



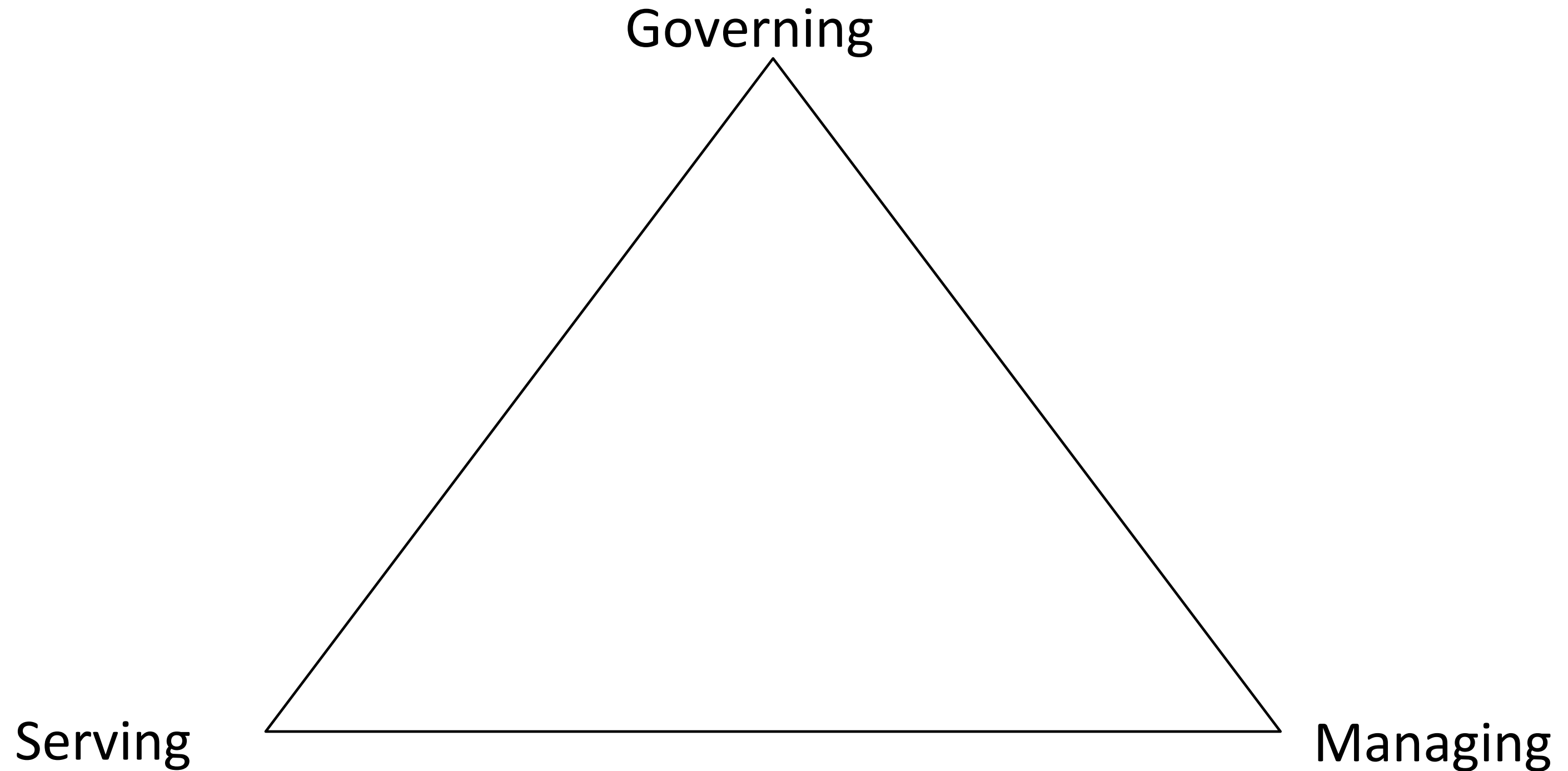
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Mechanisms of good governance for sustainable development

