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Centre of Expertise for Good Governance 2020 Activity Report





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Executive summary

The mission of the [Centre of Expertise for Good Governance](#) is to support the authorities at all levels of government in delivering good governance for the benefit of citizens and civil society at large. To do so, it designs and implements cooperation projects relying on an extensive pool of experts and a wide range of capacity-building tools.

Key facts and figures

In 2020, the Centre of Expertise was responsible for managing the implementation of projects and activities for a total budget of over €9 million, in 20 Council of Europe member states. The main projects include:

- Serbia (total budget: € 4 M)
- Ukraine (total budget: € 2 M);
- Armenia (total budget: € 1.5 M)
- Greece (total budget: € 800 000)
- Slovakia (total budget: € 560 000)
- Lithuania (total budget: € 310 000).

In 2020, smaller but nevertheless high-impact projects and activities were implemented in other member states, including Albania, Bosnia and Herzegovina, Bulgaria, Cyprus, Hungary, Italy, Malta, Poland, Portugal, Spain, Malta, Turkey, as well as in Tunisia. These were funded or co-funded through the ordinary budget and amounted to about €300 000.

Peers, experts, and public authorities from about 30 member states contributed to the implementation of the projects: in addition to the countries mentioned above, CDDG members from Belgium, Finland, France, Ireland, the Netherlands, the UK participated in the activities of the Centre of Expertise.

Policy and legal assistance

In 2020, the Centre of Expertise for Good Governance provided policy and legal advice on public administration and local government reform to about 10 Council of Europe member states, with an emphasis on decentralisation, territorial reforms, civil service, national training and capacity-building strategies.

Capacity building tools and activities

2020 saw a renewed interest in the [European Label of Governance Excellence](#) (ELoGE), with several more requests for ELoGE accreditation. The ELoGE webpage was updated, its regulations were revised, and new communication materials such as an infographic and a promotional video were developed. Throughout the year, the Label was launched in Lithuania, Portugal and Slovakia; new rounds were organised in Greece, Malta and Poland. A regional ELoGE round was launched for the first time in Italy, in Friuli Venezia Giulia, making it the second regional Label in Europe, with the Basque region of Spain conducting already the third round of evaluations for the Label.

There was also a consistently strong demand from the public authorities for the Best Practice Programmes (Hungary, Turkey Ukraine), Cross-Border Cooperation (Bulgaria and Serbia, Greece and North Macedonia, Poland and Ukraine, Ukraine and Hungary), Leadership Academy Programme (Bulgaria, Lithuania, Slovak Republic), Training and Capacity Needs Analysis, National Training Strategy and URSO – Toolkit for evaluation and monitoring of training programmes (Cyprus, Poland, Slovak Republic).

Impact of the Covid-19 pandemic

The COVID-19 pandemic had an impact on the activities of the Centre of Expertise for Good Governance, in several ways. After it became clear that measures for controlling the spread of the virus would affect international travel and in-person events, the Centre of Expertise switched to most of its activities online, finding new formats and ways to ensure continuity in the implementation of the projects it manages. Only a few events, which could not be held online, had to be cancelled or postponed. In addition, the Centre of Expertise swiftly redirected its efforts towards helping Council of Europe member States face the new situation resulting from the emergency: its teams in Armenia and Serbia assessed the needs of municipalities on the basis of surveys, while the offer of its toolkits was expanded by adding Leadership at times of crisis (as a module of the Leadership Academy Programme, operational since June 2020), emergency preparedness and resilience and teleworking for public administration (self-standing toolkits to be completed by January 2021). The COVID-19 pandemic highlighted the importance of cross-border cooperation, especially in areas such as emergency response, health, labour market and transportation. This is why [E-DEN](#) – an online tool and a database on cross-border cooperation – was updated to include specific COVID-related case studies.

Looking ahead

In 2021, the Centre of Expertise will continue to implement all the above-mentioned large-scale projects. Many of them will have new components, relating to digitalisation, dealing with emergencies and enhancing leadership and good governance in times of crises. New projects in Lithuania and the Slovak Republic have already been approved for funding. In addition, several new project proposals for Cyprus, Estonia, Greece and Malta have been submitted for funding. Other projects are being discussed with the authorities of the Republic of Moldova, Turkey and other member states. The development of news toolkits with a focus on digitalisation of public administration and e-governance is foreseen.

2020 Activity Report

1. Introduction

The mission of the [Centre of Expertise for Good Governance](#) is to support the authorities at all levels of government in delivering good governance, for the benefit of citizens and civil society at large. In its work, the Centre of Expertise promotes compliance with the [12 Principles of Good Democratic Governance](#) and the implementation of the [Sustainable Development Goals](#).

In its 14 years of existence, the Centre of Expertise has developed benchmarks, evaluation instruments and innovative methodologies (“tools”), inspired by European best practice and the guidelines and recommendations elaborated by the Council of Europe’s [European Committee on Democracy and Governance](#) (CDDG). Country-specific projects, initiated at the request of member states, are implemented in cooperation with local, regional, national and international stakeholders and aim at improving the legal framework in the area of decentralisation and public administration and strengthening the institutional capacities of local, regional and central authorities to deliver good governance.

The Centre of Expertise is inherently linked to the Council of Europe’s intergovernmental dimension: working with the CDDG and its members, it translates into toolkits the standards that are adopted by the Committee of Ministers; it develops new toolkits or updates existing ones; provides policy advice; organises peer reviews and international

conferences. The Centre of Expertise also cooperates with the Parliamentary Assembly, the Congress of Local and Regional Authorities, the Venice Commission, the Group of States Against Corruption, the Council of Europe Development Bank, and other bodies of the Council of Europe.

The Secretariat of the Centre of Expertise is part of the Democratic Governance Division of the Directorate General of Democracy (DG II) and consists of a small team of staff based in Strasbourg and several field offices. It relies on an extensive network of qualified national and international experts, institutions as well as senior CDDG officials to provide policy and legal advice, capacity-building, training and expertise.

2. Main activities in 2020

The implementation of the projects and the overall work of the Centre of Expertise were affected by the COVID-19 pandemic. Some of the activities have been delayed, postponed, or had to change their initial format. The pandemic, however, was also an opportunity for innovation: new online working methods were developed, many activities were digitalised, several toolkits were updated to include the emergency dimension, and new toolkits on emergency resilience and teleworking were developed. The online and social media presence of the Centre of Expertise was enhanced, allowing for greater visibility of its toolkits and activities through the [website](#), [Facebook](#) and [Twitter](#) platforms. A new webpage on the [response to COVID-19](#) was added to the website. A new, more diverse pool of 25 experts was established through a competitive Call for Experts in the beginning of the year.

As mentioned above, the most important projects were funded by the European Union and a number of Council of Europe member states through voluntary contributions. These were implemented in Armenia (funded by Austria), Greece, Lithuania, Slovak Republic, Serbia (all funded by the EU), and Ukraine (funded by member states in the framework of the Council of Europe Action Plan 2018-2021). In addition, several smaller activities were implemented through the ordinary budget in Albania, Bosnia and Herzegovina, Croatia, Cyprus, Hungary, Italy, Malta, North Macedonia, Poland, Portugal, Spain, Turkey and Tunisia.

