

FORMAT		
1. Name of resource	Strengthening Public Ethics and Preventing Corruption in Public Administration: Delivering Good Governance (toolkit for local authorities)	
2. Location	https://rm.coe.int/1680746d52	
3. Alternative location		
4. Author[s]	Centre of Expertise for Local Government Reform, Council of Europe	
5. Publisher/producer/host	Centre of Expertise for Local Government Reform, Council of Europe	
6. Year	2017	
7. Suggested citation	Centre of Expertise for Local Government Reform (2017). Strengthening Public Ethics and Preventing Corruption in Public Administration: Delivering Good Governance. Centre of Expertise for Local Government Reform, Council of Europe	
8. Languages in which available	English	
9. Geographic area resource relates to	Europe, but with global relevance	
10. Does the resource relate to a specific time frame?		
11. Type	Report	Yes
	Toolkit/Framework/Roadmap	Yes
	Sign-post to other resource (database)	
	Case studies	Yes
	Other	
12. If this is part of an initiative, what is the initiative?		
COLLECTIONS AND COLLECTIONS-BASED INSTITUTIONS		
13. Explicit links to collections	No	
14. Explicit links to museums/libraries/archives	No	
15. Types of institutions the resource covers	Museums	
	Archives	
	Libraries	
	Other	
16. Does the resource relate to specific disciplines?	Arts, humanities and social sciences: philosophy, psychology, religion, social sciences, law, politics, language, arts and	X

	recreation, architecture, literature, history, geography and ethnology, anthropology, archaeology	
	Science, natural history, technology, medicine, engineering, manufacturing	X
17. If no explicit links to collections, justification for inclusion	Although directed towards local authorities, collecting institutions can make use of the resource to assess and manage risks of corruption, and promote workplace ethics.	
HOW IT CONTRIBUTES TO SUSTAINABLE DEVELOPMENT		
18. Collections-related activities the resource relates to (mark all that apply)		
Develop collections to protect and safeguard wider cultural and natural heritage more effectively , for example by targeting collecting to threatened forms of heritage in strategic ways		
Use collections to promote learning and educational opportunities that contribute to sustainable development more effectively , for example education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development and/or skills development relating to collections		
Use collections to promote cultural participation/social inclusion more effectively , for example by reducing barriers to participation, to ensure no-one is 'left behind'		
Use collections to promote sustainable tourism more effectively , for example by developing new products based on local cultural heritage, and/or considering the rights of stakeholder groups in relation to collections		
Use collections to support research that contributes to sustainable development (including all forms of personal and self-directed research at all levels that make use of stored collections) more effectively, for example by providing effective facilities, collections and information to meet researchers' needs		
Make decisions around collections that contribute to sustainable development more effectively		
i. employment (recruiting, staff training, staff safety)		
ii. energy consumption, greenhouse gas emissions, reduction, monitoring and reporting		
iii. waste management and reduction of waste		
iv. transport (forms of transport, energy use)		
v. commercial activities including copyright and IP		
vi. governance and management		X
vii. security, disaster preparedness and risk reduction		X

Direct external leadership, partnerships and collaborations towards sustainable development more effectively , for example by developing impactful partnerships	
19. Does the resource relate clearly to any international conventions (mark all that apply)?	
Culture conventions:	
1952, 71 Protection of Copyright and Neighbouring Rights	
1954 Protection of Cultural Property in the Event of Armed Conflict	
1970 Fighting Against the Illicit Trafficking of Cultural Property	
1972 Protection of the World Cultural and Natural Heritage	
2001 Protection of the Underwater Cultural Heritage	
2003 Safeguarding of the Intangible Cultural Heritage	
2005 Protection and Promotion of the Diversity of Cultural Expressions	
Rio Conventions:	
Convention on Biological Diversity (CBD), Convention to Combat Desertification (UNCCD), Framework Convention on Climate Change (UNFCCC)	
AIMS AND CONTENT	
20. What issues does the resource aim to address?	“Democracy depends fundamentally on public trust. Without broad confidence of the public in the integrity of those they elect to represent them, and of those employed to deliver services to them, democratic institutions will falter. Market economies cannot flourish if defective governance undermines fair competition. Power cannot be devolved effectively to local governments if those receiving it are self-serving. Ultimately, democracy will fail in societies that do not maintain reasonable standards of ethical behaviour at all levels of public life; the result will be that people become disempowered and poorer. Democracies across Europe are increasingly aware that standards of ethical behaviour must be actively nurtured. To help do so, the Council of Europe’s Centre of Expertise for Local Government Reform has developed this tool that helps local authorities to assess, ensure and improve public ethics where appropriate.” (p.4)
21. Intended audience of resource	Local authorities
22. Process of development	“This Handbook is a collection of the best European practice identified by the Council of Europe’s European Committee on Local and Regional Democracy (CDLR), drawing on the experience of European countries and on other sources, including Recommendation 60 (1999) of the Congress of Local and Regional Authorities on political integrity of local and regional elected representatives, and was adopted by a high level international Conference

