the qualifications of any personnel originally proposed by the Contractor.

2.3 At the option of and in the sole discretion of the United Nations:

2.3.1 the qualifications of personnel proposed by the Contractor (*e.g.*, a curriculum vitae) may be reviewed by the United Nations prior to such personnel's performing any obligations under the Contract;

2.3.2 any personnel proposed by the Contractor to perform obligations under the Contract may be interviewed by qualified staff or officials of the United Nations prior to such personnel's performing any obligations under the Contract; and,

2.3.3 in cases in which, pursuant to Article 2.3.1 or 2.3.2, above, the United Nations has reviewed the qualifications of such Contractor's personnel, the United Nations may reasonably refuse to accept any such personnel.

2.4 Requirements specified in the Contract regarding the number or qualifications of the Contractor's personnel may change during the course of performance of the Contract. Any such change shall be made only following written notice of such proposed change and upon written agreement between the Parties regarding such change, subject to the following:

2.4.1 The United Nations may, at any time, request, in writing, the withdrawal or replacement of any of the Contractor's personnel, and such request shall not be unreasonably refused by the Contractor.

2.4.2 Any of the Contractor's personnel assigned to perform obligations under the Contract shall not be withdrawn or replaced without the prior written consent of the United Nations, which shall not be unreasonably withheld.

CONTRACTS FOR THE PROVISION OF GOODS AND SERVICES REV.: APR 2012

国連サプライヤー 行動規範の受諾

UN Supplier Code of Conduct Rev 04 – December 2017

UN SUPPLIER CODE OF CONDUCT

United Nations Charter: The values enshrined in the United Nations (UN) Charter, *respect for fundamental human rights, social justice and human dignity, and respect for the equal rights of men and women*, serve as overarching values to which suppliers of goods and services to the UN are expected to adhere.

Global Compact: The Global Compact is a voluntary international corporate citizenship network initiated to support the participation of both the private sector and other social actors to advance responsible corporate citizenship and universal social and environmental principles to meet the challenges of globalization. The UN strongly encourages all suppliers to actively participate in the Global Compact. And to that end, this Code of Conduct has been developed with recognition of the importance of the ten principles of the UN Global Compact, and is viewed as an important means of integrating the Compact's principles into the operations of the UN. The Code of Conduct addresses the issues included in the Compact in the areas of human rights, labour, environment and anti-corruption and interpretation of the Code should be undertaken in a manner consistent with the Global Compact. Suppliers interested in supporting the Global Compact and obtaining more information on the ten principles, can visit the Global Compact website at www.unglobalcompact.org

International Labour Conventions and Recommendations: The International Labour Standards (i.e., Conventions and Recommendations) as established by the tripartite UN specialized agency, the International Labour Organization (ILO), have served as the foundation on which much of this Code of Conduct is based. It is the UN's expectation that any suppliers providing products or services to the UN will, in addition to the values of the UN Charter, adhere to the principles concerning International Labour Standards summarized below as paragraphs 4 – 9.[2]

1. Scope of Application:
The provisions of this Code of Conduct set forth the UN's expectations for all suppliers that are registered with the UN or with whom it does business. The UN expects that these principles apply to suppliers and their employees, parent, subsidiary or affiliate entities, and subcontractors. The UN expects suppliers to ensure that this Code of Conduct is communicated to these employees, parent, subsidiary and affiliated entities as well as any subcontractors, and that it is done in the local language and in a manner that is understood by all. In order for a supplier to be registered as a UN supplier or to do business with the UN, the supplier is required to read and acknowledge that this Code of Conduct provides the minimum standards expected of UN Suppliers. In addition, suppliers should note that certain provisions of this Code of Conduct will be binding on the supplier in the event the supplier is awarded a contract by the UN pursuant to the terms and conditions of any such contract. Failure to comply with certain provisions may also preclude suppliers from being eligible for a contract award, as reflected in the solicitation documents of one or more organizations in the UN. Prospective suppliers are invited to review the specific terms and conditions of contract and procurement policies of the organization(s) within the UN with which they would like to do business in order to ascertain their current and future eligibility.

2. Continuous Improvement:
The provisions as set forth in this Code of Conduct provide the minimum standards expected of suppliers to the UN. The UN expects suppliers to strive to exceed both international and industry best practices. The UN also expects that its suppliers encourage and work with their own suppliers and subcontractors to ensure that they also strive to meet the principles of this Code of Conduct. The UN recognizes that meeting some of the standards established in this Code of Conduct is a dynamic rather than static process and encourages suppliers to continually improve their workplace conditions accordingly.

[1] In this Code of Conduct, "UN" shall refer to the UN Secretariat, Programmes and Funds of the UN, Specialized Agencies of the UN and all other entities belonging to the UN system, that have adopted this Code of Conduct through the High Level Committee on Management - Procurement Network.
[2] The full texts of the ILO Conventions and Recommendations can be accessed at: http://www.ilo.org/global/standards/lang--en/index.htm

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www.un.org/Depts/ptd/

Office of Supply Chain Management

DEPARTMENT OF OPERATIONAL SUPPORT

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国連システム概要

- https://www.un.org/en/delegate/page/un-system-chart
- https://www.unic.or.jp/files/organize.pdf（国連広報センター日本語）

国連事務局の活動拠点所在他

- https://peacekeeping.un.org/en/where-we-operate
- https://dppa.un.org/en/dppa-around-world

国連事務局　調達 https://www.un.org/Depts/ptd/

- https://www.un.org/Depts/ptd/about-us/procurement-manual （国連調達マニュアル）
- https://www.un.org/Depts/ptd/about-us/un-supplier-code-conduct （行動規範の受諾）
- https://www.un.org/Depts/ptd/about-us/conditions-contract （一般契約条項）
- https://www.un.org/Depts/ptd/eoi （入札参加意思表明書）
- https://www.un.org/Depts/ptd/about-us/mobile-app （モバイルアプリ）

電子入札システムに関して（Ariba）

- https://qrco.de/AribaVideo
- https://qrco.de/bbIv4H
- https://qrco.de/bcRGLC

国連グローバルマーケットプレイス（UNGM） www.ungm.org

- https://www.ungm.org/Shared/KnowledgeCenter/Pages/asr_report（国連調達　統計資料）
- https://help.ungm.org/hc/en-us/articles/360012815220-How-to-manage-the-contact-details-in-the-UNGM-account（連絡先の登録）
- https://help.ungm.org/hc/en-us/articles/360012814380-How-to-access-the-UNGM-account-when-the-person-in-charge-of-the-account-has-left-the-company-（連絡先の更新）

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質疑応答

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