



## EFFECTIVE PUBLIC PROCUREMENT

The key to connecting  
Policies with Impact

Barranquilla, October 28 - 30

Public procurement represents one of the most powerful instruments available to States to transform policies into tangible results. Beyond its operational function, public procurement can and should be conceived as a strategic tool to articulate government priorities, mobilize resources efficiently, and generate public value.

**The XIX Annual Conference of the Inter-American Network on Government Procurement (INGP)** focuses on this transformative approach, under the theme **“Effective Public Procurement: The Key to Connecting Policies with Impact.”** The event proposes a comprehensive analysis of how procurement systems can evolve from a merely procedural logic to a vision oriented towards results, sustainability, and innovation.

This approach recognizes that effective public procurement not only complies with legality but also maximizes the value generated for society, promotes integrity, and contributes to achieving public policies, as well as national and global objectives.

In this context, the INGP has assumed a fundamental role as the hemispheric cooperation mechanism that promotes institutional strengthening, the modernization of public procurement systems, and the construction of integral and resilient ecosystems. Through its leadership, the INGP fosters the adoption of international standards, the implementation of best practices, and the development of capacities that enable proactive identification and management of risks associated with procurement processes.

The INGP also drives the incorporation of technological tools and innovation strategies that reinforce transparency and facilitate procurement traceability, thereby reducing the possibility of irregularities and enhancing accountability. In addition, it promotes a preventive approach to social and environmental risks, ensuring that public procurement policies are aligned with the Sustainable Development Goals (SDGs) and directly contribute to delivering positive impacts for the citizenry.



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This conference brings together procurement leaders from the 32 OAS member countries, INGP observer members, experts, and key stakeholders from the region to address the main challenges and opportunities in the field of government procurement. Through the exchange of experiences and lessons learned, participants will explore innovative strategies to build safer, more reliable, and effective procurement systems. With this collective effort, the INGP reaffirms its commitment to leading the strengthening of institutional capacities and transforming public procurement into a strategic tool for generating public value and consolidating more just, integral, and resilient societies.

## ORGANIZERS



## SPONSORS AND COLLABORATORS



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## PROGRAMME

### DAY ONE – INGP Public Sessions October 28th, 2025

Hora	Actividad
8:00 – 9:00	PARTICIPANT REGISTRATION
9:00 – 9:10	Opening
9:10 – 9:15	Cristobal Padilla, Director, Colombia Compra Eficiente.
9:15 – 9:20	Helena Fonseca, INGP Technical Secretary, Organization of American States (OAS).
9:20 – 9:25	TBC Representative, Inter-American Development Bank (IDB).
9:25 – 9:30	Naomi Akoy-Bouguenon, Operation Procurement Officer, Caribbean Development Bank (CDB).
9:30 – 9:50	<p><b>MAGISTRAL CONFERENCE – “Effective Public Procurement: From Policy to Impact”</b></p> <p>Public procurement, when strategically designed and managed, not only meets government needs but also becomes a key instrument for generating impact. The discussion will explore how public procurement, when properly designed and managed, serves as a strategic lever to align public policies, budgets, and tangible results.</p> <p><b>Carlos Pimentel</b>, President INGP 2024–2026 - Director General of Public Procurement, Dominican Republic.</p>
9:50-10:10	Coffee
10:10 – 11:40	<p><b>Panel Discussion – From Strategy to Spending: How do we ensure that procurement contributes to achieving public policy objectives?</b></p> <p>This panel will address what governments must do to align their procurement processes with strategic objectives, avoiding fragmented and short-term decisions. Particular emphasis will be placed on linking public procurement with national economic planning and budgeting, ensuring that resources are allocated effectively and coherently. The discussion will focus on how to build a procurement program that prioritizes critical needs, evaluates economic and social impacts, and</p>



