



MAPS

Methodology for Assessing
Procurement Systems

Sustainable Public Procurement

SUPPLEMENTARY MODULE

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Contents

Purpose and Use of MAPS	3
MAPS Sustainable Public Procurement Module	3
Compliance with the MAPS Framework	4
Preamble	6
Analysis of Context	9
Pillar I. Legal, Regulatory, and Policy Framework	10
SPP-Indicator 1. The public procurement legal framework covers sustainable public procurement principles	11
SPP-Sub-indicator 1(a) – Coverage of sustainability considerations	11
SPP-Sub-indicator 1(b) – Procurement methods	11
SPP-Sub-indicator 1(c) – Rules on participation	12
SPP-Sub-indicator 1(d) – Procurement documentation and specifications	13
SPP-Sub-indicator 1(e) – Evaluation and award criteria	13
SPP-Sub-indicator 1(f) – Contract management	14
SPP-Indicator 2. Implementing regulations and tools to support sustainable public procurement	15
SPP-Sub-indicator 2(a) – Implementing regulations to define sustainable public procurement procedures	15
SPP-Sub-indicator 2(b) – Model documents for sustainable public procurement and standard contract conditions	15
SPP-Sub-indicator 2(c) – Tool kit to support sustainable public procurement	16
SPP-Sub-indicator 2(d) – Sustainable public procurement manual	17
SPP-Indicator 3. Policy and strategy provide an enabling framework for implementing sustainable public procurement	17
SPP-Sub-indicator 3(a) – Sustainable public procurement policy	17
SPP-Sub-indicator 3(b) – Sustainable public procurement strategic action plan	18
Pillar II. Institutional Framework and Management Capacity	18
SPP-Indicator 4. Sustainable public procurement is mainstreamed and well-integrated into the public financial management system	19
SPP-Sub-indicator 4(a) – Budget laws and accounting procedures	19



SPP-Indicator 5.	The country has institutions in charge of sustainable public procurement	19
SPP-Sub-indicator 5(a) – Responsibilities, funding, and staffing of normative/regulatory function....		20
SPP-Sub-indicator 5(b) – Certification function		20
SPP-Indicator 6.	Procuring entities’ policies and strategies embrace sustainable public procurement	21
SPP-Sub-indicator 6(a) – Procuring entities’ sustainable public procurement strategy.....		21
SPP-Sub-indicator 6(b) – Centralised procurement body		22
SPP-Indicator 7.	Sustainable public procurement is embedded in an effective information system.....	22
SPP-Sub-indicator 7(a) – Publication of information on sustainable public procurement.....		22
SPP-Sub-indicator 7(b) – Use of e-Procurement to support sustainability		23
SPP-Indicator 8.	The public procurement system has a strong capacity to develop and accelerate the shift to more sustainable public procurement	24
SPP-Sub-indicator 8(a) – Training, advice and assistance on sustainable public procurement		24
SPP-Sub-indicator 8(b) – Monitoring of sustainable public procurement		25
Pillar III. Public Procurement Operations and Market Practices.....		26
SPP-Indicator 9. Sustainable public procurement practices achieve stated objectives		26
SPP-Sub-indicator 9(a) – Sustainability considerations during the planning stage		27
SPP-Sub-indicator 9(b) – Sustainability considerations during the selection and contracting stage		27
SPP-Sub-indicator 9(c) – Sustainability considerations during the contract management stage		29
SPP-Indicator 10. The private sector contributes to a more sustainable public procurement market		30
SPP-Sub-indicator 10(a) – Dialogue and partnerships between public and private sector.....		30
SPP-Sub-indicator 10(b) – Private sector’s organisation and access to the sustainable public procurement market		31
SPP-Sub-indicator 10(c) – Key sectors and sector strategies to improve sustainability.....		32
Pillar IV. Accountability, Integrity, and Transparency of the Public Procurement System.....		33
SPP-Indicator 11. Transparency and civil society engagement foster sustainability in public procurement.....		33
SPP-Sub-indicator 11(a) – Civil society engagement supports sustainability in public procurement		33
SPP-Indicator 12. The country has effective control and audit systems that cover sustainability in public procurement.....		33
SPP-Sub-indicator 12(a) – Audit framework for sustainable public procurement.....		34
ANNEXES		35
Annex 1 – MAPS SPP Indicator System		35
Annex 2 – MAPS SPP Assessment Criteria expressed in Quantitative Terms		37



INTRODUCTION

Purpose and Use of MAPS

The Methodology for Assessing Procurement Systems (MAPS) is intended to provide a harmonised tool for use in the assessment of public procurement systems. The methodology has been designed to enable a country, with or without support of external partners, to assess its procurement system to determine its strengths and weaknesses: the resulting information can serve as the basis for the design of harmonised system development and reform initiatives to improve capacity and to address weaknesses. The assessment provides the country with information it can use to monitor the performance of its system and the success of the reform initiatives in improving performance. In identifying weaknesses in the current system in a country, external partners are also provided with information that helps them determine risks to the funds they provide to partner countries.

MAPS Sustainable Public Procurement Module

The MAPS Sustainable Public Procurement (SPP) module provides a harmonised tool for use in the assessment of sustainable public procurement in the public procurement system of a country. As such, it focuses on a specific policy area of public procurement. It can be used by countries depending on their needs, and independent of a MAPS core assessment. SPP is defined in the preamble below.

While the MAPS SPP module can be applied as a stand-alone tool, independent of a core MAPS assessment, the existence of an up-to-date core MAPS assessment report for the given country would constitute a useful source of information for the assessors applying the SPP module. In the core methodology, sub-indicator 3(a) deals specifically with SPP at the policy-level, whereas sub-indicators 9(a)-(c) have assessment criteria that cover sustainability considerations in procurement practices.

The MAPS SPP module helps countries to identify strengths and weaknesses of SPP in their public procurement system. In line with the MAPS framework, all dimensions of the procurement system are covered, including legal, institutional, and operational aspects. As appropriate for the relevant country, the results can be leveraged to facilitate reforms, support ongoing work on improving the system, or to take stock of existing SPP efforts. While the module assesses SPP at the systemic level in a country and can as such be used to support the implementation and reporting of SDG 12.7 and related goals,¹ it is not a tool for measuring specific policy outcomes such as emission reductions, budget savings, general MSME² market participation, changes in the labour market, gender equality etc.

¹ Sustainable Development Goal (SDG) 12.7: Promote public procurement practices that are sustainable, in accordance with national policies and priorities.

² Micro, small and medium enterprises.



The MAPS SPP module consists of 29 sub-indicators to be assessed. The indicators follow the structure of the four pillars of the MAPS methodology:

- I. the existing legal and policy framework
- II. the institutional framework and management capacities
- III. procurement operations and market practices
- IV. accountability, integrity, and transparency of the procurement system.

The indicators are expressed in qualitative and/or quantitative terms, as appropriate.

Before embarking on a MAPS SPP assessment, countries and any partners they are working with, should consider whether the procurement system is in a sufficient state of development with regards to SPP to warrant an assessment. They should consider whether SPP is already a strategic policy priority and if the structural elements assessed in each of the four pillars of the module are present.

When deciding on this, country authorities and partners should consider questions such as:

- Is public procurement considered as a strategic function that can be leveraged to realize broader policy objectives?
- Is SPP already an explicitly formulated policy priority?
- Are there specific policies or strategies dealing with SPP?
- Are at least some institutions practicing SPP already?
- Are there tools and systems in place to allow the monitoring and development of SPP?

If a core MAPS assessment report is available for the country, the report will be an essential resource when answering these questions. In particular, sub-indicator 3(a) in the core methodology is dedicated to SPP at the policy level, while sub-indicators 5(b) and 7(a)-(c) deals with institutional responsibilities and information systems, respectively. While a core MAPS report may provide easy access to information, what is assessed under the sub-indicators of this module, and the requirements for the analysis of each criterion, is the same regardless of whether a core MAPS report exists or not.

Compliance with the MAPS Framework

This supplementary module assessment, even if used standalone, must fully comply with the latest version of the methodology. In addition to what is described in this document and annexes, compliance with the methodology includes what is prescribed in the MAPS User's Guide (core MAPS, Section I), as well as in the templates and guidance provided by the MAPS Secretariat.

Both the methodology and all associated materials, including guidance and templates, are available online on www.mapsinitiative.org

The MAPS Secretariat offers support to all users of MAPS including:



- › Advice to country teams for planning and management of a MAPS assessment including quality review of concept notes and terms of references for MAPS assessments.
- › Advice to MAPS assessment teams on the MAPS methodology
- › Quality review of MAPS assessment reports (in collaboration with the MAPS Technical Advisory Group) to provide certification of assessments that meet the quality standards specified.
- › A fully self-paced e-learning programme covering all essentials of MAPS and freely available



ASSESSMENT OF SUSTAINABLE PUBLIC PROCUREMENT

Preamble

SPP has emerged as a powerful strategic instrument governments increasingly use to help achieve national policy objectives. Most prominently, the 2030 Agenda for Sustainable Development calls on governments to promote public procurement practices that are sustainable, in accordance with national policies and priorities.³

In the context of MAPS, SPP is defined as procurement processes whereby public entities meet their needs for goods, services, and works in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the entity, but also to society and the economy whilst minimizing damage to the environment.

As such, MAPS considers three dimensions of sustainability: economic, social, and environmental.

The three dimensions could cover topics such as innovation, local economies, employment or MSME inclusion for the economic dimension; inclusion of minorities, labour rights or gender equality for the social dimension; greenhouse gas emissions, biodiversity, energy efficiency or circular resourcing for the environmental dimension. This list of topics is not exhaustive nor definitive in terms of which topic belongs to which dimension. Rather, it is meant to prompt assessors and countries to think about what SPP can include in the context of a specific assessment.

SPP is distinct from both broader concepts such as “strategic public procurement”, which generally speaking refers to the deployment of public procurement for any policy objective other than the immediate acquisition, as well as more narrow concepts such as “green public procurement”, which refers to public procurement that has the environmental dimension of sustainability as a primary objective; “socially responsible public procurement”, which refers to public procurement that has the social dimension of public procurement as a primary objective; or “circular public procurement”, which is public procurement that seeks to promote a circular economy⁴. These latter concepts may very well play a part in SPP, but individually they are not sufficient conditions for SPP.

