

# INTEGRITY PACTS IN COHESION POLICY 2021-2027

## SESSION 3 – INTEGRITY PACT EXECUTION

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The training has been organised by EIPA and CPVA under the Framework  
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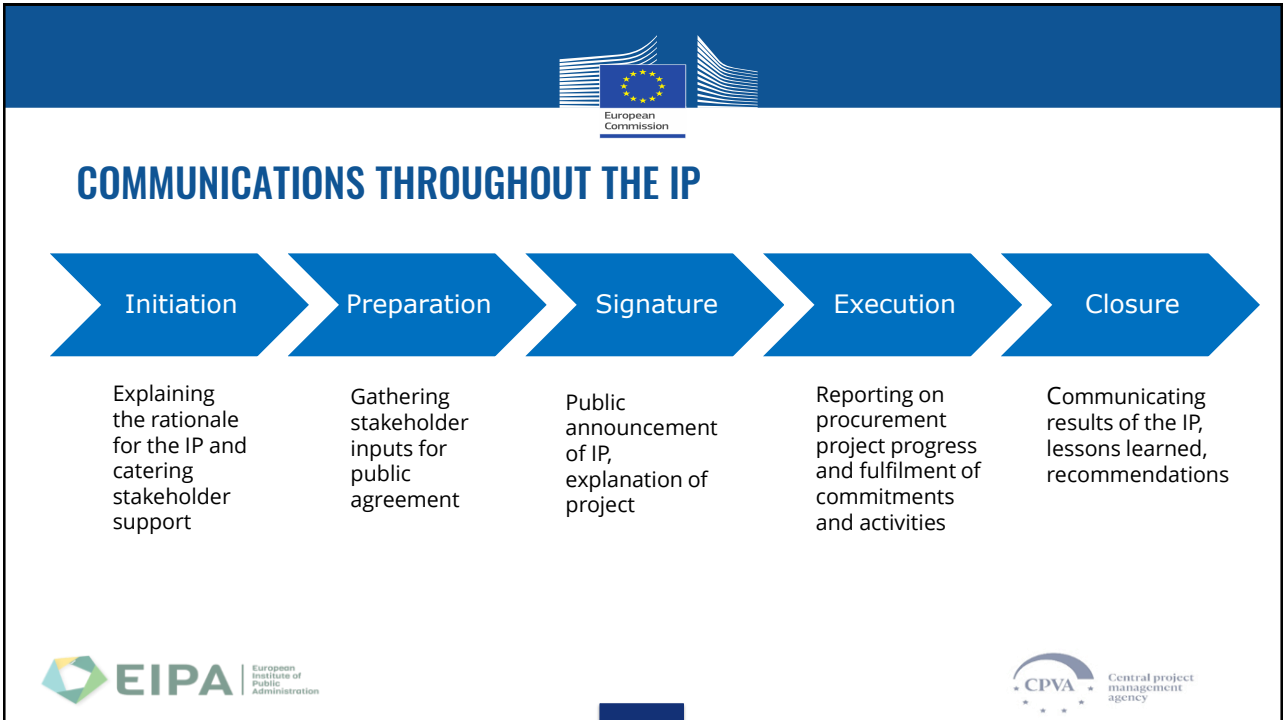
Wednesday, 10 April 2024

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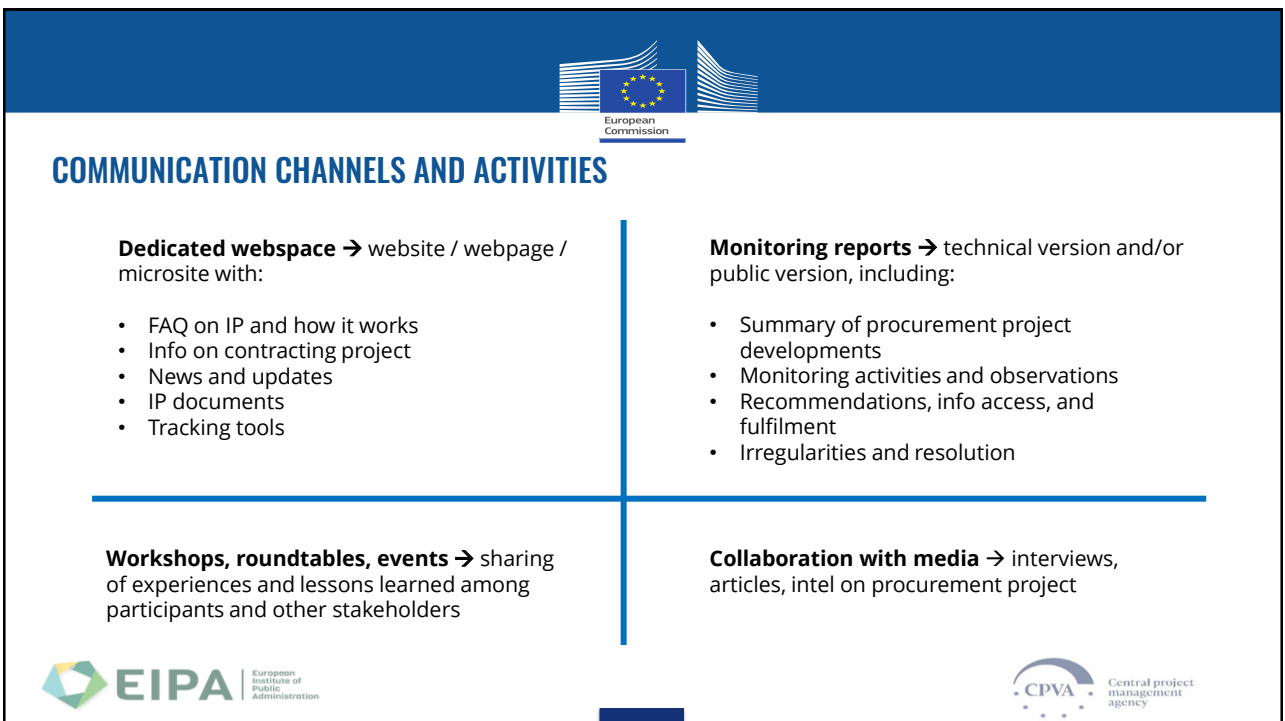
## SESSION 3 OVERVIEW

