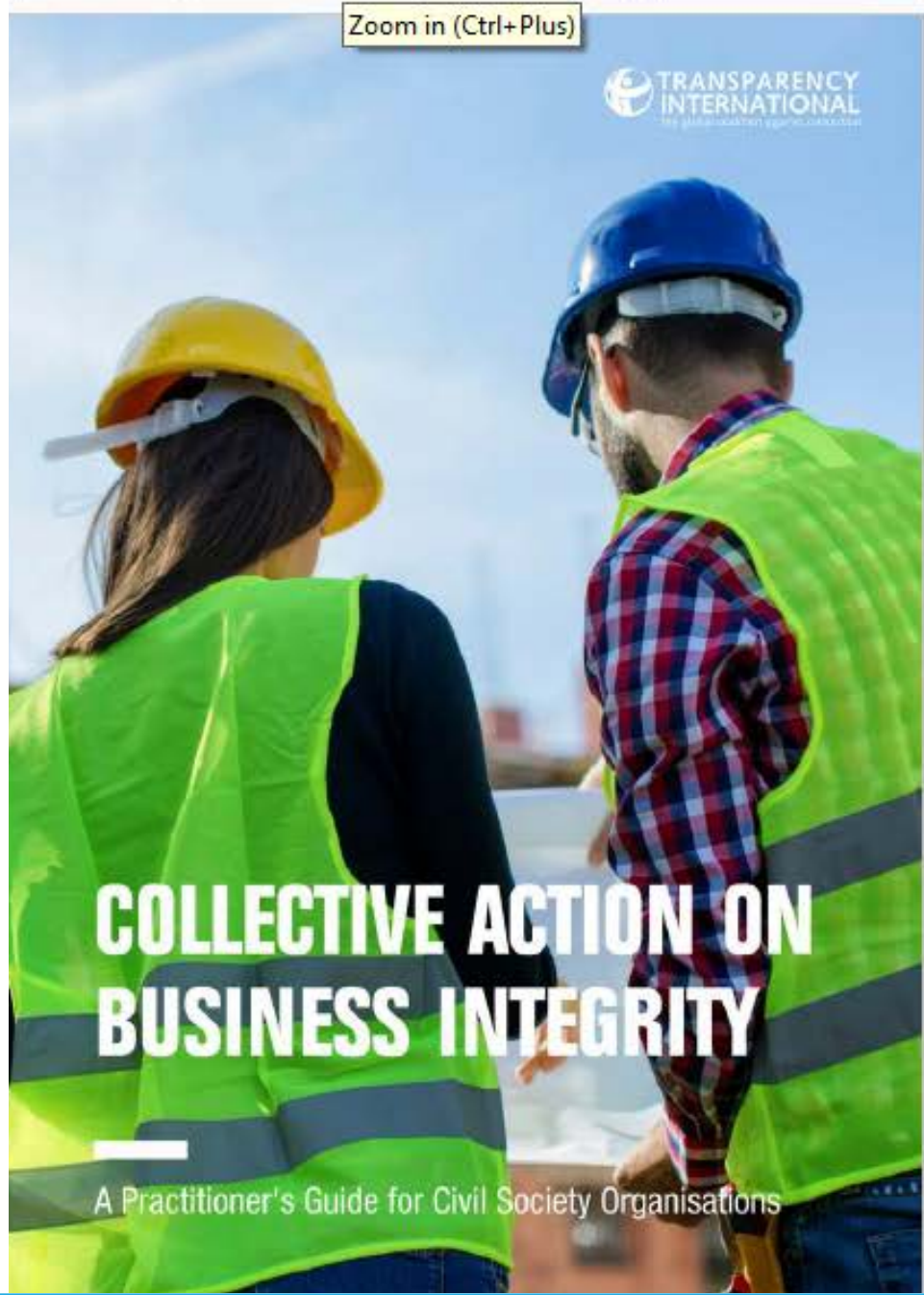


Zoom in (Ctrl+Plus)



# 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

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BASEL 2018

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

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# OUTLINE

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- Integrity Pacts then and now
- The EU project
- Achievements
- Challenges
- Lessons learned