The Secretariat of the Centre of Expertise was actively engaged in fund-raising and proposal-writing to ensure follow-up to projects that ended and to respond to growing demands for advice and capacity-building projects which are highly valued by beneficiary countries. In order to ensure sustainability and local ownership of project results, the Centre of Expertise cooperated in project design and implementation with national actors,

primarily governments, associations of local and regional authorities and institutions such as schools of public administration. Furthermore, it paid particular attention to coordination with donors, to ensure complementarity of action.

The projects of the Centre of Expertise contribute to the UN's Sustainable Development Goals, in particular Goal 11 on sustainable cities and communities and Goal 16 on peace, justice and strong institutions. They also contributed to the European Commission's 20 Goals for 2020 which include, among others, strengthening institutions and governance and improving the participation of civil society in decision-making. More details on each project are provided below.

3. Activities by country

Albania

The joint Council of Europe - Swiss Development Cooperation-funded project on [Strengthening Local Government Structures in Albania](#) ended in 2019, after ten years of cooperation. For these past 10 years, the projects have sought to support the public administration reform process and help in the transition towards a more efficient and accountable public administration. As a culmination of these efforts, a standardised, interoperable online [Public Administration Portal](#) was launched, which was a major step towards a more effective, transparent, inclusive and accessible Albanian administration leading to improved service delivery and public trust in democratic institutions.

In 2020, a new project proposal was developed to reinforce cooperation under the Consultative Council, strengthen civil participation, further promote the 12 Principles of Good Democratic Governance, and pilot the European Label of Governance Excellence (ELoGE). As a part of the preparation of this new project, the Centre of Expertise conducted a survey of municipalities which should assess their engagement with the public administration platform and identify their needs in terms of training, awareness raising, professional competences, and IT equipment. The broader objective is to be able to identify core activities that respond to needs at municipal level while consolidating use of the platform in line with the expectations of the national stakeholders.

In addition, the Centre of Expertise helped produce a short [video presentation](#) where the Director of the Department of Public Administration on Albania and a member of the CDDG explains how the platform has helped Albanian public officials adapt to new working

conditions and speaks about the additional measures to help improve communication channels among officials operating in a common virtual workplace.

Armenia

The project [*Democratic Development, Decentralisation and Good Governance in Armenia*](#) aims at supporting democratic consolidation by developing effective, accountable and transparent local government bodies, promoting principles of good governance, and fostering inclusive participation and equal opportunities for women in political decision-making. As a result of solid groundwork and significant stakeholder and beneficiary engagement in the first year of project implementation, good progress has been made towards project's objectives in 2020, despite the pandemic.

Workshops based on the Centre's Toolkits, organised throughout 2019, helped build the capacities of amalgamated municipalities to develop project proposals under a small grant scheme. Some 45 project proposals were submitted from 33 municipalities. The project proposals were assessed based on several criteria including sustainability, innovation, replicability, environmental impact and engagement with women, youth and poor or disadvantaged citizens. The grant selection committee completed assessment of the proposals in January 2020 and recommended that 25 project proposals from 20 different municipalities be supported through the scheme.



Workshops on performance management and financial reporting were organised to help the selected municipalities establish performance indicators to measure progress, identify and manage risks in project implementation, and develop an

understanding of the Council of Europe financial reporting procedures. Despite delays due to the Covid-19 emergency, all 25 of the projects have been launched and will be supported through further capacity-building workshops. Upon completion, a handbook of Best Practice will be prepared to help the successful municipalities disseminate their project results and contribute to peer learning in other municipalities.

Translation and adaptation of the [E-learning course](#) on the 12 Principles of Good Democratic Governance was completed and customised in Moodle during Spring /

Summer 2020 and integrated into the e-learning platform of the Ministry of Territorial Administration and Infrastructure. Pilot testing of the e-tool under tutored supervision has been launched with participants from central and local authorities, civil society, and the international donor community.

A legislative package developed with the project's support and including amendments to the Electoral code, the Law on political parties, and the Law on local self-government was adopted by the National Assembly of Armenia on 18 June 2020. The changes will see the introduction of proportional representation in elections for local self-government bodies with more than 4,000 voters and an increased role for political parties at local level.

Overall, under the legal and policy development component, the following documents were developed: a study on legal status of communities and inter-community unions as legal persons under the public law; a legal analysis of the local self-government regulations governing civil participation; a legal analysis of legislation regulating relations between territorial administration (*marzpetrans*) and local authorities; a comprehensive strategy for the financial decentralisation; methodological guidelines on the establishment of inter-community cooperation and on the implementation of the community economic activities from legal perspective. Within the financial component, the following analyses and legal acts were drafted: recommendations to improve funding for decentralised powers; a draft Law on Powers of Public Authorities and Fiscal Decentralisation; proposals to introduce new local tax mechanisms for communities, and an assessment of their potential impact on local administration.

Bosnia and Herzegovina

The Centre of Expertise has been contributing to the implementation of the Council of Europe Action Plan 2018-2021 for Bosnia and Herzegovina through targeted [capacity building activities](#). In 2020, high-level representatives from the North West City Region of Ireland / Northern Ireland extended an invitation to the Council of Europe to pursue the exchange of experience which started in the previous year, for the benefit of local officials from the Western Balkans through the organisation of a study visit planned for May 2020. As the study visit was not possible in the context of the COVID-19 pandemic, the activity has been transformed into a series of 4 thematic online workshops addressing specific topics such as training and further education; health and social services; and tourism.

Bulgaria

The Centre of Expertise has cooperated with the Central European Service for Cross-Border Initiatives Balkans (CESCI Balkans) and Euroregion Nišava to deliver the Leadership Academy for Cross-Border Cooperation in the Bulgaria-Serbia Euroregion Nišava. After trainings delivered in 2019, follow-up consultations were organised in 2020 to support this initiative to meet the need for capacity building and for legal and policy advice in this complex cooperation.

In September, fifty selected representatives from south-east Europe participated in the workshops of the project "Advanced Leadership Academy 2020", developed and delivered with in cooperation with the Centre of Expertise, financially supported by the Hanns Seidel Foundation, and organized by the National Association of Municipal Clerks of Bulgaria (NAMCB). The three-day interactive workshops were attended by the local authorities from North Macedonia, Serbia and Bulgaria, who have been trained on such issues as using full potential of the municipal staff; emotional intelligence; ladder of emancipation; strategic thinking and acting; self- assessment of municipal leadership; and leadership styles.

