



Illustration:
The Effects of Good Government
by A. Lorenzetti - Sala dei Nove
Siena, Italy (1339)

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PRINCIPLES OF GOOD DEMOCRATIC GOVERNANCE

1. Participation, Representation, Fair Conduct of Elections
2. Responsiveness
3. Efficiency and Effectiveness
4. Openness and Transparency
5. Rule of Law
6. Ethical Conduct
7. Competence and Capacity
8. Innovation and Openness to Change
9. Sustainability and Long-Term Orientation
10. Sound Financial Management
11. Human Rights, Cultural Diversity and Social Cohesion
12. Accountability

— The 12 Principles of Good Democratic Governance encapsulate fundamental values defining a common vision of European democratic governance.

— The Mission of the Centre of Expertise is to promote respect for the 12 Principles of Good Democratic Governance by building capacities of governance actors of all levels and delivering legal and policy advice in line with European standards and best practice.

— Toolkits, training materials and benchmarks, developed by the Centre of Expertise, are available to governments at local, regional and central level alike.



Tools on Good Democratic Governance

The development and promotion of innovative capacity-building tools is among the priorities of the Centre of Expertise for Good Governance. These tools take inspiration from the best of European practice and enable the reinforcement and evaluation of local authorities' capacities in a variety of areas. These tools are regularly revised and updated and new tools are developed in response to emerging needs.

All interested bodies are encouraged to use the tools provided that the copyright is respected, the Centre is informed, and experts certified by the CEGG are used. The CEGG can provide assistance in the adaptation and implementation of the tools and in the training of national experts.

CLEAR – Citizen Participation

- ▶ A self-assessment tool to help local authorities develop effective policy responses to promote citizen participation based on the premise that participation is most effective where citizens Can do, Like to, are Enabled to, Asked to, and Responded to.

Civil Participation in Decision-Making

- ▶ An integrated framework that uses community evaluation and stakeholder evaluation to guide local authorities in designing and implementing strategies to increase a civil participation.

ELoGE – European Label of Governance Excellence

- ▶ The Label is awarded to local authorities who can demonstrate respect for the 12 Principles of Good Democratic Governance through a self-assessment and benchmarking process.

E-learning course on Good Democratic Governance

- ▶ The course contains a learning module for each of the 12 Principles of Good Democratic Governance based on standards and case studies enabling participants to develop a deeper understanding of good democratic governance.

TNA – Training and Capacity Needs Analysis and National Training and Capacity-Building Strategy

- ▶ The TNA toolkit sets out four steps in training and capacity needs analysis and offers guidance in developing national training and capacity building strategies for local administration.

HRM – Human Resources Management

- ▶ Modern and effective human resource management is key to good governance at the local level. This toolkit offers guidance on job descriptions, appraisals, performance management, and gender mainstreaming based on standards and case studies.

URSO – Monitoring and Evaluation Methodology

- ▶ Containing a methodology and training agenda for monitoring and evaluation of training programmes, this tool can be used in tandem with the HRM, TNA, Strategic Municipal Planning and other toolkits to create outputs that are Useful Relevant Sustainable Owned.

LAP – Leadership Academy Programme

- ▶ An interactive training programme for senior officials that serves to develop leadership for organisations, leadership for strategy, and leadership for capacity building over 3 stages.

TPA – Teleworking in Public Administration

- ▶ Of use to all levels of public administrations and designed to guide human resources managers, senior management, line managers and trade unions in designing and rolling out teleworking for their employees and membership.

SMP – Strategic Municipal Planning

- ▶ The toolkit provides guidance for preparing strategic municipal plans based on citizen participation and a five-step approach.

PMP – Performance Management Programme

- ▶ A 5-stage approach to long-term strategic local development planning, promoting citizen participation based on case studies and best practice from several Council of Europe member states.

BPP – Best Practice in Local Government Programme

- ▶ The BPP toolkit provides municipalities with ideas and guidance to promote successful, transparent, adequate, replicable, and sustainable practice.

LGA – Strengthening Capacity of Local Government Associations

- ▶ Analysing and transforming the capacities of LGAs can enable them to better represent local government interests and become strategic partners for central government.

PEB – Public Ethics Benchmarking

- ▶ 2 specific toolkits – for central and local level! which are designed to help committed public authorities assess corruption risks, improve public ethics standards, and develop ethical infrastructure passed on the relevant Council of Europe standards.

ReBuS – Resilience Building Strategies

- ▶ ReBuS has been developed to help public authorities build resilience by identifying the relevant actions needed to reduce risk; focus on recovery and functionality; and strengthen overall levels of good democratic governance.

LFB – Local Finance Benchmark for Local Authorities

- ▶ The toolkit supports evidence-based decision-making by local officials helping them make the best use of available resources.

LFB – Local Finance Benchmark for Central Authorities

- ▶ An analytical instrument for policy-makers designed to help them develop accountable and efficient local finance systems.

IMC – Inter-Municipal Cooperation

- ▶ The IMC Stepladder offers municipalities templates and a step-by-step approach to the processes for creating, establishing, implementing, and evaluating IMC arrangements.

TAT – Territorial Amalgamation Tool

- ▶ Offering support and guidance to decision-makers contemplating municipal amalgamation as a policy response to overcoming problems stemming from territorial fragmentation.

CBC – Cross-Border Cooperation

- ▶ The toolkit offers a step-by-step guide to designing and implementing cross-border projects based on Council of Europe standards.

C2C – City to City Cooperation

- ▶ This toolkit offers practical guidance and an operational framework for city-to-city cooperation on common themes across.

LAP for CBC – Leadership for Cross-Border Cooperation

- ▶ Building on LAP, the training material have been specifically designed and adapted to improve the leadership capacity of mayors and senior officials involved in developing or implementing cross-border cooperation initiatives.

EDEN – E-Database Empowering Network

- ▶ A comprehensive repository of case-studies, best practice, and networking opportunities from across the Council of Europe area comprising examples of cross-border cooperation, intermunicipal cooperation and ELoGE.