

# Tender Defender

**CARDS ON THE TABLE!**



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## CARDS ON THE TABLE!



### HOW TO PRINT YOUR CARD DECK

1. At a print shop: ask the printer to print your cards (pages 21 – 58 of this document), on both sides, on 200g/sm paper.
2. At home: buy a block of paper of min. 200g/sm paper and print your card, selecting the options "fit to page" and "print on both sides".

If you print at home, make a trial run with a plain copy paper sheet to make sure you get the correct alignment. For better results, cut the cards with a paper-knife. If you don't have one, a cutter knife and ruler will do the job.

To make your cards last longer, you can plasticise your cards with a polyester protective film, or you can buy some card sleeves (example [here](#)).

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Rules of the game

# Tender Defender

CARDS ON THE TABLE!

3 to 5 players

Ages 12+



## Context

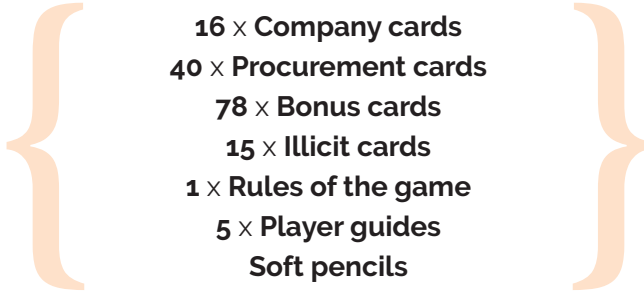
The European Union and national governments allocate billions of euros every year to finance public projects such as schools, hospitals, power stations and dams. With investments on this scale, there are major risks for widespread corruption.

Corrupt companies with political connections can win tenders over their competitors. In other cases, several companies within the same industry coordinate with each other and rig their bids, so each of them gets a piece of the pie. This can result in the cost of public services going up by as much as 50 per cent. It's estimated that corruption in public procurement alone costs European citizens up to 5 billion euros every year. Civil society and citizens can play their part in turning things around by asking for more transparency and integrity in the management of public funds. But that's not all: with tools like the Integrity Pact, citizens can be actively involved in monitoring public procurement.

This game has been developed as part of the project *Integrity Pacts – Civil Control Mechanism for Safeguarding EU Funds* with funding from the European Commission. It aims to give people a fun way to become more aware of transparency, accountability and how to help fight corruption.

**On your marks, get set, go!**

## What's in the box



## Aim of the game

You are the new director of a company and you want to earn new quality certifications so you can be more competitive on the market. To get them, you'll need to win as many procurement cards as possible from those put out to tender by your local council. Submit your bid by taking extra care to meet the technical requirements: the procurement department will carry out checks on all the competing companies.

Whenever you win a procurement card without getting into trouble with the procurement department, you can discard an illicit card.

**The winner of the game is the company director who first reaches their quality certification objective and discards all their illicit cards.**






## Setting up the game and roles of the players

At the start of the game, each player receives a pencil and a player guide to consult with at any time.

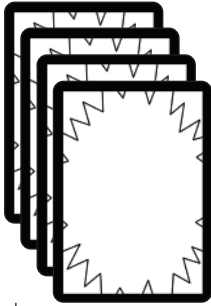


Each player draws a **company card**, taking care not to let the other players see it. Then, choose a company name and write it in pencil on the first line of the card.

The company card shows:

	the categories of works and services that the company is qualified to tender for
	the number of employees
	the number and type of specialists
	the company rating
	the objective to be achieved, represented by quality certification symbols

Again making sure the other players can't see, each player also draws:



4 bonus  
cards



2 resolvable  
illicit cards



1 criminal  
illicit card

The players take turns to play the role of an **officer at the local council's procurement department**. The player with the most bureaucratic face starts. The remaining players play the roles of **company directors**.

## The first turn

The **procurement department officer** has five procurement cards on the table. Each procurement card shows the technical requirements that a company must meet in order to submit a bid:

- category of works and services
- company rating





- number of employees
- number and type of specialists

The bottom of each procurement card shows the quality certifications that will be granted to the successful company.

## Tendering phase

Each **company director** compares the technical requirements of the procurement cards with their own company card and decides which one to bid on.

The bonus cards can be used to boost the technical characteristics of the company or to improve a bid. They therefore increase the likelihood of a successful bid. Each **company director** selects three bonus cards to play and puts the remainder to one side.

- 
- Once only** during the game, the **company director** can decide to select an illicit card and hide it among the three cards to be played – this will get rid of the card, but a penalty will be incurred!
- 

When all the **directors** are ready, the **procurement department officer** counts to three and the **directors** indicate which procurement card they want to bid on. Some procurement cards will be tendered for by two or more companies, others by just one company, while others will not be tendered for at all.

## Evaluating the bids

At this stage, the **procurement department officer** carries out checks on the technical characteristics of the companies and asks each company **up to three questions** to check whether they have:

- the category of works or services required
- the number of employees needed
- the number and type of specialists needed
- the required company rating

The **procurement department officer** can note down the responses from the **directors** on a piece of paper if they wish.

Example question: "Does your company have two engineers as the procurement card requires?"

The **director** must answer the question honestly. If the **director** wishes, they can reveal one of the three bonus cards and activate it immediately.

Example answer: "No, I only have one engineer but I'll use this "+1 specialist" bonus card to solve the problem!"

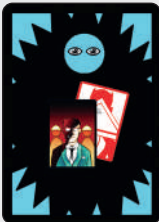
The company is then no longer considered to fall short of the requirement. Improved characteristics should be noted in pencil on the corresponding line of the company card. In the example above, the player would note +1 on the line for engineers. Similarly, any reduction in characteristics due to penalties would be noted.

If the **procurement department officer** wants to carry out a more in-depth check on **just one** of the competing companies, instead of asking a question, they can **reveal one of the company's three cards**.

If the revealed card is:

- a bonus, it is activated.
- an illicit criminal card, the **director** discards the card but receives a **penalty**: they lose one star on their company rating, their bid is immediately unsuccessful and they do not take part in the next turn of the game.
- a resolvable illicit card, the **director** activates the "resolution" bonus card - if it is among the cards they have selected for the current turn - and discards the illicit card without receiving any penalties. If they do not have this bonus card, the penalty in the previous point applies.

## INTEGRITY PACT BONUS CARD

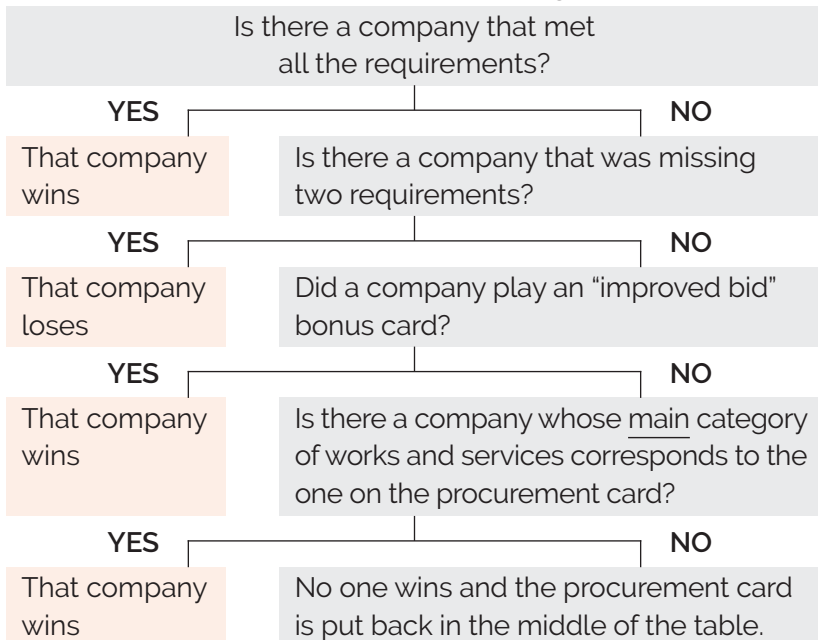


The "Integrity Pact" bonus card is the only one that can be used by the player who is playing the **procurement department officer**. It allows them to get one of the **company directors** to reveal all three cards played that turn. When it's used, the **procurement department officer** cannot ask the **director** any questions during that turn.

## Awarding the contract


At this point, the **procurement department officer** awards the contracts in these two scenarios:

- A bid was only received for a procurement card from one company. In this case, if the company was found to be:
  - missing just one requirement, the company wins the procurement card anyway
  - missing two requirements, the company is unsuccessful
- Two or more companies bid for a procurement card. In this case, the **procurement department officer** chooses the winner based on this diagram:



The successful company gains the quality certifications of the procurement card and gets closer to its objective.

After the contract is awarded, the **directors** reveal the cards for the turn that are still hidden. Any unused bonus cards are activated and discarded.

 If the cards include an illicit card that was missed by the **procurement department officer** in their checks, the **company** discards it but loses one star on their company rating, and does not take part in the next turn. If the company had won a procurement card in that turn, the award is considered null and void, so the company does not gain any quality certifications.

If a **director** wins a contract by meeting **all** the technical requirements on the procurement card and without hiding any illicit cards, they announce this. The **procurement department officer** then checks that the technical characteristics on the company card match the requirements on the procurement card, and checks that there are no illicit cards hidden among the three selected for the turn. Once the checks are completed, the **director** discards an illicit card and is one step closer to victory!

## New turn

The procurement cards that were not awarded are put back into the middle of the table and new ones are added until

there are five again. Each player draws as many bonus cards as they used in the previous turn, so that they have a total of four again.

The **procurement department officer** will now be the next player, moving clockwise.

## End of the game

- The game ends when a **company director** reaches their quality certification objective and discards all their illicit cards.
- Otherwise:
  - three-player games end when each player has played the **procurement department officer** three times.
  - four or five-player games end when each player has played the **procurement department officer** twice.

At this point, the **directors** reveal their cards. Those who still have illicit cards are disqualified. The remaining players check the quality certifications they have gained and the player who is closest to their objective wins. If there is a tie, the **director** with the highest company rating wins. If there is still a tie, the number of procurement cards won will be counted.



The game *Tender Defender – Cards on the Table!*  
has been developed in association with:







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## What is public procurement?

Public authorities carry out **works** and provide **services** that are useful for the whole community, such as infrastructure or training courses. To do this, they often need to **contract them out to third parties** - a process called "public procurement". They therefore try to get the best offer on the market by publishing a tender notice, which details:



the works or service required



the type of **contract** that will be drawn up between the contracting authority and the successful company



the criterion that will be used to award the contract: biggest discount (when the bid with the **lowest price** is chosen), or the most economically advantageous tender (when the choice is made based on the best **value for money**)

## What requirements does a company need to meet in order to participate?

There are two types of requirements: general and special requirements.