Croatia

The Centre of Expertise, in cooperation with the Ethics and Compliance consultancy Ravecon, provided support for the implementation of the Public Ethics Benchmarking in Croatian municipalities. Following the 2019 Public Ethics benchmarking workshops, and the development of a National Scorecard on Public Ethics, the results of evaluations were presented and discussed in early 2020. A special training programme was also designed and proposed to the local authorities. Due to pandemic-related restrictions, the implementation of the programme will be either delayed or redesigned to propose online trainings. The project contributes to raising awareness on public ethics, developing ethical infrastructure and mechanisms to prevent corruption, and making concrete improvements in this area at local level.

Cyprus

In July, following a request from the Ministry of Interior, the Centre of Expertise provided a legal opinion on the compliance of the draft reform of local government with Article 5 of the European Charter of Local Self-Government. The draft legislation aims at introducing municipal amalgamations based on the consultation with local authorities and their associations, without holding referendums. The Centre of Expertise also assisted the

Ministry of Interior in preparing a project proposal to help implement local government reform in Cyprus.

At the same time, following the preparation and adoption of the National Training and Capacity-Building Strategy (NTS), the Centre of Expertise supported the Ministry of Interior in its implementation. A National Training Council was established, and the first series of workshops and trainings were organised in cooperation with the main stakeholders (Ministry of Interior, Ministry of Finance, UCM - Union of Cypriot Municipalities, UCC – Union of Communities, and CAPA – Cypriot Academy of Public Administration). Specifically, the Centre of Expertise provided training of trainers for the Cypriot experts on civil participation, human resource management, performance management, and evaluation and monitoring of training programmes (URSO). The Cypriot experts, in turn, trained the local authorities on how to use these tools.

In addition, the Centre of Expertise has helped to organise a study visit of the Cyprus Academy of Public Administration (CAPA) to Strasbourg, which took place in February. The study visit was a part of the Project "Learning Support for the Implementation of Administrative Changes in the Cyprus Public Administration" co-funded by the European Social Fund (ESF). As a result of workshops and discussions with the Council of Europe Secretariat, the Centre of Expertise contributed to the development of CAPA's Framework for the Comparative Analysis of Civil Service Training Systems.

Estonia

The Centre of Expertise has cooperated with the Ministry of Finance to develop a new project proposal aiming at development of the National Training System for local authorities of Estonia. The proposal was submitted for funding to the European Commission's DG REFORM, and it could start in 2021 if approved.

France

The Centre of Expertise has developed close ties with the French National Institute of Local Government Studies (INET), based in Strasbourg. The Institute trains senior officials from French local authorities and is part of the French National Centre of Local Public Service (CNFPT). Furthermore, the Centre of Expertise cooperates closely with the French National School of Administration (ENA) to help implement capacity-building activities in several European countries.

In January and February, two INET study visits were organised at the Council of Europe, in order to learn about its activities, tools and standards in the area of good governance. A roundtable discussion on “The Place and Challenges of local authorities in Europe” also took place with the participation of the Centre of Expertise. Another exchange with the INET students, on civil participation, was organised online in November.

Greece

The “[Technical Assistance Project on Delivering Good Governance in Greece](#)”, co-funded by the European Commission’s DG REFORM and implemented by the Centre of Expertise, was launched in March 2019. The project is divided into two components: the first one aims at strengthening the capacity of the General Secretariat for Civil Protection to provide emergency sheltering services to populations affected by natural and human-made disasters; the second one aims at strengthening inter-municipal cooperation (IMC) and is implemented in cooperation with the Ministry of Interior and the National Transparency Authority.



Workshop on IMC for Internal Audit, July 2020 in Athens, Greece

The COVID-19 pandemic caused some delays, in particular during the weeks of lockdown. Nevertheless, the project team adapted quickly to the situation and organised several meetings and workshops online or through a hybrid format, combining in-person and online presence whenever possible.

Under the first component, the project developed an Upgraded Technical and Economic Study on emergency sheltering needs, accompanied by Action Plans defining the steps for developing, deploying and maintaining emergency sheltering capacities in the country. These will allow the Greek government to develop informed policies to reform the country’s emergency sheltering system.

Under the second component, the Centre of Expertise supported the creation of the IMC Network "AIGEIS", composed by the island municipalities of Agathonisi, Astypalaia, Kalymnos, Leipsoi, Leros, Patmos and Tilos.

The project also promoted the signature of a Programmatic Agreement to support Internal Audit activities among the municipalities of Agia, Elassona, Farsala, Kileler and Larissa, in the Thessaly region. Taking stock of these experiences, a Handbook on IMC for Greece was developed and will be disseminated to all Greek municipalities. The Handbook will provide user-friendly guidance on IMC, thus contributing to the sustainability of the

project. It is planned to present and disseminate the Handbook through the online event at the end of the year.

"At last the Network is a fact, as its statute has been approved by the Court of First Instance of Kos and thus obtained legal status. Throughout this effort, Council of Europe's role in both guiding and planning was determinant."

Dimitrios Diakomichalis, Mayor of Kalymnos

Additionally, a new study on women's participation in political life at local level was launched. The study was requested by the Ministry of Interior. Its main purpose was to answer the question "why

so few women participate in political life at local level in Greece?". In November, an [online conference](#) in cooperation with the Greek Chairmanship of the Committee of Ministers was organised and streamed live, in order to present and discuss the preliminary findings of the study.

The Centre of Expertise has also provided support to the implementation of the second round of ELoGE - the European Label of Governance Excellence, which was launched on 23 October in Greece. The project is carried out in cooperation with the Institute of Local Administration of the Central Union of Municipalities of Greece ([KEDE-ITA](#)). The participating municipalities completed a round of self-evaluations against the ELoGE benchmark, and organised surveys for citizens and local authorities. The municipalities which can demonstrate compliance with the 12 Principles of Good Democratic Governance will be awarded the Label at a special ceremony, scheduled for the beginning of 2021.

Finally, a Leadership Academy for Cross-Border Cooperation was prepared for the local authorities of Greece and the Republic of North Macedonia in cooperation with CESCIBalkans (Central European Service for Cross-Border Initiatives). While it was agreed to postpone the actual training until 2021, an online training of trainers took place in July. A presentation of the training programme took place in October, with the participation of the Council of Europe Director of Human Dignity, Equality and Governance, and

representatives of the Greek Ministry of Foreign Affairs, associations of local authorities, and mayors from both countries.

Hungary

Since 2008, the Hungarian National Association of Local Authorities in co-operation with the Centre of Expertise have organised the Best Practice Programme (BPP), on annual basis. The Steering Committee of the BPP includes a wide range of stakeholders, in addition to the Hungarian National Association of Local Authorities and the Ministry of the Interior. The theme of the [2020 BPP](#) was "Recovery and reconstruction to mitigate damage caused by the pandemic: innovations in local government". Municipalities were invited to submit applications to share best practices in areas such as local economic recovery and attraction of municipal investments, social inclusion, public security, and elderly care. During the stage of the evaluation of the applications, several conferences and trainings were organised online. The winners of the contest will be announced in 2021.

