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.
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.
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**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**
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.

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.
**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.
LAP for CBC Toolkit (2017)

**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.
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.