

# Airport aims high with CIPS assessment

Kyiv Boryspil Airport was making good progress modernising procurement when it was damaged by a Russian attack and closed in 2022.

Determined to keep moving forward, procurement worked with CIPS to discover if it was on the right path and how to drive a more strategic and structured transformation.

The function is now confident it can hit the ground running from day one after the war - and meet the requirements of potential reconstruction funding partners.

“

The reputation and trust of strategic partners depends on the transparent operation of the airport in procurement. CIPS certification confirms this and will enable us to attract international investment for infrastructure projects and facilitate the way to the resumption of flights.”

**Oleksiy Dubrevskyy**

Kyiv Boryspil International Airport  
CEO.

 **CASE STUDY**  
**PROCUREMENT**  
**EXCELLENCE PRIMARY**  
**AWARD**





## One key question and a big surprise

Kyiv Boryspil Airport is Ukraine's main air gateway and has a strategic ambition to become a leading transfer hub in Eastern Europe. The procurement function aimed to play its part by becoming the most competitive in the aviation services market through a focus on reducing costs, managing risks and building strong relationships.

When Russia invaded Ukraine and the airport was forced to shut down, the procurement function decided to start its wartime work with an assessment of how it compares against international best practice and transparency, ethical and anti-corruption standards.

The team was aware of CIPS' track record in the Ukraine working with public sector organisations including the new Agency for Restoration. Discussions confirmed that CIPS Procurement Excellence Primary Award was the perfect match for the function's performance level and ambitions. There was just one problem: funding.

Funds that in normal times could have been used for the project had been diverted elsewhere during the war. The CIPS Foundation, which is dedicated to public good, reviewed the case and made the decision to fund the programme and include it in its portfolio of development and humanitarian programmes.



## Finding positives and filling gaps

The team worked with two CIPS Assessors, both highly experienced procurement transformation specialists and one a native Ukrainian speaker. Through analysis and evaluation of the function across multiple dimensions, the CIPS process revealed the function's strengths as well as opportunities to take its performance to the next level.

Among the many positives were good procurement processes, clear delegation of authority to enter into contracts and leadership support for continuous improvement. There was praise too for the refocusing of the team and governance in the context of the war and the necessary thinking about potential operating models for the post-conflict environment.

The process flagged up four things the function needed to do to boost its transformation. Develop a vision, a strategy, a professional competence assessment and training programme and a robust process for building a business case at the start of the procurement process.

As the Primary Award includes practical support to help organisations fill any gaps, the CIPS Assessors were able to help the team create and implement these improvements.

**4,000**

**Employees**

**56**

**56 People** in the procurement department

**£47m**

**£47million** annual procurement budget

**62%**

**Kyiv Boryspil Airport** handles **62%** of national passenger traffic and **85%** of cargo traffic

**85%**

**30%**

Wartime workforce reduced to 30%





## Being the best and being prepared

Despite the challenging conditions in which this work took place, CIPS Primary Award certification was achieved a month ahead of schedule.

According to the project lead, Evgeny Kokhnenko, the overarching benefit of the experience was that it inspired team members. It not only confirmed they are working to world standards. It also enabled them to see what they could do to help the function achieve its goal of becoming one of the best in the world.

The airport intends to have planes back on the tarmac as soon as one month after the war ends. The team is in no doubt that the new processes it has built mean it will operate more efficiently than ever - 'like clockwork' - from day one.

“

Our CIPS Assessors clearly identified the procurement model we operate and the gaps that needed to be filled. They were responsive, precise and guided us to success. We could not have done this without them.”

**Evgeny Kokhnenko,**  
or Project Manager,  
Kyiv Boryspil Airport

# The benefits for Kyiv Boryspil Airport

**The organisation describes the Performance Excellence Primary Award process and certification as vital to its growth now and its long-term strategy by enabling it to:**

- Demonstrate that procurement activities comply with the highest international and ethical standards and national legislation
- Meet the standards of efficiency and transparency required by The World Bank, EBRD, IMF and other potential funding partners
- Evidence that procurement conducts its work with discipline, consistency and efficiency
- Define a vision for the function and a strategy for procurement that will guide decision making, resource allocation and response to future opportunities and challenges
- Increase respect for procurement as a value provider within the organisation
- Make cost savings by reviewing and refining processes in terms of the economic rationale for procurement
- Raise morale and motivation among the procurement team
- Improve cross-functional working and awareness of how the end-to-end procurement process is managed
- Become a benchmark for what is possible for other Ukrainian airports.



“

The Primary Award puts Kyiv Boryspil Airport on a good footing in the sense that it has all the tools for helping with reconstruction and remobilisation. We were very pleased that through our charity, the CIPS Foundation, we had the opportunity to fund this project.”

**Alan Martin,**  
Head of Procurement  
Excellence, CIPS

## CIPS Primary Award

**CIPS Primary Award demonstrates sustainable public procurement to an internationally recognised standard.**

- It was developed specifically for the donor funded market and focuses on regulations and legislation for Public Sector within the country.
- It supports sustainable public procurement for organisations. By working towards and demonstrating internationally recognised standards, creating efficiency, and embedding ethical procurement standards, the risk and impact of fraud and corruption is significantly reduced.
- It also provides independent evidence, validation and assurance of robust procurement processes that are compliant with legal, regulatory, and ethical requirements.
- The introduction of globally recognised and locally adapted methods, will improve procurement processes and policies leading to good practice and increasing levels of professional procurement and skills.



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