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EUROPEAN COMMITTEE ON DEMOCRACY AND GOVERNANCE (CDDG)

IMPLEMENTATION OF ELoGE:

Draft Guide

Secretariat Memorandum
prepared by the
Directorate General of Democracy and Human Dignity,
Democratic Governance Division,
in cooperation with ISIG – Institute of International Sociology in Gorizia

INDEX

1	INTRODUCTION	4
1.1	GOOD DEMOCRATIC GOVERNANCE BENCHMARK: THE REVISION FOLLOWING THE RECOMMENDATION CM/Rec(2023)5 AND ITS EXPLANATORY MEMORANDUM.....	5
2	METHODOLOGICAL NOTE FOR USING THE BENCHMARK: ASSESSING LOCAL AUTHORITY PERFORMANCE IN GOOD DEMOCRATIC GOVERNANCE.....	6
	PRINCIPLES OF GOOD DEMOCRATIC GOVERNANCE.....	6
3	THE ELOGE PROGRAMME - THE PROCESS.....	8
3.1	THE ELOGE PROGRAMME IN A NUTSHELL	8
3.2	THE ELOGE STEPS	8
4	THE NATIONAL ELOGE PLATFORM - ROLE AND PROCEDURES.....	10
4.1	GENERAL CONSIDERATIONS	10
4.2	THE NATIONAL PLATFORM - RESPONSIBILITIES	10
5	ANALYSIS AND PROCESSING RESULTS	12
5.1	DATA COLLECTION TOOLS	12
5.2	ANALYSIS	14
5.3	RESULTS.....	14
6	EVALUATION	16
6.1	THE EVALUATION PROCESS	16
6.2	EVALUATION CRITERIA - NOTES.....	17
7	THE GOOD DEMOCRATIC GOVERNANCE: REVISED BENCHMARK.....	20
7.1	PRINCIPLE 1 – DEMOCRATIC PARTICIPATION.....	20
7.2	PRINCIPLE 2 – HUMAN RIGHTS	23
7.3	PRINCIPLE 3 – RULE OF LAW	25
7.4	PRINCIPLE 4 – PUBLIC ETHICS	27
7.5	PRINCIPLE 5 - ACCOUNTABILITY.....	30
7.6	PRINCIPLE 7 - EFFICIENT, EFFECTIVE AND SOUND ADMINISTRATION	34
7.7	PRINCIPLE 11 - SUSTAINABILITY AND LONG-TERM ORIENTATION	42
7.8	PRINCIPLE 12 - OPENNESS TO CHANGE AND INNOVATION.....	45
8	CITIZENS SURVEY.....	47
8.1	SECTION 1 – PRIVACY NOTICE	47
8.2	SECTION 2: ELOGE ASSESSMENT	47
8.3	SECTION 3 - FURTHER QUESTIONS ON RESPONDENT (OPTIONAL)	48
8.4	SECTION 4 - ADDITIONAL QUESTIONS ABOUT THE RESPONDENT (OPTIONAL)	49
9	ELECTED REPRESENTATIVES SURVEY	51
9.1	SECTION 1 – PRIVACY DISCLAIMER	51
9.2	SECTION 2: ELOGE ASSESSMENT	51
9.3	SECTION 3 - FURTHER QUESTIONS ON RESPONDENT (OPTIONAL)	53
9.4	SECTION 4 - ADDITIONAL QUESTIONS ABOUT THE RESPONDENT (OPTIONAL)	54
10	STAFF SURVEY	57

10.1	SECTION 1 – PRIVACY NOTICE.....	57
10.2	SECTION 2: ELoGE ASSESSMENT.....	57
10.3	SECTION 3 - FURTHER QUESTIONS ON RESPONDENT (OPTIONAL).....	59
10.4	SECTION 4 - ADDITIONAL QUESTIONS ABOUT THE RESPONDENT (OPTIONAL)	60

LIST OF FIGURES

Figure 1 - The Good Governance Benchmark E-Tool (Principle 1)	18
Figure 2 - An example of a completed assessment (Principle 1).....	18
Figure 3 - Self-generating visualisation of scores (Principle 1)	19

ACRONYMS

CEGG	Centre of Expertise for Good Governance
ELoGE	European Label of Governance Excellence

1 INTRODUCTION

This document contains the Good Democratic Governance Benchmark, updated according to the Recommendation CM/Rec(2023)5 to member States on the principles of good democratic governance adopted by the Committee of Ministers at the 1473rd meeting of the Ministers' Deputies on 6 September 2023.

The document also includes a comprehensive overview of the European Label of Governance Excellence (ELoGE) Programme, delineating its structure, methodology, and evaluation criteria. Designed to provide a detailed guidance for municipalities and evaluators alike, it encapsulates the various facets of the programme and its underlying principles.

Section 2 offers a methodological note on using the benchmark for assessing local authority performance and compliance with the 12 principles of good democratic governance. Section 3 provide an overview of the whole ELoGE Programme, including a step-by-step implementation guidance. Section 4 deals with the National ELoGE (Evaluation) Platforms, their possible roles and procedures. It is crucial for understanding the governance and decision-making mechanisms within the ELoGE framework. Section 5 addresses the analysis and processing of results, covering the tools for data collection and the methodologies for analysis, culminating in the presentation of the results. The evaluation process itself is scrutinized in Section 6, where both the process and criteria for evaluation are discussed, offering insights into the benchmarks and standards set by the Council of Europe. Section 7 contains the actual updated benchmark with outcomes, outputs, and indicative verification sources provided for each other principles. The online version which allows for automatic calculation of the scores is published separately.

The document further extends its scope to encompass another critical component of the ELoGE Programme: the engagement and assessment by stakeholders through targeted surveys. These surveys are designed to gather essential feedback from different groups, directly involved in or affected by the practices of local governance.

Section 8 details the Citizens Survey, a crucial tool for understanding the perceptions and opinions of the general public regarding the implementation of the principles of good democratic governance. It is structured into four parts, starting with a Privacy Notice, followed by the ELoGE Assessment section. The survey also includes optional sections for additional questions about the respondents, offering a deeper insight into their perspectives. Similarly, Section 9 focuses on the Elected Representatives Survey. This survey mirrors the structure of the Citizens Survey, beginning with a Privacy Disclaimer, followed by an ELoGE Assessment section, and concluding with optional sections for further questions about the respondents. This survey provides valuable insights from the perspective of those elected to represent the citizens. Finally, Section 10 presents the Staff Survey, targeting the employees of the municipalities. It follows a similar structure with a Privacy Notice, an ELoGE Assessment section, and optional parts for additional respondent information. This survey is pivotal in understanding the internal workings and attitudes within the municipal administrations.

Together, these surveys form a comprehensive approach to gathering a wide array of insights and data, crucial for a holistic evaluation of good democratic governance in the municipalities participating in the ELoGE Programme.

This document aims to serve as a thorough guide, ensuring a clear understanding of the ELoGE Programme's objectives, methodologies, and criteria for excellence in democratic governance.

1.1 Good Democratic Governance Benchmark: the revision following the Recommendation CM/Rec(2023)5 and its explanatory memorandum

The updated benchmark is inspired by the content of Recommendation CM/Rec(2023)5 and its explanatory memorandum. In addition, the necessity for this revision and updating is also as a result of insights garnered from the implementation of the European Label of Governance Excellence (ELoGE) Programme in more than 20 member States since it was endorsed as part of the Strategy for Innovation and Good Governance at Local Level by the Conference of Specialised Ministers responsible for local and regional government in Valencia in 2007.

ELoGE has been successfully implemented in numerous member states and regions, including but not limited to Bulgaria, France, Hungary, Ireland, Italy, Greece, Lithuania, Malta, Norway, Poland, Portugal, Romania, Slovakia, Spain, and Türkiye.

Informed by empirical evidence and guided by expert deliberations, which are central to the methodological approach of the Centre of Expertise for Good Governance (CEGG), the proposed benchmark seeks to respond to feedback from implementing platforms while ensuring conformity with the new legal standard established in CM/Rec(2023)5.

The Benchmark has been developed as an automated spreadsheet which will allow for integration into an e-tool to facilitate responses by local authorities and assessment by national platforms.

2 METHODOLOGICAL NOTE FOR USING THE BENCHMARK: ASSESSING LOCAL AUTHORITY PERFORMANCE IN GOOD DEMOCRATIC GOVERNANCE

The Good Democratic Governance Benchmark is a self-assessment tool based on 72 outputs, designed to help measure the performance of a local authority with respect to principles of good democratic governance. It is a self-assessment exercise that enables local authorities to assess their compliance with the established principles and criteria, contributing to transparency, accountability, and effective governance.

Principles of Good Democratic Governance

The benchmark is based on the 12 Principles of Good Democratic Governance as described in the Recommendation CM/Rec(2023)5 to member States on the principles of good democratic governance.

KEY ELEMENTS AND CONSIDERATIONS

The benchmark is further developed in line with the Explanatory Memorandum to Recommendation CM/Rec(2023)5

COMPONENTS OF THE BENCHMARK

The benchmark comprises several key components:

> Outcomes and Outputs

In order to demonstrate respect for each of the 12 principles, a local authority will have put in place measures or activities (outputs)) which deliver outcomes representing specific levels of achievement.

- For each principle, three outcomes are provided. Each outcome is linked to two detailed outputs.
- An output should be understood as a detailed measure or activity that contributes to achieving the respective outcome (i.e., the output indicates the steps that have been taken to deliver the compliance with the principle).
- An outcome should be understood as a specific level of achievement or compliance with a core element of the principle.

> Evidence Sources

To assist local authorities in justifying their assessments, three potential evidence sources are suggested as indicative examples for each output. These sources exemplify the types of evidence that a local authority could use to support its evaluation.

> Scoring Framework

Local authorities are required to indicate the self-assessed/perceived level of achievement for each output reflecting varying degrees of compliance and implementation:

- NOT AT ALL - We are aware of the key issues, but no planning nor action is taken.
- PARTIALLY - We acknowledge the key issues, but only limited action is planned or taken.
- SUFFICIENTLY - We have well developed plans and activities that contribute to delivering the outputs.
- FULLY - We can show clear evidence of good practice in implementing activities that deliver the suggested outputs and outcomes.

> Evidence Description

For each output, the local authority provides a brief description of the evidence they could produce to substantiate their assessment. The evidence should be easily provided to the National Platform upon request.

> Overall Assessment

The benchmark uses a 0 to 1 scale for scoring outputs, with the outcome score being an aggregate of relevant outputs. The overall score for each principle is calculated as the average of the outcome scores.

> Assessing Compliance

Once all outputs are assessed, the local authority is prompted to express its level of compliance with the principle statement.

> Weighted Evaluation

The overall score for the principle is weighted by the statement of compliance with the principle, thus providing a comprehensive evaluation of the democratic governance performance of the local authority.

> Establishing a Benchmark Task-Force

Local authorities are encouraged to establish a "Benchmark Task-Force" composed of key stakeholders, including the mayor, councillors, and senior staff members. This task force should collaboratively fill in the benchmark, ensuring a thorough and collective assessment.

GOOD DEMOCRATIC GOVERNANCE BENCHMARK: E-TOOL

National platforms are encouraged to use the electronic tool, henceforth referred to as "the e-tool", when adapting and administering the benchmark within their respective jurisdictions.

- The e-tool is an automated spreadsheet, meticulously designed to enable local authorities to ascertain their level of maturity. This is achieved through the selection of an appropriate evaluation level that accurately reflects their operational status.
- The e-tool is proficient in automatically calculating and visualising results:
 - o It generates instant calculations of results.
 - o It produces graphical representations to succinctly visualise computed data, facilitating ease of interpretation and analysis.
- The e-tool allows for immediate assessment and reassessment of each unique output:
 - o Immediate assessment and reassessment functionalities are embedded for each generated output.
- The e-tool provides comprehensive evaluative data through meticulous calculations:
 - o It calculates outcome aggregate scores and principle aggregate scores.
 - o It generates the overall weighted score in real time, allowing local authorities to obtain a holistic understanding of their evaluation results efficiently.
 - o The real-time generation of overall results will equip local authorities with invaluable insights, facilitating informed and time-efficient decision

3 THE ELoGE PROGRAMME - THE PROCESS

3.1 The ELoGE programme in a nutshell

The European Label of Governance Excellence (ELoGE) is a prestigious program established by the Council of Europe's Centre of Expertise for Good Governance. Its aim is to honour local governments that demonstrate an exceptional commitment to democratic governance, as measured against the 12 European Principles of Good Democratic Governance. These principles serve as essential benchmarks for evaluating the extent of democratisation and the quality of local governance.