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10:10 – 11:40	<p><b>PANEL DE DEBATE - “De la Estrategia al Gasto: Cómo aseguramos que la contratación pública aporta al logro de los objetivos de política pública”</b></p> <p>uses forward-planning mechanisms to maximize the effect of each procurement on public policy.</p> <p><b>Moderator:</b> Ana Cristina Calderón, Senior Fiscal Specialist, IDB.</p> <ul style="list-style-type: none"> <li>• <b>Panelist 1:</b> Fernando González, Senior Economist, International Monetary Fund (IMF).</li> <li>• <b>Panelist 2:</b> Alfonso Tolmos, Expert in Public Investment.</li> <li>• <b>Panelist 3:</b> Teodora Recalde, Manager of State Financial Management, Government of Paraguay.</li> <li>• <b>Panelist 4:</b> Porter Glock, Deputy Procurement Executive for the administrative Office of the USA Courts.</li> </ul> <p>Q&amp;A (10 min)</p>
11:40 – 12:00	<p><b>KEYNOTE ADDRESS – What is the best path to align public policy objectives with regulations, technology, and processes in public procurement?</b></p> <p>This keynote conference will examine the challenges and opportunities of aligning public policy objectives with regulations, technology, and public procurement processes, within the framework of a comprehensive transformation strategy that serves as a roadmap to respond in a coordinated manner with the institutional actions undertaken.</p> <ul style="list-style-type: none"> <li>• <b>Ileana Palaco Faeth</b>, Professor, Global IT Technology Program, Korea Advanced Institute of Science and Technology (KAIST).</li> </ul>
12:00 - 13:15	<p><b>LUNCH</b></p>
13:15 - 13:35	<p><b>INSIGHT CAPSULES – Analysis of regulatory reforms in public procurement in Latin America and the Caribbean.</b></p> <p>This session aims to provide a regional perspective on recent public procurement reforms in Latin America and the Caribbean, highlighting their scope in incorporating new principles such as sustainability, professionalization, value for money, innovation, and integrity, and their orientation toward generating public value.</p> <ul style="list-style-type: none"> <li>• <b>Enrique Diaz</b>, Executive Director of REDICOP. Analysis of regulatory reforms in Latin America.</li> <li>• <b>Shaun Moss</b>, Public Procurement Expert. Analysis of regulatory reforms in the Caribbean Region.</li> </ul>



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13:35 – 15:05	<p><b>PANEL DISCUSSION – From Regulation to Capacity: How to strengthen institutions to achieve the objectives and purpose of public procurement?</b></p> <p>This panel will analyze key factors for closing the gap between standards and practice. Having modern regulatory frameworks is an important step, but it is not sufficient. The effectiveness of public procurement depends largely on the actual capacity of institutions to implement these frameworks in an ethical, effective, and impact-oriented manner. This requires promoting strategies to professionalize procurement teams, strengthen technical and management capacities, foster public integrity, and promote an organizational culture focused on results, continuous learning, and public value.</p> <p><b>Moderator:</b> Helena Fonseca, Principal Specialist Public Procurement Program, OAS / INGP Technical Secretary.</p> <ul style="list-style-type: none"> <li>• <b>Panelist 1:</b> Yesenia Ledezma, Director of Procurement, Government of Costa Rica.</li> <li>• <b>Panelist 2:</b> Walter Félix Carrillo, Director General of Supply – Government of Peru.</li> <li>• <b>Panelist 3:</b> Beverly Khan, Head, Office of State Procurement Regulation, Government of Trinidad and Tobago.</li> <li>• <b>Panelist 4:</b> Gloria Morales, Secretary of Administration, Government of the State of Nuevo León, Mexico.</li> </ul> <p>Q&amp;A (10 min)</p>
15:05 - 15:25	<p><b>COFFEE BREAK</b></p>
15:25 - 15:45	<p><b>INSIGHT CAPSULES – Global Initiatives: Technology as a Catalytic Tool in Public Procurement</b></p> <ul style="list-style-type: none"> <li>• <b>Oscar Hernández</b>, Regional Project Manager for Latin America, Open Contracting Partnership (OCP).</li> <li>• <b>Camilo Cetina</b>, Principal Executive, Digital Transformation Directorate – DTD, Infrastructure for Development Management, CAF.</li> </ul>
15:45 – 17:15	<p><b>PANEL DISCUSSION – From Digital Intelligence to Better Decision-Making: How can we boost the impact of public procurement through improved data analytics capabilities?</b></p> <p>This panel will analyze how the strategic use of emerging technologies—such as artificial intelligence, predictive analytics, and early warning systems—can strengthen decision-making throughout the public procurement cycle. Specific experiences will be explored where data has been used not only to control but also to anticipate risks, identify</p>



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opportunities for improvement, and guide procurement toward more effective, integrated, and aligned results with public priorities. This session will also address the challenges associated with data governance, systems interoperability, ethics in the use of technologies, and building institutional capacity to harness the potential of digital intelligence for the public interest.

**Moderadora:** Carolina Quintero, Colombia Compra Eficiente.

- **Panelist 1:** Carlos Melgar, Vice Minister of Transparency, Government of Guatemala.
- **Panelist 2:** Verónica Valle, Director of Chilecompra – Government of Chile.
- **Panelist 3:** Carlos Romero, Director of national public procurement system management, DGCP – Government of the Dominican Republic.
- **Panelist 4:** Shin Bongki, Deputy Director International Cooperation Division, Public Procurement Services (PPS), Government of South Korea.

