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CoE tools for capacity building and leadership in CBC initiatives

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CM/Rec(2007)12 recommends the governments of member states are recommended to clearly recognise:

The importance of local government capacity to deliver high quality local public services and to engage the inhabitants in the democratic functioning of local authorities;

That the capacity of local government hinges essentially on the skills of elected representatives, the corporate management capacity of the organisation, the workforce capacity (its skills, recruitment and retention) and financial and project management skills;

The importance of developing this capacity further.

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Principle number 7:

insists on the Competence and Capacity of those who deliver governance;

states that the capacity of local government hinges essentially on the skills of elected representatives, the corporate management capacity of the organisation, the workforce capacity (its skills, recruitment and retention); as well as

on financial and project management skills.

CBC – Cross-Border Cooperation

C2C – City-to-City Cooperation

IMC – Inter-Municipal Cooperation

LAP for CBC – Leadership for Cross-Border Cooperation

EDEN - On-line Tool for Cross-Border Cooperation

URSO - Monitoring and Evaluation Methology

DEFINITION

Cross-border cooperation (CBC) is a concerted process of building neighbourly relationships between local stakeholders and authorities on either side of a border, with a view to overcoming such problems and fostering harmonious development of neighbouring communities.
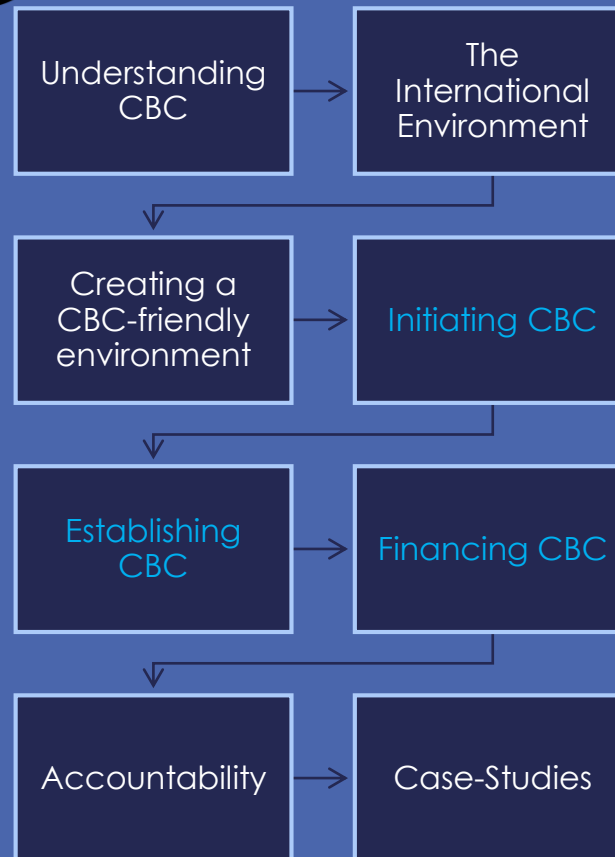
OBJECTIVE

To provide a step-by-step guide on how to turn cross-border projects into concrete realities:
- how to carry out feasibility studies?
- how to finance cross-border projects?
- what types of obstacles may arise and how these can be overcome?
- how to nurture a cross-border friendly environment?

STRUCTURE

Understanding CBC	The International Environment
Creating a CBC-friendly environment	Initiating CBC
Establishing CBC	Financing CBC
Accountability	Case-Studies

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DEFINITION

City-to-City Cooperation is the full range of processes initiated by city institutions and civil society organisations engaging in international relations with the aim of representing themselves and their interests to one another.
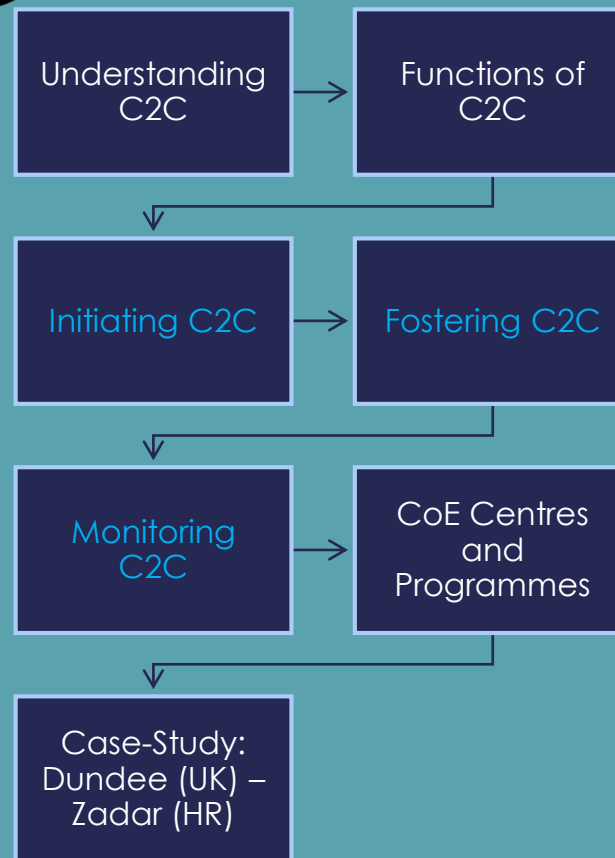
OBJECTIVE

To provide a step-by-step guide on how to initiate and develop cooperative actions to the mutual benefit of the cities engaged in the process.

