

MAPS Assessments: Planning and logistics

Workshop 4-5 December 2017 Bogotá, Colombia



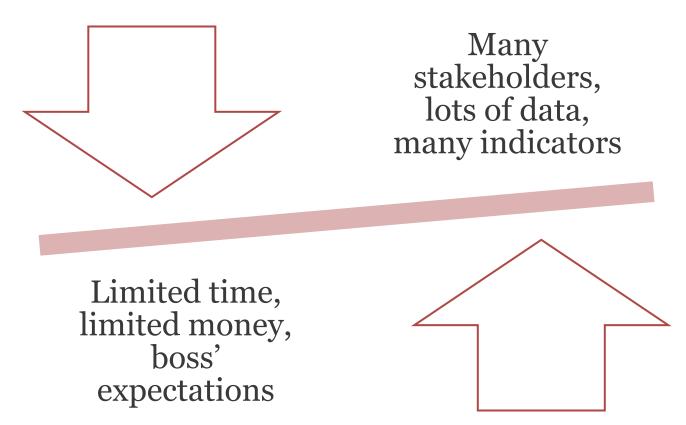


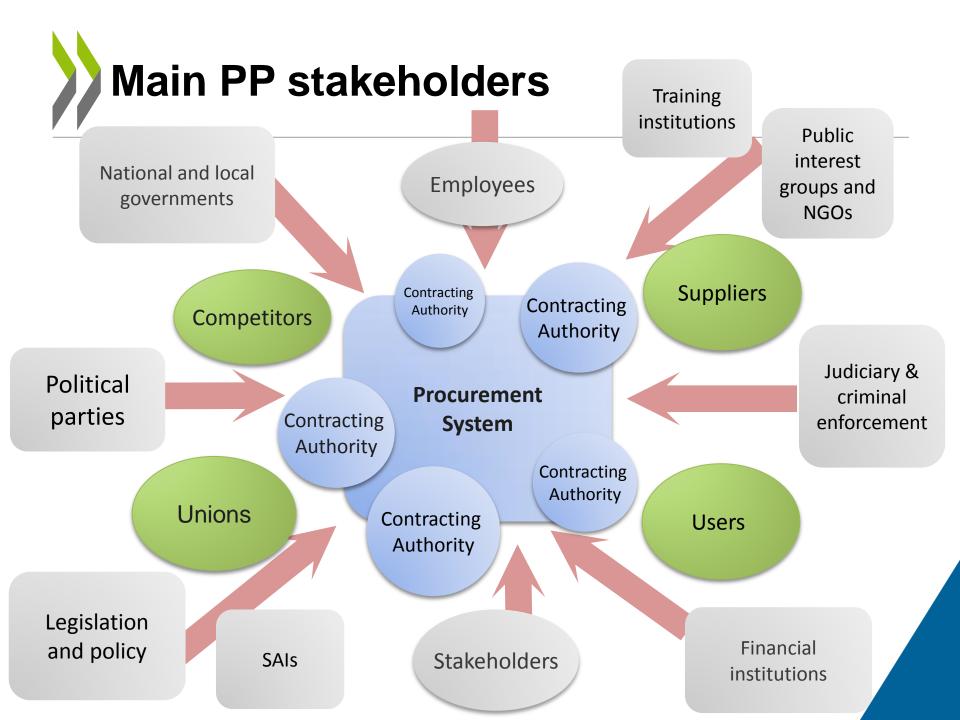
- Why planning is important
- Managing the assessment process
- Concept note, TOR, country context
- Learn from Contrataguay and Comprador
- Where to seek help



Planning is important for a successful MAPS assessment

 MAPS assessments are as complex as our public procurement systems







The assessment team is part of a community

- Stakeholders provide you with:
 - Information for your assessment
 - Legitimacy and fact checking
- → Involve them early and often

Brochures Launching Fact finding Validation



A concept note gives a direction for the MAPS assessment

User's guide: develop a **concept note** to clarify:

- 1. Responsibilities
- 2. Timelines
- 3. Goals
- 4. Expectations
- Center piece of the planning that should be done around a MAPS assessment



Timing & planning

- ✓ Start the planning early
- ✓ Include all partners of the assessment in defining the deadlines
- ✓ Don't underestimate time for consultations and fact finding
- √ Use Gantt-charts for planning
- ✓ Plan for the unexpected
- ✓ Attribute responsibilities (who does what, when)



What timeframes are realistic?