The potential benefits of SPP are manifold and often they are mutually reinforcing. For example, sustainable supply chains can generate economic benefits such as job and income creation, social benefits such as improved working conditions and skills development, and environmental benefits, e.g., such as

³ United Nations General Assembly: Transforming our world: the 2030 Agenda for Sustainable Development. Resolution 70/1 adopted by the General Assembly on 25 September 2015. A/RES/70/1. Goal 12.7: “Promote public procurement practices that are sustainable, in accordance with national policies and priorities.”

⁴ A [circular economy](#) entails markets that give incentives to reusing products, rather than scrapping them and then extracting new resources.



reduction of hazardous waste or increased energy efficiency. Cost for societies, for example caused by pollution or climate change, can be reduced.

At the organisational level, achieving best value for money does not necessarily mean to go for the offer with the lowest purchase price but to select the best offer within the parameters set. This means that value for money should also consider the environmental and social implications or 'externalities' of purchase for society and the planet. That is why the consideration of price and non-price attributes, and the application of life cycle costing, are at the core of SPP.⁵ Even in cases where the upfront costs for sustainable products are higher, reduced cost for use, maintenance and disposal may result in reduced total cost and financial savings.

When using MAPS SPP, it is essential to adhere to the definition of sustainability shown above. The three dimensions of the definition (economic, social, environmental) enables MAPS SPP to cover more specific aspects of sustainability that have to do with one or more of the dimensions.⁶

The distinction between the dimensions is not always clear cut. For example MSME inclusion and promotion of local economies is related to achieving both social and economic outcomes. The table above is not exhaustive and there may be many other considerations related to sustainability in a given country. The point is that while the topics listed, and any others, may not be explicitly and individually mentioned in the indicators of the MAPS SPP module, they all potentially constitute parts of SPP and accordingly of a MAPS SPP assessment. It is ultimately up to the assessors as well as the country authorities and partners leading the assessment to decide on the scope of the assessment within the methodological requirements. Such decisions are made at the planning stage of the assessment, recorded in the concept note, and reflected in the evidence listed in the analyses of the assessment report.

When assessing the indicators of MAPS SPP, all three dimensions of sustainability need to be accounted for. This means that individual assessment criteria cannot be considered as fully met if some of the dimensions are lacking (unless the given criterion specifically refers to things only related to one dimension). The presence or absence of any of the three dimensions of sustainability is an important part of the assessment, because it allows for the recommendations to be tailored to the specific strengths and weaknesses of the country being assessed. However, as is the case for any MAPS assessment, when formulating recommendations and setting up an action plan, the country context, particularly the existing horizontal policy objectives, need to be considered. For example, if a country has objectives related to broader inclusion of minorities through increased SME participation in public procurement, the social and economic dimensions are likely to take strategic priority when formulating recommendations. This does not mean, however, that the environmental dimension should not be accounted for when assessing the individual indicators, nor when recommendations are developed.

SPP is embedded in the broader public procurement system, and as such, many aspects of assessing SPP relate to elements of the broader public procurement system that also exist independently of SPP considerations. For example, this includes information systems and e-procurement systems. It may be the

⁵ Life cycle cost is the sum of all costs deriving from the use of goods, services or works during their entire life span, including the purchase, operating, maintenance and end-of-life costs.

⁶ Guidance on how considerations relating to gender equality and combatting climate can be included in MAPS SPP assessments is available on the [MAPS website](#).



case that in some countries, these elements are not in place. In such cases, it is important that assessors do not conclude that the related indicators cannot be assessed. Rather, it means that the system does not meet the criteria related to a given element. For example, if there is no e-procurement system in the country, the assessment team must still assess sub-indicator 7(b), and all criteria will have substantive gaps.

Even when the elements are in place, assessors will need to source evidence that has broader application than SPP and list this in their analysis. For example, when assessing procurement methods in sub-indicator 1(b), assessors are required to evaluate and refer to the specific parts of the legal and regulatory framework that pertains to procurement methods.



Analysis of Context

The application of MAPS is preceded by a context analysis to ensure that the assessment is based on a good understanding of the context in which public procurement institutions and other stakeholders operate in a particular country. During the assessment and in developing responses to the findings, the political and institutional environment should be considered to ensure that the reforms are anchored in countries' needs. For the MAPS SPP module, the country context analysis must include:

1) General context

As with the public procurement system at large, SPP depends on the basic structural characteristics of the country in question and its public procurement system. This includes economic structures (e.g. national income level, resources at the government's disposal vs. debt, geopolitical situation, main challenges for development) as well as political structures (e.g. type of government, federalism vs. centralisation, roles of the national government and sub-national governments, distinctive features in the allocation of political power, marginalised groups, levels of crime and informality, aspects of fragility or conflict, level of perception of corruption). For the public procurement system, it includes the structural elements of the system, such as main actors and their roles, as well as the degree of centralization, and the general economic layout of the system, such as procurement volume in relation to GDP, distribution across governmental sectors, the role of SOEs if relevant, and spend areas or sector markets of particular importance. The country context analysis must describe these factors and their impact on SPP. For example, if the country context analysis notes that the country has a federal form of government, with a significant portion of procurement occurring at subnational levels, this may signal the need to consider the framework for SPP beyond the national government. Alternatively, the economic structure may note that inequality is more extreme in areas of the country where minority groups live – creating implications for the social inclusion and economic growth aspects of SPP.

If an up-to-date core MAPS assessment report exists, much of the information required for this section will be available there.

2) Enabling environment

An enabling environment is needed for SPP to thrive. In the country context analysis, the following factors should be covered:

Economic: Other than the basic structures dealt with above in the general context, this includes the maturity of the sector markets that constitute the supply-side of the public procurement system, as well as how the economic system structures competition and encourages investment.

Political: This includes the existence of high-level political commitment and long-term government vision expressed in national SPP policies and action plans, since the benefits of SPP may only be attained in the longer-term.

Administrative: This includes the existence of laws and institutions addressing, for example, pressing environmental challenges, labour and human rights issues, and integrity issues such as corruption. It also includes a strong public procurement regulatory framework and related capacities that ensures efficiency, equal opportunities to compete, and a transparent process.



The alignment of national policies with the 2030 Sustainable Development Agenda would be another important driving force behind SPP. An increasing number of countries are developing national frameworks and set targets to achieve the sustainable development goals (SDG) including SDG 12.7, the promotion of public procurement practices that are sustainable.

Resources: Implementing SPP requires policies and investments in technology, research, education, and information. Adequate funding and the development of institutional capacity are required at several layers of government, the private sector, and other stakeholders.

The country context analysis should be sufficiently elaborate for these factors to be considered during the assessment and in developing responses to the findings. The analysis should also capture specific objectives related to SPP and the level of ambition the government might possibly have.

3) Stakeholder mapping

The purpose of this section is to provide an understanding of the stakeholder landscape that influences the public procurement system in the country. Assessors should take into consideration both governmental and non-governmental stakeholders. The section includes:

- i) Description of the key stakeholders and what category they belong to (e.g. government authorities including control and audit institutions, professional organisations, civil society organisations, academic institutions, media organisations, international organisations if relevant)
- ii) What their role in and influence on the procurement system is both in terms of formally assigned authority and informal sway, and the level of their influence both on the assessment and on any post-assessment reform initiatives

Pillar I. Legal, Regulatory, and Policy Framework

The MAPS core methodology, Pillar I, assesses the existing legal, regulatory and policy framework for public procurement. It evaluates the adequacy of the structure of the legal framework, its clarity, and the precedence of the different instruments to minimize inconsistencies in application.

In a similar manner, Pillar I in the SPP module reviews (1) whether the existing legal framework includes adequate and clear provisions to effectively support the implementation of SPP, (2) the extent to which sustainability has been integrated in regulatory instruments and tools that supplement the law and help making sustainable procurement operational, and (3) whether the country's SPP policy and strategy provide an enabling framework for transforming the national public procurement system into one that supports SPP. The legal framework is understood in MAPS SPP to refer to all laws and regulations impacting public procurement as well as sustainable development. This naturally includes public procurement legislation; however, it may also include environmental regulations, labour laws etc.

There are different ways to establish a legal foundation for SPP, depending on the legal system and tradition in a country. Some countries rely on strong laws, which does not mean that specific laws on SPP are needed. SPP related provisions should rather be incorporated in the general legal framework for public procurement to facilitate sustainable procurement practices.



By contrast, some countries have successfully introduced sustainable public procurement by relying on soft law instruments, such as guidelines. Regardless of the approach, the legal framework needs to be conducive to SPP and its interpretation should be straightforward.



SPP-Indicator 1. The public procurement legal framework covers sustainable public procurement principles

This indicator assesses whether the existing legal framework includes adequate and clear provisions to support the implementation of SPP effectively. It comprises six sub-indicators (a-f).

SPP-Sub-indicator 1(a) – Coverage of sustainability considerations

This sub-indicator takes a detailed look at the provisions in the legal framework that relate to sustainability. It assesses whether the legal framework enables public procurement practices that stimulate development and diffusion of environmentally sound and socially responsible goods, works, and services and promotes the integration of the three dimensions of sustainability. It reviews whether sustainability is clearly stated in the legal framework as one of the core principles or objectives of public procurement. It also reviews the extent to which the consideration of sustainability considerations in all its forms (including, but not limited to the selection and award) in public procurement is permitted (voluntarily) or even mandated and whether provisions exist requiring a well-balanced use of sustainability considerations to ensure value for money.

SPP Sub-indicator 1(a): Assessment criteria

The legal framework meets the following conditions:

- (a) Sustainability is clearly stated as a core principle or objective of public procurement.
- (b) Sustainability encompasses economic, environmental, and social considerations (sustainability considerations).
- (c) The legal framework allows for, and has clear provisions on, the inclusion of sustainability considerations throughout the procurement process.
- (d) The legal framework provides for a well-balanced approach to sustainability considerations, requiring observation of proportionality.

SPP-Sub-indicator 1(b) – Procurement methods

This sub-indicator assesses the extent to which how available procurement methods are aligned with sustainability considerations.

Choosing the right approach to the market is particularly important for SPP, since SPP can be a major driver for innovation and help stimulate environmentally and socially conscious markets, particularly in sectors where public purchases represent a large share of the market.