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Three doctrines in Public Administration



Two approaches to ethics management

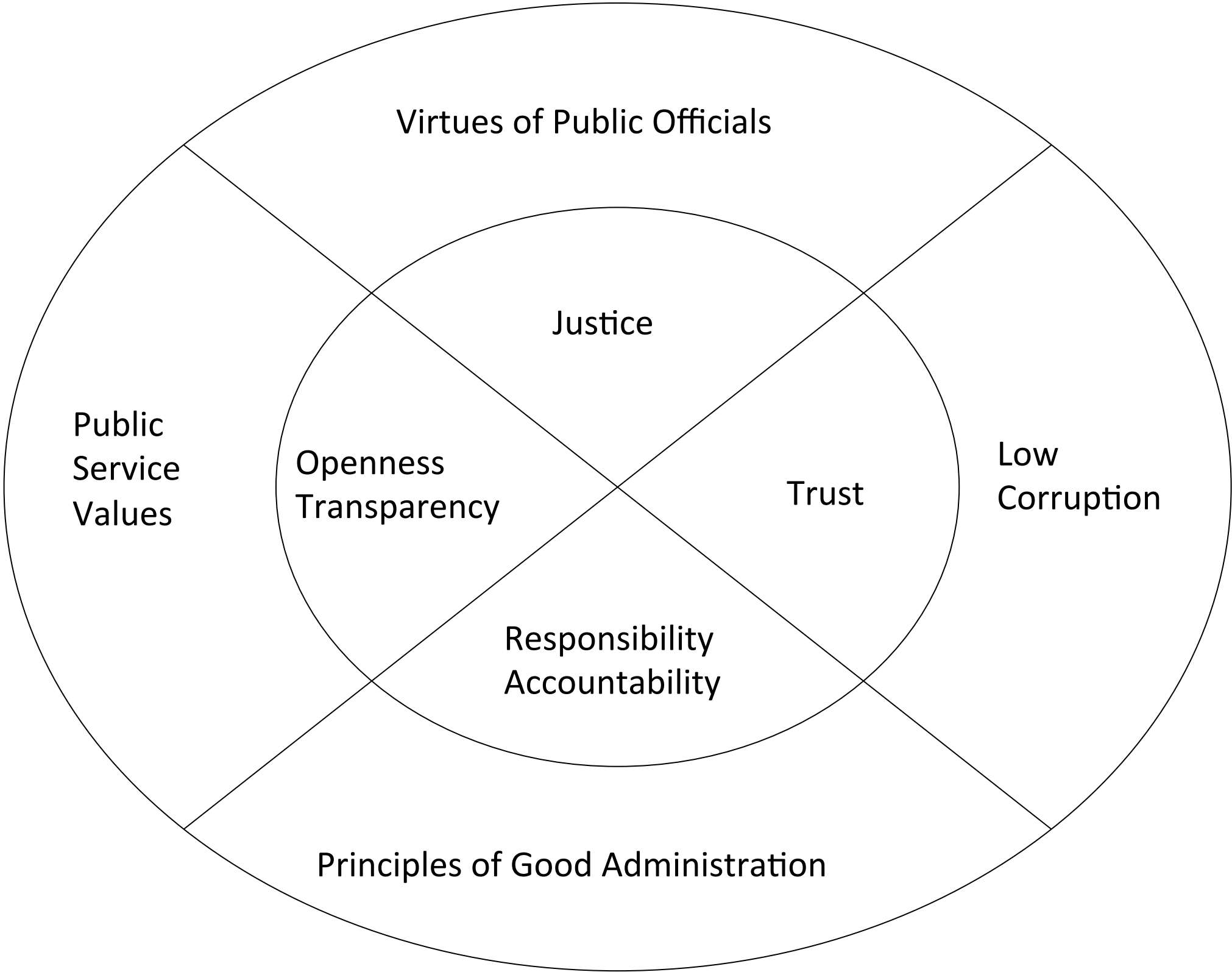
Compliance approach

- to prevent unethical behaviour
- external control
- Instruments
 - legislation
 - code of conduct
 - well-defined procedures