Preparation meeting	1-3 days
Conceptualisation (note, TOR)	2-4 weeks
Internal information gathering	4-6 weeks
Fact finding meetings	At least 1 week
Analysis, additional research	At least 6 weeks
Drafting the report	At least 4 weeks
Fact checking: comments	4 weeks
Incorporating comments	4 weeks
Validation workshop	1-2 days
Additional changes	2-4 weeks
Potentially: editing, formatting, publishing	4-8 weeks
TOTAL	At least 6 months

Plus approval process with MAPS Secretariat

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Example Gantt chart

	Α	В	С	D	Е	F	G	Н	1	J	K	L	M	N	0	Р	Q	R	S	Т	U	V
1				12n 47	Feb-17			Mar-17					Apr-17				May-17					
2		Week	2.18.1.	9.115.1.	16.122.1.	23.129.1.	30.15.2.	6.212.2.	13.219.2.	20.226.2.	27.25.3.	6.312.3.	13.319.3.	20.326.3.	27.32.4.	3.49.4.	10.416.4.	17.423.4.	24.430.4.	←	2	8
3			1		3		1		3	4	1	2	3	4	5	1	2	3		1	2	3
4		Concept Note, Organization, Logistics																				
5		29 Jan: Concept note finalised, dates confirmed																				
6		Analysis of Country Context (ASAP until 12 Feb)																				
7		12 Feb: Analysis of country context finalised																				
8		Assessment: Info/Data Collection (30 Jan - 12 March)																				
9		Internal data gathering																				
1(26 Feb: Data / information provided by country																		Ш		
11		Preparation of survey related to perception / quantitative indicators																				
12		urvey/sample; companies responding/interviews (12 Feb to 26 Feb)																				
13		5 March: Survey results delivered by country																				
14		7-8 March: Fact finding mission																			\Box	
15		Assessment: Analysis (3-steps)																				
16		9 March: Debrief and intermediary results delivered by consultant																			\dashv	
17		Recommendations																				
18		26 March: Proposal by consultant																				
19		2 April: feedback by assessment leader																				
20		Validation																				
2		4 April?: Meeting to discuss results																				
22		Report Writing (ASAP until 16 April)																				
23		23 April: MAPS report with results finalised																				



The country context analysis provides a solid basis for your assessment

- Snapshot of the basic characteristics of a country
 - Economic indicators, governance system, population, conflicts...
- Can inform the conceptualisation of the MAPS assessment, any focus topics, problems



Terms of Reference describe the tasks of the different elements

- Terms of Reference = TOR
 - Outline for tasks, process but not concept
- What requirements for the consultant?
 - Experience, language, focus?
- Relationship between country and external partners?
 - Timelines, costs, logistics who does what?



Managing information

- Think about accountability for your results when you start the information gathering
 - Use an assessment matrix
 - Ideally, assessment should be done by an independent person without stakes
 - Use a questionnaire to gather information prior to meetings
 - Describe your analysis thoroughly and provide sources for all of your findings

