

## **The IIPE Toolkit**

Specific Ethics Toolkit, Resources and Strategies which IIPE brings to a Consultancy Project:

Ethics laws: Effective model laws and regulatory instruments, ethics codes, and associated administrative systems, which discourage official corruption, bribery, fraud, abuse of power, abuse of office, influence-peddling and self-dealing by officials, malfeasance, and other forms of official impropriety, and establish enforceable accountabilities;

Accountability mechanisms: practical administrative strategies which make government decision-making transparent and enable citizens to require civil servants and public officials to give reasons for their decisions:

Diagnostic training: development programs and supporting materials which can be articulated with each of the other tools to identify organisational ethics / integrity pathologies, and guide the development of training which is effective and relevant to organisational integrity and the development of necessary competencies, skills and attitudes, and related train-the-trainer programs;

Organisation performance measures: realistic management tools which are linked to effective documentation and record-keeping practices, effective corruption and fraud detection mechanisms, and performance-auditing and improvement regimes;

Ethics audit tools: transparent institutional processes which identify risks to the integrity of the most important systems (for example financial management, procurement, tendering, contract management, private-sector partnerships, civil service recruitment and promotion, dismissal, redundancy, and discipline);

'Best Practice' public management approaches: tools for managers to encourage all public officials and civil servants to be responsible for contributing to an ethical organisational culture and a service-directed organisation, such as merit-based recruitment measures, proficiency and competence management systems, effective codes of ethics, effective disciplinary processes, and modern performance-management strategies;

'Whistleblower' protection: effective laws and management strategies to encourage and protect the disclosure by officials and citizens of official corruption and wrongdoing;

Human resource management strategies: appropriate management tools which link ethical performance with entry and advancement, and ethical 'under-performance' with disciplinary processes in the civil service, and which promote merit-based promotion and recruitment and anti-discrimination protections;

Education and training: innovative programs and resources for induction programs in civil service / public sector employment, the implementation of ethics codes, the application of ethical management principles, the proper use of official power, the requirements of professional responsibility, effective human resource management, the rule-of-law, anti-corruption strategies, policy development and professional decision-making skills which support effective institutionalisation of ethical standards;

Complaint and redress procedures: effective external and internal mechanisms, and related protections, for those who bring complaints to attention; Ombudsman and other forms of dispute resolution; independent investigation, appeal and review mechanisms;

Ethics institutionalisation: comprehensive public management strategies which encourage an integrated approach to institutionalising public sector ethics and anti-corruption efforts, promote democratic values, encourage citizen support for legitimate government, and promote government-to-government confidence and trust.

---