- **General** requirements are about the company's integrity, reputation and professional capacity, such as registration with the companies register, if there are ongoing legal cases, and paying tax on time.
- **Special** requirements are about the company's experience and scope of work, both financial and technical.

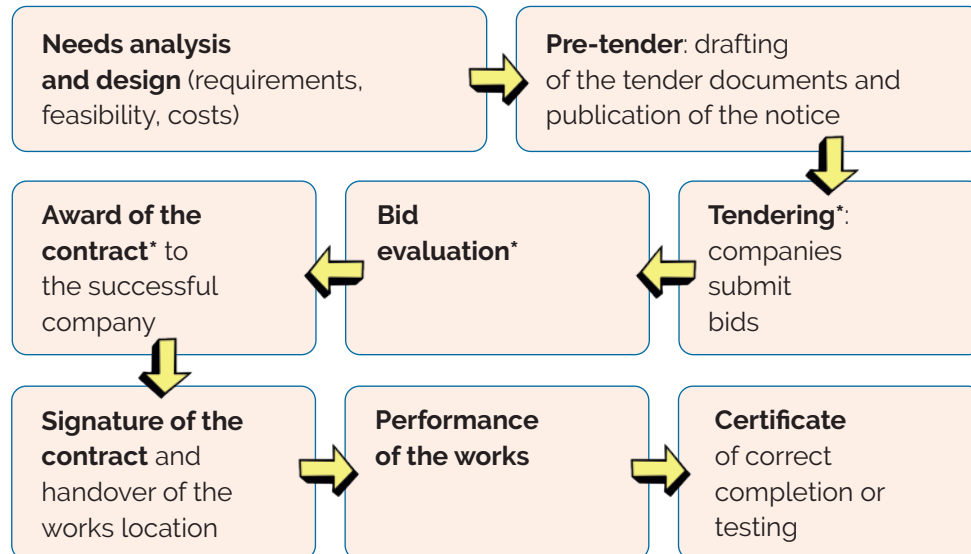


### What are quality certifications?



They are guarantees of the company's quality and compliance with standards and with the requirements. The best known certifications include those protecting the **environment**, **healthcare and safety for employees**, and **data protection**.

## Steps in public procurement



\* Phases included in the game

## What is an Integrity Pact?

An Integrity Pact is a mechanism for a public entity to collaborate with civil society to ensure that authorities and bidders act within the constraints set out by law, address corruption risks and foster public trust.



Through a **public agreement**, the parties involved commit to refrain from any corrupt behaviour and to enhance **transparency** and **accountability** throughout the process.

An independent body led by civil society is therefore embedded in the agreement, **to monitor contract compliance**.



## Company card

**Main category of works/services** → 1

**Number of employees** → 20

**Number and type of specialists** → 2 (E), 1 (G)

**Quality certification objective** → 1, 2, 3, 4, 5

**Company name** → [Blank]

**Secondary categories of works/services** → 3, 7

**Company rating** → [Blank]

**Legend:**

- E = engineer
- G = geologist
- C = consultant
- N = nurse
- S = social worker

## Procurement card

**Company rating** → 1

**Category of work/services** → 1, 4

**Number of employees** → 35

**Number and type of specialists** → 2 (E), 2 (G)

**Quality certifications** → [Icons]

**Legend:**

- Civic and public buildings
- Mobility infrastructure
- Water system infrastructure
- Maritime works and river works
- Plants for generating, transforming and distributing electricity
- Cultural heritage projects
- Digital services
- Healthcare, support and other care services

## Bonus cards

**INTEGRITY PACT**  
When you are the Procurement Department officer, reveal all the cards played by one of the companies

**RESOLUTION**  
Use this to discard a **resolvable illicit card**

**TEMPORARY JOINT VENTURE**  
Draw a second company card and add its characteristics to those of your company for a maximum of two turns

**BOOST YOUR COMPANY:**

- +10** Hire more employees
- +1** Add a category of works/services
- +2** Hire more specialists
- +1** Increase your company rating
- +5** Mixed bonuses: choose one of the two options!

**IMPROVED BID:**  
Carry out the works in a shorter timescale or for a lower price: this will make it more likely that you win the contract

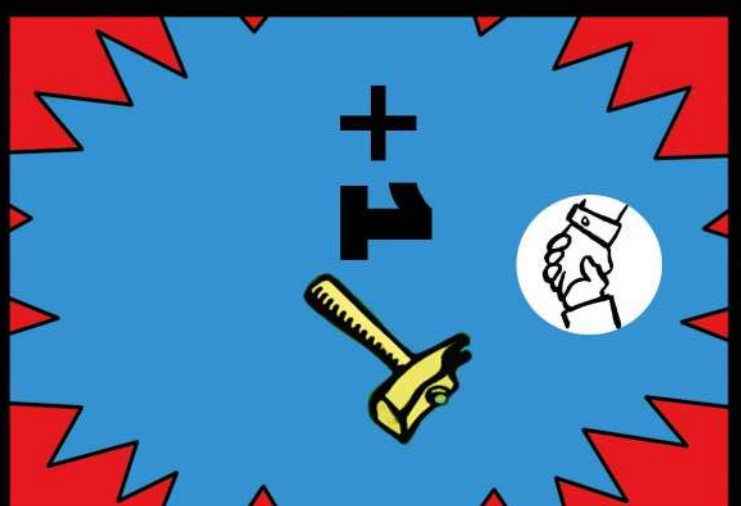
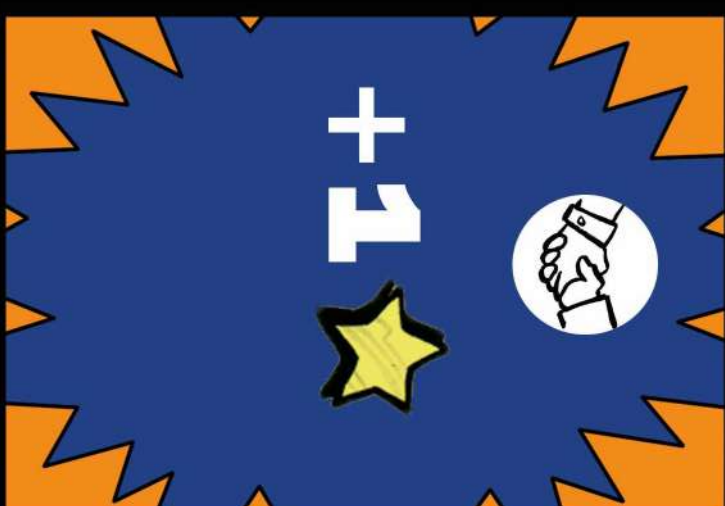
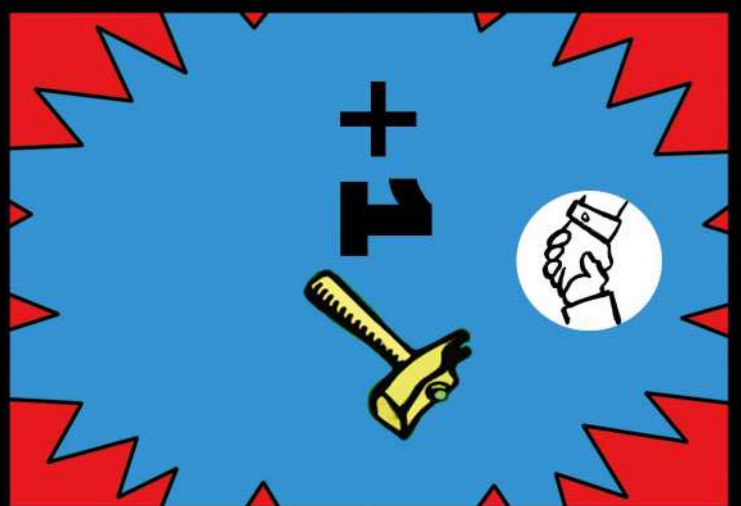
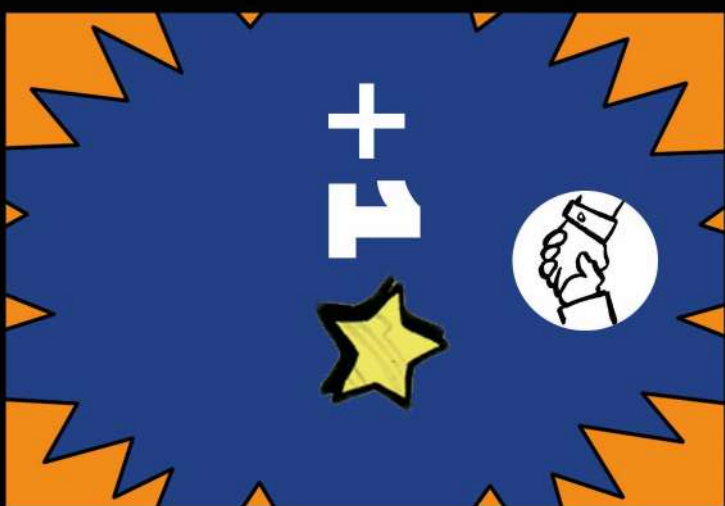
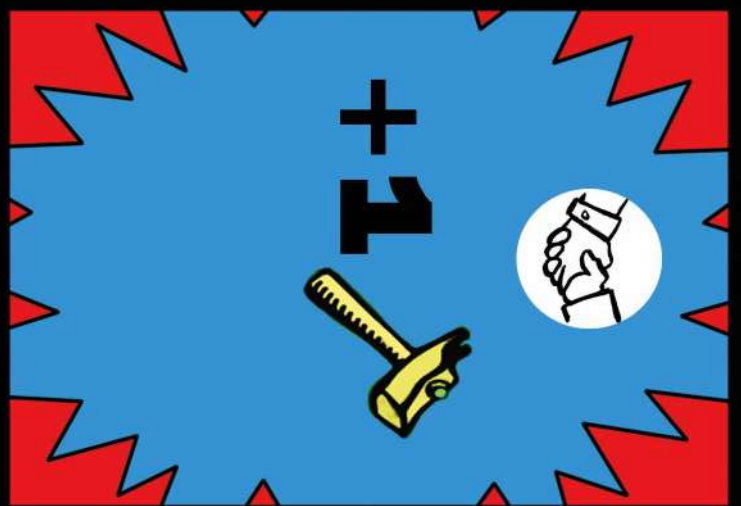
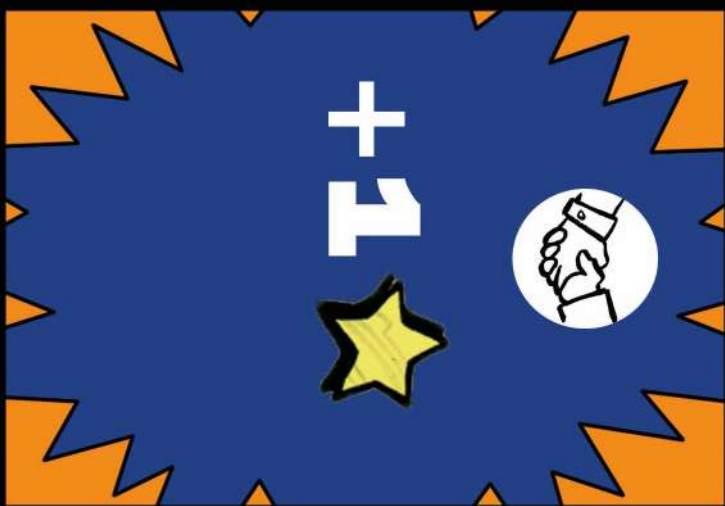
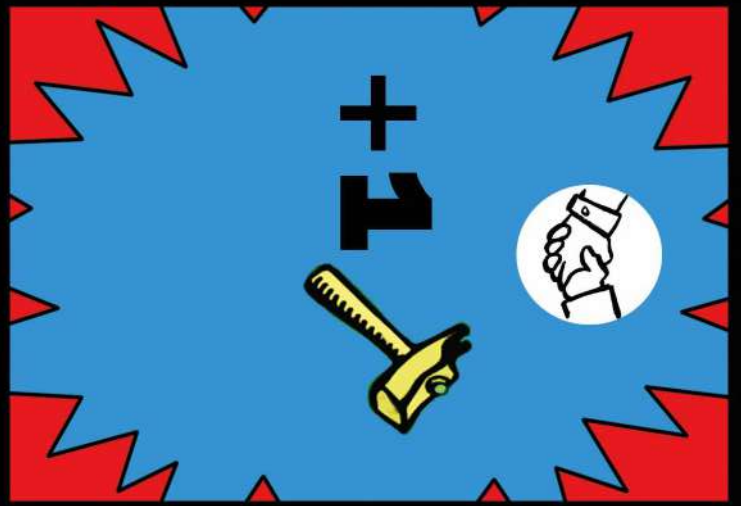
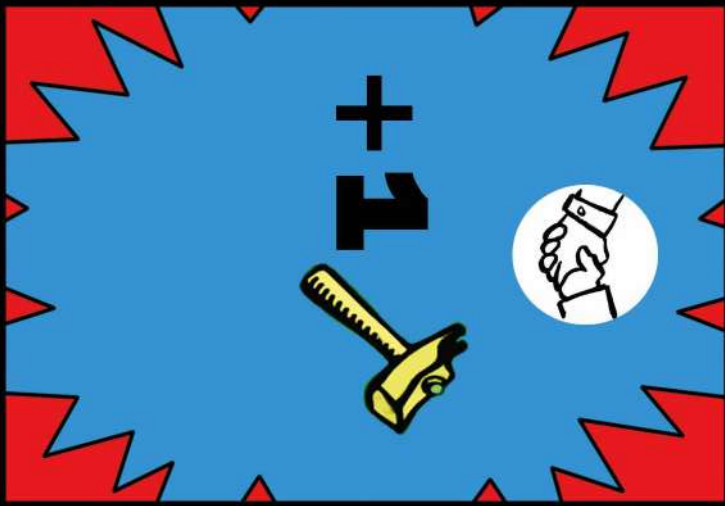
## Illicit cards

