CRPM Center for Research and Policy Making

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CRPM Integrity Policy

Introduction

This Integrity Policy is intended to serve as a user-friendly guide for CRPM members to use in day-to-day interactions and decision-making, consistent with our Mission, Policy Manual, and Core Values. It does not purport to contain all the answers, and does not address every ethical issue that staff may face. Rather, it serves as a bridge between our vision and operational realities, and speaks to the spirit of our commitment to our Mission. The Integrity Policy of CRPM Group is a collection of, regulations, and guidelines that represent the values of the group, a published statement of the set of values and moral aspirations developed to communicate professional behavioral standards to the public at large. The Integrity Policy of CRPM is a statement of the way we act in regard to the basic moral principles such as honesty, commitment to impartiality and competence, transparency, openness and fairness. All CRPM members pledge in writing to abide by the CRPM's Integrity Policy. Their adherence to the Code signifies voluntary assumption of self-discipline above and beyond the requirements of law. CRPM has drafted the following policies:

CRPM Members Values

CRPM Members are obliged in their professional conduct to comply with the following values:

- Open minded/cosmopolitan outlook — remaining free from prejudice and bias, avoiding arrogance, being tolerant of differences and faithful to the Mission of the CRPM
- Independence — acting only in the interests of the CRPM and not those of outside parties (e.g., our region, country, political party, relatives, friends, or associates);
- Impartiality — being just and fair, receptive to the concerns of others;
- Integrity- always respecting the institutional integrity, and the integrity of CRPM members and associates.
- Commitment to high quality work- producing high quality outputs, consultations and technical assistance.
- Audacity — raising and pursuing difficult societal questions, encouraging open discussions about controversial issues;
- Legally bound — supporting the rule of law.
- Honesty — being honest, telling the truth, keeping promises, and commitment in all that we say and do;
- Responsibility — pursuing excellence in all activities, promoting accountability;
- Competency — seeking to improve our own skills as well as those of others, striving for greater knowledge, and always using professional judgment and discretion;
- Respectfulness — treating CRPM stakeholders and clients with respect and each other with courtesy and decency, listening to and acknowledging the views of others, honoring the rights of those affected by our decisions, and safeguarding their privacy and dignity;

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Staff Relations and Anti-Discrimination

- CRPM members ensure that others receive credit for their work and contributions.
- CRPM members respect superiors, subordinates, colleagues and the public.
- CRPM members take responsibility for their errors.
- CRPM members are committed to a fair, equitable, and impartial treatment of all staff. Unfair, inequitable, and partial treatment is unacceptable and will not be tolerated. CRPM members guard against treating any specific group or individual in a way that reflects bias or favoritism, or that produces undue advantages or disadvantages.

Other Relations and Conflicts of Interests

- CRPM members are encouraged to engage in volunteer or charitable activities in good faith. Outside activities that are beneficial to CRPM and the society as a whole and the achievement of its Mission, or contribute to the development of the professional knowledge and skills of staff, are not only permitted but also encouraged. CRPM members maintain truthfulness and honesty and do not compromise them for advancement, honor, or personal gain. CRPM Members zealously guard against conflict of interest or its appearance: e.g., nepotism, improper outside employment, misuse of CRPM resources or the acceptance of gifts. Staff must disclose information when they are an officer, or owner, or have relatives that are owners or managers, or when they have a financial interest in any organization doing business with the CRPM. Because of the potential for misunderstandings, we shall disclose and withdraw ourselves from any activities that involve the hiring, advancement, promotion, or evaluation of relatives or close friends.

Anticorruption

CRPM members work towards prevention from all "fraudulent acts" that include both "fraud", which encompasses any act or omission whereby an individual or entity knowingly misrepresents or conceals a material fact in order to obtain an undue benefit or advantage for himself, herself, itself or a third party, or to cause another to act to his or her detriment; and "corruption", which encompasses any act or omission that misuses official authority or that seeks to influence the misuse of official authority in order to obtain an undue benefit for oneself or a third party.

