

## Preliminary Programme

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# ***Enhancing Public (Financial) Governance and Management in European Cities***

Executive course

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Organized by the Council of Europe under the PCF Programme  
“Strengthening Institutional Frameworks for Local Governance”

Developed and delivered by

**European Institute of Public Administration (EIPA)  
Barcelona**

**6-7 March 2017**

Venue: Steigenberger Hotel

Herrengasse 10, 1010, Viena, Austria

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## Introduction

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### **Programmatic Co-operation Framework (PCF)**

Thematic programme “Strengthening institutional frameworks for local governance” is part of a regional programme to be implemented by the Centre of Expertise for Local Government Reform, Directorate General of Democracy (DG II), Council of Europe (*the Centre*) and the Congress of Local and Regional Authorities under the CoE/EU PCF during 2015 – 2017 in the Eastern Partnership countries.

The main objectives of this programme are to support the on-going process of local government reform in the participating countries (Armenia, Georgia, Moldova, Azerbaijan, Belarus and Ukraine) by improving and streamlining legislative frameworks, increasing the efficiency, transparency, accessibility and accountability of local authorities, by increasing the leadership capacity of their elected representatives, promoting effective provision of services to citizens, in particular through inter-municipal co-operation, support central governments and local authorities in the improvement of financial and human resources management of local administrations based on European standards and benchmarking processes.

### **Target group of executive course:**

This high-level executive course is addressed to mayors, senior local public officials and managers, associations as well as to state officials (from Ministries) who deal with cities in their respective Eastern Partnership countries. These leaders, who are managing the public funds, design and examine strategies with their politicians for (financial) management and accountability in their public authorities and enterprises, are key players in their organisation and need to ‘lead by example’ while being knowledgeable and acquainted with as well as capable to use innovative, future and sustainable concepts, tools and practices.

### **Learning methodology:**

This two-day top-level activity will combine ‘theory’ with real practices from across Europe in a comprehensive way. At the end of the executive education programme each participant will be equipped with the concept, (formal) processes and tools of the Politics & Management Deal (PMD) approach as well as its methodology to define and design a transparent, professional, accountable and sustainable model in the participants’ own public organisations. It also includes a seven-step-model leading to excellence in the respective public organisations.

All thematic issues (the ‘knowledge’) will be introduced progressively and illustrated, i.e. each supported, by well selected (best) practice(s) or business case (the ‘how to do’) from EIPA’s resource platform (e.g. EPSA, etc.) showcasing both the positive and strong elements of the case but also highlighting the possible bottlenecks or obstacles faced during the successful implementation. The provision of a ‘box’ of best practices with their success criteria (‘...the making of...’) will guide and inspire the local executives in the respective subsequent delivery.

### **Objectives:**

This executive and practice-oriented course aims to provide participants with a sound overview of the PMD approach and methodology supported by hands-on practices and stewardship from the different European city cultures. Participants will acquire the knowledge, capacities and skills to design public strategies, align them with political priorities as well as to embed them to the available financial resources (budgets) and establish sound performance and management/control systems which improve transparency, accountability and intergenerational equity.

## Programme

<b>Monday, 6 March 2017</b> 9.00hrs until 17.00hrs	<b>Time (hrs)</b>	<b>No of cases</b>
<b>1. The institution and public corporation, their values and Culture, importance of innovation and excellence:</b> <ul style="list-style-type: none"> <li>- The key areas of an organization and its space of agreement/ "deals" between politics and management.</li> <li>- The management of public organizations in Europe and its "competitive" environment – A need for innovation.</li> <li>- Seven steps leading to public excellence</li> </ul> 9.00-11.00hrs	2	2
<i>Coffee break 11.00-11.30</i>		
<b>2. The "Politics and Management Deal" framework:</b> <ul style="list-style-type: none"> <li>- Beyond (sole) alignment and measurement of Robert Kaplan.</li> <li>- Beyond (sole) resonant leadership according to Richard Boyatzis</li> <li>- Linking strategy and management with monetary allocation and financial planning</li> <li>- Participation processes</li> </ul> 11.30-13.00hrs	1,5	2
<i>Lunch 13.00-14.30</i>		
<b>3. Financial planning, accounting and sustainability</b> 14.30-15.45hrs	1,25	1
<i>Coffee break 15.45-16.00</i>		
<b>4. Government and competitive strategies:</b> Strategic maps, linking perspectives and objectives 16.00-17.00hrs	1	2
<b>Tuesday, 7 March 2017</b> 09.00hrs until 17.00hrs		
<b>5. The "Executive Budget": The what and how (to do it)</b> 9.00-10.00hrs	1	1
<b>6. Understanding the "big picture" – Discussion/Resume</b> How to start, to set up the organization and to use the tools 10.00-11.00hrs	1	
<i>Coffee break 11.00-11:30</i>		
<b>Guest lecture (representative from the Austrian public sector)</b> 11.30-12.45hrs	1,25	
<i>Lunch 12.45-14.00</i>		
<b>7. Access to EU funds and its financial regulations</b> <ul style="list-style-type: none"> <li>- The ENI/ENPI instrument and supportive action</li> <li>- The "ABC" of project development and management</li> </ul> 14.00-15.00.00hrs 15.30-17.00hrs <i>Interrupted by coffee-break 30 min</i>	2,5	
<b>Closure</b>		
<b>Totals</b>	<b>11,5</b>	