For example, framework agreements or joint procurement arrangements (where the needs of several government agencies are pooled) offer opportunities for procuring entities to incentivize sustainability, while leveraging knowledge, stimulating competition, and achieving economies of scale (or ensuring the economic dimension of sustainability is considered). Other, more innovative approaches that promote the participation of MSME participation and encourage risk-sharing around research and development should also be considered. Such approaches are often more flexible and/or inclusive in terms of how competition is structured, how awards are made, or how the collaboration between actors in the process (including on very practical matters such as payments) is envisioned. Examples include full-scale, formally structured procurement methods such as pre-commercial procurement (PCP) or innovation partnerships, but could just as well be innovative elements in more standard procurement methods, such as dynamic purchasing systems, framework agreements etc.



Options to reserve certain contracts for certain suppliers, for example MSMEs, social enterprises that work with disadvantaged groups, etc., may also be considered if they are in support of national policy objectives and do not violate the principles of non-discrimination (see below) and competition, or any international obligations.

SPP Sub-indicator 1(b): Assessment criteria

The legal framework meets the following conditions:

- (a) The procurement methods prescribed promote innovative approaches in support of sustainable procurement.
- (b) Options to reserve certain contracts for certain suppliers in connection with sustainability considerations or other preferential schemes, if any exist, are in support of national policy objectives and do not violate the principles of non-discrimination and competition, or any international obligations.

SPP-Sub-indicator 1(c) – Rules on participation

This sub-indicator assesses the policies on participation and selection as they pertain to sustainability. As efforts to support SPP frequently leverage on such rules, it is important that this is done in a way that does not impede effective competition. This is not only because effective competition is essential for a well-functioning procurement system at large, but also because decreased competition will adversely affect the realisation of sustainability objectives.

There may be rules on rationalizing the supply chain or margins of preferences for certain categories of firms. The purpose of such restrictions could, be, for example, to create positive effects on local employment and development or to support industrial policies. However, such concessions – if excessive relative to the expected benefits of the horizontal objectives – can deter effective competition and reduce efficiency. The assessor should assess whether such provisions are adequate and justified, so as not to undermine the economy and efficiency of the system. These types of rules should be in line with international agreements ratified by the country (e.g., WTO-GPA, Association Agreements, or Free Trade Agreements) in accordance with national policy objectives. In judging adequacy and justification of such practices, in addition to international good practices, the assessor is asked to consider the country context. He or she should also consider evaluate to what extent these measures are well-balanced, accounting for all dimensions of sustainability as well as general public procurement principles.

The assessor should determine whether the legal framework permits procuring entities to consider specific environmental and social experience and competencies to assess the bidder's eligibility and ability to perform a specific contract. Qualification criteria should be linked to the subject matter of the contract.

Exclusion criteria may apply to suppliers that have breached environmental laws, failed to comply with labour laws or human rights provisions, or failed to pay social contributions. This may be especially the case if the breach constitutes professional misconduct according to national legislation, such as clandestine employment or violation of national laws on health and safety at work. Exclusion criteria could also apply to suppliers that have failed to perform on sustainability- related factors in a contract. The process to reach decisions on administrative debarment should be clearly defined, including any possible appeals.

The use of standard contract conditions and contract clauses that define minimum standards should be considered.



SPP Sub-indicator 1(c): Assessment criteria

The legal framework meets the following conditions:

- (a) Restrictions to participation such as rules on rationalizing the supply chain or preferences for certain categories of firms, if any, are adequate and justified and do not undermine the economy and efficiency of the system.
- (b) Qualification criteria, including specific environmental and social experience and competencies, should be linked to the subject matter of the contract.
- (c) Exclusion criteria apply to suppliers that have breached environmental or social laws, in particular if the breach constitutes professional misconduct according to national legislation, and to suppliers that have failed to perform on sustainability-related factors in a contract, subject to due process.

SPP-Sub-indicator 1(d) – Procurement documentation and specifications

This sub-indicator assesses whether the legal framework permits the definition of performance requirements and desired outcomes of the goods, works, and services including consulting services to be procured, as a precondition for drafting functional specifications and whether the legal framework provides flexibility for bidders to present sustainable alternatives, for example by submitting variants.

Sustainability requirements may arise from a country's policies on economic, social, and environmental sustainability such as MSME development, equality requirements, health and safety requirements, vehicle emissions standards, packaging, etc. Desired environmental impacts could relate to the use of renewable raw materials, energy or water consumption during use, greenhouse gas emissions and air pollutants, lifespan of products⁷, recycling or reuse at the end of the product life, packaging and transport, or waste. Social impacts could encompass accessibility standards for people with disabilities, measures to avoid accidents at work, conditions for safe storage of hazardous materials to safeguard health and safety for workers in work or service contracts, among others.

Sustainability requirement can be based on existing eco-label or social-label criteria, if reference to labels is not discriminatory and other valid forms of verification are permitted.

SPP Sub-indicator 1(d): Assessment criteria

The legal framework meets the following conditions:

- (a) The use of output based (functional) specifications is permitted, as appropriate.
- (b) Sustainability requirements may be based on existing eco-label or social-label criteria, if they are not discriminatory and other valid forms of verification are permitted.

SPP-Sub-indicator 1(e) – Evaluation and award criteria

From a sustainable procurement perspective, it is important that the law allows for the selection of the most economically advantageous tender. This implies that other evaluation and award criteria can be considered beyond the purchase price (non-price attributes) to ensure best value for money. This SPP sub-indicator (1) seeks to (1) verify that the use of price and non-price attributes and the consideration of life cycle costs and environmental/social characteristics is permitted as appropriate to ensure value for money decisions, and (2) assesses whether the legal framework contains the necessary provisions to allow for an effective implementation of the concept.

⁷ The term "products" comprises goods, works, and services including consulting services.



The principle of value for money requires the evaluation of relevant costs and benefits, along with an assessment of risks and life cycle costs, as appropriate.

The assessor should review whether the legal framework requires that procurement documents specify the methodology by which the procuring entity determines life cycle costs, and the data bidders must provide to make this determination.

The assessor should also review whether the cost of externalities could be considered, provided they are expressed in monetary terms. Externalities capture impacts (positive or negative) imposed on the environment or society such as greenhouse gas emissions.

SPP Sub-indicator 1(e): Assessment criteria

The legal framework meets the following conditions:

- (a) The use of price and non-price attributes and the consideration of life cycle cost are permitted as appropriate to ensure objective and value for money decisions.
- (b) When life cycle costing is used, the methodology by which the procuring entity determines life cycle cost, and the data bidders must provide to make this determination should be specified in the procurement documents.
- (c) Provisions specify whether cost of externalities could be considered if expressed in monetary terms and how.

SPP-Sub-indicator 1(f) – Contract management

It is at the contract management stage that desired sustainability outcomes are delivered. This SPP sub-indicator focuses on the legal framework for effective monitoring of contract clauses designed to ensure social or environmental standards, compliance with human rights and labour rights standards, application of specific environmental management measures for construction works, etc. Some of the contract clauses may require monitoring way beyond the delivery date stated in the contract.

The legal framework should be adequate to ensure that the contract management function can be fulfilled in support of sustainability. For example, contract clauses and key performance indicators stated in the contract might require the ability to collect data. Supplier relationships may need to be managed and strengthened to maintain focus on key sustainability risks and opportunities. Reports could be considered for major contracts analysing the key success areas and containing lessons learned to improve sustainability. Any evaluation period for contract implementation should cover the entire lifespan of the procurement, in particular when the contract was awarded based on life cycle costing (LCC) or total cost of ownership (TCO). More broadly speaking, as it is the case with contract management for procurement in general, any contract clauses that require recurring action and input through the contract duration need to be clear on who is responsible for what, which demands parties can make on each other, and how fulfilment is decided, and the framework for this should be established in the legal framework.

SPP Sub-indicator 1(f): Assessment criteria

The legal framework meets the following conditions:

- (a) Any specific contract management functions required for SPP are legally defined and responsibilities are clearly designated in the legal framework.
- (b) Procedures are clearly defined to ensure the enforcement of contract clauses.
- (c) Contract management includes consideration of sustainability outcomes, covering the entire lifespan of the procurement.



SPP-Indicator 2. Implementing regulations and tools to support sustainable public procurement

This indicator assesses the extent to which sustainability has been integrated in regulatory instruments and tools that supplement the law and help making sustainable public procurement operational. It comprises four sub-indicators (a-d).

SPP-Sub-indicator 2(a) – Implementing regulations to define sustainable public procurement procedures

Regulations provide the details that explain and enable the application of the legal framework in a sufficient variety of use-cases to cover the needs of the actors in the system. This could be regulations on the application of the legal framework at various levels of government or across sectors. The sub-indicator assesses the extent to which sustainability considerations have been incorporated in the country's procurement regulations.

SPP Sub-indicator 2(a): Assessment criteria

Implementing regulations have the following characteristics:

- (a) Regulations that supplement and detail the provisions of legal the legal framework include provisions on the application of sustainable public procurement.
- (b) Regulations pertaining to sustainable public procurement are clear, comprehensive, and part of a consolidated set of regulations readily available in a single accessible place.
- (c) Responsibility for maintenance is clearly established and the regulations on sustainability are updated regularly.

SPP-Sub-indicator 2(b) – Model documents for sustainable public procurement and standard contract conditions

Model documents (such as standard bidding documents) contain the basic required clauses that will be incorporated into individual contracts. Standard contract conditions set forth the general terms and conditions of a contract; they are mandatory in their use and not subject to negotiations.

This sub-indicator assesses the extent to which existing model documents and the standard contract conditions comprise include sustainability clauses. A clear definition of requirements is necessary for bidders to understand their obligations and to effectively implement sustainable procurement. If model documents are not available, there should be, as a minimum, a set of standard and mandatory clauses and templates that will help in the formulation of the procurement documents.

Contract clauses are generally the most appropriate stage in the procurement process to include social considerations. This is especially true for considerations related to employment and labour conditions such as the obligation to recruit unemployed persons or persons with disabilities or to comply with fundamental human rights.

Contract clauses can also be used to include environmental considerations. Environmental considerations may, for example, include efficient product delivery at off-peak traffic times to reduce transport impact, reuse/recycling of packaging, reports on greenhouse gas emissions caused in delivering the products, minimisation of waste and the efficient use of resources such as electricity and water on construction



sites, requirements for appropriate disposal of hazardous materials or bi-products, or the application of specific environmental management measures for construction works such as EMAS or ISO 14001.

