

REPUBLIQUE DU CAMEROUN
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PRESIDENCE DE LA REPUBLIQUE

MINISTRE DES MARCHES PUBLICS

REPUBLIC OF CAMEROON
Peace-Work-Fatherland

PRESIDENCY OF THE REPUBLIC

MINISTRY OF PUBLIC CONTRACTS



PROCEDURE MANUAL FOR THE AWARD OF PUBLIC CONTRACTS

MARS 2025

ABBREVIATIONS

1. THE STAKEHOLDERS OF THE SYSTEM

AC :	Contracting Authority
ACMP :	Authority in charge of Public Contracts
MINMAP :	Ministry of Public Contracts
ARMP :	Public Contracts Regulation Agency
PO :	Project Owner
DPO :	Delegated Project Owner
MOE :	Contract Manager
TB :	Tenders Board
CCCM :	Central Contracts Control Boards
SCAO :	Bid Evaluation Sub-Committee
OI :	Independent Observer
SIGAMP :	Internal Public Contracts Administrative Management Entities
CER :	Complaints Review Body
PTF :	Technical and Financial Partner

2. REGULATORY INSTRUMENTS

CMP :	Public Contracts Code
CCAG :	General Administrative Conditions

3. THE TYPES OF PROCEDURES AND CONSULTATION FILES

AO :	Invitation to tender
AOR :	Restricted invitation to tender
DTAO :	Model Tender Files
TF:	Tender Files
DCE :	Consultation Files
DC :	Request for quotation

4. CONSTITUTION DOCUMENTS FOR THE CONSULTATION FILE

AMI /ASMI :	A call for manifestation of interest
AAO :	Tender Notice
RGAO :	The General Rules for Call for Tenders
RPAO :	The General Rules for Call for Tenders
CCAP :	Special Administrative Conditions
CCTP :	Special Technical Administrative Conditions
ToF:	Terms of Reference
BPU :	Schedule of Unit Prices
CSDPU :	Unit Price Sub-Detail Framework
CDQE :	Quantitative and Cost Estimate Detail Framework
DQE :	Quantitative and Cost Estimate Detail

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PREAMBLE

The award process is part of the project cycle, downstream of the identification, appraisal, preparation and fund raising phases and upstream of the implementation phase.

This manual has as objective to enable all the participants of the Contracts system, to know the different stakeholders and their respective attributes at each stage of the contracts award process.

This process is essentially governed by Decree No. 2018/366 of 20 June 2018 to institute the Public Contracts Code, and Decree No. 2018/355 on the common rules applicable to public enterprises, which aims to ensure transparency, fairness and promptness in the award and execution of contracts.

This manual describes in detail the procedures applicable to the different modes of contracts award provided for by the regulations, i.e. contracts awarded after invitations to tender, letter orders awarded after requests for quotations or invitations to tender, and contracts by mutual agreement.

The manual equally gives indications on the choice of the Administration's co-contractors and regulatory provisions related to the legal protection of bidders and the handling of disagreements between some stakeholders.

It comprises of four (4) parts namely:

1. The presentation of the public contracts system;
2. Public Contracts award procedures;
3. Bid-evaluation criteria and mode of contracts award, and;
4. Means of redress for bidders, and the handling of disagreements between the Project Owners (or Delegated Project Owners), and Tenders Boards

First Part:

The PRESENTATION OF THE PUBLIC CONTRACTS SYSTEM



I. The PRESENTATION OF THE PUBLIC CONTRACTS SYSTEM

I.1. REGULATORY FRAMEWORK

The main instruments governing the public contracts sector are:

- Decree No. 2018/366 of 20 June 2018, , to institute the Public Contracts Code;
-
- Decree No.2011/408 of 9 December 2011to organise the Government as amended and supplemented by Decree No. 2018/190 of 2 March 2018;
- Decree No. 2003/651 of 16 April 2003 to lay down the modalities of application of the tax and customs regime for public contracts;
- Decree no. 4992/PM of 21 June 2018 fixing the rules governing the maturation process of public investment projects.
- Decree No. 2001/048 of 23 February 2001 to lay down the organisation and functioning of the Public Contracts Regulatory Agency and its subsequent amendments;
- Order 032/CAB/PM of 28 February 2003 to lay down the terms and conditions for implementing request for quotation.
- Order 093/CAB/PM of 5 November 2002 to fix/set the amount for bidding caution and ender File charges;
- Circular No00001/PR/MINMAP/CAB of 25 April 2022 to implement the Public Contracts Code

I.2. DEFINITIONS

As far as the implementation of the Public Contracts Code is concerned, the following definitions were adopted:

- **Public Contracts:** A written contract awarded in accordance with the provisions of the Public Contract Code, whereby a contractor, supplier or service provider commits itself to the State, a Regional and Local Authority or a public establishment, either to carry out works or to supply goods or services in exchange for a payment;
- **Contract amendment:** contractual deed amending or supplanting certain clauses of the initial contract to adapt it to developments subsequent to its signature;
- **Delegation of public services:** delegation of the management of a public service to a third party whose remuneration is substantially linked to the results of the operation of the service. It is subject to the rules governing public contracts. Subject to a source by the consultant

- Works contract: contract concluded with contractors for the construction, reconstruction, demolition, repair and renovation of any building or structure, including work site preparation, earthwork, installation of equipment or materials, decoration and finishing as well as ancillary services, where the value of such
- Services: works, supplies and services or intellectual services to be carried out or provided in accordance with the subject of the contract;
- Authority in charge of Public Contracts : authority heading the competent government service in respect of public contracts;
- Project Owner: minister or person ranking as such, chief executive of a regional or local authority, general manager and manager of a public establishment, representing the beneficiary of the services provided for in the contract;
- Delegated Project Owner: person acting as representative of the Project Owner and performing some of the duties of the latter. These are, the regional governor or Divisional Officer, the head Cameroon's diplomatic mission abroad, authorised to award and sign contracts financed by credits delegated by a Project Owner, and where applicable, the head of a project receiving external funding;
- Contracting Authority Natural person authorized to manage the contracting

process and sign the related contracts. They are Project Owners and Delegated Project Owners;

- Administration's contracting partner or contract holder: any natural person or corporate body party to the contract, responsible for the execution of the services provided for in the contract, as well as his duly appointed representative(s), staff, successor(s) and/or agent(s).
- Business grouping: a group of enterprises or service providers bound by a single agreement and represented by one of them, acting as common agent. The business grouping may be joint and/or several;
- Contract Manager: natural person accredited by the Project Owner or the Delegated Project Owner to provide general administrative, financial and technical assistance at the definition, preparation, execution and acceptance stages of the services under the contract. He oversees the general management of the execution of services, decides on all the technical and financial provisions and represents the Project Owner or the Delegated Project Owner before dispute settlement bodies;
- Contract Engineer: public law natural person or corporate body accredited by the Project Owner or the Delegated Project Owner to monitor contract execution. He is responsible for technical and financial monitoring. As such, he assesses, decides and gives instructions having no financial incidence. He reports to the Contract Manager;

