

**TED WG1 Repository of Practice:
Tools, methods and relevant products
on Global Gateway 360° approach in
Rule of Law and Accountability support**



Team Europe Democracy (TED) Initiative

Table of Contents

I.	Introduction	3
II.	The approach	3
III.	Individual practices	5
A.	Studies	5
1.	EUROVOICES Project - World Justice Project	5
2.	Rule of Law and Corruption in the Caribbean - World Justice Project	7
B.	Self-Learning Approach	8
1.	Democracy Self-Evaluation - European Capital of Democracy NPO	8
2.	European Cities Network Webinar Series: Cities Learn & Cities Teach - European Capital of Democracy NPO	10
C.	Community Support	11
1.	Employment Justice Platform for mSMEs - The Hague Institute for Innovation of Law (HiIL)	11
2.	A people-centred approach and Guidelines to resolving land problems - The Hague Institute for Innovation of Law (HiIL)	13
3.	B+HR Initiative - UNDP	15
4.	E-Justice Toolkit and Environmental Justice Approach - UNDP	19
D.	Multi-stakeholder Collaborations	21
1.	Integrity pact tool - Transparency International	21
2.	Beneficial Ownership Transparency - Open Government Partnership	23
3.	Open Contracting - Open Government Partnership	26
4.	Infrastructure transparency - Open Government Partnership	28
E.	Other	31
1.	International Humanitarian Law Compliance Monitoring Database (ICMD) - Raoul Wallenberg Institute	31
2.	Democracy Parameters - Council of Europe	33



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I. Introduction

The Team Europe Democracy (TED) Working Group 1 (WG1) on the rule of law and accountability has the mandate of adapting to members' priorities in alignment with the 360° approach to the EU's Global Gateway strategy. In particular, the Working Group focuses on mainstreaming accountability and promoting people-centred justice in development cooperation programming.

This Practice Compendium is an informal living document that aims at presenting best practices in tools and approaches to rule of law, anti-corruption, access to justice, and accountability which leverage collaboration between all sectors - state, civil society, and private. The Compendium places specific focus on practices that are related and applicable to the [good governance and transparency principle in the Global Gateway 360 approach](#). It places particular focus on the [priority areas of partnership](#) of the Global Gateway.

TED WG1 intends to leverage the contents of this compendium in discussions and interventions in programming decisions made by TED partners in both HQ and in-country programmes. The Practice Compendium is therefore a tool intended for donors, implementers, CSOs, and government representatives alike.

II. The approach

The identification of practices for this compendium considered the need of having a balanced representation of existing practices in terms of the kinds of contexts, project scales, and stages of implementation, ensuring as much as possible a good variety in all cases. The process also guaranteed that all WG1 members had the opportunity to be represented.

The process resulted from an online survey shared with all WG1 members, which requested the detailing of relevant programmes and projects that aligned with a list of indicators that align with the tags used below:

- Kinds of tools
- Areas of focus: rule of law, access to justice, anti-corruption, and accountability;
- Collaboration between sectors: state, civil society, private sector;
- Applicability to good governance and transparency in Global Gateway 360°;
- Priority areas of GG partnership.



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This Booklet of Practice is intended as an informal living document, and it will be continuously updated by the TED Secretariat with additional practices shared by WG1 members.

To share a submission, kindly contact the TED Secretariat at: ivan.kantardjiski@giz.de



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III. Individual practices

A. Studies

1. EUROVOICES Project - World Justice Project

Tags: Study, EU Member States, Transparency and corruption, Justice and safety, Democracy and fundamental rights

Focus areas

Rule of law, access to justice, Anti-corruption and accountability, Environmental governance

Good practices and tools

The EUROVOICES project is a **comprehensive study of how people experience the rule of law in 110 subnational regions of the 27 MS of the EU**. The methodology measures a large number of indicators across three core areas: i) Transparency and corruption, ii) Justice and safety, and iii) Democracy and fundamental rights.

Many of the indicators are directly related to the Good Governance and Transparency principle and/or the business environment, such as effective functioning of civil justice and adjudication, government respect for independent oversight, and absence (or not) of corruption in public procurement.

This work was carried out in high income countries (i.e., the EU MS), but the methodology was developed as the Mexico States Index and led to significant reforms at the state (subnational) level in Mexico.



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Core focus and lessons learned

The EUROVOICES project (and its precursor, the Mexico States Index) aimed to identify how the components of the rule of law vary across the Zone (and Mexico): what are common problems, how they vary by region, and what are the driving forces of those differences (e.g., geography, income, rural/urban). **The purpose is to equip policy makers and other stakeholders with the necessary information to identify and drive rule of law-related reforms.**

The EUROVOICES project was recently released, and thus it is early to measure impact. For the Mexico States Index, there is a wide body of evidence demonstrating that the exercise has led to reforms at the state level in Mexico, with **a number of states basing their medium-term development plans around addressing key weaknesses identified in the Index.**

Global Gateway 360° added value

The comprehensive nature of the exercises provides a number of entry points with respect to the GG strategy, and are applicable to the public, private, and civil society sectors. Some of these entry points are very direct, such as **government transparency, assessment of corruption in different agencies, and quality measures of civil justice and contract enforcement.** Others are more indirect, such as **judicial independence** and respect for individual rights. The key point is that these exercises are extremely valuable for identifying the **strengths and weaknesses of the enabling environment** and doing so in a very granular way.

Challenges to collaboration and sharing

Cost-efficiency; some sensitivity from the key partner to the results.

References

EUROVOICES Project:

<https://eurovoices.worldjusticeproject.org/>

Mexico States Index: <https://worldjusticeproject.org/our-work/research-and-data/country-reports/rule-law-mexico>



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2. Rule of Law and Corruption in the Caribbean - World Justice Project

Tags: Corruption analysis, perceptions of corruption, experiences of corruption, public and private sectors, enabling environments

Focus areas

Rule of law, access to justice, anti-corruption and accountability, environmental Governance

Good practices and tools

The methodology, developed by WJP, brings **more dimensions to corruption analysis by distinguishing between people's perceptions and experiences of corruption**. The data is broken down between public and private sector corruption, and within those buckets, by individual public agencies or sectors. This granular data is immensely useful in identifying concrete weaknesses in the enabling environment.

