



MAPS

Methodology for Assessing
Procurement Systems



WHY ASSESS YOUR PUBLIC PROCUREMENT SYSTEM?

**Public procurement represents a large part of public spending.
An efficient system ensures public money is well spent.**

- Governments around the world spend approximately USD 9.5 trillion in public contracts every year.
- This represents around 6%-20% of a country's GDP.

MAPS is an international standard and the universal tool to evaluate public procurement systems anywhere in the world.



UNIVERSAL

- For all public procurement systems
 - At any level of government
- For any country, regardless of the level of development



A REFORM TOOL

- To improve the effectiveness and efficiency of public procurement
- To ensure integrity and transparency in the use of public funds
- To encourage dialogue among stakeholders



A RECOGNISED ASSESSMENT

- Using objective and comprehensive indicators
 - Engaging various stakeholders' institutions
- Guaranteeing the highest quality through a quality assurance mechanism

Public procurement goes beyond purchasing items. It is the way governments can materialise their policies and objectives. Used strategically, it can have an impact on sustainability, innovation and other policies.

By using their purchasing power to choose goods, services and works with a reduced environmental impact and better social outcomes, governments can make an important contribution towards sustainability goals. This is particularly relevant in sectors such as infrastructure, health and education.

Public procurement also offers an enormous potential market for innovative products and services. Used strategically, it can help governments boost innovation at both the national and local levels and ultimately improve productivity and inclusiveness.

The strengthening of public procurement systems is thus central to achieve concrete and sustainable public policy results, ensure public money is well spent, and build effective institutions.

MAPS is the tool for strengthening public procurement systems. It is helpful to improve:

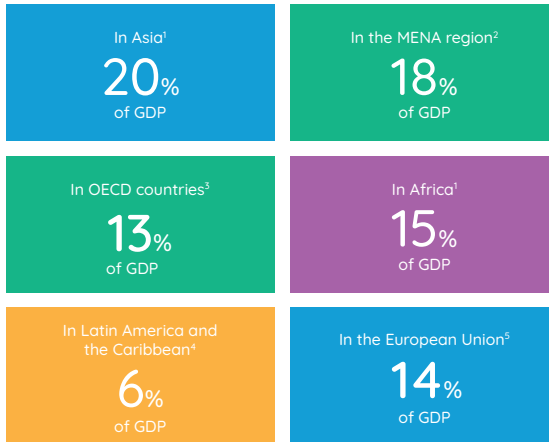
- The effectiveness and efficiency of public procurement
- The integrity and transparency in the use of public funds

By:

- Identifying strengths and weaknesses of the public procurement system
- Providing an analytical basis for concrete, targeted reforms
- Ensuring effective implementation of the reforms by identifying priorities and developing action plans

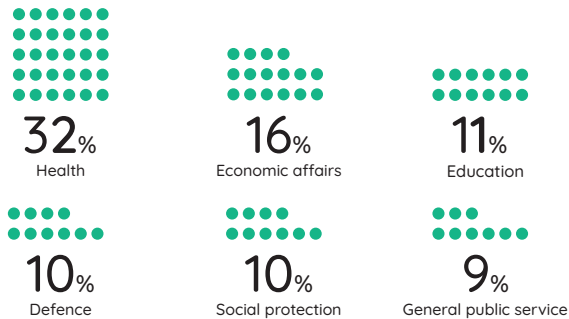
Public procurement matters

Public procurement accounts for...



Public procurement impacts many areas of public service delivery:

Share of procurement spending⁶



Sources:

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 (2020), Government at A Glance: Latin America and the Caribbean 2020
5. Public Procurement, European Commission website: https://single-market-economy.ec.europa.eu/single-market/public-procurement_en
6. OECD (2023), Government at a Glance 2023

WHAT IS THE CONTEXT OF MAPS?

As procurement is required to achieve the Sustainable Development Goals (SDGs), MAPS is aligned with them. MAPS is relevant for all countries, irrespective of their income level or development status, and can be applied at the national or subnational levels of government.

MAPS directly is related to:



SDG Target 12.7

“Promote public **procurement practices that are sustainable**, in accordance with national policies and priorities”



SDG Target 16.6

“Develop **effective, accountable and transparent institutions** at all levels”

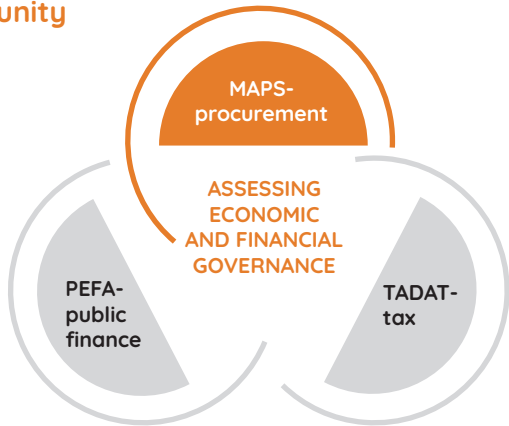
In addition, the MAPS is anchored in the 2015 Organisation for Economic Co-operation and Development (OECD) Recommendation of the Council on Public Procurement and is reflective of leading international procurement frameworks such as:

- 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.