	<p>(Noordwijkerhout, 31 March 2004).</p> <p>The Public Ethics Benchmarking and Improvement Tool was first developed in 2006 by the Council of Europe’s Centre of Expertise for Local Government Reform on the basis of the Handbook of Good Practice on Public Ethics at Local Level.</p> <p>Special thanks to Professor Alan Doig for his help in developing the Score Card and to the Spanish Ministry for Public Administration and the municipalities of Barcelona, Cordoba, Donostia-San Sebastian, Madrid and Malaga for road testing it.</p> <p>In 2016, the Handbook was edited and expanded to clarify and streamline the introduction of the presented solutions at the local administration level. The changes introduced in 2016 (Part 1: chapter 1 and 2) were authored by Dr Cezary Trutkowski, Council of Europe Expert.” (p.5)</p>
<p>23. Organisation/structure/contents</p>	<p>INTRODUCTION 4</p> <p>PART I 6</p> <p>1) COUNTERACTING CORRUPTION RISKS AT THE LOCAL LEVEL 6</p> <p>1.1. STRATEGIC APPROACH TO COMBATING CORRUPTION IN SELECTED EUROPEAN COUNTRIES 10</p> <p>1.2. PREVENTING CORRUPTION AT THE LOCAL LEVEL: BUILDING THE ETHICAL INFRASTRUCTURE OF A LOCAL GOVERNMENT OFFICE 12</p> <p>2) CORRUPTION RISK ANALYSIS 26</p> <p>ORGANISATION OF RISK IDENTIFICATION AND ASSESSMENT 26</p> <p>IDENTIFICATION AND ASSESSMENT OF THE LEVEL OF CORRUPTION RISK 30</p> <p>PART II 37</p> <p>METHODOLOGY FOR BENCHMARKING AND IMPROVING PUBLIC ETHICS AT LOCAL LEVEL 37</p> <p>PUBLIC ETHICS BENCHMARKING AND IMPROVEMENT TOOLS 37</p> <p>THE EUROPEAN SCORE CARD FOR PUBLIC ETHICS AT LOCAL LEVEL 41</p> <p>MODEL PEER REVIEW TRAINING CONCEPT 67</p>
<p>FRAMEWORKS</p>	
<p>24. Framework structure</p>	<p>“This toolkit consists of two essential parts. The first one deals with the most important issues related to the prevention of corruption risks in public administration. The second part presents the Public Ethics Benchmark and the methodology of its application. Both parts may be used together or separately, depending on the scale of the</p>

project and local context.

Part I – Introduction and corruption risk analysis

The introduction provides an analysis of the prevalence of corruption. This chapter also includes an overview of the most important mechanisms for counteracting corruption risks in public administration. One important element in this part of the toolkit is the presentation of the methodology to assess the level of corruption risks in public administration offices.

Part II – Methodology for BENCHMARKING and improving public ethics at local level The Methodology explains how to achieve the best results using the Benchmark in three main steps:

- adapting the European Score Card (in whole or only selected chapters) to national circumstances through a revision by participating municipalities;
- self-assessment and preparation of the National Benchmark on the basis of the National Score Card;
- conducting peer reviews which lay the basis for well-targeted reform programmes.” (p.5)

The resource includes a number of tools for assessing ethics, staff skills around ethics, and corruption risk. It also explores several codes of professional ethics for integrity, on pages 12-17, for example the following:

“1. **Impartial** – all decisions should be made in the name of the public good, omitting any of their own benefits or benefits to individuals or organisations that are close to officials.

2. **Objective** – all decisions should be made solely on the basis of substantive criteria. Objectivism as a rule excludes political motives (e.g. the decision will benefit my political party), religious motivations (e.g. refusing to hire someone for religious reasons), not to mention financial motives.