Core focus and lessons learned

Combatting corruption is an important objective for the government, private sector, and CSOs in any country, including in the Caribbean. Corruption undermines effective governance and delivery of public services, impairs the investment climate, and can lead to social and economic inequality. To be effective, anticorruption measures require clarity about societal attitudes and norms, and need to provide an adequate basis for its evaluation and measurement. Given the granular nature of data, **the project raised awareness and led to substantial changes in a number of countries**, often at the very concrete level (e.g., in the provision of medical and education services).

Global Gateway 360° added value

This analysis is very directly about a cornerstone of good governance, namely combatting corruption. As noted above, the **breakdown of the data across sectors** and perceptions vs. experiences is very powerful for identifying weak points in the enabling environment with regards to corruption.

Challenges to collaboration and sharing



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Cost-efficiency.

References

<https://worldjusticeproject.org/our-work/research-and-data/corruption-caribbean>

B. Self-Learning Approach

1. Democracy Self-Evaluation - European Capital of Democracy NPO

Tags: Self-evaluation, collaboration with CSOs, good governance and transparency, accountability

Focus areas

Anti-corruption and accountability, Democracy Promotion, Civic Participation

Good practices and tools

Democracy Self-Evaluation: as part of their applications to become European Capital of Democracy, we ask cities to complete a democracy self-evaluation (online questionnaire), including co-operations with and contacts to Civil Society Organisations.

This is based on ELoGE, the European Label of Governance Excellence by the Council of Europe. Through this self-evaluation, we ask cities to rank the standing of their democracy in terms of: **A) Participation, Presentation, Fair Conduct of Elections, B) Responsiveness, C) Efficiency and Effectiveness, D) Openness and Transparency, E) Ethical Conduct, F) Innovation and Openness to Chance, G) Sustainability and Long-term Orientation, H) Sound Financial Management, I) Human Rights, Cultural Diversity and Social Cohesion, J) and Accountability** on a scale of **Outstanding, Excellent, Good, Standard, and Not Applicable**.



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This allows cities to reflect honestly about the strengths and weaknesses that their democracy currently experiences and encourages a **culture of transparency**.

We combine the city's self-evaluation with our own independent assessment of the city's state of democracy, using publicly available resources and by conducting interviews with CSO representatives. This helps in the verification of the Democracy Self-Evaluation.

Core focus and lessons learned

The need or challenge that the self-evaluating tool addresses is one of **transparency and accountability**. By encouraging cities to fill out a self-evaluating form regarding the state of their democracy, this allows for respondents to honestly and openly reflect about their current democratic standing.

Global Gateway 360° added value

This tool contributes to the principle of **good governance and transparency**, by enabling city representatives to openly and transparently share their cities' structures, tools and processes and encouraging them to critically self-evaluate the state of democracy in their city. To take the measurement of transparency further, we triangulate the perspectives of civil servants with relevant experts as well as local CSO representatives.

Challenges to collaboration and sharing

Lack of knowledge about the plans or activities of others, Obstacles with host government

References

<https://capitalofdemocracy.eu/how-to-apply-as-european-capital-of-democracy/>

ELoGE:

<https://www.coe.int/en/web/centre-of-expertise-for-multilevel-governance/elope>



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2. European Cities Network Webinar Series: Cities Learn & Cities Teach - European Capital of Democracy NPO

Tags: Best practices, democracy, mutual learning, knowledge sharing, connecting civil servants and experts

Focus areas

Anti-corruption and accountability, Democracy Promotion & Civic Participation

Good practices and tools

The European City Network (ECN) is part of the European Capital of Democracy (ECOD) initiative. The aim of the European City Network is to **connect cities and city representatives** in order to **facilitate exchange and increase collaboration**, in efforts to **build partnerships** that contribute to **strengthening democracy**.

First launched in 2022, the European City Network has now built a **strong network of 24 cities across 15 European Countries** which fosters **cross-European participation** and provides a platform for cities to **showcase their best practices**. You may download our recently published European City Network Yearbook which highlights the achievements and growth of the European City Network from December 2023 to August 2025.

In particular, the **16-part webinar series** recently hosted by the ECN highlighted the application of the good governance and transparency principle with webinars on topics such as: digital transformation and data-driven policies; climate and citizens' assemblies; sociocracy; and disinformation, to name a few.

Core focus and lessons learned

The webinar series meets the challenge of connecting civil servants and experts who face similar problems, yet have a diverse and innovative range of tools to overcome them. At a time when resources are an increasing issue, **online meetings and webinars are a cost-effective way of facilitating knowledge-sharing, best-practice exchange and mutual learning**. In addition, members of the public could learn more about the structures and processes of cities, thus improving trust and transparency. The Q&A session at the end



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enabled an open discussion on best practices from a variety of European countries.

Global Gateway 360° added value

The webinars contribute to the principle of good governance by enabling pan-European exchange and learning.

Challenges to collaboration and sharing

Lack of knowledge about the plans or activities of others, Obstacles with host government

References

Details of the full webinar series are available on the website:

<https://capitalofdemocracy.eu/ecn-webinars/>

The European City Network Yearbook also collates webinar series, which are freely available to download: https://capitalofdemocracy.eu/wp-content/uploads/2025/05/250501-ECOD_Yearbook2024-25_DIGITAL_compressed.pdf

C. Community Support

1. Employment Justice Platform for mSMEs - The Hague Institute for Innovation of Law (HiIL)

Tags: people-centred justice, Justice Needs Surveys, mSMEs, employment justice

Focus areas

Rule of law, access to justice

Good practices and tools



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In Tunisia, HiiL is working on improving economic resilience and growth through contributing to effective resolution of employment problems and problems experienced by SMEs. HiiL's 2022 Justice Needs Survey (JNS) showed that employment problems are among the most serious problems experienced by Tunisians with a resolution rate of under 40%. **In partnership with the Presidency, HiiL facilitated a Justice Innovation Lab that led to the development of an employment justice platform** that provides legal information, advice and mediation services for employers/employees and 150 labor inspectors to prevent and resolve their justice problems. The platform is being implemented by the Ministry of Social Affairs.