ELoGE relies on a partnership between the Council of Europe and an existing reputable regional, national or transnational entity or an ad hoc platform with a substantive know-how, expertise or experience in the field of good governance, especially at the local level. Further information on the Accreditation Process is available on the ELoGE webpage (<https://www.coe.int/en/web/good-governance/elope>).

KEY ASPECTS OF THE ELoGE PROGRAMME:

1. Recognition: ELoGE is awarded to local governments that exemplify a high standard of democratic governance.
2. Promotion of Self-Reflection: It encourages local governments to engage in introspection of their governance practice.
3. Facilitation and Support: ELoGE aids local governments in aligning their practice with the 12 Principles. This process includes self-evaluation and serves as a foundation for enhancing good local governance.

THE ELoGE JOURNEY ENCOMPASSES FOUR DISTINCT PHASES, ACTIVELY INVOLVING PARTICIPATING LOCAL AUTHORITIES:

1. Candidacy Phase: Local authorities aspiring to receive the ELoGE must submit an application to the designated accrediting body.
2. Implementation Phase: Candidate local authorities are required to use the ELoGE evaluation tools. These include a self-assessment via the Good Democratic Governance Benchmark and a survey via three types of questionnaires targeted at local administrators, municipal employees, and citizens.
3. Evaluation and Awarding Phase: The National ELoGE (Evaluation) Platform, or an Evaluation Committee, reviews the collected data and decides which local authorities can be awarded the Label. This decision is announced at an ELoGE Ceremony.
4. Capitalisation Phase: This stage involves sharing the results and lessons and preparing for the next cycle of the ELoGE Programme.

The ELoGE Programme not only recognizes excellence in local governance but also serves as a catalyst for continual improvement and best practice sharing among local authorities across Europe.

3.2 THE ELoGE STEPS

1. PRELIMINARY PHASE:

- Promotion of ELoGE: Introducing the Programme to local authorities, involving:

- Creation of an online expression of interest form.
- Promotional activities, such as a launch conference and social media outreach.
- Initial engagement with local authorities.
- Formal programme adhesion via an act or letter of interest.

2. IMPLEMENTATION PHASE:

- Informative Workshop with participating authorities: Conducted either online or in-person, these sessions aim to:
 - o Explain Programme objectives and actions, including self-assessment and data collection (citizens, employees, and officials).
 - o Collect feedback for local-level Programme organisation.
- Data Collection in Each Local authority:
 - o Self-Assessment Exercise: Utilising the Good Democratic Governance Benchmark for online data input, conducted by designated ELoGE personnel or working groups within each local authority. This involves scoring, evidence compilation, and online submission.
 - o Online Questionnaires: Targeting citizens, municipal employees, and elected representatives/administrators to gauge perceptions on the 12 Principles of Good Democratic Governance.

3. EVALUATION PHASE:

- Quantitative/Numerical Evaluation: Initial screening based on quantitative criteria from the analysis of collected data.
- Qualitative Assessment: Performed by the National Platform, considering the evidence provided during self-assessment.

4. AWARDING PHASE:

- Award Ceremony: The accredited entity presents the ELoGE Label to local authorities meeting Council of Europe standards for Good Democratic Governance.
- Dissemination and Re-proposal: Sharing results, encouraging other local authorities to join and the participating authorities to repeat the programme to measure progress.

This structure ensures a comprehensive and systematic approach, promoting high standards of democratic governance among participating local authorities.

4 THE NATIONAL ELOGE PLATFORM - ROLE AND PROCEDURES

4.1 General considerations

The National Platform is usually an entity accredited by the Council of Europe to implement ELoGE. It includes relevant authorities and experts in charge of:

- Analysing the results achieved by each local authority participating in the ELoGE Programme.
- Deliberating on the awarding of the ELoGE label to local authorities that have demonstrated compliance with 12 principles.

The members of the platform reflect local/regional specificities, e.g., representatives of public authorities and local administrations, their associations, think tanks, civil society, experts. The National Platform is involved in the ELoGE process at the following stages and in the following ways:

PRELIMINARY PHASE

- During the implementation of the ELoGE process, the members of the platform are invited to contribute to the definition of the evaluation methodology in cooperation with the technical/scientific partner within dedicated moments (e.g., operational workshops).

EVALUATION PHASE

- Once the process of data collection and analysis (i.e., statistical processing and attribution of numerical values) is completed, the members of the Platform meet (1-2 meetings) and:
 - a. comment on the validity and adequacy of the evidence presented by each local authority to support the self-evaluation.
 - b. compare the results obtained by each local authority (i.e., self-assessment score compared with the score obtained through the questionnaires), to verify any critical deviations.
 - c. decide which local authorities will receive the Label.
 - d. elaborate general considerations to be shared with the participating local authorities in the spirit of the ELoGE Programme. These considerations will be incorporated in the minutes of the meeting as well as in the Final Report to be submitted to the Council of Europe at the end of the process.

4.2 The National Platform - responsibilities

Platform members are asked to:

1. Participate in a preliminary in-formation meeting:

The meeting is an opportunity to: learn more about the main aspects of the ELoGE Programme, to gain more information about the ongoing data collection work.

2. Carry out the evaluation to decide on the outcome of the ELoGE Programme (i.e., identify the local authorities that will receive the label).

The evaluation by the members of the National Platform could involve two steps:

- **Step 1** - Individual Evaluation (each Platform member analyses the results achieved by each participating local authority and gives its own evaluation).
- **Phase 2** - The National Platform meets in plenary and deliberates on the final results of the evaluation.

In the evaluation exercise, Platform members, applying the evaluation methodology, are asked to

- **Comment on the validity and adequacy of** the evidence/justification brought in to support the self-assessment by each local authority.
- **Analyse (individually)** the quantitative data presented, and the list of 'evidence' provided by each local authority to support the answers provided in the Self-Assessment Benchmark.
On the basis of the qualitative assessment of the evidence each member of the National Platform has the opportunity to influence the final score (by assigning each local authority the following scores: + 0.1/0/-0.1).
- **Awarding the final scores** (as part of the plenary meeting).
- **Deliberating on the awarding of the** title to each participating local authority and the final list of local authorities awarded the title.
- **Elaborate some general considerations to be shared with the participating local authorities** (e.g., lessons learnt, suggestions, etc.), which will be incorporated in the minutes of the meeting but also in the Final Report.
 - Minutes will be drawn up on the work of the Platform.

5 ANALYSIS AND PROCESSING RESULTS

5.1 DATA COLLECTION TOOLS

The following paragraphs aim to illustrate the four main data collection tools used during the ELoGE process in all participating local authorities.

GOOD DEMOCRATIC GOVERNANCE BENCHMARK

> The Tool (ref. Methodological Note for Using the Benchmark: Assessing Local Authority Performance in Good Democratic Governance)

Structure - the 12 Principles are structured into outcomes (which illustrate the Principle) and outputs (concrete situations and/or behaviours subject to self-assessment).

> Data collection

Local authorities are required to indicate the self-assessed/perceived level of achievement for each output reflecting varying degrees of compliance and implementation:

- NOT AT ALL - We are aware of the key issues, but no planning nor action is taken.
- PARTIALLY - We acknowledge the key issues, but only limited action is planned or taken.
- SUFFICIENTLY - We have well developed plans and activities that contribute to delivering the outputs.
- FULLY - We can show clear evidence of good practice in implementing activities that deliver the suggested outputs and outcomes.

> Evidence Description

For each output, the local authority provides a brief description of the evidence they could produce to substantiate their assessment. The evidence should be easily provided to the National Platform upon request.

> Overall Assessment

The benchmark uses a 0 to 1 scale for scoring outputs, with the outcome score being an aggregate of relevant outputs. The overall score for each principle is calculated as the average of the outcome scores.

> Assessing Compliance

Once all outputs are assessed, the local authority is prompted to express its level of compliance with the principle statement.

> Weighted Evaluation

The overall score for the principle is weighted by the statement of compliance with the principle, thus providing a comprehensive evaluation of the democratic governance performance of the local authority.

QUESTIONNAIRE

Q1 - QUESTIONNAIRE FOR CITIZENS

a) Structure

- Questions related to the 12 Principles (i.e., one question per Principle, perception of the extent to which the local authority's performance reflects a particular Principle, on a scale of 1-4, where 1 = do not agree at all, 4 = fully agree,); I
 - questions on socio-demographic profile of the respondent - Optional;
 - questions on community engagement and participation and volunteerism – Optional.
- b) **Administration** - without sampling, 'free' dissemination of the link to the online questionnaire. Minimum response threshold based on the number of inhabitants in the participating local authorities:

THRESHOLDS BY NUMBER OF INHABITANTS	N. MIN. ANSWERS
< 1.000	50
1.001 - 5.000	100
5.001 - 10.000	150
10.001 - 20.000	200
20.001 - 30.000	250
30.001 - 70.000	300
70.001 - 100.000	400
100.001 - 250.000	500
250.001 - 500.000	600
OVER 500,000	700

Q2 - QUESTIONNAIRE FOR ELECTED REPRESENTATIVES

- a) **Structure**
- Questions related to the 12 Principles (i.e., one question per Principle, perception of the extent to which the local authority's performance reflects a particular Principle, on a scale of 1-4, where 1 = do not agree at all, 4 = fully agree,); I
 - questions on socio-demographic profile of the respondent - Optional;
 - questions on carrier, personal motivations, and experiences as elected representative – Optional.
- b) **Administration**
- sent by the local authority to its own address book. The aim is to reach all municipal administrators.
 - Proposed **minimum** response **threshold**: 60% of the total number of municipal administrators.

Q3 - QUESTIONNAIRE FOR MUNICIPAL EMPLOYEES

- a) **Structure**
- Questions related to the 12 Principles (i.e., one question per Principle, perception of the extent to which the local authority's performance reflects a particular Principle, on a scale of 1-4, where 1 = do not agree at all, 4 = fully agree,); I
 - questions on socio-demographic profile of the respondent - Optional;
 - questions on work place and work experience – Optional.

b) Administration

- sent by the local authority to its own address book. The aim is to reach all municipal employees.
- Proposed **minimum** response **threshold**: 75% of the total number of municipal administrators.

5.2 ANALYSIS

The following paragraphs aim to illustrate the steps taken to analyse the data collected through the three tools listed above.

The data collected and analysed are summarised in an Integrated Matrix (Excel spreadsheet) for each local authority, in which the evidence of the results obtained per Instrument, as well as the weighted results are shown.

BENCHMARK

The following paragraphs aim to illustrate the method by which the Benchmark scores are analysed:

Step 1 - Calculate the average score per Principle

- Quantitative evaluation
 - Average of scores per outcome, resulting from the average score per output under each outcome.
 - In order to receive the ELoGE title, ideally, local authorities should achieve a minimum score per Principle of 0,5 points (out of a maximum of 1).

Step 2 - Calculate the average score for the Matrix/Benchmark

- Sum of the average scores of each principle divided by the total number of principles (i.e., 12).
- In order to receive the ELoGE title, ideally, local authorities should obtain an average score for the Matrix/Benchmark of 0,75 points (out of a maximum of 1).

QUESTIONNAIRE

The following paragraphs aim to illustrate the method by which the data collected through the three questionnaires are analysed.