Italy

The Italian Association of the Council of European Municipalities and Regions (AICCRE), in cooperation with ISIG – the Institute of International Sociology in Gorizia, and the Centre of Expertise, launched implementation of [ELOGE](#) - the European Label of Governance Excellence – for the first time in Italy, in the region of Friuli Venezia Giulia. An [online launch event](#) was organised in October, in order to present the ELoGE tool to the public and to the elected officials of the municipalities of the region. Among the participants were the President of the Region of Friuli Venezia Giulia, the President and Secretary General of AICCRE, and the Director of Human Dignity, Equality and Governance of the Council of Europe.

In addition, the Centre of Expertise welcomed a study visit of the University Ca' Foscari



(Challenge School) of Venice in February. The European tools and standards in the area of good governance were presented and discussed with the participants - twenty managers from the regional governments of Friuli Venezia Giulia and Veneto and from various municipalities of the two regions

"I am pleased to inform that today we had a successful vote in our Parliament and the new law of regional development was passed... The reform, in the current shape and form, would not have happened without the expert opinion of the Council of Europe... I am sure to conclude that the Council of Europe has helped us to make the best of the planned reform."

Tautvydas Tamulevičius, Vice Minister of the Interior of Lithuania

European Commission, aims to support the Lithuanian government with advice on regional development, and to strengthen the capacities of the local authorities on inter-municipal cooperation, civil participation in decision-making, institutional leadership and good governance. Despite delays in the organisation of some activities due to the COVID-19 pandemic, a number of milestones have been achieved.



Peer Review team in Vilnius

For example, a peer review on regional development was organised with peers and experts from several European countries. The peer review recommendations were presented to the Parliament and had a major impact on the new Law on Regional Development, which was adopted thereafter.

More than half (32) of all municipalities in Lithuania participated in the launch of the European Label of Governance Excellence (ELoGE), and a dozen of them conducted self-evaluations and surveys to assess their compliance with the 12 Principles of Good

attending a special in-service training program on public management organised by the University.

Lithuania

The project "[Delivering Good Governance in Lithuania](#)", co-funded by DG REFORM of the

Democratic Governance. In addition, the capacities of local authorities were strengthened through the implementation of the Leadership Academy as well as the Civil Participation and Inter-municipal Cooperation toolkits.

A follow-up project aimed at improving the institutional set-up and strengthening the capacities of the regional structures in Lithuania was prepared. It obtained funding from the European Commission's DG REFORM and will be launched by the end of 2020.

Republic of Moldova

The Institute for Development and Social Initiatives (IDIS) "Viitorul", with the support of the Centre of Expertise, has been implementing the Best Practice Programme (BPP) since 2007 to identify, promote and disseminate good practice among local public authorities. An anthology of best practices is being prepared and will be uploaded onto the IDIS "Viitorul" website. In 2020 the round was skipped due to the local elections, but dialogue and cooperation to prepare the next editions continue.

In addition, the Centre of Expertise has discussed and prepared a new project proposal with the Moldovan government, to be included in the new Council of Europe Action Plan for the Republic of Moldova. The proposal envisages a wide range of measures to support decentralisation and public administration reforms and is submitted for funding through voluntary contributions.

Poland



Local authorities from Poland and Ukraine participating in the LAP for CBC

In Poland, the Centre of Expertise has cooperated with the Polish Foundation in Support of Local Democracy ([FSLD](#)) on the implementation of three projects: Leadership for Cross-Border Cooperation, ELoGE, and Training Needs Analysis.

Two sessions of the Leadership Academy for Cross-Border Cooperation for a joint Ukrainian-Polish group of local governments were organised in 2020. The training was launched in 2019, focussing on building a network of partnerships between the bordering local authorities, enhancing cross-border cooperation using the opportunities provided by national legislation, Council of Europe standards and EU treaties, and developing joint projects. As a result of these activities, local officials are working on future joint projects and a network of Ukrainian and Polish representatives interested in cross-border cooperation has been established; its participants are in regular contact and plan joint initiatives in various fields. Among the first concrete results is the memorandum of understanding signed between two Ukrainian and Polish municipalities (Rozvadiv and Boguchwata), who later received an EU grant for a joint project.

The second round of ELoGE in Poland was launched successfully. The Foundation in Support of Local Democracy has also launched the second round of the Training Needs Analysis, based on the Council of Europe toolkit, in order to identify gaps and provide better training and capacity-building services to the Polish local authorities.

Portugal

The European Label of Governance Excellence - [ELoGE](#) – was launched for the first time in Portugal in cooperation with UDiTE – the European Federation of Local Government Chief Executives, and ATAM – the Portuguese Association of employees of local administrations. In October, a special workshop was organised in Loulé to discuss and agree on the details of the evaluation process, indicators, and scoring. The Mayor of Loulé, the President of ATAM, the President of UDiTE, and the Head of the Centre of Expertise participated in the workshop.

Afterwards, the participating municipalities proceeded with the self-evaluations against the ELoGE benchmark, and the organisation of surveys for citizens and local authorities. Municipalities that comply with the 12 Principles of Good Democratic Governance will be awarded the Label in 2021. The ELoGE process enables local authorities to raise awareness of good governance, identify main areas for improvement and learn from each other.

the potential support which the Centre of Expertise could provide during the state of emergency in Serbia and in its aftermath. Representatives from 110 local governments completed the survey. The report prepared based on the collected information was shared with all Programme partners and beneficiaries and was presented to the CDDG. The report inspired similar actions in other member states with very positive response from the beneficiaries. It was also used to reshape some of the Programme activities, in order to meet the needs of the beneficiaries for a swift response to the COVID-19 pandemic.



Slovak Republic

The project "[Delivering Good Governance in Slovakia](#)", co-funded by the Council of Europe and the European Union, aims to support the Slovak authorities in their plans to strengthen the local government system. This technical assistance intervention was

originally due to end in January 2021 but, as a result of the COVID-19-related delays, the project was extended until the end of March 2021.

A Training Needs Analysis for local authorities (TNA) was carried out by gathering relevant feedback from about 380 targeted municipalities. The findings of the TNA represent a diagnosis of the training needs and challenges of the Slovak local authorities. The TNA Report contains concrete recommendations for improvement. On the basis of the TNA Report, a National Training and Capacity Building Strategy for local authorities will be prepared and, together with other policy advice on territorial consolidation, redistribution of competences and cooperation between the different levels of government, it will feed into the Strategy for strengthening local governance in Slovakia. This holistic approach in the preparation of the Strategy aims to provide a solid ground for moving forward with the Slovak plans to reform and overcoming the high territorial fragmentation and the related challenges in the provision of services at the local level. The first draft of the Strategy has already been prepared and submitted to the Slovak government for consideration. According to the Ministry of Interior, *"The preparation of the Strategy is going in the right direction and will be very useful for making the final decision on the reform by the Government"*.

The project also aims to strengthen the authorities' capacities to monitor and evaluate training programmes for professional development of local government, institutional

leadership and good democratic governance, through the implementation of Council of Europe tools ([URSO](#), [ELoGE](#) and [Leadership Academy Programme](#)).