- **Project Manager:** public or private law natural person or corporate body designated by the Project Owner or the Delegated Project Owner to defend the latter's interests at the definition, preparation, execution and acceptance stages of the services under the contract;
- **Tenders Boards:** shall be technical support bodies set up under Project Owners, Delegated Project Owners, Regional Governors and Senior Divisional Officers for the award of public contracts worth at least 5 000 000 (five million) CFA francs.
***Central Contracts Control Boards:** shall be technical bodies placed under the Minister in charge of public contracts. They shall be responsible for ex ante control of procedures for the award of public contracts under their remit initiated by Project Owners*

or Delegated Project Owners.

- **Bid evaluation sub-committee:** ad hoc committee set up by the Tenders Board for the technical and financial evaluation and ranking of bids;
- **Independent observer:** shall be a natural or corporate body recruited through competitive bidding by the public contracts regulatory body to ensure compliance with regulations, transparency rules and principles of equity in the public contracts award process;
- **Independent auditor:** audit firm of established reputation recruited by the administration and in charge of the annual audit of public contracts;
- **Public Contracts Petitions Review Committee:** Entity set up within the public contracts regulatory body to examine petitions from bidders who feel aggrieved and to propose appropriate measures to the Authority in charge of Public Contracts, where necessary;
- **Contract amount:** total amount of the expenses and remuneration for services forming the subject of the contract, subject to any addition or deduction which may be done by virtue of the provisions of the contract;
- **Jobbing order:** a public contract worth at least 5 000 000 (five million) and less than 50 000 000 (fifty million) CFA francs;
- **Request for quotation:** simplified procedure for the consultation of enterprises for the award of some jobbing orders relating to the supply of goods and services or any other minor services not requiring the preparation of technical tenders;
- **Follow-up and Technical Validation Committee:** a committee comprising members chosen by virtue of their domain of expertise and responsible for monitoring and



validating the services provided within the scope of intellectual service contracts worth at least 100 000 000 (one hundred million) CFA francs;



I.3. THE ROLES AND DUTIES OF STAKEHOLDERS

The public contracts system is made up of two categories of stakeholders namely:

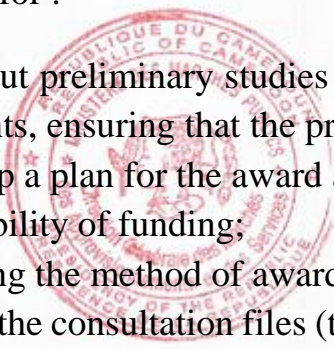
- Stakeholders in the operational sphere who are actively involved in the contracting process (Project Owner, Delegated Project Owner, Internal Structures for the Administrative Management of Public Contracts, Tenders Boards, Central Contracts Control Boards, Independent Observers, Experts, Committee responsible for reviewing bidders petitions, etc.), and ;
- Stakeholders in the so-called strategic or non-operational sphere who are not directly involved in the award process, other than those in the administrations they manage. These include the Authority in charge of Public Contracts and the body responsible for regulating the public contracts system).

I.3.1. The stakeholders in the operational sphere

a. The Project Owner (PO)

The Project Owner (PO) is responsible of the preparatory phase, the launching of consultations, the award of contracts and jobbing orders and the signing of contracts.

He is responsible for :

- 
- carrying out preliminary studies and, in conjunction with the relevant government departments, ensuring that the projects to be budgeted for are fully developed;
 - drawing up a plan for the award and execution of contracts;
 - the availability of funding;
 - determining the method of awarding contracts (by tendering or direct agreement);
 - preparing the consultation files (tender documents (DAO) and request for quotation (RFQ) documents);
 - launching invitations to tender;
 - receiving tenders, coding them and recording them in a register provided for this purpose;
 - evaluating pre-qualification applications, where necessary
 - Transmission of bids to the relevant Tenders Board
 - the award of contracts;
 - publication of the results, including amounts and deadlines;

- Contract-based model;
- signing contracts with no threshold limit;
- notifying, monitoring performance and paying out the contract.

b. Delegated project owner (DPO)

The Project Owner can entrust a Delegated Project Owner (DPO), a public or private law entity carrying out all or part of the following tasks in his name and on his behalf:

- Defining the administrative and technical conditions under which the project in question will be carried out ;
- Reception of tenders
- organising and conducting the contract award procedure through to signature.

In addition to the Regional or Divisional Delegates of the public administrations, public establishments and public or semi-public sector companies benefiting from the services, the Delegated Project Owners are the Heads of Cameroon's diplomatic missions abroad, the heads of the Purchasing Centres for grouped orders and centralised purchases, as well as the Heads of Unit for projects receiving external funding.

The relationship between the Project Owner and the Delegated Project Owner is governed by an agreement or any other authorisation which sets out, among other things, the responsibilities entrusted to the Delegated Project Owner, as well as the technical, financial and accounting control procedures exercised by the Project Owner at the various stages of the project, with the exception of the Regional or Divisional Delegates of public administrations and public administrative establishments.

c. Internal Structures for the Administrative Management of Public Contracts (SIGAMP)

The internal structures for the administrative management of public contracts are placed alongside the Project Owners and Delegated Project Owners to provide assistance in the performance of their duties, particularly at the following stages:

- project maturation ;
- drawing up plans for awarding contracts and monitoring them ;
- drawing up draft consultation documents in conjunction with the technical departments of the Project Owner or the Project Owner concerned;
- Reception of bids

- finalising draft contracts and amendments before they are signed;
- preparing project presentation notes;
- archiving documents;
- transmitting documents generated during the award and execution of public contracts;
- drafting quarterly, half-yearly and annual reports on the award and execution of contracts.

d. The Tenders Boards (CPM)

The Tenders Board is a technical support body set up under Project Owners, Delegated Project Owners, Regional Governors and Senior Divisional Officers and a project execution unit for the award of public contracts worth at least 5 000 000 (five million) CFA francs.

It is responsible for organising operations relating to the award of contracts up to the proposal for the award of contracts.

