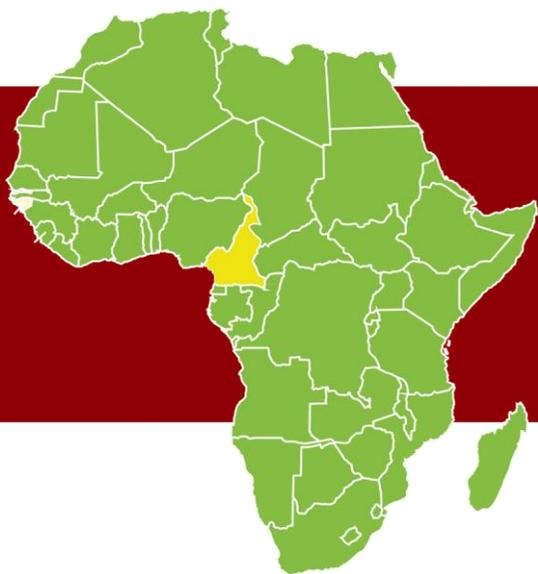




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Knowledge and Experience Sharing Session



Professionalization of Public Procurement and Capacity Building

Videoconference, Yaoundé, January 27, 2022

- 01 Introduction
- 02 Inventory
- 03 Difficulties
- 04 Challenges and Outlook
- 05 Conclusion



1.1. Context > 2.2. Réformes > 1.3. Missions Régaliennes >

- Public Procurement is a strong lever whereby the State of Cameroon promotes its socio-economic development.
- With regard to the important financial flows drained by this lever, Public Procurement constitutes a privileged means whereby the State and its branches conduct works and studies, acquire goods and services for the well-being of its populations.



1.1. Contexte > **2.2. Reforms** > 1.3. Missions Régaliennes >

- Thanks to its partners to development, Cameroon is engaged in putting in place a public procurement system complying with international norms and standards.
- Thus, in 2000 and 2005, the Cameroon Public Procurement System had to undergo two joint analytical reviews (Cameroon/World Bank) that resulted in two action plans (1st and 2nd generations) marking the successive reforms undergone by the Cameroon Public Procurement System with one of the major objectives: **the definition of a national capacity building strategy in public procurement.**
- With the latest reform of Public Procurement System enshrined by decree n°2018/366 of June 20, 2018 on Public Procurement, this objective up to now unattained remains and is justified by legal instability of institutional frame related to the management of Public Procurement and the chain of value pertaining to it such as training.



1.1. Contexte > 2.2. Réformes > **1.3. Sovereign Missions >**

One of the missions assigned to the Public Procurement Regulatory Agency (ARMP) is to **define public procurement training policies and strategies** and develop a professional and institutional framework related to it. It's in that framework that the Agency is striving to give tailored training to the various players by:



- ensuring constant upgrade of those actors of both public and private sectors;
- developing, with the help of international and national training institutions, local expertise covering the processes of Procurement, Enforcement, Regulation, Audits, a priori and a posteriori controls, Categorization of firms, Review of Appeals and Application of Sanctions;
- gradually putting in place mechanisms to professionalize and modernize the activities of the Public Procurement sector.

The Cameroonian Public Procurement System is constantly in permanent evolution. This dynamic is essentially marked by five (5) major texts that frame generally public procurement system and particularly capacity building of actors, such as:

- the decree n°2001/048 of February 23, 2001 on the establishment, organization and functioning of Public Procurement Regulatory Agency (ARMP) ;
- the decree n° 2012/075 of March 8, 2012 on the organization of Public Procurement Ministry;
- the decree n°2012/076 of March 8, 2012 modifying and completing the decree N°2001/048 of February 23, 2001 on the establishment, organization and functioning of Public Procurement Regulatory Agency (ARMP);
- the decree No. 2018/355 of June 12, 2018 on common rules applicable to the contracts of public enterprises;
- the decree 2018/366 of June 20, 2018 on the new public procurement code in Cameroon.



These decrees, which we have just listed, give the Public Procurement Regulatory Agency the roles of "**Regulator**", "**Monitor**" and "**Facilitator**" of the public procurement system .

In its capacity as "**Regulator**" and "**Monitor**", the Agency is responsible for ensuring that all

- "Projects agreed and financed be effectively executed to the expected standards"..

In its capacity as "**Facilitator**", ARMP is in charge of contributing to the training of the actors of the public procurement system, at the request of the concerned administrations .

- The Agency is called upon, in accordance with Article 48 (2) (e), to define policies and strategies for training in the field of procurement and to develop a professional and institutional framework in this field.

