



JOINT INSPECTION UNIT
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MANAGEMENT LETTER

**CONTRACT MANAGEMENT –
PROCESS ASSESSMENT MODEL (CM-PAM)**

**SAMPLE
ASSESSMENT RESULTS**

Note:

This is only a sample of the management letters sent separately to each of the following organizations: FAO, ILO, PAHO, UN Secretariat, UNDP, UNESCO, UNFPA, UNHCR, UNICEF, UNIDO, UNOPS, WFP, WHO and WIPO

(This document to be read in conjunction with JIU/REP/2014/9)

Geneva 2015

CONTENTS

I.	INTRODUCTION.....	1
II.	SURVEY RESULTS FOR THE (<i>SPECIFIC ORGANIZATION</i>).....	2
A.	<i>RESULTS BY CATEGORIES</i>	2
B.	<i>COMPARISONS ACROSS ORGANIZATIONS</i>	3
C.	<i>OPEN-ENDED RESPONSES</i>	3
III.	METHODOLOGY.....	4
A.	<i>CONTRACT MANAGEMENT PROCESS ASESMENT MODEL</i>	4
B.	<i>SURVEY</i>	5
C.	<i>RESPONDENTS</i>	6
IV.	ANNEX.....	7
A.	<i>SELECTED RESPONSES FROM OPEN-ENDED QUESTIONS</i>	7
B.	<i>CM-PAM SURVEY QUESTIONS</i>	12

I. INTRODUCTION

1. The Joint Inspection Unit (JIU) developed the Contract Management Process Assessment Model (CM-PAM) as a tool to assess the processes of managing contracts during the post-award phase in the context of United Nations system organizations. The CM-PAM is based on a self-assessment methodology and uses a survey consisting of targeted questions addressing key contract management processes. A CM-PAM survey of **14 United Nations system organizations** was conducted in 2014 as part of the JIU report “Contract Management and Administration in the United Nations System” (JIU/REP/2014/9). The survey was addressed mainly to practitioners of managing contracts in the various organizations (contracting officers, requisitioners, project managers etc.). The survey questionnaire is included in the Annex (part B).

2. **This management letter provides detailed information on the survey results specific to the (*specific organization*). The letter should be read in conjunction with the aforementioned JIU report (JIU/REP/2014/9). A detailed account of the methodology used is presented in section III.**

3. The CM-PAM aims to help organizations identify their level of development in the post-award contract management processes and focus on perceived strengths and weaknesses. The CM-PAM does not provide solutions or solve problems identified. Instead, this work should be viewed as a starting point to formulate a contract management capacity development plan in areas that may need further strengthening. For example, the application of the model may identify contract management areas that require additional training to achieve desired competences or level of maturity. Ultimately, it is up to the organization to further customize and refine the CM-PAM and to take necessary action to improve critical processes identified.

4. In considering survey results it should be noted that not all organizations need to have in place world class contract management processes and methodologies to manage contracts with efficiency and effectiveness. For example, an organization with a small number of contracts (of relative complexity) may not have a need for a fully-fledged automation system to manage such contracts. On the other hand, processes and capacities to manage complex and/or high value or high volume contracts are different from those of small or routine contracts and require advanced methods and techniques.

5. Organizations are encouraged to use the CM-PAM for their own purposes and benefits. Organizations that so decide may choose to expand the scoring system and assign different weights on the survey criteria or prioritize as appropriate reflecting their specific and/or unique interests and needs.

II. SURVEY RESULTS FOR THE (SPECIFIC ORGANIZATION)

A. RESULTS BY CATEGORIES

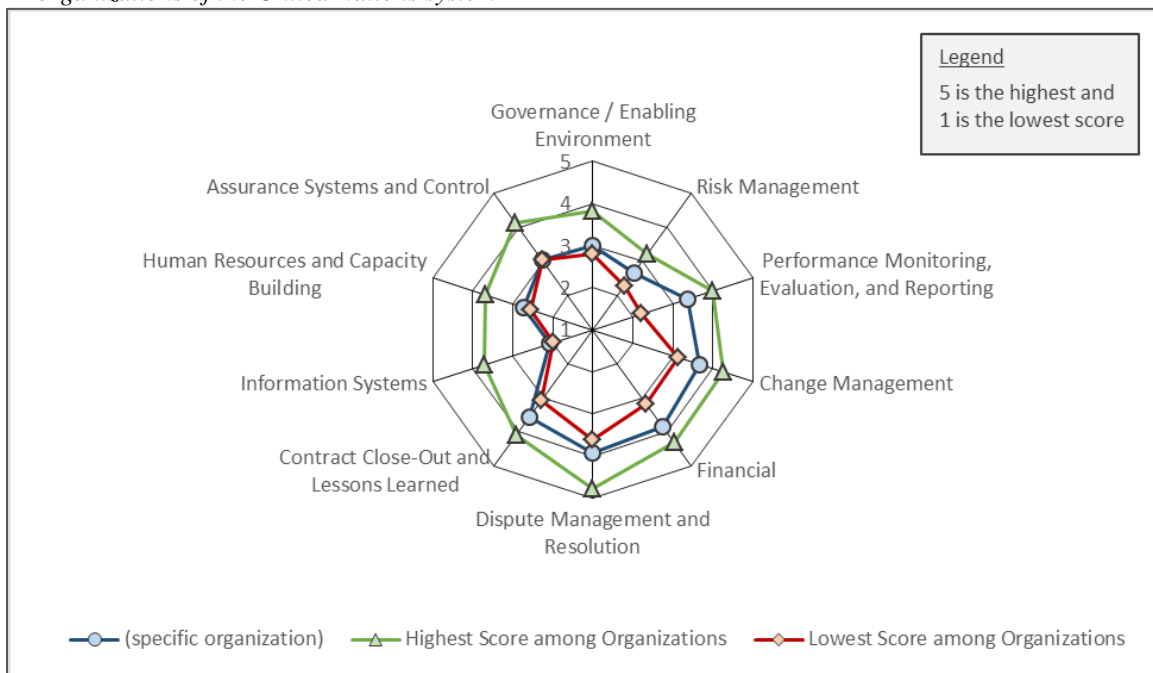
6. Table 1 presents a summary of the results for ten categories of activities comprising the post-award contract management process. **Note that the highest achievable score for each category is five.**