- Analysis by questionnaire type, by local authority - descriptive.
- Evaluation of the 12 Principles:
 - Calculation of the average value for each principle for each category of respondents.
- Other Data on socio-economic profile, etc.
 - Description for final report.
 - They are not included in the calculation of evaluation scores.

5.3 RESULTS

FINAL OUTPUT OF THE ANALYSIS

- For each local authority:

- **INTEGRATED MATRIX** of the scores obtained by each local authority and calculated in the following proportions:
 - 60% - *Self-assessment/Benchmark*
 - 10% - Municipal employee questionnaire
 - 10% - Questionnaire administrators/elected representatives
 - 20% - Citizens' questionnaire
- Systematisation **report of** evidence/justification, provided at the time of compiling the Matrix/Benchmark.
- For all local authorities (i.e., single summary document):
 - **EVALUATION GRID** with a summary of the scores obtained by each Local authority. The grid shows the list of local authorities that have successfully completed the data collection phase and whose scores will be submitted for evaluation by the National Platform for the award of the ELoGE title (ref. Section 4).

LOCAL AUTHORITY PROPOSED FOR THE ELOGE TITLE

The local authorities considered for the ELoGE Title have:

- Submitted the Self-Analysis/Benchmark.
- Submitted evidence/justification list.
- Administered the three questionnaires to citizens, administrators, employees.

In the light of the data collection and subsequent analysis phase, a total of Local authorities are presented before the Evaluation Committee of the National Platform (results are summarised in an overall spreadsheet).

The table shows the situation regarding the collection and analysis of data for each local authority on the list that will be submitted for evaluation by the National Platform.

The table presents the local authorities in alphabetical order. The table shows, for each type of questionnaire through which data was collected in the local authorities, as follows:

- Ideal threshold - non-binding proposal taking into account the size of each local authority (i.e., number of inhabitants, number of employees and administrators).
- Answers received - registered access to the online questionnaire.
- Valid answers for the analysis - valid and integral answers used in the analysis.

6 EVALUATION

6.1 THE EVALUATION PROCESS

The evaluation process by the National Platform involves the following steps:

1. Results processing and material control

On the basis of the analysis, the local technical partner elaborates materials with the results for each local authority. These materials are submitted to the Platform.

2. Sending Evaluation Package

The Evaluation Package consists of the following materials:

- **RESULTS DATA COLLECTION AND ANALYSIS FOR EACH PARTICIPATING COMMUNITY** - Dedicated folder for each local authority, containing:
 - **1. Excel ELoGE** (i.e., ELoGE_NomeComune) - with differentiation of scores obtained for each instrument used and summary sheet with Totals:
 - Sheet 1: Results *Self-Assessment Benchmark* for each principle.
 - Sheet 2: Results Citizens Questionnaire for each principle.
 - Sheet 3: Results Questionnaire elected representatives for each principle.
 - Sheet 4: Municipal employee questionnaire results for each principle.
 - Sheet 5: **Integrated Matrix by Local authority** - Summary sheet with Totals of all instruments for each principle, Total Average, Weighted Total/Weighted Value (with weights 60-20-10-10) and the **ELoGE Score** (i.e., average of weighted values).
 - **2. Pdf document - Report with list of 'evidence' per local authority** (supporting the answers provided in the Self-Assessment Matrix).
 - **EVALUATION GRID** - A summary matrix with the (provisional) scores obtained by all the local authorities. The matrix is also the operational tool through which each expert member of the Platform expresses his or her judgement for each local authority during the 'individual assessment' week.
- #### 3. Individual evaluation of the members of the National Evaluation Platform (by individual expert members of the National Evaluation Platform).

Each member of the National Evaluation Platform, individually:

- Reviews and evaluates the quantitative data presented in the Integrated Evaluation Matrix .
- On the basis of their own qualitative assessment of the evidence/evidence, each expert member has the opportunity to influence the final score (using the Evaluation Grid) by assigning the following scores to each local authority:
 - + 0.1 -> in the case of a positive qualitative assessment.
 - 0 -> in the case of a qualitative evaluation in line with the findings of the quantitative evaluation.

- - 0.1 -> in the case of a negative qualitative assessment.

4. Systematisation of individual evaluation results

The local technical partner calculates updated scores for each local authority and prepares a preliminary summary of the work carried out individually by each expert member. This summary will be presented during the Final Evaluation meeting.

5. Final Evaluation - online meeting/workshop (by the Joint Commission of the National Evaluation Platform)

A final evaluation day is organised, with the participation of all members of the National Evaluation Platform.

- In the plenary session, the score for each local authority is presented (following the individual evaluation by the individual members of the National Platform).
- This is preceded by a plenary discussion and vote - during the meeting the Platform will have the opportunity to further review the scores resulting from the Summary Matrix. The margin of re-evaluation on the final score is +/- 0.5 points.
- ELoGE exclusion criteria: if, at the end of the evaluation by the National Platform, a local authority does not achieve the minimum 3 points (ELoGE Score), the local authority is excluded from the possibility of obtaining the award/title.
- Formulation and approval of the final list of local authorities to receive the ELoGE title.

6.2 EVALUATION CRITERIA - NOTES

In order to be considered for the ELoGE title, local authorities should exceed the following scores:

- Minimum 0,50 points out of 1 total points for each principle (i.e., Self-Analysis Matrix/Benchmark Result).
- Minimum 0,76 points out of 1 total points for the Total Average (i.e., Self-Analysis Matrix/Benchmark Result).

IMPORTANT NOTE:

A local authority must obtain an ELoGE Score of 0,75 or higher at the end of the entire evaluation process to be awarded the label.

The snapshots below demonstrate the e-tool in use:

Figure 1 - The Good Governance Benchmark E-Tool (Principle 1)

18 • Draft ELoGE Guide

PRINCIPLE 1

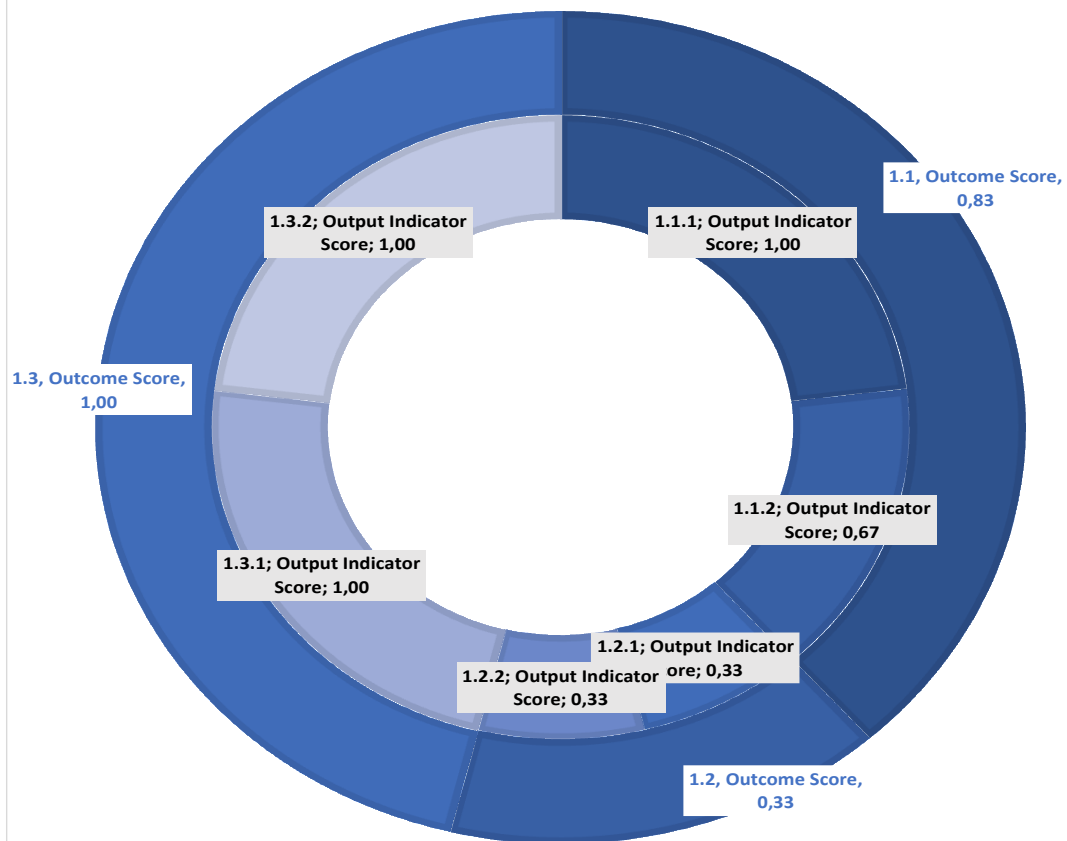


Figure 3 - Self-generating visualisation of scores (Principle 1)

7 THE GOOD DEMOCRATIC GOVERNANCE: REVISED BENCHMARK

7.1 PRINCIPLE 1 – Democratic Participation

Principle 1 - Democratic Participation		There should be effective and inclusive democratic participation, including regular, free, and fair elections to legislatures, assemblies and other public institutions, and meaningful engagement by government and public institutions with those whom they serve.			
Outcome	Output	NOT AT ALL	PARTIALLY	SUFFICIENTLY	FULLY
1.1 People are at the centre of policy and decision-making processes. There is a balanced participation of all genders in political and public decision-making, and the broad participation of all people, including the less privileged and the vulnerable is fostered.					<p>NOT AT ALL - We are aware of the key issues but not planning nor action is taken.</p> <p>PARTIALLY - We acknowledge the key issues and designing answers, but only limited actions is taken.</p> <p>SUFFICIENTLY - We have well developed plans and activities to address key issues with significant examples of implementation.</p> <p>FULLY - We can show clear evidence of good practices which are monitored and integrated in our interventions.</p>
	1.1.1 Participatory democratic mechanisms - such as public consultations, citizens' assemblies, townhall meetings, participatory budgeting initiatives, and referenda - organised regularly by the local authority.				<p>Reports of regular stakeholders mapping and assessment.</p> <p>Records of public consultations, including meeting minutes, attendance logs, and feedback received.</p> <p>Records of participatory mechanisms implemented, including questions posed, participants list, project proposals, etc.</p> <p>...</p>
	1.1.2 The local authority collects disaggregated data to measure representation of all genders, the less privileged and the vulnerable in policy and decision-making bodies.				<p>Reports detailing the composition of policy and decision-making bodies, including gender breakdown.</p> <p>Gender diversity statistics over time to track improvements.</p> <p>Minutes of meetings showing discussions or actions taken to address gender representation issues.</p> <p>...</p>

1.2 People have the opportunity to access and engage in policy and decision-making processes directly or through legitimate intermediate bodies that represent their interests, ensuring decisions reflect the will of the majority while respecting the rights and legitimate interests of the minority.						
	1.2.1 The local authority engages with legitimate intermediate bodies composed of representatives from diverse backgrounds and demographics within the community in decision-making processes.					Agreements or memoranda of understanding with intermediate bodies specifying their roles and responsibilities in decision-making. Documentation of meetings and interactions between the local authority and intermediate bodies. Reports or testimonials from representatives of diverse backgrounds within the community about their involvement in decision-making processes.
	1.2.2 There are effective and proportionate remedies for inappropriate decisions or omissions and any resulting actions or inactions					Records of outreach efforts, such as community surveys, focus groups, or consultations with marginalised or underrepresented groups. Documentation of initiatives aimed at promoting inclusivity in participation, such as language accessibility measures or arrangements for people with disabilities. Reports summarising the input received from various community groups and how it influenced decision-making
1.3 Elections are conducted freely and fairly, without any fraud, in accordance with national laws, European standards and electoral heritage, as summarised for instance in the Code of good practice in electoral matters of the European Commission for Democracy through Law (the Venice Commission).						
	1.3.1 Voter education and awareness-raising programmes implemented by the local authority to educate the public about the electoral process, the importance of voting, and how to participate effectively in elections.					Educational materials and resources developed, such as brochures, pamphlets, and online content. Records of voter education programmes conducted, including dates, locations, and participant feedback. Data on voter registration rates and voter turnout in local elections before and after implementing voter education initiatives. ...
	1.3.2 Actions to strengthen election monitoring, ensure integrity and transparency in campaign processes, and maintain the accuracy and security of voter registration systems implemented by the local authorities within the scope of its competences.					Records of polling station setup and management, including locations, staffing, accessibility measures also for independent observers and vote-counting procedures. Documentation of campaign regulations and guidelines in place, outlining rules for campaign financing, advertising, and conduct. Records demonstrating efforts to maintain the accuracy and security of voter registration systems, such as regular audits and security protocols.
How much do you agree with the following statement?	Our local authority ensures effective and inclusive democratic participation by consistently holding regular, free, and fair elections for our legislatures, assemblies, and other public institutions. It is committed to engaging					

meaningfully with people, valuing their input in all our decision-making processes.					
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7.2 Principle 2 – Human Rights