Q&A (10 min)

17:15

### CLOSING OF DAY ONE





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**DAY TWO- INGP Public Sessions  
October 29th, 2025**

<p>09:00 – 10:30</p>	<p><b>PANEL DISCUSSION – From Commitment to Process: What actions facilitate the implementation of sustainable criteria in procurement decisions?</b></p> <p>This panel will explore the actions undertaken by institutions to incorporate sustainability criteria into their procurement and management processes, with the purpose of transforming the way public acquisitions are defined and evaluated. The discussion will also focus on how these practices contribute to fostering a comprehensive balance between cost, quality, and long-term performance, while simultaneously generating positive economic, environmental, and social impacts.</p> <p><b>Moderator:</b> Ariel Zaltsman, Lead Specialist in Fiscal Management, IDB</p> <ul style="list-style-type: none"> <li>• <b>Panelist 1:</b> Franco de Pasquale, expert in sustainable public procurement.</li> <li>• <b>Panelist 2:</b> Cristobal Padilla, Director of Colombia Compra Eficiente – Government of Colombia.</li> <li>• <b>Panelist 3:</b> Margot Poletti, Project Manager for Sustainable Procurement, 3AR – Responsible Public Procurement in Nouvelle-Aquitaine, France.</li> <li>• <b>Panelist 4:</b> Denize Coelho Cavalcanti, Secretariat of Management and Innovation, Ministry of Innovation, Government of Brazil.</li> </ul> <p>Q&amp;A (10 min)</p>
<p>10:30 - 10:50</p>	<p><b>INSIGHT CAPSULES – Global Tools and Frameworks for Sustainable Procurement</b></p> <ul style="list-style-type: none"> <li>• <b>Alvaro Luna</b>, Project Director, Regional Eco-Advance Project, Biosphere Program – GIZ.</li> <li>• <b>Claudio Loyola</b>, Consultant, UNEP – Global Framework on Buildings and Circular Economy.</li> </ul>
<p>10:50 - 11:10</p>	<p><b>COFFEE BREAK</b></p>
<p>11:10 – 12:40</p>	<p><b>PANEL DISCUSSION – From Measurement to Continuous Institutional Improvement: experiences that demonstrate how to improve public performance.</b></p> <p>This panel will analyze how governments, through methodologies, can effectively measure the results of public procurement and convert this data into continuous improvement mechanisms. Proven experiences will be presented where evidence has allowed them to optimize processes, identify bottlenecks, and redesign strategies based on concrete results</p>



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11:10 – 12:40	<p><b>PANEL DISCUSSION – From Measurement to Continuous Institutional Improvement: experiences that demonstrate how to improve public performance.</b></p> <p>to increase both the efficiency and sustainability of the impact generated through public procurement.</p> <p><b>Moderator:</b> Freddy Andara, Senior Procurement Specialist, IDB.</p> <ul style="list-style-type: none"> <li>• <b>Panelist 1:</b> Jovell Barrett, Head of Public Procurement, Government of Jamaica. State Contractor Performance Evaluation Program.</li> <li>• <b>Panelist 2:</b> Isis Burguez, Director of the State Procurement Regulatory Agency (ARCE), Government of Uruguay. Analysis of savings in framework agreements for goods.</li> <li>• <b>Panelist 3:</b> Juan Agustín Encina, National Director of Public Procurement, Government of Paraguay. Assessment of the impact of sustainability in public procurement.</li> <li>• <b>Panelist 4:</b> Representative of the Secretariat of Economic Development of Bogotá. Results-Based Payment experience for service providers to the State, aimed at greater effectiveness and efficiency in public spending.</li> </ul> <p>Q&amp;A (10 min)</p>
12:40 - 13:00	<p><b>INSIGHT CAPSULES – What gets measured gets improved</b></p> <ul style="list-style-type: none"> <li>• <b>Carlos Ortiz</b>, Public Procurement expert. Critical Factors for Achieving Efficiency in Public Procurement.</li> <li>• <b>Nicolas Penagos</b>, Secretary, Methodology for Assessing Procurement Systems (MAPS), OECD.</li> </ul>
13:00 - 14:00	<p><b>LUNCH</b></p>
14:00 – 15:30	<p><b>PANEL DISCUSSION – How to promote multisectoral collaboration to achieve policy objectives through public procurement.</b></p> <p>This panel will showcase experiences, challenges, and best practices aimed at fostering joint actions across sectors. The objective is to leverage diverse perspectives, efforts, and capacities to generate synergies and position public procurement as a strategic lever to enhance public value, with a positive impact on the different areas of development in the countries.</p> <p><b>Moderator:</b> Naomi Akoy-Bouguenon, Operation Procurement Officer, Caribbean Development Bank (CDB)</p>