SPP Sub-indicator 2(b): Assessment criteria

- (a) Model documents or templates for use along the procurement cycle are reflecting sustainability considerations, in particular for key risk areas.
- (b) There is a set of tender model documents, clauses or standard wording related to sustainability whose use is mandatory.
- (c) Standard contract conditions include meaningful sustainability considerations, applicable to the most common types of contracts.

SPP-Sub-indicator 2(c) – Tool kit to support sustainable public procurement

This sub-indicator assesses the instruments and tools the country relies on to anchor sustainability throughout the procurement cycle. Common approaches include the following:

- › Definition and use of model specifications (sustainable product/works execution criteria) for selected (prioritised) product, construction and/or service categories
- › Use of existing eco-labels or social labels to help specifying sustainable products and as a form of verification
- › Standard contract clauses that define responsibilities in implementing the
- › Guidance on the evaluation of environmental benefits (e.g., establishing how the evaluation of fuel consumption or CO2 emissions should be done)
- › Guidance on calculating life cycle costs (including net present value)
- › Supplier self-declarations and reporting requirements for contractors related to SPP requirements
- › Standardised test and certification procedures
- › Life cycle sustainability assessments⁸
- › More sophisticated software tools for environmental calculations and impact (e.g., for alternative designs)
- › National database for online calculations and environmental impact tools

SPP Sub-indicator 2(c): Assessment criteria

- (a) There is a tool kit available to support implementation of sustainability considerations throughout the public procurement cycle.
- (b) The country has measures in place that enable procuring entities to define sustainable product criteria in an authoritative and transparent manner.
- (c) There is a standard methodology or tool supporting reliable life cycle costing calculations.
- (d) The tool kit is publicly accessible and regularly updated.

⁸ Life cycle sustainability assessment (LCSA) refers to the evaluation of all environmental, social and economic negative impacts and benefits in decision-making processes towards more sustainable products throughout their life cycle. More information on UNEP's [Life Cycle Initiative](#).



SPP-Sub-indicator 2(d) – Sustainable public procurement manual

A user's guide or manual for procuring entities is an important implementation tool that can help provide staff with information that incorporates the law, policies, and procedures.

SPP involves new and innovative ways of working and public procurement officers will face different challenges or barriers. To support this transformation and achieve progress over time, it is important to systematically link and embed sustainable procurement techniques and procedures in a general procurement manual.

A user's guide or manual for procuring entities should reference and further explain legal and regulative requirements, processes, techniques, and tools for sustainable procurement (refer to sub-indicator 2(c)). The importance of continuous learning should be reflected in the manual given that the cutting edge of sustainable procurement is steadily moving.

SPP Sub-indicator 2(d): Assessment criteria

- | | |
|-----|---|
| (a) | Sustainable procurement requirements, processes, techniques and tools are fully integrated in a user's guide or manual for procuring entities to ensure the correct implementation of procurement laws and regulations. |
| (b) | Lessons learned are evaluated and reflected in regular updates of the manual. |

SPP-Indicator 3. Policy and strategy provide an enabling framework for implementing sustainable public procurement

This indicator provides an in-depth assessment of the country's SPP policy and SPP strategic action plan. It comprises two sub-indicators (a-b).

SPP-Sub-indicator 3(a) – Sustainable public procurement policy

This sub-indicator assesses whether (1) the country has adopted a sustainable procurement policy; (2) this policy is coherent with national policy objectives and international obligations; and (3) key stakeholders have contributed to policy development.

The application of sustainability considerations (economic, environmental, social) needs to be carefully balanced on a case-by-case basis. Alternatives need to be analysed to ensure that the most effective option is used to achieve a certain goal. Clear and consistent policies that explain the policy goals and objectives and priorities of procurement help procurers taking good decisions. The policy should convey the benefits of SPP, support innovation, and be tailored to the local requirements.

Procurement practitioners and key public and private stakeholders (e.g., ministries/departments, local government level, business associations, research institutions, and civil society more generally) should be involved at the early stages of policy development and provide their advice.

The SPP policy should be based on an in-depth assessment that considers the country context, legal requirements, market conditions, risks and opportunities and potential barriers.



The SPP policy plan should be appropriately linked to broader government programs, such as the national sustainable development strategy. The policy should seek to establish sustainable procurement as an integral part of, and not an addition to, the national public procurement system.

SPP Sub-indicator 3(a): Assessment criteria

- (a) The country has adopted a SPP policy based on an assessment of the needs of the country with regards to SPP.
- (b) The SPP policy is aligned with overall government policy goals and is coherent with international obligations.
- (c) The SPP policy is appropriately linked to broader government programs (e.g., sustainable development strategy) and it is an integral part of the national public procurement system.
- (d) Key stakeholders have contributed to SPP policy development.

SPP-Sub-indicator 3(b) – Sustainable public procurement strategic action plan

An SPP policy should be implemented through a strategic action plan that operationalises the objectives of the policy, sets priorities, and takes into account risks and barriers.

This sub-indicator assesses whether (1) the country has adopted a strategic action plan focusing on sustainable public procurement; (2) the SPP strategic action plan is coherent and sufficiently detailed; and (3) the SPP strategic action plan is adequately mainstreamed into broader national development plans.

SPP strategic action plans provide an excellent opportunity for governments to demonstrate leadership and commitment. They also help create bottom-up ownership, which is one of the most important factors for success.

Transforming a public procurement system into one that better supports sustainability in all three dimensions is a cyclical process. The development of a strategic action plan clarifies the vision and the objectives articulated in the SPP policy (refer to sub-indicator 3(a)). The strategic action plan should include the strategic goals, solutions to risks, barriers or other issues identified during the assessment and clear implementation and monitoring arrangements. Appropriate attention should be given to the engagement of stakeholders and to the communication of the plan.

Monitoring of implementation is further addressed in sub-indicator 8(c).

SPP Sub-indicator 3(b): Assessment criteria

- (a) The country has adopted a strategic action plan for implementing the SPP policy based on an assessment of the needs of the country with regards to SPP.
- (b) The SPP strategic action plan includes objectives, priorities, targets, measures, responsibilities, timelines, and estimated costs/funds.
- (c) The SPP strategic action plan includes clear monitoring arrangements and responsibilities.
- (d) Key stakeholders have contributed to SPP's strategy development.

Pillar II. Institutional Framework and Management Capacity

The MAPS core methodology, Pillar II, assesses how the procurement system as defined by the legal and regulatory framework in a country is operating in practice through the institutions and management



systems that are part of the overall public sector governance in the country. It comprises five indicators and a total of fourteen sub-indicators.

SPP is particularly dependent on inter-ministerial collaboration, cutting edge management techniques and pertaining competencies. Pillar II of this assessment focuses on linkages with the public financial management system, normative/regulatory functions, procuring entities and systems to manage and improve SPP.

SPP-Indicator 4. Sustainable public procurement is mainstreamed and well-integrated into the public financial management system

This indicator focuses on specific linkages between SPP and the public financial management system. It comprises one sub-indicator to be assessed (a).

SPP-Sub-indicator 4(a) – Budget laws and accounting procedures

This sub-indicator assesses whether budget laws and financial procedures support life cycle costing. It also seeks to verify the existence of environmental/social accounting systems (non-monetary and monetary accounting).

SPP can have significant economic benefits. While upfront cost for sustainable goods, works or services including consulting services (purchase cost) may be higher, a more comprehensive evaluation of economic, environmental, and social costs and benefits can lead to reduced total cost comprising purchase, use, maintenance, and disposal (i.e. life cycle costs). Budget laws should provide some flexibility between investment budgets and recurrent budgets to allow for value for money decisions, so that SPP efforts are not undermined by procedures that, for example, favour only low acquisition cost.

Environmental and social accounting systems enable the tracking of physical (non-monetary) and monetary data and establish the basis for sound ex-post life cycle assessments.

SPP Sub-indicator 4(a): Assessment criteria

- | | |
|-----|---|
| (a) | Budget laws and financial procedures support life cycle costing by providing flexibility between investment budgets and recurrent budgets and create sound incentives for procuring entities and public buyers in making value for money decisions. |
| (b) | Environmental and social accounting systems are in place and allow for ex-post life cycle assessments of procurements. |

SPP-Indicator 5. The country has institutions in charge of sustainable public procurement

This indicator assesses whether the legal and regulatory framework clearly and adequately specifies the institutions in charge of sustainable public procurement, and it reviews their responsibilities, funding arrangements and staffing. It is sub-divided in two sub-indicators to be assessed (a-b).



SPP-Sub-indicator 5(a) – Responsibilities, funding, and staffing of normative/regulatory function

This indicator assesses whether responsibilities and functions for the country-wide implementation of SPP have been assigned. Depending on the institutional set up chosen by a country, one institution may be in charge of all normative and regulatory functions including those specific to SPP. In other contexts, key functions may have been assigned to several agencies.

In any case, there should be no gaps or overlaps and the functions should be performed as a well-coordinated joint effort.

The normative/regulatory institution or the institutions entrusted with the normative/regulatory tasks should have a defined set of responsibilities that include the specific tasks related to sustainable public procurement as listed below. When assessing each criterion, assessors must also evaluate whether responsibility in question is assigned to the entities who are also entrusted with the normative/regulatory tasks of the public procurement system at large, and if not what the impact on SPP seems to be.

SPP Sub-indicator 5(a): Assessment criteria

The following functions are clearly assigned to one or several agencies without creating gaps or overlaps in responsibility:

- (a) Providing advice on SPP to procuring entities
- (b) Drafting the national SPP policy (cf. sub-indicator 3(a))
- (c) Developing SPP strategies (cf. sub-indicator 3(b))
- (d) Monitoring and evaluation of implementation and impact of SPP
- (e) Proposing changes/drafting amendments to legal provisions related to SPP
- (f) Providing implementation tools and documents to advance SPP and support training and capacity development
- (g) Publishing requirements and holders of eco-labels and social labels
- (h) Ensuring inter-agency/-ministerial collaboration and cooperation on SPP
- (i) Managing communication (awareness, outreach, exchange of best practices, communication of benefits/impacts)
- (j) Reporting on SPP

SPP-Sub-indicator 5(b) – Certification function

This sub-indicator focuses on institutional aspects related to the certification function.