Principle 2 - Human rights		The respect for human rights which protect everyone, and which embody the values of fairness, dignity, equality and respect should be ensured, in accordance with European and international standards, including the Statute of the Council of Europe (ETS No. 1) and the European Convention on Human Rights (ETS No. 5).			
Outcome	Output	NOT AT ALL	PARTIALLY	SUFFICIENTLY	FULLY
					<p>NOT AT ALL - We are aware of the key issues but not planning nor action is taken.</p> <p>PARTIALLY - We acknowledge the key issues and designing answers, but only limited actions is taken.</p> <p>SUFFICIENTLY - We have well developed plans and activities to address key issues with significant examples of implementation.</p> <p>FULLY - We can show clear evidence of good practices which are monitored and integrated in our interventions.</p>
2.1 Appropriate legislation, institutions, procedures, practices, and norms ensure the robust development, promotion, protection, and effective enjoyment of human rights.					
	2.1.1 Regular human rights impact assessments of local policies and regulations are carried out, possibly in collaboration with local human rights organisations.				<p>Reports/studies on Human Impact Assessment at local level.</p> <p>Collaboration with human rights organisations and external stakeholders in initiatives, projects, etc.</p> <p>Reports or statements of integration/update of policies, highlighting specific changes that were implemented based on the assessment findings.</p> <p>...</p>
	2.1.2 Robust monitoring, reporting, and complaint mechanisms, including the presence of an Ombuds Institution, are established to address human rights infringements				<p>Annual reports or summaries from the local Ombuds Institution or a similar oversight body.</p> <p>Records of individual complaint cases, including documentation of the complaint, the investigation process, and the resolution.</p> <p>Local authorities' participation in national or international human rights reporting mechanisms and/or networks.</p> <p>...</p>

2.2 Equality for all is actively promoted to build more inclusive societies that offer adequate protection from discrimination and hate and where diversity is respected.						
	2.2.1 Diversity and inclusion training programmes, capacity-building activities or awareness raising initiatives for local authority employees and community stakeholders are delivered.					Attendance documentation for diversity and inclusion training sessions conducted for local authority employees and community stakeholders. Feedback surveys from participants to trainings, capacity building or awareness raising activities. Educational and promotional materials, such as presentation slides, handouts, or online course content. ...
	2.2.2 There are effective and proportionate remedies for inappropriate decisions or omissions and any resulting actions or inactions					Municipal laws and policies explicitly prohibit discrimination on various grounds. Cases of discriminatory practices are investigated and sanctioned by municipal authorities. Documentation showcases mechanisms available at the municipal level to address cases of discrimination. ...
2.3 Diversity and inclusion in society of all people, including all genders and the less privileged and vulnerable, are actively supported through dedicated strategies and plans, that specify objectives, targets, and monitoring mechanisms.						
	2.3.1 Diversity and Inclusion Strategies adopted and implemented.					Strategic plans for promoting diversity and inclusion, that include objectives, targets, and monitoring mechanisms, including also gender equality, support for less privileged and vulnerable groups, and other diversity-related goals. Progress reports on the implementation of such strategic plans. Case studies that can illustrate examples of success stories and outcomes of the strategies and plans. ...
	2.3.2 Community engagement initiatives adopted and implemented.					Activity reports and summaries of initiatives Attendance records Feedback surveys and forms. ...
How much do you agree with the following statement?	Our local authority upholds and champions the respect for human rights for all, ensuring values of fairness, dignity, equality, and respect are at the forefront of our actions. We adhere to European and international standards, including the Council of Europe Statute and the European Convention on Human Rights and Fundamental Freedoms.					

7.3 Principle 3 – Rule of Law

Principle 3 - Rule of Law		The rule of law should be respected, thus providing everyone with legal certainty, including foreseeable law, in which everyone is treated in a dignified, equal, rational, and proportional manner, within a framework in which the separation of powers and the independence of the judiciary are guaranteed throughout the country.				
Outcome	Output	NOT AT ALL	PARTIALLY	SUFFICIENTLY	FULLY	NOT AT ALL - We are aware of the key issues but not planning nor action is taken. PARTIALLY - We acknowledge the key issues and designing answers, but only limited actions is taken. SUFFICIENTLY - We have well developed plans and activities to address key issues with significant examples of implementation. FULLY - We can show clear evidence of good practices which are monitored and integrated in our interventions.
3.1 Legality prevails and legal certainty is guaranteed, including a transparent, accountable, and democratic process for enacting laws.						
	3.1.1 Resolutions, procedures, regulations, and other decisions are adopted in accordance with the rules laid down by law and published in an open and accessible format.					Outreach documentation (invitations, leaflets, newsletters, etc.). Meeting records at public meetings, hearings, or consultations related to the development or amendment of local laws and policies. Information material on feedback and input integration, such as leaflets and brochures. ...
	3.1.2 Transparency and accountability reports that outline key legislative actions, decisions, and their impacts on the local community, along with information on the decision-making process.					Reports summarising the local authorities' legal and policies actions and decisions, including the description of the process (council discussions, votes, etc.). Documentation and information material (such as reports, studies) that illustrate the potential impact of actions and decisions on the local community (for example socio-economic study for a new Urban plan). Decisions records/databases/registries/logs that are publicly accessible (online and/or offline). ...

3.2 Measures are in place to ensure equality of the law and non-discrimination, and to prevent any misuse of powers, including legal safeguards against arbitrariness and abuse of power by public authorities.						
	3.2.1	Local legal framework ensures equality before the law and freedom from discrimination at the municipal level.				<p>Accessibility monitoring systems/metrics/indicators considering, for instance, data on the availability of services in various neighbourhoods/districts, access for people with disabilities, etc.</p> <p>Service quality reports considering response time, service availability.</p> <p>Feedback records on municipal services including residents' comments, complaints, suggestions.</p> <p>...</p>
	3.2.2	There are effective and proportionate remedies for inappropriate decisions or omissions and any resulting actions or inactions				<p>Accessible and public documentation illustrating the legal safeguards framework in place at local authority level preventing the abuse of power by public officials.</p> <p>Capacity-building, trainings or awareness raising initiatives for employees and public officials on promoting equality, non-discrimination, and ethical conduct in the execution of their duties.</p> <p>Community awareness initiatives informing residents on their rights and existing legal safeguards, such as legal protections and complaints/reporting mechanisms.</p> <p>...</p>
3.3 Administrative acts/decisions need to be motivated.						
	3.3.1	Periodic evaluation of administrative decisions made by the local authority to assess compliance with legal requirements and the motivation provided.				<p>Audit plans detailing how the local authority intends to conduct systematic audits of administrative decisions.</p> <p>Audit reports on administrative decisions, publicly accessible through the local authority's official website or administrative office.</p> <p>Decision templates allowing for integration of adequate motivation and compliance with legal requirement.</p> <p>...</p>
	3.3.2	Capacity-building and training programmes for municipal staff involved in making administrative decisions.				<p>Training programme documentation.</p> <p>Feedback surveys and forms from participants.</p> <p>Monitoring systems for capacity-building and training programmes.</p> <p>...</p>
How much do you agree with the following statement?	Our local authority upholds its commitment to the Rule of Law, providing a secure legal framework for stakeholders and residents alike. We ensure equal treatment, motivated decision-making, and the separation of powers to guarantee transparency and fairness in our local governance, fostering an					

environment conducive to growth and community well-being.					
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7.4 Principle 4 – Public Ethics

Principle 4 - Public ethics The highest standards of public ethics should be strictly observed, enabling everyone to have confidence that government, public institutions and public officials are serving the public good.					
Outcome	Output	NOT AT ALL	PARTIALLY	SUFFICIENTLY	FULLY
NOT AT ALL - We are aware of the key issues but not planning nor action is taken. PARTIALLY - We acknowledge the key issues and designing answers, but only limited actions is taken. SUFFICIENTLY - We have well developed plans and activities to address key issues with significant examples of implementation. FULLY - We can show clear evidence of good practices which are monitored and integrated in our interventions.					
4.1 A comprehensive public ethics framework is established, encompassing strategies, legislation, regulations, codes of conduct, and guidance. This framework prioritises the public good over individual interests in policy and decision-making processes and ensures ethical practice throughout public institutions and among officials.					
	4.1.1 Code of Conduct for local authority officials, detailing ethical standards and practices.				A published copy of the Code of Conduct available on the local authority's official website. Records of dissemination activities, such as workshops or seminars, introducing the Code of Conduct to officials. 1.1.3 Feedback forms or surveys from local authority officials acknowledging receipt and understanding of the Code of Conduct. ...
	4.1.2 Regular training sessions and workshops for local authority officials on the principles and application of the public ethics framework.				Training schedules and attendance records showcasing regularity and participation. Training materials and modules tailored to the public ethics framework. Post-training evaluations or assessments verifying the effectiveness and comprehension of the training content. ...

4.2 Clear procedures for addressing complaints and grievances related to breaches of ethical standards and strategies to identify, resolve, or manage conflicts of interest, even post-tenure. This includes putting into place robust measures to prevent and combat corruption, including its criminalisation, fostering public awareness, and promoting ethical behaviour.						
	4.2.1 Local authority ethics committee established to address reported breaches of ethical standards and manage conflicts of interest.					Official documentation or charter establishing the ethics committee. Meeting minutes or records from the ethics committee sessions. Case logs or reports detailing the breaches reviewed and actions taken by the committee. ...
	4.2.2 There are effective and proportionate remedies for inappropriate decisions or omissions and any resulting actions or inactions					Campaign materials such as brochures, posters, or digital content tailored to ethical standards and anti-corruption. Records of public engagement events or workshops promoting ethical behaviour. Analytics or metrics showcasing the reach and impact of the awareness campaigns, such as website visits or feedback forms. ...
4.3 Clear procedures are in place for handling complaints and grievances from the people and from public officials and protective measures are in place to safeguard whistle-blowers, ensuring they face no direct or indirect retaliation from their current or former public organisation or its officials.						
	4.3.1 Complaints procedure for people and public officials to report suspected breaches of ethical standards and conflicts of interest.					A published copy of the whistle-blower protection policy available on the local authority's official website. Records of training or information sessions introducing the policy to local authority employees. Case logs or reports detailing instances where the policy was invoked and the outcomes. ...
	4.3.2 Whistle-blower protection policy offering a confidential reporting platform or hotline within the local authority for whistle-blowers, ensuring anonymity and security.					Documentation or user guides related to the confidential reporting platform or hotline. Usage statistics or logs showcasing the activity on the platform or hotline. Testimonials or feedback from users attesting to the platform's or hotline's confidentiality and effectiveness. ...
How much do you agree with the following statement?	Our local authority upholds the principles of Public Ethics, integral to our governance framework. We maintain the highest standards of public ethics to ensure that our institution and its officials consistently serve the public good. Our determined commitment to transparency, accountability, and integrity underpins the confidence of our community in our dedication to their interests, reinforcing public trust and enhancing the effectiveness of our local authority in serving our constituents' needs.					