A follow-up project aimed at strengthening the regional level and the capacities of the regional authorities has received funding by the European Commission's DG REFORM and will be launched by the end of 2020.

Spain

Following the two rounds of European Label of Governance Excellence (ELoGE) run by the Association of Basque Local Authorities (EUDEL) in the Basque region, the Centre of Expertise provided further support to refine the indicators of the benchmark and launch the third round for all Basque municipalities. EUDEL developed a webpage devoted to ELoGE in the Basque country. The third ELoGE ceremony in the Basque region is planned for December 2020. Further cooperation is being discussed.

Turkey

The Centre of Expertise has supported a new Best Practice Programme in cooperation with the Raoul Wallenberg Institute (RWI) and the Union of Municipalities of Turkey (TBB).

In July, an introductory workshop with the Union of Municipalities was organised to discuss the main principles of such a programme and the next steps necessary to plan and launch it. Later, two more workshops addressed to municipalities were requested, with the goal of establishing a recurring and sustainable Best Practice Programme in Turkey, so that municipalities can better share, and replicate, successful solutions and approaches. The Best Practice Programme and other relevant tools were also presented at the "International Town Twinning Summit (TWINT Online)" in November 2020. Also in November, the Centre of Expertise was invited to another Conference to discuss civil participation and the use of new information and communication technologies for democratic local governance. The Conference was organised by [TESEV](#), an independent think tank in Turkey, working on urban governance, sustainability, and digital policy tools, as a part of the EU-funded project [Model](#): Empowering Civil Society for a More Democratic Local Governance.

Ukraine

In September 2020, the 2M, 31-months programme "[Decentralisation and local government reform in Ukraine](#)" was wrapped up, and a new, 1.7M, 27-months programme "[Enhancing decentralisation and public administration reform in Ukraine](#)" was launched the following month. Both programmes, implemented in the framework of the [Council of](#)

"The Ukrainian government shares its success in decentralisation and local government reform with, among others, the Council of Europe, as a constant partner and mentor for our young democracy."

Viacheslav NEHODA, Deputy Minister for Communities and Territories Development of Ukraine

[Europe Action Plan for Ukraine](#), aim at ensuring that the system of local self-government system works effectively and in line with European standards and good practice.

In 2020, the Council of Europe remained the main advisor to the government and Parliament in the implementation of the decentralisation reform in Ukraine. It continued to be involved in the conception, negotiation and preparation of key legislative amendments, and in supporting capacity development of national, regional and local authorities.

This effort translated into at least ten legal and policy advice documents being prepared (overviews, opinions/expertise, reports and proposals to improvement of legislation), including [Comments on the draft Law on Constitutional amendments on decentralisation](#). The draft Law was submitted by the President of Ukraine and withdrawn for further consultations as a result of the comments.

In addition, a short-term project dedicated to the impact of the decentralisation reform on national minorities in three selected regions was implemented. A number of communication products were produced and widely disseminated on this matter: amongst them, a series of [15 thematic radio programmes](#), reaching out to more than 1.3 million listeners weekly; three animated social TV advertisement were broadcast on three national TV channels, reaching at least 7 million.

The Centre of Expertise for Good Governance continued providing its expertise on territorial and local government reforms mainly through the Reform Support Office at the Ministry for Communities and Territories Development and various thematic task forces. As a result, the number of sub-regions was decreased from 490 to 136 and 1469 amalgamated communities were established (previously they were over 11000).

The programme's support to governance in multi-ethnic communities led to strengthened capacity of the overwhelming majority of mayors from small multi-ethnic communities in the [Bolhrad district](#) to advocate for the merge of communities.

The Centre of Expertise for Good Governance also supported public administration reform and the reform of the national training system for civil servants through legal and policy advice on employment in local authorities, status of local councillors, statute of self-regulated association of training service providers, rules of accreditation of training programmes, and other relevant acts. The functional review of the National Civil Service Agency resulted in updating its structure. The National Best Training Practice Contest among training service providers was implemented, thus contributing to the creation of a competitive and modern training market and the identification and promotion of modern and effective training practices.

The Centre of Expertise for Good Governance contributed to the development of the National Programme on Cross-Border Co-operation for 2021-2027 and its ecological expertise. It helped organise the Polish-Ukrainian Leadership Academy for Cross-Border Cooperation (CBC). A CBC Manual including overview of national legislation, and Council of Europe standards and tools was developed and disseminated.

Capacities of local authorities, their associations and regional training centres were strengthened through a series of training programmes based on the Council of Europe toolkits on Human Resources and Leadership: 7 special training programmes were developed and officially approved by national stakeholders, more than 1000 local officials upgraded their qualifications. A periodical Human Resource Management (HRM) Digest was launched and five web platforms for on-line consultations on HRM were created by local government associations and regional training centres. Also, a special training course on "Decentralisation. Self-organisation. Self-realisation" for secondary schools was developed and officially approved by the Ministry of Education and Sciences.

"In cooperation with the Council of Europe, the legal framework of civil service and local government continues to be reformed. A modern, comprehensive, mobile and flexible system of professional training of civil servants is created, the institutional capacity of the National Civil Service Agency is strengthened taking into account the best European practices, Council of Europe standards and the tools of its Centre of Expertise for Good Governance."

Natalia ALIUSHYNA, Head of the National Civil Service Agency

With the overall goal to improve metropolitan governance in the Kyiv sub-region, the programme supported the "Kyiv agglomeration" association. The association proved to be an efficient dialogue



platform for municipalities: the first inter-municipal cooperation project with the participation of Kyiv was initiated, and action plans to strengthen co-operation on transport issues and solid waste management were developed.

Several projects raising awareness on decentralisation reform and relevant Council of Europe standards were successfully implemented, including three opinion polls on decentralisation and Kyiv metropolitan governance. The polls indicated that 81% of respondents supported the reforms.

The 9th annual round of the "[Best Practice in Local Self-Government](#)" was conducted in cooperation with the government; 39 innovative practices were identified and promoted. National and regional media contests on decentralisation were also organised.

Close collaboration on the above activities was maintained with the Special Envoy of Germany for the Ukrainian reform agenda Mr Georg Milbradt, and with other international actors such as GIZ U-LEAD, USAID DOBRE and PULSE projects, Ukrainian-Swiss Decentralisation project, SKL International Decentralisation project, CESCO, and OSCE.

Due to COVID-19 restrictions, the workplan had to be revised and extended for three months. Most activities were delivered online which, in fact, greatly increased their outreach.

In 2021, the Centre of Expertise for Good Governance will continue to focus on the improvement of legislative framework on local self-government in line with the European standards and good practice, and building capacities of local and regional authorities, especially in the amalgamated communities, to deliver efficient and service-oriented public administration.

