



Principles and Ethical Guidelines for Procurement Work at UiO, 2021-2024



- A strategy to ensure integrity and accountability regarding procurement at the University of Oslo –

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“Best practice in public procurement shall promote the effective use of society’s resources, as well as illustrate UiO’s responsibility for reducing the carbon footprint and any additional costs resulting from such a reduction.

Best practice shall also help ensure that the public sector acts with integrity, so that the general public has confidence that public procurement takes place in a socially beneficial manner.”

1 Introduction and summary

In 2019, UiO procured goods and services worth NOK 2.5 billion. The procurements will help meet needs and are very important regarding academic activity. In addition, they contribute to value creation in service production within UiO's core activities of research, dissemination and teaching. Professionally planned and implemented strategic and operational procurement processes are important regarding the proper use of resources and for ensuring the operation of UiO's activities.

The procurement framework at UiO consists of 'Principles for Procurement Work', and is a basis for common, overarching thinking and behaviour that applies to all people involved in making procurements at UiO. The principles will support UiO's procurement vision and ensure that UiO achieves the best possible terms and conditions on procured goods and services. They will also meet needs in the best possible manner and provide the greatest possible value creation.

Furthermore, the framework consists of ethical guidelines, a separate control procurements programme, an adopted procurement process, a recommended form of organisation, as well as various routines and procedures. To a large extent, the framework is built on electronic system support.

Strategy 2030 follows up on Strategy 2020 by emphasising UiO as a knowledge organisation with a clear and binding integration between research, education and knowledge in use. Strategy 2030 is based on four interdependent ambitions involving objectives that outline the directions in which UiO will develop itself during the upcoming strategy period. As an internationally oriented university with a broad range of academic disciplines, UiO has exceptional prerequisites for successfully developing strong interdisciplinary and innovative environments. Through collaboration across academic, institutional and national boundaries, we will develop knowledge that contributes to a sustainable world.

In the Report to the Storting no. 22 from April 2019, concerning how procurement can be carried out as effectively as possible within the regulations, the following is emphasised:

- The need for increased purchasing expertise within management and the use of public procurement as a strategic tool
- The use of standards to ensure the flow of information in procurement processes, both nationally and internationally
- The need for comparison by extracting statistics based on standardised category structures

The principles are summarised in three main objectives, with three sub-objectives:

1. Meeting needs

- 1.1. Professionalism in all phases of the procurement process
- 1.2. Identify market opportunities and limitations
- 1.3. Clarify roles and responsibilities at different degrees of process ownership of the procurement process

2. Expertise

- 2.1. Maintain and further develop expertise
- 2.2. Increase expertise within social responsibility
- 2.3. Physical parameters and life cycles

3. Continuation

- 3.1. Implement and take advantage of possibilities in existing and new systems
- 3.2. Digitalisation, more reuse of information and increased automation
- 3.3. Further develop the control procurements programme

There are 3 sub-objectives associated with each objective, including performance indicators. There is a wish to keep the number of relevant objectives and indicators to a minimum. This is to clarify the desired direction and simplify reporting, as well as to draw attention to areas where the need for improvements is still a critical factor regarding success.

The principles and guidelines in this document are the foundation for the set of values on which we at UiO build our procurements. The principles have been adopted by UiO's University Board on 9 March 2021. In a procurement process, the Procurement Adviser must ensure that procurements are made in accordance with the principles, and set out the correct requirements that suppliers must meet. The local management with budget allocation authority is primarily responsible at all times for ensuring that the principles are complied with regarding each individual procurement. In Chapter 7 of Ethical Guidelines for Procurement at UiO, it is stated that the principles are intended to serve as a guide for individual employees in procurement cases at UiO.

2 Vision

“UiO's procurements will be characterised by accountability, value creation and professionalism, including climatic, environmental and ethical requirements.”

All procurements at UiO must be carried out professionally so that UiO's total resources are utilised in the best possible manner. Each procurement must follow the principle of competition as far as possible, with the least possible environmental impact and with an emphasis on innovation and social responsibility. UiO's procurement practice is based on a green procurement code that includes 10 principles designed to help people in the right direction. By setting out clear procurement requirements, UiO helps to safeguard the environment, create innovation and competitiveness.