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## ***The Executive Trainers***

### ***Jordi Joly***

Jordi Joly has an Executive Master in Business Administration (EMBA) by the ESADE Business School and a degree in Political Sciences and Master in Public Administration. In addition, he obtained executive education in Public Finance Management (PFM) by the JFK School of Government, Harvard, and advanced operating accounting at the EMI Business School, Barcelona.

He is a former Chief Executive Officer (CEO) for Economy, Finance and Business Development at the Barcelona City Council and Director General of the public owned company, Barcelona Activa (2011-2015). The Barcelona City Council is an organization with more than 12.000 employees and a consolidated budget of 2.5 billion Euros, including capital expenditure for 400 million Euros. His work in the City Government covered successfully the creation and establishment of the link between management functions and strategic orientation, positioning the institution into a sound, solid and strong as well as sustain financial administration acknowledged according to reports of Standard & Poor's, Moody's and Fitch.

During this period, he was founder of the *European City Economic & Financial Governance (CEFG) Group*, a high-level strategic partnership between Barcelona, Dublin, Hamburg, the City of London, Milan and Vienna that aims towards a different way of doing politics. The CEFG is managed by EIPA and receives support by the European Commission – Eurostat.

Before joining the city government, he was the Consulting Director at Palladium EMEA, a Boston based consultancy group that applies Kaplan's orientation, alignment and scorecards. His tasks included on a daily basis the application and matching of the "Politics and Management Deal" model with the Kaplan approach via advising and supporting private and public organizations in its strategy formulation, improving finance and performance management.

From 2003 to 2011, he was Deputy Mayor of Economy and Finance of the City of Sant Cugat del Vallès (Barcelona), medium size municipality with just below 100.000 inhabitants. His position inside the City Hall was as an elected member with executive responsibility. Sant Cugat was recognized in the thematic category "Leadership and Management for Change" the first EPSA award (and best practice label) in 2009.

### ***Alexander Heichlinger***

Alexander Heichlinger is Senior Faculty Member – Expert – at EIPA Barcelona and Co-Founder and – Chair of the *European City Economic and Financial Governance (CEFG) Group* (2014- ). Currently, he is also Member of the Executive Board of the Austrian Business Circle (ABC) in Catalonia and Member of *Future Minds*, an informal group of innovative thinkers and doers. He was the Manager of the *European Public Sector Award (EPSA)* from 2009-2014.

Over the last 20 years, he has led and delivered numerous assignments for public sector organisations from across Europe, as well as for the European institutions and other international organisations, e.g. resource reference in the 2012 edition of the UN Public Service Award Day; Jury Member of the *Living Labs Global Showcase Award*; Member of the Steering Committee of the Council of Europe's Programme *Best Practices on Regeneration of the European coastal towns*; Member of the EC Steering Committee on Assessment of ACB interventions and future needs in the

context of the European Social Fund; and Deputy Head of the European eGovernment Awards scheme (2001-2005), EC DG Information Society.

He led the '*City excellence network/cloud*' with seven medium-sized cities, i.e. Bilbao, Birmingham, Mannheim, Milan, Tampere, Tallinn and Trondheim and co-authored the result of this work in the publication on *In Search of Local Public Management Excellence - Seven Journeys to Success*" (2012-2013) which outlines a "seven step model" leading to public excellence.

([http://www.eipa.eu/files/repository/product/20140204081902\\_BilbaoBook\\_web.pdf](http://www.eipa.eu/files/repository/product/20140204081902_BilbaoBook_web.pdf))

Currently, he also co-chairs the *European City Economic & Financial Governance (CEFG) Group*, which under his leadership was extended to eight major European cities (Amsterdam, Barcelona, Bordeaux, Dublin, Hamburg, London, Milan and Vilnius). They have produced as its first tangible output a joint standardized financial statement and financial KPIs report, unique in the European context.

([http://www.cefg.eu/files/StandardisedFinancialReport\\_Final.pdf](http://www.cefg.eu/files/StandardisedFinancialReport_Final.pdf))

He has published twelve books in his fields of interest and expertise and received the Dubai Public Excellence Award in 2012 for his merits.