



Infrastructure anti- corruption strategies and good practices

Los Andes University – Caribbean Site
27-28 November 2023



Infrastructure anti-corruption strategies and good practices Training Session

Location/Venue: Cartagena, Colombia

Los Andes University – Caribbean Site (Serena del Mar, Exit on Km 8)

Date: 27-28 November 2023

The upcoming OECD training session offers a unique opportunity for infrastructure project owners and contracting authorities in Latin America to deepen the understanding of anti-corruption prevention and detection measures across the project life cycle. By engaging with global good practices and interactive learning experiences, participants will be equipped to proactively address corruption risks and enhance transparency in infrastructure projects. The training session will also be an opportunity to present new initiatives for quality infrastructure investments, such as the [Blue Dot Network](#) and how they can contribute to implement effective anti-corruption strategies, foster a culture of integrity and contribute to Latin America's sustainable and inclusive development objectives within the infrastructure sector.

Objectives

The upcoming one and a half day training session, organized by the OECD in partnership with the Colombian *Financiera de Desarrollo Nacional (FDN)*, is dedicated to advancing anti-corruption prevention and detection measures within the infrastructure sector. The primary goals of the training are to equip participants with an understanding of corruption risks inherent to infrastructure projects and to provide them with practical strategies and tools to effectively prevent and detect corrupt practices. The training will also be an opportunity to present ongoing work of the OECD Secretariat to support the implementation of international quality infrastructure standards. In particular, the first phase of the [Infrastructure Anti-Corruption Toolbox \(I ACT\)](#) will be presented and discussed with participants. I ACT aims to empower actors across the infrastructure value chain to implement good practice in the prevention, detection and sanctioning of corruption and to support a level playing field for business.

Target Audience

This training session is tailored for a diverse audience within Latin America's infrastructure landscape. The main audience are project owners and contracting authorities. However, given these measures apply to infrastructure projects across the entire lifecycle, the training also speaks to a broader set of stakeholders. Executives, senior management, legal experts, compliance officers, competition authorities, control and audit bodies as well as procurement specialists from both public and private entities are invited to participate. The training's content is designed to cater to individuals actively engaged in infrastructure across the entire project life-cycle. By bringing together professionals with varied roles and responsibilities, the training encourages cross-functional collaboration and knowledge exchange. Ultimately, the training aims to empower participants with the expertise needed to navigate the complexities of corruption within the infrastructure sector.

Agenda

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DAY 1: UNDERSTANDING AND PREVENTING CORRUPTION IN INFRASTRUCTURE

In this first day of the training, we will explore the various facets of corruption in infrastructure projects and its impact on Latin America's growth and service delivery. It will also provide an opportunity to bring together different perspectives of the public and private sector to discuss on effective strategies to identify, prevent and mitigate corruption at the corporate and project level, and to promote healthy competition and alliance among construction stakeholders. The sessions will also allow participants to learn about integrity standards and initiatives like the Blue Dot Network.

9:00 – 9:30	Registration
9:30 – 9:45	Welcome Remarks
9:45 – 11:00	<p>Session 1: Understanding corruption in infrastructure and identifying the main risks</p> <p>Infrastructure projects carry significant exposure to various forms of corruption. This session will explore the main drivers of corruption and the consequences on the quality of infrastructure and subsequently on economic growth and service delivery in Latin America. After analysing different forms of corruption at each stage of the project life cycle, the speakers will delve into existing integrity standards that can strengthen infrastructure projects and new initiatives for quality infrastructure investments, such as the Blue Dot Network.</p> <p><i>Speakers:</i></p> <ul style="list-style-type: none"> • Ms. Alice Berggrun, Policy Analyst, Public Sector Integrity Division, OECD • Mr. Andres Hernandez, Executive Director, Transparency International Colombia • Mr. Camilo Cetina, Senior Specialist, CAF – Development Bank of Latin America and the Caribbean • Ms. Sarah Weber, Senior Advisor, Department of State, United States

Moderator: Ms. Ana Maria Ruiz Rivadeneira, Infrastructure Unit Lead, Infrastructure and Public Procurement Division, Public Governance Directorate, OECD

11:00 – 11:30 **Coffee break**

11:30 – 12:45 **Session 2: Setting effective anti-corruption corporate policies and strategies**

The session will explore the pivotal role of anti-corruption corporate policies and codes of conduct in fostering ethical practices. Project owners will be invited to present good practices with a particular emphasis on the requirements needed to ensure these strategies and policies go beyond compliance with minimum corporate standards (a “tick-the-box” exercise) and are effective in fostering a culture of integrity.

Speakers:

- **Ms. Carolina Carballido**, Inspector-General, Brazilian Nuclear and Binational Energy Holding Company (ENBpar)
- **Mr. Fernando Senties**, CEO, AMITAI LATAM y Empresas + Éticas
- **Mr. Raphaël Estrada**, Deputy Vice-President for Compliance, AT&T México
- **Mr. German Arturo Torres Rocha**, Legal, Commercial and Corporate Director, OPAIN

Moderator: Mr. Jacobo Garcia Villarreal, Senior Specialist on Integrity and Procurement Policies, Public Governance Directorate, OECD

12:45 – 14:00 **Lunch Break**

14:00 – 15:15 **Session 3: Developing risk identification and mitigation strategies at the project level**

Institutionalising risk management, including a dedicated risk management function, a risk management strategy and periodic risk assessments, is critical for effectively safeguarding integrity in infrastructure projects. Risk management should help an organisation anticipate those factors which may hinder its ability to meet its objectives, including corruption. This session will discuss effective risk identification, assessment and mitigation strategies to safeguard the integrity of infrastructure projects. Project owners will be invited to present good practices with a particular emphasis on risk governance and risk management strategies of large infrastructure projects.

