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Resilient nations.



Procurement Training & Certification Catalogue 2016



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 standard courses to meet your unique learning and training requirements
- Development of a completely new course to precisely address your requirements

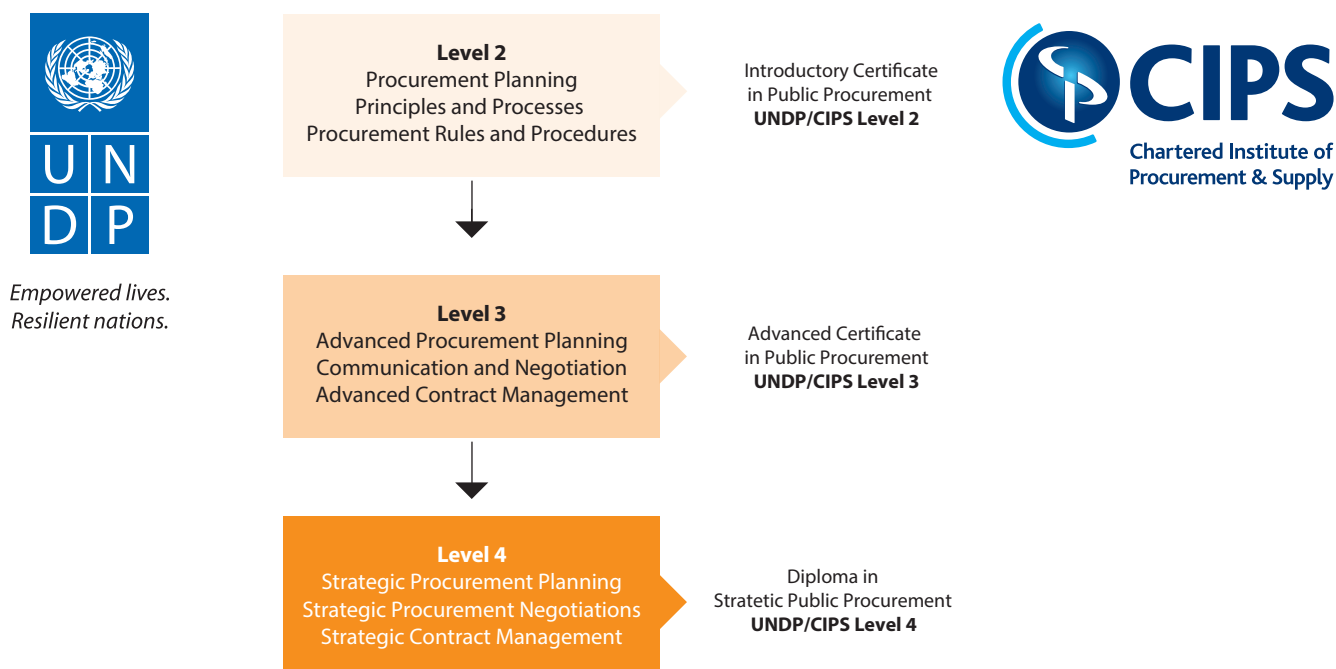
Please contact procurement.training@undp.org for a proposal.

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



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

Cost

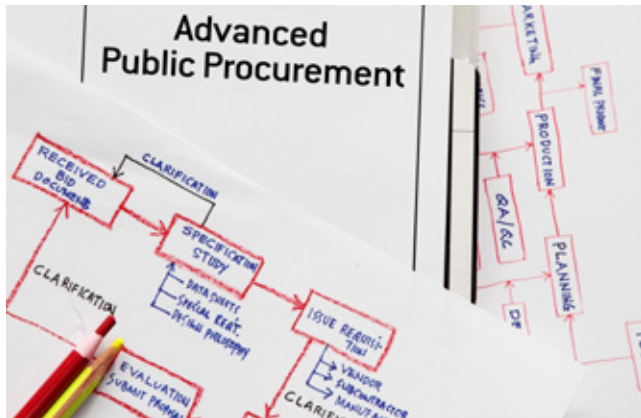
US\$ 1,675

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, 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
- 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.undp.org/procurement/training

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



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 the capabilities developed in Level 2 & 3 courses. An 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.undp.org/procurement/training

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.undp.org/procurement/training

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.undp.org/procurement/training

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.undp.org/procurement/training

Cost

US\$ 1,475

2-days "INCOTERMS 2010" course

The course is also provided in a condensed 2-day version, with focus on international standards in procurement using INCOTERMS 2010 and their appropriate use. In particular, what is new/different and how INCOTERMS 2010 more precisely differentiates from the 2000 version. See page 13 for details.

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

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 and understanding your own negotiation skills
- Choosing your negotiation team
- Developing a negotiation strategy
- The different stages of negotiation
- Win/Loose 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

Cost

US\$ 1,575

Contracting of Individual Consultants & Companies

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/Contracts (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 Contract, Reimbursable Loan Agreements (RLAs), and Service Contracts (SC)
- The selection and engagement process for IC, RLA, and SC
- The difference between an Individual Contract 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 Contracts 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 Consultants 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.undp.org/procurement/training

Cost

US\$ 1,475

Incoterms 2010 – how to use International Commercial Terms in Procurement

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
- 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.undp.org/procurement/training

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
- Procurement 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.undp.org/procurement/training

Cost

US\$ 1,275

About



Chartered Institute of Procurement & Supply



Empowered lives.
Resilient nations.

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; @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 5000 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.undp.org/procurement/training; procurent.training@undp.org

Awards



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



UNDP is nominated for the respected **2015 Supply Management Award** in Training & Certification. Read more here: www.cipssmawards.com





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UNDP is nominated for the respected 2015 CIPS Supply Management Award in the domain of Training and Certification

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For information and on-line registration:
www.undp.org/procurement/training

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