REGIONAL LEARNING COMMUNITY ON

Sustainable Public PROCUREMENT

Comparative Lessons from Latin America and the Caribbean



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Document systematizing the information obtained and exchanged during the three sessions of the Regional Learning Community

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Executive Summary

The Regional Learning Community on Sustainable Public Procurement constitutes a technical cooperation space among Brazil, Chile, Colombia, Costa Rica, Ecuador, and Mexico. The initiative, promoted within the framework of the EcoAdvance project of the German Development Cooperation (GIZ), seeks to transform national experiences into useful regional knowledge for the design, implementation, and improvement of strategic public procurement policies.

This document systematizes the contributions shared during the Community's sessions across three areas: prompt payment mechanisms; sustainable public procurement with a gender perspective; and supplier guidance and corporate integrity. Its added value consists not only of describing experiences, but of identifying regulatory enablers, institutional arrangements, operational tools, verification mechanisms, results, and challenges that allow distinguishing transferable practices from those that depend on specific national conditions.



For Mexico's Secretariat of Anti-Corruption and Good Governance, regional learnings provide inputs to strengthen the General Public Procurement Policy, the subsequent development of a specific policy for sustainable procurement, the inclusion of MSMEs and social sector actors, the effective incorporation of a gender perspective, supplier integrity, and the strategic use of data. The systematization allows for integrating the knowledge generated throughout the three sessions of the Community and recognizing areas of opportunity to give continuity to the regional technical exchange.

This initiative is carried out by the Secretariat for Anti-Corruption and Good Governance as part of the EcoAdvance project: Environmental Labeling and Sustainable Public Procurement, which is part of the International Climate Initiative (IKI) and is funded by the Federal Ministry for the Environment, Climate Action, Nature Conservation, and Nuclear Safety (BMUKN) of Germany. The project is implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, in collaboration with UNEP and the Öko-Institut, and focuses on promoting sustainable models of production and consumption, with a special emphasis on strengthening Type I environmental labeling and sustainable public procurement.



Key Message

Sustainable public procurement requires articulating clear rules, institutional capacities, digital tools, supplier guidance, and verification mechanisms. Regional innovation arises from combining these elements, not from isolatedly replicating a national measure.

1 Objective, scope and institutional relevance



The objective of this systematization is to transform the knowledge generated from the Regional Learning Community into an input for decision-making where sustainable public procurement is being implemented. The document seeks to: i) organize the information shared by the countries; ii) identify responsible authorities, regulatory foundations, and implementation instruments; iii) recognize best practices; and iv) formulate public policy and regional cooperation options.

The product is conceived as a technical regional document of comparative learnings. It can be used as reference material for governing authorities, purchasing units, international organizations, civil society organizations, and market actors, as well as a base to guide the continuity of the Regional Learning Community's work.

The systematization does not intend to issue a performance evaluation of the countries nor replace the legal review of their national frameworks. Regulatory and institutional references reflect the information shared in the sessions.


PROJECTS

2 Systematization methodology

The information was organized through a qualitative and comparative reading of the interventions made during the Community's sessions. To standardize the analysis, each national experience is examined—to the extent that available information permits—according to the following criteria:

- Responsible authority or institution.
- Applicable regulatory framework or policy instrument.
- Operational mechanism and technological tools.
- Verification, monitoring, or sanction mechanisms.
- Reported results or progress.
- Implementation challenges and replicability conditions.



3 Comparative Overview



Topic	Regional Trend	Highlighted Experiences	Implications for Cooperation
Prompt Payment	Moving from legal deadlines to traceable and enforceable systems.	Chile: transparency and sanctions; Brazil: digital payments; Costa Rica: Draft Law Draft Law File No. 22.736 (advances); Mexico: greater regulatory certainty.	Develop regional indicators for payment times and guides for MSMEs.
Gender Perspective	Transitioning from general principles to verifiable criteria throughout the entire contractual cycle.	Chile and Colombia: identification and data; Brazil: affirmative actions; Costa Rica: social criteria in public procurement and training.	Build a regional toolkit with definitions, evidence, and model clauses.
Suppliers and Integrity	Combining inclusion and guidance with proportional integrity standards.	Mexico: segmented guidance; Chile: integrity pacts; Costa Rica: risk analysis methodology; Brazil: planning and inclusion.	Design tiered integrity and maturity models for suppliers, with special attention to MSMEs.



4 Topics addressed in the regional learning community sessions

4.1. Prompt Payment Mechanisms

Prompt payment mechanisms constitute a fundamental element for the consolidation of sustainable public procurement systems, as they directly impact the liquidity, financial stability, and operational capacity of suppliers, especially micro, small, and medium-sized enterprises (MSMEs) and social sector organizations. Timely payment not only strengthens trust in public institutions, but also broadens the supplier base, fosters competition, and contributes to greater economic inclusion.