Furthermore, traceability must exist between contract, approved order and invoice. This will be achieved through good planning and coordination, competent purchasers and procurement advisers, an appropriate organisation, good routines and effective use of system solutions that ensure good communication between procurement and the various academic communities.

3 Desired position in 2024

In the coming period, UiO will work to achieve the necessary mercantile, academic, technical and legal expertise in order to make purchases that satisfactorily meet needs. Through measures that are implemented in accordance with the principles, and through a robust and appropriate organisation, UiO conducts continuous improvement work within the area of procurement.

Work conducted during the plan period aims to place UiO among the most accountable, competent and professional establishments in a professional procurement context. Procurement is, and will continue to be, an important part of many processes, and is therefore fully digitalised from need to payment, reporting and analysis. The area of procurement will be standardised and transparent, receive recognition and be subject to governance in the same way as other cross-sectoral areas such as personnel policy, management and ethics. Savings targets, including cost, process, innovation, climate and environmental benefits, have been met.

UiO would like to see increased awareness of risk and risk management within the area of procurement, and to achieve even better routines and procedures in order to detect, correct and prevent corruption, work-related crime, incompetent ethical assessments and inadequate supplier sustainability.

Effective routines and a clear responsibility regarding the follow-up of management must be in place. It must be clarified who is responsible for the types of procurements and at what level. UiO will develop increasingly better management and internal control by further developing existing reporting and analysis tools.

4 Risk overview at the beginning of the plan period.

During the current plan period, several areas have seen significant improvements and reductions in risk. Among other things, the improvement work has led to UiO receiving a national award for good internal control. The number of non-conformities associated with major procurements has been reduced and partly removed. Continuous work has taken place on risk assessments, risk management, defining and establishing roles, processes and routines, and optimising the procurement management organisational model.

At the beginning of the 2021–2024 plan period, UiO continues to face risks in several areas, that in a given situation could threaten goal attainment and reputation. Actively working on implementing a practical and manageable integrity and accountability policy in relation to procurement is a primary goal for all public procurement organisations.

A clear and simple risk overview is a fundamental prerequisite for strengthening integrity and accountability in the area of procurement.

The most important areas of risk are as follows:

4.1 Accountability

There is a risk that UiO conducts competitive work without using quality assured templates, adopted processes, available resources or expertise.

There is a risk that breaches of procurement regulations will contribute to legal disputes with subsequent lawsuits and a weakening of UiO's reputation.

There is a risk that UiO is unable to detect shortcomings, conflicts of interest and unwanted behaviour in the procurement process if checks are carried out at a later date and not as part of the procurement process itself.

4.2 Value creation

A purchaser creates value for the University of Oslo. There is a risk that UiO will miss out on potential savings, effects or improvements due to insufficient collaboration between the end user and the procurement adviser, inappropriate organisation in certain areas, poor contractual loyalty and lack of framework agreement coverage.

There is a risk that suppliers collaborate on prices or markets, or do other things that affect offers received by UiO, and which may hinder future value creation.

4.3 Professionalism

There is a risk that processes, routines and tools that are defined for the procurement process are not utilised. This may be due to ambiguous roles and fragmented organisation in certain areas of the procurement function.

There is a risk that employees experience processes, routines and tools as being complicated or inappropriate.

There is a risk that time constraints, power relationships and a lack of competence impair quality and the ability to implement.

5 Plan period goals

The plan period goals have been developed based on the identified areas of risk and are also a continuation of focus areas from the previous plan period.

1. Meeting needs

1.1. Professionalism in all phases of the procurement process

- This includes the planning, implementation, and follow-up phase
- In this context, professionalism is primarily related to meeting needs in the best possible manner. Meeting needs must be understood in a broad sense, and not just as an expression of the end user's wishes. UiO's strategy 2030 and other primary objectives must be expressed in all phases of the procurement process. This means that organisational foundation and interdisciplinary work must play a central role. A clarification of managers with budget allocation authority responsibilities and more appropriate involvement of these in relation to procurement are also key
- The same applies to the theory of risk and materiality. The principle of proportionality must form the basis for all assessments related to resource use and method

Activities:

- *Define what is considered professionalism in the different phases. Key topics are knowledge, skill and impartiality. If knowledge does not materialise itself in the desired behaviour, it has little worth*
- *Summarise the goals found in strategy 2030, and if necessary, translate them to fit into a procurement context, (e.g. climate, environment, innovation, transparency, openness to the outside world)*
- *Use life cycle costs as a basis for several procurements in order to highlight all the elements of a procurement that constitute the need. It can be done by including maintenance/service, spare parts and disposal costs to a greater extent*
- *Find performance indicators related to needs that are already met. A standard survey is being prepared that will be placed in the Contract Life Management System (CLM) for the strategically important agreements*
- *Find performance indicators for compliance with the adopted control procurements programme*

1.2. Identify market opportunities and limitations

- Meeting needs depends on UiO's ability to define the need, the market's ability and prerequisites to deliver, and that the level of ambition for each individual procurement is adjusted accordingly
- This requires sufficient market knowledge for each individual procurement
- Understanding what is achievable in the market and the extent to which it contributes to meeting needs is key. The use of resources is assessed in relation to the effects, in accordance with the principle of proportionality

Activities:

- *Highlight what contributes to an increased degree of understanding of market opportunities and limitations*

- *Increase the percentage of voluntary announcements to ensure knowledge about emerging market actors, as well as facilitate entrepreneurial participation*
- *Find relevant performance indicators related to market knowledge, report and document market analyses / dialogues. In this context, sources are existing suppliers, industry organisations, other public clients and the percentage of annual procurements where market dialogue has been utilised and market analyses have been carried out*
- *Challenge the market to a greater extent by drawing up standard requirements/criteria for reducing emissions in relation to procurement, such as when transportation is a significant part of the agreement. For example, one can use the method of transportation and the transportation distance as a criterion for award of contract*

1.3. Clarify roles and responsibilities at the different degrees of procurement process ownership

- The degree to which needs are met depends on who owns the procurement process. UiO is part of several arenas where external actors define the need and/or lead the procurement process to varying degrees. This limits UiO's opportunities to influence the process
- It is important to raise awareness regarding who controls the framework conditions and what opportunities exist within the choices that others have made. This involves highlighting responsibilities and UiO's room for manoeuvre in the various phases of the procurement process

Activities:

- *Guidelines are being developed for how UiO as the client should act in processes involving external actors, such as the degree of involvement and what goals are important to influence in the various procurements. Among other things, the Factlines reporting tool for supplier accountability is used here*
- *Reports are made on the number of agreements and turnover related to external actors/purchasing centres. For example, on agreements entered into by the Norwegian Directorate for ICT and Joint Services in Higher Education & Research (UNIT), the collaboration between the University of Bergen, the University of Oslo, the Norwegian University of Science and Technology and the Arctic University of Norway (the BOTT Collaboration), the Central Purchasing Body, the Norwegian Agency for Public and Financial Management (DFØ) and Universities Norway (UHR).*

2. Expertise

2.1. Maintain and further develop

- The expertise that has already been established must be maintained and further developed. The Procurement Academy has been established and a certification of public procurement advisers has been established.

Activities:

- *Develop a definition of established expertise within the various roles. Develop a description of expertise development measures/certifications with a focus on what type of expertise is classed as key expertise*
- *Continue the work on expertise development through established groups within the fields of environment and ethics, the group dealing with the development of templates and standard contracts, as well as the group working on further developing relevant system portfolios within public procurement*

2.2. Increase expertise in social responsibility

- The use of product-level labelling schemes and supplier certifications simplifies and ensures quality for the procurement adviser and the supplier when making environmental evaluations
- UiO's procurement practice is based on a green procurement code that includes 10 principles. Green purchases have a positive impact on climate, the environment and people, and they create green competitiveness. By setting out green procurement requirements, UiO helps to safeguard the environment, create innovation and competitiveness. Environmental and climate impact considerations in procurement are complex and sometimes include long value chain and life cycle analyses, but are important nonetheless.
- Prevent work-related crime by actively following up on agreements where a risk and vulnerability analysis has been carried out regarding the risk of adverse events
- Prevent corruption by checking impartiality in all procurements, and make sure that employees and suppliers are familiar with UiO's ethical procurement regulations

Activities:

- *Utilise the established groups, as well as enhance the use of organisations of which UiO is a member, such as Ethical Trade Norway, Skift, Ecolabelling, Transparency International Norway, Green Dot Norway and Factlines. The various memberships primarily provide us with service in the form of advice. In addition, we are loyal to the member organisations in the form of regular reporting in accordance with the organisations' requirements.*
- *Measure the percentage of procurements where ethical requirements and environmental requirements have been set, as well as the percentage of ecolabelled products purchased by UiO*
- *Measure UiO's environmental footprint by extracting key figures from the greenhouse gas accounts, such as travel*
- *Report the number of agreements where checks have been carried out on salary and working conditions, according to annual reports to the Ministry*
- *Fill in a separate impartiality form with binding signatures from the end users before initiating all procurements*
- *Revised ethical guidelines must be made known through the Procurement Forum, the Superuser Forum, as well as through follow-up meetings with purchasing units, and must be part of the competition documents in all procurements*
- *Assess standard requirements for collecting properly verified climate data and other physical data from suppliers*
- *Management and responsibility related to long supply chains by using things such as the Factlines reporting tool for supplier accountability*
- *Strengthen employees' and purchasers' ability to make environmentally friendly choices when ordering food and refreshments, products and services, through good guidance and information when carrying out an order*
- *Increase the environmental awareness of purchasers, procurement advisers and managers through local and central knowledge enhancement, as well as through regular, relevant updates and dialogue between the Procurement Office and the units*
- *Use relevant procurements to gain in-depth knowledge about environmental aspects. This is achieved by selecting certain procurements where the environment is a particularly relevant aspect, and taking an in-depth look at environmental issues in collaboration with research communities and through the acquisition of expert knowledge*
- *Reduce environmental risks when purchasing, using and disposing of chemical substances through a strengthened focus on risk and substitution assessments related to the handling of chemicals*
- *Establish routines that ensure regular collection of IT equipment, mobile phones, I-pads etc that are broken, or cannot be used. This is to ensure increased reuse and/or recycling of components that are non-renewable, and therefore valuable*



resources. Quarterly environmental reports are delivered on all disposed equipment that becomes part of UiO's greenhouse gas accounts

- Increase the scope of reuse and contribute to a strengthened circular economy by:
 - 1. Further developing internal reuse schemes for fixtures and equipment
 - 2. assess the possibility of framework agreements with suppliers in the circular market that facilitate the purchasing or renting of used fixtures, as well as delivery or reselling of surplus furniture and equipment to suppliers in the circular market
- Ensure a greater awareness regarding the weighting of environmental considerations in procurements through requirements to record a justification if such weighting is omitted

3. Continuation and further development of existing practices

3.1. Implement and take advantage of possibilities in existing and new systems

- Many new systems will soon replace existing ones and be implemented during the plan period. It is crucial that this happens in a proper manner and it will obviously require a lot of capacity from several organisational sections. Continuing the best current practices and Key Performance Indicators is desirable, and is an independent goal in the strategy. In addition, investigations must take place into what type of new opportunities the new systems can provide.

Activities:

- Measure goal attainment through established KPIs.
- Current KPIs related to the use of
 - agreement and system portfolios
 - actual savings
 - total number of active agreements and the percentage of framework agreements
 - percentage use of the ordering solution
 - percentage of invoices related to agreements
 - percentage of invoices related to contract matching
- The following new KPIs will be introduced during this strategy period;
 - percentage of suppliers accounting for 80% of the purchasing share
 - percentage of orders per purchaser
 - percentage of e-invoices
 - number of annual announcements distributed over part 1, part 2, part 3 and voluntary announcements
 - percentage of purchases over 100,000 without protocol, contract and competition
 - percentage of orders related to agreements
 - percentage of invoices that are automatically matched to an order

3.2. Increased digitalisation, reuse of information and automation

- UiO has digitalised most of the procurement process and the call-off process, but the systems lack integration with each other and the quality of data varies. Therefore, further developing digitalisation involves increasing the degree of integration and automation, as well as developing the use of artificial intelligence
- Significant gains can be achieved through a greater degree of reusing information and by better utilisation of the systems. Reusing duplicate data at multiple locations saves time and reduces the chances of registration errors occurring. UiO has various receiving systems and has gained experience in this area, and this provides the best conditions in which to



further develop system integration. Accessing and using information possessed by others, such as in work related to seriousness in working life, is a separate goal

Activities:

- *Define the areas in which automation can be further developed*
- *Establish integration between the case/archive system and the competition implementation system*
- *Establish integration between the contract management system and the ordering solution*
- *Automate the input of catalogue and agreement information towards the procurement analysis system*
- *Reuse data that other parts of the public sector or the supplier sector have already developed, such as e-Bevis, Factlines and reports on work-related crime*
- *Further develop the control procurements programme*
- *Results in the form of non-conformities must be better communicated to all purchasing units via the purchaser/procurement adviser, to the financial coordinator and the manager with budget allocation authority*