# INTEGRITY PACTS THEN AND NOW



**THE SAFEGUARDING  
EU FUNDS PROJECT:  
THE DETAILS**

# WHERE



# THE FINER DETAIL



**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

## INTEGRITY PACTS CIVIL CONTROL MECHANISM FOR SAFEGUARDING EU FUNDS

**15**



CIVIL SOCIETY ORGANIZATIONS/  
MONITORS



**11**

EU MEMBER STATES PARTICIPATING



#integritypact  
@EU\_Regional



<http://europa.eu/!Qn67BM>

Regional and  
Urban Policy

The project is coordinated by  
 **TRANSPARENCY INTERNATIONAL**  
the global coalition against corruption

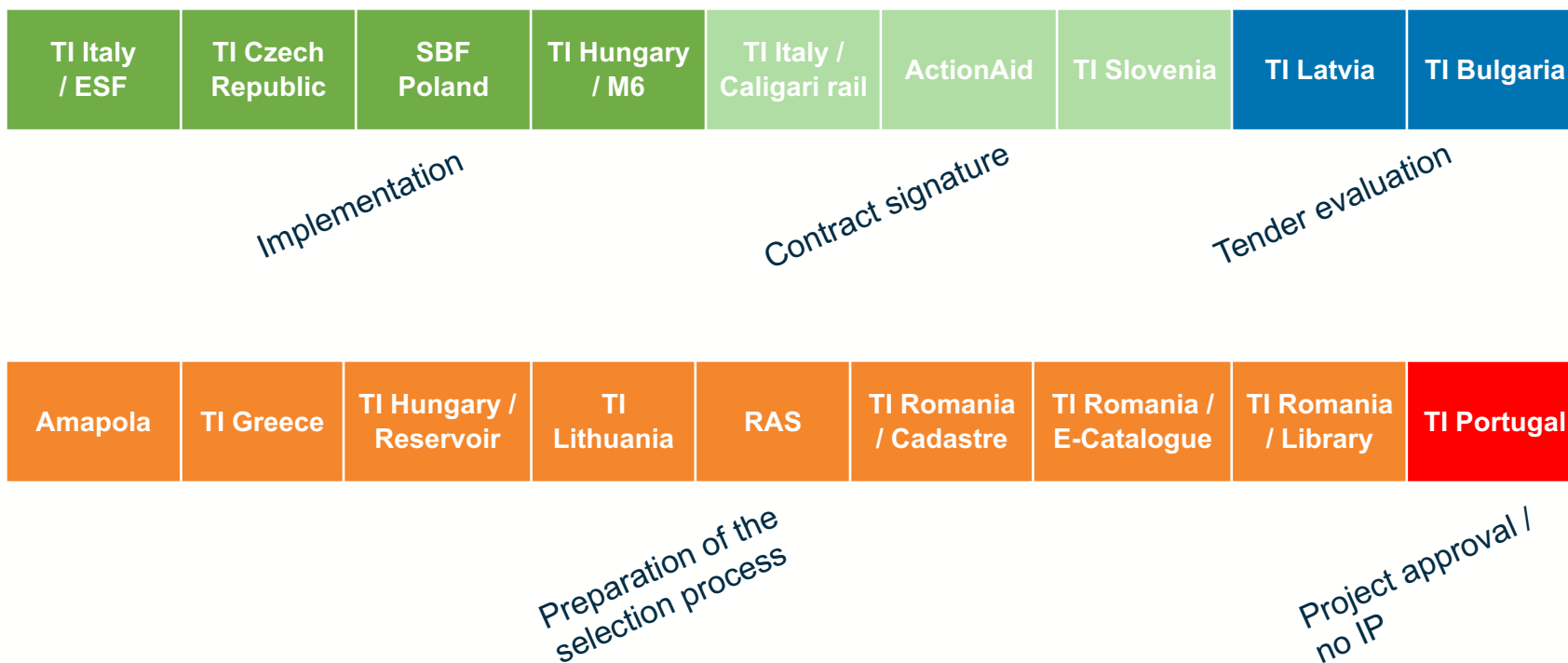
# ACHIEVEMENTS TO DATE



# AN OVERVIEW OF PROGRESS



## Status of monitored projects as of 20 April 2018



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# ACHIEVEMENTS SO FAR

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**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**

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# ACHIEVEMENTS SO FAR

---



**Increased goodwill to implement systemic reforms**

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# ACHIEVEMENTS SO FAR

---



**Increased  
capacity of  
beneficiaries to  
engage (video)**

# CHALLENGES



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# CHALLENGES

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- 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

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# LESSONS LEARNED

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## 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  $\neq$  harmonious relationships

IP signed  $\neq$  plain sailing

Civil society also need to adjust

IP does not replace existing oversight

Civil society need broad capacity





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