Similarly, HiiL has conducted a JNS identifying the **most common and impactful Justice Needs of SMEs in Tunisia** and will be using that to run a collaborative design process to develop effective solutions to address their justice needs and challenges.

Core focus and lessons learned

- a) There is a lack of people-centred data to serve as a basis for designing effective and fair solutions for legal problems experienced by people and businesses in their everyday lives. This leads to escalation of conflicts, discontentment and unfavourable **business environment for investment and trade**.
- b) **SMEs provide employment opportunities to 80% of people in most countries** and are a critical backbone to the economy. On average, only 40% of the problems experienced by SMEs and the people behind them are resolved, threatening livelihood, economic resilience and a favorable investment climate.

Global Gateway 360° added value

Small and Medium Enterprises (SMEs) are drivers of **job creation and economic resilience** globally. According to the World Bank, they contribute to 90% of business and 50% of employment worldwide. In developing countries, SMEs contribute up to 70% of formal employment, playing a crucial role in reducing unemployment and poverty. However, weak justice systems create significant barriers for SMEs, limiting their ability to expand and sustain jobs. If SMEs cannot resolve disputes fairly and efficiently, they face higher costs, delayed investments, and reduced competitiveness. This weakens supply chains, limits local job creation, and increases the risk that large-scale infrastructure projects benefit only a few well-connected actors.



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Challenges to collaboration and sharing

Changing political/security situation and lack of reliable funding for research and project design

References

HiiL Tunisia Project Page: <https://www.hiil.org/programmes/tunisia/>

2. A people-centred approach and Guidelines to resolving land problems - The Hague Institute for Innovation of Law (HiIL)

Tags: People-centred justice, land problems, Justice Needs and Satisfaction Surveys, Women's access to justice, data-informed justice system redesign, justice stakeholders

Focus areas

Rule of law, access to justice

Good practices and tools

HiiL's Justice Needs and Satisfaction Surveys from Uganda, Bangladesh, Burkina Faso and Ethiopia provide **detailed insights on the types of land problems** experienced by people and their impact of their lives, the resolution rates, the pathways they adopt to address them, and what are the outcomes they seek. The policy brief on Women's access to Justice in **Burkina Faso** shows the differential impact of land problems on women.

These **data insights** have been used by governments to **develop strategic policy frameworks to redesign justice systems** to meet the needs of people. For **Uganda**, this includes the Judiciary's Alternative Justice System Policy, Alternative Dispute Systems Policy and the Democratic Governance Facility. For **Ethiopia**, the JNS data was used by the Federal Government to design its three-year justice sector transformation roadmap. **In addition to policy reform, JNS data is used by HiIL to facilitate collaborative design**



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processes (Justice Innovation Labs) with a diverse group of justice stakeholders to design, develop and scale justice services to address land problems. These processes have led to design of community justice centers in Ethiopia, and Land Charters for reliable resolution of land problems by community leaders in Burkina Faso.

Furthermore, HiiL's **evidence-based guidelines on the resolution of land problems offer recommendations and best practices** for preventing and resolving land disputes based on research and local practitioner experience. These guidelines, such as those for Ogun State, Nigeria and Ethiopia, are **designed for practitioners** and aim to improve people-centred justice systems by providing actionable strategies for communities dealing with land issues.

Core focus and lessons learned

There is a lack of people-centred data to serve as a basis for designing effective and fair solutions for legal problems experienced by people and businesses in their everyday life. This leads to escalation of conflicts, discontentment and unfavourable business environment for investment and trade.

Global Gateway 360° added value

Infrastructure investments under the EU's Global Gateway often involve land—whether for transport corridors, energy grids, or health facilities. Disputes over land acquisition, compensation, and displacement are among the most frequent and contentious challenges in development projects. If left unresolved, they can stall construction, inflate costs, and spark social unrest, undermining both local trust and broader development and governance goals. Investment in natural resources—whether for infrastructure, agriculture, or energy—often leads to competing claims over land rights and benefit distribution. By **providing transparent, effective and people-centred mechanisms for negotiation, mediation, and adjudication**, they prevent escalation and ensure that affected communities—especially the most vulnerable—have their rights protected. Early resolution of land-related conflicts allows projects to move forward smoothly while upholding principles of equity and accountability.

Challenges to collaboration and sharing

Changing political/security situations and lack of reliable funding for research and project



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design.

References

Burkina Faso brief: https://www.hiil.org/wp-content/uploads/2022/09/HiiL_Womens-access-to-justice-in-Burkina-Faso_digital.pdf

Uganda brief: <https://www.hiil.org/wp-content/uploads/2018/07/Policy-brief-JNS-and-Justice-Leaders-Forum.pdf>

Guidelines: <https://www.hiil.org/wp-content/uploads/2023/04/HiiL-Land-Justice-Guideline-web-3.pdf>

3. B+HR Initiative - UNDP

Tags: Business and human rights, people-centred approach to justice and security, technical advice, B+HR Academy, access to justice

Focus areas

Rule of law, access to justice

Good practices and tools

The B+HR Initiative of the UNDP Governance, Rule of Law, and Peacebuilding Hub aims to advance responsible business conduct – the foundation of the EU Global Gateway Strategy – globally in line with the three Pillars of the UN Guiding Principles on Business and Human Rights: Protect, Respect and Remedy.