Certification refers to the confirmation of certain characteristics of products, production processes, or management systems. It involves the application of testing procedures and processes to determine whether the standards defined in procurement documents or contracts are met. Certifications may also be required to verify data provided by suppliers, such as calculations of environmental benefits.

Procuring entities may choose different degrees of evidence, verification or certification needed at various points across the procurement cycle.

The use of specific certification or verification of an industry, environmental or social standard, code or management system standard, or codes of supplier conduct is prominent at the qualification stage. Examples include internationally recognised certification schemes that demonstrate a firm's ability to apply sustainable management measures such as ISO 14001 (Environmental management), EMAS (EU Eco-Management and Audit Scheme), SA 8000 (Social Accountability Standard), among others. Independent accredited certification institutions are used to certify compliance with the standards set.



Similar certification and accreditation schemes exist for a number of eco-labels and social labels, and they are often used when drafting specifications.

The country may also rely on public testing facilities, research institutions, or private quality assurance institutions to perform tests and verify compliance with defined sustainability considerations.

SPP Sub-indicator 5(b): Assessment criteria

- (a) The legal and regulatory framework clearly defines rules for verification or certification of sustainability standards.
- (b) The use of internationally recognised certification or accreditation schemes is permitted.
- (c) The country has established credible certification institutions.

SPP-Indicator 6. Procuring entities' policies and strategies embrace sustainable public procurement

This indicator focuses on procuring entities and their policies, and strategies on SPP. There are two sub-indicators to be assessed (a-b).

SPP-Sub-indicator 6(a) – Procuring entities' sustainable public procurement strategy

National laws, policies, and strategies, as assessed throughout this methodology, provide the framework for a transparent and consistent implementation of SPP. However, to bring about change in the traditional procurement mindset, sustainability considerations need to be integrated in the strategies, management processes, tools, and practices of procuring entities.

This sub-indicator assesses (1) whether procuring entities are aware of the national policies, strategic plans, and legislation on SPP; (2) whether procuring entities assess the implications of SPP in terms of risks and opportunities for the entity; and (3) whether actions are taken to implement SPP at the entity level consistent with national priorities. Risks for the entity could include market preparedness (e.g. impact on MSMEs), increased cost, lack of capacity, lack of guidance and tools, complexity, etc., whereas opportunities could be things such as energy efficiency, improved compliance with social and labour laws, financial savings, innovation, promotion of supplier diversity, corporate social responsibility, reputation, etc.

Since the national framework may include both mandatory and voluntary provisions on SPP, the individual procuring entity can either follow progressive or defensive strategies in implementing the national policy. The entity should therefore assess whether the specific conditions are favourable to SPP and what the priorities will be.

SPP Sub-indicator 6(a): Assessment criteria

- (a) Procuring entities are aware of national policies, strategic plans, and legislation on SPP.
- (b) Procuring entities have mechanisms in place to assess risks and opportunities related to their SPP strategies.
- (c) Procuring entities undertake activities to translate national priorities on SPP into their own strategies.
- (d) Procuring entities have performance measures in place to monitor and follow up on their SPP efforts.



SPP-Sub-indicator 6(b) – Centralised procurement body

If centralised procurement bodies exist in the assessed country, they will be key actors in the implementation of SPP. This sub-indicator provides for an assessment of any centralised procurement bodies in the country with regards to their policy and strategy on SPP. The assessment criteria are very similar to the above (SPP sub-indicator 6(a)). However, a centralised body – due to its role and sustained demand for certain products – may be in a unique position to champion SPP and to drive supply markets towards more sustainable solutions. A centralised procurement body may also be uniquely positioned to spearhead innovative approaches relating to certain product categories due to the level of technical expertise available in-house. Framework agreements or consolidated procurement arrangements, for example, offer good opportunities to mainstream SPP. Similarly, in contrast to championing the opportunities associated with SPP, a centralised procurement body has a specific role with regards to the risks associated with SPP. Due to its unique institutional position and role in spearheading SPP, a centralised procurement body is able to evaluate, determine and mitigate these risks, for example where sustainability goals in different pillars of sustainability might not be met, cancel each other out or need to be actively balanced.

If no centralised procurement bodies exist in the country, this sub-indicator is not applicable.

SPP Sub-indicator 6(b): Assessment criteria

- (a) Centralised procurement bodies are aware and participate, as appropriate, in the design of national policies, strategic plans and legislation on SPP.
- (b) Centralised procurement bodies assess risks and opportunities related to SPP.
- (c) Centralised procurement bodies undertake activities to translate national priorities on SPP into their own strategies.
- (d) Centralised procurement bodies have performance measures in place to monitor and follow up on their SPP efforts.

SPP-Indicator 7. Sustainable public procurement is embedded in an effective information system

The objective of this indicator is to assess the extent to which the country or entity has systems to publish procurement information as it relates to SPP, to efficiently support sustainability considerations through the different stages of the public procurement process through application of digital technologies, and to manage data that allows for analysis of trends and performance of the entire public procurement system.

The indicator reviews whether sustainability aspects are fully integrated in the existing information systems. There are two sub-indicators to be assessed (a-b).

SPP-Sub-indicator 7(a) – Publication of information on sustainable public procurement

This sub-indicator seeks to verify that the country's information systems are consistently used to provide public access to sustainable public procurement.

The system should also be utilised to create awareness and a better understanding of sustainable public procurement, to engage the market and communicate the targets of the SPP policy to allow companies to anticipate the changes in order to accelerate the shift to SPP practices. For example, annual reports



as well as forward-looking organisational publications such as performance plans could provide information on the institutionalisation of SPP (e.g., information on SPP policy, action plans, prioritised products, leadership arrangements and responsibilities assigned, number of trained staff, activities involving engagement with suppliers, etc.). Reports should also communicate best practices and measurable outputs and outcomes achieved based on defined key performance indicators, such as number and value of public contracts with sustainability considerations, savings achieved through life cycle costing, reduction in greenhouse gas emissions, direct generation of employment opportunities, etc. (Refer to sub-indicators 7(b) and 8(c)). Methods used to contextualize the benefits of SPP should include modern technologies, such as webinars or social media.

SPP Sub-indicator 7(a): Assessment criteria

The information system meets the following requirements:

- (a) Information on SPP is an integral part of the country's information system as assessed in sub-indicator 7(a) of the MAPS core methodology.
- (b) Annually, analytical information on SPP is published. *
- (c) Annual statistics are published communicating the results of SPP (outputs and outcomes). *
- (d) Case studies are published, or other methods are used, to contextualize the benefits of SPP. *

Recommended quantitative indicator to substantiate assessment of sub-indicator 7(a), assessment criterion (b):
Number of annual reports with information on SPP published

Recommended quantitative indicator to substantiate assessment of sub-indicator 7(a), assessment criterion (c):
Number of annual statistics published

Recommended quantitative indicator to substantiate assessment of sub-indicator 7(a), assessment criterion (d):
Number of case studies published

Source: Centralised online portal.

SPP-Sub-indicator 7(b) – Use of e-Procurement to support sustainability

E-Procurement has the potential to support implementation of SPP. However, in addition to the general characteristics and functionalities of the e-Procurement system, specific efforts may be necessary to ensure that e-Procurement facilitates SPP practices and that essential data is collected and managed in the e-Procurement system or other information technology systems to allow for the evaluation of SPP policies.

The following is an exemplary list of features to be considered:

- › Links to standardised product specifications
- › Automated value for money evaluations including life cycle costing
- › Links to more sophisticated tools such as environmental calculations
- › Monitoring of key performance criteria throughout contract duration
- › E-catalogues flagging sustainable products and services
- › Links to recognised certification and accreditation systems
- › Links to recognised eco-labels and social labels
- › Supplier data base: Certifications, corporate social responsibility initiatives, self-declarations



- › Ensuring broad access to the electronic marketplace throughout the country, in particular for MSMEs

SPP Sub-indicator 7(b): Assessment criteria

- (a) e-Procurement systems in use possess appropriate technical features to facilitate SPP practices.
- (b) Suppliers (including micro, small and medium-sized enterprises) are capable of participating in a sustainable public procurement market increasingly dominated by electronic means. *
- (c) The system manages data for the entire SPP process and allows analysis of trends, levels of participation, efficiency and economy of SPP and compliance with requirements. *

Recommended quantitative indicators to substantiate assessment of sub-indicator 7(b) Assessment criterion (b):

- Bids submitted online in procedures with sustainability considerations (in %)
- Bids submitted online by micro, small and medium-sized enterprises in procedures with sustainability considerations (in %)

Source: e-Procurement system.

Quantitative indicators to substantiate assessment of sub-indicator 7(b) Assessment criterion (c):

- Number of contracts with sustainability considerations and in % of total number of contracts
- Value of contracts with sustainability considerations and in % of total value of contracts
- Total value of contracts with sustainability considerations awarded through competitive methods in most recent fiscal years.

Source: e-Procurement system.

SPP-Indicator 8. The public procurement system has a strong capacity to develop and accelerate the shift to more sustainable public procurement.

This indicator focuses on the strategies and ability of the public procurement system to develop and accelerate the shift to sustainable public procurement. There are two sub-indicators to be assessed (a-b).

SPP-Sub-indicator 8(a) – Training, advice and assistance on sustainable public procurement

This sub-indicator assesses whether sustainability considerations are fully integrated in the country's public procurement training and professionalisation strategy. In doing so, all dimensions of sustainability should be considered. The following SPP related topics should be covered in procurement training programs:

- › Benefits of SPP
- › The country's policy and implementation plan to implement SPP in support of national policy objectives to create awareness
- › The way in which the legal and regulatory framework supports the inclusion of sustainability considerations in public procurement
- › Basic and in-depth training to enhance competencies and skills of the procurement workforce to confidently use the specific tools and documents provided
- › Monitoring and evaluation and analysis of lessons learned to effect change and accelerate the shift to sustainable public procurement



This sub-indicator also assesses whether a help desk advisory service functions for procuring entities, suppliers and the public and aids in harnessing opportunities for more sustainable and innovative solutions. Cross-cutting views and specific technical knowledge is often needed to reach the country's SPP goals.

