Why assess public procurement? (1/2)

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

- World Governments yearly spending in public contracts is approximately USD 9.5 trillion
- Around 7% - 20% of a country’s GDP
- Good procurement ensures economy, effectiveness and greater efficiency
- Well managed, transparent public procurement increases trust between authorities, citizens and the business community
Public Procurement Assessment helps in:

- Precisely determining weaknesses and strengths of the system, and the needs for its improvement
- Creating the necessary, factual basis for informed decisions about the reforms to be made
- Creating a benchmark for monitoring progress and outcomes of the reforms undertaken
MAPS is an international initiative

The MAPS was developed as a joint effort by the international community:

- First developed in 2003, revised in 2015.
- Developed by a **global working group** combining experts from:
  - Countries receiving international aid (ex. Afghanistan, Colombia, Senegal, Philippines)
  - Countries providing internal aid (ex. France, Germany, Canada, Switzerland)
  - International financial institutions and organizations (ex. OECD, World Bank, EBRD)
- Combining a **core assessment module** with optional modules to suit all needs:
  - Public Private Partnerships
  - Professionalization of public procurement
  - Sector assessments
  - E-procurement
  - Etc.
MAPS is a tool with worldwide application

Currently, MAPS has been or is in the process of being deployed in over 30 countries:

- At all levels of development
- Full MAPS or modular approach
- State or subnational level
Tenets and features of MAPS

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

A REFORM TOOL
- To improve the effectiveness and efficiency of public procurement
- To ensure integrity and transparency in the use of public funds
- To encourage dialogue between stakeholders

A RECOGNISED ASSESSMENT
- Using objective and comprehensive indicators
- Engaging various stakeholders' institutions
- Guaranteeing the highest quality through an independent quality assurance mechanism (MAPS Secretariat and Technical advisory group)
Albeit MAPS are often financed by donors, its conclusions reflect independent findings:

- Evaluators are independent
- Quality control is run at two level: (i) the MAPS technical advisory group and (ii) the MAPS Secretariat
- Rules are in place to avoid conflict of interest
MAPS assesses the following dimensions

**Value for money**: Providing required goods, services and works in a **cost efficient manner**

**Transparency**: Ensure **disclosure** of policies and information related to decisions and opportunities to bid

**Fairness**: Ensure that the system is **free of bias** and apply equal treatment to all

**Sound governance**: Strengthen **horizontal aspects** of public procurement and policy formulation/implementation

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

**Optional Modules**

1. Public Private Partnerships
2. Professionalization of public procurement
3. Sector assessments
4. E-procurement
5. Sustainable public procurement
6. Entity-level assessments
Governments evaluate their economic and financial systems to:

- Ensure accountability
- Report to their constituents
- Identify opportunities for reform
- Monitor progress
Using MAPS to steer reforms: case study

Public Procurement in Rwanda (underway)

- Rwanda approached donors to finance and conduct a MAPS in 2019
- Assessment was completed in May 2020
- Designed a detailed reform strategy based on the conclusions of the diagnostic (see below)
- Rwanda MoF used the reform strategy to align international aid and technical assistance - avoiding overlaps, waste and increasing national ownership of the reform process
- A reform steering committee bringing together MoF, RPPA, line ministries and donors convene regularly to report on implementation and adjust planning

### Key Recommendations

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<th>Legislative, Regulatory, and Policy Framework</th>
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### Rwanda public procurement strategy (extract)
LEBANON COMMITMENT TO REFORM

- **June 2018**, 1st Forum on “Public Procurement for Resilience and Sustainable Growth
- **November 2018**, WB and AFD proposed conducting MAPSII.
- **December 2018**, at the bequest of AFD, the Global Procurement Partnership agreed to finance the evaluation with the World Bank as technical lead.
- **February 2019**, MOF nominated IOF president to be the National Focal Point to lead the effort and nominated the members of the Assessment Steering Committee.
AN INCLUSIVE and QUALITY REVIEW EXERCISE

- **National Assessment Steering Committee**: 15 public administrations and oversight agencies representing key stakeholders and big spenders
- **Assessment team**: lead international consultant and a senior local consultant, national coordination team (IOF), specialists in the WB and AFD Beirut offices
- **National coordination team**: IOF key experts
- **Stakeholder groups**: group composed of more than 70 entities from the public and private sectors as well as civil society mobilized and consulted throughout the assessment
- **Review team**: WB and AFD experts, WB MAPS Global Team, MAPS stakeholders Technical Advisory Group supported by MAPS Secretariat
### Assessment Step by Step

#### 0. Request MAPS II
- MOF request MAPS II: Oct-18
- WB accepts conducting MAPS II: Nov-18
- MOF Nominates the National Focal Point: Feb-19
- Kick-off meeting with the focal group and WB/AFD: Feb-19
- MOF Nominates the Steering Committee: Apr-19

#### 1. Plan and prepare assessment
- Concept note: Apr to Nov-19
- Organizational and logistical arrangements:
  - Steering Committee Information meeting: Apr-19
  - Mobilise Consultants: May-19
  - Organize and prepare logistic: May-19
  - Train National Steering Committee, Stakeholders, CSO: Jun to Aug-19
  - Focus group meetings with stakeholders: Oct-Nov 19
  - Prepare 1st workshop [self-evaluation]: Nov-19
  - 1st stakeholders workshop [self-evaluation]: Dec-19

#### 2. Analyze country context
- Mar-20

#### 3. Assess system and develop recommendations
- Dec 19; Jan-20
- 2nd stakeholders workshop [verification]: Jan-20
- Consolidate findings and initial recommendaitons: Feb-Mar 20

#### 4. Validate findings
- Apr to Jun 20

#### 5. Prepare assessment report
- Apr to Jul 20

#### 6. Quality assurance
- Oct-20
- WB MAPS Global Team review: Aug-20
- Comments Integration: Oct-20
- MAPS stakeholders Technical Advisory Group review: Nov-20

#### 7. Publication of assessment report
- Nov-20
Public procurement reform is a commitment taken by Lebanon at CEDRE. Its implementation constitutes a pre-requisite for international engagement at a wider scale.

Public procurement will likely be a key component of any IMF financial support, as its accounts for a fifth of Lebanon’s public expenditures.

Public procurement features prominently in the action plan agreed between Lebanese authority and France, the adoption of a new public procurement law being a key structural benchmark to clear by end 2020.