



# MAPS

Methodology for Assessing  
Procurement Systems



# MAPS is the tool for strengthening public procurement systems

MAPS can be used to improve:

- > The effectiveness and efficiency of public procurement
- > The integrity and transparency in the use of public funds

By:

- > Identifying strengths and weaknesses of the public procurement system
- > Providing an evidence-based foundation for concrete and targeted reforms



## UNIVERSAL

- For any country, regardless of its level of development or the level of maturity of its public procurement system
- Applicable at the national or subnational level



## A RECOGNISED ASSESSMENT

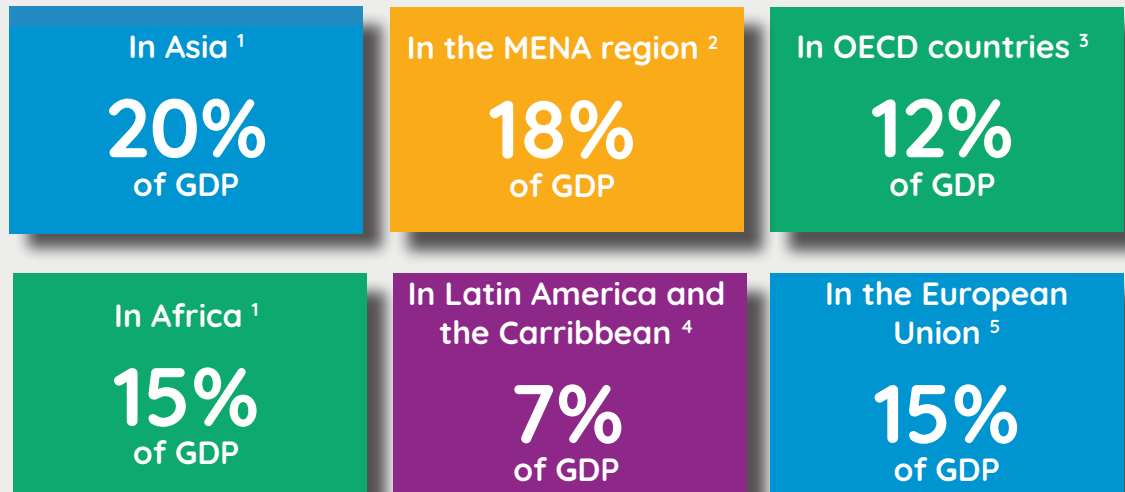
- Using objective and comprehensive indicators
- Engaging multiple stakeholders
- Guaranteeing the highest standard through a quality assurance mechanism

## What do you get from a MAPS assessment?

A comprehensive overview of strengths and weaknesses of your public procurement

A proposed strategic action plan that organizes and prioritizes initiatives to improve the system

# Public procurement accounts for ...



... and public procurement affects the implementation of almost all policy objectives, from education and health to energy and infrastructure. Thus, a better-functioning procurement system will facilitate advancing towards the Sustainable Development Goals (SDGs).

**By supporting the improvement of public procurement systems, MAPS is key to building trustworthy public sectors that deliver better outcomes for citizens!**



MAPS is one of the tools that allow governments to evaluate specific aspects of their economic and financial systems to ensure accountability, identify opportunities for improvement, and monitor progress. Other similar tools that focus on other aspects include PEFA (for public financial management) and TADAT (for tax administrations).

1.<https://piie.com/blogs/realtime-economic-issues-watch/how-large-public-procurement-developing-countries>

2.OECD (2016), Stocktaking report on MENA Public Procurement Systems

3.OECD (2023), Government at a Glance 2023

4.OECD (2024), Government at A Glance: Latin America and the Caribbean 2024

5.Public Procurement, European Commission website: [https://single-market-economy.ec.europa.eu/single-market/public-procurement\\_en](https://single-market-economy.ec.europa.eu/single-market/public-procurement_en)

The MAPS is anchored in the 2015 Organisation for Economic Co-operation and Development (OECD) Recommendation of the Council on Public procurement and is reflective of leading international procurement frameworks such as:

- > the United Nations Commission on International Trade Law (UNCITRAL) - Model Law on Public Procurement (2011)
- > the European Union (EU) Directives on Public Procurement (2014)
- > the procurement frameworks used by multilateral development banks, countries and implementing institutions