7.5 Principle 5 - Accountability

Principle 5 - Accountability		Accountability mechanisms should be in place to ensure that government, public institutions and public officials take responsibility for their actions and decisions and can be held to account, and that they accept any consequences or proportionate sanctions for inappropriate decisions or omissions.			
Outcome	Output	NOT AT ALL	PARTIALLY	SUFFICIENTLY	FULLY
5.1 Accountability framework clearly identifies, and documents matters for which the local authority and their public officials are accountable and the extent to which they are legally and financially responsible.					<p>NOT AT ALL - We are aware of the key issues but not planning nor action is taken.</p> <p>PARTIALLY - We acknowledge the key issues and designing answers, but only limited actions is taken.</p> <p>SUFFICIENTLY - We have well developed plans and activities to address key issues with significant examples of implementation.</p> <p>FULLY - We can show clear evidence of good practices which are monitored and integrated in our interventions.</p>
	5.1.1 Accountability framework for local officials outlines appropriate legislation, institutions, procedures, practices, and norms of conduct.				<p>The local accountability document is published on the official website, ensuring it's easily accessible to the public.</p> <p>Records of accountability workshops held for council staff, demonstrating efforts to implement the document's principles.</p> <p>Public Feedback Log.</p> <p>...</p>
	5.1.2 Comprehensive system of record-keeping, retention, classification and archiving of official documents.				<p>Revised Legislation Document published on the official website.</p> <p>Documentation of Legislation Review Process.</p> <p>Public Accessibility Assessment gauging the ease with which residents can access and understand the revised legislation.</p> <p>...</p>

5.2 Decisions are reported on, explained, examined and, where appropriate, questioned, or sanctioned.						
	5.2.1 Rules and regulations set out the categories, content, and frequency of accounts to be provided by representatives and bodies, to ensure that up-to-date and meaningful information, including accounts of activity, remains constantly available.					An online platform where residents can access detailed information about council decisions, including documentation and explanations. Accessible archive minutes of stakeholder meetings discussing decisions. Public Queries Register of citizens questions about ...
	5.2.2 There are effective and proportionate remedies for inappropriate decisions or omissions and any resulting actions or inactions					Stakeholder Meeting Minutes. Records of Sanction Actions. External Stakeholder Feedback ...
5.3 There are effective and proportionate remedies for inappropriate decisions or omissions and any resulting actions or inactions.						
	5.3.1 Mechanisms to address improper decisions and train designated authorities for efficient remedies.					Remediation Case Studies showcasing the effectiveness of remediation protocols. Training Records. Remediation Outcome Stats. ...
	5.3.2 Information leaflets and campaigns explain available remedies and how residents can access them.					Campaign Materials explaining the available remedies and how residents can access them. Public Engagement Monitoring Stats. Resident Queries and Response Records. ...
How much do you agree with the following statement?	Our local authority places a strong emphasis on Accountability within our governance structure. We have established robust accountability arrangements that demand government, public institutions, and our officials take responsibility for their actions and decisions. We ensure that they are held accountable and accept consequences or proportionate sanctions for inappropriate decisions or omissions. This commitment to accountability underscores our dedication to transparency, fairness, and effective governance, reinforcing our accountability to the community we serve.					

Principle 6 – Openness and Transparency

Principle 6 - Openness and Transparency		Openness and transparency should be ensured, by making the decision-making processes of government, public institutions and public officials publicly available and accessible – subject to the limitations set down in law, necessary in a democratic society and proportionate to the aims such limitations seek to protect – including by utilising, as appropriate, modern digital tools.			
Outcome	Output	NOT AT ALL	PARTIALLY	SUFFICIENTLY	FULLY
					<p>NOT AT ALL - We are aware of the key issues but not planning nor action is taken.</p> <p>PARTIALLY - We acknowledge the key issues and designing answers, but only limited actions is taken.</p> <p>SUFFICIENTLY - We have well developed plans and activities to address key issues with significant examples of implementation.</p> <p>FULLY - We can show clear evidence of good practices which are monitored and integrated in our interventions.</p>
6.1 Information is conveyed clearly and inclusively, ensuring accuracy and security, and tailored to user needs.					
	6.1.1 Inclusive Information Portal ensures residents can easily access vital local information and services.				<p>Website stats monitoring.</p> <p>User feedback on navigation ease, information accessibility, etc..</p> <p>Record of registered users.</p> <p>...</p>
	6.1.2 Periodic review system for municipal information, ensures accurate, up-to-date, and secure information.				<p>Logs of information updates, including dates and responsible personnel.</p> <p>Internal or external audit findings and corrective actions to demonstrate transparency and accuracy.</p> <p>Reports on data security measures, such as encryption and authentication, to highlight commitment to data protection.</p> <p>...</p>

6.2 Public access to decisions, policy implementation, and outcomes enables people to follow and contribute effectively to the work of the local authority, either directly or through representative bodies						
	6.2.1 Dedicated section on the municipal website, provides easy citizen access to council meeting records, decisions, and policies. Include plain-language summaries for better comprehension.					Section Analytics Plain Language Summaries. Accessibility Compliance Records, Accessibility audit records. ...
	6.2.2 There are effective and proportionate remedies for inappropriate decisions or omissions and any resulting actions or inactions					Attendance Records including participant feedback. Meeting Minutes published capturing citizen input and actions taken. Pre- and post-event surveys to gauge citizen expectations and satisfaction. ...
6.3 E-governance services, via ICT channels, prioritise ease of use, quality, and data security while addressing e-literacy and privacy concerns where possible and cost-effective.						
	6.3.1 Digital solutions simplify access to essential municipal services. Guidance and features designed to improve accessibility and address inadequate digital literacy levels.					Adoption Rates on the number of residents using digital solutions to access services. User Feedback on usability. Helpdesk Inquiries. ...
	6.3.2 Strong data protection policy and regular cybersecurity audits safeguard citizens' personal information when using online services.					Incident Reports and records. Training Participation records. Cybersecurity Audits. ...
How much do you agree with the following statement?	Our local authority firmly upholds the principle of Openness and Transparency within our governance framework. We are committed to ensuring that our decision-making processes are openly and transparently conducted. We make this information publicly available and accessible, in accordance with legal provisions, safeguarding democratic values. Embracing modern digital tools where appropriate, we strive to enhance accessibility and inclusivity, facilitating active citizen engagement and reinforcing our dedication to democratic accountability and open governance.					

7.6 Principle 7 - Efficient, effective and sound administration

Principle 7 - Efficient, effective and sound administration		There should be efficient, effective and sound administration throughout government and public institutions, involving all public officials, in order to promote the well-being of all those they serve, without discrimination, including through optimising the use of public resources.				
Outcome	Output	NOT AT ALL	PARTIALLY	SUFFICIENTLY	FULLY	NOT AT ALL - We are aware of the key issues but not planning nor action is taken. PARTIALLY - We acknowledge the key issues and designing answers, but only limited actions is taken. SUFFICIENTLY - We have well developed plans and activities to address key issues with significant examples of implementation. FULLY - We can show clear evidence of good practices which are monitored and integrated in our interventions.
7.1 Strategic and operational plans shall clearly define objectives and targets within a defined timeframe, optimising the utilisation of available resources in both technical and allocative terms, while promoting efficient coordination across governmental levels in accordance with the principles of local democracy and subsidiarity, thereby guaranteeing the delivery of high-quality services at all levels.						
	7.1.1 Annual report demonstrating progress made in achieving objectives and targets defined in the strategic and operational plans.					Completed projects and objectives records. Budgets showing resource use. User and stakeholder feedback. ...
	7.1.2 Periodic reviews of service delivery through organisation of cross-department and stakeholders' meeting.					Meeting minutes and action plans. Feedback surveys from attendees. Reports on service improvements. ...

7.2 Performance management systems are established and executed in alignment with predetermined objectives and targets, while regular internal and external audits are conducted at all administrative levels.						
	7.2.1	Periodic performance reports published using KPIs to measure performance management systems with predetermined objectives and targets.				Reports with key indicators. Actions taken based on reports. Staff training records. ...
	7.2.2	Regular internal and external audits carried out and audit findings and recommendations made publicly available.				Audit reports with recommendations. Actions in response to audits. Publicly available audit summaries. ...
7.3 Ensure good administration through quality legislation, compliant processes, and accessible offices that specify enforceable rights.						
	7.3.1	Periodic report summarising legislative updates and improvements made to administrative processes that enhance clarity, accessibility, and fairness published.				Reports on legislative changes and their impact on administrative improvements. Documentation of staff training programmes. User and stakeholder feedback. ...
	7.3.2	Citizen feedback mechanisms enable local authority to gather input and monitor the practical implementation of enforceable rights.				Detailed records of citizen feedback, including volume and trends. Reports on actions taken in response to citizen input in policy changes or service improvements. Evidence of successful public awareness campaigns. promoting the feedback mechanism. ...
How much do you agree with the following statement?	Our local authority places paramount importance on the principle of Efficient, Effective, and Sound Administration in our governance practices. We are dedicated to fostering an administration that is not only efficient and effective but also serves the well-being of all our constituents without discrimination. This commitment extends to the optimal utilisation of public resources, ensuring they are managed responsibly and in a manner that maximises their benefit for the community. By upholding these principles, we aim to provide administrative and decision-making processes that are responsive, accountable, and dedicated to enhancing the quality of life for all our residents.					

Principle 8 - Leadership, capability and capacity

Principle 8 - Leadership, capability and capacity		There should be consistent and sustainable efforts towards strengthening the organisational leadership of government and public institutions, and the capabilities and capacities of all public officials, so that the fundamentals of good democratic governance are effective.			
Outcome	Output	NOT AT ALL	PARTIALLY	SUFFICIENTLY	FULLY
					<p>NOT AT ALL - We are aware of the key issues but not planning nor action is taken.</p> <p>PARTIALLY - We acknowledge the key issues and designing answers, but only limited actions is taken.</p> <p>SUFFICIENTLY - We have well developed plans and activities to address key issues with significant examples of implementation.</p> <p>FULLY - We can show clear evidence of good practices which are monitored and integrated in our interventions.</p>
8.1 The local authority operates with a clear vision inspired by the Principles of Good Democratic Governance and embodies a proactive, innovative, learning, inclusive, safe, and representative approach that reflects the diversity of the society it serves.					
	8.1.1 Periodic reports address progress towards promoting diversity and inclusion, showcasing initiatives and outcomes.				<p>Periodic reports showcasing the diversity within the local authority's workforce.</p> <p>Documentation of diversity-related training sessions provided to staff.</p> <p>Records of community engagement initiatives that reflect the authority's commitment to inclusivity.</p> <p>...</p>
	8.1.2 Local authority organises regular staff workshops and training sessions on innovation and continuous learning.				<p>Records of innovation workshops and training sessions.</p> <p>Attendees' Satisfaction Surveys or feedback forms</p> <p>Reports highlighting innovative ideas or projects initiated by staff following the workshops.</p> <p>...</p>

8.2 The local authority endorses human resource policies which create capability systems aligning competences with goals, fostering merit-based talent development. Regular assessments identify skills and organizational capacity, supported by comprehensive training plans for capability enhancement.					
	8.2.1 Competency alignment records enable local authority to track staff skills in relation to strategic objectives.				Records showing the alignment of staff skills with strategic objectives, with identified areas for improvement. Evidence of talent development programmes and promotions based on merit. Employee testimonials or feedback indicating how their skills have contributed to achieving local authority goals. ...
	8.2.2 There are effective and proportionate remedies for inappropriate decisions or omissions and any resulting actions or inactions				Training calendars. Attendance records. Employee surveys or assessments to evaluate the effectiveness of training. ...
8.3 The required structures, processes, and capacities for researching, planning, funding, implementing, and evaluating capacity-building programmes are established and supported. Performance appraisal and management measures and procedures are in place to assess, reward, and enhance individual performance while also fostering professional and personal development.					
	8.3.1 Regular evaluations of capacity-building programmes carried out to measure their impact and inform improvements.				Reports on the results and impact of specific capacity-building programmes. Testimonials from staff. Reports on key performance indicators attributed to capacity-building efforts. ...
	8.3.2 Performance appraisal records and individual development plans for local authority staff are used to assess and enhance employee performance and development.				Performance appraisal records and development plans for employees. Examples of employee achievements. Documentation of promotions or career advancements. ...
How much do you agree with the following statement?	Our local authority is determined in its commitment to the principle of Leadership, Capability, and Capacity. We consistently invest in strengthening the leadership skills of our elected representatives, as well as enhancing the capabilities and capacities of all our public officials and employees. By fostering effective leadership, building capability, and nurturing the capacity of our officials, we strive to create a local authority that is well-equipped to serve our community with excellence and meet the highest standards of democratic governance.				