Table 1: Overview of Results for (specific organization) with comparators

	Governance & Enabling Environment	Risk Management	Performance Monitoring etc.	Change Management	Financial	Dispute Management & Resolution	Contract Close-out & Lessons Learned	Information Systems	Human Resources & Capacity Building	Assurance Systems/Control
(specific organization)	3.0	2.7	3.4	3.7	3.8	3.9	3.6	2.1	2.7	3.0
Comparators:										
- Average all organizations	3.1	2.4	3.0	3.6	3.7	3.8	3.3	2.7	2.8	3.3
- Highest score among organizations	3.8	3.2	4.0	4.3	4.3	4.8	4.1	3.7	3.7	4.1
- Lowest score among organizations	2.8	2.3	2.2	3.1	3.2	3.6	3.1	2.0	2.6	3.0

Figure 1 presents (specific organization) results in the different categories.

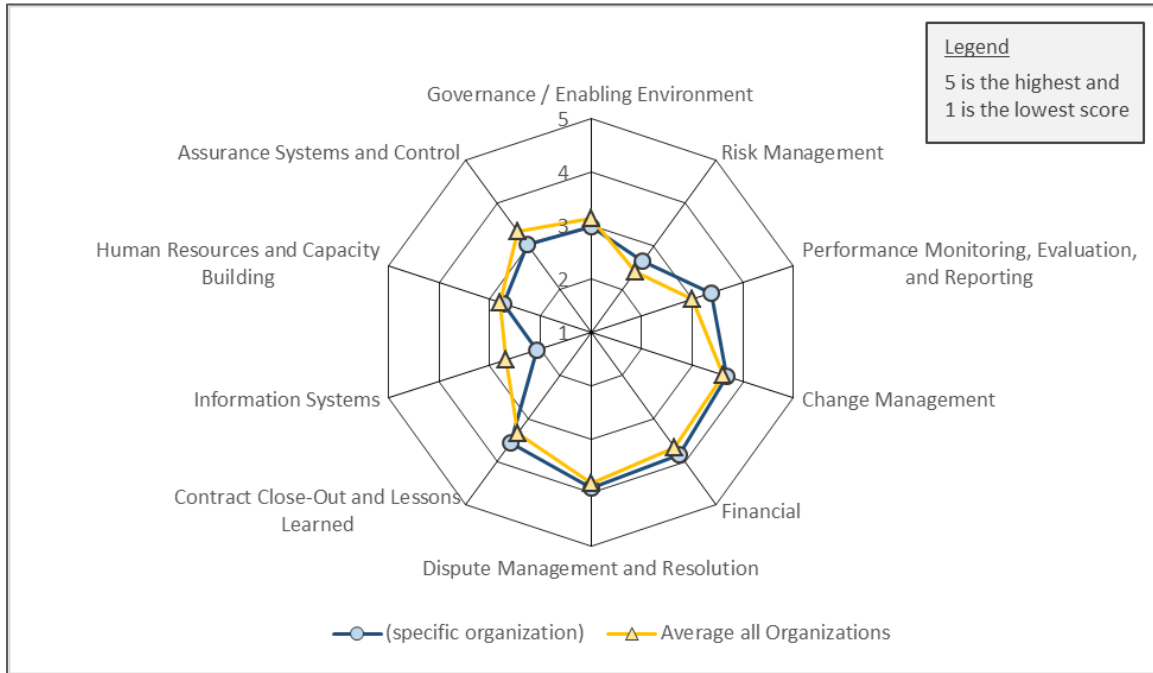
Figure 1: Cumulative CM-PAM results for (specific organization) compared to highest and lowest scores of 14 organizations of the United Nations system



B. COMPARISONS ACROSS ORGANIZATIONS

7. Figure 2 presents a comparison with the average across all organizations.

Figure 2: Results for (specific organization) compared to the average of 14 organizations of the United Nations system



8. As the above table 1 and figures 1 and 2 indicate, the organization scoring is ranked average or low in most categories (among United Nations system organizations), and there remains room for improvement in all areas as the scoring is at or below 70 per cent of the highest score possible.