To this end, the CPM :

- examines and issues a technical opinion on the tender documents and requests for quotations prepared by the Project Owner or the Delegated Project Owner;
- Examining and adopting, where necessary, the notation grid before the opening of bids in strict accordance with the Tender Files;
- receives the bids submitted by the Project Owner or the Delegated Project Owner and organises the bid opening sessions;
- appoints a Bid-evaluation sub-committee and examines its report
- proposes the award of the contract to the Project Owner or Delegated Project Owner;
- prepares, where applicable, the files to be submitted to the Central Contract Control Boards by the Project Owners and Delegate Project Owners;
- examines and issues a technical opinion on the draft contracts and amendments prepared by the Project Owner or the Delegated Project Owner.

e. Central Contracts Control Board(CCCM)

Central Contracts Control Boards(CCCM) is a technical body placed under the Minister in charge of public contracts. They shall be responsible for ex ante control of procedures for the award of public contracts under their remit initiated by Project Owners

or Delegated Project Owners.

In his capacity, he issues opinion on:

- Tender Files prepared by Project Owners or Delegated Project Owners and examined by the Tenders Board;
- Contracts award procedures;
- the award proposals of the Tenders Board validated by the Project Owners or Delegated Project Owners;
- the draft contracts awarded according to the mutual agreement procedure within the limits of their competence and possible draft amendments.

f. Independent Observer

An independent observer is a natural or legal person recruited by means of invitation to tender by the organ in charge of regulating public contracts in order to ensure compliance with regulations, transparency rules and principles of equity in public

procurement;

he attends Tenders Board meetings, as well as the work of the bid evaluation sub-commissions for contracts relating to invitations to tender for which the cumulative value of the lots is greater than or equal to fifty (50) million CFA francs, in order to:

- evaluate the process by pointing out at each stage any failures to comply with the regulations, the rules of transparency and the principles of fairness;
- report practices contrary to good governance in the public contracts award process, particularly in cases of influence peddling, conflict of interest or insider trading.

g. Experts

Experts are natural persons approved by the body responsible for regulating public contracts with a view to providing technical assistance to stakeholders in the domain of public contracts.

They are :

- appointed as members of the Sub-Committees set up by the Tenders Board to evaluate bidders' offers, or ;

- chosen by the Chairman of a Central Contract Control Board to examine the technical aspects of the documents received by the Project Owner or Delegated Project Owner relating to the consultation file, the award proposal, the draft contracts awarded by mutual agreement and the draft amendments, and to draw up a report which he presents to the Central Contract Control Board.

h. The Petitions Review Committee

The Committee responsible for reviewing petitions from bidders who consider themselves to have been wronged is set up within the body responsible for regulating public contracts, to formulate proposals for appropriate measures to be taken by the Public Contracts Authority, if necessary.

I.3.2. The stakeholders in the strategic (non operational)

a. Authority in charge of Public Contracts

The Authority in charge of Public Contracts is the Minister in charge of Public Contracts

He organises and ensures the proper functioning of the Public Contracts system.

In this capacity, he:

- Signs implementing instruments of the Public Contracts Code
- imposes penalties for malpractice and disputes arising from public contracts, as well as disagreements between public officials;
- has the power to authorise special procedures.

he may, if necessary, refer cases to himself to sanction a procedure.

The Authority in charge of Public Contracts has all the powers and duties conferred on him by the Public Contracts Code, notably as regards approval, authorisation for special procedures and arbitration in the event of disputes or petitions by bidders.

He therefore :

- sets up the Tenders Boards ;
- appoints the chair persons of Tenders Boards;
- appoints the chair persons and members of the Central Contract Boards;

- arbitrates disputes in the event of disagreement between the Project Owner or Delegated Project Owner and the Central Contract Control Boards in the award process;
- arbitrates disputes in the event of a petition by a bidder or a request by a co-contractor;
- cancels the award of contracts awarded in breach of the regulations or contrary to the rules of transparency and fairness.

b. The Organ in charge of regulating Public Contracts

The body in charge of regulating public contracts is the Public Contracts Regulation Agency

It monitors and facilitates the public contracts system.

As such, it is responsible for :

- formulating opinions to the Authority in charge of Public Contracts for the definition and improvement of policies in this area;
- ensuring that the principles of good governance are applied, in particular by implementing preventive measures to combat malpractice in public procurement;
- ensuring that the rules are properly applied by all players, by means of opinions and recommendations;
- proposing public contracts reforms;
- defining training policies and strategies in the public contracts domain and developing a professional and institutional framework in this area;
- coordinating and feeding the public contracts information system and monitoring it;
- periodically assessing the compliance and performance of the national public contracts award system against the relevant international indicators and standards;
- approving experts in the domain of public contracts;
- investigating disputes arising from public contracts procedures and providing technical advice to the Committee responsible for reviewing bidders' petitions;
- editing and publishing the public contracts logbook;
- proposing sanctions for procedures to the Authority in charge of Public Contracts;
- carrying out specific audits.

In addition, the body responsible for regulating public contracts :

- draws up and distributes standard documents and procedure manuals ;

- provides, where necessary, any technical support required by the Project Owner and Delegated Project Owner, as well as Tenders Boards;
- collects and centralises documentation and statistics on the award, performance and monitoring of public contracts, with a view to setting up a database;
- recruits independent observers;
- draw up quality assurance guidelines for public contracts execution agencies;
- assesses the capacity of institutions and agrees corrective and preventive actions to improve the execution of their portfolios;
- commissions an independent audit of a random sample of contracts at the end of each financial year;
- draws up periodic reports on the performance of contracts on the basis of the investigations and audits carried out and sends them to the competent authorities;
- submits an annual report to the President of the Republic on the effectiveness and reliability of the system for awarding, performing and monitoring public contracts.

I.4. The competence threshold of Tenders Boards

I.4.1. The threshold of Tenders Boards

The Tenders Boards are responsible for jobbing orders for amounts greater than five (05) million FCFA and less than fifty (50) million FCFA and for contracts for amounts at least equal to fifty (50) million FCFA.