Principle 9 – Responsiveness

Principle 9 - Responsiveness		Government, public institutions and public officials should be responsive to the legitimate expectations and needs of those whom they serve.			
Outcome	Output	NOT AT ALL	PARTIALLY	SUFFICIENTLY	FULLY
					<p>NOT AT ALL - We are aware of the key issues but not planning nor action is taken.</p> <p>PARTIALLY - We acknowledge the key issues and designing answers, but only limited actions is taken.</p> <p>SUFFICIENTLY - We have well developed plans and activities to address key issues with significant examples of implementation.</p> <p>FULLY - We can show clear evidence of good practices which are monitored and integrated in our interventions.</p>
9.1 People's legitimate expectations and needs are systematically recognised and integrated into public service planning and delivery through transparent processes.					
	9.1.1 Regular community needs assessments to identify specific local needs and expectations.				<p>Documented community needs assessments.</p> <p>Meeting minutes or survey summaries from assessments.</p> <p>Case studies showing how identified needs were addressed.</p> <p>...</p>
	9.1.2 Established public consultation mechanism (e.g., platform or advisory committee) to gather input from residents on service priorities and improvements needed.				<p>Meeting minutes or reports from consultation mechanism.</p> <p>Records of feedback gathered online, including participant numbers and key themes.</p> <p>Proof of actions taken in response to resident input.</p> <p>...</p>

9.2 Effective procedures are in place to oversee public service provision, including mechanisms for citizen complaints and engagement with Ombuds institutions.						
	9.2.1	Dedicated online portal or helpline for citizens to submit complaints and feedback.				Stats or records of the user-friendly online portal. Logs of complaints received. Sample responses or resolutions to complaints. ...
	9.2.2	Effective and proportionate remedies for inappropriate decisions or omissions and any resulting actions or inactions				Copies of transparent annual reports on complaints. Documentation of actions or policy changes due to these reports. Feedback from citizens regarding report usefulness. ...
9.3 Timely handling of monitoring outcomes and complaints is seamlessly integrated across all stages of policy and decision-making.						
	9.3.1	Cross-service task force responsible for reviewing monitoring results and complaints ensuring their integration into policy discussions.				Organisational chart with task force details. Task force meeting records. Sample policy documents influenced by task force input. ...
	9.3.2	Regular progress reports on monitoring outcomes and complaints and their influence on policy changes and decisions.				Published progress reports on monitoring outcomes and complaints. Records of policy changes citing monitoring and complaints. Stakeholder feedback on report impact on local policies and decisions. ...
How much do you agree with the following statement?		Our local authority places a strong emphasis on Responsiveness as a cornerstone of our governance approach. We are committed to ensuring that our government, public institutions, and public officials have the capacity and willingness to respond to the legitimate expectations and needs of our community members. Responsiveness is at the core of our mission to provide effective and accountable governance that meets the diverse needs of our residents. By actively engaging with them, listening to their concerns, and tailoring our policies and services accordingly, we demonstrate our commitment to serving their best interests.				

Principle 10 - Sound financial and economic management

Principle 10 - Sound financial and economic management		There should be sound financial and economic management throughout government and public institutions, and by all public officials, in order to ensure the optimal use of public resources and the implementation of policies that promote the well-being and prosperity of everyone.			
Outcome	Output	NOT AT ALL	PARTIALLY	SUFFICIENTLY	FULLY
					<p>NOT AT ALL - We are aware of the key issues but not planning nor action is taken.</p> <p>PARTIALLY - We acknowledge the key issues and designing answers, but only limited actions is taken.</p> <p>SUFFICIENTLY - We have well developed plans and activities to address key issues with significant examples of implementation.</p> <p>FULLY - We can show clear evidence of good practices which are monitored and integrated in our interventions.</p>
10.1 Economic and financial policies, clearly linked to other plans and strategies, set objectives and measures to support long-term economic growth without negatively impacting on societal and environmental wellbeing, including intergenerational equity.					
	10.1.1 Comprehensive local economic strategy aligning economic and financial policies with the Local authority development plans.				<p>Published strategy report.</p> <p>Evidence of policy integration in budgetary decisions and projects.</p> <p>Annual progress reports demonstrating policy implementation.</p> <p>...</p>
	10.1.2 Regular sustainability impact assessments on Economic Policies evaluating the societal and environmental impact of economic and financial policies				<p>Regular sustainability impact assessment reports.</p> <p>Summaries of findings, alongside stakeholder engagement records.</p> <p>Documentation illustrating how financial policies align with local development plans.</p> <p>...</p>

10.2 Audits, both internal and external, are understood as important to monitor and provide assurance on the soundness and coherence of financial management, and the assessment and management of risk.					
	10.2.1 Annual external financial audits are carried out to measure the local authority's financial management practices.				Published external audit reports detailing financial management findings and recommendations. Contracts with independent audit firms, affirming regular audits. Records of actions taken in response to audit recommendations. ...
	10.2.2 Effective and proportionate remedies for inappropriate decisions or omissions and any resulting actions or inactions				Regularly updated risk indicator reports indicating potential risks and management actions. Documentation of cross-department meetings on risk management. Records of specific projects initiated due to risk monitoring. ...
10.3 Cooperation and partnership mechanisms are sought after to identify economies of scales, fair sharing of burdens and benefits and reduction of risks.					
	10.3.1 Inter-municipal cooperation settings for the joint delivery of services.				Signed inter-municipal agreements on joint service delivery. Reports on cost savings and service quality improvements. Evidence of ongoing inter-municipal collaboration mechanisms. ...
	10.3.2 Inter-municipal agreements on risk mitigation, such as natural disasters or economic downturns.				Reports highlighting the success of joint risk reduction projects. Records of shared resources during actual risk events. Evidence of resource pooling and support among local authorities during crises. ...
How much do you agree with the following statement?	Our local authority places a strong emphasis on Sound Financial and Economic Management within our governance framework. We are dedicated to upholding sound financial practices and economic management. Our commitment extends to all public officials, ensuring the optimal utilization of public resources. Our policies are designed to foster the well-being and prosperity of all residents in our community. By maintaining fiscal responsibility and pursuing economic policies that promote the welfare of our residents, we aim to create a stable and prosperous environment for all.				

7.7 Principle 11 - Sustainability and long-term orientation

Principle 11 - Sustainability and long-term orientation		Efforts should be made to maximise the sustainability of decisions and actions taken by government, public institutions and public officials, and to take into account their potential impact on future generations and the ability of those generations to address their own needs.			
Outcome	Output	NOT AT ALL	PARTIALLY	SUFFICIENTLY	FULLY
					<p>NOT AT ALL - We are aware of the key issues but not planning nor action is taken.</p> <p>PARTIALLY - We acknowledge the key issues and designing answers, but only limited actions is taken.</p> <p>SUFFICIENTLY - We have well developed plans and activities to address key issues with significant examples of implementation.</p> <p>FULLY - We can show clear evidence of good practices which are monitored and integrated in our interventions.</p>
11.1 Current policy and decision-making processes reference resilience, sustainability, and intergenerational equity and acknowledge the impacts on the administration, the community, and the environment currently and in the future.					
	11.1.1 Comprehensive assessment framework integrating resilience, sustainability, and intergenerational equity considerations into the local policy and decision-making processes implemented based on key performance indicators (KPIs).				<p>Regular reports on the impact of policies and decisions on the administration, community, and environment over time.</p> <p>Specific examples where policies were modified based on assessment results to better align with resilience, sustainability, and intergenerational equity principles.</p> <p>Maintain records of stakeholder engagement activities, showing how their input has influenced decision-making and policy adjustments.</p> <p>...</p>
	11.1.2 Targeted public engagement and education programmes aimed at increasing awareness and understanding of resilience, sustainability, and intergenerational equity organised regularly for the benefit of the local community.				<p>Attendance Logs of community attendance at workshops, seminars, and events in the public engagement and education programmes.</p> <p>Educational Materials.</p> <p>Knowledge assessment.</p> <p>...</p>

11.2 Policy and decision-making processes acknowledge and strive to preserve the historical, cultural, and societal aspects of the context they are targeting.					
	11.2.1 The local authority has a cultural preservation strategy used to assess the potential cultural, historical, and societal impacts of proposed policies and decisions.				Cultural preservation assessment Reports. Policy integration documentation demonstrating how recs are incorporated in the decision-making process. Reports of gathering feedback efforts from relevant stakeholders, such as local historians, cultural organisations, and community groups. ...
	11.2.2 There are effective and proportionate remedies for inappropriate decisions or omissions and any resulting actions or inactions				Community Consultation Summaries. Community Engagement Plans. Community Participation Metrics. ...
11.3 Strategic planning processes are in place; they include key stakeholders and are being developed beyond electoral cycles to address the future requirements of people and the communities.					
	11.3.1 The local authority has a long-term, community-centred plan that extends beyond electoral cycles, identifying future requirements of the community.				Long-term plan outlining the vision, goals, and strategies for the future, and it should extend beyond electoral cycles. Community Surveys and Feedback. Periodic progress reports and milestones achieved in the implementation of the long-term plan. ...
	11.3.2 Regular training programmes organised for local stakeholders and local authority staff to equip them with the skills and knowledge needed to implement and sustain long-term planning processes.				Training Plans and Attendance Records. Knowledge assessments. Case studies of successful planning. ...
How much do you agree with the following statement?	Our local authority is deeply committed to the Principle of Sustainability and Long-Term Orientation as a core aspect of our governance philosophy. We diligently work to maximise the sustainability of our decisions and actions, whether by government, public institutions, or public officials. Our commitment extends to considering the potential impact of our choices on future generations and their ability to meet their own needs. We strive to strike a balance between addressing current challenges and safeguarding the well-being and resources that will be crucial for the prosperity of future generations. Our long-term orientation guides our policies and practices,				

ensuring that we act as responsible stewards of our community's resources and a guardian of its future.					
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7.8 Principle 12 - Openness to change and innovation

Principle 12 - Government, public institutions and public officials should be ready to proactively embrace change and innovation, where this would improve the resilience and quality of public services, taking into account evolving expectations and realities and by engaging widely with others to draw on good practice and enhance knowledge.					
Outcome	Output	NOT AT ALL	PARTIALLY	SUFFICIENTLY	FULLY
NOT AT ALL - We are aware of the key issues but not planning nor action is taken. PARTIALLY - We acknowledge the key issues and designing answers, but only limited actions is taken. SUFFICIENTLY - We have well developed plans and activities to address key issues with significant examples of implementation. FULLY - We can show clear evidence of good practices which are monitored and integrated in our interventions.					
12.1 A climate favourable to adaptations, to changes of context and external environment and to the peoples' needs and preferences, as well as to cultural change, based on flexibility, self-evaluation, and continuous learning, is created within public institutions in the interest of achieving better results.					
	12.1.1 Comprehensive guidelines for conducting regular self-evaluations, fostering decision-making flexibility, and implementing continuous learning mechanisms established / adopted.				Reports/studies on Human Impact Assessment at local level. Collaboration with human rights organisations and external stakeholders in initiatives, projects, etc. Reports or statements of integration/update of policies, highlighting specific changes that were implemented based on the assessment findings. ...
	12.1.2 Innovation and openness promoted through capacity-building initiatives, encompassing change management and cultural competence programmes.				Capacity-Building Programme Documentation. Innovation Success Stories. Staff Surveys and Feedback. ...

