



Central Procurement Office
Cayman Islands Government

CIG PROCUREMENT ANNUAL REPORT 2025

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1. Introduction

CAYMAN ISLANDS GOVERNMENT PROCUREMENT LANDSCAPE

Procurement means the process by which an entity acquires goods, services or works from an external supplier to support the delivery and maintenance of government programmes, services and infrastructure, such process spanning the complete life cycle from initial concept. Within the Cayman Islands Government (CIG), including Statutory Authorities and Government Companies, the budget for goods, services and works for the last few years and into the future is displayed below.

Description	Entire Public Sector (Core Government + SAGCs)			
	2024 Budget	2025 Budget	2026 Budget	2027 Budget
	000's	000's	000's	000's
Supplies and Consumables*	\$428,201	\$451,192	\$351,138	\$371,051
Capital Projects**	\$218,240	\$174,616	\$139,500	\$125,300
Total	\$646,441	\$625,808	\$490,638	\$496,351

*Source: <https://gov.ky/w/plan-and-estimates-2026-27?refererPlid=3615&redirect=%2Fw%2Fplan-and-estimates-2026-27>

**Source: <https://gov.ky/w/government-tables-2026-2027-budget-in-parliament>

The processes and requirements that govern how the budgeted funds should be used for procurement and contracting is governed by the Procurement Law (2023 Revision) and the Procurement Regulations (2022 Revision).

All major procurements (KYD\$100,000 in value or greater) at the Cayman Islands Government (CIG) are required to be publicly advertised via an Electronic Procurement portal called Bonfire. Although recommended, procurements below this value are not required to be publicly advertised on Bonfire but their outcomes must still be publicly posted as a transparency measure. Procurement projects are handled by the individual ministries, departments or units based on their needs. The Central Procurement Office (CPO) provides advice and guidance to all Government Entities as well as identifying savings opportunities and establishing frameworks to take advantage of CIG's collective purchasing power. Depending on the value of the procurement contract, there are various levels of approval required throughout the process, from initiation to preferred bidder selection.

For projects with a value below \$250,000, all approvals are handled internally by an individual Entity's Procurement Committee (EPC), Chief Financial Officer (CFO) and Chief Officer (or equivalent). For procurements with a value of \$250,000 or above, an external oversight body known as the Public Procurement Committee (PPC) is required to review and approve bid evaluations prior to contracting with the preferred bidder.

The overall landscape of public procurement in 2024 was stable, with no changes to legislation or to the structure and size of the CPO. The main development in terms of process and procedures was the publication of the CPO Policies and Procedures document, which aimed to clarify areas of the enabling legislation that are commonly misunderstood or misinterpreted.

THEMES AND PRINCIPLES

The Procurement Act (2023 Revision) lays out 12 principles of procurement centered on fairness, competition, value for money, transparency and integrity in the procurement process. Additionally, the Cayman Islands Development Preference encourages public procurement to support its local

economy by the inclusion of non-financial elements to the bid submission evaluation that favors bidders with positive local, environmental and social impacts. Supporting small and medium sized Enterprises (SMEs) can make a significant contribution to local economic growth and development.

2025 RECAP

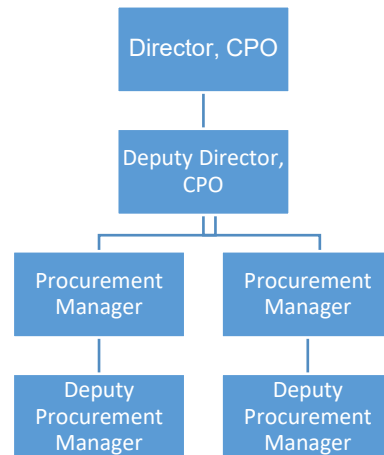
The 2024 Annual Report, which contained the 2025 Annual Plan, laid out the vision and the plans that the Central Procurement Office (CPO) had for the advancement of public procurement in the Cayman Islands. These plans included a combination of tasks that were carried over from the previous year as well as ongoing department functions and new projects that were planned for 2025. This resulted in (25) twenty-five unique tasks for completion throughout the year. As it stands, (9) nine of these tasks are completed, (6) six are on track for completion in Q3 2026, (6) six ongoing tasks that are continuous through the reporting period as we make periodic updates or there is a recurring action to advance the task to the next phase and (3) three were incomplete as of the publication of this report. Below is an update on all tasks that were slated to be completed in 2025:

#	Annual Task	Competency Element Supported	Current Status & Comments
1	Frameworks	Mission & Public Benefit	Completed
2	Business Case/Tender Template Software	Transformation & Vision	Completed
3	Developing Procurement Plans for 2026-2027	Cayman Islands Economic Development	Completed
4	Develop a CPO communications Strategy & Plan	Communication Strategies	Completed
5	Develop improvements in collaborative work across CIG Ministries. Develop a lessons learned process for implementing and sharing across the public sector.	Problem Solving & Critical Thinking	Completed On-going
6	Internal Procurement Certification for Public Sector Staff	Talent Development & Succession Planning	On-going
7	Build strong relationships with Chief Officers, EPCs and CFOs to foster collaboration and align goals to achieve productive outcomes.	Relationship Management	Completed
8	Annual Review and recommendation of proposed amendments to the Act and Regulations to Cabinet.	Enabling Legislation & Policy	Completed
9	Publication of expenditure below \$100,000	Ethics, Integrity & Transparency	In-progress
10	a). Leverage new features (custom fields & tasks) of the e-procurement system to develop a more effective compliance regime. b.) Post-award Compliance System	Compliance	Completed In-progress
11	Provide advice and guidance across stakeholders	Advice & Expertise	Ongoing

12	Ensure Processes, Procedures, Templates & Manuals are robust to provide consistency in achieving the best outcome of procurement projects across the public sector.	Understanding Requirements	Ongoing
13	Availability and use of Category & Supply Market Reports are widely used across the public sector (for example: ProcurementIQ)	Market Analysis & Forecasting	Completed
14	Report to Ministry's on Expenditure Patterns by Supplier (Top 10 by value)	Spend Analysis	TBC
15	Develop and Implement Internal Fraud Risk Assessment action-plan and identify specific strategies to ensure compliance	Risk Analysis	In-progress
16	Increase the number of project specialized templates	Sourcing & Contracting Methods	Incomplete
17	Deliver training and providing guidance to improve the development of product and service specifications.	Specification Development	Ongoing
18	Develop alternative evaluation methods and related guidance	Evaluation Methods	Incomplete
19	a). BAFO & Reverse Auction – CPO Driven b). Develop and implement a guidance document & training on key elements of the negotiation process.	Negotiations	Ongoing In-progress
20	Protest & Appeals Policy & Procedure	Complaints & Appeals	Incomplete
21	Introduce a new Contract Support Service to provide support for major projects (PPC-level) with the goal of formalizing the process described under the CPO function of “co-ordinating and reporting post implementation reviews to demonstrate whether major projects have achieved the objectives of the business case and projects are completed within agreed financial and timeline commitments.	Contract Management & Performance	In-progress
22	Develop and implement guidance, a checklist and training that integrates with the post-award compliance system to ensure quality and verify that deliverables meet specifications and other contractual requirements for projects with a threshold >100k	Quality Assurance, Inspection & Acceptance	In-progress

Number of Staff

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
5	5	4	4	4	4	6	6	6	6	6	6



Recruitment for the Procurement Manager and Deputy Procurement Manager posts were successfully completed during 2025, strengthening the procurement function and supporting continuity of leadership. The appointed Procurement Manager previously held the role of Deputy Procurement Manager and commenced the new role in March 2025, while a new Deputy Procurement Manager joined in July 2025, further enhancing capacity and operational resilience within the team. Together, these appointments have ensured effective management of procurement activities and supported the delivery of organizational objectives. *From March to June 2025, the Deputy Director was on full-time study leave undertaking a degree in Public Procurement Management. This temporarily reduced the overall team capacity.

Year-to-Date Achievements

1. Strategic Plan's Objective: Take on Leadership for the Crafting of a Government-Wide Economic Development Strategy

Progress Update: As part of the Government's framework for fiscal responsibility, the Ministry established the Central Procurement Office to ensure that procurement processes are open, transparent and competitive and that the Government achieves value for money. The Central Procurement Office is continuously monitoring, improving and updating the procurement processes. In 2025, the following events/actions have been taken:

- a. Appointment of a Procurement Manager, effective March 1st 2025.
- b. Appointment of a Deputy Procurement Manager, effective July 25th 2025.
- c. The CPO has initiated a process to further digitize the procurement process, specifically document development, in an effort to better streamline the earlier stages of the process.
- d. Inter American Network on Government Procurement serves as a hemispheric cooperation mechanism that advances modern, transparent public procurement through international standards, best practices, risk management, and the use of technology. The Director, Taraq Bashir and Procurement Manager, Victor Crumbley of Central Procurement Office staff attended the XIX Annual Conference of the Inter American Network on Government Procurement in Barranquilla, Columbia on October 28th – 30th 2025. The annual conference

brings together public procurement leaders, officials, academics, and international experts from 32 OAS member countries.