Kosovo*

In 2020, the Association of Kosovo Municipalities (AKM) requested the support of the Centre of Expertise for Good Governance in order to analyse its current alignment with the ISO 9001 standards on quality management systems in view of potentially seeking certification at a later stage. A report on the result of the desk-review of the materials provided by the AKM as compared to the requirements for a quality management system according to ISO 9001 was produced and discussed with the AKM leadership. It included recommendations on the next steps and a way forward to advance the development of the AKM. Further cooperation is being explored.

Tunisia

The Centre of Expertise has cooperated with the National Association of Municipalities of Tunisia (FNVT), and UNDP-Tunisia, in order to help build capacities of the Association to provide better advocacy and services for its members. Several workshops with Council of Europe experts were organised in order to present and prepare the ground for implementation of the toolkit on Modern Local Government Associations, which includes the performance benchmarking, development of specific financial, communication, and advocacy strategies.

4. Capacity-building tools

The development and promotion of innovative capacity-building tools are among the priorities of the Centre of Expertise. All relevant counterparts are encouraged to use those tools provided that the copyright is respected, qualified experts are used, and the Centre of Expertise is informed.

In 2020, the Centre of Expertise heavily invested into updating existing toolkits and developing new ones. The updated editions include toolkits on Civil Participation and Local Finance Benchmarking (LFB). In addition, two amongst the most frequently used toolkits of the Centre of Expertise were updated to better respond to the needs of member states in the context of the COVID-19 pandemic. A new, interactive module was added in the [Leadership Academy Programme](#) to help local authorities exercise leadership in crisis situations. It provides an insight into different aspects of leadership and crises; it also provides guidance on how to set up crisis management teams and develop an adequate communication strategy. Although specifically developed as a response to the COVID-19

* All references to Kosovo, whether the territory, institutions or population, in this text shall be understood in full compliance with United Nations Security Council Resolution 1244 and without prejudice to the status of Kosovo.

emergency, this module is of general relevance and application for any crisis or emergency situation, such as natural disasters, environmental accidents, terrorist attacks and conflicts. It is specifically conceived for the local level, but it can be adapted to other levels of government. An additional module will cover the issue of leadership in times of crisis and emergencies in the context of cross-border cooperation. Furthermore, the COVID-19 pandemic highlighted the importance of cross-border cooperation, especially in areas such as emergency response, health, labour market and transportation. This is why [E-DEN](#) – an online tool and a database on cross-border cooperation – has been updated to include specific COVID-related case studies from Council of Europe member States, based on input from members of the European Committee on Democracy and Governance (CDDG). In addition, its interface has been improved with new functionalities which makes it easier for cross-border authorities to contribute their case studies.

The three **new toolkits** developed in 2020 include the Public Ethics Benchmarking for Central Level; the toolkit on Resilience Building Strategies; and the Teleworking toolkit.

The new [Toolkit on Public Ethics](#) addressed to central authorities was designed to help member states develop or improve their National Public Ethics Frameworks. It is a practical tool based on the [Guidelines on Public Ethics](#), developed earlier by the CDDG and adopted by the Committee of Ministers. It includes also a Benchmark - an assessment and measurement tool. Together with the Guidelines and the CDDG [Guide "Steps to Implementing Public Ethics in public organisations"](#), the toolkit should be used to actively maintain and sustain a culture of the highest ethical standards by public officials. This will promote the confidence and trust of citizens in the public officials and institutions which represent them, take decisions affecting their lives or are responsible for delivering public functions and services.

The COVID-19 outbreak has put to the test governance capabilities at all levels of government. To address the specific challenges of local authorities, the Centre of Expertise prepared a new Toolkit on Resilience Building Strategies. The toolkit will enable local authorities to measure their preparedness and ability to manage emergency situations at institutional, administrative and civil society levels, as well as their capacity to involve all the stakeholders into the decision-making process. It will also help them identify levels of vulnerability and resilience by means of a community focus, analysing the institutional, social, economic, human capital and infrastructural dimensions.

A new Teleworking Toolkit has been developed to help public authorities at all levels of government implement teleworking arrangements for civil servants. It includes detailed

guidelines on the administrative, technical and performance aspects of introducing and managing teleworking in a public entity, as well as potential risks, benefits, and challenges specific to the public sector. It will also feature a specific module on teleworking for local governments, as well as case studies to showcase practical applications and best practices from across Council of Europe member states. In the short term, it will help member States tackle the COVID-19 pandemic restrictions while, in a longer perspective, it will contribute to the modernisation of the public administration.

5. Partners

The Centre of Expertise for Good Governance cooperates with many associations and organisations. This section concerns European and international organisations; national organisations are mentioned in the respective country sections of this report.

European Union and its institutions

The European Commission is an important partner of the Council of Europe. The Centre of Expertise liaises with the EU Delegations in the countries where it implements cooperation projects. The European Commission currently co-finances some of the biggest projects implemented by the Centre of Expertise, notably in Greece, Lithuania, Slovak Republic and Serbia. Very good cooperation has been recently developed with the new DG REFORM of the European Commission, with which several new projects are currently being discussed. In October, the Centre of Expertise organised an online side event on civil participation as a part of the annual European Week of Regions. The experts presented the civil participation toolkit and discussed its implementation.

OECD

The Centre of Expertise has been cooperating with the Organisation for Economic Cooperation and Development for a number of years. It participates in the OECD Network on Fiscal Relations, where it contributes on the basis of the standards, tools and expertise on local finance and capacity-building for public authorities. In 2020, the meetings of the Network were dominated by the COVID-19 crisis response and aftermath, with a focus on local financing frameworks and subnational fiscal rules.

World Bank

The Centre of Expertise maintains dialogue the PEFA Secretariat of the World Bank. [PEFA](#) is a Public Finance Management diagnostic tool used in 152 countries since 2006. The revised Council of Europe Local Finance Benchmarks have been used to update the PEFA tool.

UN and UNDP

The Council of Europe and UNDP have a Memorandum of Understanding on cooperation in the field of local democracy. UNDP country missions are regularly involved in the implementation of the cooperation projects of the Centre of Expertise, in particular in Armenia and Ukraine.

The Centre of Expertise also contributes to implementation of the UN Sustainable Development Goals (SDG) and the 2030 Agenda for Sustainable Development through its cooperation projects.

Council of European Municipalities and Regions (CEMR)

The CEMR (which is part of UCLG) has been a long-standing partner and provides a good platform for sharing experience and expertise as well as for promoting the capacity-building tools of the Centre of Expertise. In 2020, The Centre of Expertise has presented its work at the CEMR Taskforce meeting on response to COVID-19.

European Federation of Local Government Chief Executives (UDiTE)

UDiTE is a federation of professional associations which today represents local government in 14 European countries: Belgium, Cyprus, the Czech Republic, France, Hungary, Ireland, Italy, Latvia, Luxembourg, Malta, the Netherlands, Portugal, Spain and the United Kingdom. Promoting the 12 Principles of Good Democratic Governance has been a part of its workplan for the past several years. In 2020, it has been accredited to implement the ELoGE in Portugal and has run the process in cooperation with the Centre of Expertise.

