



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

12

PRINCIPLES OF GOOD DEMOCRATIC GOVERNANCE

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

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

— Enshrined in the Strategy for Innovation and Good Governance at Local Level, the 12 Principles assist public authorities in improving governance and enhancing service delivery to citizens.

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



www.coe.int/good-governance/



CENTRE OF EXPERTISE
FOR LOCAL GOVERNMENT REFORM



Tools on Good Democratic Governance

The development and promotion of innovative capacity-building tools is among the priorities of the Centre of Expertise for Local Government Reform. These tools take inspiration from the best of European practice and enable the reinforcement and evaluation of local authorities' capacities in a variety of areas. The tools are regularly revised and updated.

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

CLEAR – Citizen Participation

- ▶ The toolkit is designed to help local authorities by providing a self-assessment instrument to develop effective policy responses.

Civil Participation in Decision-Making

- ▶ The toolkit provides an integrated framework that guides local authorities in the design and implementation of context-based strategies to increase a community's civil participation.

ELoGE – European Label of Governance Excellence

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

E-TOOL on Good Governance at Local Level

- ▶ The E-tool is designed to raise awareness and promote understanding of the 12 Principles as well as to help with the implementation of the ELoGE benchmark.

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

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

HRM – Human Resources Management

- ▶ The HRM toolkit is a practical guide for developing the human resources capacities and management. It includes guidance on job descriptions, recruitment, appraisals, performance management and gender perspective for modern HRM.

URSO – Monitoring and Evaluation Methodology

- ▶ The toolkit contributes to the enhancement of HRM and other tools by providing tools and procedures for monitoring and evaluation of training programmes.

LAP – Leadership Academy Programme

- ▶ The LAP is an interactive training programme for public authorities to develop leadership for organisations, for strategy and for capacity-building.

LAP for CBC – Leadership for Cross-Border Cooperation

- ▶ The training materials are specifically designed to improve the leadership capacity of mayors and senior officials involved in cross-border cooperation.

SMP – Strategic Municipal Planning

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

PMP – Performance Management Programme

- ▶ The toolkit helps develop performance indicators to improve delivery of public services.

BPP – Best Practice in Local Government Programme

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

LGA – Strengthening Capacity of Local Government Associations

- ▶ The LGA toolkit offers the means to analyse and transform the performance of LGAs, in order to become more effective organisations.

PEB – Public Ethics Benchmarking

- ▶ This toolkit helps committed public authorities to assess corruption risks, improve public ethics standards, and develop ethical infrastructure.

LFB – Local Finance Benchmark for Local Authorities

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

LFB – Local Finance Benchmark for Central Authorities

- ▶ The toolkit is an analytical instrument for policy-makers for developing accountable and efficient local finance systems.

IMC – Inter-Municipal Cooperation

- ▶ The toolkit presents templates and frameworks to take municipalities through each step of the process to create, establish, implement and evaluate IMC.

TAT – Territorial Amalgamation Tool

- ▶ The toolkit aims at providing support to decision-makers who consider amalgamation to overcome problems stemming from territorial fragmentation.

CBC – Cross-Border Cooperation

- ▶ The toolkit serves as a step-by-step guide for designing and implementing cross-border projects.

C2C – City to City Cooperation

- ▶ The toolkit sets out practical solutions to support cooperation between municipalities from different countries.

EDEN – online tool for Cross-Border Cooperation

- ▶ EDEN is a database containing best practices of CBC collected from European actors.