**RESOLVABLE**  
**Failure to meet general requirements:**

- You are late paying tax
- You have not updated your data on the companies register
- The CV of one of your employees is missing

**CRIMINAL**



- Kickback:** you bribed an officer in the Procurement Department
- Criminal record:** you have a criminal conviction for money-laundering, corruption or fraud
- Conflict of interest:** your daughter/son works for the Procurement Department
- Fraud:** you lied about the technical or financial details of your company
- Bid-rigging:** you submitted a fake bid to ensure that your friend's company won the tender











+1





+1





+1





+1





+1





+1



+1





+1











**+2**





**+1**





**+2**





**+1**





**+2**





**+1**

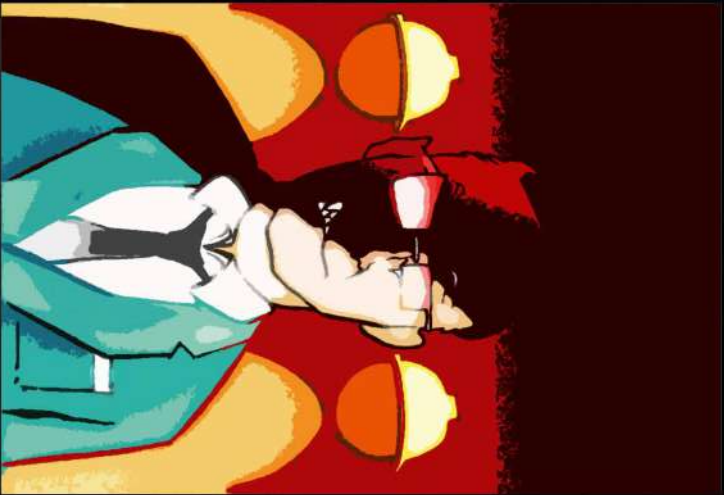


**+2**





**+1**









+5





+2





+5




+5





+5





+5



+5



+5









+5



+10



+5



+10



+5



+10



+10

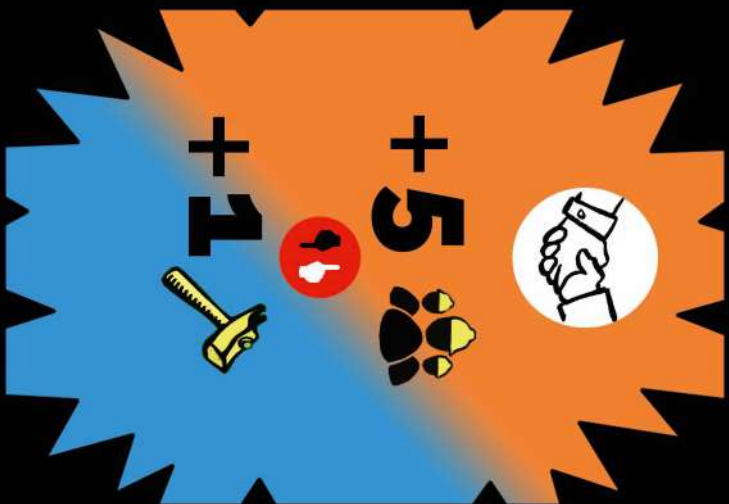
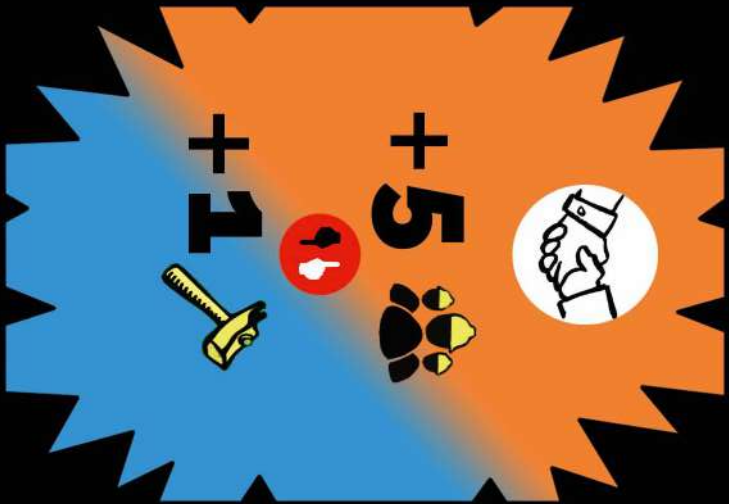
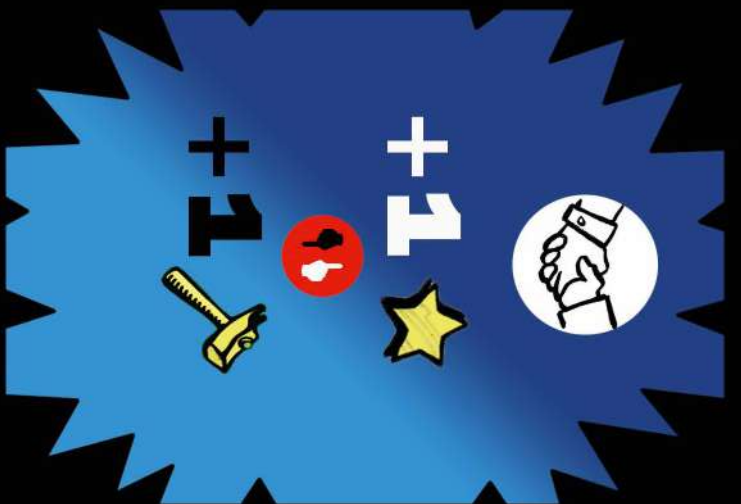
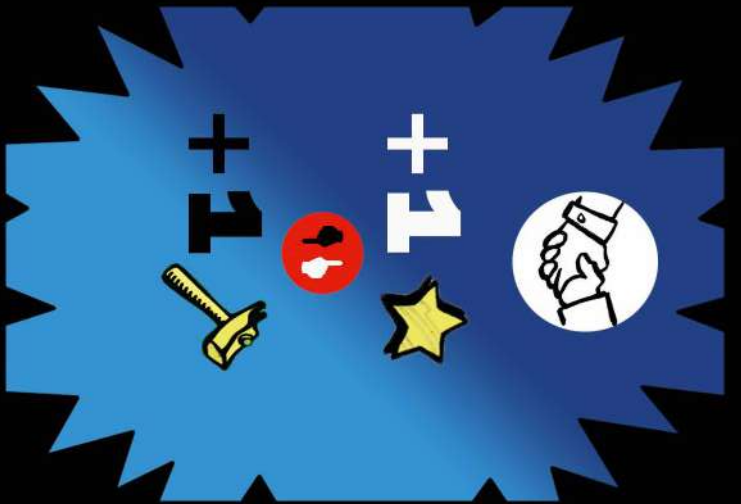
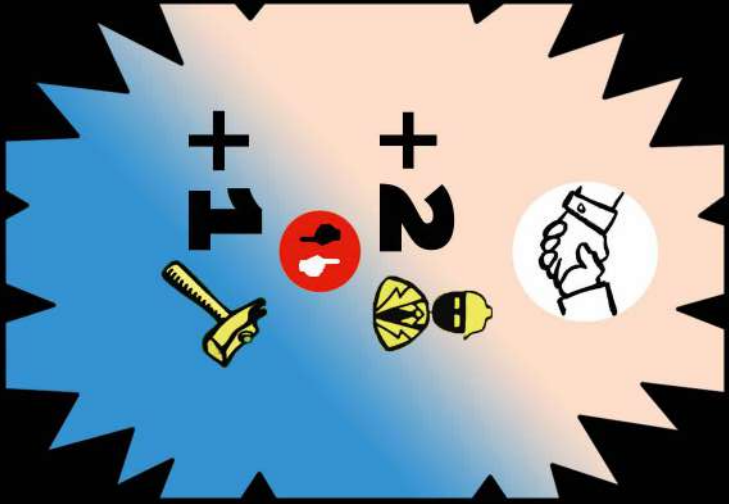
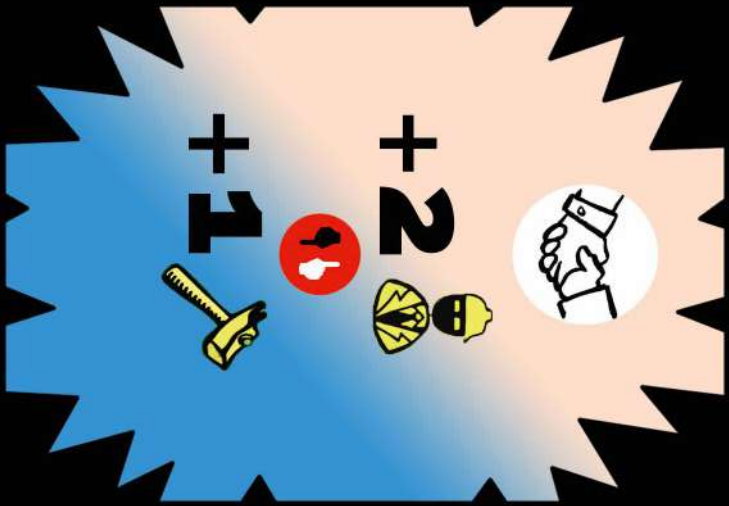
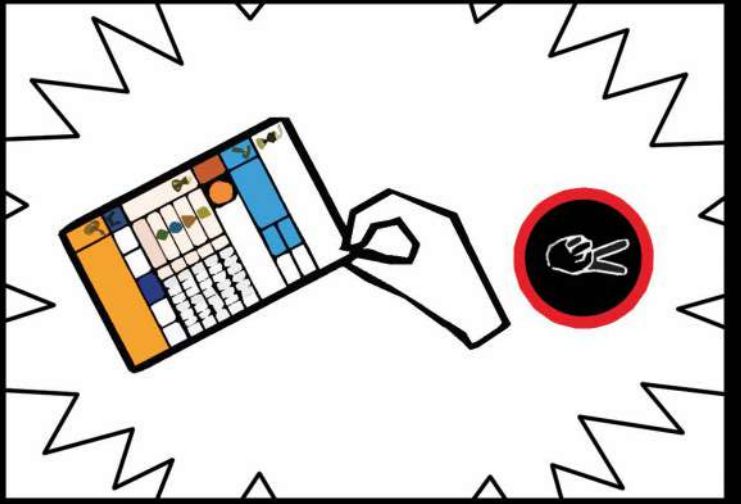
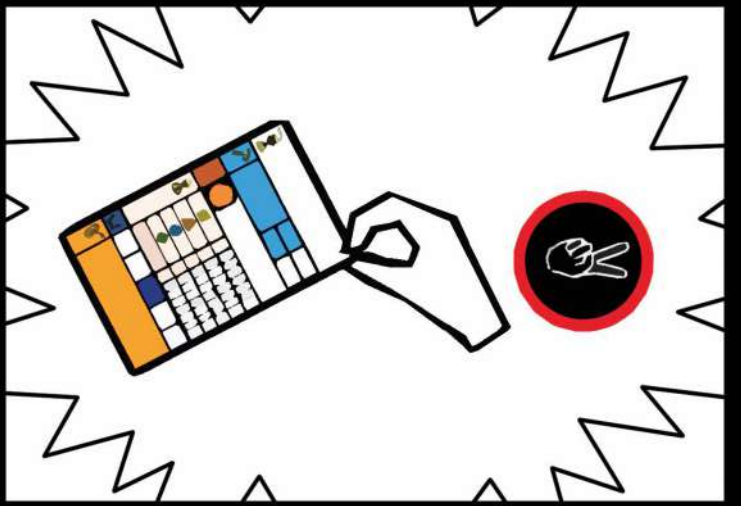


