MAPS | Methodology for Assessing Procurement Systems

Guide for Lead Institutions

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For Off

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Introduction

1. What is the purpose of this guide and who is it for?

Each individual MAPS assessment has what in MAPS terminology is called a *lead institution*. The lead institution is responsible for running the assessment operations and liaising with the MAPS Secretariat. This brief guide provides lead institutions with practical advice on going through the process of a MAPS assessment.

The guide at hand does not provide instructions on how to apply the MAPS framework. This is instead found elsewhere, cf. the section on resources below. It will be useful to have consulted these resources before reading this guide, in particular the User Guide.

The guide is structured following the key stages that the lead institution is responsible for:

- Initial planning (prior to the concept note)
- Writing the concept note
- Conducting the assessment
- Writing the assessment report
- Publication and dissemination of the assessment report

Each section ends with a short summary of key takeaways.

2. Who is who in a MAPS assessment?

Throughout this guide, reference will be made to various actors who are involved in MAPS assessments in different roles. It is vital that the roles and responsibilities of these actors are clear.

In this respect, it is useful to start by distinguishing between the actors involved in individual assessments. There are actors who are involved in *assessment operations* and there are actors who are involved in *quality assurance*.

Regarding the actors involved in assessment operations, the following distinctions are made:

- Government actors from the assessed country. These can be institutions from various levels of government, such as ministries, agencies and the like. In this guide, these are all referred to as ***country authorities***.
- Actors from outside the assessed country. These can be multilateral development banks, bilateral development agencies, or international organizations. In this guide, these are all referred to as ***international partners***.

As mentioned initially, each MAPS assessment has a ***lead institution***, which can be an international partner or a country authority.

In addition to the actors mentioned just above, there are of course some actors who will be engaged in the assessment without being directly involved in its operations, for example by providing qualitative or quantitative data or by participating in the validation of assessment results. These could be actors such as individual procuring entities, state-owned enterprises, or representatives from the private sector or civil society. In this guide, these are called ***stakeholders***. Note that country authorities and international partners can be stakeholders too. A checklist of relevant stakeholders is available as part of the MAPS guidance on our website.

Regarding the actors involved in *quality assurance* of individual assessments, these are the MAPS Secretariat and the Assessment's Technical Advisory Group (ATAG). These two actors do not conduct individual assessments, but only participate in the quality assurance process. As such, it is important to understand that:

- The MAPS Secretariat is the overall coordinator of the quality assurance process and provides guidance on this process and on the methodology in general. For every assessment, the concept note and the assessment report are submitted for quality assurance by the lead institution to the MAPS Secretariat.
- The ATAG is assembled for each individual assessment by the MAPS Secretariat, from a standing group of public procurement experts from partners to the MAPS Initiative.

3. Additional resources

In addition to this guide, the MAPS Secretariat offers several resources on its website that are useful for lead institutions. These include:

- Templates and guidance found on the MAPS website, concerning the application of the methodology.
- The MAPS E-learning Programme, which consists in a series of modules each covering an essential aspect of MAPS. All modules are freely available and entirely self-paced.

1. Initial planning

The decision to undertake a MAPS assessment is taken by the country authorities of the jurisdiction that is to be assessed, usually in collaboration with an international partner or partners. The process up until the formal decision is made involves decisions on the scope of the MAPS assessment itself, including considerations on which parts of the framework should be applied, as well as how the assessment is positioned relative to wider reform initiatives. Additionally, the timing of the assessment as well as financing and logistical arrangements need to be decided on.

While the choices made in this process can have a significant impact on the assessment, MAPS does not govern this process, and it is entirely up to the involved stakeholders to facilitate it. This also means that the MAPS Secretariat is not involved in the process. The lead institution may request that the MAPS Secretariat briefs assessment teams, country authorities, or other involved stakeholders on the framework and the assessment process and may as always be consulted to clarify questions about the methodology. However, unless asked by the lead institution to provide such briefings, the MAPS Secretariat will not actively engage in the process, and will not be leading or participating in any of the decisions that need to be taken.

