

**Table 2:**

**Possible Key Building Blocks for Independence of IA practitioners**

*Both individuals and reviewing bodies/agencies*

	<b>Institutional and legal arrangements</b> <i>Formal independence</i>	<b>Operation in practice</b> <i>De facto independence</i>
<p><b>Status &amp; powers:</b></p> <p>the practitioner has independent status and powers</p>	<ul style="list-style-type: none"> <li>• Independence secured through certification/accreditation schemes</li> <li>• Adheres to a Code of Ethics</li> <li>• Signs ‘declaration of absence of conflicts’ – no past or present professional conflicts with a project</li> </ul>	<ul style="list-style-type: none"> <li>• Has no stake or interest in subject (project, plan, etc.) of the assessment</li> <li>• Chooses its own benchmarks &amp; approach</li> <li>• Can show evidence of independence in practice (products and actions)</li> </ul>
<p><b>Financial autonomy</b></p> <p>the practitioner is financially autonomous</p>		<ul style="list-style-type: none"> <li>• Secures sufficient budget for the assessment</li> <li>• Is autonomous in internal budget allocation</li> </ul>
<p><b>Organizational autonomy</b></p> <p>the practitioner functions autonomously</p>	<ul style="list-style-type: none"> <li>• Nominates its own staff, board and chairperson</li> <li>• Has rules for incompatibility of offices</li> </ul>	<ul style="list-style-type: none"> <li>• Successfully withstands political pressure, e.g. on conclusions of the assessment</li> </ul>
<p><b>Knowledge and expertise</b></p> <p>the practitioner has sufficient knowledge and professional expertise to execute its task</p>	<ul style="list-style-type: none"> <li>• Requirements exist for professional expertise through certification/accreditation schemes</li> <li>• Access to information is legally secured, including right to collect information</li> </ul>	<ul style="list-style-type: none"> <li>• Chairperson, board and staff have adequate professional expertise</li> </ul>

## **Accountability and transparency**

the practitioner is accountable and transparent

- Certification/accreditation schemes require regular external financial and quality audits
- Complaint mechanism exists
- Regular financial and quality audits take place
- Includes high quality consultations in its assessments and response is given to those consulted
- Complaint mechanism is regularly used