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Resilient nations.



# Procurement Training & Certification Catalogue 2019



# Standard Training Courses

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## Tailor-made Courses

Tailor-made courses are designed to meet the specific requirements of your staff and organisation. They can be delivered to suit your preferred location and date(s), and are thus a very cost-effective solution if there is a large group of staff to be trained.

They can take several forms:

- A training course focusing on the specific situation, challenges and opportunities facing your organisation
- Combining modules from our different courses to meet your unique learning and training requirements
- Development of a completely new course to precisely address your requirements

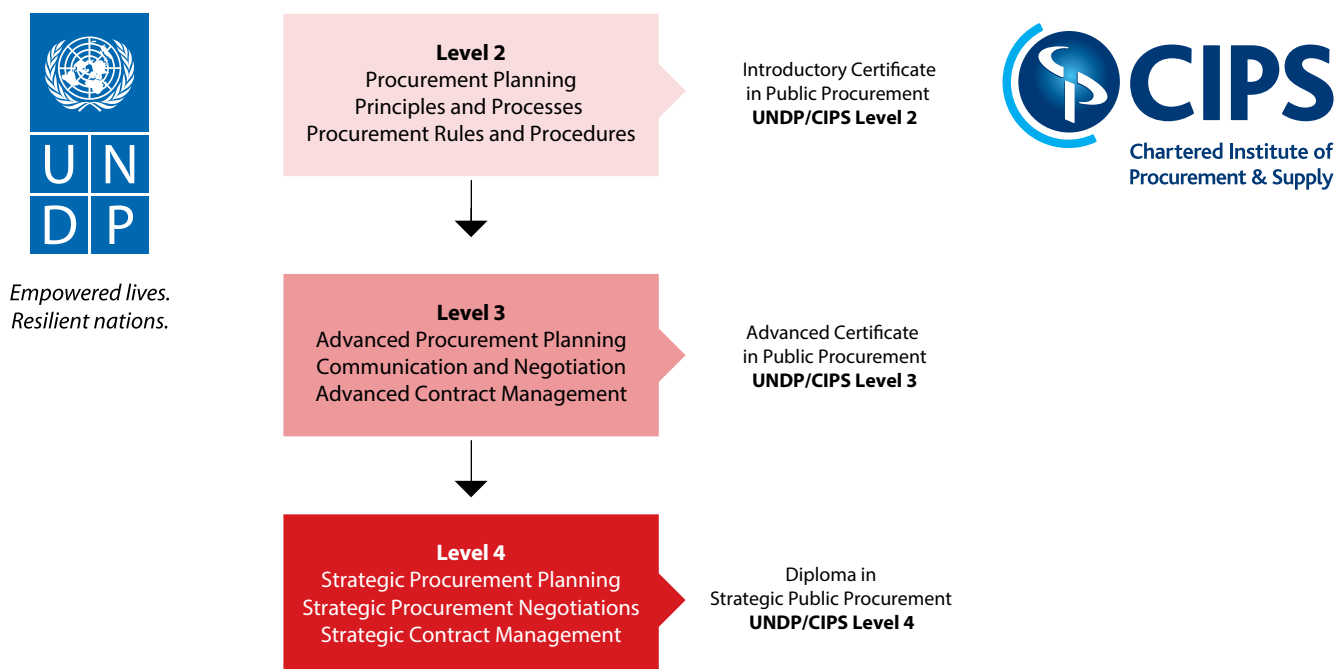
Please contact [procurement.training@undp.org](mailto:procurement.training@undp.org) for a proposal.

# About UNDP Procurement Training and Certification

*The United Nations Development Programme offers specialised procurement training and certification to staff from the UN system, governments, non-governmental organisations and international development financing institutions and their borrowers.*

## UNDP/CIPS Cooperation on Procurement Training and Certification

UNDP procurement certification courses are accredited by the Chartered Institute of Procurement and Supply (CIPS) assuring compliance with high international quality standards. All training and certification courses are tailored to reflect UN and public procurement rules, policies, and procedures.



Each certification level provides a tailored set of student training materials, reference and work books, case studies, exercises, and an assessment process leading to a qualification accredited by CIPS, UK. Included in the package for each level is also a first year student membership of CIPS, providing access to a world-wide community of procurement professionals, access to CIPS knowledge portal etc.

A prerequisite for participation at Level 4 is prior successful completion of UNDP/CIPS Level 2 and Level 3 certification courses.

All of the above courses will be followed by a written Work Based Assessment. Assessments are optional for participants but are a requirement to achieve full CIPS qualification.

All training courses employ modern adult participatory learning methods. Each training module commences with an overview of the rules, procedures and/or theory of the subject in question, and is then followed by case studies, group discussions or exercises. This creates a forum for participants to apply theory and methods to real cases and to foster productive knowledge sharing.