European Association for Local Democracy (ALDA)

ALDA is an international non-governmental organisation dedicated to the promotion of good governance and citizen participation at the local level. ALDA focuses in particular on activities that facilitate cooperation between local authorities and civil society. It is the umbrella organisation of the Local Democracy Agencies (LDAs) which are self-sustainable, locally registered non-governmental organisations that promote good governance and local self-government. The Head of the Centre of Expertise represents the Secretary General of the Council of Europe in the Governing Board of ALDA.

CESCI - Central European Service for Cross-Border Initiatives

CESCI promotes cross-border cooperation through applied research, strategic planning, development activities in border regions and networking between the local, national and European levels. The Centre of Expertise works with CESCI on capacity-building to strengthen CBC in Central and Eastern Europe and in the Balkans. In 2020, the Centre of Expertise has worked with CESCI-Balkans on the Leadership Academy for Cross-Border Cooperation for the local authorities of Greece and the Republic of North Macedonia.

The Innovation in Politics Institute

The Centre of Expertise has supported [the Innovation in Politics Institute](#) in the implementation of the [European Capital of Democracy](#) initiative, to develop the legal basis for the application process and the Europe-wide call. Each application must include a self-evaluation of their democratic track record, based on the 12 Principles of Good Democratic Governance, and an outline for a year-long programme aimed at strengthening and broadening democratic practice. The Initiative is being implemented under a special patronage of the Secretary General of the Council of Europe.

Missions Publiques

A new partnership was developed with the [Missions Publiques](#), a high-impact social entrepreneur whose mission is to bring the voice of ordinary citizens into global discussions and negotiations on societal challenges through the organisation of citizens' dialogues. The Centre of Expertise has supported the organisation of "[We, the Internet](#)" Public consultations on internet governance and artificial intelligence, notably in Cyprus and Poland.

6. Prospects for 2021

The Centre of Expertise will continue to make it its main priority to respond to the needs of member States in the area of good governance.

In line with the work which is being currently carried out by the European Committee on Democracy and Governance, the main new areas in which member states would like to be supported include digital transformation of the public administration, use of technologies and new working methods to deliver better quality of governance, building resilience at all levels of government, crisis management, public ethics.

The Centre of Expertise stand ready to provide this support. As outlined above, several large, externally funded projects will continue in 2021 in Armenia, Lithuania, Slovak Republic, Serbia and Ukraine. New projects are being discussed and negotiated with donors and member states, e.g. with Albania, Cyprus, Estonia, Greece and Republic of Moldova.

The ordinary budget of the Centre of Expertise will be dedicated to providing support to the Council of Europe member states that submit requests for legal and/or policy advice and capacity-building in the area of good governance. The implementation of various toolkits is foreseen in Croatia, Cyprus, Greece, Hungary, Italy, Malta, Republic of Moldova, Poland, Spain and other member states.

Cooperation with international partners will continue, especially in the areas of digitalisation and modernisation of public administration, pandemic-related responses, good governance, cross-border cooperation, public ethics and local finance. Supporting the UN 2030 Agenda and implementation of SDGs will also remain among the priorities.



Toolkits of the Centre of Expertise for Good Governance

CLEAR - [Citizen Participation](#)

CP - [Civil Participation and Stakeholder Mapping Toolkit](#)

HRM - [Human Resources Management](#)

TWT – Teleworking Toolkit

TNA - [Training Needs Analysis and National Training Strategy](#)

LAP - [Leadership Academy Programme for public authorities](#)

LAP for CBC - [Leadership for Cross-Border Cooperation](#)

PMP - [Performance Management](#)

SMP - [Strategic Municipal Planning](#)

BPP - [Best Practice Programme](#)

ReBuS – Resilience Building Strategies

LGA - [Strengthening Capacity of Local Government Associations](#)

LFB(L) - [Local Finance Benchmark for local level](#)

LFB (C)- [Local Finance Benchmark for central level](#)

PEB(L) - [Public Ethics Benchmark for local level](#)

PEB(C) - [Public Ethics Benchmark for central level](#)



IMC - [Inter-municipal Cooperation](#)



TAT - [Territorial Amalgamation Toolkit](#)

CBC - [Cross-Border Cooperation](#)



C2C - [City to City Cooperation](#)



EDEN – [online CBC database](#)

Principles of Good Democratic Governance	Explanation according to the Strategy for Innovation and Governance at Local Level	Toolkits
 <p>1 Participation, Representation, Fair Conduct of Elections</p>	<ul style="list-style-type: none"> Local elections are conducted freely and fairly, according to international standards and national legislation, and without any fraud. Citizens are at the centre of public activity and they are involved in clearly defined ways in public life at local level. All men and women can have a voice in decision-making, either directly or through legitimate intermediate bodies that represent their interests. Such broad participation is built on the freedoms of expression, assembly and association. All voices, including those of the less privileged and most vulnerable, are heard and taken into account in decision-making, including over the allocation of resources. There is always an honest attempt to mediate between various legitimate interests and to reach a broad consensus on what is in the best interest of the whole community and on how this can be achieved Decisions are taken according to the will of the many, while the rights and legitimate interests of the few are respected. 	<p>A Citizen Participation Tool</p> <p>Civil Participation in Decision-Making</p> <p>Leadership Academy Programme</p>
 <p>2 Responsiveness</p>	<ul style="list-style-type: none"> Objectives, rules, structures, and procedures are adapted to the legitimate expectations and needs of citizens. Public services are delivered, and requests and complaints are responded to within a reasonable timeframe. 	<p>Best Practice Programme for Local Governments</p> <p>European Label of Governance Excellence Benchmark</p> <p>Leadership Academy Programme</p> <p>Resilience Building Strategies</p>

 <p>Efficiency and Effectiveness</p>	<ul style="list-style-type: none"> • Results meet the agreed objectives. • Best possible use is made of the resources available. • Performance management systems make it possible to evaluate and enhance the efficiency and effectiveness of services. • Audits are carried out at regular intervals to assess and improve performance. 	<p>Best Practice in Local Government Programme</p> <p>Cross-Border Cooperation</p> <p>Human Resources Management</p> <p>Inter-municipal Cooperation</p> <p>Performance Management</p> <p>Strategic Municipal Planning</p>
 <p>Openness and Transparency</p>	<ul style="list-style-type: none"> • Decisions are taken and enforced in accordance with rules and regulations. • There is public access to all information which is not classified for well-specified reasons as provided for by law (such as the protection of privacy or ensuring the fairness of procurement procedures). • Information on decisions, implementation of policies and results is made available to the public in such a way as to enable it to effectively follow and contribute to the work of the local authority. 	<p>Best Practice Programme for Local Governments</p> <p>European Label of Governance Excellence Benchmark</p> <p>Leadership Academy Programme</p> <p>Public Ethics Benchmarking for local authorities</p> <p>Public Ethics Benchmarking for central authorities</p>

