COLLECTIVE ACTION ON BUSINESS INTEGRITY

A Practitioner's Guide for Civil Society Organisations
COLLECTIVE ACTION: THE CASE OF INTEGRITY PACTS IN EU CO-FUNDED PROJECTS

BASEL 2018

Claire Martin, Project Lead, Safe-guarding EU Funds project
OUTLINE

- Integrity Pacts then and now
- The EU project
- Achievements
- Challenges
- Lessons learned
INTEGRITY PACTS THEN AND NOW

TRANSPARENCY INTERNATIONAL
the global coalition against corruption

EMPT

A snail company is the an empty shell
There is nothing inside.

www.transparency.org
THE SAFEGUARDING EU FUNDS PROJECT: THE DETAILS
WHERE

11 EU MEMBER STATES WHERE INTEGRITY PACTS WILL BE PILOTED

#integritypact
@EU_Regional
http://europa.eu/!Qn67BM
THE FINER DETAIL

INTEGRITY PACTS
CIVIL CONTROL MECHANISM
FOR SAFEGUARDING EU FUNDS

4 YEARS
DURATION OF THE PROJECT

17
INTEGRITY PACTS PILOTS

OVER 920 MILLION
TOTAL VALUE OF THE SELECTED PARTICIPATING EU CO-FUNDED PROJECTS

OVER 7.2 MILLION
COMMISSION BUDGET FOR THIS INITIATIVE

11
SECTORS COVERED BY SELECTED EU CO-FUNDED PROJECTS

15
CIVIL SOCIETY ORGANIZATIONS/MONITORS

11
EU MEMBER STATES PARTICIPATING

#integritypact
@EU_Regional
http://europa.eu/3Qn67BM
ACHIEVEMENTS TO DATE
### AN OVERVIEW OF PROGRESS

#### Status of monitored projects as of 20 April 2018

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<tr>
<th>Country</th>
<th>Status</th>
<th>Implementor</th>
<th>Contract Approver</th>
<th>Tender Evaluation</th>
<th>Preparation Process</th>
<th>Project Approval</th>
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ACHIEVEMENTS SO FAR

Improved enforcement by CAs and successful bidders of standards and policies
ACHIEVEMENTS SO FAR

More transparent, participatory & accountable public procurement processes
ACHIEVEMENTS SO FAR

Some evidence of increased value for money
ACHIEVEMENTS SO FAR

Strengthened detection and resolution of irregularities
ACHIEVEMENTS SO FAR

Increased goodwill to implement systemic reforms
ACHIEVEMENTS SO FAR

Increased capacity of beneficiaries to engage (video)
CHALLENGES
CHALLENGES

- The difficulty to get bidders on board
- Benefits can be limited to the one off project without careful design
- Unpredictable time-frames: at times the monitor is monitoring delays rather than public procurement
- A mismatch between IP funding and public procurement project duration
- Significant costs and lack of access to expertise for the technical monitoring component
- Challenges to balance role as co-operator with CA with publicly facing role – when to push and when to back off
LESSONS LEARNED
LESSONS LEARNED

**IP: A marathon and a few sprints**
IP is a long term and intensive commitment requiring constant review and adjustment of expectations on all sides.

Context really matters

Trust building takes time

IP is not just about preventing corruption

Constructive relationships ≠ harmonious relationships

IP signed ≠ plain sailing

Civil society also need to adjust

IP does not replace existing oversight

Civil society need broad capacity