Integrity approach

- to stimulate ethical behaviour
- internal control
- instruments
 - training and development
 - code of ethics
 - ethics officials / integrity councillors

INNER AND OUTER CORE OF ETHICAL VALUES AND PRINCIPLES



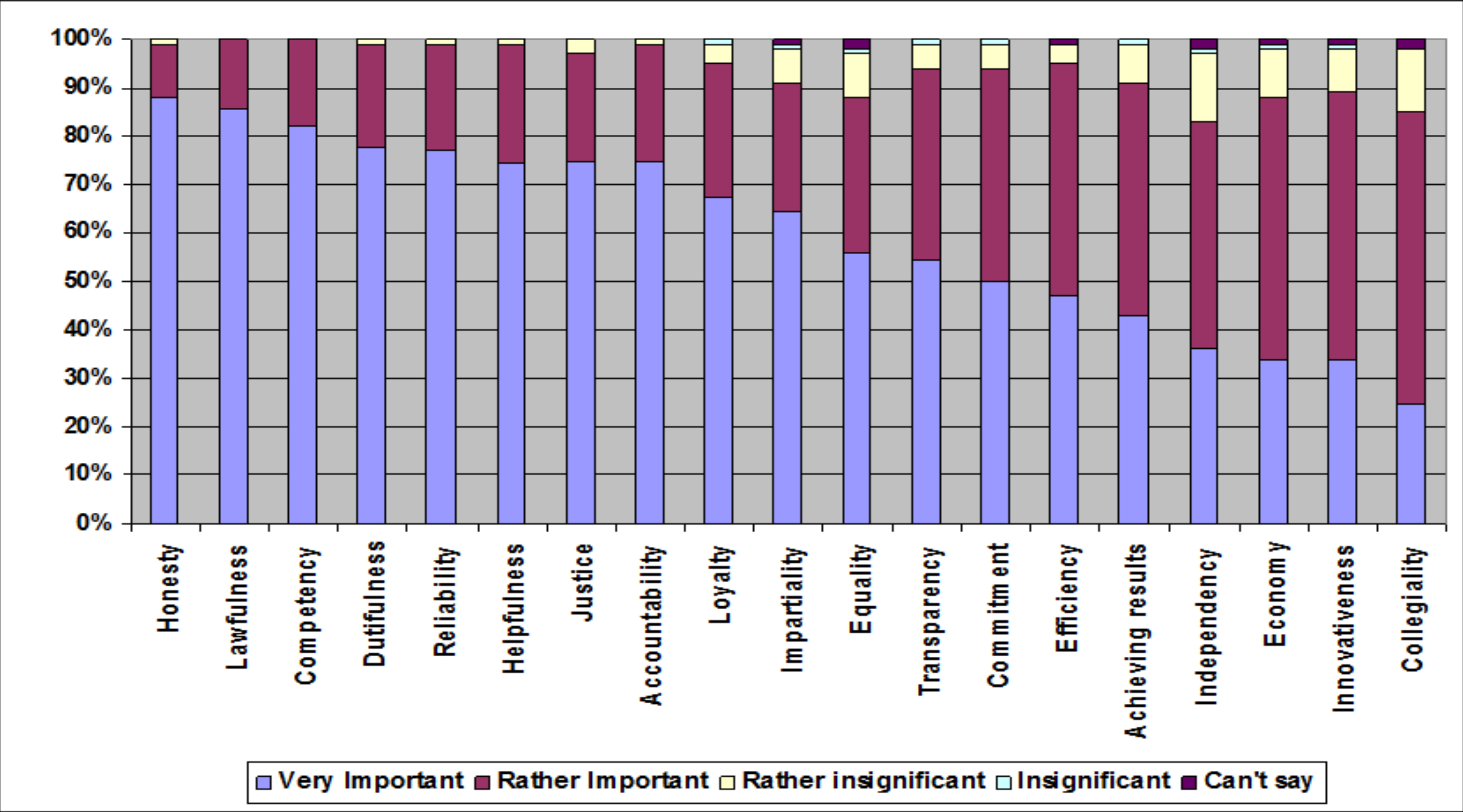