The procurement controls shall:

- check compliance with applicable rules, regulations and routines, and detect any misconduct
- help improve the quality of procurement at UiO and reduce purchasing errors, as well as breaches of laws and regulations
- help identify training requirements
- help identify specific areas in which existing routines/checks require change and improvement
- help improve administrative routines at individual units

Activities:

- *Continued work on constant improvement of data quality by setting out requirements in relevant supplier agreements regarding data quality (primary data and secondary data) and reporting, so that data can be used in the greenhouse gas accounts in a resource-efficient manner*
- *Continue to further develop the control procurements programme*
- *It must be made clear how the control procurements programme works in terms of preventing, detecting and correcting non-conformities, and how it helps to reduce risk together with other activities. This is in addition to achieving the goals regarding desired behaviour as an accountable and transparent practice*
- *Consider conducting an analysis of meeting needs and other goal attainment for selected areas, or have this as an element in the control procurements programme*

“Committed and clear leaders are an important prerequisite for accountable, value-creating and professional procurement that will help reduce the carbon footprint and increase value creation.”

6 Performance indicators

Actual savings on the various procurements are calculated and reported as part of the annual report. Accumulated actual savings must be reported annually.

Target figure	Target 2021	Target 2022	Target 2023	Target 2024	Target 2025	Target 2026
Actual annual savings	50 million	50 million	50 million	50 million	50 million	50 million

Target figure	Target 2021	Target 2022	Target 2023	Target 2024	Target 2025	Target 2026
Number of competitions with environmental requirements	Where relevant					

Environmental requirements can be set for either the supplier, the product or both.

Target figure	Target 2021	Target 2022	Target 2023	Target 2024	Target 2025	Target 2026
Number of competitions with ethical requirements	Where relevant					

‘Number of competitions with ethical requirements’ means competitions with ethical requirements in addition to the ILO Conventions.

Target figure	Target 2021	Target 2022	Target 2023	Target 2024	Target 2025	Target 2026
Number of suppliers that are environmentally certified	Where relevant					

Target figure	Target 2021	Target 2022	Target 2023	Target 2024	Target 2025	Target 2026
Percentage of orders and development over time with prioritised environmental products	Where relevant					

Target figure	Target 2021	Target 2022	Target 2023	Target 2024	Target 2025	Target 2026
Percentage of completed dialogues with managers regarding the environment	Where relevant					

Target figure	Target 2021	Target 2022	Target 2023	Target 2024	Target 2025	Target 2026
Percentage of projects/ framework agreements entered into involving reuse.	Where relevant					

Target figure	Target 2021	Target 2022	Target 2023	Target 2024	Target 2025	Target 2026
Percentage of resale and percentage of phased out equipment according to best practice	Where relevant					

Target figure	Target 2021	Target 2022	Target 2023	Target 2024	Target 2025	Target 2026
Percentage of procurements where emission targets have been set.	Where relevant					

Target figure	Target 2021	Target 2022	Target 2023	Target 2024	Target 2025	Target 2026
Percentage of environmentally beneficial certification schemes. Percentage of competitions with requirements for maintenance and spare parts.	Where relevant Where relevant					



Target figure	Target 2021	Target 2022	Target 2023	Target 2024	Target 2025	Target 2026
Percentage of environmentally friendly chemicals						

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Target figure	Target 2021	Target 2022	Target 2023	Target 2024	Target 2025	Target 2026
Percentage use of the ordering solution	85 %	85 %	85 %	90 %	90 %	95%

‘Percentage use of the ordering solution’ means the percentage of invoices that are referenced to the ordering system, of the invoices posted on categories that are defined as suitable for ordering through the ordering system.

Target figure	Target 2021	Target 2022	Target 2023	Target 2024	Target 2025	Target 2026
Percentage of invoices linked to an agreement	85 %	90 %	90 %	95%	95%	100%

‘Percentage of invoices linked to an agreement’ means the percentage of invoices that are referenced to the ordering system, of the invoices posted on categories that are defined as suitable for ordering through the ordering system, and where the orders/products are linked to an agreement.