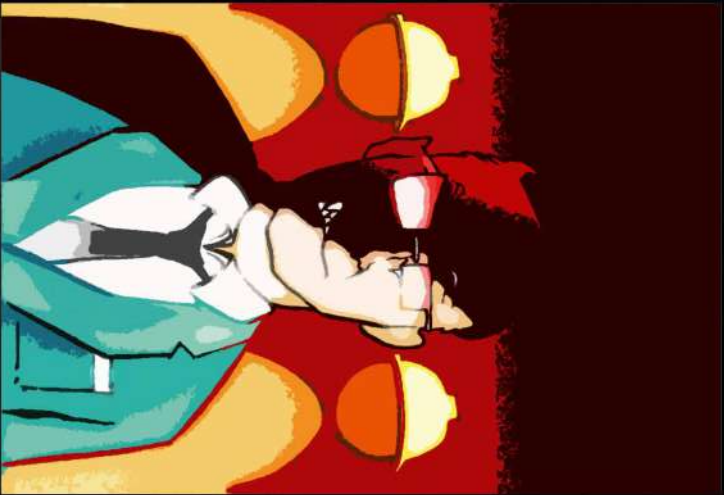
+10















+5



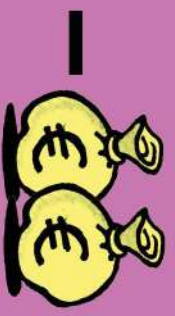
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+5



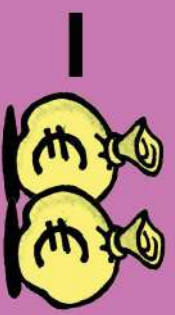
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+2