Although there is no mandatory way of organizing the initial planning, it is strongly recommended to conduct dedicated dialogue missions (virtual or in person) to gather the information needed to prepare the concept note. These early missions are particularly valuable for engaging with country authorities and other relevant stakeholders, understanding the institutional and reform context, identifying data sources and counterparts, and beginning to define the scope and governance of the assessment. Overall, they help improve the quality of the concept note and facilitate a smoother quality assurance process.

1.1 Designating the lead institution

In most cases, it is beneficial to decide who will take on the responsibility of lead institution in the assessment as early as possible. There are no formal requirements for who should be the lead institution, and it is well to remember that the term "lead institution" is strictly the term used for the institution that will be managing the operational work of the assessment and communicating with the MAPS Secretariat. This means that only **one** institution can formally act as the lead institution for an assessment. At the same time, national authorities may wish to demonstrate visible strategic and political leadership over the process in order to reflect their ownership and commitment. However, this should not be confused with the role of the lead institution, which remains responsible for the coordination and implementation of the assessment. It is important to clarify this with country authorities so they can be assured that they have ownership of the assessment without necessarily acting as the lead institution. Similarly, international partners can be involved in the assessment and have ownership over it without being the lead institution. For example, international partners who finance an assessment will sometimes want to show ownership in a financial sense (e.g. by having the assessment listed as their intellectual property), however, this does not require them to act as the lead institution.

Designating the lead institution should result from a clear dialogue between the country authorities and the international partners operating in the country. This discussion should aim to identify the institution best placed to assume operational leadership of the assessment, taking into account factors such as funding, capacity, country presence, and ongoing engagement in procurement reform. It is also important to consider who is financing the assessment. If the designated lead institution is not the financier of the assessment, or is not the only financier of the assessment, the roles and responsibilities of the lead institution vis-à-vis the financing institution(s) should be agreed on before the assessment begins. This includes, for example, situations where a partner is financing a specific part of the assessment (such as the recruitment of the lead assessor) and situations where two or more partners provide financing.

1.2 Liaisons with country authorities and partners

The lead institution has the overall responsibility for liaising with stakeholders in planning an assessment. This includes setting up meetings, sorting out approval processes and so on. The lead institution should be mindful of all international partners operating in the jurisdiction and consider their involvement in the assessment, to avoid duplication of efforts, and facilitate collaboration for the assessment and for future procurement reforms.

1.3 Timing of assessments

While there are no formal requirements for when it is a good time to do an assessment, the lead institution should consider the timing carefully. The lead institution should ensure that the appropriate resources and conditions are in place at the right time to support an efficient delivery of the assessment. In this regard, the lead institution should be made aware that contextual factors such as elections, legislative changes, fiscal and budget cycles, or competing institutional priorities and regimes among stakeholders and partners may significantly affect timelines and lead to delays in the assessment process.

1.4 Informing the MAPS Secretariat

As soon as the decision to undertake an assessment is confirmed, the lead institution should inform the MAPS Secretariat. This should simply be done via email, including the following information:

- Which jurisdiction will be assessed?
- Which parts of the MAPS framework will be applied (MAIN and/or supplementary modules)?
- Who is the lead institution?
- Which other international partners are involved, if any?
- In what language (English, Spanish, or French) will the assessment be submitted to the MAPS Secretariat?

All this information is provided according to what has been decided at that time. Modifications can be made when the concept note is submitted, for example if more international partners have joined the assessment in the interim or if it has been decided to also apply a supplementary module.

It is important that this is done before the concept note is submitted for quality assurance. This will allow the MAPS Secretariat to assemble the ATAG to be ready immediately once the concept note is submitted, thus keeping the process as quick as possible.

Key take-aways:

- ✓ It is up to the lead institution to facilitate the planning of assessments.
- ✓ The MAPS Secretariat is not actively involved.
- ✓ Timing of the assessment should be considered carefully.
- ✓ The MAPS Secretariat should be informed of the assessment before the concept note is submitted.