Likewise, prompt payment is closely linked to integrity in public procurement, as it reduces discretionary spaces and risks of improper practices associated with the release of funds. From a sustainability perspective, guaranteeing timely financial flows enables suppliers to comply with social and environmental standards, preventing payment delays from affecting their operational capacity or forcing them to incur additional financial costs. In this sense, prompt payment mechanisms are positioned as a key enabler for achieving sustainable development goals through public procurement.

CHILE

Chile has made progress in modernizing its regulatory framework to guarantee timely payment by amending Law No. 19.886, which establishes a mandatory payment deadline of 30 days for public and private transactions. In the public sector, specific exceptions are contemplated, such as the health sector, where the period can extend up to 45 days, and justified cases where it can reach up to 60 days, provided they are duly justified.

Failure to comply with these deadlines carries financial and administrative consequences, including the payment of interest, a recovery fee of 1% of the amount owed, and potential administrative liability for public servants who engage in repeated delays. Furthermore, regulations prohibit abusive clauses that seek to unduly delay payments or unilaterally alter contractual terms.

At an operational level, Chile has developed technological tools that strengthen the traceability and efficiency of payments. Prominent among these are the Financial Management Information System of the State (SIGFE) of the Budget Directorate (DIPRES), which integrates acceptance, accrual, and budgetary control processes; the centralized payment system of the General Treasury of the Republic (TGR), which automates transfers; and the ChileCompra buyer profile, which provides visibility into payment times and claims by purchasing entity, facilitating business decision-making by suppliers.

Nevertheless, relevant challenges persist, such as the need to standardize management systems in entities that do not use integrated platforms, particularly at the municipal level; improve the quality of receipt and acceptance records; strengthen oversight and sanction mechanisms; and consolidate an institutional culture of timely payment.





BRAZIL

Brazil has incorporated innovative mechanisms to expedite payments in public procurement, highlighting the implementation of the "Contrata + Brasil" platform starting in 2025, which allows for comprehensive management of the payment cycle, from submission to execution. This system establishes a payment timeframe of up to 10 business days following receipt of the invoice, representing significant progress in reducing lead times.

A distinctive element of the Brazilian model is its integration with the "Pix" electronic payment system, which allows for immediate transfers using simple identifiers such as a phone number, Individual Taxpayer Registry (CPF) number, or email address. Widely adopted throughout the country, this tool facilitates the swift and secure execution of payments to suppliers.

Additionally, a direct payment mechanism has been developed using a card enabled by the Central Bank, allowing suppliers to receive funds immediately through the platform, bypassing traditional delays in payment processing. This scheme was initially implemented in sectors such as food supply, particularly benefiting farmers.

The Brazilian model is expanding, with new phases planned that aim to broaden its scope, increase transparency, and reduce administrative burdens in public procurement processes.



COSTA RICA

Costa Rica has regulatory provisions that allow for the implementation of advance payment mechanisms, in accordance with Article 11 of the General Public Procurement Law and Article 20 of its Regulations, which have been in force since December 2022. These advance payments are conditional upon their inclusion in the bidding documents and their justification based on the production costs of the good or service.

In a complementary manner, through a pending bill titled *Law for the Protection of the Right to Prompt and Full Collection for Suppliers of Goods and Services* (Draft Law File No. 22.736), a legislative initiative aimed at guaranteeing the right to prompt and full payment for state suppliers—with special emphasis on protecting MSMEs—is currently under discussion. This proposal suggests reducing maximum payment timeframes to 45 calendar days and incorporating sanctioning mechanisms.

However, in practice, challenges related to the timeliness of payments to suppliers have been identified, which can affect their financial sustainability, particularly for smaller vendors. In this context, strengthening the regulatory framework and ensuring its effective implementation are priorities to improve participation conditions in public procurement.

MEXICO

In Mexico, the recent reform to the Law on Acquisitions, Leases, and Public Sector Services (LAASSP) establishes a maximum timeframe of 17 business days for payments, introducing greater legal certainty by specifying that the countdown begins upon invoice verification. EThis change eliminates prior ambiguities and allows suppliers to demand interest payments in cases of non-compliance.

The publication of the LAASSP Regulations strengthened this new regulatory framework by detailing the provisions incorporated through the reform and establishing operational mechanisms for their implementation. In particular, it incorporates provisions aimed at streamlining processes related to managing and releasing payments, promoting timely payment and advances when applicable, and providing greater legal certainty to both contracting institutions and suppliers during contract execution.

However, the country faces major structural challenges in guaranteeing the effectiveness of these timeframes. Institutional heterogeneity—characterized by the coexistence of multiple agencies and entities with varying levels of autonomy—makes it difficult to implement unified financial systems and inter-institutional coordination.