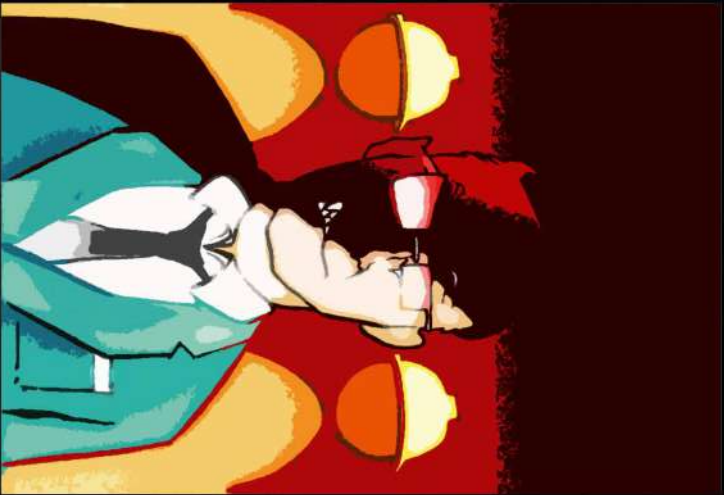


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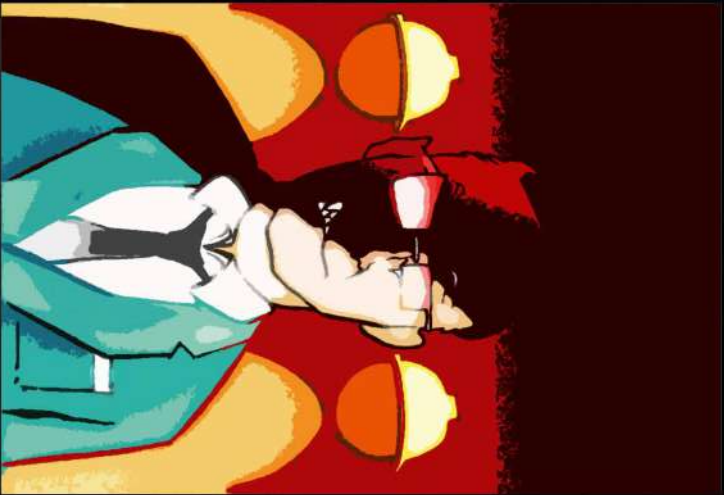
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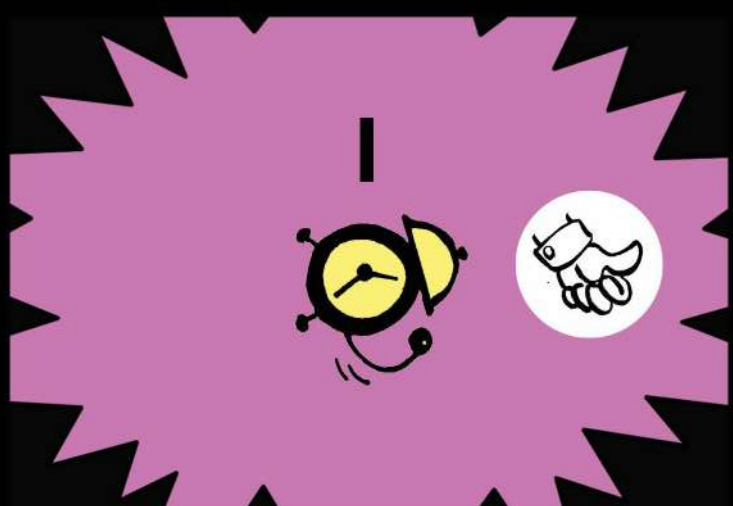
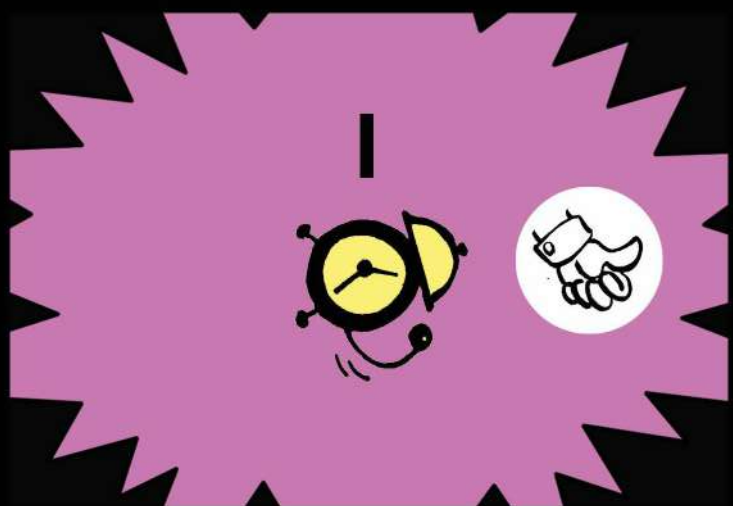
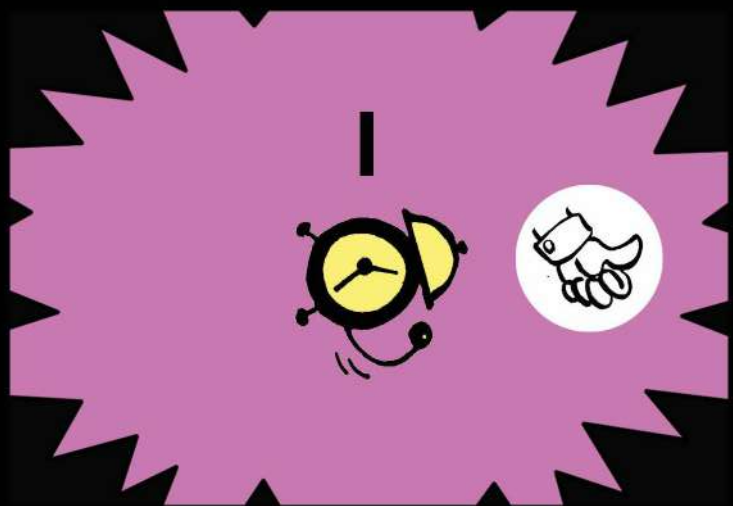
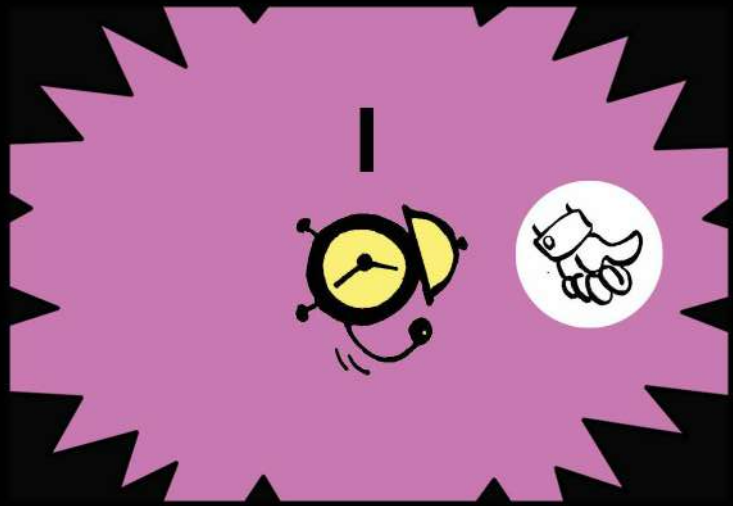
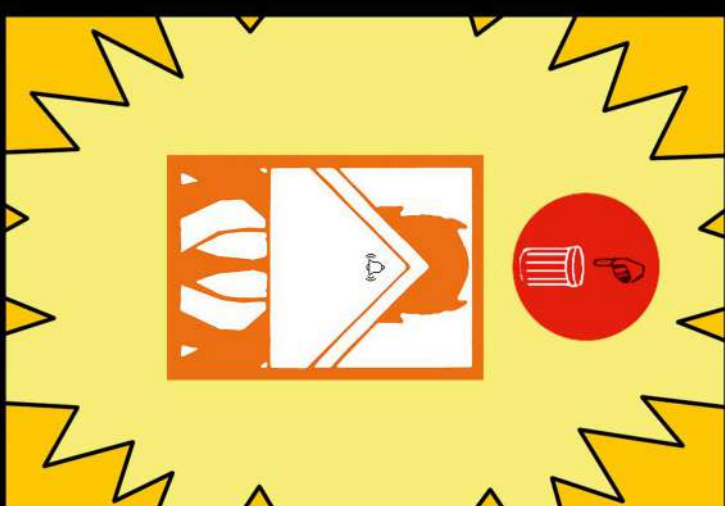
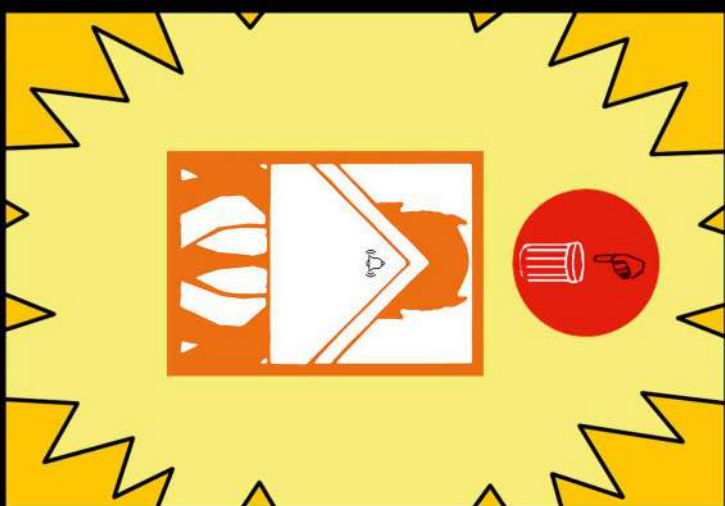
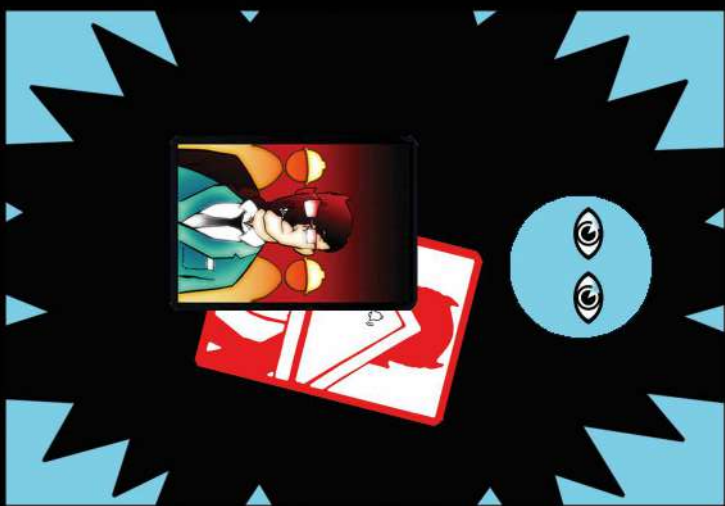
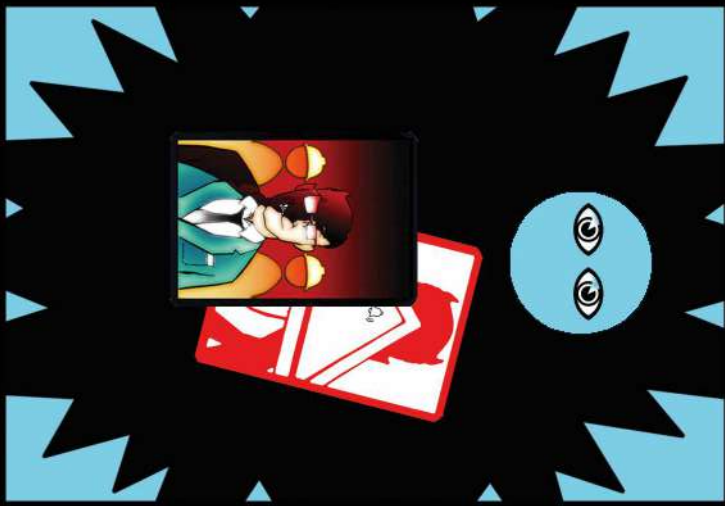