In the first pillar, Protect, UNDP supports states in upholding their duty to protect against business-related human rights abuses by strengthening and enforcing robust regulatory frameworks.

This includes advocacy, capacity-strengthening, and **technical advice in developing and implementing contextualized National Action Plans (NAPs)** on Business and Human Rights in line with the Guidance by the UN Working Group on Business and Human Rights, as well as initiating the development of mandatory human rights due diligence legislation. As of 2025, UNDP supported the adoption of 11 NAPs on Business and Human Rights and



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is assisting in the implementation of five NAPs in Kenya, Nigeria, Pakistan, Peru, and Uganda.

Within the respect pillar, UNDP supports businesses in fulfilling their responsibility to respect human rights in their own activities and across value chains.

This includes the **development of practical tools and capacity-strengthening** in designing, refining, and carrying out human rights due diligence through the three-step **B+HR Academy**. The B+HR Academy employs the methodologies of the **UNDP's own practical tools for businesses**, including:

1. Training Facilitation Guide "Human Rights Due Diligence"
2. Guide for Business "Heightened Human Rights Due Diligence in Conflict-Affected Contexts"
3. Practical Tool for Business "Human Rights Due Diligence and the Environment"

In the final pillar, Remedy, UNDP **supports people and communities affected by business-related adverse human rights impacts in accessing judicial and non-judicial grievance mechanisms**. This includes awareness-raising of their right to remedy, legal consultations and representation, as well as the development of easy-to-use step-by-step guidance and digital tools. Moreover, UNDP **supports the media in investigating and reporting business-related human rights abuses** and calling for justice for victims, while staying safe.

The UNDP's **practical tools for affected rights-holders and the media** include:

1. Digital Platform "Routes to Remedy" for human rights defenders facing business-related human rights abuses in Asia
2. Handbook for journalists, communicators, and campaigners "Reporting Business and Human Rights"

The awareness-raising and technical support examples include: Access to justice support in the West Singhbhum district of the state of Jharkhand in India, Labor Issue Help Centres established in Myanmar, and training-of-trainers conducted in Sri Lanka on access to remedy.

To advance responsible business conduct, the B+HR Initiative convenes regular multi-stakeholder forums and dialogues at national, sub-regional, cross-regional, and regional levels. These events provide space to raise awareness of the international business and human rights standards, trends in their implementation, including mandatory human



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rights due diligence introduced by world's largest economies, take stock of the progress, challenges, and opportunities for advancing responsible business conduct in the country, sub-region, or region, promote policy coherence, facilitate South-South and Triangular Cooperation, peer learning, and collaboration on business and human rights, and provide a safe space for rights-holders to share concerns about businesses' human rights performance and participate in policy- and law-making.

Core focus and lessons learned

The **UN Guiding Principles on Business and Human Rights** are the authoritative global framework for preventing and addressing business-related human rights abuses, as well as a roadmap for sustainable and rights-based development, particularly for developing countries hosting global value chains.

Yet a decade after the adoption of the UN Guiding Principles, **the global benchmarks demonstrate low levels of their implementation**, with businesses worldwide scoring on average 18% for their human rights policies and practices.

To speed and scale up the UN Guiding Principles' implementation in the business sector, **governments have increasingly introduced regulatory measures** focused either on some form of mandatory human rights due diligence (e.g., France, Germany, Norway), risk disclosure requirements (e.g., Australia, Canada, UK), or bans on the import of products linked to severe human rights abuses (e.g., USA). At the regional level, in 2024, the EU adopted the Corporate Sustainability Due Diligence Directive that sets obligations for businesses active on its single market to prevent and mitigate adverse human rights impacts in their own operations and across their value chains.

As extraction and production processes for global value chains hosted by developing countries, including those defined as fragile and experiencing crisis, are often provided by small-holder and informal sectors, which are difficult to trace to the bottom of the chain, **transnational businesses face challenges in having control over human rights risks** in those markets and meeting growing business and human rights-related requirements.

The lack of resources and technical capacity of producers and suppliers in developing countries to comply with cascaded requirements of transnational businesses subject to the CSDDD and other norms, coupled with national regulatory gaps, may result in their disengagement from global value chains and stagnate those countries' overall



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development.

Global Gateway 360° added value

The initiative **aims to advance responsible business conduct** – the foundation of the EU Global Gateway Strategy – globally in line with the three Pillars of the UN Guiding Principles on Business and Human Rights.

By advancing the implementation of the UN Guiding Principles of Business and Human Rights in developing countries, the UNDP B+HR Initiative aims to generate a TRIPLE benefit for:

1. Businesses: in developing countries – access to global value chains; in developed countries – responsible producers and suppliers
2. Developing countries: trade with the world's largest markets, access to responsible investment, and sustainable development
3. People: protection from human rights abuses, improved human development outcomes

Challenges to collaboration and sharing

Lack of knowledge about the plans or activities of others, Lack of coherence

References

B+HR Hub: www.undp.org/rolhr/business-and-human-rights

Training Facilitation Guide “Human Rights Due Diligence”: <https://bit.ly/HRDD-Training>

Guide for Business “Heightened Human Rights Due Diligence in Conflict-Affected Contexts”: <https://bit.ly/hHRDD-Guide>

Practical Tool for Business “Human Rights Due Diligence and the Environment”:
<https://bit.ly/HRDDplusE-Tool>

Digital Platform “Routes to Remedy” for human rights defenders facing business-related human rights abuses in Asia: www.routes2remedy.com



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Handbook for journalists, communicators, and campaigners “Reporting Business and Human Rights”: <https://bit.ly/ReportingBHR>

4. E-Justice Toolkit and Environmental Justice Approach - UNDP

Tags: people-centred approach to justice and security, toolkit, E-Justice, environmental justice, mobile case management

Focus areas

Rule of law, access to justice

Good practices and tools

The **UNDP People-Centred Approach to Justice and Security** embodies the Global Gateway principle of good governance and transparency by **putting people’s justice journeys at the centre of reform**. It **promotes accountability through participatory decision-making**, empowers communities and civil society to hold institutions to account, and applies data-driven learning tools that track trust, behaviour change and quality of outcomes. By **focusing on the whole justice ecosystem**, including formal and informal, state and non-state, the approach supports partners to ensure that people can resolve their justice issues fairly and transparently, creating the trust and stability needed for an enabling environment.