SPP should be an integral element of efforts to recognize procurement as a profession. A MAPS module dedicated to Professionalisation complements the core methodology.

SPP Sub-indicator 8(a): Assessment criteria	
(a)	Existing procurement training programs create awareness and understanding of government policies and the benefits of SPP.
(b)	Existing competency frameworks and/or certification systems include SPP considerations.
(c)	Procurement training programs appropriately cover sustainability, including the legal and regulatory framework and implementation.
(d)	Staff with procurement related functions (including external members of committees that have been assigned procurement related functions) have the necessary competencies and skills to implement SPP. *
(e)	Existing advisory service or help desk functions appropriately cover sustainability considerations.
Quantitative indicators to substantiate assessment of sub-indicator 8(a) Assessment criterion (d):	
Number of SPP training days per staff	
Source: HR department.	

SPP-Sub-indicator 8(b) – Monitoring of sustainable public procurement

This sub-indicator assesses whether the established system for monitoring the compliance and performance of the procurement system at large provides for the measurement of the following: (1) the institutionalisation of SPP; (2) the intermediate outcomes of SPP; and (3) the impacts of SPP. Monitoring of implementation versus set targets is indispensable to confirm whether SPP policies work, to develop strategies and adapt goals as necessary.

Institutionalisation measurement focuses on the strategic process of implementing SPP. It focuses on the following aspects: the existence of a SPP policy; number of agencies that have SPP action plans in place and monitor progress; leadership, responsibilities, and coordination roles and mechanisms established or assigned; number of staff dedicated to SPP; number of product groups prioritised and with criteria developed; integration in procedures and tools; number of staff trained; numbers of activities involving engagement with suppliers; and monitoring and reporting systems in place.

The measurement of intermediate outcomes of procurement processes targets the transactional level. Typical indicators include the value and number of procurements with sustainability considerations, savings achieved through value for money comparisons and life cycle costing, and number and value of contracts with certain categories of supplier to measure diversity or the share of locally manufactured products, among others.

The evaluation of the effectiveness of SPP in terms of contributing to achieving national policy objectives such as poverty reduction, good governance or reducing the impacts of climate change is more challenging. However, case studies can provide valuable insights by measuring environmental impacts as well as economic and social benefits of SPP.



The system should include feedback loops to the SPP policy and the legal and regulatory framework. It should also include the exchange of best practices and networking among practitioners to improve SPP practices.

SPP Sub-indicator 8(b): Assessment criteria

The country's performance measurement system meets the following conditions:

- (a) The system includes the monitoring of institutionalisation of sustainable public procurement versus set targets.
- (b) The system measures intermediate outcomes with regards to the implementation of the SPP policy.
- (c) The system includes the assessment of development outcomes.
- (d) Findings from monitoring and evaluation are used to inform strategic policy making and communication on SPP.
- (e) To improve the system, SPP is integrated in strategic planning and results frameworks.

Pillar III. Public Procurement Operations and Market Practices

The MAPS core methodology, Pillar III, examines the operational efficiency, transparency, and effectiveness of the procurement system by selecting and reviewing a sample of actual procurement cases of several procuring entities. It also looks at the market as one means of judging the quality and effectiveness of the system when putting procurement procedures into practice.

In the SPP module, Pillar III looks at key sustainability aspects of public procurement practices through empirical analysis of procurement cases, as well as how the private sector enables SPP.

SPP-Indicator 9. Sustainable public procurement practices achieve stated objectives

The objective of this indicator is to collect empirical evidence on how SPP principles, rules, and procedures formulated in the legal and policy framework are implemented in practice. In assessing the implementation of SPP, the assessors should pay attention to all dimensions of sustainability, i.e. environmental, social and economic aspects. To reflect this multidimensional approach, all sub-indicators include assessment criteria that not only reflect social and environmental aspects, but also assessment criteria reflective of the economic dimension. The assessor should assess whether the implementation of SPP balances different dimensions of sustainability adequately. For that reason, the following sub-indicators assess concepts like efficiency, integrity and transparency that contribute substantially to achieving an overall sustainable public procurement system.

The application of indicator 9 requires the selection and the review of a sample of actual procurement cases (files) that are considered to represent examples of SPP. Sampling methods and size should be carefully considered since they determine the representativeness and certainty of the assessment results.

In addition to reviewing files, this part of the assessment uses the information systems that are in operation, such as e-Procurement. Indicator 9 comprises three sub-indicators to be assessed individually (a-c), mirroring the different stages of the public procurement process.



SPP-Sub-indicator 9(a) – Sustainability considerations during the planning stage

The groundwork for pursuing sustainability considerations is laid in the planning stage of procurement. This sub-indicator assesses whether needs analyses and market research consider sustainability considerations and are conducted to define sustainability requirements. Additionally, it assesses whether market engagement is an integrated part of procurement practices. SPP often requires suppliers to innovate to provide more sustainable products and services. Even where products or services which meet SPP considerations already exist on the market, procuring entities need to understand the range of potential suppliers (including MSMEs) as well as any adaptations to procedures and contract management needed to ensure successful SPP. Pre-procurement market engagement is thus a vital part of the SPP. Finally, this sub-indicator also evaluates whether the desired results in terms of sustainability are clearly defined and aligned with overarching objectives, and whether requirements follow a balanced approach, considering all dimensions of sustainability.

The assessment of sustainability considerations during the planning stage focuses on the following criteria:

SPP Sub-indicator 9(a): Assessment criteria

- (a) Needs analysis, risk assessment and market research guide a proactive identification of optimal procurement strategies to pursue sustainability considerations.
- (b) Market consultations are carried out as appropriate, both for specific procurement processes and for keeping in touch with general developments relevant for SPP.
- (c) Requirements and desired outcomes related to sustainability are clearly defined in the tender documents and contracts.
- (d) Options to increase efficiency are considered, e.g., framework agreements or consolidated procurement.
- (e) Different aspects of sustainability are considered and balanced, informed by risk analysis and in accordance with national priorities.
- (f) Unnecessary purchases are avoided. *

Recommended quantitative indicators to substantiate assessment of sub-indicator 9(a) Assessment criterion (f):

Value of unnecessary purchases avoided (p.a.)

Source for all: e-Procurement system or manual statistics

SPP-Sub-indicator 9(b) – Sustainability considerations during the selection and contracting stage

This sub-indicator focuses on the extent to which sustainability considerations are pursued in the selection and contracting stage, while also maintaining objectives like value for money.

The sub-indicator assesses the extent to which SPP is conducted using competitive procedures, and whether appropriate and fair techniques have been applied in the bid evaluation and award stage to determine the most sustainable solution. Several assessment criteria refer to general public procurement objectives, to ensure that SPP procedures are still conducted effectively, efficiently and in a transparent way.

The assessment of sustainability considerations during the selection and contracting stage focuses on the following criteria:



SPP Sub-indicator 9(b): Assessment criteria

- (a) Procurement methods are chosen, documented, and justified in accordance with the purpose and in compliance with the legal framework.
- (b) Multi-stage procedures are used in complex procurements to ensure only qualified and eligible participants are included in the competitive process.
- (c) There are no significant barriers to MSME participation as either main supplier or sub-contractor (as appropriate given market context and the object of the process).
- (d) Clear and integrated procurement documents, standardised where possible and proportionate to the need, are used to encourage broad participation from potential bidders.
- (e) Procurement documents include well-balanced sustainability requirements that are linked to the subject matter of the contract, informed by the risk assessment in the planning stage.
- (f) Standardised product specifications or eco-labels or social labels are used to draft specifications, as prescribed in the legal and regulatory framework.
- (g) Evaluation and award criteria are objective, relevant and precisely specified in the procurement documents.
- (h) Sustainability considerations are included in the selection and award criteria. *
- (i) When non-price attributes and/or life cycle costs are used as award criteria, appropriate techniques are chosen and clearly described in the procurement documents to determine best value for money. *
- (j) Compliance with sustainability considerations is verified based on predetermined, valid mechanisms of verification.
- (k) Appropriate techniques are applied to determine best value for money based on the criteria stated in the procurement documents and to award the contract.
- (l) Contract awards are announced as required, notably reflecting sustainability considerations as envisioned in the call for tender.
- (m) Where appropriate, sustainability considerations are reflected in contract clauses. *
- (n) Contract clauses provide incentives for exceeding defined performance levels and disincentives for poor performance.
- (o) In consideration of economic sustainability, the selection and award process is carried out effectively, efficiently and in a transparent way. *
- (p) There is evidence of application of sustainability considerations in framework contracts.

Quantitative indicators to substantiate assessment of sub-indicator 9(b) Assessment criterion (h):

- Number of procurement procedures with sustainability considerations (in % of total number of procedures).
- Value of procurement procedures with sustainability considerations (in % of total value of procedures).

Recommended quantitative indicators to substantiate assessment of sub-indicator 9(b) Assessment criterion (i):

- Number of procedures that use non-price attributes (in % of total number of procedures)
- Value of procedures that use non-price attributes (in % of total value of procedures)

Recommended quantitative indicators to substantiate assessment of sub-indicator 9(b) Assessment criterion (m):

- Number of procedures with contract clauses that define sustainability standards (in % of total number of procedures)
- Value of procedures with contract clauses that define sustainability standards (in % of total value of procedures)

Recommended quantitative indicators to substantiate assessment of sub-indicator 9(b) Assessment criterion (o):

- Average time to procure goods, works, and services including consulting services: Average number of days between advertisement/solicitation and contract signature (for each procurement method used)
- Average number (and %) of bids that are responsive (for each procurement method used)
- Share of procedures that have been conducted in full compliance with publication requirements (in %)
- Number (and %) of successful procedures (successfully awarded; failed; cancelled; awarded within defined timeframes)

Source for all: e-Procurement, manual statistics, or sample of procurement cases



SPP-Sub-indicator 9(c) – Sustainability considerations during the contract management stage

The contract management stage is the point relates to the contractual term and performance during which sustainability impacts materialise. This sub-indicator assesses the extent to which goods, works or services, including consulting services, are delivered according to the contract agreement, i.e. whether they deliver on the sustainability requirements set. Aside from aspects directly related to sustainability considerations of the contract, the sub-indicator also assesses seemingly more general aspects. These aspects, like timeliness or recordkeeping, are assessed to ensure that a) the economic dimension of sustainability is reflected while aiming at other sustainability considerations, and b) ensure contract management does not unduly jeopardise general procurement principles while aiming for increased sustainability.