Examples of fraudulent acts may include, but are not limited to, the following acts, which are listed below for illustrative purposes:

• Submitting falsified documentation;

• Improperly creating and using a document that purportedly authorizes a staff member or a third party to remove property belonging to CRPM;

• Misrepresenting educational qualifications;

• Making material omissions or false inclusions in personal history profiles (PHPs);

• Knowingly submitting an grant and documentation containing false information;

• Knowingly including false information in movement-related documentation submitted to CRPM;

• Declaring private telecommunications charges to be official;

• Improperly assisting a person external to CRPM to secure employment in exchange for money or other favours;

• Improperly assisting a vendor in a procurement process;
• Manipulating a procurement or recruitment process to ensure a certain outcome;
• Misusing CRPM resources to benefit oneself or a third party;
• Soliciting or accepting bribes;
• Revealing internal confidential information in order to obtain a benefit for oneself or a third party;
• Participating in the recruitment process of a family member or a person with respect to whom one has an undisclosed conflict of interest;
• Participating in a procurement and/or contract management process involving a person or entity with whom/which one has an undisclosed conflict of interest;
• Manipulating administrative processes to disburse payments to benefit oneself or a third party, such as by creating fake contracts, fake third-party beneficiaries or ghost employees;
• Improperly altering the labelling on the salary envelopes of individual contractors and removing cash from the envelopes, all without authorization;
• Taking property of CRPM without authorization.

Established "fraudulent acts" in CRPM are considered to be "misconduct", and the procedure for "Disciplinary measures" from CRPM policy Manual applies.

Relations in the Political Realm

- CRPM members avoid political activities outside of work that may compromise our duties and responsibilities to CRPM. Staff members may vote and belong to political parties, but shall refrain from partisan political activity, including becoming candidates for, or accepting appointments to, national public office. In such cases, the staff members in question should resign their position at the CRPM.
- CRPM members do not institutionally endorse political candidates and political parties, nor do they participate in political campaigns. CRPM experts who wish to participate in politics and/or endorse political candidates may do so only during their personal time and supported by their personal resources. CRPM members do not engage in promotional activities, lobbying or other political support on behalf of our project sponsors and institutional supporters.
- A political party or an independent candidate cannot be clients of CRPM. CRPM affiliated companies offering consulting services can offer advice and other services to political parties, or independent candidates. The data and experience gathered in this process, upon client's approval, can be used by CRPM in its policy research agenda.

Relationships with Governments, Private Sector, and Non-Governmental Organizations

- CRPM deals extensively with governments and other authorities, and increasingly with private investors and civil society. Maintaining positive relationships with them is critical. At the same time, we must be mindful of our status as independent institution. As such, we shall not seek nor accept instructions in regard to the performance of our duties from any authority external to the CRPM. We seek to avoid even the appearance of impropriety in all our interactions with these entities, as well as with their officials and employees.

- CRPM affiliated companies offering consulting services can offer advice and other services to governments, private sector and non-governmental organizations. The data and experience gathered in this process, upon client's approval, can be used by CRPM in its policy research agenda.

Disclosure of Confidential Information

- Hard work, individual productivity, openness and promoting public debate on issues we work on are very important to CRPM. CRPM is committed to being open with the media and other external constituencies discussing our work, and encourage staff to speak publicly on their areas of expertise. However, we must sometimes protect sensitive information to safeguard the rights of our clients, partners and staff. Leaking confidential material can damage due process and undermine our Mission. Confidential information -— either about CRPM or any companies, governments, or other entities we deal with — must not be used for personal, family, or others' gain. For more details please consult the CRPM Policy Manual.

Clients Relations

- CRPM members will serve their clients with integrity, competence, and objectivity, using a professional approach at all times, and placing **the best interests of the client** above all others.
- CRPM members will establish **realistic expectations** of the benefits and results of their services.
- CRPM members will treat all client information that is not public knowledge as **confidential**, will prevent it from access by unauthorized people, and will not take advantage of proprietary or privileged information, either for use by them, their firm or another client, without the client's permission.

Consulting Engagements

- CRPM consulting activities on the behalf of CRPM affiliate companies can be undertaken in order to supplement the budget dedicated to policy research activities (think tank work).
- CRPM consulting activities on the behalf of CRPM affiliate companies can be undertaken by CRPM members only if they do not affect the normal undertaking of CRPM project activities (think tank work) and the quality of the final outputs of such activities.
- CRPM members can engage on consulting basis on behalf of CRPM affiliate companies only at the time when not engaged on project work with CRPM.
- CRPM members, for their services for consulting jobs on behalf of CRPM affiliate companies, are compensated according to the regulations of the CRPM Policy Manual
- CRPM members will withdraw from a consulting engagement when their objectivity or integrity may be impaired or when the assignment will impair the work of the think tank.
- CRPM members undertaking consulting will only accept assignments which they possess the expertise to perform, and will only assign staff with the requisite expertise.
- CRPM members undertaking consulting will ensure that before accepting any engagement, a mutual understanding of the objectives, scope, work plan, and fee arrangements has been established.