The **UNDP E-Justice Toolkit**: Strategic Transformation through E-Justice offers concrete tools, such as design checklists, procurement guidelines, and SDG-linked metrics, that directly strengthen the Global Gateway principle of good governance and transparency. By **embedding rights-based safeguards, inclusive design, and open data standards into every stage of digital justice reform**, the toolkit **ensures that courts and related institutions operate with greater accountability, integrity, and accessibility**. This approach enables partners to reduce opportunities for corruption, build trust in the rule of law, and create predictable and transparent conditions that benefit both citizens and businesses, ultimately enabling a fairer environment where people can resolve their justice issues efficiently and equitably.



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UNDP's **Environmental Justice Approach** advances the EU Global Gateway principle by **helping to build clear, enforceable rules and expanding access-to-justice** so communities can actually resolve environmental harms. It **anchors governance in the recognized right to a clean, healthy and sustainable environment** and supports the alignment of laws, oversight and remedy pathways across the whole justice ecosystem. The result is more open decision-making, reduced space for corruption, and predictable, rights-based conditions that clarify duties for both state and business, enabling sustainable investment while keeping people's justice journeys at the centre.

SPECIFIC EXAMPLE: In Kenya, UNDP is supporting the digitalization of Small Claims Courts through a **mobile case management app**, directly advancing the EU Global Gateway principle of good governance and transparency. **The initiative reduces backlogs, speeds up case resolution, and minimizes opportunities for corruption** by automating filings and providing real-time updates to users. By targeting women and youth entrepreneurs in particular, the project **ensures that small business owners can resolve disputes quickly, fairly, and affordably**, creating the trust and stability needed for an enabling business environment. This people-centred justice reform demonstrates how transparent, accountable, and accessible justice systems can reduce barriers to doing business while keeping people's justice needs at the core.

Core focus and lessons learned

UNDP seeks to address slow, opaque, and fragmented justice pathways that make everyday dispute resolution costly and uncertain for people and businesses, including on environmental harms. The emphasis is on centering people's justice journeys, improving transparency and accountability across formal and informal actors, and clarifying rules and responsibilities, while recognizing context-specific constraints, capacity limits, and that digital or procedural changes alone are not sufficient.

Some key lessons are:

- **Solid assessments up front** prevent inefficiencies during the implementation.
- **Transparency by design** in the form of simple procedures, basic public reporting, and clear accountability lines can support trust when paired with safeguards
- **Technology helps only when coupled with law, capacity, and change** management.
- **Inclusion measures (accessibility, language, cost) need to be budgeted** from the



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start.

- Monitoring should track user experience and perceived fairness.
- **Working on lower-value disputes can generate practical learning** while keeping expectations modest and iterative.
- Despite creating economic opportunities for developing countries, global value chains are often accompanied by a wide range of adverse human rights affecting vulnerable and marginalized rights-holders the most.

Global Gateway 360° added value

Challenges to collaboration and sharing

Lack of knowledge about the plans or activities of others, Lack of coherence

References



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D. Multi-stakeholder Collaborations

1. Integrity pact tool - Transparency International

Tags: anti-corruption; integrity pacts; multi-stakeholder collaboration (state, CSOs and private sector)

Focus areas

Anti-corruption and accountability

Good practices and tools

Integrity Pacts is a tool that has been developed by Transparency International and implemented globally. It is a **collaborative mechanism through which public entities, civil society and business commit to enhance transparency and accountability in a public procurement process**. Acting as an independent monitor, a civil society organisation ensures that applicable regulation is respected and corruption risks are addressed. It provides companies with a level playing field, reduces reputational and legal risks, and increases trust in the procurement process. It's a tool that helps ensure transparency, good governance and accountability in public contracting.

The Integrity Pact approach **can also help foster business integrity, fair competition and proactive engagement among bidders and contractors**. The IP can include provisions for the **adequate disclosure** of corporate integrity data and reporting on environmental, social and governance (ESG) issues, with a focus on anti-corruption, as well as requirements or commitments to have in place comprehensive internal compliance programmes or specific elements of them.

For example, within the Integrity Model, **corporate participants can sign a corporate integrity pledge**, which can include baseline commitments such as regulatory compliance; disclosure of anti-corruption programmes, beneficial ownership, payments to intermediaries and political engagement activities, and requirements to have specific integrity provisions in place. Higher-level commitments may include corporate and ESG reporting, adoption or certification of business integrity standards, measures to ensure integrity across sub-contractors and supply chains, and inclusive contract execution.



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Core focus and lessons learned

Challenge/Need:

Vulnerabilities, **high corruption risks due to scale**, complexity, and state-business interactions in public procurement processes.

Businesses face unfair competition, higher costs, and reputational/legal risks.

The emergence of acute concern and societal pressure for transparency, accountability and integrity in public procurement, due, for example, to evidence of governance and integrity weaknesses in specific sectors. For example, in Honduras, the government decided to adopt IPs as a solution after evidence of widespread corruption and collusion in the procurement of medicines.

Lessons Learnt:

Multi-stakeholder collaboration (government, business, civil society) is key.

Legal enforceability and monitoring ensure credibility.

Adaptability, the approach works in both high-risk and more advanced governance contexts.

Outcomes:

Documented savings of millions in public contracts where Integrity Pacts were applied (e.g., EU-funded projects in infrastructure).

Strengthened institutional accountability, procurement agencies improve processes. Increased private sector confidence, companies more willing to participate in tenders.