C. OPEN-ENDED RESPONSES

9. In addition to soliciting responses on 111 processes/questions indicated in Annex (part B), the survey included two open-ended questions which provided further evidence and illustration to triangulate evidence gathered through the structured sections of the survey. The open-ended questions posed were ‘What are the major strengths of your organization's post-award contract management process?’ and ‘What are the major weaknesses of your organization's post-award contract management process?’ Relevant responses are summarized below. A list of responses can be found in the Annex (Part A).

Major strengths as indicated in responses to open-ended questions

10. Several respondents commented on the strong collaboration between the various parties/units involved in the contract management process. Regular contract compliance and performance monitoring and formal start-up procedures for major contracts were seen by some as major strengths of this organization. A number of respondents also commented on the good contractor-client relationship that exists in most contracts. Others referred to the important link between job continuity and building staff expertise.

Major weaknesses as indicated in responses to open-ended questions

11. In terms of major weaknesses, most comments related to (i) the lack of clearly defined structures, roles and responsibilities; (ii) issues concerning human resources and the need for training, (iii) the lack of automation systems support and (iv) a perceived lack of involvement of senior management.

12. Lack of a clear division of labour between requisitioners, procurement, finance and contract management staff and a lack of standardization of contract management functions were identified as particular challenges. Opinions were split on the need for more centralization or decentralization of the contract management function. The lack of adequate induction training for staff involved in contract management activities was seen as a major weakness. The need for additional training was also seen as particularly pressing for staff handling complex contracts. Training topics mentioned were total quality management systems and arbitration mechanisms. Many see the lack of automation system support of contract management as a major impediment. Finally, respondents also felt that senior management did not view post-award contract management as a priority.

III. METHODOLOGY

13. This section presents A) an overview of the CM-PAM; B) a background on the survey methodology, describing in particular how the survey data have been weighted to obtain representative results; and C) a synopsis of the characteristics of the respondents based on key socio-demographic variables.

A. CONTRACT MANAGEMENT PROCESS ASSESSMENT MODEL

14. The development of the CM-PAM benefited from work done in the area of procurement and contract management by a number of entities, including the International Association for Contract & Commercial Management's (IACCM) Contracting Capability Maturity Model, the Contract Management Maturity Model by Garrett and Rendon (2005), the OECD MAPS methodology, the US Government Accountability Office Framework for Assessing the Acquisition function, and others. While these entities provide assessment tools to measure the development of the procurement process as a whole, they address post-award activities in a limited fashion. The CM-PAM was thus developed to provide a tool for a more focussed perspective on post-award activities specific to United Nations system organizations.

15. A total of ten categories were included in the CM-PAM, with a total of 111 elements/criteria. The aim was to cover the key categories and aspects of contract management processes. Table 2 provides an overview of the categories together with the number of elements/criteria related to each category.

Table 2: Key categories and questions in the survey

#	Dimensions	Elements/criteria
1	Governance / Enabling environment	20
2	Risk Management	6
3	Performance Monitoring, Evaluation, and Reporting	16
4	Change Management	12
5	Financial	10
6	Dispute Management and Resolution	9
7	Contract Close-out and Lessons Learned	11
8	Information Systems	6
9	Human Resources and Capacity Building	9
10	Assurance Systems and Control	12
	TOTAL	111

B. SURVEY

16. In order to solicit responses from survey participants, each of the 111 elements/criteria in the CM-PAM was formulated as a process statement. The survey answer for each statement was scored based on a five-point scoring scale that ranks from 1 to 5 (1-Never, 2-Seldom, 3-Sometimes, 4-Most of the Time, 5-Always).

17. To represent scores for the different organizations, the CM-PAM scoring methodology uses two principal measures: (i) an average score for each category (by individual organizations), and (ii) a weighted average category score (across all organizations).

18. An organization's average category score is derived in a two-tiered process whereby scores assigned by individual responses to each process are first added and then divided by the total number of processes within that category, and, second, category scores are added up and divided by the number of respondents in that category. Answers left blank or with "n/a" are omitted in this process, thereby adjusting for differences in response rates. The measure further adjusts for variation in sample sizes, and it has been multiplied by its weight in order to make it comparable to the weighted average category score across all organizations. For illustration purposes and to provide an element of comparability, the highest and the lowest score among all organizations are displayed alongside an organization's scores in Table 1 and Figure 1, respectively.

19. The weighted average category score across all organizations, on the other hand, is a composite of all organizations. It was constructed in an effort to represent performance in a manner that gives each organization the same relative impact, and in that sense provide a more realistic measure than a simple average ("standardization"). Re-scaling was used in case weighted averages produced out-of bound values, and, following statistical tests (modified Thompson tau), outliers were removed. The weighted average category score across all organizations adjusts for differences in response rates across organizations, categories and processes, as well as for variation in sample sizes.