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14:00 - 15:30	<p><b>PANEL DISCUSSION – How to promote multisectoral collaboration to achieve policy objectives through public procurement.</b></p> <ul style="list-style-type: none"> <li>• <b>Panelist 1:</b> Jean-Jaques Verdeaux, Procurement Practice Manager, World Bank.</li> <li>• <b>Panelist 2:</b> Education: Barranquilla City Hall.</li> <li>• <b>Panelist 3:</b> Food / MSMEs and Production Sector – ANDI Representative.</li> <li>• <b>Panelist 4:</b> Melissa Delgado, Corporate Affairs Director, Caribbean, Central America &amp; Venezuela, Roche Pharma.</li> </ul> <p>Q&amp;A (10 min)</p>
15:30 - 15:40	<p><b>INSIGHT CAPSULE – Monitoring the implementation of the OECD Recommendation on Public Procurement</b></p> <ul style="list-style-type: none"> <li>• <b>Jacobo Pastor García</b>, Senior Specialist in Integrity and Public Procurement Policies, Organization for Economic Co-operation and Development (OECD).</li> </ul>
15:40 - 16:00	<p><b>COFFEE BREAK</b></p>
16:00 - 17:00	<p><b>PANEL DISCUSSION – From Challenge to Solution: Public procurement of innovation for the creation of public value</b></p> <p>This panel will analyze how public procurement can become a driver of innovation by actively stimulating the development of new solutions not yet available on the market. The Public Procurement of Innovation (PPI) approach will be discussed as a strategic tool for channeling state purchasing power toward concrete results, boosting emerging markets, strengthening local capacities, and responding more effectively to public priorities. The potential of open innovation will also be explored as a model for collaboration between the public and private sectors, academia, and civil society to co-create people-centered solutions.</p> <p><b>Moderator:</b> Daniel Stagno, Specialist, Competitiveness, Technology, and Innovation Division, IDB.</p> <ul style="list-style-type: none"> <li>• <b>Panelist 1:</b> Nicolas Fuentes, Technology Development Executive, Technological Capabilities Management, CORFO – Government of Chile, CORFO, Government of Chile.</li> <li>• <b>Panelist 2:</b> Bruno Portela, Coordinator of the Innovation Laboratory of the Attorney General's Office (AGU), Federal Government of Brazil.</li> <li>• <b>Panelist 3:</b> Byoung Gun-Kim, Director, Institute of Public Procurement (KIP), South Korea.</li> </ul> <p>Q&amp;A (10 min)</p>



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<p><b>17:00 - 17:15</b></p>	<p><b>INGP Innovation Award 2025 Ceremony.</b></p> <p><b>Hugo Inga</b>, Public Management Specialist, INGP Technical Secretariat team, OAS</p>
<p><b>17:15</b></p>	<p><b>CLOSING XIX ANNUAL INGP CONFERENCE</b></p> <p><b>Conclusions:</b> Cristobal Padilla, Director CCE.</p>





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### DAY THREE – INGP Private Session October 30, 2025

09:00 – 09:15	<b>OPENING</b> <ul style="list-style-type: none"> <li>• <b>Cristobal Padilla</b>, Director - Colombia Compra Eficiente.</li> <li>• <b>Carlos Pimentel</b>, INGP President 2024-2026.</li> <li>• <b>Helena Fonseca</b>, INGP Technical Secretary, OAS.</li> </ul>
09:15 – 09:45	<b>Presentation of OAS INGP 2024 Management Report</b> <ul style="list-style-type: none"> <li>• <b>Hugo Inga</b>, Public Management Specialist, INGP Technical Secretariat team, OAS.</li> <li>• <b>Carlos Ortiz</b> – Presentation and Analysis of the Questionnaire Results for Monitoring the Implementation of the INGP 2021 Declaration Recommendations.</li> </ul>
09:45 – 10:15	<b>Presentation of INGP Supporting Organizations' Initiatives</b> <ul style="list-style-type: none"> <li>• <b>Freddy Andara</b>, Senior Procurement Specialist, IDB.</li> <li>• <b>Ana Cristina Calderón</b>, Senior Fiscal Specialist, IDB.</li> <li>• <b>Douglas Fraser</b>, Head of Procurement, CDB.</li> </ul>
10:15 – 12:00	Subregional Meetings & Coffee.
12:00 – 13:30	Lunch.
13:30 – 15:30	Country Discussion on Regional Priorities.
15:30 – 16:45	Selection of the Host Country for the 20th Annual Conference 2026 – Election of INGP Authorities: Presidency and Executive Committee 2026–2028.
16:45	Closing.