



OECD INTEGRITY FRAMEWORK FOR PUBLIC INFRASTRUCTURE

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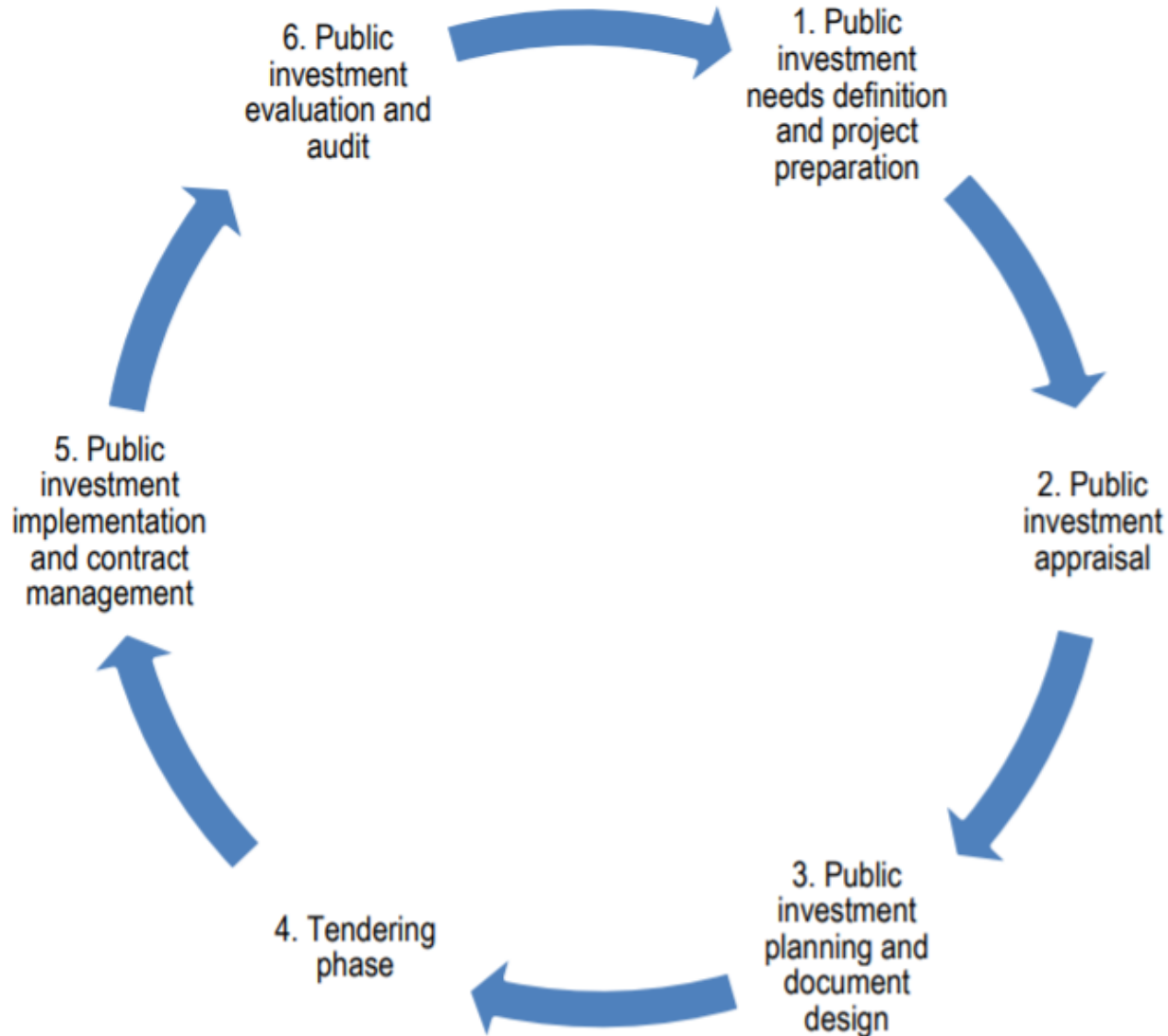


Public infrastructure projects are vulnerable to corruption





Public infrastructure project cycle





Key integrity risks and mitigation measures (1/2)