Speakers:

- **Mr. Stalin Antonio Ballesteros**, Director, Colombia Compra Eficiente, Colombia
- **Mr. Francisco Javier Martinez León**, Head of Compliance Unit-Colombia, Sacyr
- **Ms. Laura Lisset Gutiérrez Gonzáles**, President, Supervising Agency of the Government Procurement (OSCE), Peru
- **Mr. Guilherme Pereira Souto**, Advisor to the Head of the Department, Department of External Control - Energy and Telecommunications, Federal Court of Accounts (TCU), Brazil

Moderator: **Mr. Jacobo Garcia Villarreal**, Senior Specialist on Integrity and Procurement Policies, Public Governance Directorate, OECD

15:15 – 15:45 **Coffee break**

15:45 – 17:00

Session 4: Promoting healthy competition and alliance among construction stakeholders

Infrastructure provides essential services to citizens, such as clean water, energy, and transport. Governments rely on competition to achieve lower prices, better quality and innovation. However, when competition is undermined, it raises prices and reduces the quality of the end product. This session will focus on prevention, detection and sanction of anticompetitive practices, including bid rigging and other practices to undermine competition through undue influence. Standards such as the *OECD Guidelines for Fighting Bid Rigging in Public Procurement* or the *OECD Recommendation on transparency and integrity in lobbying* will be presented.

Speakers:

- **Mr. Alberto Ramos Diego**, Executive Director of Investigations of Absolute Monopolistic Practices, Comisión Federal de Competencia Económica (COFECE), Mexico
- **Mr. Guillermo Rojas Guzmán**, Commissioner of the Superior Body, Commission to Promote Competition (COPROCOM), Costa Rica
- **Mr. Jorge Escobar Galindo**, Partner, Palacio Lleras
- **Ms. Rennie Valladares**, Head of the Integrity and Compliance Office, Central American Bank for Economic Integration (BCIE)

Moderator: **Ms. Alice Berggrun**, Policy Analyst, Public Sector Integrity Division, OECD

DAY 2: PROMOTING INTEGRITY AND PREVENTING CORRUPTION ACROSS THE PROJECT LIFECYCLE

The second day of the training program will look at critical stages of the infrastructure lifecycle such as project appraisal and contract re-negotiations. Participants will also have the opportunity to engage in a dynamic discussion surrounding an upcoming guidebook developed by the OECD and provide insights from their experience and expertise, ensuring that the project aligns seamlessly with the specific needs and aspirations of the community it serves.

09:00 – 10:00

Session 5: Fostering integrity during project planning and appraisal

The planning phase of an infrastructure project is key to ensure that only projects that maximize social, environmental and economic benefits are put forward. However, political influence or lobbying by can introduce biases favouring projects that suit political or private interests and do not have an adequate economic justification. Furthermore, initial mis-estimations of costs, delays and changes in the project design can be used to favour landowners and specific interest groups. This

session will discuss some of these issues and highlight different strategies that have been used to prevent private interests to influence project planning and appraisal.

Speakers:

- **Ms. Natalia Andrea Trujillo Moreno**, Vice President of Operations, Amarillo Colombia
- **Ms. Regina Lemos**, Director, Directorate of Transfers and Partnerships of the Union, Ministry of Management and Innovation in Public Services, Brazil
- **Mr. José Felix Gomez Pantoja**, Deputy Director General of Urban Development, Urban Development Institute (IDU), Colombia
- **Ms. Cynthia Córdoba Serrano**, Coordinator of Environmental Economics, Ministry of Environment and Energy, Costa Rica

Moderator: **Ms. Ana Maria Ruiz Rivadeneira**, Infrastructure Unit Lead, Infrastructure and Public Procurement Division, Public Governance Directorate, OECD

10:00 – 11:00

Session 6: I ACT Guidebook – Insights from practitioners

A project-level vision is essential to embrace infrastructure's complexities and ensure the value of infrastructure development. It's on this principle that the Blue Dot Network aims to certify infrastructure projects based on 10 dimensions ranging from value for money, human rights but also anti-corruption and transparent procurement. The OECD will present an upcoming guidebook that will accompany projects seeking certification to achieve the requirements for the Blue Dot Network Element 7 on anti-corruption and transparent procurement. In this interactive session, participants will be invited to reflect on the guidance that would most be helpful both for project owners and contracting authorities.

11:00 – 11:30

Coffee break

11:30 – 12:30

Session 7: Contract management and re-negotiations

Corruption risks are present throughout the entire life cycle of an infrastructure project. While there are increased efforts to prevent corruption during the pre-tendering and procurement phases, risks are equally present during the construction, operation or maintenance phases. This session will look at contract management practices and renegotiation dynamics in Latin American to identify the main causes and potential risks for rent seeking and opportunistic firm behaviour.

Speakers:

- **Ms. Maria Margarita Zuleta**, Director of the Alberto Lleras Camargo School of Government, Los Andes University
- **Mr. Fuad Khoury**, Executive President, Integrity and Governance Institute and former Comptroller General of the Republic of Peru
- **Mr. Edgar Higuera**, Logistics, Transportation and Infrastructure Manager, National Association of Colombian Businessmen (ANDI)
- **Diego Maldonado**, Open government expert, Colombia

Moderator: **Mr. Rafael Herz**, Vice President of Structuring, National Development Bank (FDN), Colombia

12:30 – 12:40

Closing remarks

- **Mr. Rafael Herz**, Vice President of Structuring, National Development Bank (FDN), Colombia
- **Ms. Ana Maria Ruiz Rivadeneira**, Infrastructure Unit Lead, Infrastructure and Public Procurement Division, Public Governance Directorate, OECD