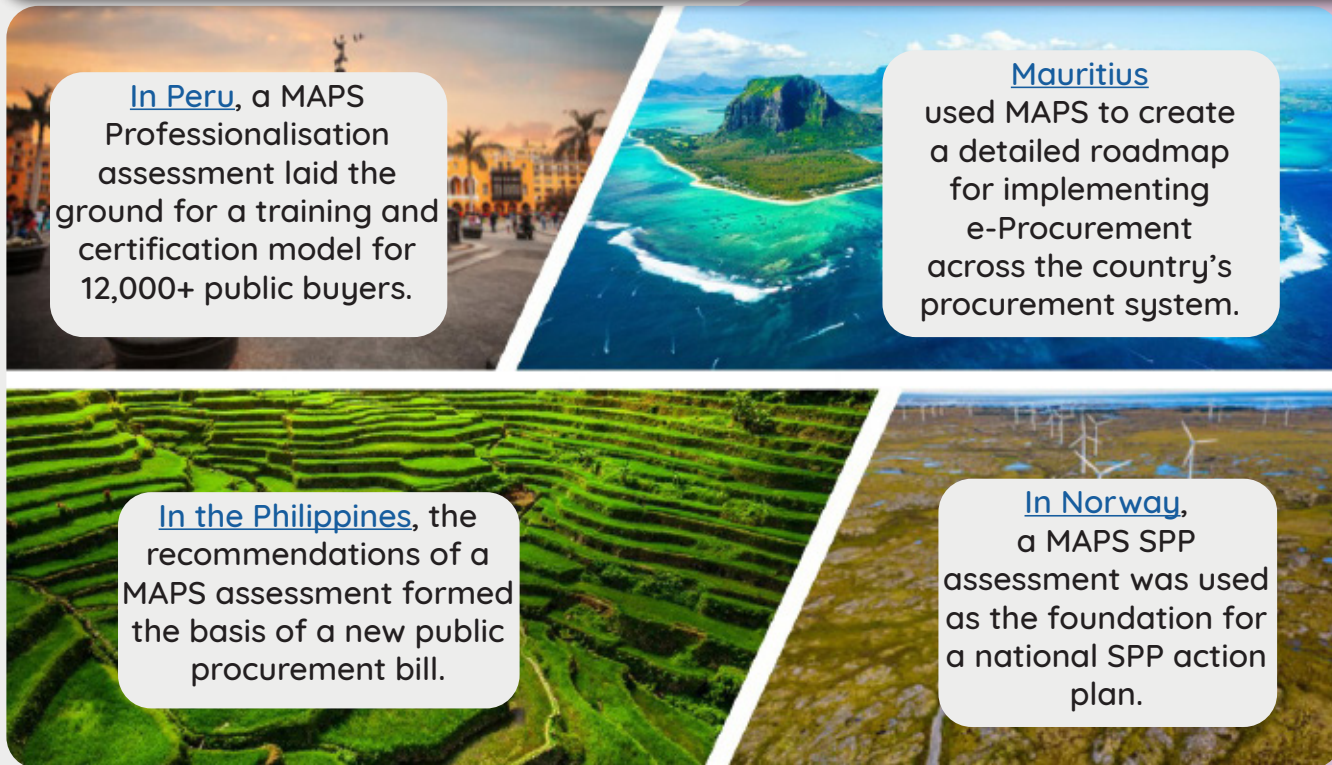
The **methodology** covers all relevant aspects of a public procurement system and is structured in four pillars. This means that institutional, organisational, and practical aspects are assessed in addition to legal conditions. In MAPS the qualitative indicators are supplemented by several quantitative indicators that are used to further substantiate the assessment analyses.



- 1st MODULE: Sustainable Public Procurement** (Image: Wind turbine)
- 2nd MODULE: Professionalisation** (Image: Meeting room)
- 3rd MODULE: E-procurement** (Image: Computer monitor)
- 4th MODULE: Sector level assessment** (Image: Industrial structure)
- 5th MODULE: Entity level assessment** (Image: Person with documents)
- 6th MODULE: Public-private partnerships and concessions** (Image: Construction site)