Phase	Integrity risks	Mitigation measures
1. Needs identification	Undue influence	<ul style="list-style-type: none">- Transparency- Public consultation- Lobbying regulations
2. Appraisal	Biased feasibility studies	<ul style="list-style-type: none">- External experts- Conflict of interest policies
3. Document design	Tailored specifications	<ul style="list-style-type: none">- Technical commission with different experts- Broad enough specifications
4. Tendering	Bribery, bid rigging, collusion	<ul style="list-style-type: none">- Transparency and equal access to information- Pre-qualification system with the adequate technical, financial and qualitative Criteria- Two-envelope approach



Key integrity risks and mitigation measures (2/2)

Phase	Integrity risks	Mitigation measures
5. Implementation	Fraud, theft, sub-standard materials	<ul style="list-style-type: none">- Oversight and control- Technical inspections
6. Audit and evaluation	Incomplete or biased audits/evaluations	<ul style="list-style-type: none">- Recordkeeping- Independent audits- Community evaluation

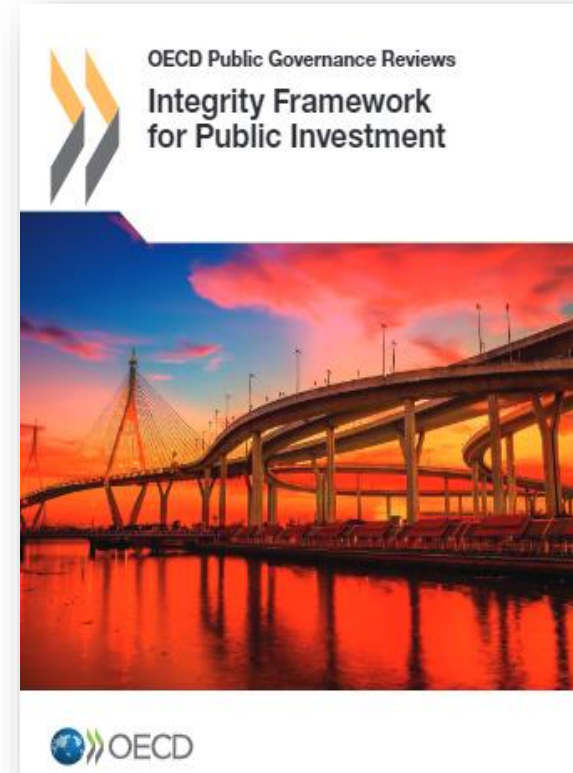
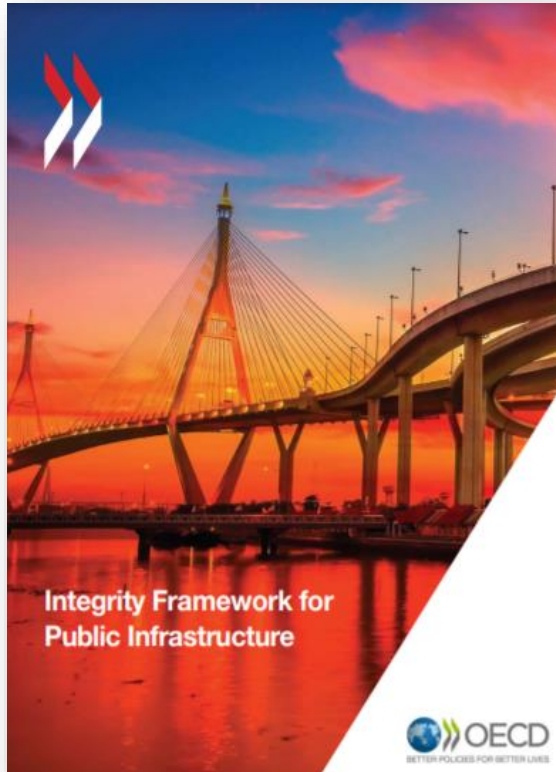


Key messages

1. Integrity risks emerge in every phase of the infrastructure project
2. Bribery is only one of the issues, also undue influence, fraud, theft
3. Complex projects, requiring multiple types of risk management expertise: legal, accounting, engineering
4. Broader « good governance » : rule of law, transparency, sanctions, control and audit



Further reading



- <https://www.oecd.org/corruption/ethics/Integrity-Framework-For-Public-Infrastructure-Brochure.pdf>
- <https://www.oecd.org/corruption-integrity/reports/integrity-framework-for-public-investment-9789264251762-en.html>