2. Writing the concept note

The concept note is where the various aspects discussed and decided during the planning are written up into a formalized document. As such, it serves as the reference point for the principles and organisation of the assessment that have been agreed to by involved stakeholders. These agreements will be crucial to ensuring an efficient assessment process and to minimizing delays.

The requirements for the concept note are detailed in the User Guide and the mandatory concept note template. They are set up to front-load decisions regarding objectives, data collection, governance, and timelines that could cause disruptions downstream in the assessment process if not agreed on properly. There are some practical points, however, that are not governed by the requirements, but which are nonetheless important for the lead institution to consider.

2.1 Composing the assessment team

It is the responsibility of the lead institution to put together an assessment team that is appropriate for the task. The only formal requirement for the team is that the lead assessor, who is responsible for data collection and analysis, and for writing the assessment report, must be independent from the assessed jurisdiction and must have obtained the MAPS Certification . In order to demonstrate that these requirements are fulfilled, the lead assessor must have been selected before the concept note can be approved by the MAPS Secretariat. The list of assessors kept by the MAPS Secretariat provides a directory of certified people, however, it is ultimately both the prerogative and the responsibility of the lead institution to choose a qualified lead assessor.

In addition to the lead assessor, teams typically consist of additional independent consultants (local or international) as well as staff from the lead institution. Some things to consider, depending on the qualifications of the lead assessor, are:

- Technical expertise should match the topics that are important for the assessment and the parts of MAPS framework applied, such as e-Procurement, sustainability, legal reform etc. Knowledge of local context, including local language(s) which is especially important if a main language of the assessed jurisdiction is different from the official MAPS languages (English, Spanish, and French)
- Diversity delivers better outcomes, so pay attention to balance in genders, backgrounds, institutional affiliation, etc.

If several parts of the MAPS framework are applied at once (e.g., MAPS MAIN plus one or more modules) the assessment team should reflect this. The lead institution may choose to recruit one lead assessor for each resulting assessment report or have a single lead assessor for all reports (in either case, any lead assessor must have the MAPS Certification).

Some lead institutions organize teams around the four pillars of MAPS, while others prefer cross-cutting topical organization. This is up to the lead institution to decide, taking into account the context.

2.2 Planning the timeline of the assessment

All concept notes must include a planned timeline of the assessment project. When planning the timeline, the lead institution should bear in mind:

- How fieldwork missions are scheduled and organized. While scheduling missions predominantly in a single block can optimize costs and time on paper, it may have drawback in reality, both in terms of data collection (problems encountered may not be possible to fix during a single mission) and assessment team composition (it may be easier to recruit a qualified team with a less intensive travel schedule). Lead institutions should consider alternative arrangements when planning the assessment, including the use of virtual missions to complement and support physical fieldwork missions (for instance, for follow-up data collection, targeted stakeholder consultations, or validation of preliminary findings).

- Which approvals will be necessary. As mentioned in 1.3, approval regimes and associated schedules of key involved stakeholders must be considered and aligned to the extent possible. This includes approval regimes/schedules for the country authorities owning the assessment as well as the lead institution's own internal processes/schedules. A multitude of context dependent factors, including those listed in 1.3 can affect how the differing schedules involved interact, and this is why it is crucial to consider them for each individual assessment. If this is not done properly the assessment will risk being held up in internal approval processes, to the frustration of all stakeholders.

2.3 Concept note approval and start of assessment

Lead institutions should bear in mind that the concept note must have gone through quality assurance and have been approved by the MAPS Secretariat before the assessment can begin. Amongst other things, this means that the lead assessor must have been recruited and that arrangements as to governance, the assessment team, data collection, and stakeholder engagement must have been made before the assessment formally starts. Planning must take this into account and relevant stakeholders, country authorities in particular, must be properly briefed on this to avoid mismanaged expectations.