In this respect, the Agency is responsible for:

- to popularize the rules and procedures relating to public procurement through guidelines and manuals;

- to provide, as needed, **technical supports** to the actors of the public procurement system;
- to **design** and **disseminate** standard documents to the actors of the public procurement system .

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2.1. Cadre Juridique >> **2.2. Institutional Framework** > 2.3. Besoins > 2.4. Retour d'Expérience

>The implementation of training and capacity building activities in the field of Public Procurement is led by several institutional actors :

- **The Ministry in charge of Public Procurement**, which ensures the proper functioning of the system in its capacity as public procurement authority ;
- **The Regulatory Agency** is positioned as the secular arm of the State in terms of capacity building of actors and therefore the repository of training engineering in public procurement field . To this end, the training provided by ARMP is capacity-building or qualifying training, that is to say, professionally oriented, in the sense that it aims to make the trainees immediately operational in public procurement field

Other training institutions (public and private):

- **Public and private universities::** Universités de Yaoundé I and II, Université de Douala, Université catholique d'Afrique centrale or the Catholic University of Central Africa (UCAC), Université protestante d'Afrique Centrale or the Protestant University of Central Africa (UPAC), etc.
- **Great schools:** l'Ecole Nationale d'Administration et de Magistrature or the National School of Administration and Magistracy (ENAM), l'Ecole supérieure des travaux publics or the Graduate School of Public Works, l'Institut Supérieur de Management or the Higher Institute of Management, etc.

Private Training Centers: Cabinet AGORA Consulting, Cabinet Conseil en Développement (CODEV), Programme supérieur de spécialisation en finances publiques (SSFP), etc.

In addition to these large groups of institutional actors, there are also strategic partners for technical and financial support such as :

- **The World Bank;**
- **And GIZ.**



A recent study on training needs was conducted in 2021 on a sample of 180 actors in the public procurement system in Cameroon. Some of the results reveal the following :



- 97.56% of stakeholders, 176 out of 180 surveyed, expressed the need for training on public procurement.
- All these training needs cover the full cycle of a public contract, namely: Maturation, Programming, Procurement, Execution and Closure.

A snapshot of the training or capacity building activities developed by the Agency over the last three years for certain Project Owners is as follows :



- In total, 11 project owners were trained in 2019, 6 in 2020 and 9 in 2021. That is 26 project managers whose capacities were strengthened.
- In addition, as part of mass training, during the same period, all the Decentralized Territorial Communities (DTCs), that is to say. about 360 communes, were trained by the Agency on the appropriation of the new normative framework for public procurement.
- It emerges from all this series of training that the order of priority on the themes is: Procurement, Execution, Maturation, Programming and finally the Closing of a contract.

3.1. Financial Ones > 3.2. Organisationnelles >

- Insufficient budget planning by the various project owners ;

Insufficient resources

- allocated to the Regulator for capacity building of actors.



3.1. Financières > **3.2. Organizational Ones**>

These are essentially related to the legal instability of the institutional framework for the management of public procurement and the related value chain, such as training.

The consequences of this are:



- the dilution of roles in the overlapping of skills;
- the absence of a real policy that would lead to the development of a national capacity building strategy.



In order to achieve the objectives and expected performances in the framework of capacity building of the actors of the Public Procurement System, several challenges have to be met :

- Develop a national capacity building policy and strategy. This activity is being implemented within the framework of the Improvement of Public Expenditure and Statistical System Efficiency Project (PEPS).

Develop competency and training frameworks ;

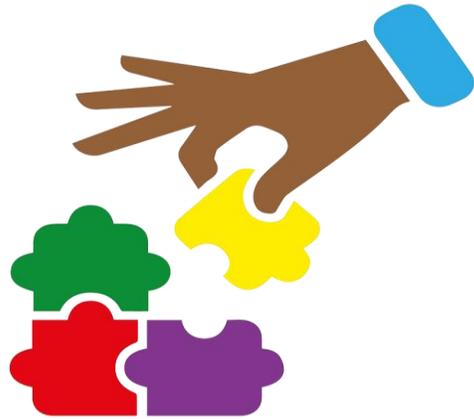
- Develop a training engineering that will enable us to
- have a pool of trainers, pedagogical methods of training, etc. ;

Diversify the training offer by professionalizing it and

- developing e-Learning ;

Search for new sources of funding.

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In view of the above, we can see that the issue of capacity building of the actors of the system in the field of public procurement is a central issue that concerns the Cameroonian authorities at the highest level.

In fact, our posture of participation in this knowledge and experience sharing session is closer to that of an enthusiastic learner. For we believe that during this meeting we have more to discover than to contribute.



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