MAPS assessment in Name/organisation: Date: 6-8 March 2017							
Pillar I. Legal, Reg	gulatory, and Policy F	ramework					<u> </u>
						+	
			<u>>>>>></u>	steps to assess each sub-indicate		Add checkmark	
	Sub-indicator	Assessment criteria	Step 1: Qualitative analysis (comparison of actual situation vs. assessment criteria)	Step 2: Quantitative analysis	Step 3: <u>Gap analysis</u> / conclusions (describing any substantial gaps)	if: - substantial gap / potential red-flag found	Initial input for recommendations
procurement framework	1(a) Scope of application and coverage of the legal and regulatory framework	The legal and regulatory body of norms complies with the following conditions: (a) Is adequately recorded and organized hierarchically (laws, decrees, regulations, procedures) and precedence is clearly established. (b) It covers goods, works, and services (including consulting services) for all procurement using public funds. (c) Public Private Partnerships (PPP) including concessions are regulated. (d) Current laws, regulations, and policies are published and easily accessible to the public at no cost.					
	1(b) Procurement methods	The legal framework meets the following conditions: (a) Procurement methods are established unambiguously at an appropriate hierarchical level along with the associated conditions under which each method may be used. (b) The procurement methods prescribed comprise competitive and less competitive procurement procedures and provide an appropriate range of options to ensure value for money, fairness, transparency, proportionality, and integrity. (c) Practioning of contracts to limit competition is prohibited. (d) Appropriate standards for competitive procedures are specified.					
	1(c) Advertising rules and time limits	The legal framework meets the following conditions: (a) Requires that procurement opportunities be publicly advertised unless the restriction of procurement opportunities is explicitly justified (refer to indicator 1(b)). (b) Publication of opportunities provides sufficient time, consistent with the method, nature and complexity of procurement, for potential bidders to obtain documents and respond to the advertisement. The minimum timeframes for submission of bids/proposals are defined for each procurement method and such timeframes are extended when international competition is sought. (c) Publication of open tenders is mandated in at least a newspaper of wide national circulation or in a unique Internet official site, where all public procurement opportunities are posted, that is easily accessible at no cost without any other barriers, such as technological barriers. (d) Content of publication includes sufficient information to enable potential bidders to determine their ability and interest in bidding.					
	1(d) Rules on participation	The legal framework meets the following conditions: (a) Establishes that participation of interested parties is fair and based on qualification and in accordance with rules on eligibility and exclusions. In this context, the term "supplier" encompasses all service providers including contractors, consulting firms, etc. (b) Ensures that there are no barriers to participation in the public procurement market. (c) Details the eligibility requirements and provides for exclusions for criminal or corrupt activities, administrative debarment under the law subject to due process or prohibition of commercial relations. (d) Establishes rules for the participation of state-owned enterprises that promote fair competition. (e) Details the procedures that can be used to determine a bidder's eligibility and ability to perform a specific contract.					
	1(e) Procurement documentation and technical specifications	The legal framework meets the following conditions: (a) Establishes the minimum content of the procurement documents and requires that content is relevant and sufficient for suppliers to be able to respond to the requirement. (b) Requires the use of neutral specifications citing international norms when possible and provides for the use of functional specifications, where					
	1(f) Evaluation and award criteria	sonranuiste. The legal framework mandates that: (a) The evaluation criteria are objective, relevant to the subject matter of the contract, and precisely specified in advance in the procurement documents so that the sward decision in ende sold on the basic of the criteria stated in the					



Good practices for planning a MAPS assessment

- ✓ Get the buy-in from high level officials (in and out)
- ✓ Get together early
- ✓ Inform stakeholders about the need of information
- ✓ Get their commitment and get early and broad authorizations
- ✓ Be realistic about resource needs (staff, funds, time, software)
- ✓ First: digital information collection, second: in-person meetings to clarify
- Create a welcoming environment for the fact finding interviews
- ✓ Allow plenty of time for fact-checking
- Choose a good moment taking into account political cycles and government breaks



Learn from us: examples from Comprador & Contrataguay

→How would you have done it?

Comprador: Complex legal framework based on (familiar) international rules. Fact finding with limited time – but needed to use the time to exchange simple, written information. Time consuming back and forth when the draft was ready.

Contrataguay: Private sector and civil society involved – but responses could have been more substantive.



Build on solid sources of information

- MAPS User's Guide
- Available templates (TOR, concept note, indicator matrix)
- Experiences of consultants, colleagues in other countries, external partners
- MAPS Secretariat
 COMING SOON

