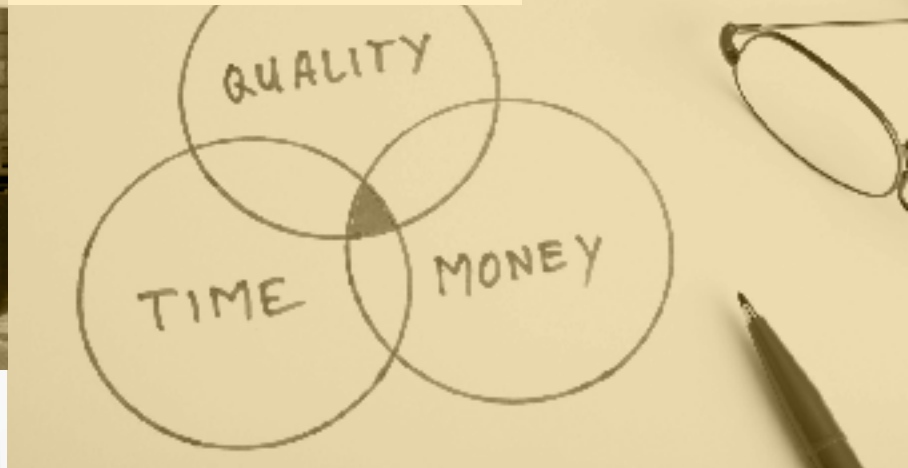


# Procurement Training & Certification Catalogue 2012



# Standard Training Courses

	Page
Introductory Certificate in Public Procurement – Accredited by CIPS, Level 2	4
Advanced Certificate in Public Procurement – Accredited by CIPS, Level 3	5
Strategic Diploma in Public Procurement – Accredited by CIPS, Level 4	6
Contract and Supplier Relations Management	7
Procurement Strategy Development	8
Supply Chain Management in Humanitarian Organisations	9
Risk Management in Contracting for Construction Services	10
Effective Negotiations in Projects and Procurement	11

## Contact Details

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

## Tailor-made Courses

Tailor-made courses are designed to meet the specific requirements of your staff and organisation. They can be delivered at 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 standard courses to meet your unique learning and development requirements
- Develop a completely new course to precisely address your development requirements

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

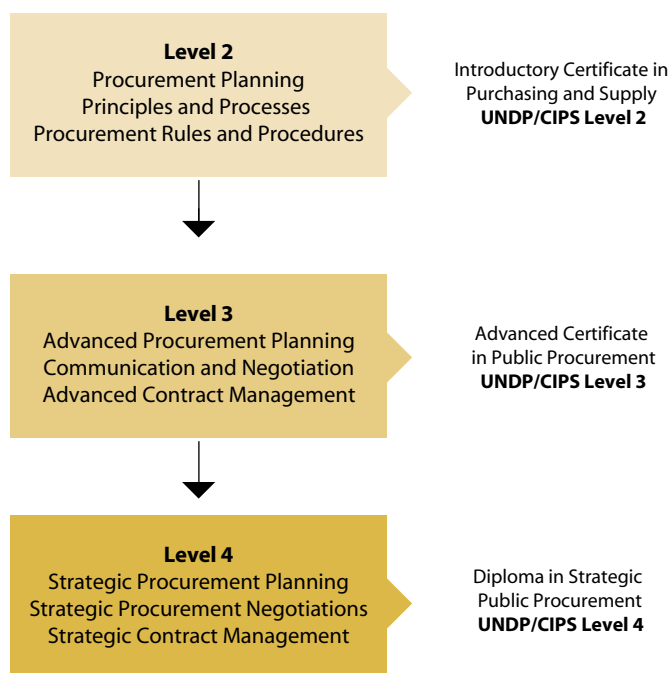
# About UNDP Procurement Training and Certification

*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 Purchasing and Supply (CIPS) assuring compliance with high international quality standards as well as offering participants access to a world-wide community of procurement professionals. All training and certification courses are tailored to reflect UN and public procurement rules, policies, and procedures.