2. Other Achievements / Key Performance Indicators

a. Number of Committee and Board Meetings Attended

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
1	2	1	1	1	1	1	1	1	1	3	2	16

The meetings above relate to the Public Procurement Committee (PPC). Meetings are held once a month, with special meetings held as demand requires. In 2025, there were special meetings in February, November and December.

b. Number of Trainings Held

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
3	4	3	3	3	2	4	3	2	2	5	0	34

The trainings listed here are a combination of CPO planned trainings that are available to all entities and requested, entity-specific sessions. The CPO had twenty-four (24) Department-Specific sessions with 345 participants and seventeen (17) planned sessions conducted for all Government entities & SAGCs that 333 people attended.

c. Number of Freedom of Information (FOI) Requests Processed

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
0	0	0	0	0	0	0	0	0	0	0	0	0

d. Number of Government Wide Contracts Established

Type of Contract	Status	Est. Value CIS
Office Supplies	Completed – Mar 2025	\$2M
Bulk Paper	Completed – Mar 2025	\$1M+
CrowdStrike Cybersecurity Framework	Completed – May 2025	\$1M+
Computer Equipment & Accessories	Completed – Oct 2025	\$6M
Mobile Services	Ongoing	\$5M+
TOTAL VALUE		\$15M+

Key Events

January 2025

- 9th – CPO attended the monthly Public Procurement Committee (PPC) Meeting to provide support & advice on procurement process, procedures and compliance on the public sector purchases of goods, services & works.
- 22nd – Training: In-Person Meeting with Water Authority Cayman (WAC) Special Session (22 Attendees)
- 22nd – Cayman Turtle Centre Board Meeting Presentation In-Person (12 Attendees)
- 24th – Training: In-Person Meeting with Public Works Department (PWD) Special Session (26 Attendees)
- 30th – Training: In-Person Meeting with Office of the Auditor General (OAG) Special Session (24 Attendees)

February 2025

- 6th – CPO attended the monthly Public Procurement Committee (PPC) Meeting to provide support & advice on procurement process, procedures and compliance on the public sector purchases of goods, services & works
- 7th – Training: In-Person Meeting with Public Works Department (PWD) Project Management Team (8 Attendees)
- 11th – Recruitment: Procurement Manager Interviews
- 14th – Training: Navigating the Process (10 Attendees)
- 17th – Training: In-Person Meeting with Workforce Opportunities and Residency Cayman (WORC) Strategic Team (10 Attendees)
- 24th – Training: In-Person Meeting with Department of Education Services (DES) – Facilities Management One to One Special Session
- 27th – PPC Special Meeting facilitated to expedite the work of the Committee to review submissions received.

March 2025

- 1st - Recruitment: Appointment of Procurement Manager
- 6th - CPO attended the monthly Public Procurement Committee (PPC) Meeting to provide support & advice on procurement process, procedures and compliance on the public sector purchases of goods, services & works.
- Office Supplies & Bulk Paper Framework -1 Year Contract renewal agreed by both parties
- 14th - Procurement Training: Principles & Ethics In-person session (5 Attendees)
- 18th - Procurement Training: Tender Document Development In-person session (20 Attendees)
- 25th - Procurement Training: Ministry of Financial Services & Commerce (MFSC) Senior Management Team – Use of Request for Information (RFI) and Request for Quotation (RFQs) for Budgeting Purposes.

April 2025

- 3rd - CPO attended the monthly Public Procurement Committee (PPC) Meeting to provide support & advice on procurement process, procedures and compliance on the public sector purchases of goods, services & works.
- 10th - Procurement Training: Principles & Ethics – Facilities Management Department Special In-person session (4 Attendees)
- 10th – Procurement Training: Advanced Bonfire Features Virtual Session (6 Attendees)

May 2025

- 1st - CPO attended the monthly Public Procurement Committee (PPC) Meeting to provide support & advice on procurement process, procedures and compliance on the public sector purchases of goods, services & works.
- 8th – Training In-person with meeting with Department of Public Safety & Communications – Business Case Development (7 Attendees)
- 9th - Procurement Training: Bonfire Basics Online Zoom session (28 Attendees)
- 22nd - 2024 Annual Report Published
- 28th - Procurement Training: Navigating the Process In-person session (8 Attendees)

