

Table 2
Possible Key Building Blocks for Independence of IA practitioners

For both individuals and review bodies

	Institutional and legal provisions <i>Formal independence</i>	How it works in practice <i>Independence in practice</i>
<p>Status and powers the specialist has independent status and powers</p>	<ul style="list-style-type: none"> • Independence is guaranteed by certification/accreditation systems • Adheres to a Code of Ethics • Signs a 'conflict-free declaration' – no current or past professional conflicts with the project 	<ul style="list-style-type: none"> • Has no interest in the project, plan, etc. being assessed • Chooses its own references & approach • Can provide evidence of its independence in practice (products and actions)
<p>Financial independence the specialist is financially independent</p>		<ul style="list-style-type: none"> • Ensures a sufficient budget for the review • Is autonomous in the internal allocation of budgets)
<p>Organisational autonomy the specialist operates autonomously</p>	<ul style="list-style-type: none"> • Appoints its own staff, Board and Chairman • Has rules on incompatibility of functions 	<ul style="list-style-type: none"> • Stands up well to political pressure, e.g. on the conclusions of the assessment
<p>Knowledge and expertise the specialist has sufficient professional knowledge and expertise to carry out his/her mission</p>	<ul style="list-style-type: none"> • There are requirements for professional expertise through certification or accreditation systems. • Access to information is formally guaranteed, including the right to gather information 	<ul style="list-style-type: none"> • The Chairman, Board and staff also have appropriate professional expertise
<p>Justification and transparency the specialist can justify himself and is transparent</p>	<ul style="list-style-type: none"> • Certification or accreditation systems require regular external financial and quality audits • Complaints mechanism in place 	<ul style="list-style-type: none"> • External financial and quality audits are carried out on a regular basis • Includes high-quality consultations in its assessments and provides responses to those consulted • The complaints mechanism is used regularly