I.4.2. The threshold of Central Contracts Control Boards

a. The thresholds of Central Contracts Control Boards for road works contracts

The Tenders Boards are responsible for jobbing order whose amounts are more than five (05) million CFA francs and less than fifty (50) million CFA francs and for contracts for amounts of at least fifty (50) million CFA francs.

b. The threshold of Central Contracts Control Boards for other infrastructures contracts

The Central Contract Control Board for other infrastructure contracts is responsible for consultations where the cumulative value of the lots is greater than or equal to one (1) billion FCFA tax inclusive, as well as for contracts awarded under mutual agreement procedure for the same threshold.

c. Thresholds of the Central Contracts Control Board for the Supervision of Building and Public Works Contracts

The Central Contracts Control Board for the Supervision of Contracts for Building Works and Public Amenities is responsible for consultations where the aggregate value of the lots is greater than or equal to five hundred (500) million CFA francs all tax inclusive, as well as for contracts awarded under mutual agreement procedure with the same threshold.

d. **The threshold of Central Contracts Control Boards for general supplies contracts**

The Central Contracts Control Boards for the Supervision of General Supplies Contracts is responsible for consultations where the cumulative value of the lots is greater than or equal to two hundred and fifty (250) million FCFA all tax inclusive, as well as for contracts awarded by mutual agreement with the same threshold.

e. **The threshold of Central Contracts Control Boards for services and intellectual services contracts**

The Central Contracts Control Board for the Supervision of Service and Intellectual Services Contracts is responsible for consultations where the cumulative value of the lots is greater than or equal to one hundred (100) million CFA francs (all tax inclusive), as well as for contracts awarded by mutual agreement with the same threshold.

NOTE: Services for which the estimated amount is less than 5 million are "administrative purchase orders". They are awarded directly by the Project Owner or Delegated Project Owner, without recourse to the Tenders Board. Their procedure and mode of award are not governed by the Public Contracts Code



Part II

MODES AND PROCEDURES FOR THE AWARD OF CONTRACTS

II. MODES AND PROCEDURES FOR THE AWARD OF PUBLIC CONTRACTS

Public contracts are awarded following a competitive bidding process among the Administration's potential co-contractors.

Exceptionally, they may be awarded by mutual agreement, after express authorisation from the Authority in charge of Public Contracts.

However, there are special contracts that do not comply, in whole or in part, with the provisions relating to tendered contracts or mutual agreement contracts. These essentially include contracts relating to national defence, security and the strategic interests of the State.

These contracts include secret clauses for security reasons and the State's strategic interests, and are therefore not subject to review by any of the Tenders Board provided for in the Public Contracts Code.

II.1. The prerequisites for the award of a public contracts

In accordance with the provisions of Chapter II of Title III of Decree No. 2018/366 of 20 June 2018 to institute the Public Contracts Code, the prerequisites for awarding a public contract include: determining the need and carrying out prior studies, scheduling award operations, and ; availability of the site and funding.

II.1.1. *Determining the need and preliminary studies*

Before launching any invitation to tender or any consultation, the Project Owner is obliged to carry out a preliminary study or, if necessary, to call on external expertise in order to determine as accurately as possible the nature and extent of the requirements to be met.

The preliminary study must define the specifications and scope of the services covered by the contract and lead either to a preliminary project defining all the characteristics of the work to be carried out or the supplies to be delivered, or to the terms of reference of the services concerned.

II.1.2. *The schedule of public contracts award operations*

The award of public contracts must be subject to programming by the Project Owners and Delegated Project Owners, in conjunction with the Ministry in charge of Public Contracts.

The adoption of budgets by the relevant bodies is subject to the presentation of a draft programming logbook including externally financed contracts.

II.1.3. availability of the site and funding

Before the launch of any consultation, the Project Owner (or the Delegated Project Owner) must ensure the availability of funding. This involves certifying, as appropriate, the budget entry, the effectiveness of the expenditure authorisation and the entry into force of the financing agreement.

The Project Owner or Delegated Project Owner is also required to take all the necessary steps to ensure that the site where the services are to be provided is available before the contract in question is notified.



II.2. Methods of Contracts award

Public contracts regulations provide for nine (09) methods of awarding contracts, which have been identified and divided into two types, namely : the call for tenders, which is the default method, and ;Mutual agreement the derogatory method

II.2.1. Contracts awarded by invitation to tender

Invitations to tender are the method of awarding contracts following a public call for competition. It can be open, restricted, with competition, in two steps or in two stages.

a. Open invitation to tender

A call for tenders is open when the public notice invites all interested candidates to submit their tenders within a given period of time.

b. Restricted invitation to tender

Restricted tendering is a call for tenders preceded by pre-qualification.

Pre-qualification is carried out for services of the same nature, following a public call for applications by insertion in authorised publications, of a notice relating to a specific call for tenders or to a set of calls for tenders during a period not exceeding six (6) months.

The restricted invitation to tender is aimed at a minimum number of three (3) candidates selected following a pre-qualification procedure. Failing this, the Project Owner or Delegated Project Owner must resort to an open invitation to tender.

In the case of allotment, the minimum number of pre-qualified candidates per lot is set at three (3).

Otherwise, the Project Owner or Delegated Project Owner must use an open invitation to tender for the lot(s) concerned.

When the pre-qualification relates to a series of invitations to tender spread over a period not exceeding six (6) months, the public invitation to tender must limit the number or overall volume of contracts for which a candidate could be awarded on the basis of his capabilities.

The pre-qualification process carried out by the Project Owner or Delegated Project Owner leads to the drawing up of a shortlist published before the consultation is launched.

Letters of invitation to tender are sent to the pre-qualified candidates and the approved tender files are made available to them under the same conditions as those set out in article 75 of this Public Contracts Code.

The deadlines for submission of applications, from the date of publication of the call for manifestation of interest, are as follows:

- a minimum of fifteen (15) calendar days and a maximum of twenty-one (21) days for national invitations to tender ;
- a minimum of twenty-one (21) calendar days and a maximum of thirty (30) days for international invitations to tender;

These deadlines may be reduced to ten (10) and fifteen (15) calendar days respectively in case of emergency.

Restricted tendering is compulsory for contracts for intellectual services.

Restricted tendering may also be used in the following cases :

- large-scale or complex specific works or equipment
- supplies of materials to be manufactured on order and specialised services.

The Project Owner or Delegated Project Owner may be exempted from pre-qualification:

- for intellectual services covered by jobbing order;
- when pre-qualification has been unsuccessful or has resulted in fewer than three (3) candidates per lot;
- the award of contracts schedule drawn up in accordance with the regulations in force shows that the procedural deadlines do not allow the estimated start or completion dates of the services to be met;

The restricted call for tender addressed to service providers selected within the categorisation frame where necessary.

c. **Competitive invitation to tender**

The call for tenders may be accompanied by a competition if there are technical, aesthetic or financial reasons for special research.

A call for tender with a competition covers :

- either the design of a project ;
- both the design of a project and the carrying out of the related study;
- or both the design of a project and the execution of the related study and the monitoring and control of its execution;
- or the design and implementation of the project in the case of a design-build contract.

d. **Two-stage tendering**

The Project Owner may resort to a two-stage call for tenders when he wishes to base his choice on the criteria of performance, operating constraints and economic cost instead of simple detailed technical specifications, and when he can justify that he is not in a position to:

- define the means of satisfying his needs ;



- evaluate the technical or financial solutions available.

