
Advancing integrity, transparency and good procurement practices in the development of the New International Airport of Mexico

Infrastructure projects are central to government mandates. Their benefits and risks can be seen as two sides of the same coin. One side holds a vision and a promise: increased national competitiveness, better public service delivery and inclusive growth. On the other side, there are risks of mismanagement, waste of public money and corruption. Given that major infrastructure projects can represent the legacy of governments for future generations, governments must be particularly attentive to ensure their social value and proper governance.

The New International Airport of Mexico (*Nuevo Aeropuerto Internacional de México*, NAIM) project responded to a 20-year-old need to expand the capacity of Mexico City's International Airport. At the time, it was the largest infrastructure project in the country and it aimed to position Mexico as a regional hub and improve its competitiveness.

In 2015, the Government of Mexico asked the OECD to assist the state-owned entity Airport Group of Mexico City (*Grupo Aeroportuario de la Ciudad de México*, GACM) in delivering on its mandate to manage the construction of the NAIM. In response to this request, the OECD brought together practices and expertise of Member countries in the governance of infrastructure projects, public procurement, integrity frameworks and the related communication strategies.

Fast Facts

Country: Mexico

Timeframe: January 2015 – November 2018

Counterparts:

- **Airport Group of Mexico City**
(*Grupo Aeroportuario de la Ciudad de México*, GACM)
- **Ministry of Communications and Transport**
(*Secretaría de Comunicaciones y Transportes*, SCT)
- **Ministry of Public Administration** (*Secretaría de la Función Pública*, SFP)

Areas of focus:

- Transparency and integrity
- Public procurement
- Infrastructure governance
- Communications

List of Deliverables

- Public Governance Review
- Three follow up reports on the implementation of OECD recommendations
- Eleven workshops
- Ad hoc advice from OECD experts and peers

Timeline

- **January 2015** Signature of the Agreement between SCT and the OECD
- **October 2015** Workshop on Good Practices of Public Procurement
- **November 2015** Launching of the Public Governance Review
- **January 2016** Workshop on Integrity and Transparency of the Procurement Process
- **May 2016** Workshop on Open Contracting
- **May 2016** Workshop on Risk Management
- **October 2016** Workshop on the Governance of Mega-infrastructure Projects
- **November 2016** Launching of the First progress report
- **March 2017** Workshop on Surface Access Planning
- **May 2017** First workshop on Contract Management
- **January 2018** Launching of the Second progress report
- **March 2018** Workshop on the implementation of GACM protocol to manage conflicts of interest
- **April 2018** Second workshop on Contract Management
- **May 2018** Workshop on Whistleblower Protection
- **June 2018** Workshop on Risk Management and Use of Data
- **October 2018** Launching of the Third progress report

Content of the project

The project supports the implementation of good practices for the governance of large infrastructure projects, particularly related to corporate governance, risk management, public procurement, integrity, transparency, stakeholder engagement and communications.

Component 1 – Public Governance Review

Building on international experience, this report provides a comprehensive assessment, and analysis and recommendations in four key dimensions contributing to the effective delivery of large infrastructure projects: governance, procurement, integrity and communications. It evaluates the institutions, processes and rules applicable to public procurement related to the construction of the new airport, as well as the related environmental, social, economic, and mobility measures. The analysis includes a diagnostic and a risk analysis of the strategies used for public procurement.

Component 2 – Follow up reports

After the publication of the Review, the OECD produced three annual progress reports taking stock of implementation of its recommendations and assessing challenges and risks. Likewise, these reports provided new high-impact recommendations tailored to the different stages of the airport project.

Component 3 – Capacity-building workshops

Eleven capacity-building workshops included both, a theoretical and a practical component, to help the GACM implement OECD recommendations and tackle the main risks for the airport project. The topics of these workshops included integrity in public procurement, contract management, open contracting, risk management and whistleblower protection, among others. Country experts and OECD staff led these workshops.

Component 4 – Ad hoc advice

OECD provided GACM with ad hoc advice according to its needs and the progress of the project. The topics of such advice included market research, management of conflicts of interest, award criteria, contract management, stakeholder engagement and risk analysis, among others.

Outputs and resources

- [*Effective Delivery of Large Infrastructure Projects: The Case of the New International Airport of Mexico City*](#)
- [*First Progress Report on the Development of the New International Airport of Mexico City: Towards Effective Implementation*](#)
- [*Second Progress Report on the Development of the New International Airport of Mexico City: Adapting Practices to Meet Emerging Challenges*](#)
- [*Third Progress Report on the Development of the New International Airport of Mexico: Achievements and Lessons Learned*](#)
- [*OECD Recommendation of the Council on Public Procurement*](#)
- [*OECD Recommendation of the Council on Public Integrity*](#)