Certain preparatory activities relating to the assessment, such as requests for data and initiating the context analysis, are allowed before concept note approval. Preparatory missions to support planning, whether physical or virtual, can be carried out as well. This also goes for events related to the assessment, such as launch events (see section 3). However, care should be taken to manage expectations with stakeholders. If too long time passes between a launch event is held and assessment activities begin, it may pose a risk to stakeholder buy-in.

Key take-aways:

- ✓ The lead institution is responsible for assembling the assessment team and should consider its composition carefully.
- ✓ Necessary approvals must be considered in the timeline planning to avoid internal holdups.
- ✓ The concept note must be approved before the assessment operations can begin, with the exception of some preparatory activities.

3. Conducting the assessment

During the assessment the lead institution is responsible for managing operations according to the governance arrangements and timeline planning agreed to in the concept note. Until the assessment report is submitted for quality assurance the MAPS Secretariat is not involved in this part of the process. However, the MAPS Secretariat is always available to answer questions about the application of the methodology and give advice on how to handle specific situations relative to the requirements of the framework.

Although not formally required under the MAPS framework, many lead institutions find it helpful to organise a launch event as the first step of the assessment. Similar in intent to the validation stage, the launch brings together all relevant stakeholders (country authorities, international partners, the assessment team, and other key actors) at the outset of the process.

Its purpose is to align expectations regarding objectives, scope, governance, timelines, and roles; clarify how stakeholders will be engaged throughout the assessment; and formally signal the start of the exercise. Additionally, a launch event serves to inform stakeholders (including the general public and media) about the assessment. A well-organised launch ensures that all participants begin with a shared understanding, which in turn strengthens stakeholder engagement, contribution, and ownership throughout the assessment process. Ensuring that awareness of the assessment is widespread also helps strengthen stakeholder commitment and reduces the risk of it being deprioritized, as public expectations create pressure to deliver.

3.1 Organization of work

Similarly to the composition and organisation of the assessment team, there is no mandatory schedule for how the assessment work should be organized and lead institutions are free to do this in a manner that supports the efficient and effective delivery of the assessment. Some possibilities to consider are:

- Starting with pillar I and moving through the pillars chronologically, beginning with MAPS MAIN and then following with any supplementary modules applied, with the whole team working on all indicators.
- Setting up sub-teams in the assessment team and running work in parallel by indicators:
    - According to which parts of the MAPS framework are applied (MAPS MAIN and/or supplementary modules)
    - According to the four pillars
    - According to topics or data types, such as legal analysis, quantitative analysis, horizontal policy objectives analysis (sustainability, e-procurement etc.)

Lead institutions are free to pick an organization model that is appropriate for their context, however, they should bear in mind that the lead assessor must be responsible for the whole assessment report. As such, even if the work is divided according to some topicality or chronology, the lead assessor must ensure that the final report reads as a unified product. This includes ensuring proper cross-analysis and cross-referencing as well as very practical matters such as unified formatting and style. If several parts of the MAPS framework are applied at once (e.g. MAPS MAIN + a supplementary module) this applies to each individual assessment report, regardless of whether a single lead assessor is responsible for all of them or there is a lead assessor for each.

3.2 Validation

Lead institutions should bear in mind that while validation is a mandatory step in MAPS, like the rest of the work of the assessment, it can be organized in a manner that is appropriate for the context. Some institutions organize validations sequentially by pillar, as described above, thus front-loading some of the validation and making the final validation less intense, while others find that it is more effective to only have a single validation at the end (thus avoiding having to gather stakeholders several times). Regardless, the requirements of the framework with regards to must of course be fulfilled, meaning that relevant stakeholders, including non-government stakeholders, must be given the opportunity to provide input to the final analysis and recommendations of assessment.

Key take-aways:

- ✓ The lead institution is responsible for managing assessment operations.
- ✓ The MAPS Secretariat is not involved in assessment operations.
- ✓ The work of the assessment, including validation, should be organized in a way that supports efficient and effective delivery.