The assessment criteria evaluate timely implementation, inspection and invoice processing, as well as contract amendments. Likewise, statistics, monitoring and information management are employed in support of sustainability during contract management. Evidence of analysis to feed into future improvements could for example include reports detailing such analysis or repeated procurement procedures. The assessment criteria also cover record keeping and stakeholder engagement. For stakeholder engagement, the criteria assesses whether relevant opportunities are used for engaging with external stakeholders for the purpose of monitoring the fulfilment of sustainability objectives. This could be stakeholders who preside over authoritative data sets or evaluation methods.

The assessment of sustainability considerations during the contract management stage focuses on the following criteria:

SPP sub-indicator 9(c): Assessment criteria	
(a)	Contracts are implemented in a timely manner. *
(b)	Inspection, quality control, supervision of works and final acceptance of products is carried out to determine that sustainability requirements are delivered. *
(c)	In consideration of economic sustainability, invoices are examined, time limits for payments comply with good international practices, and payments are processed as stipulated in the contract.
(d)	Contract amendments are reviewed, issued, and published in a timely manner. *
(e)	Procurement statistics are available, and a system is in place to measure and improve procurement practices, and the system and its statistics take into account sustainability aspects.
(f)	Opportunities for direct involvement of relevant external stakeholders in public procurement are utilised to ensure outcomes in line with sustainability goals. *
(g)	The records for contracts with sustainability considerations are complete and accurate and easily accessible in a single file. *
(h)	Appropriate methods are used to monitor and evaluate sustainability effects over the life span of products.
(i)	There is evidence that sustainability clauses and/or sustainability performance indicators related to the contract are enforced.
(j)	There is evidence that lessons learned are collected from individual procurements and used for continuous improvement.
Recommended quantitative indicators to substantiate assessment of sub-indicator 9(c) assessment criterion (a): Time overruns (in %; and average delay in days)	
Recommended quantitative indicators to substantiate assessment of sub-indicator 9(c) assessment criterion(b): Quality control measures and final acceptance carried out as stipulated in the contract (in %)	
Recommended quantitative indicators to substantiate assessment of sub-indicator 9(c) assessment criterion (d):	



Contract amendments (in % of total number of contracts; average increase of contract value in %)

Recommended quantitative indicators to substantiate assessment of sub-indicator 9(c) assessment criterion (f):

Percentage of contracts with direct involvement of civil society: Planning phase; Bid/Proposal opening; Evaluation and contract award, as permitted; Contract implementation)⁹

Quantitative indicators to substantiate assessment of sub-indicator 9(c) Assessment criterion (g):

Share of contracts with sustainability considerations with complete and accurate records and databases (in %)¹⁰

Source for all: Sample of procurement cases.

SPP-Indicator 10. The private sector contributes to a more sustainable public procurement market

The objective of this indicator is to assess the market response to SPP solicitations. While this response may be influenced by many factors related to the general economic climate and business environment, national policies to support the private sector, and the existence of strong financial institutions, the indicator focuses on collaboration and partnership between the public and private sector in achieving sustainability. There are three sub-indicators to be assessed (a-c).

SPP-Sub-indicator 10(a) – Dialogue and partnerships between public and private sector

This sub-indicator assesses whether the government in its dialogue and partnerships with the private sector considers issues that are essential for sustainable public procurement to succeed. For example, procuring entities could organise supplier events and use other channels to stay abreast of developments with its suppliers or in the market, and to engage on proposed and recent changes to the policy and regularity environment related to SPP. In any exchange with suppliers, standards of integrity, inclusion, and transparency should be observed. It reviews whether information seminars are offered at a regularly basis that raise awareness and competence among suppliers and their supply chains to meet public sector sustainability requirements. These approaches should consider the needs of micro, small and medium sized enterprises to support supplier diversity in accordance with national policies and priorities (e.g., the inclusion of marginalised groups). This could, for example, include programs to help SMEs improve their participation and chances of award and initiatives encouraging bidders to recruit local labour among disadvantaged populations without causing discrimination based on nationality.

As public procurement is a key driver in the transition towards a circular economy, the dialogue should extend to industries, which have a key role in ‘closing the loop’ of product lifecycles and within supply chains. The public and private sector should work jointly towards establishing a circular economy which aims to provide a coherent framework in which resources are kept in use for as long as possible and where products and materials are recovered and regenerated at the end of each service life.

⁹ Preferably split into the different process phases to cover the concept of open contracting more specifically.

¹⁰ PEFA Indicator PI-24.1



SPP Sub-indicator 10(a): Assessment criteria

- (a) Procuring entities use established mechanisms to encourage an open dialogue and partnerships with the private sector to achieve sustainability in procurement. *
- (b) The government has programs to raise awareness and help building capacity among private companies to meet public sector sustainability requirements.
- (c) There are activities to ensure supplier diversity and the inclusion of micro, small and medium enterprises in the sustainable public procurement market, in accordance with national policies and priorities. *

Recommended quantitative indicator to substantiate assessment of sub-indicator 10(a) Assessment criterion (a):
Perception of openness and effectiveness in engaging with the private sector on SPP (in % of responses).

Source: Survey.

Recommended quantitative indicator to substantiate assessment of sub-indicator 10(a) Assessment criterion (c):
Number of participants in programmes to ensure supplier diversity and inclusion of SMEs in the SPP market.

Source: Normative/Regulatory function.

SPP-Sub-indicator 10(b) – Private sector’s organisation and access to the sustainable public procurement market

The indicator assesses whether private sector capacity and participation leads to a sufficient level of competition in SPP.

An important aspect is the organisational and technical capacity of micro, small and medium-sized enterprises to produce and deliver sustainable products. Sustainable production requires looking at the supply chain and investing in the design of safer products, resource efficient technologies and processes, trained employees and conditions of work that protect workers from occupational hazards and are economically rewarding. The assessor should assess whether the government helps create adequate conditions to support the transformation towards a more sustainable public procurement market (e.g., through providing information and advice, grants or micro credits to facilitate investments, public private partnerships).

The assessor should also assess whether micro, small or medium-sized enterprises – or local firms in general – face any particular barriers related to commonly used forms of validation or certification, for example high certification costs. In collaboration with business associations and certification institutions, the government could help find solutions to identified problems. For example, verification and certification processes could be harmonised and local certification facilities could be established to reduce costs.

SPP Sub-indicator 10(b): Assessment criteria

- (a) The private sector is competitive, well organised, willing and able to participate in the public marketplace to deliver on sustainability demands. *
- (b) The government helps create adequate conditions to support the transformation to a more sustainable market.
- (c) Certification systems and sustainability labels do not inhibit private sector access to the market for sustainable products.

Recommended quantitative indicator to substantiate assessment of sub-indicator 10(b) Assessment criterion (a):

- Share of registered suppliers that are participants in the public procurement market and awarded contracts for sustainable products (in % of total number of registered suppliers)
- Total number of contracts with sustainability considerations awarded to domestic/foreign firms (and in % of total number of contracts with sustainability considerations)
- Total value of contracts with sustainability considerations awarded to domestic/foreign firms (and in % of total value of contracts with sustainability considerations)



total value of contracts with sustainability considerations)
- Share of contracts with sustainability considerations awarded to the top 10 and top 20 suppliers (in % of total value of contracts with sustainability considerations)
Source: e-Procurement system/Supplier Database.

SPP-Sub-indicator 10(c) – Key sectors and sector strategies to improve sustainability

SPP is usually implemented in incremental steps. Prioritisation is required to achieve quick wins (where markets are ready to deliver sustainable products) and to progressively leverage public purchasing power to drive innovation and to help create more sustainable markets.

Prioritisation should be based on an assessment of risks associated with the procurement of goods, works and services including consulting services in terms of expenditure, environmental impact, and socio-economic impact. It should also include a market readiness analysis to identify the sectors and product categories that promise scope to do more. Based on the analysis of demand and supply, opportunities should be tapped to accelerate the shift to SPP. Market participants should be engaged to find solutions to main obstacles and to help developing the local supply of sustainable products and services.

A MAPS module dedicated to sector level assessment complements the core and SPP methodologies. The United Nations Environment Programme provides regularly updates market analyses for specific categories and products.

SPP Sub-indicator 10(c): Assessment criteria

- (a) Key sectors are identified/prioritised to improve sustainability in public procurement based on risk-assessment, and analysis of market readiness.
- (b) Sector market participants are engaged in support of national policy objectives.



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

The MAPS core methodology, Pillar IV, assesses the integrity of the public procurement system. It reviews the appropriateness of controls and anti-corruption measures, and it covers means to enhance transparency.

This SPP assessment reviews whether the country's integrity framework takes sustainability considerations into account.

SPP-Indicator 11. Transparency and civil society engagement foster sustainability in public procurement

Civil society, in acting as a safeguard against inefficient and ineffective use of public resources, can contribute to making SPP more competitive and fairer, improving contract performance and securing results.

This indicator assesses whether measures to effectively engage civil society in public procurement encompass sustainability in public procurement. There is one sub-indicator to be assessed (a).

SPP-Sub-indicator 11(a) – Civil society engagement supports sustainability in public procurement

This sub-indicator assesses the following: 1) whether consultative processes and programs to build capacities of civil society organisations create awareness of the potential benefits of sustainable public procurement and a good understanding of the specific legal provisions, tools, and practices; 2) whether there is evidence for direct participation by citizens to improve sustainability in procurement; and 3) whether there are effective feedback and redress mechanisms for matters related to sustainable public procurement.

SPP Sub-indicator 11(a): Assessment criteria

- | | |
|-----|--|
| (a) | A transparent and consultative process is followed in policymaking related to SPP. |
| (b) | Programs to build the capacities of relevant stakeholders include sustainability in procurement. |
| (c) | There is ample evidence that the government takes into account the input received from civil society on SPP. |

SPP-Indicator 12. The country has effective control and audit systems that cover sustainability in public procurement

This indicator seeks to verify that the country's internal and external control framework covers SPP and that auditors have the required capacities to appropriately address sustainability in internal and external audits. It comprises one sub-indicator to be assessed (a).