Global Gateway 360° added value

Integrity Pacts align closely with the Global Gateway **Good Governance and Transparency** principle as the tool's intention is to increase transparency, enhance standards of open public procurement. **It promotes a level playing field for investors** and benefits local communities through public consultations.

Integrity Pacts also use **independent civil society monitors** to oversee contracting procedures, flag irregularities, and recommend corrective actions, aligning closely with Global gateways robust governance standards and oversight mechanisms.

Challenges to collaboration and sharing

Lack of knowledge about the plans or activities of others, Obstacles with host government



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References

Global integrity pacts publication: https://images.transparencycdn.org/images/Global-Integrity-Pacts-Publication_18122024.pdf

Integrity pact tools: <https://www.transparency.org/en/tool-integrity-pacts>

2. Beneficial Ownership Transparency - Open Government Partnership

Tags: accountability, multi-stakeholder model, multi-stakeholder forums, beneficial ownership, private sector engagement

Focus areas

Rule of law, access to justice, Anti-corruption and accountability

Good practices and tools

Overall tool: OGP multi-stakeholder model - OGP members must develop their National Action Plans through a multi-stakeholder process, with the active engagement of citizens and civil society. **Most members have successfully set up a Multi-Stakeholder Forum (MSF)** - a structured environment designed to maximize participation and cooperation by bringing relevant partners into the discussion and ensuring that all voices are heard. Together, the MSF leads the process of deciding which policy areas should be included in the NAP agenda, and how to design the commitments. **There are also some OGP countries where representatives of the private sector are standing members of their MSF**, for example Australia, Canada, the Philippines, Costa Rica, and Honduras.

A specific example of a tool/policy area related to the “Good Governance and Transparency” principle of the Global Gateway Strategy that is being implemented through the OGP framework of multi-stakeholder collaboration is **Beneficial Ownership Transparency (BOT) - with the example of private sector engagement** in Nigeria. Nigeria made its first BOT commitment in its 2017-2019 AP, which includes consultations with relevant stakeholders on the **establishment of the BO Register (BOR) and setting clear rules for implementation**. This builds on the country’s BOT efforts which started as



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part of its Extractive Industries Transparency Initiative (EITI) implementation. In its subsequent 2019-2022 AP, **explicit milestones were included on the legal framework needed to establish the BoR, engagement with not only law enforcement agencies and CSOs, but also corporate entities** that will need to submit their information to the register.

Nigerian Economic Summit Group (NESG), a think tank, hosted **discussions with members of the private sector** in dialogue about their concerns before the beneficial ownership registry law was passed in 2020. This **lessened corporate opposition during public hearings later on**. As a result of these discussions, as well as other advocacy efforts, private sector companies in extractive industries and professional associations, like the Nigerian Bar Association, supported the creation of a beneficial ownership registry. **The discussions also emphasized benefits beyond anti-corruption**, such as the difficulty for businesses trying to clean up their supply chain from corruption and human rights abuses.

Core focus and lessons learned

For BOT reform in Nigeria, **private sector scepticism/reluctance to have a larger compliance burden was a challenge**, but the lesson learned was that **proactive multistakeholder engagement (beyond government-CSOs, but truly all relevant stakeholders), make all the difference**.

Nigeria's BOT journey has come to **improve transparency and fairness in public procurement, and created a win-win situation for government, businesses, and citizens alike, especially in the extractives sector** where this reform initially started. The value of the OGP platform is in **building political will** and leveraging the space within OGP's international community (such as the Beneficial Ownership Leadership Group and OGP Steering Committee) to create momentum for Nigeria's leadership, and ensuring the implementation is sufficiently resourced.

As a next step, OGP's country visit engagements, work with specific reformers, formalizing commitments in Action Plans, and efforts to facilitate Nigeria's leadership on BOT at the international level could help sustain the agenda through political transitions.

Global Gateway 360° added value

BOT contributes to an enabling (business) environment beyond anti-corruption and anti-money laundering objectives, especially when the BO data is used jointly with other datasets. BO is applicable to all GG sectors, and offers economic and security benefits as well. Examples of applications/benefits:



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- a) BO data can **help flag when companies owned by people who have owned companies debarred for fraud or non-performance are bidding** for new contracts, or to expose **potential foreign interference in strategic government projects** - be that in (digital) infrastructure, energy, transport, all of which are crucial for a country's strategic autonomy/security.
- b) BO **helps provide transparency in supply chains** which may hide serious abuses of children's rights, women's rights, and labor rights in general. **Poor BO regimes mean high cost of doing business and possibly reducing foreign investment** and challenges in accessing international financial markets due to FATF assessment.
- c) BO data used in conjunction with asset and interests declaration **can help identify conflict of interest/corruption**.
- d) Where **economic or social inclusion considerations** are included in procurement policies, verifying BO information will also ensure target groups such as women-led businesses, local or indigenous-owned businesses, etc. actually benefit from these schemes.
- e) Integrated and user-friendly digital systems for BO data verification and sharing can **reduce businesses' operational burden**, e.g. during customer/investor due diligence process, or when submitting supporting documents to bid for government contracts.

Challenges to collaboration and sharing

References

Multi-stakeholder forums: <https://www.opengovpartnership.org/multistakeholder-forums/>

Private sector engagement: https://www.opengovpartnership.org/investing-in-openness-business-engagement-in-open-government-reforms/#toc_5

Nigerian BOR:

<https://www.opengovpartnership.org/members/nigeria/commitments/ng0006/>

2019-2022 Action Plan:

<https://www.opengovpartnership.org/members/nigeria/commitments/ng0020/>

Nigeria's BOT journey:

<https://www.opengovpartnership.org/stories/building-political-will-for-beneficial-ownership-transparency-in-nigeria/>



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3. Open Contracting - Open Government Partnership

Tags: accountability, multi-stakeholder model, multi-stakeholder forums, open contracting, e-procurement, monitoring platform

Focus areas

Rule of law, access to justice, Anti-corruption and accountability

Good practices and tools

Overall tool: OGP multi-stakeholder model - OGP members must develop their National Action Plans through a multi-stakeholder process, with the active engagement of citizens and civil society. **Most members have successfully set up a Multi-Stakeholder Forum (MSF)** - a structured environment designed to maximize participation and cooperation by bringing relevant partners into the discussion and ensuring that all voices are heard. Together, the MSF leads the process of deciding which policy areas should be included in the NAP agenda, and how to design the commitments. **There are also some OGP countries where representatives of the private sector are standing members of their MSF**, for example Australia, Canada, the Philippines, Costa Rica, and Honduras.