4. Writing the assessment report

The lead institution is responsible for delivering the assessment report to the MAPS Secretariat first for quality assurance and ultimately for publication on the MAPS website. The requirements for the assessment report are described in the User Guide and the mandatory assessment report and indicator matrix templates. As with the concept note, however, there are some practical points that are not governed by the requirements, but which are nonetheless important for the lead institution to consider.

4.1 Handling changes that occur during an assessment

Despite the best planning, significant changes to the assessed procurement system do sometimes happen during the assessment. This could be changes that affect the way the assessment is organized or supported (such as changes to the organisation/staffing of country authorities) or changes that affect the analysis and conclusions of the assessment (such as changes to the legal/regulatory framework). Both have the potential to be very disruptive, but are usually handled differently:

- Changes to country authorities:
  - In planning the assessment, lead institutions should take care that the assessment is anchored at a high level of authority to minimize reliance on individual persons. While institutional "champions" are often very helpful to ensure buy-in and energize assessments, there should be something to fall back on if a change in personnel occurs.
  - The same goes if work is, for example, organized by pillar with specific people connected to each individual pillar. Contingencies should be in place that ensure handover of responsibilities, should an organisational change occur.
- Changes to the procurement system:
  - Significant changes to the procurement system, such as the passing of new procurement legislation, can make parts of the assessment outdated before it is finished. While this can usually be prevented with proper planning, it does sometimes occur, and although MAPS is always a snapshot in time, when major changes do occur, it will most often be necessary to take them into account in the assessment.
  - Exactly how this is done should be decided on a case-by-case basis. If changes occur early in the assessment process, it may be possible to adjust the analysis and conclusions accordingly. If the changes occur late, such as after fieldwork or even after validation, adjusting the analysis is usually not feasible, but the changes and their impact can be acknowledged in the report. The lead institution should consult with the MAPS Secretariat on the best solution for the circumstances.

In addition, more operational changes can occur, such as changes to the assessment team or to central elements agreed on in the concept note regarding objectives, governance, data sources, and timeline. If the lead assessor is changed, for whatever reason, the MAPS Secretariat should be informed. For other operational changes, it is sufficient to explain them in the assessment report (e.g., if the sample collected for data analysis ended up being significantly different from what was described in the concept note or if the original timeline was significantly disrupted).

4.2 Availability of resources for quality assurance

Just as for planning assessments, quality assurance must be factored in when conducting the assessment. Lead institutions must remember that quality assurance of both concept notes and assessment reports will entail:

- Time for reviews by the MAPS Secretariat and the ATAG. These reviews happen in parallel and are governed by the MAPS Secretariat's fixed operation deadlines. However, multiple rounds of review are sometimes required, so there is no guarantee that the quality assurance process will be concluded within a set timeframe.
- Quality assurance reviews always result in requests for revisions to the reviewed deliverable (concept note or assessment report). Lead institutions must ensure that the lead assessor is available to carry out such revisions, and must also take into account that they may prompt a need for additional internal approvals (with country authorities and international partners).
- Approval by country authorities and the lead institution itself. This means that as mentioned in 1.3 and 2.2, approval regimes for both country authorities and the lead institution itself need to be considered.

4.3 Quality assurance formalities

To ensure an efficient quality assurance process, lead institutions should remember to submit the report, including the indicator matrix, as editable files (MS Word or equivalent). For revised reports (i.e. reports that are submitted after first quality assurance review) must submit:

- Editable files (MS Word or equivalent) with changes tracked
- An overview of comments made in the review and the assessment team's response. This can be done by responding directly to comments in the file or by compiling all comments and responses into a separate matrix or a combination of the two, as the lead institution sees fit.

4.4 Intellectual property, acknowledgements, and other final points

Before submitting the final report for publication, the lead institution should ensure that all formalities are correctly registered according to the assessment report template. This includes, as appropriate to the context:

- Intellectual property disclaimer, as appropriate
- Acknowledgements, including of contributing international partners
- Dates

Concerning intellectual property, it is up to the lead institution to decide on what measures are appropriate in dialogue with country authorities and other involved international partners. Ideally, this should be agreed upon during the planning stage and reflected in the concept note.