# Introductory Certificate in Public Procurement – Level 2

Accredited by CIPS – Level 2 – English, French & Spanish language



## Programme Aim

The aim of this course is to provide participants with:

- A clear understanding of the principles of effective public procurement, the generic procurement process and the role of corporate and transactional procurement
- The capability to plan, implement and evaluate a sourcing process appropriate to the value/risk of the category being procured
- Knowledge of what rules and procedures govern UN and public procurement – and why they exist

## Learning Outcomes

By the end of the programme, participants will be able to:

- Describe the principles of effective procurement, the UN procurement process, and the role of procurement strategy
- Understand the activities associated with effective procurement projects
- Conduct procurement planning and stakeholder management
- Write specifications and effective terms of reference (TOR)
- Choose appropriate procurement methods (RFQ, ITB, RFP)
- Select advertisement method and type of competition
- Understand do's and don'ts when drafting bidding documents
- Invite and evaluate bids and proposals
- Practise ethics and integrity in procurement
- Understand what rules and procedures apply to UN and public procurement
- Appreciate the relevance of these rules and understand why they exist

## Programme Topics

- The principles of UN and public procurement
- Procurement planning and strategy
- Procurement practices and processes
- Risk assessment and management
- Engaging and managing stakeholders
- Writing specifications and terms of reference
- Selection of methods (RFQ, ITB and RFP)
- Preparation of solicitation documents
- Sourcing of suppliers and advertisement
- Bid receipt and opening
- Evaluating bids and proposals
- Contract approval process
- Committee submissions and approvals
- Contract award and management
- Contract management terms and skills
- Performance monitoring
- Dispute management
- Ethics and integrity in procurement

## Target Audience

This course is designed for those working in the public sector interested in gaining a comprehensive overview of public procurement and in obtaining a professional certification and accreditation with CIPS. It is also relevant to those new to the procurement function or those who have worked in the function for some time, but have not previously undertaken formal training. Additionally, those in functions that include close interaction with procurement, such as programme and project staff who would like a closer understanding of procurement would find this course relevant. The course is offered in English and Spanish.

## Duration

4 days (check the website for locations and dates):  
[www.training.undp.dk](http://www.training.undp.dk)

## Cost

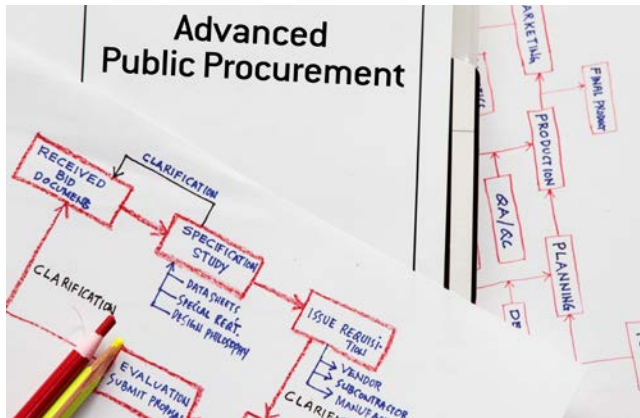
US\$ 1,675

## Course Assessments

1. Multiple-choice Questionnaire  
*100 multiple choice questions of which 80 must be correctly answered during the course*
2. Work-based Assessment  
*8 weeks to complete a written essay based on a work-related case study*

# Advanced Certificate in Public Procurement – Level 3

Accredited by CIPS – Level 3



## Programme Aim

The aim of this course is to provide participants with a clear understanding of:

- **Advanced Procurement Planning**  
To develop the capacity to manage the planning processes associated with the procurement of goods, services and works
- **Communication and Negotiation Skills**  
To improve the communication, negotiation and personal professional development skills required by those involved in advanced level procurement
- **Advanced Contract Management**  
To manage the evaluation, contract development, and contract administration process associated with advanced level procurement

## Learning Outcomes

By the end of the programme participants will be able to:

- Develop procurement strategies providing best fit to specific procurement requirements
- Apply systematic risk assessment and management processes to procurement activities
- Develop and review specifications
- Understand how to apply sustainable and green procurement principles and policies
- Conduct supplier research and market analysis
- Apply issues related to supplier development, supply alliances and supply chain management
- Apply advanced offer evaluation methods
- Conduct efficient cost and financial risk analysis
- Execute effective contract development and management processes
- Communicate effectively with clients, suppliers and other stakeholders

- Apply the principles of conflict management
- Communicate, council, and negotiate effectively

## Programme Topics

- Procurement systems and procedures
- Risk management planning
- Activities involved in specification development
- Sustainable procurement specifications
- Supplier research and market analysis
- Personal professional development
- Communication and conflict management
- Communicating with clients and suppliers
- Introduction to negotiation
- Negotiation styles, methods and tactics
- Contract development activities
- Advanced offer evaluation
- Financial analysis principles and tools
- Credit ratings and financial stability
- Price and cost analysis
- Developing contracts for services
- Contract administration/management
- Key Performance Indicators (KPIs)

## Target Audience

This course is designed for procurement officers or those in functions that include close interaction with procurement, such as programme and project staff seeking advanced training in UN and public procurement strategy, contract management and negotiations.

Level 3 builds on the capabilities developed in the Level 2 course. A UNDP/CIPS Level 2 certificate is therefore a prerequisite for participation at Level 3.