MAPS is part of a community

Governments need to evaluate their economic and financial systems to:

- Maintain accountability
- Report to their constituents
- Identify opportunities for reform
- Monitor progress



MAPS assesses the following aspects of the system:



Value for money: the basic goal that every procurement system should be providing the required goods, works and services in an economic, efficient, effective and sustainable way.



Transparency: the basic and commonly agreed-upon principle of disclosure to make policies, legal and institutional frameworks and information related to decisions available to the public in a comprehensible, accessible and timely manner.



Fairness: the ambition that the public procurement process should be free from bias, ensure equal treatment; decisions are taken accordingly, thus ensuring integrity.

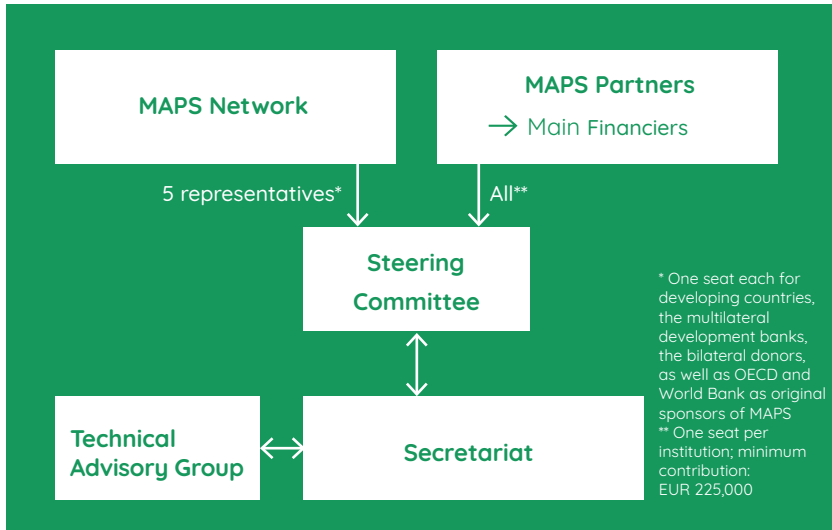


Good governance: recognising the importance of the wider governance context on the way public procurement is conducted and how reforms to procurement are implemented. This aspect includes a reflection of horizontal procurement goals, policy considerations and integrity principles.

MAPS provides a holistic assessment framework, establishing the criteria of an effective and efficient procurement system that all countries should strive to achieve.

HOW IS THE MAPS INITIATIVE STRUCTURED?

MAPS's governance structure



At the heart of the MAPS initiative is the **MAPS Network**. This is a group of countries and institutions that have a particular interest in the MAPS – either because they have supported the application of the methodology, have used it in their own public procurement systems, or rely on MAPS findings for their work.

Members of the MAPS network (in alphabetical order):

Afghanistan • African Development Bank (AfDB) • African Public Procurement Network (APPN) • Asian Development Bank (ADB) • Australia's Department of Foreign Affairs and Trade • Caribbean Development Bank (CDB) • Chile • Colombia • Council of Europe Development Bank (CEB) • European Bank for Reconstruction and Development (EBRD) • European Commission •

European Investment Bank (EIB) • Expertise France • Georgia • GIZ - commissioned by the German Federal Ministry for Economic Cooperation and Development • Global Affairs Canada • Heads of Procurement group of the multilateral development banks • Independent public procurement experts • Inter-American Development Bank (IADB) • Inter-American Government Procurement Network (IGPN) • Islamic Development Bank (IsDB) • Organisation for Economic Cooperation and Development (OECD) • Philippines • Senegal • SIGMA (Support for Improvement in Governance and Management) • Switzerland's State Secretariat for Economic Affairs (SECO) • US Agency for International Development (USAID) • World Bank • World Trade Organization (WTO) • Zambia

The **Steering Committee** supervises the Secretariat; its members are the main financiers of the Secretariat ("MAPS Partners") and several representatives of the MAPS network.