12.2 The local authority engages in knowledge-sharing with other public and private actors as well as with civil society, at all levels, including internationally.					
	12.2.1 Cross-sector knowledge exchanges organised regularly with other public and private actors, civil society organizations, and experts.				Knowledge Exchange Reports. Collaborative Project Agreements. Insights from participants in knowledge exchange activities. ...
	12.2.2 There are effective and proportionate remedies for inappropriate decisions or omissions and any resulting actions or inactions				Documentation of international partnership projects. Reports on international partnerships' local impact. Statements from international partners on collaborations. ...
12.3 The local authority can identify, adapt, and implement successful practices so as to innovate in terms of knowledge, institutional settings, management, tools, and methodologies whenever needed.					
	12.3.1 Inter-departmental cooperation promoted to develop and implement innovative solutions.				Cross-Departmental Project Case Studies. Records of meetings fostering cross-departmental collaboration. Staff feedback on cross-departmental cooperation experiences. ...
	12.3.2 Local community members, businesses, and organisations offered a platform to propose innovative solutions or practices to address specific local challenges or improve services.				Records of community-sourced innovative proposals. Examples of community-inspired innovations in action. Feedback on community involvement in innovation. ...
How much do you agree with the following statement?	Our local authority is fully committed to the Principle of Openness to Change and Innovation as a fundamental aspect of our governance approach. We actively promote a culture of readiness for change and innovation among our government, public institutions, and public officials. Embracing new ideas and approaches, we continuously seek ways to enhance the resilience and quality of our public services. We understand the importance of evolving with changing expectations and realities and actively engage with others to draw on good practices and enhance knowledge. Our dedication to openness and innovation is a testament to our commitment to providing the best possible services to our community, adapting to meet their evolving needs.				

8 CITIZENS SURVEY

8.1 SECTION 1 – PRIVACY NOTICE

Insert text of the Information Sheet and Informed Consent Form.

8.2 SECTION 2: ELoGE ASSESSMENT

1. Do you feel that our local council genuinely engages citizens in their processes?
 - NOT AT ALL - They acknowledge the need but don't involve us.
 - PARTIALLY - They attempt to involve us, but actions are limited.
 - SUFFICIENTLY - They frequently engage us and act on our feedback.
 - FULLY - They consistently involve us and value our contributions.
2. Do you believe that our local council promotes fairness, dignity, equality, and respect?
 - NOT AT ALL - They are aware but don't implement these values.
 - PARTIALLY – The Municipality acts around these values, but actions are limited.
 - SUFFICIENTLY - They act with these values in consideration.
 - FULLY - They consistently uphold these values with evident results.
3. Do you believe that everyone is treated fairly and equally by our local council?
 - NOT AT ALL - They understand the importance of fairness but do not implement it.
 - PARTIALLY - They occasionally act fairly, but not consistently.
 - SUFFICIENTLY - They usually ensure everyone is treated fairly.
 - FULLY - Fair treatment is always evident in their actions.
4. Do you trust our local officials to act in the public's best interest?
 - NOT AT ALL - I often question their commitment to the public good.
 - PARTIALLY - They occasionally act in the public's interest.
 - SUFFICIENTLY - They usually act with the public's welfare in mind.
 - FULLY - They always prioritise the public good.
5. Do you believe our local council is accountable for its actions?
 - NOT AT ALL - They frequently avoid responsibility.
 - PARTIALLY - They occasionally take responsibility, but not consistently.
 - SUFFICIENTLY - They usually acknowledge their actions.
 - FULLY - They consistently accept full responsibility for their actions.
6. Do you believe our local council is transparent in its decisions?
 - NOT AT ALL - Decisions often seem obscured.
 - PARTIALLY - They occasionally share decisions, but not always transparently.
 - SUFFICIENTLY - They frequently make their decisions public.
 - FULLY - They consistently operate with full transparency.
7. Do you believe our local council utilises public resources to ensure the maximum benefit for all members of our community?

- NOT AT ALL - Resources often seem misallocated.
- PARTIALLY - They occasionally use resources equitably, but not consistently.
- SUFFICIENTLY - They typically allocate resources for the broader community benefit.
- FULLY - They consistently ensure equitable resource allocation.

8. How would you assess the capability of our public officials?

- NOT AT ALL - Officials frequently seem underqualified.
- PARTIALLY - Some officials are capable, but not all.
- SUFFICIENTLY - Most officials are competent and serve effectively.
- FULLY - Each official is highly skilled and efficient.

9. Do you believe our local council responds effectively to community needs?

- NOT AT ALL - They frequently seem to disregard our needs.
- PARTIALLY - They occasionally respond to our needs, but not always sufficiently.
- SUFFICIENTLY - They are typically responsive to community needs.
- FULLY - They consistently respond promptly and effectively to our needs.

10. Do you trust our local council's handling of public funds?

- NOT AT ALL - They frequently seem wasteful.
- PARTIALLY - They display some care with funds, but there's room for improvement.
- SUFFICIENTLY - They typically handle funds responsibly.
- FULLY - They consistently manage funds with the utmost care.

11. Do you believe our local council considers the long-term impact of its decisions?

- NOT AT ALL - They frequently prioritise short-term gains.
- PARTIALLY - They occasionally think long-term, but it's inconsistent.
- SUFFICIENTLY - They typically make decisions with a future orientation.
- FULLY - Every decision is made with long-term considerations.

12. Do you believe our local council is receptive to innovative ideas to enhance services?

- NOT AT ALL - They frequently resist new methods or ideas.
- PARTIALLY - They occasionally adopt innovative methods, but not consistently.
- SUFFICIENTLY - They are typically open to novel ideas and methods.
- FULLY - They consistently embrace innovation and change.

8.3 SECTION 3 - FURTHER QUESTIONS ON RESPONDENT (OPTIONAL)

SOCIO-DEMOGRAPHICS

13. Age (Optional):

- _____ years

14. Gender (Optional):

- Male
- Female
- Other: _____
- I prefer not to answer.

15. Educational Background (Optional):

- Primary School
- High School
- Vocational Training
- University/College
- Other: _____

EMPLOYMENT AND PROFESSIONAL LIFE:

16. Current Employment Status:

- Public Sector Employee
- Private Sector Employee
- Self-Employed/Entrepreneur
- Student
- Retired, Pensioner
- Beneficiary of Subsidy/Annuity
- Unemployed
- Other: _____

LOCAL EXPERIENCE:

17. Duration of Residence in Municipality (Optional):

- Less than 1 year
- 1-5 years
- 6-10 years
- 11-20 years
- Over 20 years

8.4 SECTION 4 - ADDITIONAL QUESTIONS ABOUT THE RESPONDENT (OPTIONAL)

COMMUNITY PARTICIPATION AND ENGAGEMENT:

18. Local Election Participation: How often do you participate in local elections?

- Always
- Often
- Sometimes
- Rarely
- Never

19. Local Decision-Making: How would you describe your involvement in local decision-making processes (e.g., town hall meetings, public forums)?

- Actively involved
- Occasionally participate
- Aware but don't participate
- Not aware of such processes
- Not interested

20.9. Have you ever provided feedback or voiced your opinion on a local decision or policy (e.g., through public comments, letters to council members)?

- Yes
- No

VOLUNTEERISM:

21. Do you currently volunteer or have volunteered in the past for any local community organisations, events, or causes?

- Yes, I currently volunteer
- I have volunteered in the past, but not currently
- No, I have never volunteered

22. If you have volunteered, how often do you typically engage in volunteer activities?

- Weekly
- Monthly
- Quarterly
- Annually
- Rarely

23. What motivates you to volunteer? (Choose up to two reasons)

- Personal satisfaction or fulfilment
- To give back to the community
- Social connections or to meet new people
- Skills development or professional networking
- Other: _____

9 ELECTED REPRESENTATIVES SURVEY

9.1 SECTION 1 – PRIVACY DISCLAIMER

Insert text of the Information Sheet and Informed Consent Form.

9.2 SECTION 2: ELoGE ASSESSMENT

1. How would you assess the council's efforts in involving residents in its processes?
 - NOT AT ALL - The significance of resident involvement is recognised, but there's a dearth of initiative.
 - PARTIALLY - Attempts to involve residents are made, but they are intermittent.
 - SUFFICIENTLY - The council often involves residents and values their feedback.
 - FULLY - Resident involvement is a consistent and integral part of the council's processes.

2. To what degree do you believe the council embodies principles of fairness, dignity, equality, and respect in its operations?
 - NOT AT ALL - The significance of these principles is acknowledged, but there's scarce enactment.
 - PARTIALLY - Strategies centred on these principles are devised, but consistent application is wanting.
 - SUFFICIENTLY - The council regularly integrates these principles into its operations.
 - FULLY - These principles are foundational and consistently observed in all undertakings.

3. How would you appraise the council's dedication to ensuring everyone receives fair and equal treatment under the law?
 - NOT AT ALL - The principle of equitable treatment is recognised but inconsistently enacted.
 - PARTIALLY - There are occasional efforts to ensure just treatment for all.
 - SUFFICIENTLY - The council regularly ensures fair treatment under the law.
 - FULLY - Each decision and action consistently champions the values of justice and equity.

4. How assured are you that public officials and institutions act in the best interests of the public?
 - NOT AT ALL - Public officials and institutions often appear to overlook the public's best interests.
 - PARTIALLY - Whilst the public's interests are sometimes prioritised, it's not consistent.
 - SUFFICIENTLY - Most actions and decisions seem to chime with the public's best interests.
 - FULLY - Every action and decision consistently centres on the public's best interests.

5. How would you assess the council's dedication to taking responsibility for its actions and decisions?
 - NOT AT ALL - The council frequently seems to shy away from responsibility.
 - PARTIALLY - There's periodic recognition of actions and their repercussions.
 - SUFFICIENTLY - The council generally shoulders responsibility for its actions.
 - FULLY - Every action and decision is taken with a clear sense of accountability.

6. How would you gauge the council's dedication to making its decision-making processes transparent and accessible to the public?
 - NOT AT ALL - Decision-making processes often seem shielded from the public.
 - PARTIALLY - Some decisions are communicated, but transparency isn't consistent.
 - SUFFICIENTLY - The council generally ensures its decisions are open to the public.

- FULLY - Each decision is made with an unwavering commitment to transparency.
7. How do you view the council's distribution of public resources to ensure the community benefits equitably?
- NOT AT ALL - Resource allocation often seems biased or not centred on the community.
 - PARTIALLY - There's occasional equitable distribution, but it's sporadic.
 - SUFFICIENTLY - The council often ensures resources are used for the wider benefit of the community.
 - FULLY - Every resource allocation decision prioritises the community's equitable benefit.
8. How would you assess the competence of public servants within the council?
- NOT AT ALL - Public servants often seem ill-prepared for their roles.
 - PARTIALLY - Some servants exhibit capability, whilst others could benefit from further training.
 - SUFFICIENTLY - Most public servants display the required expertise for their roles.
 - FULLY - Every public servant operates with top-tier proficiency and capability.
9. How would you assess the council's responsiveness to community needs?
- NOT AT ALL - The council often seems to turn a blind eye to community feedback.
 - PARTIALLY - There's periodic attention to community needs, but the response could be more robust.
 - SUFFICIENTLY - The council is generally attuned to community concerns.
 - FULLY - Every community concern is met with swift and effective action.
10. How would you rate the council's management of public funds?
- NOT AT ALL - Financial stewardship often seems careless or misdirected.
 - PARTIALLY - There are moments of prudent financial management, but it's sporadic.
 - SUFFICIENTLY - The council typically manages funds with care.
 - FULLY - Financial decisions are consistently taken with accuracy and with the public's interests at heart.
11. How would you assess the council's dedication to long-term, sustainable decision-making?
- NOT AT ALL - Decisions often favour short-term gains over lasting sustainability.
 - PARTIALLY - There's a smattering of forward-thinking, but it's intermittent.
 - SUFFICIENTLY - The council often makes decisions with an eye to the future.
 - FULLY - Every decision gives priority to long-term sustainability.
12. How open do you find the council to innovative methods to enhance public services?
- NOT AT ALL - The council often seems set in its ways, resistant to innovation.
 - PARTIALLY - There's intermittent adoption of innovative methods.
 - SUFFICIENTLY - The council is generally amenable to and seeks out innovative solutions.
 - FULLY - Innovation is consistently embedded into the council's operations.