7 Ethical guidelines for procurement at the University of Oslo

Introduction

Public procurement carries particular risks. It is important to be aware of these. Ethical guidelines, together with the procurement framework at UiO, help to prevent, detect and correct non-conformities. When carrying out procurement, there is a risk of:

- Misuse of public funds
 - Surveys show that between 3 and 5 percent of public enterprise purchases do not meet any needs or lead to any improvements
 - The purpose of the central purchasing function is to prevent such purchases, especially during the planning and follow-up phase
- Influence / corruption
 - Where there are opportunities for gain, there will be a risk that some people wish to place themselves in a favourable position through 'shady' or illegal means. This also includes a mix of interests of various kinds
- Fraud and deception
 - Incorrect invoicing and overcharging are examples of things that are detected. Much of this is detected through the follow-up of agreements, as well as through routines in connection with payment

Among other things, the main measures used to prevent, detect and correct the aforementioned non-conformities are routines, guidelines and internal control.

Purpose

The University of Oslo's (UiO) Ethical Guidelines will help UiO to act with great integrity, so that the general public has confidence that public procurement takes place in a socially beneficial manner, to manage public funds in a proper manner and to prevent unethical behaviour and corruption in connection with procurement.

The guidelines are based on universal ethical values and norms such as fairness, role clarity, integrity, loyalty, honesty, reliability, truthfulness and treating others as one would like to be treated.

The role of the Procurement Office

The Procurement Office (SI) is part of the Department of Finance and Business Management (ØVA) and, with the help of good procurement, will contribute to increased value creation for both UiO and society in general.

In accordance with the current responsibility structure, the Procurement Office has an advisory and guiding role in relation to units at the university. This means that each unit is responsible for its own procurement in terms of finance, planning and management.

UiO's procurement advisers have a high level of procurement expertise and carry out all procurements in accordance with applicable laws and associated regulations, as well as their own procurement principles. Our goal is to guide and provide support to units in the best possible way so that purchasing is carried out in accordance with UiO's procurement principles and regulations.

Expectations of individual employees

The applicable ethical guidelines apply to all employees. The guidelines will help ensure that employees act with great ethical integrity and high moral standards in accordance with UiO's values. The ethical guidelines are intended to be general rules of conduct, but they also require awareness and reflection from individual employees. Managers in particular are expected to be very careful and stand out as good examples for their employees, as well as take responsibility for making the guidelines known in their area of work.

Use of agreements

Established agreements must be used, if the procurement requirement can be met using the agreement in question.

UiO's agreements must not be utilised for private use.

Misuse of public funds

Employees must avoid making purchases that do not meet the needs of UiO and may prevent UiO's value creation. It is important that employees follow the established routines and systems that contribute to good internal control routines related to invoicing, ordering, follow-up and performance reporting. With the help of these measures, we are able to maintain society's confidence that UiO uses public funds in a proper manner.

Receipt of gifts and other benefits

As an employee or employee representative, you are not allowed to receive gifts, money or other benefits from partners, suppliers or others. There are some exceptions regarding modest gifts, such as a Christmas greeting, where it is obvious that the benefit will not influence decisions. Such gifts should always be given in full transparency and be clarified in advance with the management. Gifts should never be received in the form of cash to individuals. If there is any doubt whether a benefit can be received, it should be declined.

Business relationships and socialising

Employees are only permitted to go on a trip/visit during working hours when it can be justified as part of the establishment's requirements and has a professional content. This also applies when suppliers or others offer visits to private or public companies, inspections, seminars, courses, exhibition trips or other events, both when arranged during leisure time and during working hours. This also applies to the inspection of instruments and similar things related to teaching. Travel and visits must always be approved by the immediate manager and paid for by the University of Oslo.

Misuse of information

Confidential information received in connection with a work relationship must be respected and not used for personal gain. Information received from the market about offers and providers must be treated confidentially and not misused, for example, in relation to competing providers. The duty of confidentiality also applies after employees have left their job.

The law's requirement that employees must act in accordance with good business practice, have high ethical standards and act with great integrity applies without exception.

Equal treatment of suppliers

It is important to act with great caution in research and development projects in order to avoid the management of the projects being confused with any subsequent procurements, cf. UiO's regulations concerning impartiality, gifts and sponsorship. Experience gained from such projects can be used when developing requirement specifications in the procurement process. However, suppliers from development

projects cannot then be involved in a way that discriminates, leads to breaches of the principle of equality, prevents a supplier from participating in the competition or otherwise restricts or excludes genuine competition.