The **Technical Advisory Group** (TAG) reviews the MAPS assessments from a technical perspective to ensure even quality of individual assessments. An ATAG (Assessment's Technical Advisory Group) is formed from the standing TAG for each assessment specifically.

The **MAPS Secretariat** reviews, approves (along with the corresponding ATAG) and publishes assessments which comply with the methodology, thus ensuring a high quality.

The MAPS Secretariat

The MAPS Secretariat offers support to all users

- guidance, a self-paced e-learning programme and certification of assessors who demonstrate knowledge of MAPS;
- advice to country teams to plan and manage a MAPS assessment, as well as to assessment teams on general questions about the methodology and its application;
- quality review of Concept Notes and assessment reports (in collaboration with the corresponding ATAG), to grant the MAPS Seal of Approval to assessments that meet specified quality standards.



WHAT ARE THE ELEMENTS OF THE METHODOLOGY?

Methodology

MAPS consists of:



A COUNTRY CONTEXT ANALYSIS TO FRAME THE ASSESSMENT



4 PILLARS WITH 14 INDICATORS AND 55 SUB-INDICATORS TO ASSESS THE PROCUREMENT SYSTEM AS A WHOLE



GUIDANCE AND TEMPLATES TO SUPPORT THE ASSESSMENT



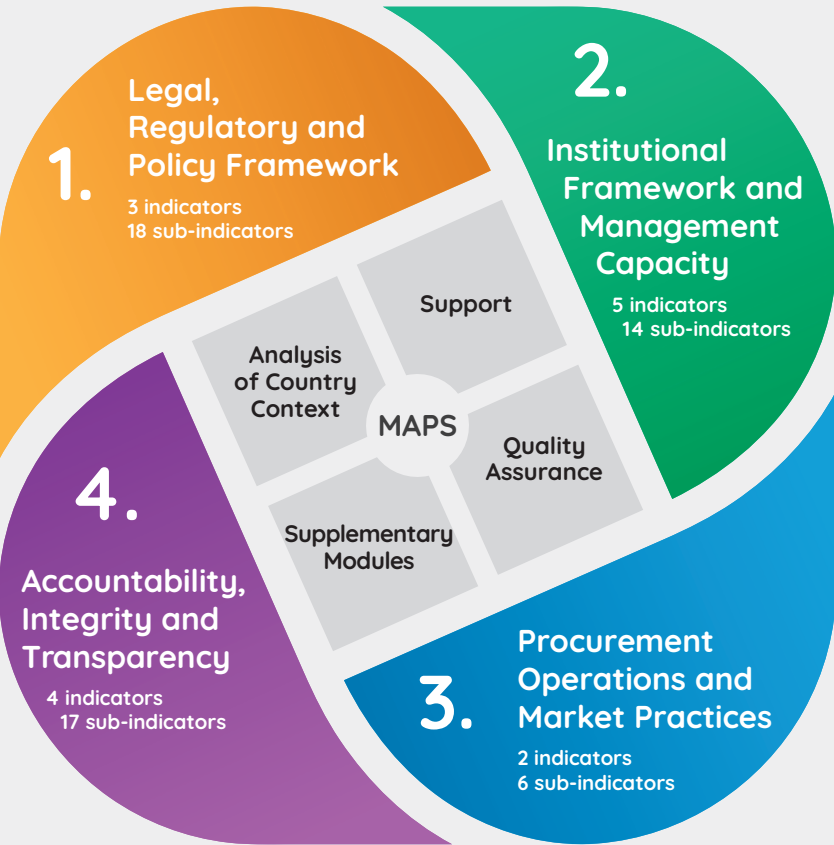
SUPPLEMENTARY MODULES TO FOCUS AND DEEPEN THE ANALYSIS ON A SPECIFIC ASPECT:

- sustainable procurement
- professionalisation
- e-procurement
- sector level assessment
- entity level assessment
- public-private partnerships



A QUALITY ASSURANCE MECHANISM ENSURED THROUGH THE MAPS SECRETARIAT AND THE TECHNICAL ADVISORY GROUP

WHAT DOES THE MAPS INDICATOR FRAMEWORK CONTAIN?