 <p>5 Rule of Law</p> 	<ul style="list-style-type: none"> • The local authorities abide by the law and judicial decisions. • Rules and regulations are adopted in accordance with procedures provided for by law and are enforced impartially. 	<p>Best Practice Programme for Local Governments</p> <p>European Label of Governance Excellence Benchmark</p>
 <p>6 Ethical Conduct</p> 	<ul style="list-style-type: none"> • The public good is placed before individual interests. • There are effective measures to prevent and combat all forms of corruption. • Conflicts of interest are declared in a timely manner and persons involved must abstain from taking part in relevant decisions. 	<p>Public Ethics Benchmarking for local authorities</p> <p>Public Ethics Benchmarking for central authorities</p>
 <p>7 Competence and Capacity</p> 	<ul style="list-style-type: none"> • The professional skills of those who deliver governance are continuously maintained and strengthened in order to improve their output and impact. • Public officials are motivated to continuously improve their performance. • Practical methods and procedures are created and used in order to transform skills into capacity and to produce better results. 	<p>Modern and Effective Human Resources Management</p> <p>Leadership Academy Programme</p> <p>National Training Strategy</p>
 <p>8 Innovation and Openness to Change</p> 	<ul style="list-style-type: none"> • New and efficient solutions to problems are sought and advantage is taken of modern methods of service provision. • There is readiness to pilot and experiment new programmes and to learn from the experience of others. • A climate favourable to change is created in the interest of achieving better results. 	<p>Cross-Border Cooperation</p> <p>Inter-municipal Cooperation</p> <p>Leadership Academy Programme</p>
		<p>Resilience Building Strategies</p>

 <p>Sustainability and Long-term Orientation</p>	<ul style="list-style-type: none"> • The needs of future generations are taken into account in current policies. • The sustainability of the community is constantly taken into account. • Decisions strive to internalise all costs and not to transfer problems and tensions, be they environmental, structural, financial, economic or social, to future generations. • There is a broad and long-term perspective on the future of the local community along with a sense of what is needed for such development. • There is an understanding of the historical, cultural and social complexities in which this perspective is grounded. 	<p>Teleworking</p> <p>Best Practice Programme for Local Governments</p> <p>City to City Cooperation</p> <p>Cross-Border Cooperation</p> <p>Inter-municipal Cooperation</p> <p>Resilience Building Strategies</p>
 <p>Sound Financial Management</p>	<ul style="list-style-type: none"> • Charges do not exceed the cost of services provided and do not reduce demand excessively, particularly in the case of important public services. • Prudence is observed in financial management, including in the contracting and use of loans, in the estimation of resources, revenues and reserves, and in the use of exceptional revenue. • Multi-annual budget plans are prepared, with consultation of the public. • Risks are properly estimated and managed, including by the publication of consolidated accounts and, in the case of public-private partnerships, by sharing the risks realistically. • The local authority takes part in arrangements for inter-municipal solidarity, fair sharing of burdens and benefits and reduction of risks (equalisation systems, inter-municipal co-operation, mutualisation of risks...). 	<p>Local Finance Benchmark for local level</p> <p>Local Finance Benchmark for central level</p>

 <p>11 Human Rights, Cultural Diversity and Social Cohesion</p>	<ul style="list-style-type: none"> • Within the local authority's sphere of influence, human rights are respected, protected and implemented, and discrimination on any grounds is combated. • Cultural diversity is treated as an asset, and continuous efforts are made to ensure that all have a stake in the local community, identify with it and do not feel excluded. • Social cohesion and the integration of disadvantaged areas are promoted. • Access to essential services is preserved, in particular for the most disadvantaged sections of the population. 	<p>Best Practice Programme for Local Governments</p> <p>The intercultural index and benchmarking tool</p>
 <p>12 Accountability</p>	<ul style="list-style-type: none"> • All decision-makers, collective and individual, take responsibility for their decisions. • Decisions are reported on, explained and can be sanctioned. • There are effective remedies against maladministration and against actions of local authorities that infringe civil rights 	<p>European Label of Governance Excellence Benchmark</p> <p>Public Ethics Benchmarking for local authorities</p> <p>Public ethics Benchmarking for central authorities</p>

ELoGE

The European Label of Governance Excellence (ELoGE) is awarded to municipalities which have achieved a high level of good governance measured against a [Council of Europe benchmark](#). The award is a crystal dodecahedron engraved with the [12 Principles of Good Democratic Governance](#).

[Webpage](#)

[Regulations](#)

[Benchmark](#)

[Accreditation request](#)

[ELoGE by country](#)

[Frequently Asked Questions](#)



European Label of Governance Excellence

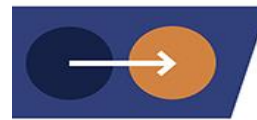
ELOGE RELIES ON A PARTNERSHIP

Council of Europe



Accredited entities
Regional/National/
Transnational Authority
or Ad hoc platform

THE ACCREDITED ENTITY BEGINS TO IMPLEMENT ELOGE IN THE PARTICIPATING MUNICIPALITIES



Translating the European benchmark

Adapting the benchmark to the regional or national context



Identifying the municipalities who wish to implement ELOGE and helping them undertake the different steps

The Council of Europe Centre of Expertise for Good Governance can provide



Guidance



Expertise



Financial support

to help the accredited entities organise the 3 steps:



Self-evaluation



Citizen survey



Final results

GOAL

Comply with 12 Principles of Good Democratic Governance

DESERVING MUNICIPALITIES ARE AWARDED ELOGE



High level of good governance



1 year of validity

List of abbreviations

ADA: Austrian Development Agency
AEBR: Association of European Border Regions
ALDA: European Association for Local Democracy
BPP: Best Practice Programme
C2C: City to City Cooperation
CBC: Cross-border Cooperation
CDDG: European Committee for Democracy and Governance
CEMR: Council of European Municipalities and Regions
CESCI: Central European Service for Cross-Border Initiatives
CLEAR: Can do, Like to, Enabled to, Asked to, Responded to
ELoGE: European Label of Governance Excellence
ENA: French National School of Administration (Ecole Nationale d'Administration)
EU: European Union
EUDEL: Association of Basque local authorities
FRDL: Polish Foundation to Support Local Democracy
GIZ: German Society for International Cooperation (Deutsche Gesellschaft für Internationale Zusammenarbeit)
HRM: Human Resources Management
IMC: Inter-municipal Cooperation
INET: French National Institute for Territorial Studies (Institut National des Etudes Territoriales)
ISIG: Institute of International Sociology of Gorizia
LAP: Leadership Academy Programme
LFB: Local Finance Benchmark
NTS: National Training Strategy
OSCE: Organisation for Security and Cooperation in Europe
PEB: Public Ethics Benchmarking Programme
PMP: Performance Management Programme
SDC: Swiss Development Cooperation
SMP: Strategic Municipal Planning
SRSS: Structural Reform Support Service of the European Commission
TMC: Top Management Corps
TNA: Training Needs Assessment
ToT: Training of Trainers
UDiTE: European Federation of Local Government Chief Executives
UNDP: United Nations Development Programme