The use of a two-stage invitation to tender is subject to the prior authorisation of the Minister in charge of public contracts at the programming stage.

e. A call for tender to recruit an individual consultant

The individual consultant is a natural person recruited by the Project Owner or the delegated Project Owner to provide intellectual services or non-quantifiable services that do not absolutely require the use of a firm.

The amount of the individual consultant's services falls within the jobbing order threshold.

It is used when -teamwork is not necessary. And the expert's experience and qualifications are a major selection criterion. Individual consultants are chosen on the basis of their qualifications, with regards to the nature of the assignment. Consultants are selected by comparing the qualifications of those who have expressed an interest in the assignment following the request for manifestation of interest defining the conditions of recruitment.

f. The request for quotation

The request for quotation is a simplified procedure for the consultation of service providers for the award of jobbing orders relating to the supply of goods and services or any other minor services not requiring the preparation of technical offers.

The services that may be the subject of a request for quotation include in particular:

- supplies, consumables and miscellaneous equipment
- Furniture;
- Small equipment;
- Computer equipment;
- Maintenance of buildings;
- billeting.



The consultation is reserved for service providers operating in the sector concerned and meeting the qualification criteria indicated in the request for quotation. Request for quotation is governed by Order No. 032/CAB/PM of 28 February 2003.

- g. Design-build contracts:** A design-build contract is a works contract that allows the Project Owner to entrust a group of economic operators or, for infrastructure works only, a single economic operator, with a mission covering both the design and execution of the

works.

- h. **Framework agreements:** When the Project Owner cannot determine in advance the volume and frequency of orders for supplies or routine services required to meet his needs, he can use a framework agreement. Framework agreements are contracts concluded by one or more Project Owners with one or more service providers, the purpose of which is to establish the rules relating to the purchase orders to be issued, or the provisions governing the subsequent purchase order contracts to be awarded during a given period, particularly with regard to prices and, where applicable, the quantities envisaged.
- i. **Contracts awarded by Mutual agreement**

A contract is said to be awarded by mutual agreement when it is awarded without a call for tender, after prior authorisation by the Authority in charge of Public Contracts. Contracts may only be awarded by mutual agreement in one of the following limited cases: for needs that can only be met by a service requiring the use of a patent, process, know-how, licence or exclusive rights held by a single contractor, service provider or supplier for the urgent replacement, of defaulting entrepreneurs or suppliers; for works, supplies or services and intellectual services which, in cases of extreme urgency justified by force majeure, cannot be awarded within the time limits of a tendering procedure; for supplies, services or works which supplement those covered by an initial contract performed by the same contractor, on condition that the initial contract was awarded in accordance with the tendering procedure and that the resulting additional contract relates solely to supplies, services or works which are not included in the initial contract but which have become necessary as a result of unforeseen circumstances external to the parties, and that these supplies, services or works cannot be technically or economically separated from the main contract.

Contracts award procedures

The methods of contracts award mentioned above have the following procedure: The prequalification procedure (for restricted invitation to tender); Procedures to launch consultation; Contract award procedure or the jobbing order; The signing process of the contract, of the jobbing order and the amendment.

In accordance with the elaboration standards of procedure manuals, each of these procedures are declined in this guide in two parts; namely: A synoptic guide which recalls (i) the procedure in question, (ii) the expected deliverable, (iii) the initiator of the procedure, (iv) the structure initiating the act (or the department), (v) the reference instruments, (vi) the conditions to be met, (vii) the constitution of the file, (viii) the documents to be consulted or provided, (ix) the signatory of the act, and, (x) the processing deadlines, and, The modus operandi of the procedure in question; which sets out the

stages of the said procedure, on the one hand, and for each stage, (i) the tasks (or operations) to be carried out, (ii) the participants, and (iii) the deadlines for carrying out the tasks (or operations), on the other hand.



a. Pre-qualification procedures.

The pre-qualification procedure concerns only restricted invitations to tender and invitations to tender for the recruitment of individual consultants. It precedes the launch of the invitation to tender itself.

Procedure: Prequalification of candidates for an invitation to tender
Deliverable: List of prequalified candidates
Initiator of the procedure: Administration
Initiating structure of the action or service: SIGAMP
Instruments of reference: Public Contracts Code Circular to implementing the Public Contracts Code Order to put into force DTAO
Conditions to be met: Project maturation
Constitution of the file: Call for manifestation of interest Prequalification report
Documents to be consulted or provided: Signature of the Act PO
Deadline of treatment: From 25 to 45 days

Modus operandi of the prequalification procedure:

No. STEP **STAKEHOLDER** **TASKS/OPERATION** **TIMEFRAME**

1 Launching of the CMI Relevant technical service of the PO Initiation of the procedure PM2 SIGAMP official Elaboration of the draft Call for manifestation of interest PM3 PO Signature of CMI 24 hours 4 PO Transmission of CMI for publication in the JDM 24 hours 5 ARMP Insertion of AMI in the JDM 24 hours 6 Evaluation of candidates CANDIDATE Elaboration and transmission of offers 15 to 30 days 7 SIGAMP Reception of files - 24 hours 8 PO Set up of the ad hoc committee 9 AD HOC COMMITTEE Evaluation and elaboration of the prequalification report 72 hours 10 Publication of the prequalification results PO Signature of the list of prequalified candidates 24 hours 11 PO Insertion of the prequalification list in the draft Tender files for restricted invitation to tender 24 hours 12 PO Transmission of the Prequalification results for publication in the JDM 24 hours 13 ARMP Insertion of the prequalification list in the JDM 24 hours

b. Procedures related to the launching of consultation

a. Synoptic guide of the procedure for the launching of consultation

Procedure:	Launch of a consultation
Deliverable:	Tender notice (or request for quotation)
Initiator of the procedure	Administration
Initiating structure of the action or service	SIGAMP
Instruments of reference	- Public Contracts Code - Circular to implementing the Public Contracts Code - Order to put into force DTAO
Conditions to be met	Project maturation
Constitution of the file:	- Consultation file (Tender files or request for quotation)
Documents to be consulted or provided	