20. For data management and statistical analysis, SAS (Version 9.4) and Excel were used.

C. RESPONDENTS

21. The CM-PAM survey was sent to 14 organizations in the United Nations system. These were the top 10 organizations of their overall procurement volumes (and four specialized agencies in order to obtain their view as well (UN Secretariat, UNICEF, UNDP, WFP, UNHCR, WHO, UNOPS, PAHO, UNFPA, FAO, WIPO, ILO, UNESCO, and UNIDO). For the purpose of the survey, each organization was asked to identify the highest in value contracts that comprised the top 20 per cent of their 2013 procurement spent and the staff involved with the management and administration of those contracts.

22. The survey was anonymous and was sent to 983 staff within the 14 organizations; 262 valid responses were received overall (27 per cent).¹ Survey participants had the following characteristics (multiple responses possible): 45 per cent of respondents were Procurement/Contracting Officers; 27 per cent Contract Managers; 11 per cent requisitioners; 10 per cent Project Managers; 15 per cent Contract Committee Members; 3 per cent Legal Officers; 9 per cent Finance and/or Accounting Officers; 2 per cent Internal Auditors or Evaluation Officers; 6 per cent End Users, and 21 per cent others (assistants, logisticians, country office representatives, and similar).

23. The majority of overall respondents (51 per cent) had more than 10 years of experience in procurement and/or contract management functions (33 per cent had between 5 and 10 years, 12 per cent between 2 and 4, and 3 per cent had less than a year). Most were professionals (71 per cent), 18 per cent general service staff, and 11 per cent directors or equivalent. 55 per cent of respondents worked in the headquarters of their organization and their experience was primarily with services types of contracts (61 per cent). 36 per cent had a CIPS certification or equivalent and in that group, and among those certified, 60 per cent had CIPS level 3 or less, 25 per cent had CIPS 4-6, and 14 per cent had other types of certification.

24. **The rate of responses received from (*specific organization*) was slightly above the overall average, with (*specific organization's absolute responses*) participating in the survey (29 per cent). The majority of respondents were contracting managers (41 per cent) or procurement / contracting officers (37 per cent); 14 per cent were requisitioners, 9 per cent contract committee members, 7 per cent legal officers, 5 per cent end users, 5 per cent project managers, 14 per cent others (contract managers, focal points, administrative officers and others) (multiple responses possible).**

25. **The majority of respondents from (*specific organization*) (64 per cent) had more than 10 years of experience in procurement and/or contract management functions (25 per cent had between 5 and 10 years, 7 per cent between 2 and 4 years, 5 per cent had less than a year of experience). Most were professionals (72 per cent), 14 per cent general service, 9 per cent director or equivalent. 70 per cent worked in headquarter (30 per cent in field/regional offices) and their experience was primarily with services types of contracts (75 per cent). (*Share in specific organization*) of respondents had a CIPS certification or equivalent and in that group, 23 per cent had CIPS level 3 or less, 54 had CIPS 4-6, and 23 per cent had other types of certification.**

¹ Responses from (*specific organization*) participants left substantial questions blank and were thus disregarded for the purpose of the analysis

IV. ANNEX

26. This section contains A) selected responses from the open-ended questions and B) a full list of the questions used in the CM-PAM survey.

A. *SELECTED RESPONSES FROM OPEN-ENDED QUESTIONS*

27. Tables 3 and 4 below present selected responses to the open-ended questions “What are the major strengths/weaknesses of your organization's post-award contract management process?” When necessary, responses were anonymized and edited for spelling and language errors.

Table 3: Open-ended comments on the major strengths of (specific organization) post-award contract management process

Governance and Enabling Environment
<i>Contract Management Structures, Roles and Responsibilities</i>
<ul style="list-style-type: none"> - good legal support - Well trained and experienced leadership. The leadership sets out the criteria and provide oversight to ensure the roles identified for effective and efficient contracts monitoring are implemented to allow value for money - Contract management personnel exist in (<i>offices in the field</i>) although it is embedded in some of the sections that engage in contracts. The fact that it does not report to its own contract management section head reduces its capacity to be independent and therefore less effective - Nominating (<i>specific organization</i>) points of contact and vendor project managers - The Contracts Management staff are skilled, have a sense of coordination
Role of Contract Committees in Contract Management Activities
<ul style="list-style-type: none"> - Some field offices have now created dedicated contract management units which is a positive step to professionalising contract management in the organisation
Human Resources and Capacity Building
<ul style="list-style-type: none"> - There is a pool of knowledgeable contract administrators in procurement - We have a very limited manpower and overstretched with tasks and responsibilities, the strength of (<i>offices in the field</i>) is the commitment and resourcefulness of the staff towards dealing with a wide range of responsibilities including contract management roles - Our (<i>office in the field</i>) has only few staff members in procurement. The Section is making an effort to develop a contracts management system in coordination with the requisitioners, under the guidance of the Senior Management - The Organization has a strong in house contract management training including check list including administration. close-out. The organization has an advisory and training cell within the contract management section, to provide assistance to cost centres and self-accounting units - The organization, through the contracts management section, promotes team work with the Contractors, Procurement, the self-accounting Units, Finance, etc. - The (<i>office in the field</i>) is well established and therefore runs like a headquarter with many of the same requirements and vendors repeating every few years