**6 supplementary modules** enable more detailed assessment

# Impactful examples of assessments across the world

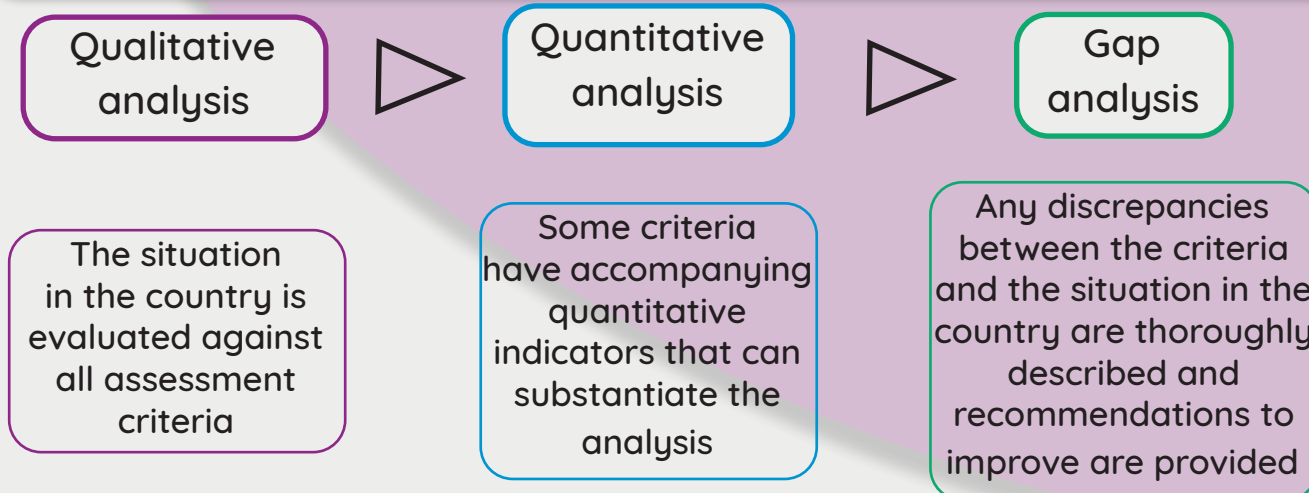


## How does MAPS work?

The main MAPS has

**14 indicators → 55 sub-indicators → 210 assessment criteria**

Each criterion is a qualitative statement about a procurement system. The assessment consists in an analysis of how the situation in a country corresponds to the statement of the criterion. As such, the approach in MAPS has three steps:



# The indicators of MAPS

The indicators of MAPS describe what any country's public procurement system should fulfill.

## Pillar I - Legal, Regulatory and Policy Framework

- |   |   |
|---|---|
| 1 | The public procurement legal framework achieves the agreed principles and complies with applicable obligations.                         |
| 2 | Implementing regulations and tools support the legal framework.   |
| 3 | The legal and policy frameworks support the sustainable development of the country and the implementation of international obligations. |

## Pillar II - Institutional Framework and Management Capacity

- |   |  |
|---|--|
| 4 | The public procurement system is mainstreamed and well integrated with the public financial management system. |
| 5 | The country has an institution in charge of the normative/regulatory function.                                 |
| 6 | Procuring entities and their mandates are clearly defined.   |
| 7 | Public procurement is embedded in an effective information system.   |
| 8 | The public procurement system has a strong capacity to develop and improve                                     |