A specific example of a tool/policy area related to the “Good Governance and Transparency” principle of the Global Gateway Strategy that is being implemented through the OGP framework of multi-stakeholder collaboration is **Open Contracting** - with the example of Ukraine:

Ukraine has been working on open public procurement through its OGP framework since its 2016-2018 AP, and has made commitments with **strong focus in infrastructure procurement** as well, but the example we would like to highlight here is the **e-procurement system and the monitoring platform**.

The initial baseline was a public contracting process that was closed and with very high corruption risks. **Civil society activists and government reformers created the e-contracting and monitoring platforms “ProZorro” and “DoZorro”** in 2016. Drawing on publicly available data, the platform **opened up the procurement process, radically**



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improving transparency and injecting much-needed competition.

By 2023, CSOs registered violations in more than 30,000 tenders with an estimated value of more than \$4 billion. The law enforcement opened more than 100 criminal procedures based on claims from CSOs. **Not only has this reform helped save money, it also created trust and a level playing field for the private sector**, raising the number of bidders and government suppliers.

Core focus and lessons learned

Underpinning the success of the two platforms mentioned are **digital capability, reliable data, as well as the willingness of the government to provide the data publicly**, allowing CSOs to draw on these datasets to design the DoZorro platform that is more user-friendly for monitoring, also pointing to the importance of the space and capacity for CSOs to be able to engage with government and mobilize citizens to use new tools.

After Russia's invasion, ProZorro launched an additional platform to help wartime procurement, with a catalog of more than 100 categories of goods for humanitarian needs. The expansion of the platform clearly **builds on the established trust between citizens, civil society, and the government**. This case demonstrates how **open contracting can be beneficial for a fair business environment, as well as for efficiency and security**.

Global Gateway 360° added value

Open Contracting contributes to a more efficient and fair business environment, by making it easier for people and systems to detect corruption risks, collusion/anti-competitive behavior, as well as making more data available for market research and better business planning for potential bidders.

When public procurement is integrated with other policies like green procurement or economic inclusion/preferential procurement policies, open contracting data can help stakeholders better monitor their implementation and outcomes as well.

Open contracting data used in conjunction with other datasets such as beneficial ownership, asset declaration, campaign finance or sanctions list, can offer better anti-corruption results and other insights such as business ties, positions of market domination, potential political or even foreign interference, which are also important to ensuring GG objectives are met.

Challenges to collaboration and sharing



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References

Ukraine 2016-2018 Action Plan:

<https://www.opengovpartnership.org/members/ukraine/commitments/ua0064/>

4. Infrastructure transparency - Open Government Partnership

Tags: accountability, multi-stakeholder model, multi-stakeholder forums, infrastructure transparency, open contracting, co-creation of Action Plan with CSOs

Focus areas

Rule of law, access to justice, Anti-corruption and accountability

Good practices and tools

Overall tool: OGP multi-stakeholder model - OGP members must develop their National Action Plans through a multi-stakeholder process, with the active engagement of citizens and civil society. **Most members have successfully set up a Multi-Stakeholder Forum (MSF)** - a structured environment designed to maximize participation and cooperation by bringing relevant partners into the discussion and ensuring that all voices are heard. Together, the MSF leads the process of deciding which policy areas should be included in the NAP agenda, and how to design the commitments. **There are also some OGP countries where representatives of the private sector are standing members of their MSF**, for example Australia, Canada, the Philippines, Costa Rica, and Honduras.

A specific example of a tool/policy area related to the “Good Governance and Transparency” principle of the Global Gateway Strategy that is being implemented through the OGP framework of multi-stakeholder collaboration is:

Infrastructure transparency (sectoral application of open contracting) - with the example of **Transparency and Participation in Infrastructure Investments** Open Gov Challenge in Brazil. Brazil has worked on public procurement transparency from its very first Action Plan



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(2011-2013), **starting with a focus on its education sector and a broader data disclosure of government budget and procurements, along with a database of federal government purchase prices** in its second AP. In its current AP and as an Open Gov Challenge, Brazil is now focusing on increasing transparency and citizen participation in federal infrastructure projects, while **also creating a permanent space for dialogue between government and civil society on improving infrastructure investment plans, with specific commitment milestones to be carried out by relevant CSOs** (including those focusing on the environment and infrastructure, not just governance) as well, so **it is not just government implementing and CSO monitoring.**

Core focus and lessons learned

For infrastructure transparency in Brazil, **the key was sustained and empowered CSO engagement in the Action Plan co-creation process.** This commitment was a result of CSOs' suggestion during the public consultation sessions, and **good working relationships with the government** which allowed the collaboration to be institutionalised as commitment milestones to be implemented by CSOs, on a policy agenda that is in line with the current administration's flagship Growth Acceleration Program for infrastructure. Another crucial point is that **for interventions with sectoral focus, actors/CSOs knowledgeable in those sectors are necessary too, not just anti-corruption or governance-focused CSOs.**

Global Gateway 360° added value

Building on the foundation and benefits of the two other OGP reform areas (i.e. beneficial ownership and open contracting), **a sectoral focus allows for more targeted risk analysis and mitigation,** as well as allowing **more specialized expertise and more specific stakeholder groups to contribute to the design, implementation and monitoring of GG projects.**

For OGP commitments, such reform contributions are assessed during and at the end of their implementation by the Independent Reporting Mechanism, with the occasional long-term view as part of Country Journey reports. However, the way the EC has a dedicated budget line for projects and programmes it has funded and concluded years prior is another important and useful way such contributions can be assessed over time, especially against the EC/MS own objectives.