<ul style="list-style-type: none"> - Some training in the field of procurement and contracts management has been given to Self-accounting units to provide basic knowledge of procurement processes
<p>Risk Management</p>
<ul style="list-style-type: none"> - Risk mitigating measures are in place and adequately monitored and tracked for compliance
<p>Performance Monitoring, Evaluation and Reporting</p>
<ul style="list-style-type: none"> - monthly performance monitoring takes place at least at the level of major contracts, - Timely contract close-out process - Proper documentation of the contract cycle - Good client relationship management - For major contracts, the organization has formal start-up procedures, designation of a responsible officer for the kick-off, briefing of the senior management and all the stake holders, preparing each contractual party obligation and establishing how to monitor them. - Procedures are in place for amendment, payment on time, preventing ex-post facto and cost overruns. - A robust Contract Management process involving regular monthly performance management meetings to promptly address and resolve any incompliance by concerned party(-ies); Constant and regular meetings with end-users; Full compliance with established SOPs and Guidelines; Timely application of contractual remedies for any Contractors' incompliance. - Evaluation of the overall performance of a contract is conducted on periodic and final phases of contracts on as and when required basis - Performance indicators (KPIs) are developed for establishing contracts as part of source selection plan - Contract amendments /time extensions are negotiated/agreed well before the expiration date of the contract - Receipt of goods and services are certified and recorded at all instances by designated/authorized officials prior to payment, Necessary authorizations, certifications and approvals are obtained prior to making payments - Appropriate segregation of duties is being maintained throughout the payment process
<p><i>Monitoring Contractor Performance</i></p>
<ul style="list-style-type: none"> - The main strength is the insistence on meaningful evaluation reports on the part of end users, standardizing reporting, prompt action on non-compliance and maintaining excellent communication with all vendors. - Regular Performance review meetings for major contracts - Regular contractor performance evaluation reports
<p>Information Systems</p>
<ul style="list-style-type: none"> - Solid vendor management system

Table 4: Open-ended comments on the **major weaknesses** of (specific organization) post-award contract management process

Governance and Enabling Environment
<i>Contract management related policies and procedures</i>
<ul style="list-style-type: none"> - There is no standard procedure for contracts management. Each (<i>office in the field</i>) performs based on their ability. In some areas they have no knowledge of what is required. The practices of contracts management are a one-size-fits-all. There is no specific measure for complex requirement that may need particular attention. Templates are standard measuring same things which at times are no applicable for certain requirements/contracts. - Contract Management Policy is currently under review. This should give clear guidelines on the roles and responsibilities of Contract Management personnel worldwide, not only during the post-award phase but also pre-award, as these functions are increasingly considered as cross-cutting. Currently there are some grey areas and among the many (<i>offices in the field</i>); differing views and methodology are practiced. There is a need for standardization, including the performance evaluation procedures - Lack of a contract management manual / approved SOPs
<i>Contract Management Structures, Roles and Responsibilities</i>
<ul style="list-style-type: none"> - Underrating the importance of the contracts management function and the erroneous believe that the requisitioners can manage contracts irrespective of the nature and value of the contracts - Different structures of contract management units in <i>different (offices in the field)</i> with different reporting lines for contract managers - Absence of clear functions and accountability of contract managers - Inadequate representation of contract management function at HQs level - Lack of centralised direction on the different accountabilities of stakeholders in the contract management function - Too many offices and departments, with non-stream-lined processes, involved in contract management - There is little level of coordination between units (requisitioner, procurement, finance, contract management) - In most locations, the requisitioner is left to manage the award post contract award. These people are typically not skilled contract managers while being the experts in the requirements. Lack of monitoring of the contract expiration dates and NTE utilisation result in many ex-post facto situations. Lack of continual market surveys/assessments result in the incumbent continually being seen as the only alternative, particularly when the contract renewal process is left until the last minute. - Lack of knowledge about contract management among officers in some substantive areas; - Lack of an identifiable contract management structure across the organization and more especially in the field. Lack of the appropriate level of delegation with the expected level of accountability to enable proper monitoring of contracts.
Human Resources and Capacity Building
<ul style="list-style-type: none"> - Induction, training, qualification of staff involved in contract management activities is needed - Limited Staffing and inadequate training of staff on related processes - Right people are not on right place and also lack of training and development opportunities