June 2025

- 2nd - CPO attended the monthly Public Procurement Committee (PPC) Meeting to provide support & advice on procurement process, procedures and compliance on the public sector purchases of goods, services & works.
- 5th - Procurement Training: Tender Document Development In-person session (18 Attendees)
- 18th – Procurement Training: Law & Regulations Online Zoom Session (61 Attendees)
- 24th – Publication of CIG Framework for CrowdStrike Endpoint Protection (antivirus) software licenses

July 2025

- 3rd – Procurement Training: Ministry of Social Development & Innovation Policy Division In-Person session (15 Attendees)
- 3rd - CPO attended the monthly Public Procurement Committee (PPC) Meeting to provide support & advice on procurement process, procedures and compliance on the public sector purchases of goods, services & works.
- 4th – Procurement Training: Navigating the Process In-person session (9 Attendees)
- 16th – Procurement Training: Ministry of Education EPC (8 Attendees)
- 23rd – Procurement Training: Advanced Bonfire Online Zoom session (24 Attendees)
- 31st – Procurement Training: Cayman Islands Centre for Business Development (CICBD) - Lunch & Learn Vendor Training on Process of Bidding

August 2025

- 7th – CPO attended the monthly PPC Meeting to provide support & advice on procurement process, procedures and compliance on the public sector purchases of goods, services & works.
- 5th – Procurement Training: Department of Tourism (UK Office) one-on-one session

September 2025

- 4th - E-Procurement System tendered and contract awarded to Euna Procurement (Bonfire) for three (3) years, commencing on 1 September 2025 – August 31, 2028.
- 5th – CPO attended the monthly PPC Meeting to provide support & advice on procurement process, procedures and compliance on the public sector purchases of goods, services & works.
- 10th - Procurement Training: Bonfire Basics Virtual session (15 Attendees)
- 16th - Procurement Training: Tender Document Development In-person session (24 Attendees)

October 2025

- 2nd – CPO attended the monthly PPC Meeting to provide support & advice on procurement process, procedures and compliance on the public sector purchases of goods, services & works.
- 2nd - CICBD Small Business Expo
- 28th – 30th – CPO Director, Taraq Bashir and Procurement Manager, Victor Crumbley represented the Cayman Islands at the XIX Annual Inter-American Network of Government Procurement (INGP) Conference. The theme of the 2025 meeting, 'Effective Public Procurement: The Key to Connecting Policies with Impact', set the tone for the sessions, which focused on how to transform public procurement into a strategic tool for connecting government policies with tangible and measurable results in the lives of citizens.
- 31st – CPO Deputy Director participated in a panel discussion hosted by the Ministry of District Administration, Housing & Agriculture (MDAHA). The workshop focus was on how effective CIG Governance can be utilized as a key tool to manage key risks with presentations from key CIG entities. CPOs presentation emphasis was on Procurement policy and importance of adherence to the Procurement Act & Regs.
- 31st – Procurement Training: Cayman Islands National Insurance Company (CINICO) Management Team In-person session (10 Attendees)

November 2025

- 6th - CPO attended the monthly PPC Meeting to provide support & advice on procurement process, procedures and compliance on the public sector purchases of goods, services & works
- 4th - Procurement Training: Ministry of Education EPC In-person session (5 Attendees)
- 7th - Procurement Training: Ministry of Education Facilities Department In-person session (8 Attendees)
- 11th - Procurement Training: Department of Tourism UK Manager one-on-one session
- 13th – PPC Special Meeting
- 18th - Procurement Training: ProcurementIQ In-person & Virtual session (13 Attendees)
- 25th - Procurement Training: Principles & Ethics Virtual session (47 Attendees)
- 27th – PPC Special Meeting

December 2025

- 4th – CPO attended the monthly PPC Meeting to provide support & advice on procurement process, procedures and compliance on the public sector purchases of goods, services & works
- 16th – PPC Special Meeting

2. 2025 Statistics

The below statistics are provided by our E-Procurement System (Bonfire). Only procurements with a value of \$100,000 or greater are required to be advertised on Bonfire so these statistics do not include all procurements of all values conducted by CIG through the year.

Metric	2020	2021	2022	2023	2024	2025	Latest Trend
Total Number of Vendors on Bonfire	3447	4359	5106	6036	7038	8047	N/A
Number of New Bonfire Vendor Registrations	699	912	747	930	1002	1009	↑
Total Number of Internal Users on Bonfire	691	832	943	1130	1292	1423	N/A – not all users are active
Number of New Bonfire Internal User Registrations	123	141	111	187	162	131	↓
Number of Projects Created**	159	363	227	382	374	396	↑
Number of Projects Cancelled*	20	38	48	103	82	89	↑
Total Number of PPC Projects (>\$250,000)	51	75	83	100	99	108	↑
Number of PPC Projects that were Direct Awards	8	22	18	21	10	14	↑
Average Advertising time for RFPs (Days)	30	31.6	29.4	25.9	32.7	34.1	↑
Average Advertising Time for RFQs (Days)	21	24	26.8	19.7	23.7	19.4	↓

* Subject to change as projects are closed out in the system as a part of the CPO's compliance checks.