Key take-aways:

- ✓ The lead institution should consult with the MAPS Secretariat to decide how to deal with changes to the procurement system that occurs during an assessment.
- ✓ The lead institution must ensure that resources are available to carry revisions to the assessment report resulting from the quality assurance as well as the approvals necessary for them.
- ✓ The lead institution must submit an overview of comments and responses as part of the quality assurance alongside a revised report with tracked changes.

5. Publication and dissemination

Publication and dissemination are critical steps to ensure that the findings and recommendations of a MAPS assessment lead to concrete action. Beyond liaising with the MAPS Secretariat for the approval and publication of the assessment report on the MAPS website, lead institutions should work with the country authorities and other international partners to develop a coherent dissemination strategy. This strategy should be defined at the concept note stage and refined over time so it can be implemented promptly once the report is finalised.

5.1 Publication

Once the MAPS Secretariat has approved the report, the lead institution must confirm that the government agrees to its publication and submit the final versions of the report and annexes. These files must be properly formatted and free of tracked changes, comments, or any personal data (such as contact details of workshop or meeting participants).

When seeking government approval, lead institutions should take into account the specific context of the assessed jurisdiction, particularly regarding the appropriate approving authority, required procedures, and expected timelines. In some cases, confirmation from the government's assessment coordinator (e.g. via email) may be sufficient; in others, higher-level authorization—such as a formal letter or decision from the Ministry of Finance, Cabinet, or the Office of the President—may be necessary. The lead institution should identify the relevant approval process as early as possible, ideally during the planning stage, so it can be reflected in the concept note and incorporated into the overall assessment timeline.

In the rare cases where the MAPS Secretariat cannot approve the report and the lead institution cannot effectuate the revisions required by the MAPS Secretariat, the report will not be published. It will be acknowledged on the MAPS website that the assessment has been concluded, but no further information will be provided.

5.2 Managing delays in publication

In some cases, country authorities may be reluctant to proceed with the publication of a MAPS assessment report, particularly when the assessment identifies significant gaps or weaknesses in the national public procurement system. This can result in delays at the final stage of the process, even after the report has successfully passed quality assurance.

While the decision to authorize publication ultimately rests with the government, the lead institution has an important role to play in anticipating and managing such situations proactively.

To minimize the risk of delays, lead institutions should:

- Address expectations early: The principle of publication and the intended use of the assessment should be clearly discussed with country authorities during the planning stage and reflected in the concept note. It should be emphasized that MAPS is designed as a diagnostic tool to support reform, and that transparency around findings—including identified gaps—is integral to its credibility and usefulness.
- Promote ownership of findings: Throughout the assessment process, including during validation, the lead institution should ensure that country authorities are fully engaged in discussing and understanding the analysis and recommendations. Strong ownership of the report content reduces the likelihood of objections at the publication stage.
- Frame findings constructively: When communicating results, the lead institution and the assessment team should ensure that identified gaps are presented in a balanced and constructive manner, with due recognition of progress made and a clear link to actionable recommendations. This can help position the report as a forward-looking reform tool rather than a purely critical assessment.
- Plan for publication in advance: Approval processes and timelines for publication should be identified early (as described in section 5.1) and incorporated into the assessment timeline. This includes clarifying which authority is responsible for approving publication and what form this approval must take.

If delays nonetheless arise, the lead institution should:

- Engage in dialogue with country authorities to understand the reasons for hesitation and to explore solutions, such as clarifying specific findings, adjusting the framing of certain sections (while maintaining methodological integrity), or agreeing on a publication timeline aligned with reform processes.
- Reaffirm MAPS principles: The lead institution should recall that publication of the assessment report is a core feature of the MAPS approach, ensuring transparency, credibility, and value to both national stakeholders and the international community.
- Consult the MAPS Secretariat where necessary, particularly in cases of prolonged delays or uncertainty regarding how to proceed. The Secretariat can provide guidance based on experience from similar situations.