- No training for contractor after award to enhance their contractual understanding and obligations
- No training on risk management
- Lack of training in arbitration mechanisms
- Level of training and experience of Contract Management staff
- Training required: An introduction of training programme for addressing post-award contract management issues and it is to be provided on an ongoing basis to new and existing personnel managing contracts
- Training on Total Quality Management systems and standards can be introduced either via online or in person to address capacity development requirements within the organization
- Efforts should be made for enhancing/ updating knowledge of persons managing contracts have the level of knowledge, skill, and experience commensurate with their contracting responsibility
- Lack of expertise, skill and capacity of personnel charged with contract management
- Inflexible staff rules which make it difficult to fire incompetent staff members
- Lack of promotion by merit of personnel which has a demoralizing impact on staff managing contracts

Risk Management

- Timely availability of risk management plan for the post award activities is sometimes poses a challenge for the Organization

Performance Monitoring, Evaluation and Reporting

- There is a need for a more coordinated and structured approach to Contract Management activities to monitor contractor performance, measure compliance, develop technical requirements and evaluate bids. These issues are critical throughout the solicitation process and have been highlighted over many years in reports to the *governing body* and in past audits of contracts management functions. Contract Management is currently not operating as an integrated CM function as many high dollar / high risk contracts are managed "in-house" by staff who may / may not be adequately resourced. Regardless there is no outside oversight or transparency to directors
- Post-award contract management is ad-hoc and inconsistent currently; there is no template for a structured CM approach; skills of field office staff is unknown; Performance meetings and KPI monitoring frequency are unknown; no collaboration with any key stakeholders for high risk/high dollar contracts. There are many opportunities to improve contract management and oversight functions

Reporting to Senior Management

- Absence of directives by senior management on the function of contract management
- The management system in place in my *organization* is not evident as there is hardly any management oversight for contract management
- Interest and involvement of senior management could be sought for active contracts monitoring, especially mission critical contracts
- senior managers do not understand the importance of proper contracts management.

Contract Remedies

- Implementing remedial actions brought about by insufficient statement of requirement
Assurance Systems and Controls
<ul style="list-style-type: none"> - Close-out and contractors' performance evaluation not systematically done. Payment not done on time - Some of the staff with contract administration in their functions are simply abusive in their monitoring role - Auditor without power to ensure real change and reform in the organization. Audits which occur too late and are too vague, and which yield vague and unhelpful recommendations. - No liquidated damages or performance bonds in contracts. Some requisitioners have very poor or non-existent knowledge for the procurement rules and regulations and little diligence is used when managing contracts. Contract performance reports or requests for extension are not submitted on time.
Information Systems
<ul style="list-style-type: none"> - There is no integrated and robust system to monitor organization's post-award contract management process - Lack of Automation System: Establishment and use of automation systems and procedures for collecting and monitoring contract management statistics with sufficient relevant training for staff managing contracts. Strengthen contractor's performance and evaluation mechanism by providing standardized reports, charts etc. for persons managing large value contracts
Others / Unclassified
<ul style="list-style-type: none"> - Major weaknesses related to project management have to do with the inability to formulate realistic timelines. We often deal with many variables, which are often not under our control. This means the projects are often not implemented on time. - External variables beyond our control remain an unavoidable risk - Perhaps the only weakness, in some cases, is inability of promptly processing the Contractors' invoices hence losing the applicable prompt payment discounts - Lack of personal accountability of personnel charged with contract management - Out-dated forms of communication between (<i>office in the field</i>) and HQ - Availability of Lessons Learned: The proper documentation of lessons learned and best practices in contract management processes be shared with persons responsible for contract management within the Organization. Lessons learned and best practices are inserted in a central database for re-use in relevant contracts - Vendor's briefings: Introduction of systematic mechanism to brief from time to time the Contractors/vendors on the organization's rules, regulations, procedures and the expectations under the terms of the contract

B. CM-PAM SURVEY QUESTIONS

Governance / enabling environment	Never	Seldom	Sometimes	Most of the time	Always	N/A
1. Organization provides clear vision and strategy for the post-award management of contracts.						
2. Post-award contract management activities have adequate financial and human resources.						
3. Post-award related policies, procedures and rules are systematically reviewed and improved.						
4. Contract management policies, procedures, and rules are mandatory but differentiated based on contract size, complexity and value.						
5. Personnel managing contracts are well versed in applicable contract management policies, procedures and rules.						
6. There is compliance with applicable policies, procedures and rules by all personnel involved in the post-award contract phase.						
7. Contract management roles, responsibilities and accountabilities, for all involved personnel and all decision making processes are clearly defined before or at the beginning of the post-award phase.						
8. Delegation of authority to manage contracts during the post-award phase is given to persons in writing.						
9. Contract management delegation of authority is given only to persons who have the skills to exercise such authority (considering size, complexity, and value of the contract).						
10. Depending on the value, size or complexity of contracts, the organization uses an integrated team approach to managing contracts, consisting of multifunctional teams (procurement, contract management, legal, finance, etc.).						
11. Persons managing contracts are held accountable for adhering to contract management policies, procedures and rules.						