9.3 SECTION 3 - FURTHER QUESTIONS ON RESPONDENT (OPTIONAL)

SOCIO-DEMOGRAPHICS

13. Age (Optional):

- _____ years

14. Gender (Optional):

- Male
- Female
- Other: _____

15. Highest Level of Education (Optional):

- Primary School
- High School
- Vocational Training
- University
- Other: _____

PROFESSIONAL BACKGROUND:

16. Current Employment Position:

- Public Sector Employee
- Private Sector Employee
- Entrepreneur/Business Owner
- Student
- Retired/Pensioner
- Unemployed
- Other: _____

POLITICAL INVOLVEMENT:

17. Municipal Council Membership:

- Yes, I am a member.
- No, I am not a member.

18. Number of Terms Served on the Municipal Council (including the current term):

- One term
- Two terms
- Three or more terms

19. Executive Council Membership:

- Yes, I am a member.
- No, I am not a member.

20. Political Affiliation (Optional):

- Affiliated with a Political Party/Movement
- Representing a Civic List
- Other: _____

9.4 SECTION 4 - ADDITIONAL QUESTIONS ABOUT THE RESPONDENT (OPTIONAL)

TENURE AND EXPERIENCE:

21. How many years have you been involved in politics?

- Less than 1 year
- 1-5 years
- 6-10 years
- 11-20 years
- Over 20 years

22. Have you held any other political positions before your current one?

- Yes
- No
- If yes, please specify: _____

COMMITTEE INVOLVEMENT:

23. Are you a member of any specific committees within the council?

- Yes
- No
- If yes, please specify: _____

24. Do you hold a leadership position in any of these committees?

- Yes
- No

TRAINING AND DEVELOPMENT:

25. Have you attended any training or development programs related to your role?

- Yes
- No

26. Are there specific areas where you feel you need more training or information?

- Yes
- No
- If yes, please specify: _____

COMMUNICATION AND ENGAGEMENT:

27. How often do you engage with your constituents?
- Weekly
 - Monthly
 - Quarterly
 - Annually
 - Rarely
28. What methods do you primarily use to communicate with the public? (Choose all that apply)
- Social media
 - Newsletters
 - Local media (TV, radio, newspaper)
 - Town hall meetings
 - Other: _____

CHALLENGES AND OPPORTUNITIES:

29. What are the biggest challenges you face in your role? (Choose up to three)
- Lack of resources
 - Communication with constituents
 - Bureaucratic red tape
 - Internal council disagreements
 - External pressures (e.g., state or federal mandates)
 - Other: _____
30. Are there specific projects or initiatives you are championing?
- Yes
 - No
 - If yes, please specify: _____

PERSONAL MOTIVATION AND VISION:

31. What motivated you to become an elected representative? (Choose one)
- Desire to make a difference
 - Personal or family legacy in politics
 - Encouragement from peers or community
 - Other: _____
32. What is your primary long-term vision for your municipality or region?
- Economic growth
 - Improved public services
 - Environmental sustainability
 - Cultural or community development
 - Other: _____

SUPPORT AND RESOURCES:

33. Do you feel you have adequate resources and support to fulfil your duties?

- Yes
- No

34. What additional resources or tools would you find most useful? (Choose up to two)

- More staff or administrative support
- Training programs
- Better technology or software tools
- More budget or funding
- Other: _____

FEEDBACK AND IMPROVEMENT:

35. How do you primarily gather feedback from your constituents? (Choose all that apply)

- Direct communications (e.g., emails, calls)
- Feedback forms or surveys
- Town hall meetings or public forums
- Social media interactions
- Other: _____

36. Are there areas where you believe the council or its processes could be improved?

- Yes
- No
- If yes, please specify: _____

10 STAFF SURVEY

10.1 SECTION 1 – PRIVACY NOTICE

Insert text of the Information Sheet and Informed Consent Form.

10.2 SECTION 2: ELoGE ASSESSMENT

37. How would you rate the council's framework for involving residents in its processes?
- NOT AT ALL - There seems to be a scant framework for resident involvement.
 - PARTIALLY - Some structures exist for resident participation, but their application is inconsistent.
 - SUFFICIENTLY - Resident participation frameworks are routinely utilised.
 - FULLY - Resident participation is a core part of the council's strategy.
38. How well are the principles of fairness, dignity, equality, and respect integrated into the council's operational procedures?
- NOT AT ALL - Procedures rarely embody these values.
 - PARTIALLY - Some procedures uphold these principles, but it's not uniform.
 - SUFFICIENTLY - Most procedures are crafted with these human rights values at the forefront.
 - FULLY - Every procedure and guideline radiate these principles.
39. How consistently does the council's framework ensure fair and equal treatment for all under its jurisdiction?
- NOT AT ALL - Fair treatment seems to be an afterthought in procedures.
 - PARTIALLY - Some procedures champion fair treatment, but there's inconsistency.
 - SUFFICIENTLY - Procedures mostly advocate just and equal treatment.
 - FULLY - Every procedure guarantees fairness and equality.
40. How well do you think public officials' mandates and organisational guidelines align with the broader public interest?
- NOT AT ALL - Guidelines rarely centre on the public interest.
 - PARTIALLY - Some guidelines underscore public welfare, but it's patchy.
 - SUFFICIENTLY - Most guidelines are anchored in advancing the public's well-being.
 - FULLY - Every directive prioritises the common good.
41. How prominently do internal guidelines stress ownership and accountability for decisions and actions?
- NOT AT ALL - Accountability seems an afterthought in procedures.
 - PARTIALLY - Accountability is occasionally highlighted, but not uniformly.
 - SUFFICIENTLY - Most guidelines underscore the imperatives of accountability.
 - FULLY - Each guideline is crafted with clear accountability markers.
42. How transparent do you find the council's decision-making processes, as laid out in internal guidelines?
- NOT AT ALL - Transparency is rarely the hallmark of decision-making procedures.
 - PARTIALLY - Some procedures promote transparency, but it's not across the board.
 - SUFFICIENTLY - Transparency is a recurring theme in most procedures.

- FULLY - Every decision-making step is ensconced in transparency.

43. How much the criteria of equitable benefit to the entire community are guiding the allocation of resources??

- NOT AT ALL - Procedures seldom focus on benefits that span the entire community.
- PARTIALLY - Equitable benefits are a feature in some procedures, but not all.
- SUFFICIENTLY - The bulk of procedures prioritise benefits that touch all community segments.
- FULLY - Every resource decision is rooted in broad-based community benefits.

44. How effective do you find the training and capacity-building programmes for staff?

- NOT AT ALL - Training programmes appear outdated or lack depth.
- PARTIALLY - Some training modules hit the mark, but not all.
- SUFFICIENTLY - The majority of training modules empower staff with requisite skills.
- FULLY - Every training module ensures staff are primed for their roles.

45. How agile do you find the council's operational framework in responding to community feedback and needs?

- NOT AT ALL - The framework appears rigid and less receptive to community feedback.
- PARTIALLY - There's a degree of agility, but it's not universal.
- SUFFICIENTLY - The operational framework is mostly adaptive based on community cues.
- FULLY - The framework's design ensures it is consistently responsive to community inputs.

46. How would you rate the council's financial procedures in ensuring prudent use of public funds?

- NOT AT ALL - Financial procedures often appear profligate.
- PARTIALLY - Procedures occasionally exhibit financial prudence, but it's patchy.
- SUFFICIENTLY - Most procedures underscore optimal use of public funds.
- FULLY - Every financial move is a paragon of fiscal responsibility.

47. How forward-thinking do you perceive the council's procedures in its decision-making?

- NOT AT ALL - Decisions often appear short-sighted, neglecting long-term impacts.
- PARTIALLY - Long-term benefits are occasionally the focus, but it's not uniform.
- SUFFICIENTLY - Most decisions are crafted with an eye on the future.
- FULLY - Every decision is made with longevity and future benefits at its core.

48. How receptive do you find the council's operational playbook to innovative approaches or methodologies?

- NOT AT ALL - The playbook seems entrenched in its ways, resistant to change.
- PARTIALLY - There's sporadic adoption of innovative methods, but it's not uniform.
- SUFFICIENTLY - The playbook regularly integrates fresh approaches and innovations.
- FULLY - The playbook is inherently adaptive, always open to innovation.

10.3 SECTION 3 - FURTHER QUESTIONS ON RESPONDENT (OPTIONAL)

SOCIO-DEMOGRAPHICS

49. Age (Optional):

- _____ years

50. Gender (Optional):

- Male
- Female
- Other: _____

51. Educational Background (Optional):

- Primary School
- High School
- Vocational Training
- University/College
- Other: _____

EMPLOYMENT INFORMATION:

52. Duration of Employment with Municipal Administration:

- _____ years

53. Job Area (Optional):

1. Administrative
2. Economic-Financial
3. Supervisory
4. Technical
5. Social and Welfare Services
6. Education and Cultural Services
7. Communication
8. Information Technology
9. Other: _____

54. Current Work Department(s) (Optional - you may select more than one):

- Municipal Secretary's Office
- General Affairs (e.g., HR, Legal Affairs, Election Office)
- Financial Services (e.g., Accounting, Taxes, Treasury)
- Citizen Services (e.g., Registry, Civil Status, Social Policies, Culture, Libraries, Museum Services, Education, Kindergartens)
- Public Works (e.g., Maintenance, Procurement, Public Works, Waste Management, Roads, Housing)
- Environment and Territory (e.g., Town Planning, Environment, Tourism, Agriculture, Single Contact Point for Productive Activities)
- Municipal Police (e.g., Local Police, Civil Protection)
- Other: _____

JOB SATISFACTION:

55. Satisfaction with Influence Over Work Situation: Please indicate your agreement with the statement: "I am very satisfied with the possibilities I have to influence my work situation."

- Don't know/No opinion
- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

10.4 SECTION 4 - ADDITIONAL QUESTIONS ABOUT THE RESPONDENT (OPTIONAL)

OVERALL WORK SATISFACTION:

56. Overall, how satisfied are you with your current job?

- Extremely satisfied
- Very satisfied
- Neutral
- Unsatisfied
- Extremely unsatisfied

WORK RELATIONSHIPS:

57. How would you rate your relationship with your colleagues?

- Excellent
- Very good
- Good
- Fair
- Poor

58. How would you rate your relationship with your supervisors?

- Excellent
- Very good
- Good
- Fair
- Poor

59. How would you describe your interactions with elected representatives?

- Very positive
- Generally positive
- Neutral
- Generally negative
- Very negative

RESOURCES AND CAPACITY:

60. Do you feel you have the resources necessary to effectively perform your job tasks?
- Always
 - Most of the time
 - Sometimes
 - Rarely
 - Never
61. How confident are you in your current capacities and skills to perform your job effectively?
- Extremely confident
 - Very confident
 - Neutral
 - Somewhat unconfident
 - Not confident at all
62. How frequently do you receive training or professional development to enhance your capacities and skills for your job?
- Regularly (at least once a year)
 - Occasionally (once every 2-3 years)
 - Rarely (once every 4 years or more)
 - Never
 - I seek out my own training opportunities

WORKLOAD:

63. How would you rate your current workload?
- Very light
 - Manageable
 - Heavy but manageable
 - Very heavy
 - Overwhelming

USE OF IT:

64. How would you rate the IT tools and software provided for your job in terms of efficiency and ease of use?
- Excellent
 - Good
 - Average
 - Poor
 - Very poor
65. How frequently do you receive IT training or updates to ensure you're making the best use of available tools?
- Regularly (at least once a year)
 - Occasionally
 - Rarely
 - Never

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