** Figures re-calculated to account for projects that allowed for multiple contracts

3. Looking Forward 2026

The long-term vision for public procurement in the Cayman Islands is for it to reach “world class” maturity (See Appendix A). An internal assessment carried out in 2025 determined that the level of maturity was “Structured”. At this level, procurement in the Cayman Islands Government is guided by processes and procedures to cover most of the major elements of public procurement from investment decision making to contract management. The focus of 2026 will be to fill the gaps in the competency development plan so that we can lay a strong foundation upon which to further build competency. At the end of 2026, the CPO hopes to be able to demonstrate continued progression through the “structured” stage of maturity.

The CPO is also introducing the below Vision and Mission Statements:

VISION

For procurement to be utilised as a strategic tool for delivering value to the residents of the Cayman Islands.

MISSION

To lead, strengthen, and support a transparent and effective procurement system that delivers value for money and strategic outcomes for the Cayman Islands.

STRATEGY

Our priorities for 2026 are to:

- ✓ Ensure robust management of high value complex commercial transactions
- ✓ Increase the level of early market engagement for CIG’s procurement Training for Suppliers
- ✓ Framework Agreements for common goods & services
- ✓ Professionalisation of Procurement across CIG
- ✓ Increase utilisation of ‘Bonfire’ electronic procurement portal
- ✓ Review & improve the Procurement processes
- ✓ Increase utilisation of ‘Bonfire’ electronic procurement portal

APPROACH

In order to help CIG continually improve, we have developed a long-term strategic plan to assess our competencies and measure progression. Our vision for the future involves:

- ✓ CIG delivery being supported by a **world-class procurement and commercial service**, working as one team to deliver innovative solutions with our ministry partners.
- ✓ CIG taking responsibility for **maximising market responses** and influencing both international and local markets alike
- ✓ Collective forward planning allowing procurement and commercial practice to become **strategically planned** to achieve successful outcomes for the CIG.

PLANNED TASKS

The tasks planned by the CPO for 2026 were based on the competency assessment seen in Appendix A, with a focus on improving all areas ranked as basic and maintaining all areas ranked as structured. This will allow the CPO to support the advancement of public procurement in the Cayman Islands in a methodical way and create a strong foundation for future development.

In 2026, the CPO's approach will be to continue to focus on competency development across the CIG with an objective of advancing the competency elements to the next procurement maturity level. These tasks are separate and apart from day-to-day activities and ongoing operations.

#	Annual Task	Competency Element Supported
1	Frameworks (Vehicles, Construction Services, Legal Services, Computers & Servers)	Mission & Public Benefit
2	Rollout of new Bonfire Process & Manual	Transformation & Vision
3	Developing Procurement Plans for 2026-2027	Cayman Islands Economic Development
4	Delivery of CPO communications Plan with a focus on pre-procurement engagement & market research	Communication Strategies
5	Identification of key elements that lead to higher prices in public procurement.	Problem Solving & Critical Thinking
6	Analysis of CIG Procurement capabilities (understanding the number of staff functions (JDs)); Review of roles & responsibilities of the Act Internal Procurement Certification for Public Sector Staff	Talent Development & Succession Planning
7	Identify Procurement Champions	Relationship Management
8	Annual Review and recommendation of proposed amendments to the Act and Regulations to Cabinet.	Enabling Legislation & Policy
9	Publication of Opportunities below \$100k Publication of expenditure below \$100,000	Ethics, Integrity & Transparency
10	Post-award Compliance System Address all agreed Internal Audit concerns	Compliance
11	Provide advice and guidance to vendors through external engagement	Advice & Expertise
12	Centralize Resources/Website re-organization Ensure Processes, Procedures, Templates & Manuals are robust to provide consistency in achieving the best outcome of procurement projects across the public sector.	Understanding Requirements
13	Availability and use of Category & Supply Market Reports are widely used across the public sector (for example: ProcurementIQ)	Market Analysis & Forecasting
14	Adjustments to IRIS for better reporting	Spend Analysis