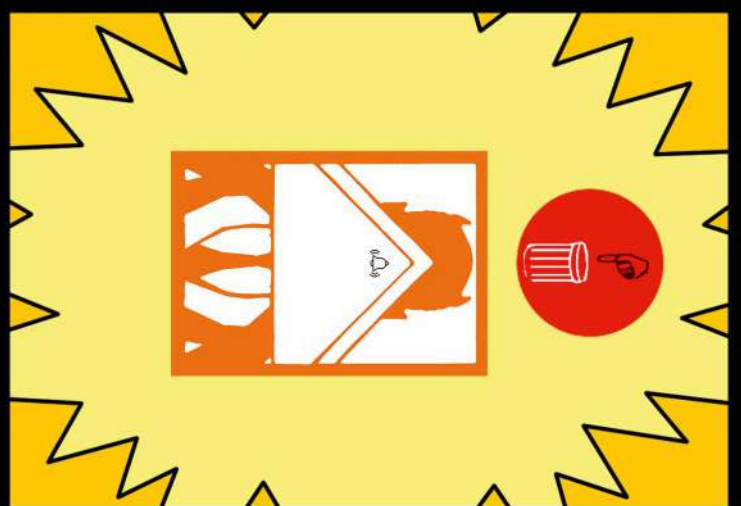
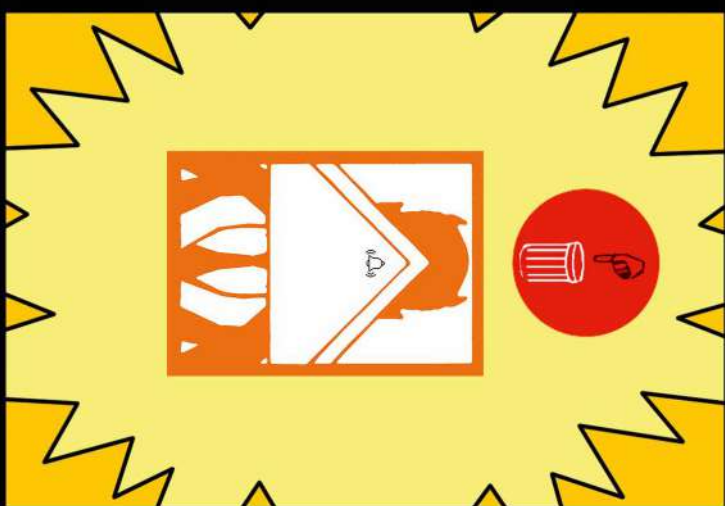
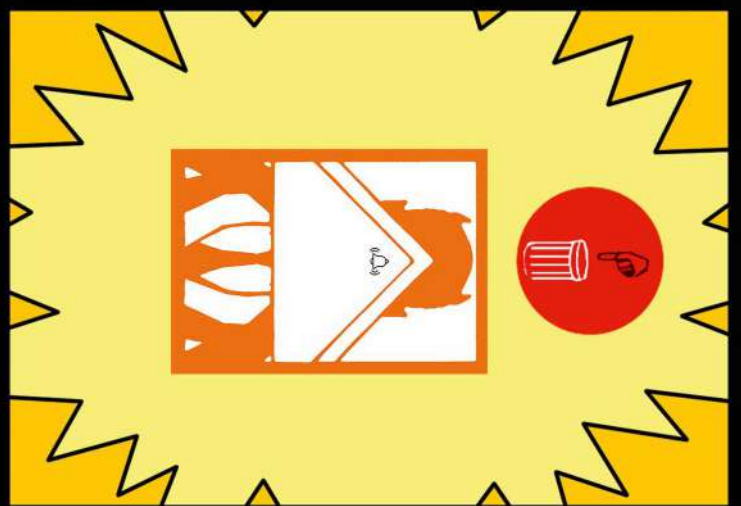
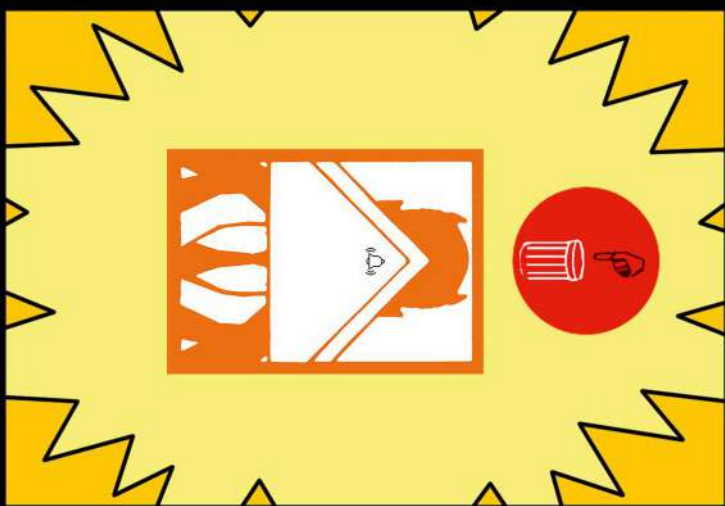
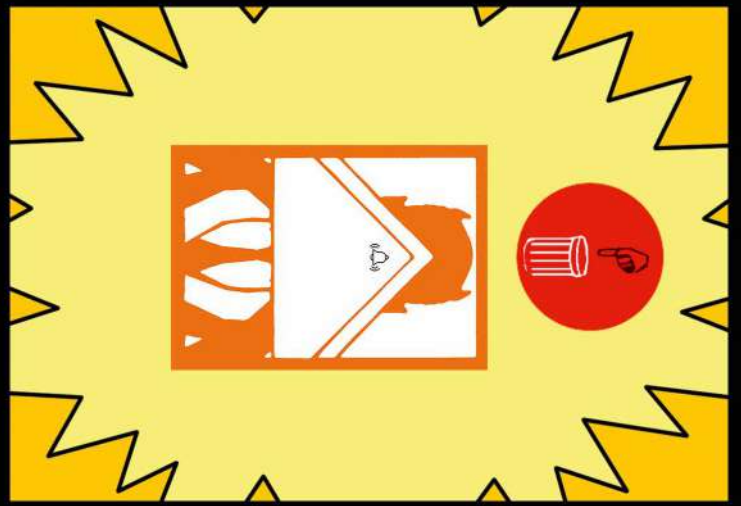
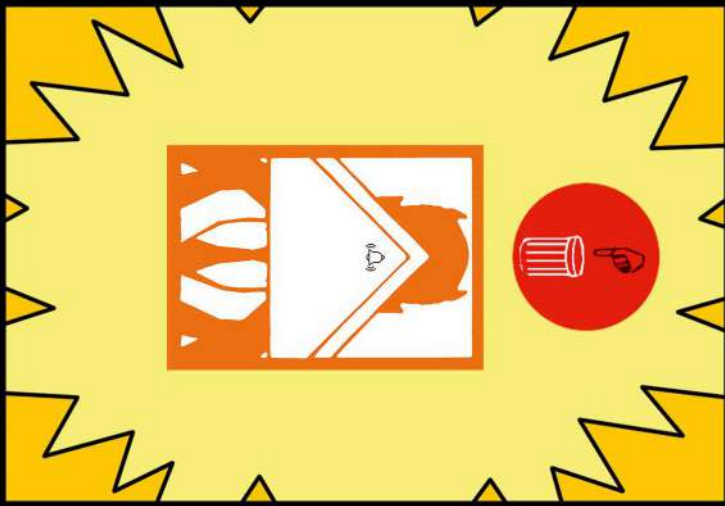


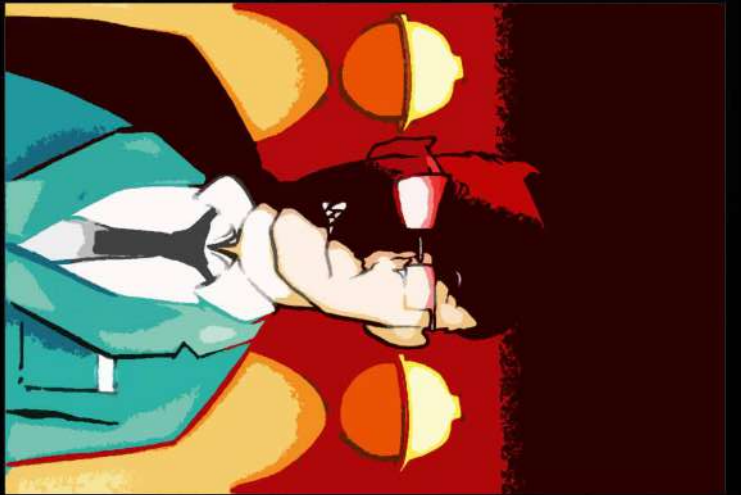
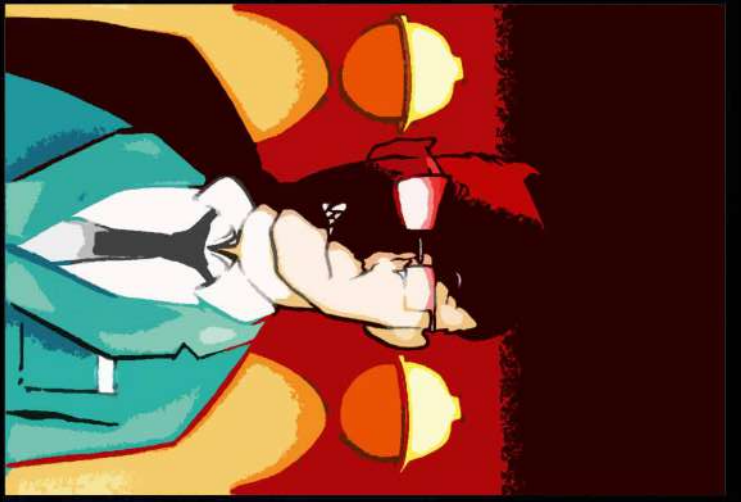
