## Duration

5 days in-class and 4 days self-study (check the website for locations and dates):  
[www.training.undp.dk](http://www.training.undp.dk)

## Cost

US\$ 1,975

## Course Assessments

1. Multiple Choice Questionnaire
2. In-class Workbook Assessment
2. Work-Based Assessment



# Diploma in Strategic Public Procurement – Level 4

Accredited by CIPS - Level 4



## Programme Aim

The aim of this course is to provide participants with:

- **Procurement Strategy Development Skills**  
To develop strategies for significant procurement, including involvement in organisational strategic and financial planning and to organise and manage procurement activities.
- **Strategic Negotiation Skills**  
To improve the strategic communication and negotiation skills, including the management of commercial and legal considerations in negotiations, bargaining and conflict resolution processes.
- **Advanced Contract Management**  
To develop the capacity to manage strategic supply, services and consultancy contracts and conduct advanced offer evaluations.

## Learning Outcomes

By the end of the programme participants will be able to:

- Develop and implement strategic procurement plans
- Integrate procurement plans in corporate strategic and financial planning
- Plan for significant procurement and supply
- Conduct cost and financial analysis
- Organise and manage procurement activities
- Understand commercial and legal considerations in negotiations
- Apply successful negotiations and bargaining methods in procurement negotiations
- Make team negotiations work
- Manage conflict and deadlock resolution processes
- Manage advanced offer evaluation processes
- Execute strategic supply, service and consultancy contracts
- Measure and manage performance of major contracts

## Programme Topics

- Strategic procurement planning
- Planning for significant procurement
- Contingency planning at strategic level
- Integration of procurement plans with organisational and financial strategies
- Organising procurement activities
- Centralisation versus decentralisation
- Controlling procurement performance
- Commercial and legal considerations in negotiations
- Power and persuasion in negotiations
- Conflict and deadlock resolution process
- Bargaining in strategic procurement
- How to use winning negotiation strategies
- Overcoming common negotiation tactics
- Making team negotiations work
- Strategic offer evaluation processes
- Administration of major contracts
- Managing strategic supply contracts
- Contract performance measurement
- Managing contract objectives and risks

## Target Audience

This course is designed for procurement and contract management officers, and those in functions that include close interaction with procurement, such as programme and project staff, seeking strategic level training in UN and public procurement strategy development, negotiations, and contract management.

Level 4 is open to staff from the UN system, UN sponsored staff from international development organisations, and staff from partner Governments.

The course builds on the capabilities developed in Level 2 & 3 courses. A UNDP/CIPS Level 2 and 3 certificate is therefore prerequisite for participation.

## Duration

5 days in-class followed by a 4 days self-study (check the website for locations and dates):  
[www.training.undp.dk](http://www.training.undp.dk)

## Cost

US\$ 2,175

## Course Assessments

1. Multiple-Choice Questionnaire
2. In-class Workbook Assessment
3. Work-Based Assessment

# Contract and Supplier Relations Management



## Programme Aim

The aim of this course is to provide participants with:

- A clear understanding of main supplier relations management methods, taking account of legal, ethical, financial, and contractual issues
- Essential contracting capabilities, including approval and contractual relationship management methods
- Methods to manage risks, disputes and potential conflicts in the procurement and contracting processes
- Effective contract performance and quality monitoring schemes

## Learning Outcomes

By the end of the programme, participants will be able to:

- Describe the main types of contractual relationships that might be formed with suppliers and the appropriate use of each
- Develop successful commercial relationships with prospective suppliers
- Identify key stakeholders in a procurement exercise and be able to develop effective relationships with them
- Apply effective performance and quality monitoring methods
- Manage risks, disputes and potential conflicts during contracting and procurement
- Understand the importance of ethics and integrity in procurement and how to act in an ethical manner

## Programme Topics

- The principles of effective procurement and the procurement process
- Why we need to form relationships with suppliers in the general supply market
- Essential risk assessment and risk management methods
- How to benefit from our importance to suppliers
- What is a contract? Legal, business and relational issues
- Types of contractual and commercial relationships
- Engaging and relating to stakeholders during contracting and procurement
- The purpose and process of contract approval
- How to manage and communicate with bidders and suppliers after contract approval
- Performance and quality management
- Key Performance Indicators (KPIs)
- How to manage contractual reviews, disputes and potential conflicts
- What is integrity and ethics in contracting and procurement?
- Best practices when dealing with suppliers

## Target Audience

This course is designed for all those who are actively involved in managing contracts in their office and regularly deal with suppliers and consultants. While this includes procurement staff, it would also be particularly relevant for finance and admin officers and programme and project staff who on a regular basis deal with the management, monitoring and evaluation of supplier/consultant performance.

## Duration

3 days (check the website for locations and dates).