15	<p>a) Identify risks from the Lessons Learned & implement mitigation measures.</p> <p>b) Develop and Implement Internal Fraud Risk Assessment action-plan and identify specific strategies to ensure compliance</p>	Risk Analysis
16	Increase the number of project specialized templates	Sourcing & Contracting Methods
17	Deliver training and providing guidance to improve the development of product and service specifications.	Specification Development
18	Considering the impact of small scoring differences and allowances for immateriality	Evaluation Methods
19	<p>a) BAFO & Reverse Auction – CPO Driven</p> <p>b) Develop and implement a guidance document & training on key elements of the negotiation process.</p>	Negotiations
20	Clarify roles for Appeals – Ombudsman	Complaints & Appeals
21	Introduce a new Contract Support Service to provide support for major projects (PPC-level) with the goal of formalizing the process described under the CPO function of “co-ordinating and reporting post implementation reviews (lessons learned process) to demonstrate whether major projects have achieved the objectives of the business case and projects are completed within agreed financial and timeline commitments.	Contract Management & Performance
22	Develop and implement guidance, a checklist and training that integrates with the post-award compliance system to ensure quality and verify that deliverables meet specifications and other contractual requirements for projects with a threshold >100k	Quality Assurance, Inspection & Acceptance

4. Contacting the Procurement Team

Please contact the CIG Procurement Team if you have any questions, comments or feedback about this Procurement Report:

E-mail: procurement@gov.ky

Phone: 1 (345) 244-3600

Website: <https://www.procure.gov.ky/>

Appendix A: CIG Procurement Competency Development Plan

The CIG is making good progress in its procurement and commercial processes from a low base, but there is much more to be done to support the ambitions of the Central Procurement Office (CPO) for the CIG to become a world-class procurement organization. Commercial maturity is not simply about Value for Money (VfM) but it is about changing the mind-set of the organisation.

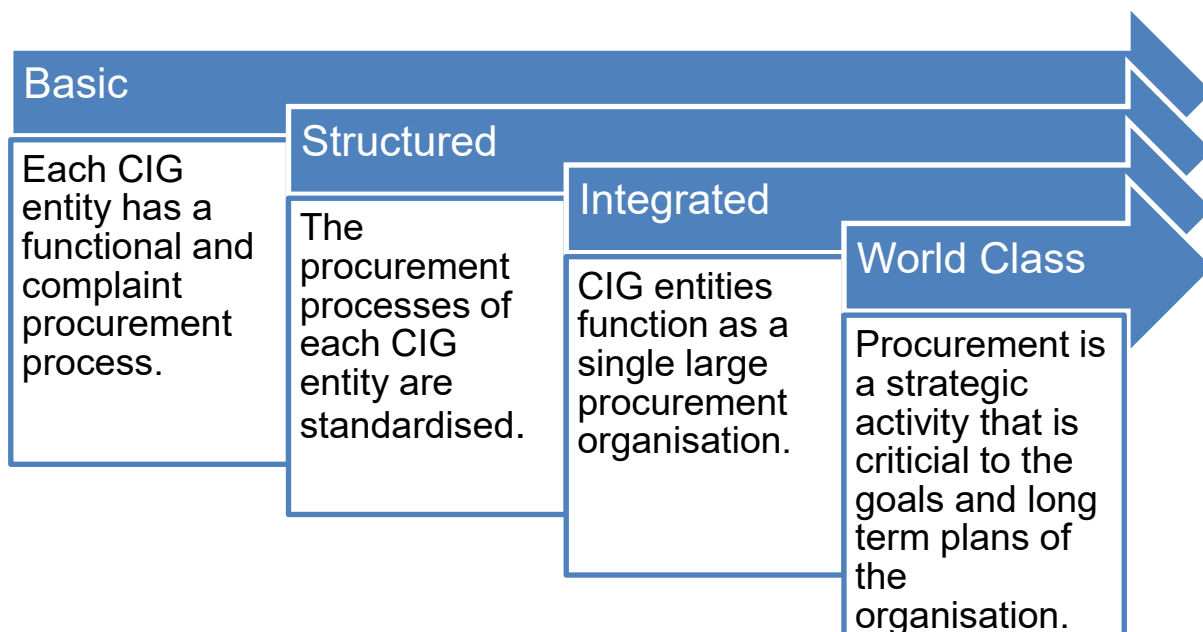
Commercial effectiveness is about delivering the best value impact and influence for the residents and businesses of the Cayman Islands by improving the impact on the Cayman Islands with every dollar spent. In a CIG context this means achievability of desired outcomes through effectiveness of spend by:

- Ensuring that we understand the cost drivers, shape markets and negotiate the best deal
- Holding partners/suppliers accountable for delivery performance.
- Maximising influence to improve the commercial effectiveness of our partners.