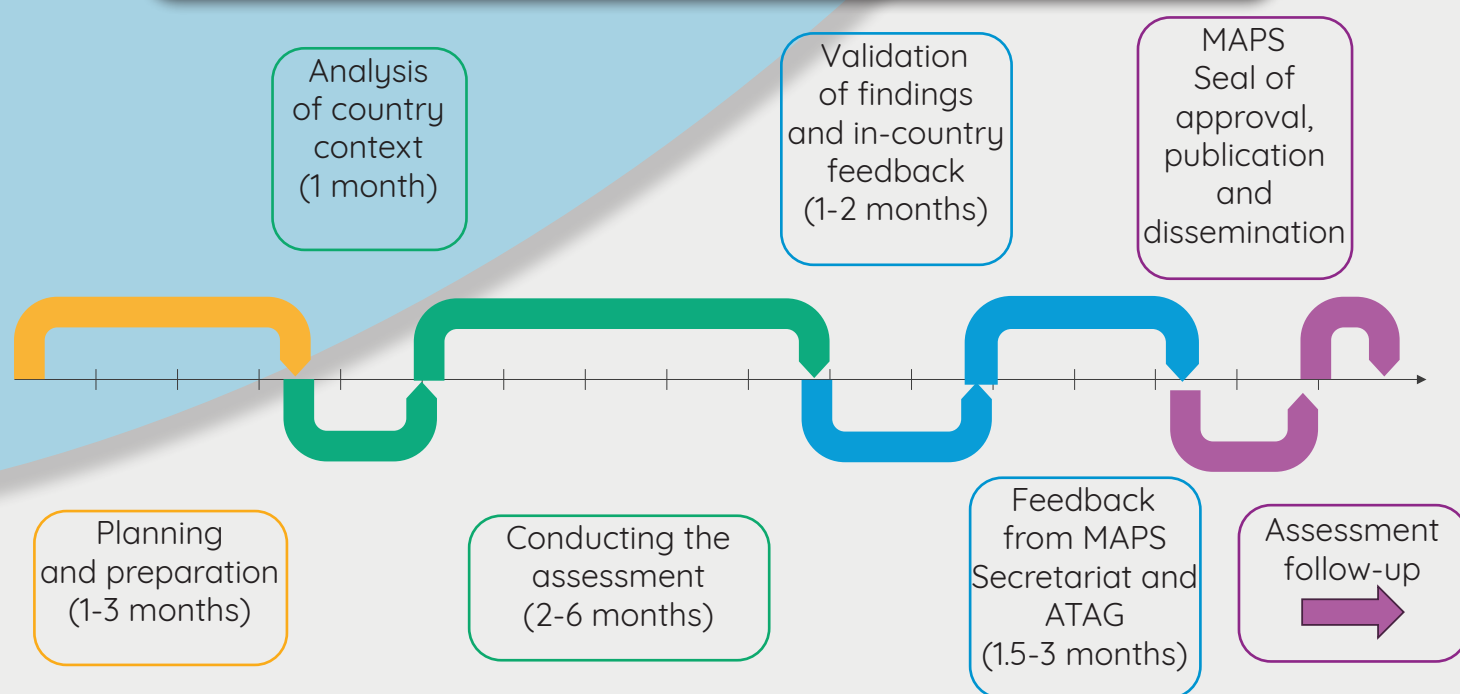
## Pillar III - Procurement Operations and Market Practices

- |    |   |
|----|---|
| 9  | Public procurement practices achieve stated objectives. |
| 10 | The public procurement market is fully functional.      |

## Pillar IV - Accountability, Integrity and Transparency of the Public Procurement System

- |    |   |
|----|---|
| 11 | Transparency and civil society engagement strengthen integrity in public procurement. |
| 12 | The country has effective control and audit systems.                                  |
| 13 | Procurement appeals mechanisms are effective and efficient.                           |
| 14 | The country has ethics and anti-corruption measures in place.                         |

# MAPS process



*For supplementary modules, estimated times are roughly half of those indicated above.*

## Who's involved in a MAPS assessment?

A central part of the value of MAPS assessment is the engagement of a broad set of stakeholders when carrying out the assessment:

- The assessment team, which is the group of people collecting data, analysing it, and writing the assessment report
- Country authorities, which are the government institutions involved in the assessment
- Other country stakeholders, such as civil society and private sector organizations
- International partners, where applicable

Anchoring the assessment in a broad coalition of stakeholders ensures buy-in and increases the authority of the final product.

The authority of assessments is further bolstered by a quality assurance process where all assessments are independently reviewed by the following institutions that do not participate in drafting the assessment:

- An Assessment's Technical Advisory Group (ATAG), which is a group that is set up for each individual assessment with expert members from the MAPS Network
- The MAPS Secretariat

Become familiar with the methodology with the self-paced free [e-learning programme!](#)

# MAPS E-LEARNING

MAPS e-learning covers all technical and practical aspects of MAPS thus giving you everything you need to know about how MAPS works, whether you're an assessor, government official, development partner or just generally have an interest in MAPS.

Free of charge and fully self-paced, MAPS e-learning is the easiest way to understand how to get started with MAPS, what MAPS can be used for, and what the requirements are for assessments.

MAPS e-learning contains both general courses and courses specifically designed for current or future MAPS assessors who wish to bolster their skills further and obtain the MAPS Certification.

[MAPS Certification](#) is available for those who intend to conduct assessments.

## MAPS Secretariat

The MAPS Secretariat is an independent entity hosted at the OECD and works on these fronts:

- ▷ Quality assurance of MAPS assessments
- ▷ Promotion of MAPS
- ▷ Maintenance of MAPS
- ▷ Documentation of the use of MAPS and lessons learned
- ▷ Training for users and stakeholders and certification of assessors



For 2024-2026, the MAPS initiative  
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