On-line course registration:

[www.training.undp.dk](http://www.training.undp.dk)

## Cost

US\$ 1,475

# Procurement Strategy Development



## Programme Aim

The aim of this course is to enable participants to develop and implement category based procurement strategies, hereby:

- Clearly understand corporate procurement strategy development options
- Manage tools and methods to implement strategies in business units
- Align procurement systems, processes and functions with the procurement spend and risk profile of the organisation
- Focus on significant high risk/high spend accounts

## Learning Outcomes

By the end of the programme, participants will be able to:

- Describe the issues to be considered when developing a procurement strategy for a business unit
- Articulate the objectives of a procurement activity for a business unit
- Conduct procurement spend analysis, supply risk assessments, demand and supply market analysis
- Model and implement strategies for significant procurement
- Implement strategies for routine, volume, critical and strategic categories
- Align systems, capabilities, and administrative processes with strategic objectives
- Measure performance, outcomes and results

## Programme Topics

- The principles of procurement strategy development
- Understanding the procurement portfolio
- Procurement profiling and spend analysis
- Supply positioning and supply risk analysis
- Understanding the organisation's market impact
- Demand and supply market analysis
- Developing corporate procurement objectives
- Strategies for managing routine, volume, critical and strategic procurement categories
- Implementation of significant procurement strategies (high risk/spend categories)
- How to align procurement functions with strategic objectives
- Managing procurement systems, capabilities, and administrative processes
- How to manage stakeholders and suppliers
- How Long Term Supply Agreements can support category based strategies
- Procurement scheduling and planning
- Measurement of results and outcomes

## Target Audience

This course is designed for procurement practitioners and managers at all levels and is also recommended for programme and project staff and other procurement stakeholders involved in the planning, monitoring, management, or oversight of procurement. The course will particularly benefit those who wish to take a more proactive and strategic approach to their procurement activities by developing and implementing an integrated corporate procurement strategy.

## Duration

3 days (check the website for locations and dates).

On-line course registration:

[www.training.undp.dk](http://www.training.undp.dk)

## Cost

US\$ 1,475



# Supply Chain Management in Humanitarian Organisations



## Programme Aim

The aim of this course is to provide participants with:

- A clear understanding of the principles of effective supply chain arrangements and to understand methods of mitigating risks and how to optimise the organisation's supply chain
- The capability to plan, implement and evaluate a logistical exercise appropriate to the value/risk of the goods being procured and transported

## Learning Outcomes

By the end of the programme, participants will be able to:

- Describe the principles of supply chain management and determine the appropriate logistical arrangements for a range of requirements
- Understand the need for insurance and the types of coverage available
- Understand the pros and cons of different Incoterms and the appropriate use of Incoterms
- Know about loss prevention, means and actions to put in place to minimise or prevent loss
- Know about customs procedures and documentation and the most common documents required for export/import
- Decide on methods of shipment depending on various factors
- Understand the functions of the Air Waybill (AWB) and Bill of Lading (B/L)

## Programme Topics

- Supply chain management principles, processes and procedures
- Logistic goals and objectives
- Modes of transportation
- Freight forwarding arrangements
- The role of the Freight Forwarder
- Purpose of shipping documents
- Incoterms 2010 and their appropriate use
- Packing and marking
- Loss prevention
- Customs clearance procedures and documentation
- Need for insurance and different types of coverage
- Warehouse and Inventory Management
- On-site facility tour

## Target Audience

This course is designed for those working in the public sector interested in gaining a comprehensive overview of appropriate supply chain management, logistics and Incoterms. Specifically, it is relevant to those new to the procurement function or logistics, or those who have worked in the function for some time, but have not previously undertaken formal training.

## Duration

3 days (check the website for locations and dates).

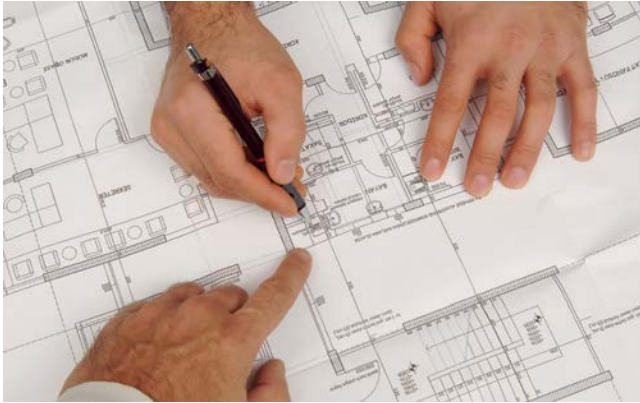
On-line course registration:

[www.training.undp.dk](http://www.training.undp.dk)

## Cost

US\$ 1,475

# Risk Management in Contracting for Construction Services



## Programme Aim

This course will provide participants with a clear understanding of Planning and Risk Management tools to manage construction projects to improve cost, timeliness and quality of works, and to communicate effectively with stakeholders.

Participants are encouraged to submit a personal construction case study in advance of course start. The participants' own case studies allow practical application of course theory and development of a preliminary Project definition plan, Risk management plan, Procurement plan and Programme management plan for a specific project.