3. **Independent** – when making a decision, they should not be in any way and in any sense dependent on the people or environments that such a decision may concern.

4. **Transparent in their actions** – this means that all decisions should be made as openly as possible. Each decision should be openly justified and this principle may only be omitted in exceptional situations motivated by the public good.

5. **Reliable** – they should carry out all tasks with utmost diligence and care, using their full knowledge and skills.

6. **Responsible** – they should be aware that they are acting

	in the public interest and are responsible for their decisions before the society. Consequently, this means being constantly ready to undergo social control.”
25. Relevant policy considerations	Yes
26. Resources for implementation identified	Yes
27. Specific assessment points/indicators/milestones/action plan for monitoring	Yes
28. ASPECTS OF SUSTAINABILITY COVERED BY RESOURCE (mark all that apply)	
People (social sustainability)	X
Planet (environmental sustainability)	
Prosperity (economic sustainability)	X
Peace	X
Partnerships	
29. CROSS-CUTTING CONSIDERATIONS COVERED BY RESOURCE (mark all that apply)	
Gender perspectives	
North and South perspectives	
HOW THE RESOURCE CONTRIBUTES TO AGENDA 2030 AND THE SDGs	
HOW AGENDA 2030 AND THE SDGs FEATURE IN THE RESOURCE	
30. SDGs and Agenda 2030 specifically mentioned?	No
31. SDGs specifically mentioned?	No
32. SDG targets specifically mentioned?	No
33. SDG indicators specifically mentioned?	No
SDGs AND SDG TARGETS AND LINKAGES	
34. Comments on SDG linkages	Implementing the resource can help support SDGs 16.6 and 16.7 (which relate to effective, transparent institutions, and transparent decision-making, respectively), as well as SDGs 16.3 (the rule of law), 16.4 (combatting organized crime and illicit flows) and, notably, 16.5 (Substantially reduce corruption and bribery). Ensuring transparency and public access to information supports SDG 16.10.

	<p>Ensuring staff have appropriate skills and knowledge supports SDG 4.4.</p> <p>Implementing the resource can also support several SDG targets relating to anti-discriminatory policies, such as 5.1 (End discrimination against women and girls), 10.3 (Ensure equal opportunities and end discrimination) and 16.B (non-discriminatory laws and policies).</p> <p>Ensuring collections made from endangered species are protected from criminal activity supports SDGs 15.7 and 15.C.</p> <p>National-level institutions implementing the resource also contributes to SDG 16.A (Strengthen national institutions to prevent violence and combat terrorism and crime).</p>
<p>35. SDGs and SDG targets the resource helps advance</p>	
<p>SDG 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p> <p>4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship</p>	<p>Number of young people and adults in skills-development activities and programmes drawing on collections, for employment, decent jobs and entrepreneurship</p> <p>Increase in number of young people and adults in such programmes</p> <p>Number and proportion of staff who have received training in the last year, to better support their contribution to the SDGs.</p> <p>Programs and processes in place to ensure the availability of a skilled workforce.</p>
<p>SDG 5. Achieve gender equality and empower all women and girls</p> <p>5.1 End all forms of discrimination against all women and girls everywhere</p>	<p>Number and proportion of programmes taking proactive steps to identify, reduce and remove discriminatory practices and processes relating to collections and collection-based institutions.</p>
<p>SDG 10. Reduce inequality within and between countries</p> <p>10.3 Ensure equal opportunity and reduce inequalities of outcome,</p>	<p>Identification of discriminatory policies and practices, with clear plans to address these, to ensure equal opportunity for all and reduce inequalities of outcome.</p>

<p>including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard</p>	
<p>SDG 10. Reduce inequality within and between countries 10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality</p>	<p>Number and proportion of policies that proactively address equality issues relating to fiscal, wage and social protection considerations.</p>
<p>SDG 15 Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss 15.7 Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products</p>	<p>Policies and plans in place to ensure objects and specimens of protected species (for example ivory, rhino horn) in collections are protected against theft and do not enter supply chains.</p> <p>Policies and plans in place to ensure that objects and specimens are only acquired in line with national and international legislation, or with legal dispensation.</p> <p>Information on, programmes relating to, collections development, and partnerships relating to poached and trafficked species, notably protected and endangered species, to end poaching and trafficking.</p>
<p>SDG 15 Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss 15.C Enhance global support for efforts to combat poaching and trafficking of protected species, including by increasing the capacity of local communities to pursue sustainable</p>	<p>Policies and plans in place to ensure objects and specimens of protected species (for example ivory, rhino horn) in collections are protected against theft and do not enter supply chains.</p> <p>Policies and plans in place to ensure that objects and specimens are only acquired in line with national and international legislation, or with legal dispensation.</p> <p>Revenue generated to combat poaching and trafficking of protected species, and to support local communities to pursue sustainable livelihoods.</p> <p>Direct financial support given to projects and organisations to combat poaching and trafficking of protected species, and to support local communities to pursue sustainable</p>