It support cities to identify the operative framework within which C2C action can originate, develop and be assessed from a goal-oriented perspective.

STRUCTURE

Understanding C2C → Functions of C2C

Initiating C2C → Fostering C2C

Monitoring C2C → CoE Centres and Programmes

Case-Study: Dundee (UK) – Zadar (HR)

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DEFINITION

IMC is when two or more municipalities agree to work together on any of the tasks assigned to them in order to gain mutual benefits.

The term, IMC is a relationship between two or several local authorities having a status of legal persons, endowed with competences, powers and resources.
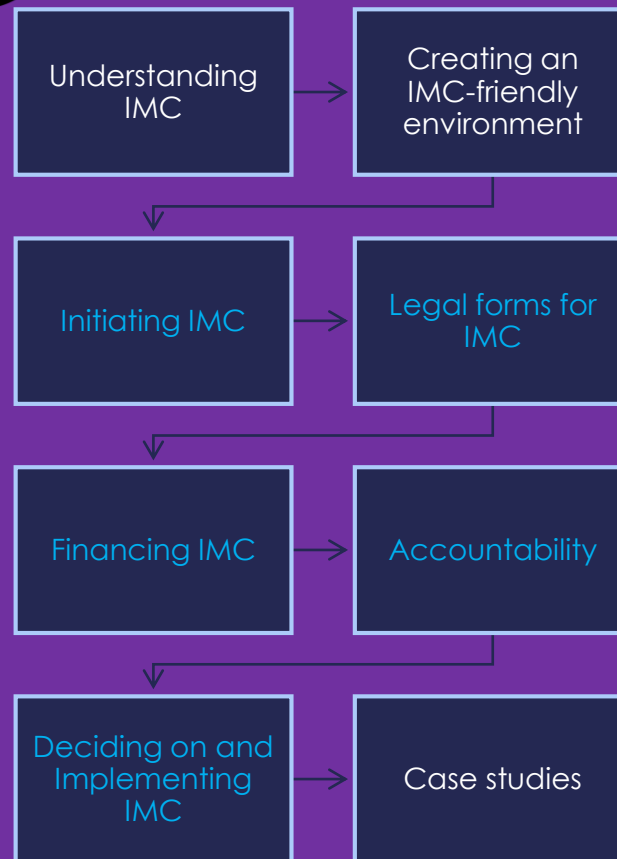
OBJECTIVE

To provide templates and frameworks to take municipalities through each step of the process to create, establish, implement and evaluate IMC.

STRUCTURE

Understanding IMC	Creating an IMC-friendly environment
Initiating IMC	Legal forms for IMC
Financing IMC	Accountability
Deciding on and Implementing IMC	Case studies

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DEFINITION

The Toolkit was developed within the Leadership Academy Programme (LAP) as a specific training tool, providing trainers and trainees with knowledge, case-studies and exercises focusing on CBC.

The Leadership Academy Programme (LAP) is a learning and action course targeting senior officials and elected representatives of public organisation.

OBJECTIVE

To provide an overview of existing tools and frameworks, while enriching them with new methods and instruments with a specific focus on training. The toolkit structure allows practitioners to better "decode" existing materials and stimulates them to increase their leadership skills in order to ensure efficient and sustainable CBC processes.

STRUCTURE

Becoming a CBC promoter	Understanding the CBC process
6 steps to initiate a CBC process	Knowing the CBC context
Knowing the CBC stakeholders	Engaging the CBC community
Exercises	A LAP programme

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USEFUL - it provides concrete tools for public authorities to monitor and evaluate the implementation of training for professional development both at singles course and programme levels.

RELEVANT - it strengthens users' capacity in managing existing monitoring and evaluation systems; as well as providing a standard structure for the setting up a comprehensive monitoring and evaluation strategy for training systems at local and national levels.

SUSTAINABLE - it enhances the sustainability of training programmes and training systems as a whole, by introducing a feedback mechanism aimed at improving existing programmes and adapting them to changing contexts and evolving training needs.

OWNED - it guides users' step-by-step in its implementation allowing for adaptation to national and local context which ultimately empowers them to use it independently and within context-specific practices and procedures.

STRUCTURE

From Quality Assurance to Evaluation → Monitoring and Evaluation Processes

Choosing the Evaluation model → Setting-up the Strategy for Monitoring and Evaluation

Implementing Monitoring and Evaluation → Templates

Capacity Building Course

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