## Learning Objectives

Participants will gain a thorough understanding of:

- The context of construction projects which are normally “one off” activities defined uniquely by function, location and form
- How to develop a preliminary Project definition plan, Risk management plan, Procurement plan and Programme management plan
- How the construction supply market operates and the capability of suppliers to meet requirements
- How to pre-empt unrealistic stakeholder expectations (donors and clients) with executing construction projects
- How to operate in unstable environments and in markets with limited local supply capabilities

## Programme Topics

- The construction procurement framework
- The identification of the project outcomes
- Development of a preliminary:
  - Project definition plan
  - Risk management plan
  - Procurement plan
  - Programme management plan
- Risk management methods
- Establishment of scope of work
- Supply chain assessment
- Prequalification process
- Contract selection
- Tendering
- Contract administration
- Types of contracts
- Sample contracts and conditions (including FIDIC)
- Construction terminology
- Acceptable cost planning including contingencies

## Target Group

This programme offers a knowledge base for all participants whether they be in the programme or procurement fields and interested in gaining a comprehensive overview of risk management in contracting for construction services. Specifically, it would be relevant to those working with the development and implementation of Project definition plans, Risk management plans, Procurement plans and Programme management plans or staff who would like a closer understanding of construction management.

## Duration

3 days (check the website for locations and dates).

On-line course registration:

[www.training.undp.dk](http://www.training.undp.dk)

## Cost

US\$ 1,475

# Effective Negotiations in Projects and Procurement



## Programme Aim

The aim of this course is to provide participants with the skills and knowledge needed for successful negotiations, including:

- Understanding the principles and dynamics of the negotiation process and how to avoid the common traps in negotiation
- Developing win-win strategies based on analysis of the other parties' needs
- Identifying and actively working on their own negotiation strengths and weaknesses through role-plays

## Learning Outcomes

By the end of the programme, participants will be able to:

- Identify the negotiation objectives
- Develop and prepare a negotiation plan and strategy
- Understand the different components of the negotiation process
- Establish a positive and constructive atmosphere at the negotiation table
- Understand the essential skills necessary to be a successful negotiator
- Identify own strengths and weaknesses at the negotiation table
- Understand and appreciate the impact different cultural backgrounds can have on verbal and non-verbal communication
- Enhance negotiation skills through role-plays and by applying best practices

## Programme Topics

- Defining negotiation and negotiation skills
- Characteristics of the negotiation cycle in projects and procurement
- Negotiation and supply positioning
- Preparing the negotiation process
- Assessing your own negotiation skills
- Choosing your negotiation team
- Developing a negotiation strategy
- The different stages of negotiation
- Win/Lose vs. Win/Win negotiations
- Distributive vs. integrative negotiations
- Typical tactics and ploys
- Bargaining and persuasion techniques
- Trading and compromising
- Closing of negotiations and readying the agreement for implementation
- Intercultural factors
- Dealing with conflict
- Monitoring implementation
- Role-plays and behaviour rehearsal
- Linking theory and practise

## Target Audience

This course is for staff members working in the procurement environment, who are new to negotiations and would like to be well-prepared before embarking into this field. Staff, who are already conducting negotiations but have never had any formal negotiation training, will also find this course educating. The course content and tools provided can be applied to negotiations with both internal and external partners. Requisitioners, technical experts, programme and project staff will also find this course valuable.

## Duration

4 days (check the website for locations and dates).

On-line course registration:

[www.training.undp.dk](http://www.training.undp.dk)

## Cost

US\$ 1,575

# Contracting & Management of Individual Contractors

## CONSULTING



### Programme Aim

The aim of this course is to provide participants with a thorough understanding of the procurement policies, principles and procedures that govern the hiring/recruitment and management of Individual Consultants/Contractors (ICs) and Consultancy Firms in UNDP.

### Learning Objectives

By the end of the course, participants will gain a thorough understanding of:

- The roles and procedures that govern ICs and Service Contracts – and why they exist
- The conditions under which the IC is the appropriate form of contract
- The correct, as well as the incorrect, use of the Individual Contractors, Reimbursable Loan Agreements (RLAs), and Service Contracts (SC)
- The selection and engagement process for IC, RLA, and SC
- The difference between an Individual Contractors and a Reimbursable Loan Agreement – when and how?
- Sourcing, receipt and evaluation of applications
- The role of the procurement review committee
- Roles and responsibilities in the management of IC, RLA, SC
- Performance monitoring, measurement, and management methods

### Programme Topics

- Definition and scoping of assignments
- Use of the IC
- Legal status, rights and obligations
- Selection and engagement of ICs
- Service-incurred liabilities
- Travel
- Engagement of Government Officials, Retired Staff, Interns & Relatives
- Establishing a roster of ICs
- Roles and responsibilities
- Terms of references
- Deliverables, milestones
- Reporting Requirements
- Key performance indicators
- Performance evaluation and management
- Payment of ICs
- Termination
- Activities and case studies

### Target Audience

In UNDP the management of Individual Contractors is a procurement activity and is therefore subject to a competitive process and best value for money considerations. This course is designed for those working in UNDP and other UN and public sector organisations, who need to engage individuals to perform non-staff tasks in connection with clear and quantifiable deliverables. Specifically, it is relevant to those working in the procurement function who need to have a clear understanding of the procurement principles and policies governing the engagement and management of Individual Contractors or Consultancy Firms to provide services that range from being highly specialised and intellectual in nature to more routine and operational support services.