Ultimately, while publication cannot be enforced, lead institutions should make every reasonable effort to facilitate timely publication, in line with the spirit and objectives of the MAPS methodology.

5.3 Dissemination

In-country dissemination is led by the country authorities, with support from the lead institution and other international partners as needed. It plays a key role in translating assessment findings into national policy dialogue and in mobilising stakeholders around the implementation of recommendations.

Dissemination activities may take various forms, such as national workshops, technical seminars, media briefings, sectoral roundtables, or online events. They should target a broad range of stakeholders, including line ministries, oversight bodies, procuring entities, the private sector, civil society, and academia.

The lead institution should assist the country authorities in planning these activities, including by providing communication materials derived from the assessment (e.g. executive summaries, presentations, and infographics). Adequate time and resources for dissemination should be included in both the assessment timeline and budget.

In addition to in-country dissemination, the assessment report also serves the global public procurement community by providing data and examples of good practices. Lead institutions may further this by showcasing assessments in international forums as well as by producing promotional materials (blog posts, social media content, brochures/booklets etc.) based on the assessment report.

5.4 MAPS Secretariat-organised webinar

After publication on the MAPS website, the MAPS Secretariat will propose to organize a webinar to present the assessment to the broader MAPS community and global procurement audience. This optional webinar should be held either alongside or after the in-country dissemination, ensuring that national stakeholders are given priority visibility and that country authorities lead the overall messaging.

The lead institution should assess whether there is sufficient stakeholder interest to justify organizing the webinar. Regardless, the MAPS Secretariat will record the session and publish the recording alongside the assessment report

The lead institution coordinates with the MAPS Secretariat and the country authorities on the timing, format, and speakers, ensuring that the country authorities are central to the presentation. The webinar should focus on the main findings and impact of the assessment, i.e. what the conclusions are and, importantly, how the country authorities plan to use them. It should also highlight lessons learned from the assessment process and good practices identified, to maximise its value for other countries undertaking or considering MAPS assessments.

5.5 Post-assessment monitoring

Following the publication of a MAPS assessment, the MAPS Secretariat will periodically collect information on developments in the assessed jurisdiction. This monitoring aims to capture progress made against the recommendations outlined in the assessment's strategic action plan, without constituting a new assessment or evaluation. Additionally, the MAPS Secretariat may seek feedback on the MAPS framework and associated tools, for instance as part of periodic updates to the methodology.

Lead institutions will be invited to contribute to this process, for example by responding to brief surveys, supporting factual validation of information, and providing contextual updates where relevant. Their continued engagement helps ensure that monitoring output reflects developments accurately while maintaining a light and efficient process.

While participation does not entail significant additional workload, lead institutions are encouraged to retain key information and remain in contact with country authorities and partners to facilitate such follow-up activities.

5.6 Role of the lead institution after publication

Following publication, the MAPS assessment report is expected to serve as a basis for reform implementation and for coordination among development partners. In many cases, the lead institution is well placed to support these processes, given its familiarity with the assessment findings, its engagement with country authorities, and its relationships with other stakeholders.

However, any activities related to reform implementation, donor coordination, or post-assessment support fall outside the remit of the MAPS assessment process and the responsibilities of the MAPS Secretariat. As such, this guide does not provide specific guidance on these aspects.

The nature and extent of the lead institution's involvement after publication should therefore be determined on a case-by-case basis, in agreement with country authorities and relevant partners, and in line with their respective mandates and priorities.

Key take-aways:

- ✓ The lead institution must ensure that government approval is obtained and that final documents are submitted
- ✓ The lead institution should support country authorities in planning and implementing dissemination activities and coordinate with the MAPS Secretariat and country authorities to present the assessment's key findings in a webinar
- ✓ The lead institution should be prepared to contribute to post-assessment monitoring by providing updates and supporting validation of progress against recommendations.