Likewise, administrative burdens and coordination challenges remain in the process, particularly regarding invoice validation, creating unnecessary delays. From a sustainability perspective, additional barriers are identified, as priority suppliers—such as MSMEs and social sector organizations—face limitations in understanding the administrative procedures required for payment management. To address this, the training and guidance platform *Aprende y Vende* (Learn and Sell) was created.





Cross-Cutting Comparative Analysis: Prompt Payment Mechanisms

Regulatory Enablers



The comparative analysis shows that all countries have made regulatory progress, albeit with varying levels of enforceability and development. Chile stands out for its clearly defined deadlines, explicit sanctions, and prohibition of abusive contractual practices, forming a comprehensive regulatory framework.

Brazil incorporates regulatory provisions that, combined with operational tools, allow for significantly shorter payment deadlines, while Mexico has advanced in the regulatory sphere and is now transitioning toward implementing changes in law and secondary regulations. The challenge lies in timely incorporating MSMEs and social sector organizations as government suppliers.

Costa Rica, for its part, has a legislative initiative to enable advance payments aimed at strengthening its legal framework through measures designed to shorten payment periods and protect suppliers, particularly MSMEs.

Overall, regulatory enablers in the region are moving toward greater clarity, enforceability, and supplier protection, though their effectiveness largely depends on operational implementation.

Technological Tools

Technological tools emerge as a key component for the effective implementation of prompt payment. Chile has integrated systems that enable end-to-end traceability of the payment process, from receipt to execution, as well as transparency mechanisms that make the payment performance of public entities visible.

Brazil stands out for incorporating innovative digital solutions, such as integrated procurement platforms and immediate electronic payment systems, which significantly reduce transfer times and facilitate interaction with suppliers.

Costa Rica is advancing in strengthening its Unified Digital System (SDU)—currently using the Integrated Public Procurement System (SICOP)—to improve traceability and facilitate the management of procurement and payment processes. Mexico, on the other hand, has developed a new public procurement platform called Compras MX, which improves procedure traceability and, following legislative changes, mandates that public procurement be conducted 100% through this transactional platform.

In this context, digitization and interoperability are positioned as decisive factors for ensuring efficiency, transparency, and timeliness in payments.





Best Practices

Among the main best practices identified is the combination of robust regulatory frameworks with technological tools that ensure effective compliance, as in the case of Chile. Likewise, implementing immediate payment systems and integrated platforms, as in Brazil, represents a relevant innovation for reducing timeframes and improving the supplier experience.

Another highlighted practice is Costa Rica's legislative proposal to incorporate advance payment mechanisms to mitigate financial risks for suppliers in the early stages of a contract. In Mexico's case, developing regulatory clarity regarding payment deadlines and identifying operational barriers constitute important steps toward system improvement.

Additionally, generating public information in Chile on payment times for each purchasing entity is identified as a good practice, strengthening transparency and allowing suppliers to make informed decisions.

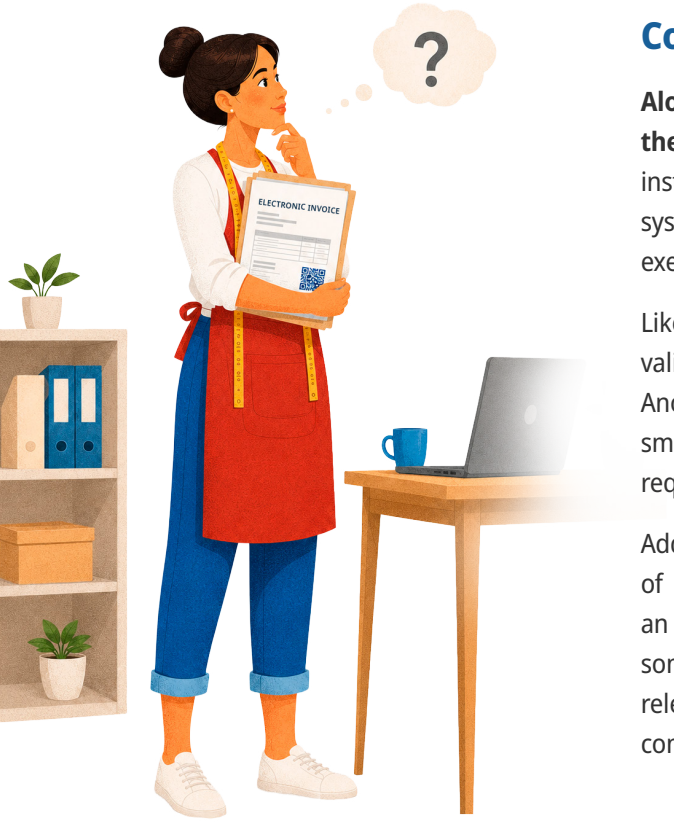
Key Findings

The analysis demonstrates that prompt payment is a critical factor for the effective participation of suppliers, especially smaller ones, and that its implementation directly affects trust in the public procurement system. It is also observed that the existence of regulatory frameworks does not automatically guarantee compliance with deadlines, making operational tools and adequate institutional capacities indispensable.