### Duration

3 days (check the website for locations and dates).

On-line course registration:

[www.training.undp.dk](http://www.training.undp.dk)

### Cost

US\$ 1,475

# Logistics & INCOTERMS 2010

## Incoterms® 2010



### Programme Aim

The aim of this course is to provide participants with:

- The capability to plan, implement and evaluate a logistical exercise and select International Commercial Terms appropriate to the value/risk of the goods being procured and transported

### Learning Outcomes

By the end of the programme, participants will be able to:

- Understand allocation of tasks, costs, and risks to buyer/seller according to Incoterms 2010
- Use appropriate logistical arrangements for a range of requirements
- Understand the pros and cons of using different Incoterms
- Understanding of the need for and types of insurance
- Incorporate contract management clauses, containerization, pre-shipment inspection, payment terms
- How to reduce the risk of loss and damage

### Programme Topics

- Incoterms 2010 and their appropriate use
- Logistical goals and objectives
- Freight forwarding arrangements
- Modes of transportation
- The structure and classification of Incoterms
- How to use the different E, F, C & D terms
- Seller and buyer obligations and costs
- Packing and marking
- Loss prevention
- Customs clearance procedures and documentation
- Need for insurance and different types of coverage
- Institute cargo clauses
- Liability limitations
- Processes of insurance claims

### Target Audience

This course is designed for those working in the public sector interested in gaining a comprehensive overview of appropriate use of Incoterms 2010 and logistical arrangement. Specifically, it is relevant to those working in the procurement function, logistics, contract management and who are either new to the work or have worked in the function for some time, but have not previously undertaken formal training.

### Duration

2 days (check the website for locations and dates).

On-line course registration:

[www.training.undp.dk](http://www.training.undp.dk)

### Cost

US\$ 1,275



# Effective Programme and Procurement Teamwork



## Programme Aim

The aim of this course is to provide participants with:

- The capability to identify the optimal approach to handling procurement activities in the context of project implementation and deliver significant value to programmatic outcomes and delivery.
- An understanding of when it makes sense to have a strong team approach to securing goods, services, and works – and ultimately, delivery and results.
- Knowledge of immediate relevance to Programme staff and Managers, including integrated planning, development of specifications & TOR, development of Evaluation criteria, Evaluation of bids and proposals, and contract management.

## Learning Objectives

By the end of the programme, participants will be able to:

- Identify the key steps in the Programme and Procurement Cycles
- Understand where in the cycles interaction occurs
- Know about key considerations for effective planning
- Be able to draft a requisition plan
- Be able to provide input to a procurement plan
- Know about commercial risk assessment and management
- Write specifications and terms of reference
- Evaluate bids and proposals
- Use contract management terms
- Monitor performance
- Improving and measure the contribution of Procurement to Programmatic results

## Programme Topics

- Project cycle vs. Procurement cycle
- Interaction points and roles and responsibilities
- Principles, ethical standards and fraud issues
- Integrated planning and budgeting
- Portfolio approach
- Risk assessment and management
- Writing specifications and terms of reference
- Evaluating bids and proposals
- Contract management and performance monitoring

## Target Audience

This course is designed for those working in Programme or Procurement – and for Managers – involved in Project and Procurement Cycles. In particular staff with roles, responsibilities, and interaction points collaborating to achieve programmatic results. The course will elaborate how to develop or review Specifications/TORs and evaluation criteria, how to undertake evaluation of bids and proposals, and offer best practices in contract management. The overall focus of the course is effective and efficient delivery of results. Specifically, it is relevant to those working in a Management, Programme or Procurement role and who are either new to the work or have worked in the function for some time, but have not previously undertaken formal training.

## Duration

2 days (check the website for locations and dates).

On-line course registration:  
[www.training.undp.dk](http://www.training.undp.dk)

## Cost

US\$ 1,275

# Sustainable Public Procurement



## Programme Aim

The aim of this course is to provide participants with:

- A clear understanding of how to start, implement or maintain a Sustainable Public Procurement (SPP) programme
- The capability to manage all aspects of the procurement process as it relates to SPP

## Learning Outcomes

By the end of the programme, participants will be able to:

- Develop and implement a strategic plan for SPP
- Identify key stakeholders in the SPP procurement process
- Bring SPP from a concept into practical use
- Integrating SPP in the public procurement processes, practices, and procedures
- Use specifications to improve the sustainable outcome of the procurement process
- Identify methods to improve sustainability of the supplier base
- Understand how evaluation criteria can be used in SPP
- Understand the methods and importance of contract management in the SPP process

## Programme Topics

- The principles of Sustainable Public Procurement
- Strategic framework to implement an SPP programme
- Understand SPP techniques and tools, including best practices and case studies
- How SPP can be incorporated into the procurement process
- How specification development plays a critical role in SPP
- Using ecolabels and other standards to promote and achieve sustainability
- What strategies can be used to improve SPP through the supplier selection process
- How evaluation criteria improves SPP
- How contract management requirements are important to the overall success of SPP

## Target Audience

This course is designed for those working in the public sector interested in obtaining a comprehensive understanding of sustainable public procurement. It is designed for procurement professionals as well as those closely working in the procurement process including programme and project staff. Specifically, it is relevant to those working with sustainability issues as managers, policy makers, procurement practitioners, requisitioners, clients, contract managers and/or contract review committee members etc.