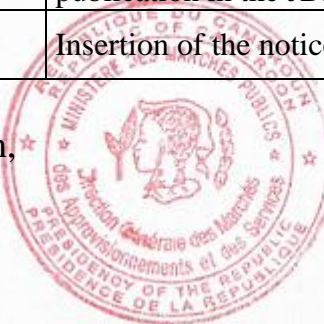
Signature of the Act	PO
Deadline of treatment	30 days at most

b. modus operandi of the procedure for the launch of consultation

No.	STEPS	STAKEHOLDERS	TASKS/OPERATIONS	TIMEFRAME
1	Elaboration of the Consultation file	Relevant technical service of the PO	Definition of need	PM
2		SIGAMP official	Elaboration of the Consultation file	PM
3		PO	Referral of the TB	PM
4	Review of tender files Consultation by the relevant Tenders Boards Publication of the Tender notice or the request for quotation	SIGAMP	Transmission of consultation files to the TB	2 days
5		TB :	Convocation of members of the TB	2 days
6		TB :	Examination of the file and notification of the TB's opinion to the PO	07 days
7		PO	Referral of the CCCB for contracts under his domain of competence	2 days
10		SIGAMP	Preparation of the consultation opinion	5 days from the reception of the TB's opinion
11		PO	Signing of the consultation opinion	
12		PO	Transmission of the notice for publication in the JDM	
13		ARMP	Insertion of the notice in the JDM	24 hours

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❖ **la procédure de pré qualification :**

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- c. a.2. The modulus operandi of the contracts award procedure in the case of an opening of pleat at a time and in the case of a framework agreement
- | No. | STEPS | STAKEHOLDER | TASKS/OPERATION | TIMEFRAME | |
|-----|---|---|---|--|------------------|
| 1 | Elaboration, Reception and Evaluation of bids | Bidders | Preparation of Bids | 25 to 50 days
20 days in case of emergency | |
| 2 | SIGAMP | Reception of tenders | 3TB Convocation of members of the TB | 21 days
10 days for projects of any magnitude | |
| 4 | TB | Opening of Technical bids and the constitution of the SCAO | 5SCAO | Evaluation of bids | |
| 6 | Award of the Contract | TB | Review of the SCAO report, and award proposal | 2 days | |
| 7 | PO | Referral of the CCCB for contracts under his domain of competence | 2 days | 8CCCB :Review of the award proposal and notice of the CCCB | |
| 10 | days at most | 9PO | Decision of the PO | 5 days from the decision, unless suspension of procedure | |
| 11 | Publication of the consultation results | SIGAMP | Elaboration of the release relating to the publication of results | 12PO | Signature of the |

release relating to the publication of results¹³POTransmission of the release for publication in the JDM¹⁴ARMPPublication of the results in the JDM²⁴ hoursThe case of a 2-stage opening of bids^{b.1.}

The synoptic guide of the contracts award procedure in the case of an opening of pleat in two steps.**Procedure:**Award of the Contract**Deliverable:**Award decision and release relating to the publication of results**Initiator of the procedure**Administration **Initiating structure of the action or service**SIGAMP**Instruments of reference**Public Contracts CodeCircular to implementing the Public Contracts Code**Conditions to be met** At least one offer deemed receivable**Constitution of the file:** Bidders tendersMinutes of the technical and financial bid-opening sessionConstitution act of the SCAO**Documents to be consulted or provided****Signature of the Act**PO**Deadline of treatment**From 55 to 95 days**b.2.**

The modus operandi of the contracts award procedure in the case of an opening of pleat in two

steps.**No.****STEPS****STAKEHOLDER****TASKS/OPERATION****TIMEFRAME**
1BiddersPreparation of Bids25 to 50 days20 days in case of emergency 2Elaboration, Réception and Evaluation of bidsSIGAMPReception of tenders 3TBConvocation of members of the TB21 days15 days for projects of any magnitude4TBOpening of Technical bids and the constitution of the SCAO5SCAO Evaluation of bids6TBReview of the technical bid analysis report of the SCAO 7TBConvocaof members and bidders concerned for the opening of financial bids8TBOpening of financial bids9SCAOEvaluation of financial bids and summary10Award of the ContractTBReview of the summary report of the SCAO, and award proposal2 days11POReferral of the CCCB for contracts under his domain of competence2 days12CCCB :Convocation of members of the CCCB2 days13CCCB :Review of the award proposal and notice of the CCCB10 days at most14PODecision of the PO5 days from the decision, unless suspension of procedure15Publication of the consultation resultsSIGAMPElaboration of the release relating to the publication of results16POSignature of the release relating to the publication of results17POTransmission of the release for publication in the JDM¹⁸ARMPPublication of the results in the JDM²⁴ hoursThe case of a 2-stage invitation to tender c.1.

The synoptic guide of the contracts award procedure in the case of a call for tender in two steps.**Procedure:**Award of the Contract**Deliverable:**Award decision and release relating to the publication of results**Initiator of the procedure**Administration **Initiating structure of the action or service**SIGAMP**Instruments of reference**Public Contracts CodeCircular to implementing the Public Contracts Code**Conditions to be met** At least one offer deemed receivable**Constitution of the file:** Candidates' proposalsBidders tendersMinutes of the technical and financial bid-opening sessionConstitution act of the SCAO**Documents to be consulted or provided****Signature of the Act**PO**Deadline of treatment**From 80 to 110 days**c.2.**

The modus operandi of the contracts award procedure in the case of a call for tender in two

steps.**No.****STEPS****STAKEHOLDER****TASKS/OPERATION****TIMEFRAME**
1Elaboration and Evaluation of proposalsElaboration, Reception andEvaluation of final technical proposalsBiddersPreparation of technical bids25 to 50 days20 days in case of emergency2SIGAMPReception of proposals relating to technical, qualitative or other characteristics of the project 3TBConvocation of members of the TB2 days21 days at most10 days at most4TBOpening of proposals and the constitution of the SCAO5SCAOEvaluation of