Another relevant finding is that countries advancing in the digitization of payment processes show better results regarding efficiency and time reduction. Furthermore, a direct relationship is identified between prompt payment and integrity, as automation and traceability reduce opportunities for improper practices.

Finally, prompt payment contributes to broader public policy objectives, such as economic inclusion, the strengthening of MSMEs, producers, and social sector organizations, as well as the sustainability of supply chains.





Common Challenges

Along with progress, countries face shared challenges that limit the effectiveness of prompt payment mechanisms. These include institutional fragmentation and a lack of interoperability between systems, which complicates process standardization and delays payment execution.

Likewise, administrative barriers associated with complex invoice validation and acceptance processes persist, causing unnecessary delays. Another major challenge is the capacity gap among suppliers, particularly smaller ones who encounter difficulties in meeting administrative requirements.

Additionally, challenges remain regarding the effective implementation of sanctions and control mechanisms, as well as in consolidating an institutional culture oriented toward timely payment. Finally, in some contexts, the existence of improper practices linked to payment release represents a significant risk that must be addressed through comprehensive integrity strategies.

4.2. Sustainable public procurement with a gender perspective

Incorporating a gender perspective into sustainable public procurement constitutes a strategic component for advancing toward more inclusive, equitable procurement systems aligned with sustainable development goals. Public procurement, as a public policy instrument, has the potential to correct structural inequalities by actively promoting the participation of women as suppliers, incorporating social criteria into award processes, and generating positive impacts in the labor market.

Likewise, integrating a gender perspective addresses historical gaps in access to economic opportunities, strengthens women's financial autonomy, and contributes to the formalization of their productive activities. From a cross-cutting approach, this perspective involves not only including differentiated criteria, but also developing measurement, verification, and monitoring mechanisms that guarantee effective implementation—preventing simulation practices and ensuring tangible results in terms of substantive equality.



MEXICO

In Mexico, incorporating a gender perspective into public procurement has been driven through a cross-cutting approach linked to the anti-corruption agenda. In this context, a specialized working group was formed to integrate this perspective into public policy design, starting from a diagnosis that identifies the structural conditions of inequality faced by women—particularly their greater vulnerability to corruption and limited participation as government suppliers.

One of the primary findings is the low participation of women-led businesses in public procurement, which has motivated specific lines of action, including the creation of a working group on public procurement with a gender perspective and strengthened inter-institutional coordination, particularly with the Secretariat of Women.

At an operational level, two priority lines have been defined: strengthening the regulatory framework and building criteria to identify women-owned businesses. Dialogue with the private sector has also been promoted to explore external evaluation and certification mechanisms.

Although recent procurement legislation generally incorporates a gender perspective, the main challenge lies in its effective implementation. In this regard, the risk of simulation practices has been identified—such as submitting formal declarations without verifiable backing—making it a priority to develop validation mechanisms that ensure the authenticity and impact of gender criteria in procurement processes.

COSTA RICA

Costa Rica has developed a structured approach to incorporating a gender perspective into public procurement, framed under the General Public Procurement Law (Law 9986), its Regulations, and the National Public Procurement Plan (PNCP) in force since December 2024. The Plan establishes a Strategic Public Procurement (CPE) model that incorporates specific indicators, primarily within its socio-economic pillar, to promote equality between men and women in procurement processes. For its implementation, improvements were made to the Unified Digital System (SDU), allowing these criteria to be integrated from the drafting of bidding documents and monitored during contract execution.

Operationally, the country possesses guiding instruments such as the *Strategic Public Procurement Implementation Manual, Environmental Criteria Guides, Innovation Criteria,* and Social and Economic Criteria, as well as a Toolkit that includes verifiable gender criteria. Highlighted verification mechanisms include socio-labor certification and recognition systems, such as SIRESOL and equality seals issued by the National Institute for Women (INAMU).

Furthermore, Costa Rica is currently undertaking professionalization and certification processes for Purchasing Units through training programs that seek to build technical capacity for implementing these criteria. However, challenges remain in operationalization and institutional capacity consolidation, driving the current development of a Strategic Public Procurement Policy. Within this same framework, the Suitability Certification for public servants participating in procurement procedures is underway.





COLOMBIA

Colombia presents a robust regional framework for incorporating a gender perspective into public procurement by combining regulatory, operational, and technological instruments. Regulations establish clear criteria to identify women's enterprises and businesses based on ownership, executive position representation, and business history—which must be accredited for a minimum period to prevent simulation practices.