- **Communications throughout the IP**
- **Risk management**
- **Monitoring, Evaluation, and Learning**
- **Closure of the IP**

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The screenshot displays the Integrity Pact website. The left sidebar features a navigation menu with items like 'THE INTEGRITY PACT IN GREECE', 'TIMELINE', 'WHAT CAN THE IP DO?', 'WHAT THE IP CANNOT DO', 'THE WHITE LIST', 'IN WHICH COUNTRIES ARE IPS IMPLEMENTED?', and 'TESTIMONIALS'. The main content area is titled 'THE INTEGRITY PACT IN GREECE' and includes a list of 'TI-Bulgaria Activity Report' documents from 2017 to 2021. A 'Timeline' section on the right highlights key milestones: 'Firma del Protocollo d'intesa tra Coalizione Città a Rete Madonie-Termini e Amapola' (30 October 2015), 'Firma dell'Addendum al Protocollo d'Intesa Addendum firmato' (12 Agosto 2016), 'Approvazione SNAI Strategia d'Area approvata, Documenti di approvazione della Regione Siciliana e della Presidenza del Consiglio dei Ministri' (02 Settembre 2017), and 'Firma dell'Accordo di Monitoraggio Accordo di Monitoraggio firmato' (10 Maggio 2017).

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## OPERATIONAL RISKS IN THE IP

**Delays** - lack of institutional capacity, red tape, dysfunctional PFM processes


→ **Prevention / mitigation** – Plan “bridge” activities, transparency and awareness-raising regarding project delays

**Legal obstacles** - restrictions to access to information and monitoring, commitments clash with national rules

→ **Prevention / mitigation** – Adequate legislative mapping and adaptation in IP drafting




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## REPUTATIONAL RISKS IN THE IP

**Misunderstanding of IP** – doubts regarding role of the monitor or IP



**Negative publicity** – disinformation by opposed interests

**Window-dressing** – IP as “cosmetic” initiative


Prevention / mitigation



- Solid communication strategy and clear explanatory material
- Transparency over IP governance, staff, and decision-making
- Timely (and honest) communication of IP progress and results

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## STAKEHOLDER RISKS IN THE IP


**CA's public officials** → lack of commitment, “legalistic” culture

**Suppliers** → reluctance to engage



**Affected communities** → lack of interest, opposition to the project

**Civil society monitor** → conflict of interest

Prevention / mitigation



- Well-informed project selection
- Adequate consultation and engagement in IP drafting and preparation
- Concrete benefits from IP activities and commitments
- COI management provisions

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## MONITORING, EVALUATION, AND LEARNING

### IP success markers

**Success marker 1** – The procurement project is executed in time and within budget, efficiency and effectiveness was enhanced, irregularities were addressed

**Success marker 2** – Concrete policy, institutional, and behaviour changes of participants and stakeholders

- **Good governance and public integrity** → e.g., good practices adopted, quality of data disclosures, etc.
- **Corporate transparency and integrity** → e.g., good practices adopted, key data and information disclosed, etc.
- **Social accountability** → instances of positive engagement in and contribution to project

### IP monitoring and evaluation

- **Gathering of data on review of procurement process and commitments** → e.g., use of monitoring logs, info from monitoring reports
- **Interim reviews** → project team reflection on achievements and challenges and project adjustment
- **Final impact evaluation** → assessment of outcomes and lessons learned, ideally independent

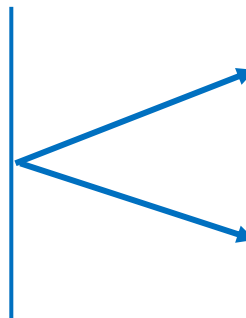


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## INTEGRITY PACT CLOSURE

- **Final project report** summarising the results of the monitoring and providing policy recommendations for systemic reforms
- **Concluding workshops / event** → discussion on lessons learned, main challenges, potential reforms, improvement of future IPs



**Conclusion and follow-up monitoring of recommendations**

**Replication and scaling up**



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# Thank you

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