This effectiveness will increase as the procurement maturity of the organisation increases. In order to increase maturity, there needs to be a focus on competency development across the CIG. Competencies are sets of skills that individuals require to interface internally within their own team and organisation and externally with suppliers, customers and other stakeholders.¹

Procurement Maturity Levels

In order to effect this change and support the maturity of the CIG, the CPO is developing a plan to leverage our strengths and address our weaknesses. As a part of this plan, we have defined four (4) stages of maturity:



Basic: Organizations operating at this level view procurement as a number of actions which bring about a series of results. Managing procurement in this way will still not have a single, clear, consistent policy, but will have a set of formal ‘buying’ processes. Procurement decisions will tend to be made in the absence of any formal procurement structure. Procurement still remains immature with procurement not being seen as a core competence, but as a minor element of finance.

¹ CIPS: Managing Purchasing and Supply Management Resourcing and Competencies

Structured: Organizations operating at this level view procurement as a regulated activity. The agency will recognize the importance of procurement as an activity with established procurement plans and policies. Although there will be clear evidence of a procurement body and/or committee managing procurement activities, there will be limited and/or inconsistent co-ordination. Procurement will be accepted as formal procurement processes will exist. However, formal training of procurement staff is not given priority.

Integrated: Organizations operating at this level will have recognised the importance of procurement and it will be seen as a distinct function. Reliable procurement processes will exist to ensure that procurement activity is carried out in accordance with standard practices across the agency and there will be established methods of mandating approved procurement practices that reduce ‘maverick’ spend and other anomalous buying behaviour. Procurement policies will be established across all major aspects of procurement. Procurement will now be recognised as a value-adding function. Uniform policies and processes adopted across the organisation will provide clear data and information in order to make strategic procurement decisions which maximize end-user satisfaction whilst managing costs and minimizing risk.

World Class: Organizations operating at this level will have a well-designed and established procurement function. The organisation will see procurement as a strategic activity that is aligned with the strategic goals and longer-term plans of the agency. Supplier selection procedures, supplier relationship management and contract management processes will have been developed to ensure that the outcomes of buying decisions match the strategic intent of the original buying decision. All procurement positions within the organization will be filled with staff possessing recognized training and education in addition to relevant experience. Continuous professional development will be encouraged throughout the team and cross-disciplinary and cross-functional interactions between staff and end-users will be seen as the norm. This knowledge will be supported by the appointment of suitably qualified and educated staff in a central governance position. There will be strong evidence of consistent use of supply market intelligence, spend analysis, supplier performance measurement and management, and continuous supply chain performance and risk assessment. In an organisation operating at this level, procurement staff will engage in a constant search for improved methodologies for initiating and managing procurement decisions and suppliers.

The Public Procurement Competency Framework

The progression from one maturity level to another can be difficult to determine without a framework against which to measure the competency of the organisation. The CPO has adapted the “Public Procurement Competency Framework” from the National Institute of Governmental Purchasing (NIGP) and their Institute for Public Procurement to fit the needs of the CIG and help it on the journey to becoming a World Class Procurement Organization.

The CPO has adopted a modified version of the NIGP framework and it covers 5 focus areas and 22 competency elements, seen below. This modification was done to ensure that the framework takes in to consideration important local factors.

Competency Element	Definition	Maturity Level (as at Dec 2025)
Focus Area: Strategy & Leadership		
Mission & Public Benefit	Support uninterrupted public sector operations for citizens by procuring required goods and services in a way that serves the long-term interests of the public.	Integrated
Transformation & Vision	Develop the strategic vision, make strategic decisions based on theory and public management practices and	Structured