These businesses access concrete benefits in procurement processes, such as additional points, differentiated qualifying requirements, and special conditions regarding experience and guarantees, facilitating their effective participation in the public market. Complementary mechanisms have also been incorporated, such as partial participation options in large-enterprise awarded contracts and social clauses promoting gender equity.

Regarding tools, Colombia has specialized guides that systematize the regulatory framework and guide its practical application, alongside features on the SECOP platform that allow for identifying and analyzing women-owned business participation. This approach is complemented by market studies monitoring female participation in public procurement.

Additionally, the country has integrated a gender perspective into contract execution by incorporating clauses and protocols to prevent gender-based violence, establishing a comprehensive approach that extends beyond the award stage.

ECUADOR



In Ecuador, incorporating a gender perspective into public procurement is in its initial implementation phase, arising from recent regulatory developments. The country is currently undergoing a process of legal analysis and institutional adaptation to integrate these criteria into its procurement systems.

Progress includes preliminary statistical analysis exercises to identify female participation in public procurement; however, significant limitations exist within information systems—particularly the capacity to disaggregate data on business ownership and legal representation—making precise measurement difficult.

Initial results show low female participation, prompting the identification of strategies to promote inclusion. In this regard, ties have been established with other government initiatives, such as programs aimed at creating safe work environments for women.

The main challenge identified is the need to strengthen inter-institutional coordination and develop operational instruments, such as guidelines and instructions, that enable effective regulatory implementation. Furthermore, the country seeks to integrate a gender perspective within a broader "value for money" approach aligned with sustainability criteria.



CHILE

Chile has a consolidated history of incorporating a gender perspective into public procurement, positioning it as a strategic public policy tool. Given that public procurement represents a significant percentage of GDP, the country has promoted various initiatives for over a decade to encourage women's participation as state suppliers.

Among the main actions, key highlights include conducting diagnostics, regulatory reforms, issuing guidelines for purchasing entities, training programs, and awareness campaigns. Furthermore, the "Women-Owned Business Seal" *(Sello Empresa Mujer)* has been developed, allowing for the identification of women-led businesses and the incorporation of verifiable evaluation criteria in procurement documents to promote their participation in the public procurement market, as well as the statistical monitoring of their transactions within it. Since 2023, this seal has also been granted automatically through online verification with the databases of the Civil Registry and Identification Service.

The country has also innovated in measuring results through the creation of a Gender-Perspective Participation Index in Public Procurement, which multidimensionally evaluates existing gaps in terms of participation, contract awards, and contracted amounts. This index has shown gradual progress, although significant gaps remain that require attention.

The Chilean experience is characterized by its comprehensive approach combining regulatory instruments, technological tools, and monitoring mechanisms, enabling a more robust and sustained implementation of a gender perspective in public procurement.

BRAZIL

Brazil has incorporated a gender perspective into public procurement mainly through affirmative actions linked to the social dimension of sustainability, within the framework of its General Law on Bidding and Administrative Contracts. These actions seek to generate direct impacts on labor inclusion and gender equity.



One of the most relevant mechanisms is reserving jobs for women in situations of domestic violence within outsourced service contracts, establishing a minimum participation percentage. This measure aims to promote economic autonomy for women as a strategy to address vulnerability.

Additionally, tie-breaking criteria favoring companies that implement gender equity actions have been incorporated, recognizing national and international certifications and seals in this area. This approach incentivizes good business practices without restricting competition.

The Brazilian model also includes measures to improve working conditions in public contracts, alongside mandatory clauses to prevent discrimination, harassment, and workplace violence. These provisions align with broader national policies, such as the National Care Policy.

Overall, Brazil's experience reflects an action-oriented approach with direct impact, complemented by training, technical guidance, and the development of operational tools.



Regulatory Enablers

In the regulatory domain, a regional trend is observed toward formalizing a gender perspective as a component of strategic public procurement. Countries like Colombia have robust legal frameworks establishing clear, verifiable criteria to identify women's businesses and grant them differentiated benefits in procurement processes. Similarly, Chile has developed guidelines and secondary regulations to institutionalize mechanisms like the *Sello Empresa Mujer.*

For its part, Costa Rica has incorporated gender equality considerations into the socio-economic pillar of its National Public Procurement Plan, under the Strategic Public Procurement framework enabled by General Public Procurement Law No. 9986. Although the country possesses a *Strategic Public Procurement Implementation Manual, a Guide to Social and Economic Criteria,* and verification mechanisms, challenges persist in the uniform application of criteria and result measurement. Mexico has advanced toward inclusion at a legal level, though it faces the challenge of translating these principles into clear operational guidelines. In Ecuador, regulations are recent, placing the country in an initial implementation phase.