SPP-Sub-indicator 12(a) – Audit framework for sustainable public procurement

This sub-indicator assesses the following: 1) whether the written standards and procedures for internal and external controls and audits address legal provisions and key elements of SPP; 2) whether the existing procurement training programs for auditors encompass sustainability requirements; 3) whether auditors are sufficiently qualified to conduct compliance and performance audits related to sustainable public procurement; and 4) whether there is evidence that sustainability is included in audit reports and follow-up actions.

SPP Sub-indicator 12(a): Assessment criteria

The country's control and audit framework provides for the full integration of sustainability:

- (a) Written standards and procedures for internal and external controls and audit refer to legal and regulatory provisions and key elements of SPP.
- (b) Training programs for auditors include legal provisions and key elements of SPP.
- (c) Auditors are sufficiently skilled to conduct compliance and performance audits related to SPP. *
- (d) There is ample evidence that sustainability is included in audits and follow-up measures. *
- (e) Systematic independent evaluations are regularly conducted to assess the economic, environmental, and social impacts of SPP. *

Recommended quantitative indicators to substantiate assessment of sub-indicator 12(a) Assessment criterion (c):

Number of auditors with specialised knowledge in sustainable public procurement (in % of total number of auditors working on procurement audits).

Source: Ministry of Finance/Supreme Audit Institution.

Recommended quantitative indicators to substantiate assessment of sub-indicator 12(a) Assessment criterion (d):

- Number of audit reports with comments and recommendations on sustainable public procurement (in % of all procurement related audits)
- Share of internal and external audit recommendations related to SPP implemented within the timeframes established in the law (in % of total number of recommendations related to SPP)

Source for all: Ministry of Finance/Supreme Audit Institution.

Recommended quantitative indicators to substantiate assessment of sub-indicator 12(a) Assessment criterion (e):

Number of independent evaluations assessing the economic, environmental, and social impacts of SPP.

Source: Ministry of Finance/Supreme Audit Institution.



ANNEXES

Annex 1 – MAPS SPP Indicator System

Pillar I – Legal, Regulatory, and Policy Framework	
1	The public procurement legal framework covers sustainable public procurement principles
	1(a) – Coverage of sustainability considerations 1(b) – Procurement methods 1(c) – Rules on participation 1(d) – Procurement documentation and specifications 1(e) – Evaluation and award criteria 1(f) – Contract management
2	Implementing regulations and tools support sustainable public procurement
	2(a) – Implementing regulations to define sustainable public procurement processes and procedures 2(b) – Model documents for sustainable public procurement and standard contract conditions 2(c) – Tool kit to support sustainable public procurement 2(d) – Sustainable public procurement manual
3	Policy and strategy provide an enabling framework for implementing sustainable public procurement
	3(a) – Sustainable public procurement policy 3(b) – Sustainable public procurement strategic action plan
Pillar II – Institutional Framework and Management Capacity	
4	Sustainable public procurement is mainstreamed and well integrated into the public financial management system
	4(a) – Budget laws and accounting procedures
5	The country has institutions in charge of sustainable public procurement
	5(a) – Responsibilities, funding and staffing of normative/regulatory function 5(b) – Certification function
6	Procuring entities' policies and strategies embrace sustainable public procurement
	6(a) – Procuring entities' sustainable public procurement strategy 6(b) – Centralised procurement body
7	Sustainable public procurement is embedded in an effective information system
	7(a) – Publication of information on sustainable public procurement 7(b) – Use of e-Procurement to support sustainability
8	The public procurement system has a strong capacity to develop and accelerate the shift to more sustainable public procurement
	8(a) – Training, advice and assistance on SPP 8(b) – Monitoring of sustainable public procurement
Pillar III – Public Procurement Operations and Market Practices	
9	Sustainable public procurement practices achieve stated objectives
	9(a) – Sustainability considerations during the planning stage 9(b) – Sustainability considerations during the selection and contracting stage 9(c) – Sustainability considerations during the contract management stage
10	The private sector contributes to a more sustainable public procurement market
	10(a) – Dialogue and partnerships between public and private sector 10(b) – Private sector's organisation and access to the sustainable procurement market 10(c) – Key sectors and sector strategies to improve sustainability
Pillar IV – Accountability, Integrity and Transparency of the Public Procurement System	
11	Transparency and civil society engagement foster sustainability in public procurement



	11(a) – Civil society supports sustainability in procurement
12	The country has effective control and audit systems that cover sustainability in procurement
	12(a) –Audit framework for SPP



Annex 2 – MAPS SPP Assessment Criteria expressed in Quantitative Terms

Indicator		Quantitative Indicators (Minimum)	Recommended Quantitative Indicators
7(a)	Publication of information on sustainable public procurement		7(a) Assessment criterion (b): Number of annual reports with information on SPP published Source: Centralised online portal.
			7(a) Assessment criterion (c): Number of annual statistics published Source: Centralised online portal.
			7(a) Assessment criterion (d): Number of case studies published Source: Centralised online portal.
7(b)	Use of e-Procurement to support sustainability	7(b) Assessment criterion (c): Number of contracts with sustainability considerations and in % of total number of contracts Source: e-Procurement system.	7(b) Assessment criterion (b): Bids submitted online in procedures with sustainability considerations (in %) Source: e-Procurement system.
		7(b) Assessment criterion (c): Value of contracts with sustainability considerations and in % of total value of contracts Source: e-Procurement system.	7(b) Assessment criterion (b): Bids submitted online by micro, small and medium-sized enterprises in procedures with sustainability considerations (in %) Source: e-Procurement system.
		7(b) Assessment criterion (c): Total value of contracts with sustainability considerations awarded through competitive methods in most recent fiscal years. Source: e-Procurement system.	
8(a)	Training, advice and assistance on sustainable public procurement		8(a) Assessment criterion (d): Number of SPP training days per staff Source: HR department.
9(a)	Sustainability considerations during the planning stage		9(a) Assessment criterion (f): Value of unnecessary purchases avoided (p.a.) Source: e-Procurement system or manual statistics
9(b)	Sustainability considerations during selection and contracting stage	9(b) Assessment criterion (h): Number of procurement procedures with sustainability considerations (in % of total number of procedures). Source: e-Procurement system or manual statistics	9(b) Assessment criterion (i): Number of procedures that use non-price attributes (in % of total number of procedures) Source: e-Procurement system or sample of procurement cases



		9(b) Assessment criterion (h): Value of procurement procedures with sustainability considerations (in % of total value of procedures). Source: e-Procurement system or manual statistics	9(b) Assessment criterion (i): Value of procedures that use non-price attributes (in % of total value of procedures) Source: e-Procurement system or sample of procurement cases
			9(b) Assessment criterion (m): Number of procedures with contract clauses that define sustainability standards (in % of total number of procedures) Source: e-Procurement system or sample of procurement cases
			9(b) Assessment criterion (m): Value of procedures with contract clauses that define sustainability standards (in % of total value of procedures) Source: e-Procurement system or sample of procurement cases
			9(b) Assessment criterion (o): Average time to procure goods, works, and services including consulting services: Average number of days between advertisement/solicitation and contract signature (for each procurement method used) Source: e-Procurement or sample of procurement cases
			9(b) Assessment criterion (o): Average number (and %) of bids that are responsive (for each procurement method used) Source: e-Procurement or sample of procurement cases
			9(b) Assessment criterion (o): Share of procedures that have been conducted in full compliance with publication requirements (in %) Source: e-Procurement or sample of procurement cases
			9(b) Assessment criterion (o): Number (and %) of successful procedures (successfully awarded; failed; cancelled; awarded within defined timeframes) Source: e-Procurement or sample of procurement cases
9(c)	Sustainability considerations during contract management stage	9(c) Assessment criterion (g): Share of contracts with sustainability considerations with complete and accurate records and databases (in %) Source: Sample of procurement cases	9(c) Assessment criterion (a): Time overruns (in %; and average delay in days) Source: Sample of procurement cases.
			9(c) Assessment criterion (b): Quality control measures and final acceptance carried out as stipulated in the contract (in %) Source: Sample of procurement cases.



			9(c) Assessment criterion (d): Contract amendments (in % of total number of contracts; average increase of contract value in %) Source: Sample of procurement cases.
			9(c) Assessment criterion (f): Percentage of contracts with direct involvement of civil society: Planning phase; Bid/Proposal opening; Evaluation and contract award, as permitted; Contract implementation) Source: Sample of procurement cases.
10(a)	Dialogue and partnerships between public and private sector		10(a) Assessment criterion (a): Perception of openness and effectiveness in engaging with the private sector (in % of responses). Source: Survey.
			10(a) Assessment criterion (c): Number of participants in programmes to ensure supplier diversity and inclusion of SMEs in the SPP market. Source: Normative/Regulatory function.
10(b)	Private sector's organisation and access to the sustainable public procurement market		10(b) Assessment criterion (a): Share of registered suppliers that are participants and awarded contracts for sustainable products (in % of total number of registered suppliers) Source: e-Procurement system/Supplier Database.
			10(b) Assessment criterion (a): Total number and value of contracts with sustainability considerations awarded to domestic/foreign firms (and in % of total number of contracts with sustainability considerations) Source: e-Procurement system
			10(b) Assessment criterion (a): Total value of contracts with sustainability considerations awarded to domestic/foreign firms (and in % of total value of contracts with sustainability considerations) Source: e-Procurement system/Supplier Database.
			10(b) Assessment criterion (a): Share of contracts with sustainability considerations awarded to the top 10 and top 20 suppliers (in % of total value of contracts with sustainability considerations) Source: e-Procurement system
12(a)	Audit framework for sustainable public procurement		12(a) Assessment criterion (c): Number of auditors with specialised knowledge in sustainable public procurement (in % of total number of auditors working on procurement audits).



			Source: Ministry of Finance/Supreme Audit Institution.
			12(a) Assessment criterion (d): Number of audit reports with comments and recommendations on sustainable public procurement (in % of all procurement related audits). Source: Ministry of Finance/Supreme Audit Institution.
			12(a) Assessment criterion (d): Share of internal and external audit recommendations related to SPP implemented within the timeframes established in the law (in % of total number of recommendations related to SPP). Source: Ministry of Finance/Supreme Audit Institution.
			12(a) Assessment criterion (e): Number of independent evaluations assessing the economic, environmental, and social impacts of SPP. Source: Ministry of Finance/Supreme Audit Institution.