12. Code of ethics guidelines related to procurement are systematically distributed to all staff managing contracts.						
13. Persons managing contracts submit declaration of independence statement at the beginning of the post-award phase (e.g. conflict of interest etc.).						
14. There is adequate support to contract managers and/or requisitioners by other offices in the organization (procurement, legal, finance, etc.).						
15. Contract management policies, regulations and rules apply equally to subcontractors of the primary contractor.						
16. In large or complex contracts, Contract Management Committees are established for the duration of post-award contract management.						
17. Organization participates actively in harmonization/collaboration activities related to contract management policies, rules and procedures among UN entities.						
18. When a contract, such as an LTA, is used by a cluster of organizations formalized roles and responsibilities exist for the parties managing the various aspects of the contract (amendments, performance, etc.).						
19. Upon awarding a contract, the organization conducts a post-award conference with the contractor to discuss communication levels and processes (e.g. formal and informal meetings, contract schedules and change control, performance monitoring procedures, etc.)						
20. Relationships between organization and contractor are managed in a professional manner based on cooperation and mutual understanding.						
Risk management	Never	Seldom	Sometimes	Most of the time	Always	N/A
1. There is a risk management plan in place for the post award activities that includes a risk mitigation plan.						
2. Contract risk is assessed frequently over the life-cycle of the contract.						
3. There is clear designation of responsibility for implementing/actioning any necessary risk mitigation treatment.						

4. Contract risk assessments and/or plans specifically address contractor fraud risks and mitigation.						
5. Contractors are involved in identifying contract risks.						
6. Contract management related risks are quantified and expressed in financial terms.						
Performance monitoring, evaluation and reporting	Never	Seldom	Sometimes	Most of the time	Always	N/A
1. An evaluation of the overall performance of a contract is conducted, and is fed back into the procurement system and management process.						
2. Evaluation includes self-evaluation of the organizational entity (person or team) managing the contract.						
3. The level of contract performance monitoring and control is decided based on the size, complexity, value of a contract and applicable risk assessments.						
4. Clear, measurable and relevant performance indicators (KPIs) are developed for complex/large value contracts (as part of the contract document or as part of a post-award contract management plan).						
5. KPIs are systematically monitored.						
6. Reports on the performance of individual contracts (spot checks, progress reports, variance analysis, etc.) are systematically submitted up the management chain.						
7. Corrective action is immediately taken when variance between actual and expected performance is detected.						
8. Contract performance and/or exception reports that include explanation on cost overruns are included in the reporting chain.						
9. Contract performance reports (periodic and final) are submitted in a timely manner.						
10. A contractor's underperformance is systematically dealt with (e.g. withholding payment, involvement of senior management of both parties,						

termination, etc.).						
11. A contractor performance evaluation is mandatory for all contracts valued above a pre-determined amount (threshold).						
12. Contractor performance evaluation reports are prepared based on a standard performance rating system.						
13. Contractor evaluation reports are recorded in a central database.						
14. The organization measures and reports on end-user satisfaction levels.						
15. Senior management actively monitors performance of contracts.						
16. The organization provides relevant evaluation information to the contractor and seeks feedback.						
Change management	Never	Seldom	Sometimes	Most of the time	Always	N/A
1. Change control clauses and administrative procedures are in the contract and define how changes should be managed throughout the contract life-cycle.						
2. Designation of persons with authority for contract change negotiations and modifications (changes on schedule, price, performance, quality etc.) is clearly established for all contracts.						
3. Persons with such authority are identified by the organization before or immediately after contract award.						
4. Such authority is given to persons who have the capacity and skill to exercise it.						
5. Contract changes that cause an increase in funds are not executed without a certification of availability of funds.						
6. Standard templates exist for processing change requests and contract modifications.						
7. Contract time extensions are negotiated / agreed before the expiration						

date of the contract.						
8. Justification of time or cost increases of contracts is documented.						
9. The role of Contract Review Committees in contract modifications is clearly defined.						
10. Contract Review Committee members have expertise and knowledge in contract management.						
11. An analysis of contract modifications and associate costs is prepared on an aggregate basis and submitted periodically to senior management.						
12. Change Control Boards are established for large/complex contracts to control contract delays and cost overruns.						
Financial	Never	Seldom	Sometimes	Most of the time	Always	N/A
1. All necessary authorizations and approvals are obtained prior to making payments.						
2. Payments are linked to performance of contracts.						
3. Penalties (withholding of payments etc.) are invoked for underperformance.						
4. Timely acknowledgment of receipt of goods and services is provided allowing financial units to process payments on time and/or take advantage of discounts.						
5. Appropriate segregation of duties is maintained throughout the payment process.						
6. Receipt of goods and services are certified and recorded at all instances by designated/authorized officials prior to payment.						
7. Accounting/financial personnel query discrepancies systematically between documents of services/goods received and vendors' invoice(s).						
8. When contract price adjustments are allowed, pricing arrangements are regularly reviewed and updated.						