Together, these regulatory enablers reflect a growing recognition of public procurement as an instrument to promote gender equality, albeit with varying levels of maturity.

Technological Tools

Technological tools play a key role in implementing, monitoring, and evaluating a gender perspective in public procurement. Progress in Chile and Colombia stands out, as both have built specific functionalities into their electronic platforms to identify participation by women-led businesses and generate statistical data.

Chile developed a multidimensional index to measure female participation gaps, while Colombia integrated tags into its procurement system to facilitate data analysis and decision-making. Costa Rica has also advanced technical improvements in its Unified Digital System (SDU) to incorporate and monitor gender criteria.

In contrast, countries like Ecuador face limitations in their information systems, particularly regarding data disaggregation, restricting participation analysis. Mexico is currently strengthening its tools, emphasizing information generation and gender criteria traceability.



Best Practices

Comparative analysis makes it possible to identify various replicable best practices in the region. Prominent among these is the development of clear and verifiable criteria for identifying women-led businesses, as in the case of Colombia, which reduces the risk of misrepresentation. Likewise, the use of automated seals and certifications, such as Chile's "Women-Owned Business Seal" (*Sello Empresa Mujer*), facilitates the implementation of targeted practices to promote women's participation in the public procurement market and reduces administrative burdens.

Another relevant best practice is incorporating a gender perspective into contract execution through specific clauses to prevent violence and promote equitable working conditions, as seen in Colombia and Brazil. Similarly, implementing direct-impact affirmative actions, such as job reservations for women in situations of violence in Brazil, represents an innovative public policy example.

Finally, institutional capacity building actions stand out. Costa Rica has developed a strategy for professionalization, suitability certification, and continuous staff training, alongside purchasing unit accreditation under the General Public Procurement Law. This framework can help improve the formulation, verification, and monitoring of social and gender equality criteria. The creation of manuals, guides, and technical exchange spaces between countries also remains highly relevant.

Key Findings



Key findings from the comparative analysis highlight that while significant progress exists in regulatory design, major gaps persist in effectively implementing a gender perspective in public procurement. Low participation by women-led businesses is a constant across the region, pointing to the need to strengthen inclusion mechanisms.

Furthermore, countries achieving the best results combine multiple tools—including incentives, verification mechanisms, and robust information systems. Another relevant finding is the growing integration of a gender perspective across the entire public procurement cycle—including contract execution—extending its impact beyond the award stage.

Finally, generating data and evidence is a decisive factor in designing more effective public policies, positioning information systems as strategic assets.



Common Challenges

Despite progress, countries face shared challenges limiting the consolidation of a gender perspective in public procurement. A primary challenge is the risk of simulation/misrepresentation due to a lack of robust verification mechanisms, which can result in formal compliance without real-world impact.

Another challenge is limited data quality and availability, especially in countries with less developed information systems, complicating result measurement and evidence-based decision-making. Inter-institutional coordination challenges also persist, which are necessary to align procurement bodies with specialized gender equality agencies.

Additionally, technical capacity limitations exist within purchasing units to implement gender criteria, alongside structural barriers faced by women-led businesses, such as access to information, financing, and administrative processes.

In this context, the main regional challenge is moving from regulatory inclusion to operational execution of the gender perspective through clear instruments, verification mechanisms, integrated information systems, and guidance strategies that generate sustainable impacts.

4.3. Supplier Guidance Models and Corporate Integrity

Supplier development guidance models, alongside the strengthening of corporate integrity, form fundamental pillars for consolidating sustainable, inclusive, and efficient public procurement systems. Guidance reduces structural gaps faced by micro, small, and medium-sized enterprises, as well as social sector organizations, by facilitating access to the public market through training, technical assistance, and administrative procedure orientation. At the same time, promoting corporate integrity ensures that participation occurs under conditions of transparency, ethics, and regulatory compliance, building trust between the State and suppliers. Articulating both elements broadens the supplier base and improves supply quality while reducing corruption risks, fostering fair competition, and ensuring public procurement yields positive, sustainable economic, social, cultural, and environmental impacts.

BRAZIL

Brazil positions public procurement as a strategic public policy tool with a strong emphasis on planning and its contribution to sustainable national development. Under Law No. 14.133/2021, planning is established as a guiding principle, explicitly incorporating economic, social, and environmental dimensions of sustainable development.

Regarding integrity, the regulatory framework requires integrity programs for high-value procurements, which can serve as tie-breaking criteria during bidding. This approach combines incentives for adopting good practices with evaluation mechanisms within the procurement process.

Brazil also possesses consolidated instruments for MSME inclusion, such as Complementary Law 123 of 2006 (establishing reserved quotas) and platforms like "Contrata Mais Brasil," aimed at onboarding traditionally excluded suppliers, including micro-entrepreneurs and family farmers.