livelihood opportunities	livelihoods.
<p>SDG 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.</p> <p>16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all</p>	<p>Collections development that relates to the rule of law, equality before the law, and justice for all.</p> <p>Number of activities drawing on collections, for example educational, research and partnership activities, that promote the rule of law at national and international levels, and that promote a culture of lawfulness, and the right of all to justice.</p>
<p>SDG 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.</p> <p>16.4 By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime</p>	<p>Identification of stolen assets, return of stolen assets.</p> <p>Collections development, education, awareness-raising and partnership activities relating to organized crime, with a view to combatting organized crime everywhere.</p>
<p>SDG 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.</p> <p>16.5 Substantially reduce corruption and bribery</p>	<p>Policies and plans in place to ensure transparent decision-making, and reduce opportunity for corruption and bribery.</p> <p>Staff training in place to develop awareness of professional responsibilities in relation to corruption and bribery.</p> <p>Procedures in place to deal with any instances of corruption or bribery, in line with national considerations.</p> <p>Collections development, education, awareness-raising and partnership activities relating to corruption and bribery, with a view to combatting corruption and bribery everywhere.</p>
<p>SDG 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective,</p>	<p>16.6.2 Proportion of the population [audience/users/non-users] satisfied with their last experience of public services</p> <p>Access to information, and accountability policies and mechanisms, in place.</p>

<p>accountable and inclusive institutions at all levels. 16.6 Develop effective, accountable and transparent institutions at all levels</p>	<p>Effective institutional arrangements, both for own working and for working in partnership with other sectors, in place.</p> <p>Plans and arrangements in place for extraordinary circumstances such as natural and human-caused disasters.</p> <p>Effective arrangements in place to fulfil legal and social obligations and responsibilities.</p> <p>Effective arrangements in place for transparent communication and reporting of institutional performance.</p> <p>Effective arrangements in place for transparent decision-making and accountability.</p>
<p>SDG 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. 16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels</p>	<p><i>16.7.1 Proportions of positions (by sex, age, persons with disabilities and population groups) in public institutions (national and local legislatures, public service, and judiciary) compared to national distributions</i> <i>16.7.2 Proportion of population [audience/users/non-users] who believe decision-making is inclusive and responsive, by sex, age, disability and population group</i></p> <p>Decision-making addresses societal, environmental and economic challenges related to the community, considering short-term and long-term risks and opportunities.</p> <p>Decision-making draws on diverse backgrounds, viewpoints and interests, reflecting a broad base of stakeholders, and working to promote inclusion and provide effective services for all of society.</p>
<p>SDG 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. 16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements</p>	<p>Adopt and implement constitutional, statutory and/or policy guarantees for public access to information.</p> <p>Plans in place, and plans implemented to enhance public access to information relating to collections.</p> <p>Plans in place, and plans implemented to support fundamental freedoms, in line with human rights, national and international agreements and legislation.</p> <p>Plans and procedures in place for public access to information relating to the operation and management of</p>

			collections-based institutions.		
			Complaint mechanism in place for public to use where public access to information and fundamental freedoms not supported or fulfilled.		
SDG 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. 16.A Strengthen national institutions to prevent violence and combat terrorism and crime			Effective relationships in place between national organisations and crime reduction agencies. Finances in place to support national initiatives to combat terrorism, crime and/or violence in relation to collecting institutions. Policies and plans in place to prevent and/or reduce the risk of violence, terrorism or crime in relation to collecting institutions.		
SDG 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. 16.B Promote and enforce non-discriminatory laws and policies for sustainable development			<i>16.B.1 Proportion of population [audience/users/non-users] reporting having personally felt discriminated against or harassed in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law</i> Number and proportion of policies that incorporate sustainable development considerations, in the full sense of recognizing all three of social, economic and environmental considerations.		
1	2	3	4	5	6
7	8	9	10	11	12
13	14	15	16	17	