## Duration

3 days (check the website for locations and dates).

On-line course registration:

[www.training.undp.dk](http://www.training.undp.dk)

## Cost

US\$ 1,475

# Anti-Corruption and Ethics in Procurement



## Programme Aim

The aim of this course is to provide participants with a clear understanding of how to recognise, reduce and detect corrupt behaviour and conflicts of interest in public procurement, and to increase awareness of the importance of ethical conduct throughout the whole procurement process.

## Learning Objectives

By the end of the course, participants will be able to:

- Recognise the essential role of each stakeholder in reducing opportunities for corrupt practices and conflicts of interest through promulgation of best practices and application of transparent and accountable policies, procedures and standards
- Recognise where in the procurement process corruption risks and ethical dilemmas can occur and understand how to anticipate and avoid them through proper risk management and monitoring.
- Promote common values and define the behaviour and performance expected of UN Staff/International Civil Servants/Public Procurement Staff
- Demonstrate a clear understanding of how the principles of public procurement play a key role in conducting a fair and ethical procurement process.

## Programme Topics

- Major risk areas for corruption in the procurement cycle and the impact of fraud
- Prevention and detection of corrupt practices, including relevant UN initiatives:
  - UNCITRAL Model Law on Public Procurement
  - United Nations Convention against Corruption (UNCAC)
  - UN Joint Inspection Unit – A Fraud Management Framework
  - Sustainable Development Goal 16 - Promote just, peaceful and inclusive societies
- The role of eProcurement in reducing the risk of fraud and corruption
- Roles and Responsibilities of the key stakeholders in Public Procurement
- Ethics in procurement from an organisational perspective
- Ethics in procurement from a procurement practitioner's perspective
- Ethics in procurement from a supplier's perspective
- Principles of Public Procurement
- Internal Controls, Audit and Oversight
- Review and evaluation of the procurement function

## Target Audience

This course is designed for procurement practitioners in the public sector and for those working in functions that are directly related to any stage of the procurement cycle or who interact with any of the key stakeholders involved in the procurement process. Specifically, it would be relevant to those new to the procurement function, those wishing to refresh their knowledge on Ethics in Public Procurement and those interested in raising awareness of corrupt and fraudulent behaviour with the aim of reducing, preventing and detecting unethical practices in the supply chain within their organisation.

## Duration

2 days (check the website for locations and dates).

On-line course registration:

[www.training.undp.dk](http://www.training.undp.dk)

## Cost

US\$ 1,275

# Public Procurement Reform Implementation



## Programme Aim

The Public Procurement Reform Implementation Programme introduces participants to a toolkit for supporting evidence based public procurement policy development and practice transformation. Participants are enabled to work effectively with stakeholders who identify both problems and opportunities, and to frame cost effective interventions that promote constructive reform in public procurement systems, practices, policies and procedures.

## Learning Outcomes

Participants will gain a thorough understanding of the following capabilities:

How to enhance public procurement systems and their workings?

- Identify the nature of various procurement systems including policy objectives, legislative and regulatory frameworks and their practice implications.
- Analyze the strengths and weaknesses of various procurement systems
- Identify and explain general points of intervention for policy and practice improvement

How to provide evidence based policy development and practice transformation?

- Explain the concept of evidence based policy and practice development
- Identify available sources of data/information of public procurement systems
- Tools to support policy development and practice transformation

What is stakeholder identification and engagement?

- Identify the stakeholders in the various aspects of public procurement systems

- Identify and circumscribe problems and opportunities in public procurement systems
- Determine the needs, issues and influences of stakeholders
- How to engage various stakeholders in opportunity realization or problem resolution
- Sustaining stakeholder motivation and engagement in policy processes and system transformations

## Programme Topics

Day 1: Public procurement systems and their workings

Day 2: Evidence based policy development and practice transformation

Day 3: Engaging stakeholders

Day 4: Fully worked case study examples and information on access to post training supports

Information is provided on how participants may:

- Access the online assistance of the UNDP Public Procurement Reform Advisor;
- Benefit from the moderated Public Procurement Reform Forum, and
- Access pre-qualified consultants from UNDP's public procurement reform expert roster.