9. The organization measures its own cost of managing contracts.						
10. The organization maintains a record and reports to management cases of delays in payments and causes of delay.						
Dispute management and resolution	Never	Seldom	Sometimes	Most of the time	Always	N/A
1. Contracts include clear dispute resolution procedures that provide for an efficient and fair process to resolve disputes during the performance of a contract.						
2. Efforts are made to resolve disputes through negotiation or mediation.						
3. Organization is capable and prepared to resort to arbitration when other dispute resolution procedures are exhausted.						
4. Organization provides adequate legal support for dispute resolution cases.						
5. Outstanding claims are settled expeditiously.						
6. Processes to terminate contracts due to cause or default are in place and in use.						
7. Clear policies and procedures are in place to debar/ delist contractors (including guidance on causes for debarment).						
8. Debarred/ delisted contractors are inserted in a central database.						
9. If a database of debarred/ delisted contractors exists, it is constantly updated.						
Contract close-out and lessons learned	Never	Seldom	Sometimes	Most of the time	Always	N/A
1. There is a well-documented process for contract completion and close-out, including checklists, to verify that all contractual obligations have been						

fulfilled.						
2. Contract close-out process includes verification of final delivery, preparation of final contract performance reports, financial settlements, and record of any residual obligations.						
3. Contract close-out activities are performed with input by the end users.						
4. Contract close-out is performed with input by other key areas (legal, finance etc.).						
5. Financial securities are liquidated (release of bid bonds, performance bonds, advance payment bonds, etc.) immediately after they become moot.						
6. Warranty periods are judiciously observed.						
7. There are processes in place for storage, handling and disposal of contract files.						
8. Upon completion of contracts, security passes and/or access to UN premises by contractor staff are promptly terminated.						
9. The organization documents lessons learned and best practices in order to continuously improve its management of procurement and contract management processes.						
10. Lessons learned and best practices are inserted in a central database for use in subsequent contracts.						
11. The organization exchanges lessons learned and best practices with other United Nations system organizations.						
Information systems	Never	Seldom	Sometimes	Most of the time	Always	N/A
1. The organization uses automation systems and procedures for collecting and monitoring contract management statistics.						
2. Degree of automation of post award management activities is based on a cost/benefit analysis.						

3. Contract management functionalities are automated for complex, high risk and/or high value contracts/projects (e.g. automated approvals, workflows, performance monitoring, etc.).						
4. Contract management functionality is integrated with other systems or sub-systems (ERP, project management, dashboards, finance, etc.).						
5. Online 'Dashboards' or other online means are provided to senior managers and/or other stakeholders to observe the status of contract management activities.						
6. The integrity of automation data is safeguarded.						
Human capital and capacity-building	Never	Seldom	Sometimes	Most of the time	Always	N/A
1. Persons managing contracts have the level of knowledge, skill, and experience commensurate with their contracting responsibility (based on contract type, value, size, complexity).						
2. Opportunities exist for professionalization of persons managing contracts and for obtaining recognized qualifications.						
3. Personnel managing contracts are encouraged to obtain relevant professional certifications (e.g. CIPS, NIGP, EIPM or other).						
4. A robust induction and training programme exists for addressing post-award contract management and it is provided on an ongoing basis to new and existing personnel managing contracts.						
5. The organization makes concerted efforts to develop and retain contract management expertise.						
6. Based on contract complexity and need for specialized expertise, access to such expertise is pre-arranged at the outset of contracts.						
7. Quality control standards are disseminated and used to evaluate performance of staff managing contracts and to address capacity development needs.						
8. Annual performance evaluations of staff involved in managing contracts include assessment of their performance as contract managers.						

9. Contractors/vendors are trained / briefed on the organization's rules, regulations, procedures and the expectations under the terms of the contract.						
Assurance systems and control	Never	Seldom	Sometimes	Most of the time	Always	N/A
1. There is a robust regime in auditing contractors and related contract activities.						
2. Risk based audits and performance evaluations of contract management activities are systematically conducted by the organization's oversight bodies (internal and/or external).						
3. Contract change control and management processes are an integral part of the standard audit procedures.						
4. Auditors are sufficiently knowledgeable about contract management requirements and systems.						
5. There is timely action and compliance on contract management findings and recommendations made by audit and evaluation bodies.						
6. Reviews (by panels of internal and/or external knowledgeable persons) of contract management activities are systematically conducted in the field and at headquarters.						
7. At the start of managing a contract all stakeholders are briefed of existing mechanisms for reporting fraudulent, corrupt, unethical, collusive, coercive or obstructive behaviour.						
8. The contract documents require contractors to report instances of fraud or presumptive fraud observed during the execution of contracts.						
9. Provisions are fully enforced when addressing contract corruption, fraud, conflict of interest, and unethical behaviour.						
10. Proactive fraud risk management systems are in place to address contract fraud.						
11. Personnel involved in managing contracts have the skills to detect fraud.						
12. A vendor sanctions mechanism is activated when required.						

What are the major strengths of your organization's post-award contract management process?

Open-Ended Responses

What are the major weaknesses of your organization's post-award contract management process?

Open-Ended Responses

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