YOU BRIBED  
AN OFFICER  
IN THE PROCUREMENT  
DEPARTMENT



YOU HAVE  
A CRIMINAL CONVICTION  
FOR MONEY-LAUNDERING,  
CORRUPTION  
OR FRAUD



YOUR SON WORKS  
FOR THE PROCUREMENT  
DEPARTMENT



YOU LIED ABOUT  
THE TECHNICAL  
OR FINANCIAL DETAILS  
OF YOUR COMPANY



YOU SUBMITTED  
A FAKE BID TO ENSURE  
THAT YOUR FRIEND'S  
COMPANY WON THE TENDER



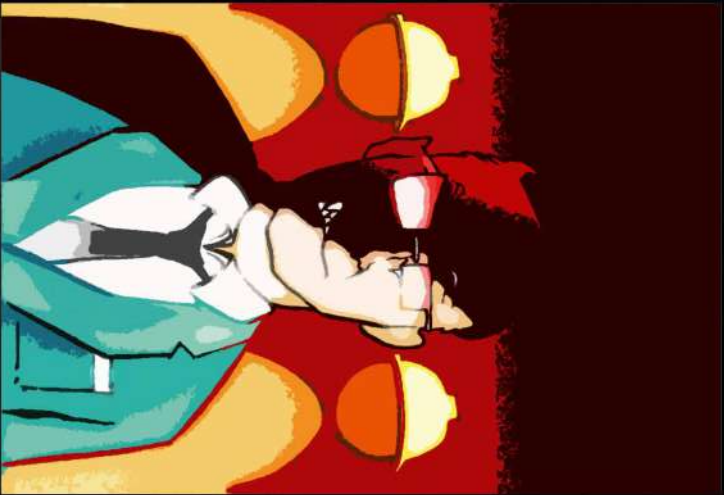
YOU ARE LATE  
PAYING  
TAX



YOU ARE LATE  
PAYING  
TAX




YOU ARE LATE  
PAYING  
TAX







YOU ARE LATE  
PAYING  
TAX



YOU HAVE  
NOT UPDATED  
YOUR DATA ON  
THE COMPANIES REGISTER



YOU HAVE  
NOT UPDATED  
YOUR DATA ON  
THE COMPANIES REGISTER



YOU HAVE  
NOT UPDATED  
YOUR DATA ON  
THE COMPANIES REGISTER



THE CV OF ONE  
OF YOUR EMPLOYEES  
IS MISSING



THE CV OF ONE  
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IS MISSING



THE CV OF ONE  
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IS MISSING

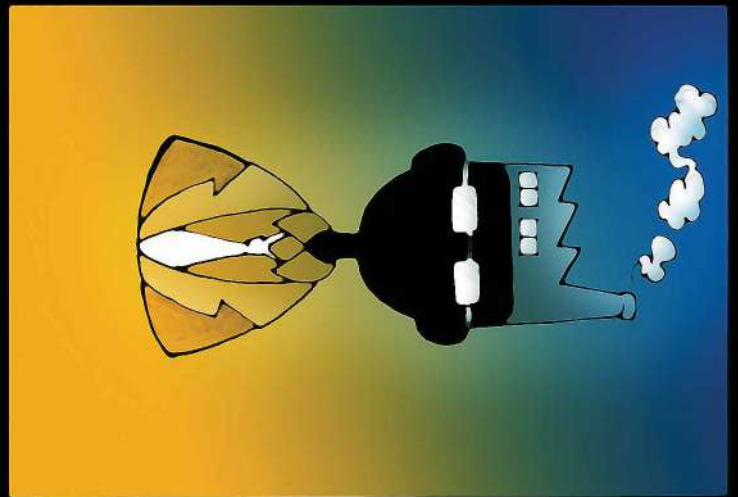
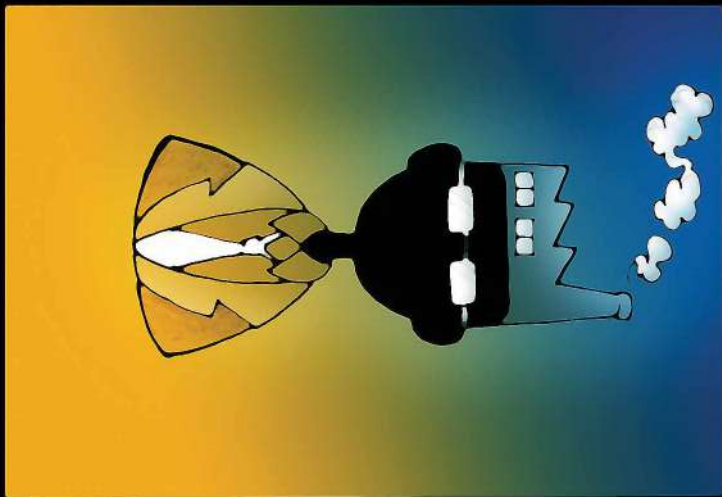
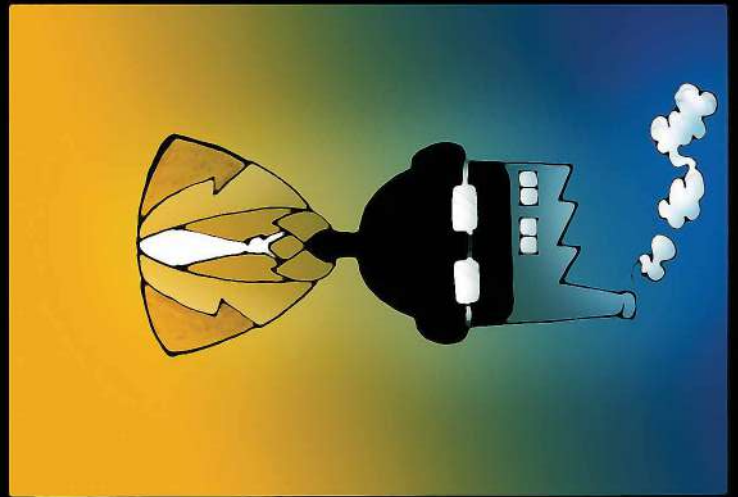
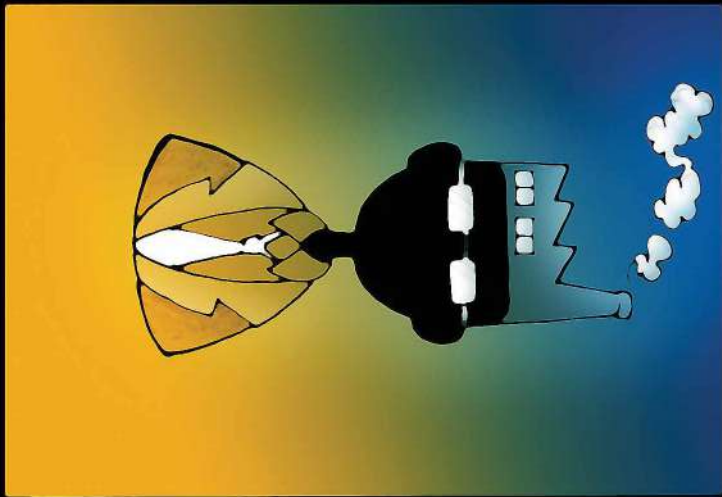
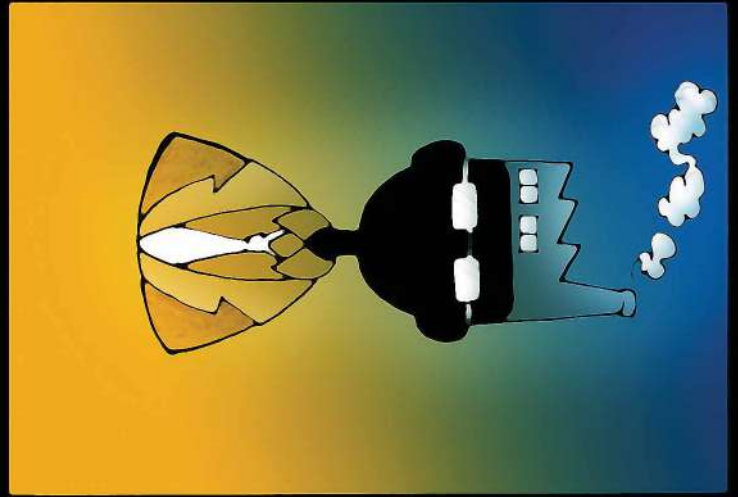
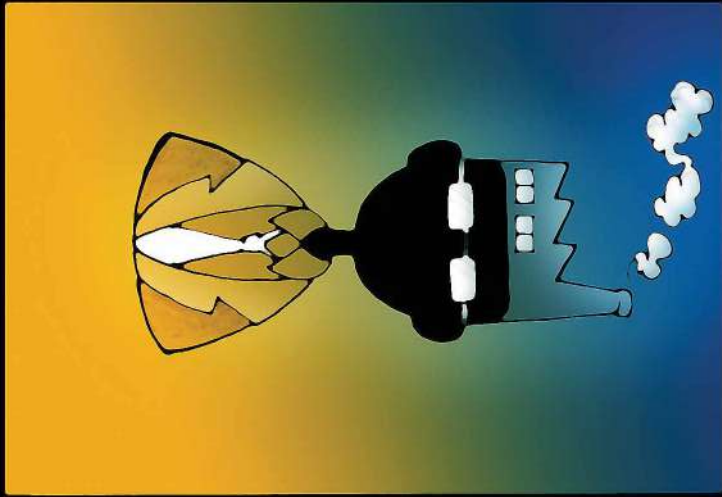
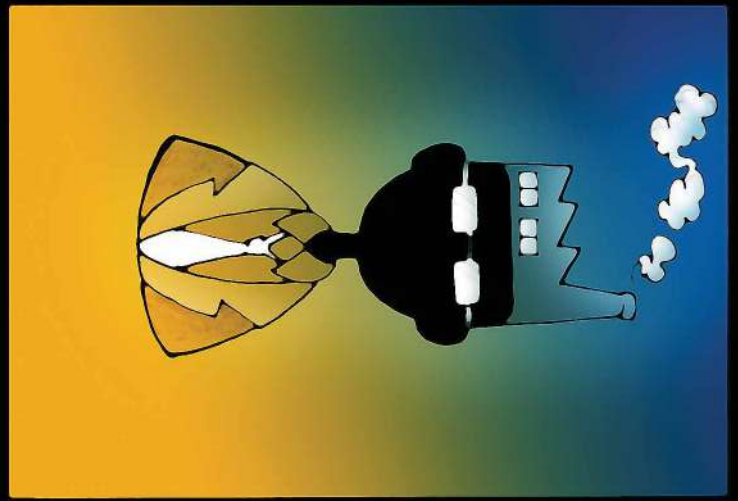
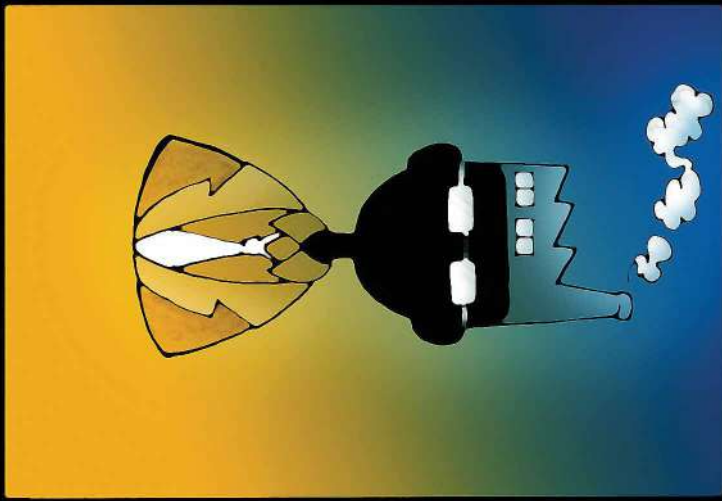


THE CV OF ONE  
OF YOUR EMPLOYEES  
IS MISSING









**5**

4	
6	

**25**

E				
G				
C				
N				
S				

1	2	3	4	5
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**5**

2	
8	

**15**

E				
G				
C				
N				
S				

1	2	3	4	5
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**6**

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1	

**20**

E				
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C				
N				
S				

1	2	3	4	5
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**6**

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**25**

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1	2	3	4	5
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**7**