MEXICO



Mexico is experiencing a transition toward viewing public procurement as a lever for economic and social development. While prior regulatory frameworks included mechanisms to favor MSME participation, implementation was largely ineffective because former rules forced them to compete under the same conditions as large corporations.

Recent reforms to the Acquisitions Law introduce enablers to encourage social sector organization participation, including the design of sector-specific procurement processes.

Operationally, the implementation of a close supplier guidance model stands out, based on diagnosing vendor maturity levels through the *Aprende y Vende* platform. This approach addresses structural barriers such as a lack of administrative capacity, unfamiliarity with procurement processes, and low trust in government.

Regarding integrity, Mexico is currently designing guidelines to incorporate supplier integrity into points-and-percentages evaluation schemes, facing the challenge of defining objective evaluation criteria and verification mechanisms that prevent simulation and superficial compliance. With these secondary regulations, Mexico seeks to ensure that "being ethical counts toward being a government supplier".

COSTA RICA



Costa Rica incorporated integrity into its public procurement subsystem starting with the Integrity Principle in Article 8 of General Public Procurement Law No. 9986, further developed as a cross-cutting axis in the National Public Procurement Plan for major tenders. Here, additional points are awarded in bidding documents for incorporating integrity criteria, such as providing policies, codes, and training. The country is currently developing a Strategic Public Procurement Policy to expand and consolidate this approach across all procurement tenders.

A distinctive element is the emphasis on risk management and traceability by strengthening the Unified Digital System (SDU) and launching a Data Analytics Project in Public Procurement (currently in development), aimed at identifying conflicts of interest, collusion, and risk patterns while promoting data-driven decision-making.



CHILE

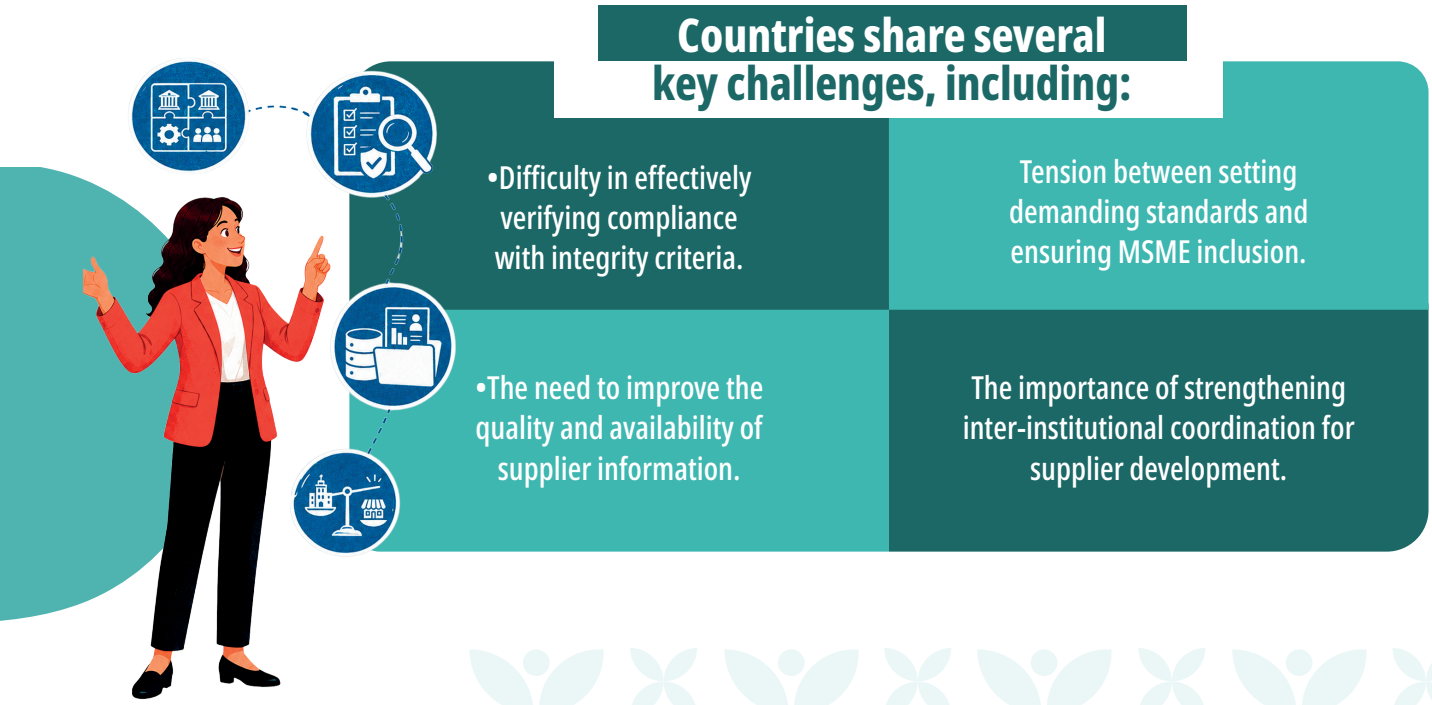
Chile presents a consolidated approach to implementing integrity mechanisms in public procurement, particularly through corporate ethics and integrity programs. These operate on two levels: as mandatory clauses in bidding conditions (accepted by suppliers upon participation) and as an admissibility requirement demanding that companies maintain their own internal integrity instruments.