Impartiality and conflict of interest

A person who is disqualified or 'biased' in a legal sense means circumstances exist that may undermine confidence in that person's impartiality regarding a particular case. Employees are responsible for assessing their own impartiality when making a procurement. If there is any doubt regarding the employee's impartiality, the immediate manager is to make the final decision.

UiO employees must not seek to gain benefits for themselves or related persons that may lead to questions being raised regarding their integrity.

In addition, UiO employees cannot take part in or seek to influence a procurement during its preparatory phase, through descriptions and decisions of a procurement requirement that may be perceived as, or cause a conflict of interest. This may be a personal interest in the procurement, financial or otherwise, directly or by related persons.

Employees must not take part in or influence UiO procurements from their own or a related person's company. If purchases are planned to be made from a company where the procurement adviser knows that UiO employees have interests, the person must withdraw from the procurement process and appoint an appropriate replacement.

Employees participating in an procurement process must assess their impartiality at the start of the process and sign a declaration of impartiality after receiving the offer. However, it can be difficult at times to determine whether a conflict of interest actually exists. When in doubt, the issue must be discussed with the immediate manager before the case is presented to the Procurement Office for further processing.

Corruption and cronyism

Corruption is defined as the abuse of power in trusted positions for private gain and includes bribery and corruption. These can be seen in the form of various types of bribes and personal benefits.

According to Transparency International Norway, this is called friendship corruption.

Cronyism is not tolerated at UiO and is recognised when friends and old acquaintances are favoured in procurements and tenders.

Corruption and trading in influence are punishable under the Norwegian Penal Code. Both the individual and the enterprise can be punished with imprisonment or fines.

Requirements and expectations of suppliers

All tenders carried out at UiO require suppliers to comply with UiO's ethical guidelines, national legislation and internationally recognised conventions such as the ILO Conventions, as well as Article 1 of the Universal Declaration of Human Rights.

The most important international guidelines drawn up by the International Labour Organization (ILO) set out requirements that must be met by our suppliers. When submitting tenders and throughout the entire contract period, they are obligated to comply with given laws. Among other things, these include, but are not limited to: Freedom of Association and Protection of the Right to Organise, the right to collective bargaining, the prohibition of forced labour, equal pay for male and female workers, the minimum age for admission to employment and the abolishment of child labour. These requirements affect manufacturers, agents and subcontractors of UiO's main suppliers.

UiO expects suppliers to act loyally towards UiO employees and comply with contractual requirements.

UiO places high demands on supplier integrity related to awareness of ethical trade, bribery, corruption and any other form of unethical conduct, or evidence of it, in any given procurement process.

Particular challenges

The Procurement Office has a responsibility to lead and guide UiO employees during the implementation of procurement processes in accordance with applicable regulations. During this work, we will inevitably face more challenges, where some of them will occur more often than others.

Improper use of funds, challenges of interest and the risk of corruption have the greatest consequences, and we are working actively on measures designed to combat each of these.

UiO has signed several memberships in order to combat corruption and unethical behaviour in the university's operations. In addition, we are actively working to meet the environmental and climate targets. As a supportive contribution, we have established internal templates and forms to help map the key problem areas.

- We are working together with Transparency International Norway (TI) to fight procurement corruption. The values that characterise TI and that are actively promoted are: transparency, integrity, reliability, solidarity, fairness and democracy.
- Ethical Trade Norway does an important job in promoting social responsibility and assists us in detecting unethical trade in the management of our agreements. Related to the same area, Factlines offers a database with an overview of particular risks regarding ethical breaches in the supply chains that UiO collaborates with.
- Sustainability is important for the University, and we are constantly developing and improving. Together with Green Dot Norway and the Network for Ecolabelled Procurement, we are working to achieve UiO's goal of reducing the carbon footprint.
- Procurement practices at UiO have been significantly improved in recent years by increasing demands on suppliers in the form of compliance with the UN's Global Compact principles; human rights, workers' rights, the environment, anti-corruption, Corporate Social Responsibility (CSR), strategy and ethical guidelines, mapping of supplier status and production countries, the suppliers' self-assessment of risks in countries from which they make purchases, as well as organisational management systems.