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**15**

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**7**

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**8**

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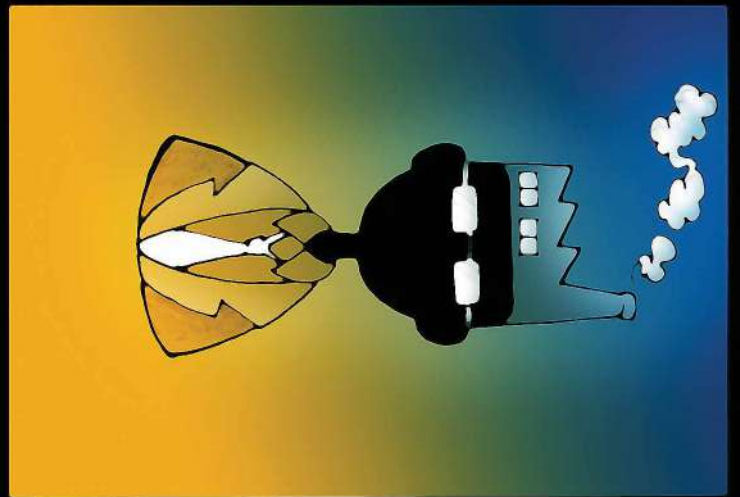
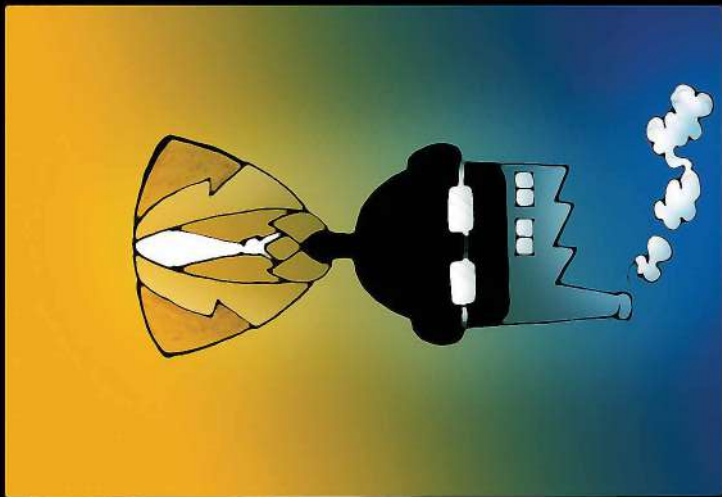
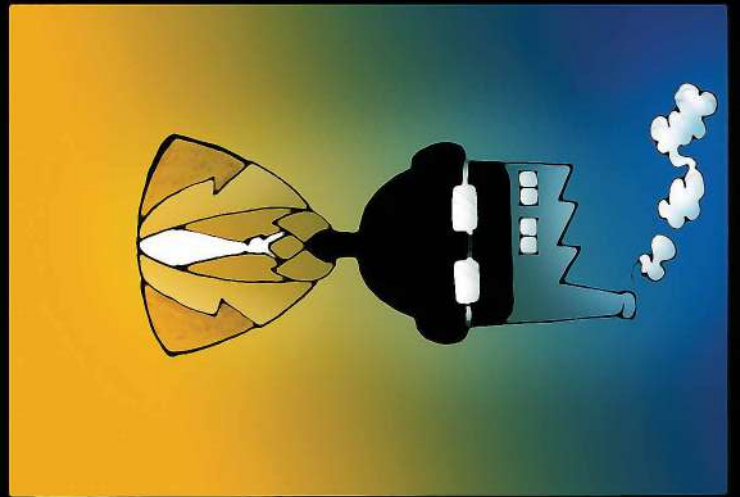
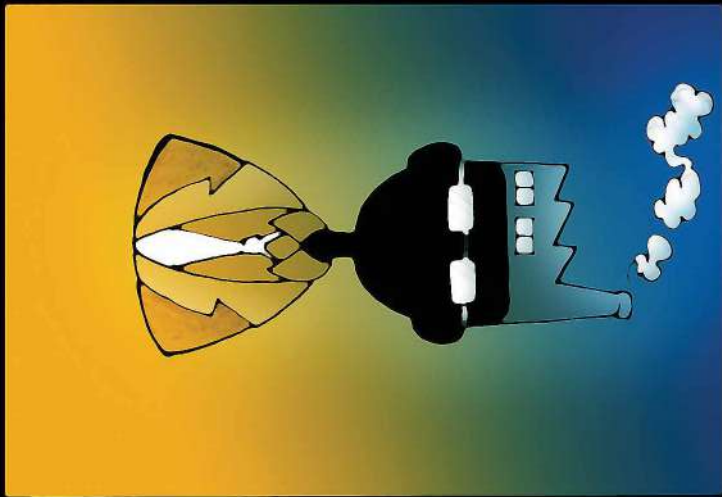
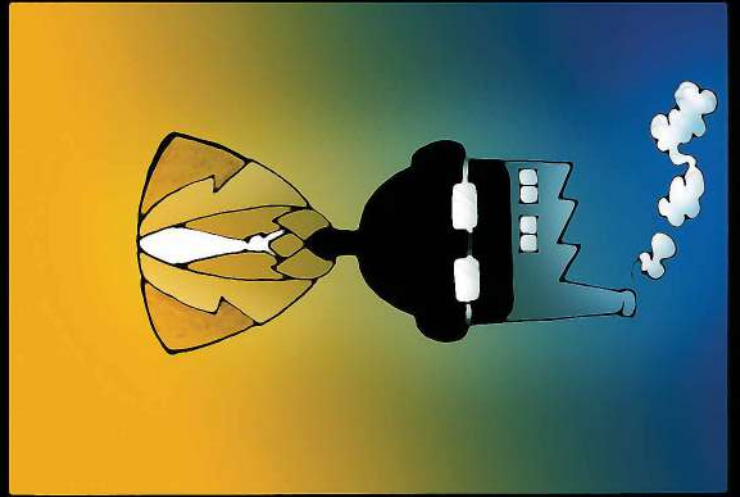
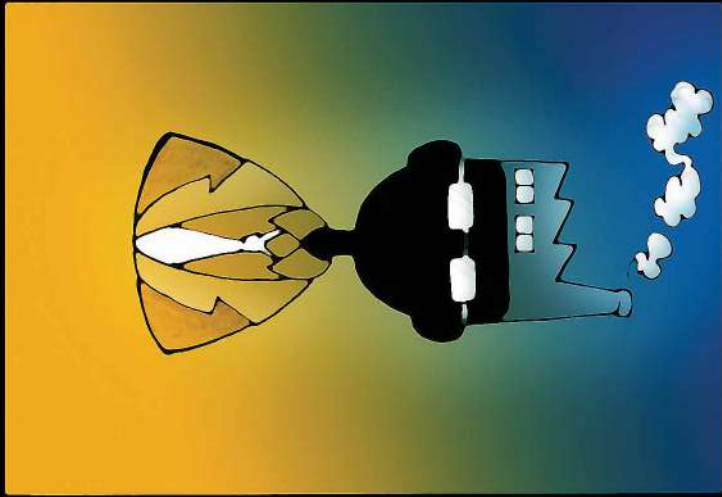
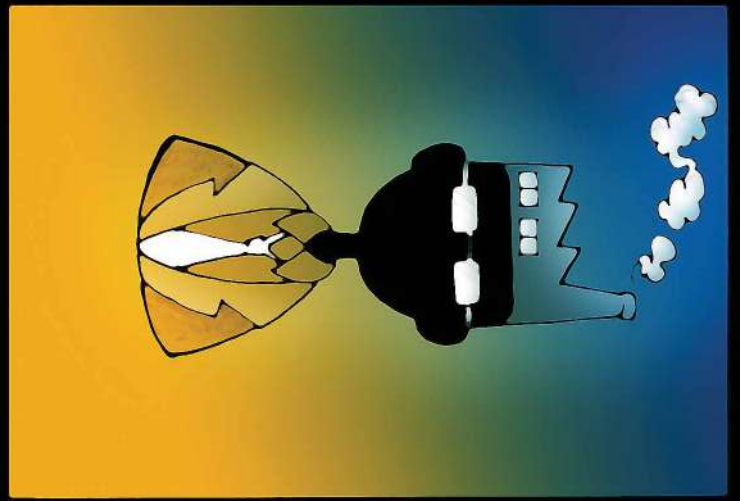
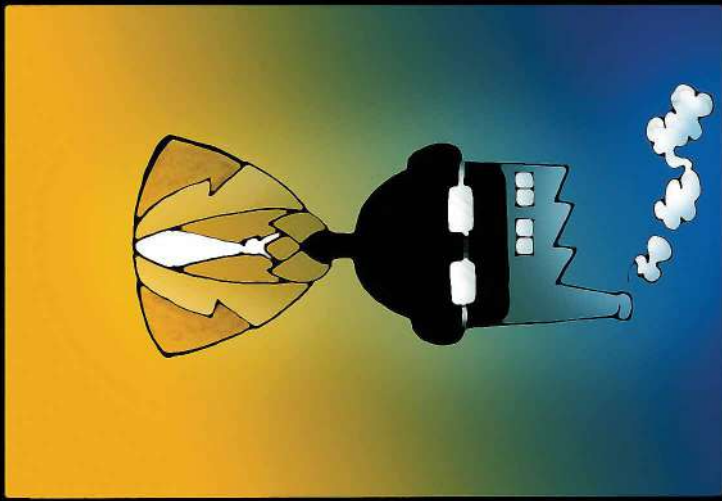
**8**

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**15**

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S				

1	2	3	4	5
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MODERNISATION  
OF A RAILWAY LINE



2 ★

4

35



2		
2		



AQUEDUCT  
UPGRADE



3 ★

3

25



2		
1		



MOTORWAY  
CONSTRUCTION



2 ★

5

45



2		
2		
1		



WATER DRAINAGE  
NETWORK



3 ★

4

35



2		
2		



AQUEDUCT  
MAINTENANCE



3 ★

1

10



1	
---	--



NEW RESERVOIR AND DISTRIBUTION  
NETWORK FOR FARMS



3 ★

5

45



2		
2		
1		



SEWER  
MAINTENANCE



3 ★

2

15



2		
---	--	--



MAINTENANCE OF WATERWAYS  
FOR VESSELS



4 ★

1

10



1	
---	--







NEW RIVER  
OUTLET



4 2

**15**

2



5 1

**10**

1



EMBANKMENT FOR AN URBAN SECTION  
OF THE RIVER



4 3

**25**

2 1



5 2

**15**

2



DRAINAGE SYSTEM  
FOR FLOOD RISK PREVENTION



4 4

**35**

2 2



5 3

**25**

2 1



RETENTION BASIN  
FOR FLOOD PROTECTION



4 5

**45**

2 2 1



5 4

**35**

2 2



INSTALLING SOLAR PANELS  
ON THE TOWN HALL ROOF

PUBLIC LIGHTING  
FOR RIVER BANK

ENERGY EFFICIENCY UPGRADE  
FOR HOSPITAL

IMPROVING THE EFFICIENCY  
OF PUBLIC LIGHTING





HYDROELECTRIC POWER PLANT



5 ★ 5

45

2	E	E
2	G	G
1	C	

Leaf, Head, Heart, Padlock, Ear

WEED CONTROL AND MAINTENANCE OF THE CASTLE MOAT



6 ★ 1

10

1	E	
---	---	--

Leaf

RESTORATION OF CHURCH'S MEDIAEVAL DOOR



6 ★ 2

15

1	E	C
1	C	

Padlock, Ear

EXHIBITION AND MULTIMEDIA UPGRADE IN MUSEUM



6 ★ 3

25

1	E	
2	C	C

Head, Heart, Padlock, Ear

MONASTERY RESTORATION



6 ★ 4

35

1	E	
3	C	C
	C	C

Leaf, Head, Heart, Padlock, Ear

RESTORING AN ARCHAEOLOGICAL SITE AND STAGING IT AS A MUSEUM



6 ★ 5

45

1	E	
4	C	C
	C	C

Leaf, Head, Heart, Padlock, Ear

NEW WIRELESS NETWORK FOR THE TOWN COUNCIL OFFICES



7 ★ 1

10

1	E	
---	---	--

Ear

DIGITAL CATALOGUE FOR THE PUBLIC LIBRARY



7 ★ 2

15

1	E	C
1	C	

Padlock, Ear





DIGITISATION  
OF THE NATIONAL LAND REGISTRY



7 ★  
3 ★

25



1

E

2

G

G



ELECTRONIC WHITEBOARDS  
FOR THE LOCAL SCHOOL NETWORK



7 ★  
4 ★

35



1

E

3

G

G

G



INSTALLATION OF FIBRE OPTICS



7 ★  
5 ★

45



2

E

E

1

G

G



LANGUAGE COURSE  
FOR IMMIGRANTS



8 ★  
1 ★

10



1

G



CAFETERIA SERVICE  
FOR NURSERY SCHOOL



8 ★  
2 ★

15



2

S

S



HOME HELP  
FOR ELDERLY PEOPLE



8 ★  
3 ★

25



3

N

N

N



SOCIAL AND HEALTHCARE ASSISTANCE  
FOR THE DISABLED



8 ★  
4 ★

35



2

S

S



HOMELESS  
SHELTER



8 ★  
5 ★

45



2

N

N

2

S

S