This approach is complemented by verification mechanisms ensuring implementation and worker awareness of these programs within organizations, alongside sanctions for non-compliance, such as guarantee execution or early contract termination.

The Chilean model stands out for its operational nature and the effective incorporation of integrity into procurement processes beyond mere regulatory recognition.

COMPARATIVE ANALYSIS

Common Challenges



Identified Best Practices

Highlighted best practices include:

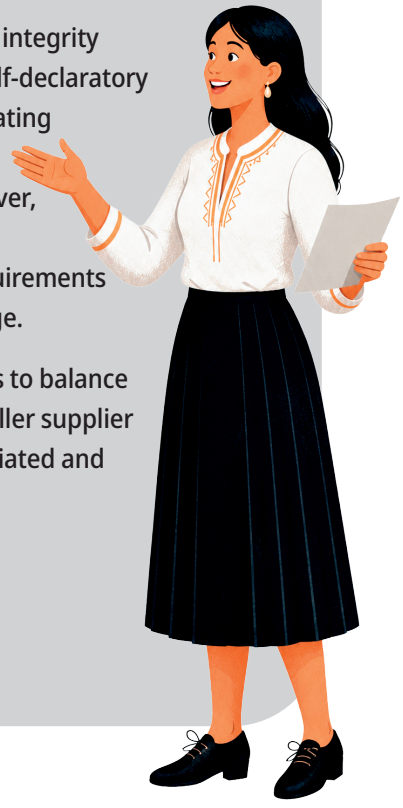
- Incorporating the planning principle as a core axis of public procurement (Brazil).
- Direct and segmented supplier guidance models (Mexico).
- Initiating data analytics projects to identify risks and support decision-making in public procurement (Costa Rica).
- Implementing integrity pacts backed by verification and sanction mechanisms (Chile).

Key Findings

Comparative analysis reveals a regional transition toward consolidating public procurement as a strategic policy tool capable of driving economic, social, and environmental development.

An evolution is also visible in integrity approaches, shifting from self-declaratory schemes to models incorporating verification, monitoring, and sanction mechanisms. However, preventing these tools from becoming empty formal requirements remains an ongoing challenge.

Finally, a growing need exists to balance integrity objectives with smaller supplier inclusion, requiring differentiated and proportional mechanisms.



5 Areas of Opportunity

Prompt Payment: Opportunities exist to strengthen traceability in pre-payment stages, generate public data on effective payment times per agency, simplify requirements for smaller suppliers, and evaluate advance payment or differentiated payment mechanisms where budgetarily and legally viable.

Gender Perspective: Space exists to advance verifiable criteria recognizing women's businesses, integrate tags into procurement systems, design proportional incentives, and extend this perspective into contract execution, job creation, and violence prevention.

Guidance and Integrity: Exchanges highlight the opportunity to develop differentiated guidance pathways based on supplier maturity, ensuring integrity requirements do not become entry barriers and that tools combine training, self-assessment, evidence, and monitoring.

Data and Interoperability: Leveraging *Compras MX* and other institutional systems opens possibilities to build indicators on inclusion, sustainability, integrity, and payment timeliness—emphasizing data quality, system interoperability, and clear updating responsibilities.

Technical Cooperation: The Community's experience provides a foundation for coordinating learnings, capabilities, and potential lines of collaboration with technical partners and regional networks, avoiding duplication and ensuring each effort delivers specific added value.





6 Insights

Countries across the region are advancing toward a more strategic understanding of public procurement—one capable of simultaneously driving spending efficiency, economic inclusion, gender equality, sustainability, and integrity. However, analysis shows that success relies less on standalone laws and more on the ability to harmonize rules, processes, technology, data, incentives, and guidance.

Comparative experiences suggest three core design principles:

1. Convert social and environmental goals into operational, verifiable criteria.
2. Apply proportional standards that do not exclude smaller suppliers.
3. Measure results and adapt policies based on empirical evidence.

The Regional Learning Community offers an ideal platform to continue this work.

REGIONAL LEARNING COMMUNITY ON

Sustainable Public PROCUREMENT

Comparative Lessons from Latin America and the Caribbean



Gobierno de México

Buen Gobierno

Secretaría Anticorrupción y Buen Gobierno