Proposals6TBReview of the technical bid analysis report of the SCAO 7PODiscussions with bidders on their programme where necessary8POInvitation of bidders to present final technical proposals on the basisof the revised DOA9BiddersElaboration of final technical proposals 10SIGAMPReception of the final technical proposals 7 days at most11Award of the ContractSCAOEvaluation of final technical proposals12TBReview of the evaluation report of the SCAO, and award proposal2 days13POReferral of the CCCB for contracts under his domain of competence, where necessary14CCCB :Convocation of members of the CCCB2 days15CCCB :Review of the award proposal and notice of the CCCB10 days at most17Publication of the consultation resultsSIGAMPElaboration of the release relating to the publication of results18POSiganture of the release relating to the publication of results19POTransmission of the release for publication in the JDM20ARMPPublication of the results in the JDM24 hoursThe case of the recruitment of an individual consultantd.1. The synoptic guide of the jobbing order award procedure in the case of the recruitment of an individual consultant.**Procedure:**Prequalification of candidates for an invitation to tender to recruit an individual consultant**Deliverable:**Award decision**Initiator of the procedure**Administration**Initiating structure of the action or service**SIGAMP**Instruments of reference**Public Contracts CodeCircular to implementing the Public Contracts CodeOrder to put into force DTAO**Conditions to be met** Project maturation**Constitution of the file:** Call for manifestation of interestPrequalification report **Documents to be consulted or provided****Signature of the Act**PO**Deadline of treatment**From 27 to 42 daysd.2. The modus operandi of the jobbing order award procedure in the case of the recruitment of an individual consultantNo.**STEPS****STAKEHOLDER****TASKS/OPERATION****TIMEFRAME**1Elaboration , Réception and Evaluation of candidatesCandidatesPreparation of candidacy15 to 30 days2SIGAMPReception of candidacies -24 hours3POSett up of the ad hoc committee4AD HOC COMMITTEEEvaluation and elaboration of thr prequalification report72 hours5Award of the jobbing orderTBAdoption of the prequalification report, and award proposal to the PO2 days6PODecision of the PO5 days from the decision7Publication of the Tender notice or the request for quotationPOSiganture of the list of prequalified candidates8POInsertttion of the prequalification list in the TF9POTransmission of the results for publication in the JDM10ARMPInsertttion of the prequalification list in the JDM24 hoursThe case of a Request for Quotation.e.1.The synoptic guide of the jobbing order award procedure following a Request for quotation**Procedure:**Award of a jobbing order**Deliverable:**Award decision and release relating to the publication of results**Initiator of the procedure**Administration **Initiating structure of the action or service**SIGAMP**Instruments of reference**Public Contracts CodeCircular to implementing the Public Contracts CodeOrder to lay down the terms and conditions for implementing request for quotation.**Conditions to be met** Project maturation**Constitution of the file:** Request for Quotation file**Documents to be consulted or provided****Signature of the Act**PO**Deadline of treatment**From 30 to 90 dayse.2. The modus operandi of the jobbing order award procedure following a Request for quotationNo.**STEPS****STAKEHOLDER****TASKS/OPERATION****TIMEFRAME**1Preparation, Reception and verification of the conformity of proposalsBiddersElaboration of proposals20 to 30

days-2SIGAMPReception of proposals 3TBConvocation of members of the TB2 days4TBOpening of pleats and verification of the conformity of award proposals to the PO1 day5POAward decision5 days from the decision6SIGAMPElaboration of the release relating to the publication of results0Publication of the Tender notice or the request for quotationPOSignature of the release relating to the publication of results8POTransmission of the release for publication in the JDM9POTransmission of the results for publication in the JDM10ARMPInsertion of the prequalification list in the JDM24 hoursThe case of a contract awarded by Mutual agreementf.1.

The synoptic guide of the mutual agreement award procedure**Procedure:**Award of the Contract**Deliverable:**Signed contract**Initiator of the procedure**Administration **Initiating structure of the action or service**SIGAMP**Instruments of reference**Public Contracts CodeCircular to implementing the Public Contracts Code**Conditions to be met** Maturation of projects for programmed contracts, orObtention of prior authorisation from the ACMP**Constitution of the file:** Authorisation of the ACMPConsultation fileCandidates' proposals**Documents to be consulted or provided**Signature of the ActPO**Deadline of treatment**From 33 to 48 daysf.2. The modus operandi of a mutual agreement award procedure**No.STEPSSTAKEHOLDERTASKS/OPERATIONSTIMEFRAME**1Elaboration of the Consultation fileRelevant technical service of the PODefinition of need PM2SIGAMPPFinalising the Consultation filePM3POReferral of the ACMP for prior request for authorisation24 hours4ACMP :Decision of the ACMP72 hours5POConsultation of potential candidates24 hours6Elaboration, Reception and Evaluation of candidatesCANDIDATEElaboration and transmission of offers15 to 30 days7SIGAMPReception of files 7 days8AD HOC COMMITTEEEvaluation of Proposals9TBReview of the ad hoc committee report, and award proposal to the PO10PODecision of the PO5 days from the decisionSIGAMPElaboration of the release relating to the publication of results10Publication of the Tender notice or the request for quotationPOSignature of the release relating to the publication of results11POTransmission of the release for publication in the JDM12POTransmission of the results for publication in the JDM13ARMPInsertion of the prequalification list in the JDM24 hoursThe procedures related to the signature of a contract and a jobbing -order

- d. a. The synoptic guide of the signing procedure of a contract and a jobbing order **Procedure:**Signing of a contract and a jobbing order**Deliverable:**Signed contract and jobbing order**Initiator of the procedure**Administration **Initiating structure of the action or service**SIGAMP**Instruments of reference**Public Contracts CodeCircular to implementing the Public Contracts Code**Conditions to be met** Awarded contract and jobbing order **Constitution of the file:** Presentation noteAward decision or mutual agreement authorisation**Documents to be consulted or provided**Signing of the ActPO**Deadline of treatment**52 days at mosta. The modus operandi of the signing procedure of a contract and a jobbing order **No.STEPSSTAKEHOLDERTASKS/OPERATIONSTIMEFRAME**1Elaboration of the draft contract or the jobbing orderSIGAMPElaboration of the draft contract or the jobbing order15 days2Co-contractorSubscription of the draft contract4POReferral of the TB2 days6Review of the draft contract or the jobbing order TBConvocation of members of the TB7 days7TBReview of the draft contract or the jobbing order8POReferral of the CCCB, referral of the TB,10 days at most9CCCB :CCCB's opinion10Finalising, signing and notificationSIGAMPPFinalising the draft

contract or the jobbing order3 days11Co-contractorSubscribing the draft contract or the jobbing order12POSubscribing the draft contract or the jobbing order10 days13PONotifying the draft contract or the jobbing order5 days

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Procedures for handling bidders petitions Any candidate or bidder who considers that they have been wronged in the public contracts award procedure may lodge a petition, depending on the stage of the procedure. Appeals are lodged depending on the stage of the procedure, either with the Project Owner or the Delegate Project Owner during the pre-qualification phase and between the publication of the invitation to tender and the opening of bids, or with the Appeals and Petitions Review Committee. For petitions addressed to the Petitions Review Committee, the latter requests the opinion of the body responsible for regulating public contracts, which examines the said petition and submits its conclusions to the Committee within a maximum period of seven (7) calendar days from the date of referral. Once the conclusions of the investigation have been validated, the Committee responsible for reviewing petitions makes appropriate proposals for sanctions to the Authority in charge of Public Contracts. Name and address of the Project Owner or Delegated Project

Name and address of the Project Owner or Delegated Project

Procedure: Review of a petition

Deliverable: Decision of the PO

Initiator of the procedure: Bidders

Initiating structure of the action or service: PO

Instruments of reference: Public Contracts Code Circular to implementing the Public Contracts Code