In 2012 the “*Strategic Diploma in Public Procurement – Level 4*” is introduced in the series of CIPS accredited procurement certification courses. A prerequisite for participation at Level 4 is prior completion of Level 2 and Level 3 certification courses.



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PURCHASING & SUPPLY®

Participants, who complete and pass Level 4 may apply for accelerated entry to Level 5 “*Advanced Diploma in Purchasing and Supply*” directly with CIPS.

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 accreditation.

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. For more information please contact us at [procurement.training@undp.org](mailto:procurement.training@undp.org).

# Introductory Certificate in Public Procurement - Level 2

Accredited by CIPS – Level 2



## 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.undp.org/procurement/training.shtml](http://www.undp.org/procurement/training.shtml)

## Cost

US\$ 1,575

## 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 short 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
- Development 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, counsel, 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
- Cost analysis incl. life-cycle costing
- 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.undp.org/procurement/training.shtml](http://www.undp.org/procurement/training.shtml)

## Cost

US\$ 1,875

## Course Assessments

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

# Strategic Diploma in Public Procurement – Level 4

Accredited by CIPS – Level 4



## Programme Aim

The aim of this course is to provide participants with:

### • Strategy Development Skills

To develop strategies for significant procurement, including involvement in organisational strategic and financial planning and organise and manage strategic 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
- Centralisations 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 builds on the capabilities developed in the Level 2 and 3 courses. A UNDP/CIPS Level 2 and 3 certificate is therefore a prerequisite for participation at Level 4.

## Duration

5 days in-class followed by a 4 days self-study (check the website for locations and dates):

[www.undp.org/procurement/training.shtml](http://www.undp.org/procurement/training.shtml)

## Cost

US\$ 1,975

## 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.undp.org/procurement/training.shtml](http://www.undp.org/procurement/training.shtml)

## Cost

US\$ 1,275

# 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.undp.org/procurement/training.shtml](http://www.undp.org/procurement/training.shtml)

## Cost

US\$ 1,275

# 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
- Be able to 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.

Additionally, those working in functions that include close interaction with the procurement or logistics function, such as programme and project staff who would like a closer understanding of supply chain management activities would find this course relevant.

## Duration

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

On-line course registration:

[www.undp.org/procurement/training.shtml](http://www.undp.org/procurement/training.shtml)

## Cost

US\$ 1,275

# Risk Management in Contracting for Construction Services



## Programme Aim

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

Construction projects can be of high value and/or high risk and if not planned and managed well can easily run over time, over budget and not deliver what was originally expected.

## Learning Objectives

Participants will gain a thorough understanding of:

- How to undertake risk analysis and identify critical factors for success and how to determine the best procurement strategy
- Your agency's objectives for the purchase and its demand requirements
- How the supply market operates and the capability of suppliers to meet your requirements
- How to pre-empt unrealistic stakeholder expectations (donors and government) to execute complex construction projects
- How to operate in unstable environments and in markets with limited local supply capabilities, including where bottlenecks and monopolies are impediments

## Programme Topics

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

## Target Group

This course is designed for those working in the public sector interested in gaining a comprehensive overview of risk management in contracting for construction services. Specifically, it would be relevant to those working in the procurement function or project development phase, or those working in functions that include close interaction with the procurement function, such as programme 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.undp.org/procurement/training.shtml](http://www.undp.org/procurement/training.shtml)

## Cost

US\$ 1,275

# 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 and understanding 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.undp.org/procurement/training.shtml](http://www.undp.org/procurement/training.shtml)

## Cost

US\$ 1,475



United Nations Development Programme  
Procurement Support Office  
Quality Assurance

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For information and registration:  
[www.undp.org/procurement/training.shtml](http://www.undp.org/procurement/training.shtml)