OECD – most commonly stated core public service values

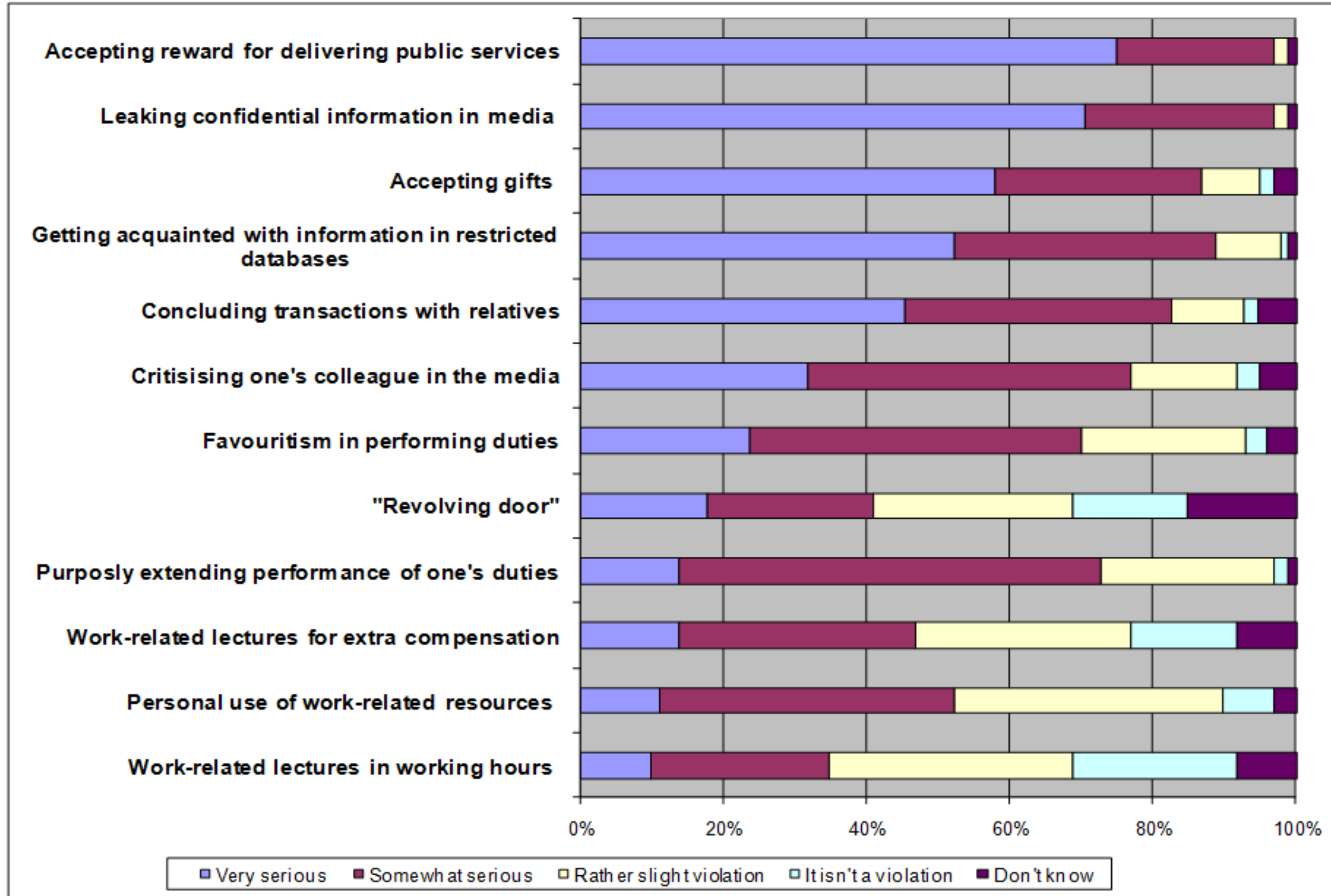
- Impartiality (neutrality, objectivity)
- Legality
- Integrity (honesty)
- Transparency (openness, proper disclosure of information)
- Efficiency
- Equality
- Responsibility
- Justice (fairness)