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Challenges to collaboration and sharing

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References

Transparency and participation in infrastructure investments:

<https://www.opengovpartnership.org/members/brazil/commitments/br0123/>

Education sector:

<https://www.opengovpartnership.org/members/brazil/commitments/br0027/>

Database of federal public administration purchases:

<https://www.opengovpartnership.org/members/brazil/commitments/br0057/>

Brief, How Brazil is tackling corruption by opening infrastructure contracts:

<https://www.opengovpartnership.org/brazil-open-contracting-story/>

E. Other

1. International Humanitarian Law Compliance Monitoring Database (ICMD) - Raoul Wallenberg Institute

Tags: international humanitarian law, database, IHL, armed conflict, private sector partnership, governance and transparency, research and education, digital, sustainability

Focus areas

Rule of law, access to justice, Anti-corruption and accountability, human rights, international humanitarian law, sustainable business conduct, just transitions

Good practices and tools

The **International Humanitarian Law Compliance Monitoring Database (ICMD)** is an initiative that will systematically gather, aggregate, and document current data on



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incidents with implications for International Humanitarian Law (IHL) taking place around the world. By creating and maintaining a **singular base for such information**, the ICMD would **enable and encourage the monitoring and reporting** of data by civil society, practitioners and partners operating in the field during armed conflicts. In addition, ICMD will **enable the gathering of open access information** through the best available technologies (including Machine Learning and Artificial Intelligence), the ICMD also enables further production and dissemination of studies, analyses, and reports informed by high-quality data on IHL compliance. The **global scope** of ICMD's data coverage would make possible the analysis of patterns and trends linked to IHL compliance within and across armed conflicts (including those not heavily covered by media outlets), providing powerful information for partners in research, policymakers, and humanitarian practitioners. Ultimately, ICMD will contribute to better understanding the nature of armed conflicts and the conduct of armed actors in the field, serving as a catalytic tool in the development of effective responses by local, regional, national, and international authorities.

Core focus and lessons learned

In June 2025, the Uppsala Conflict Data Programme **recorded 61 active conflicts involving at least one state**, surpassing previous years and marking the largest figure since global records began in 1946. This has a major negative impact on global infrastructure, connectivity, and development. **Unlike other areas of international law, Humanitarian Law does not have effective monitoring systems and thus information is scattered and fragmented, unreported, or simply forgotten when there's a new set of incidents.** ICMD is trying to create a record without making definitive findings on legality, to **enhance transparency** and help understand compliance better through big data analysis and the recognition of trends and patterns in the field. It is a work in progress, but it has become evident that addressing the huge challenges of IHL compliance requires much more than anecdotal evidence and thus a data-driven solution is necessary.

Global Gateway 360° added value

Reflecting the spirit of the EU's Global Gateway initiative, ICMD enjoys strong support from a **diverse partnership** including nations from both the Global North and South as well as private companies. **A flagship collaboration with Deloitte Sweden**, supports ICMD's development of advanced digital tools that enhance real-time monitoring and data verification. Deloitte Sweden provided pro bono strategic and technological expertise to build a prototype digital platform that improves accountability and compliance with



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international humanitarian law, demonstrating how public-private partnerships can catalyse innovation for global good.

The ICMD embodies Global Gateway's Good Governance and Transparency principle by promoting rigorous data sharing agreements, vetting protocols, and GDPR-compliant processes that ensure data reliability and partner safety. It supports Global Gateway's **Education and Research** priority by supplying valuable, accessible information that empowers civil society, humanitarian actors, academia, and policymakers to engage in evidence-based decision-making and capacity building. Moreover, ICMD advances the **Digital priority** by harnessing cutting-edge AI and digital innovation for enhanced information management, analysis, and dissemination.

By combining governance, digital innovation, and education, **the ICMD sets a new standard for transparency in humanitarian law compliance**, reflecting Global Gateway's comprehensive approach to building resilient and inclusive institutions worldwide.

Challenges to collaboration and sharing

Lack of coherence, lack of financial support

References

Uppsala Conflict Data Programme statistics: <https://www.uu.se/en/news/2025/2025-06-11-ucdp-sharp-increase-in-conflicts-and-wars>

Partnership with Deloitte: <https://rwi.lu.se/news/press-release-rwi-and-deloitte-partner-to-advance-groundbreaking-new-digital-innovation-for-enhanced-humanitarian-law-compliance-monitoring/>

ICMD launch supported by a broad diplomatic community: <https://rwi.lu.se/news/icmd-successfully-launched-at-event-attended-by-diplomatic-community-and-key-partners/>

For more information, visit www.icmd.se and www.rwi.lu.se



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2. Democracy Parameters - Council of Europe

<i>Tags: Democracy parameters, rule of law standards</i>
Focus areas Rule of law, access to justice, Anti-corruption and accountability
Good practices and tools For the CoE work on democracy through law and anti-corruption you may refer to the websites of the group of States against corruption (GRECO) and the Venice Commission. Currently the Steering Committee on Democracy (CDDEM) is working on a set of democracy parameters capturing the elements of a genuine democracy which includes elements of respect and promotion of human rights and the rule of law. These parameters can be used by countries to measure the health of their democracy and rule of law standards .
Core focus and lessons learned Lack of proper implementation. Alignment with international standards and best practices frequently takes time.
Global Gateway 360° added value –
Challenges to collaboration and sharing Obstacles with host government
References GRECO: https://www.coe.int/en/web/greco Venice Commission: https://www.coe.int/en/web/venice-commission/