## Target Audience

Potential participants may include but are not limited to:

- Development organisations involved in public procurement reform;
- Political actors who are seeking to frame a public procurement policy agenda;
- Public/ civil servants who are seeking to improve public procurement capacity;
- Civil society representatives involved in public procurement system changes;
- Public procurement managers challenged by public procurement reforms, and
- Business and industry associations supporting improvements in public procurement systems

## Duration

4 days (check the website for locations and dates): [www.training.undp.dk](http://www.training.undp.dk)

## Cost

US\$ 2,875

# Government Procurement Capacity Development

*UNDP helps partner governments, ministries and national institutions to develop and sustain critical procurement capacities. We design and implement:*

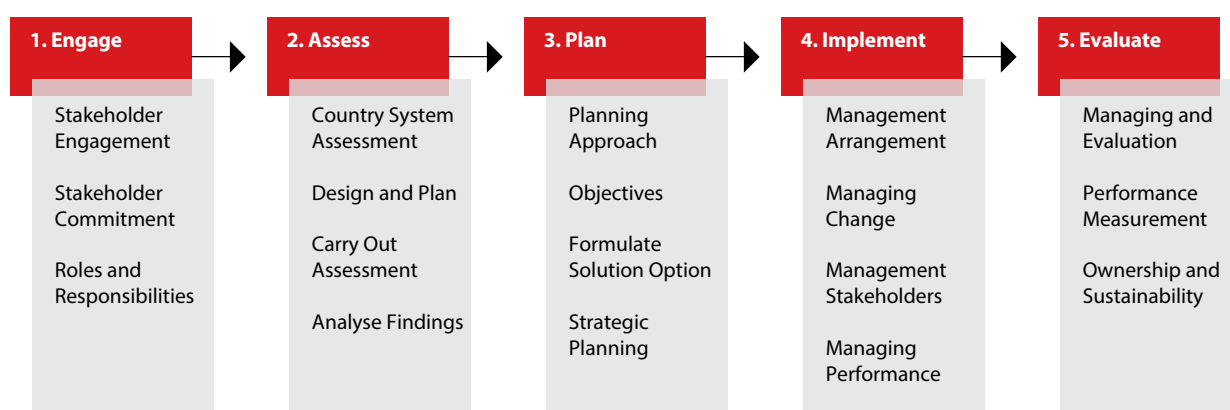
- Capacity development programmes;
- Public procurement reform programmes;
- Procurement policies, strategies and standards;
- Procurement quality assurance schemes; and
- Training and certification standards.

Working at the individual, procurement team, institutional and partner government levels, UNDP sustains procurement capacities through tailored programmes, interventions and services.

UNDP adds value to public procurement capacity development and reform efforts by partnering with one of the leading industry bodies in this domain, the Chartered Institute of Procurement and Supply (CIPS). This unique partnership combines expertise and experience in:

- Assessments and capacity building of country procurement systems;
- Initiatives to raise the profile of procurement as a strategic function for development;
- Research, analysis and curriculum development for procurement practitioners; and
- Capacity building strategies for national institutions.

The UNDP approach provides practical guidance on how to manage a procurement reform and/or capacity development process whether at the national, sector or entity level. It includes practical advice, tools, templates and process guidance for all steps in the process of developing country procurement capacities.



## Government procurement capacity development approach

### More information:

[www.unpcdc.org](http://www.unpcdc.org)

### Contact:

[Procurement.training@undp.org](mailto:Procurement.training@undp.org)

[www.training.undp.dk](http://www.training.undp.dk)



# About



Empowered lives.  
Resilient nations.

# Awards



## The Chartered Institute of Procurement & Supply

The Chartered Institute of Procurement & Supply (CIPS) is the world's largest procurement and supply professional organisation. It is the worldwide centre of excellence on procurement and supply management issues.

CIPS has a global community of over 114,000 in 150 different countries, including senior business people, high-ranking civil servants and leading academics. The activities of procurement and supply chain professionals have a major impact on the profitability and efficiency of all types of organisations, supported globally by CIPS.

[www.cips.org](http://www.cips.org); @CIPSNews

## United Nations Development Programme

The United Nations Development Programme (UNDP) works in more than 170 countries and territories, helping to achieve the eradication of poverty, and the reduction of inequalities and exclusion.

To support programmes and operations, UNDP offers specialised procurement training and certification to staff from the UN system, partner governments, non-governmental organisations and international development financing institutions and their borrowers.

More than 10,000 candidates have been certified through the UNDP/CIPS procurement certification courses, fully accredited by CIPS, hereby assuring compliance with high international quality standards. All training and certification courses are tailored to reflect UN and public procurement rules, policies, procedures, and best practises.

[www.training.undp.dk](http://www.training.undp.dk) ; [procurent.training@undp.org](mailto:procurent.training@undp.org)

UNDP was a finalist for the World Procurement Award 2016 for Learning & Development Excellency.  
Read more here: [www.worldprocurementaward.com](http://www.worldprocurementaward.com)

UNDP was nominated for the respected 2015 Supply Management Award in Training & Certification.  
Read more here: [www.cipssmawards.com](http://www.cipssmawards.com)

UNDP and CIPS were awarded the prestigious **European Supply Chain Excellence Award 2012/2013** for Training and Professional Development. This Award is in recognition of the Procurement Certification and Training Programme and its success in professionalizing the UN and public procurement sector.  
Read more here: [www.supplychainexcellenceawards.com](http://www.supplychainexcellenceawards.com)



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**For information and on-line registration:**  
[www.training.undp.dk](http://www.training.undp.dk)

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