Other values: professionalism, service in the public interest, obedience, respect for state resources, loyalty to the state, kindness

Values of Estonia Public Service



Attitudes Towards Ethically Questionable Activities





Measures in how to maintain and improve civil service ethics

- **leaders' example (82,6%)**
- values discussions within organisation (65,0%)
- public debate on values and ethics (57,6%)
- training (38,3%)
- ethics codes (35,0%)
- legislation (31,8%)
- external control (30,1%)

Promotion of ethical behaviour through leadership and HRM policies by country and EC (N=28)

	A	B	C	D	E
Austria	1	1	1	2	3
Belgium	3	3	3	3	3
Cyprus	1	3	3	3	2
Czech Republic	1	2	2	2	3
Denmark	3	3	3	3	3
Estonia	3	2	2	3	3
Finland	2	2	2	2	3
France	3	1	1	3	2
Germany	1	1	1	1	1
Greece	1	2	1	3	2
Hungary	1	1	1	2	3
Ireland	1	2	1	2	1
Italy	1	1	2	2	2
Latvia	2	2	2	2	3
Lithuania	1	1	2	1	3
Luxembourg	1	1	3	3	3
Malta	1	2	1	1	2
the Netherlands	2	2	2	2	2
Poland	1	1	2	3	2
Portugal	1	2	2	1	3
Slovakia	3	2	2	2	3
Slovenia	1	2	2	2	2
Spain	2	1	2	1	
Sweden	3	2	3	3	3
United Kingdom	1	2	1	1	2
European Commission	1	1	1	1	1
Bulgaria	1		2	3	
Romania	2	2	2	1	1

- A = leadership:** there a specific component in the training programmes for managers to promote high ethical standards (e.g., emphasise that leader sets the example and is also responsible that the personnel acts in an appropriate manner)
- B = training:** training programs address public service values and ethical issues (e.g., how to act in a conflict of interest situation etc.)
- C = communication:** organisations emphasise that integrity is an integral part of public service (e.g., organisation has clear, specific and well communicated values, standards and regulations)
- D= recruitment:** values and standards are systematically taken into account when selecting new personnel (e.g., applicants knowledge on ethics and integrity are tested, ethical dilemmas in assessments are used)
- E = mobility:** there is a policy of mobility (e.g., the use of job rotation in order to prevent corruption, controlling potential conflict of interest situations)

- 1**
= generic process for all
- 2**
= agency-specific models
- 3**
= ethical aspects are not systematically taken into account



Corruption perception index

Moldova

2012 – 94

2013 – 102

Estonia

2012 – 32

2013 – 28



Good Governance Principles

1. Rule of Law
2. Transparency
3. Responsiveness
4. Consensus Oriented
5. Equity and Inclusiveness
6. Effectiveness and Efficiency
7. Accountability
8. Participation



- 1) Which of these elements is (are) the basis for achieving the rest?
- 2) Which is (are) the easiest to begin with?
- 3) Which is (are) the most difficult to begin with?
- 4) Which of these elements is (are) strongest ones in your country?
- 5) Which of these elements is (are) the weakest?



- No single solution or formula that solves all problems. The whole system has to be addressed.
- All solutions depend on the nature of the problems. Analysis as the basis of identifying the priorities.
- There are no quick fixes – long term perspective as the basis.
- Small changes can result in big changes over time, but the changes must be sustainable.



- You cannot gain benefit in introducing organizational values if you do not apply and introduce values into daily managerial actions.
- Laws, ethics codes, slogans are not enough – implementation as the crucial factor.
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Thank you!

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