	implement agile processes and procedures to meet an entity's strategic objectives and transform its culture.	
Cayman Islands Economic Development	Identify government laws and policies concerning relationships domestically and abroad. For example, adhering to a locally owned business preference procedures, policies and acts.	Structured
Communication Strategies	Develop practical, effective, and audience-targeted communication strategies to achieve objectives.	Integrated
Problem Solving & Critical Thinking	Demonstrate innovative solutions that balance stakeholder needs, best practices, mission, goals, and procurement regulations to address strategic objectives.	Structured
Talent Development & Succession Planning	Effectively manage public procurement professional development tasks, including managing individual performance and setting expectations for continuing professional development.	Structured
Relationship Management	Practice ongoing oversight of relationships with stakeholders to ensure alignment with strategic goals.	Structured
Focus Area: Policy & Legislation		
Enabling Legislation & Policy	Apply legal limits to authority and the practice of public procurement via legislation.	Integrated
Ethics, Integrity & Transparency	Understand the relationship between ethics and the law, the relationship between ethics and professional duties, and the importance of ethics in public procurement.	Integrated
Compliance	Comply with legislation, procurement principles, and public procurement best practices.	Integrated
Advice & Expertise	Provide advice on a variety of procurement-related topics to end users, stakeholders, and management.	Integrated
Focus Area: Planning & Analysis		
Understanding Requirements	Determine, develop and manage end user requirements in terms of quantity, frequency and characteristics to obtain a best-value through effective oversight and management of budgets, schedules, and timelines.	Structured
Market Analysis & Forecasting	Evaluate the overall supplier market dynamics, costs, pricing, and commodity trends to enable strategic purchasing.	Structured
Spend Analysis	Analyse past, current, and future projected spend to develop effective procurement and sourcing strategies.	Integrated
Risk Analysis	Minimize the adverse effects of accidental and unanticipated losses by analysing the activities of the purchasing function.	Structured
Focus Area: Sourcing & Solicitation		
Sourcing & Contracting Methods	Identify the most favourable sourcing strategy and contract structure in compliance with applicable policy & legalisation.	Integrated
Specification Development	Create a detailed description of a deliverable to effectively communicate to all stakeholders the precise requirements of the end user, and to maximize competition in the marketplace.	Structured
Evaluation Methods	Justify the best methodology and criteria to consider the management, financial strength, ethics, past performance, and technical capabilities of suppliers.	Structured

Negotiations	Demonstrate effectiveness in three phases of the negotiation process: preparation, negotiation and agreement.	Integrated
Complaints & Appeals	Resolve complaints or objections by suppliers during the procurement process based on applicable laws and entity policies and procedures.	Structured
Focus Area: Contract Administration		
Contract Management & Performance	Manage all parties and stakeholders to ensure obligations are fulfilled as defined within the contract while documenting and maintaining the contract file.	Basic
Quality Assurance, Inspection & Acceptance	Employ strategies and processes to ensure quality and to verify that deliverables meet specifications and other contractual requirements.	Structured

Maturity Assessment & Summary

In order to assess the maturity level of the organization, each maturity level was assigned a point value:

- Basic: 1 point
- Structured: 2 points
- Integrated: 3 points
- World-Class: 4 points

The points in each focus area were averaged and a maturity level was then assigned to that focus area based on the nearest whole number and representative maturity level based on the point system above. The results of this assessment are seen below:

Focus Area	Assessment Score (2024)	Assessment Score (2025)	Nearest Level of Maturity (2025)
Policy & Legislation	3.0	3.0	Integrated
Sourcing & Solicitation	2.2	2.4	Structured
Strategy & Leadership	2.1	2.3	Structured
Planning & Analysis	2.3	2.3	Structured
Contract Administration	1.5	1.5	Structured

When all of the individual competency elements are averaged using the same point system, the overall score in 2024 was 2.3, which suggested that the organisation was at the “structured” stage of maturity. The updated 2025 assessment showed an increase to 2.4.

Competency Element Upgraded	2024 Score	2025 Score	Rationale for Change
Communication Strategies	Structured - 2	Integrated - 3	On July 25 th 2025, a new Deputy Procurement Manager started with the department. This staff member has taken a keen interest in CPO Communications and has implemented regular newsletter releases, targeted communications for training, a dedicated mailbox for communications, new CPO initiatives focused on recognizing best practices and other communications strategies that were not previously in place.
Negotiations	Structured - 2	Integrated - 3	Throughout 2025, the Public Procurement Committee (PPC) has been active in recommending that entities carry out a negotiation tool known as the Best and Final Offer (BAFO). As all entities engaging in procurement with values over \$250,000 have to come to this committee, this has resulted in savings over the 2025 year that have been tracked by the CPO. These are savings that would have otherwise not been achieved had the PPC not required these negotiations be undertaken.

Noticeably, there are no competency elements or focus areas currently assessed as “World Class”. In order to further advance as an organization, the CPO is focusing on developing a strong foundation upon which to build and transform the way in which the organization approaches procurement. As such, the CPO annual plan for 2026 will be established with the goal of advancing each of the competency elements to a minimum level of maturity of “Structured” and advancing some key areas to “Integrated”. The key area “Contract Administration” is lagging in all of the other areas, which have now all moved into the Structured stage, with one even being considered at Integrated. Where elements are already at or above the Integrated level, focus will be on sustaining the respective level so that resources can be focused on the elements that require the most improvement.