Conditions to be met: Valid petitions (formulated within deadlines)

Constitution of the file: Bidders petitions

Documents to be consulted or provided: Signing of the Act

PO

Deadline of treatment: Of days

The modus operandi

P
O

Elaboration of the release relating to the publication of the PO's decision

<p>of the procedure for reviewing bidders petitionsNo. STEPSSTAKEHOLDERTASKS/OPERATIO NTIMEFRAME1Elaboration, Reception and Evaluation of petitionsBiddersDrafting of the petition and referral of the CERD PM2ARMPInstruction of petition 3CERDCERD's opinion5 days4ACMP :Decision of the CERD2 days5POTransmission of the release to publish the decision of the PO in the JDM where necessary2 days6ARMPInserttion of the prequalification list in the JDM24 hoursPetitions to the Petitions Review CommitteeThe synoptic guide of the handling procedure of petitions to the Project Owner or Delegated Project OwnerProcedure:Review of a petitionDeliverable:Decision of the POInitiator of the procedureBiddersInitiating structure of the action or servicePOInstruments of referencePublic Contracts CodeCircular to implementing the Public Contracts CodeConditions to be met Valid petitions (formulated within deadlines)Constitution of the file: Bidders petitionsDocuments to be consulted or providedSigning of the ActPODeadline of treatmentAs from 15 daysThe modus operandi of the procedure for reviewing bidders petitionsNo. STEPSSTAKEHOLDERTASKS/OPERATI ONTIMEFRAME1Elaboration, Reception and Evaluation of petitionsBiddersElaboration of proposalsPM2POConstitution of the ad hoc committee 3AD HOC COMMITTEEInstruction of the petition and opinion of the PO5 days4ACMP :Decision of the ACMP2 days5ACMP :Transmission of the ACMP's decision to the PO2 days6PODecision of the PO where necessary5 days at most7SIGAMPElaboration of the release relating to the publication of the PO's decision8</p>			
<p>9</p>	P O	Tra nsm issi on of the rele ase for pub licat ion in the JD M	

Procedures for handling disagreements

During the contracts award process, discords may arise between the Project Owner (or the Delegated Project Owner) and: A Tenders Boards, and; A Central Contracts Control Boards. The discords involve:- The draft Consultation file;- bid-evaluation and award proposals, and; - the draft contract (in case of mutual agreement) or amendment. The handling procedure of discords between the Project Owner and a Tenders Board. If the Project Owner (or the Delegated Project Owner) does not agree with the observations or the proposal of the Tenders Board, he must ask for the file to be re-examined, stating his reservations, within three (3) days from the date of receipt of the observations or the proposal of the aforementioned Board. If after re-examination of the file the disagreement persists :at the stage of adopting the consultation file or examining the draft contract (in the case of mutual agreement) or amendment, the Project Owner (or the Delegated Project Owner) issues the invitation to tender or signs the contract or amendment. In this case, the Tenders Board will state its reservations at each stage of the procedure in the minutes of the meeting; at the award stage, the Project Owner (or the Delegate Project Owner) awards the contract and reports to the Authority in charge of Public Contracts. In this case, publication of the results is subject to the decision of the Authority in charge of Public Contracts.

b. The synoptic guide of the handling procedure of disagreements between the Project Owner and a Tenders Board.

Procedure: Handling of disagreement between the PO and the TB

Deliverable: Decision of the ACMP

Initiator of the procedure: PO

Initiating structure of the action or service: Instruments of reference

Public Contracts Code: Circular to implementing the Public Contracts Code

Conditions to be met: Constitution of the file: TB's opinion

Observation letter of the PO: Documents to be consulted or provided

Signing of the Act: ACMP

Deadline of treatment: As from 22 days

b. The modus operandi of the handling procedure of disagreements between the Project Owner and a Tenders Board.

No. STEPS

STAKEHOLDER

TASKS/OPERATION

TIMEFRAME

1 Handling of discord

CCCB : CCCB's opinion to the POP

M2 PO Request to reexamine the file

3 days

3 TB New deliberation and opinion of the PO

5 days

4 PO Referral of the ACMP in case of persistent disagreements (Notification of the OSD suspended)

2 days

5 ACMP : Referral of the ARMP

2 days

6 ARMP Instruction of

the petition and opinion of the ACMP 7 days 7 ACMP : Decision of the ACMP 3 days at most The procedure for handling disagreements between a Project Owner and a Central Contracts Control Board In the event of disagreement with the opinion of the Central Contract Control Board, the Project Owner (or the Delegated Project Owner) must request a re-examination of the file by the Central Control Board, stating his reservations, within seven (7) days of the date of receipt of notification of the results of the deliberation of the Central Control Board concerned. If the disagreement between the Project Owner (or the Delegated Project Owner) and the Central Contract Control Board persists, the Project Owner (or the Delegated Project Owner) notifies his final decision to the Central Contract Control Board within five (5) calendar days from the date of receipt of notification of the final opinion of the Central Contract Control Board. If the Project Owner (or the Delegated Project Owner) does not notify his final decision within this period, the Chairman of the Central Contract Control Board forwards the file to the Authority in charge of Public Contracts. The Authority in charge of Public Contracts may request the opinion of the body in charge of regulating contract, who, this case has a period of seven (7) days to give his opinion. The decision of the Authority in charge of Public Contracts is binding on both parties.

a. The synoptic guide of the procedure for handling disagreements between the Project Owner and a Central Contracts Control Board.

Procedure: Handling of discord between the PO and the CCCB

Deliverable: Decision of the ACMP

Initiator of the procedure: PO

Initiating structure of the action or service: Instruments of reference

Public Contracts Code: Circular to implementing the Public Contracts Code

Conditions to be met: Constitution of the file: CCM's opinion

Observation letter of the PO: Documents to be consulted or provided

Signing of the Act: ACMP

Deadline of treatment: As from 26 days

b. The modus operandi of the handling procedure of discords between the Project Owner and the Central Contracts Control Board.

No.	STEPS	STAKEHOLDER	TASKS/OPERATION	TIMEFRAME
1	Handling of discord	CCCB	CCCB's opinion to the PO	PM2
2	PO Request to reexamine the file	7 days	3	CCCB : New deliberation and final decision of of the CCCB
5	5 days	4	PO Referral of the ACMP in case of persistent disagreements (Notification of the OSD suspended)	2 days
5	ACMP : Referral of the ARMP	2 days	6	ARMP Instruction of the petition and opinion of the ACMP
7	7 days	7	ACMP : Decision of the ACMP	3 days at most