Contract Lifecycle Training Course: Pre-Award Planning, Award Control and Post-Award Delivery

9 – 13 November 2026
Geneva

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Programme Summary

The contract lifecycle, from pre-award planning through award control to post-award delivery and closeout, is the subject of this one-week training course for contract managers, procurement leaders and project owners, ending in a contract lifecycle plan for one contract. Contracts often fail at the handovers between planning, signature and delivery, where ownership is unclear and promises are lost. The programme moves from lifecycle stages to solicitation, award terms, performance control and closeout, using a prepared contract file. Mars Training Centre UK delivers this programme on the contract lifecycle to mixed-organisation cohorts.

The Business Case

Organisations that buy works, goods or services depend on contracts that keep their intent from the first requirement to the last payment. Managers who can see each stage, assign its owner and test the handover to the next reduce surprises, keep suppliers to what was agreed and give executives a clear record of why decisions were taken.

- Contract Value Leakage: Falls when award terms are checked against the requirement and delivery is measured against them.
- Dispute Frequency: Reduces when variations and claims follow one logged route.
- Handover Delays: Shorten when each stage has a named owner and a completion check.

Principles and Evidence Base

- ISO 31000: Guidelines on risk management, applied in Session 1 to build a contract risk register that carries through every stage.
- ISO 44001: A standard for collaborative business relationship management systems, applied in Session 4 to plan the working relationship with the supplier.
- Contract Lifecycle Model: A division of contract work into pre-award, award and post-award stages, used in every session to place each task with its owner.

Intended Participants

- Contract managers who administer agreements from award to closeout.
- Procurement leaders who plan solicitations and evaluate offers.
- Project and programme owners who rely on contracts to deliver scope, cost and schedule.
- Legal and commercial staff who review terms, variations and claims.

Typical settings include construction and infrastructure, public bodies, energy, healthcare and technology supply.

Learning Outcomes

1. Participants will be able to diagnose where a contract loses control between lifecycle stages.
2. Participants will be able to construct a solicitation plan with weighted evaluation criteria.
3. Participants will be able to evaluate award terms against the original requirement.
4. Participants will be able to prioritise performance measures and variation requests after award.
5. Participants will be able to justify a contract lifecycle plan to a sponsor or steering group.

Programme Structure

Day 1: Contract Lifecycle Foundations

Which stages does a contract pass through, and who owns each one?

- Lifecycle Stage Map
- Contract Ownership Matrix
- Contract Type Selection Guide
- Requirement Definition Sheet
- Contract Risk Register

Day 2: Pre-Award Planning and Solicitation

How is a contract planned and how are offers compared?

- Procurement Route Choice
- Solicitation Document Outline
- Evaluation Criteria Weighting
- Bid Scoring Sheet
- Clarification and Negotiation Plan

Day 3: Award Control

What must be settled before a contract is signed?

- Terms and Conditions Review
- Price and Payment Schedule
- Performance Standards Schedule
- Approval and Signature Gate
- Mobilisation Plan

Day 4: Post-Award Delivery, Change and Closeout

How are performance managed, change controlled and the contract closed?

- Performance Scorecard
- Variation Control Log
- Relationship Management Plan
- Dispute Escalation Ladder
- Closeout Checklist and Lessons Log

Day 5: Contract Lifecycle Plan for One Contract

Do the findings join into a plan that carries a contract from need to closeout?

- Applying the Session 1 Lifecycle Stage Map
- Testing the Session 2 Evaluation Criteria Weighting
- Reviewing the Session 3 Terms and Conditions Review
- Using the Session 4 Performance Scorecard
- Completing the Contract Lifecycle Plan

Methodology

The programme is a structured exercise built on a prepared contract file for two cases, one for a works contract and one for a services contract. Participants map stages, weight evaluation criteria, review award terms and run a delivery period, then defend their plan to peers acting as a steering group.

- Suggested activity: Placing an owner and a completion check at each stage handover.
- Suggested activity: Weighting evaluation criteria for a services solicitation.
- Suggested activity: Logging three variation requests and routing each to a decision.

Capstone Output

Each participant completes a contract lifecycle plan for one contract. It holds a stage map, an ownership matrix, a solicitation outline, an award terms review, a performance scorecard and a closeout checklist. At work it goes to the sponsor and becomes the reference for running later contracts of the same kind.

Frequently Asked Questions

Is contract lifecycle training suitable for managers without a legal background?

Yes. The contract lifecycle is taught through a prepared contract file and templates. You need responsibility for buying, administering or relying on contracts, but no legal training.

Which standards does the contract lifecycle training here rest on?

The contract lifecycle training here rests on ISO 31000 for risk management, ISO 44001 for collaborative business relationships and a stage model of pre-award, award and post-award work.

How is the plan from contract lifecycle training used at work?

You present the contract lifecycle plan to your sponsor, use its ownership matrix to assign stage duties and keep its checklists as the routine for later contracts.

How does the contract lifecycle differ from a programme on tendering and bid evaluation?

The contract lifecycle covers planning, award, delivery and closeout of a contract, while a programme on tendering and bid evaluation concentrates on the solicitation and offer comparison stage alone.