PILLAR 1 – Legal, Regulatory and Policy Framework

1	The public procurement legal framework achieves the agreed principles and complies with applicable obligations.
	1(a) Scope of application and coverage of the legal and regulatory framework 1(b) Procurement methods 1(c) Advertising rules and time limits 1(d) Rules on participation 1(e) Procurement documentation and specifications 1(f) Evaluation and award criteria 1(g) Submission, receipt and opening of tenders 1(h) Right to challenge and appeal 1(i) Contract management 1(j) Electronic Procurement (e-Procurement) 1(k) Norms for safekeeping of records, documents and electronic data. 1(l) Public procurement principles in specialised legislation
2	Implementing regulations and tools support the legal framework.
	2(a) Implementing regulations to define processes and procedures 2(b) Model procurement documents for goods, works and services 2(c) Standard contract conditions 2(d) User's guide or manual for procuring entities
3	The legal and policy frameworks support the sustainable development of the country and the implementation of international obligations.
	3(a) Sustainable Public Procurement (SPP) 3(b) Obligations deriving from international agreements

PILLAR 2 – Institutional Framework and Management Capacity

4	The public procurement system is mainstreamed and well integrated with the public financial management system.
	4(a) Procurement planning and the budget cycle 4(b) Financial procedures and the procurement cycle
5	The country has an institution in charge of the normative/regulatory function.
	5(a) Status and legal basis of the normative/regulatory institution function 5(b) Responsibilities of the normative/regulatory function 5(c) Organisation, funding, staffing, and level of independence and authority 5(d) Avoiding conflict of interest
6	Procuring entities and their mandates are clearly defined.
	6(a) Definition, responsibilities and formal powers of procuring entities 6(b) Centralised procurement body
7	Public procurement is embedded in an effective information system.
	7(a) Publication of public procurement information supported by information technology 7(b) Use of e-Procurement 7(c) Strategies to manage procurement data
8	The public procurement system has a strong capacity to develop and improve.
	8(a) Training, advice and assistance 8(b) Recognition of procurement as a profession 8(c) Monitoring performance to improve the system

PILLAR 3 – Procurement Operations and Market Practices

9	Public procurement practices achieve stated objectives.
	9(a) Planning 9(b) Selection and contracting 9(c) Contract management in practice
10	The public procurement market is fully functional.
	10(a) Dialogue and partnerships between public and private sector 10(b) Private sector's organisation and access to the public procurement market 10(c) Key sectors and sector strategies

PILLAR 4 – ACCOUNTABILITY, INTEGRITY AND TRANSPARENCY OF THE PUBLIC PROCUREMENT SYSTEM

11	Transparency and civil society engagement strengthen integrity in public procurement.
	11(a) Enabling environment for public consultation and monitoring 11(b) Adequate and timely access to information by the public 11(c) Direct engagement of civil society
12	The country has effective control and audit systems.
	12(a) Legal framework, organisation and procedures of the control system 12(b) Co-ordination of controls and audits of public procurement 12(c) Enforcement and follow-up on findings and recommendations 12(d) Qualification and training to conduct procurement audits
13	Procurement appeals mechanisms are effective and efficient.
	13(a) Process for challenges and appeals 13(b) Independence and capacity of the appeals body 13(c) Decisions of the appeals body
14	The country has ethics and anti-corruption measures in place.
	14(a) Legal definition of prohibited practices, conflicts of interest, and associated responsibilities, accountability and penalties 14(b) Provisions on prohibited practices in procurement documents 14(c) Effective sanctions and enforcement systems 14(d) Anti-corruption framework and integrity training 14(e) Stakeholder support to strengthen integrity in procurement 14(f) Secure mechanisms for reporting prohibited practices or unethical behaviour 14(g) Codes of conduct/codes of ethics and financial disclosure rules

HOW TO DO A MAPS ASSESSMENT?

- The MAPS methodology is open and can be used by anyone.
- Assessments that demonstrate a high quality standard and a correct application of the methodology, as verified by the MAPS Secretariat and the Technical Advisory Group, receive the MAPS Seal of Approval.

MAPS 3-steps approach

1. Check **quantitative** assessment criteria

2. Check **qualitative** assessment criteria

3. Identify **gaps** against description in the MAPS
Step 3 has the following sub-steps:

- 1) Find “substantive or material gaps”
 - Less than substantial achievement of the criteria
 - Essential elements of the indicator are missing
 - Provision in the legal/regulatory framework is not working as intended

- 2) Raise a red flag?
“factors likely to prevent appropriate action to improve the public procurement system”

- Anything that could **significantly impede the main goals** of public procurement
- **Cannot be mitigated** directly or indirectly
- Might be **outside of public procurement**: disagreement about results, conflict with non-procurement laws or international agreements, external factors preventing improvement

Assessment Step by Step

1

Plan and prepare assessment

Concept note
Organisational and logistical
arrangements

2

Analyse country context

3

Assess system and develop recommendations

4

Validate findings

5

Prepare assessment report

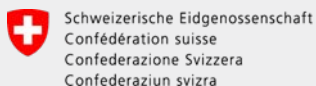
6

Review for quality assurance

7

Publish the approved report

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