



# ISIG

Institute of International Sociology of Gorizia

## Capacity-building tools for CBC practitioners: Exchange of CBC know-how supported by the Council of Europe

ISIG

Istituto di Sociologia Internazionale | Institute of International Sociology

Gorizia

Ramona Velea



International conference on the 10th anniversary of CESCI  
25th and 26th April 2019, Budapest



**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.

CBC – Cross-Border Cooperation

LAP for CBC – Leadership for Cross-Border Cooperation

EDEN – On-line Tool for Cross-Border Cooperation

C2C – City-to-City Cooperation

IMC – Inter-Municipal Cooperation

URSO - Monitoring and Evaluation Methodology

COUNCIL OF EUROPE



CONSEIL DE L'EUROPE



## 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.

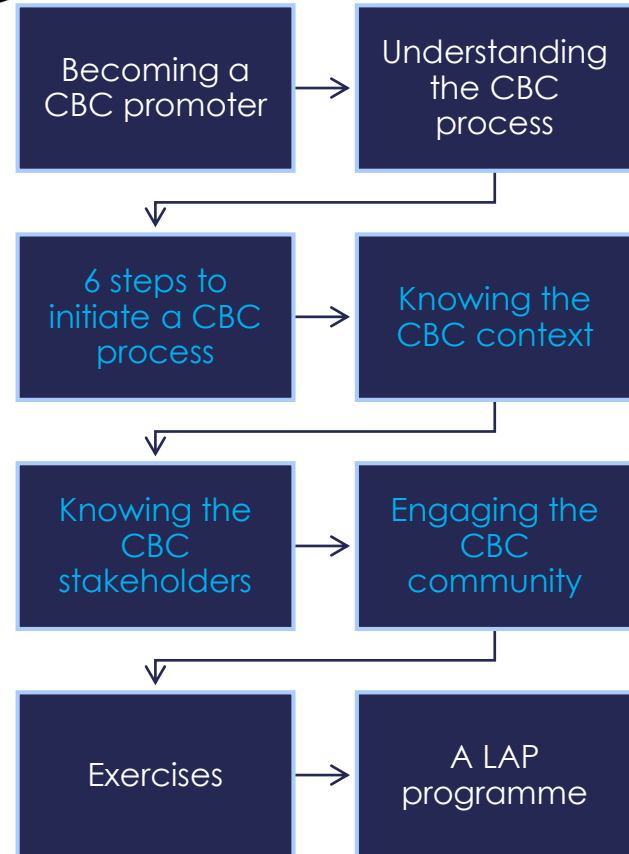


## OBJECTIVE

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



## E-DEN

[ABOUT E-DEN](#)[PARTICIPATE](#)[USEFUL MATERIALS](#)[CHANGE LOCATION](#)

# E-DEN



COUNTRY

REGION

CITY

EVERYWHERE

Everywhere

Basel

Bratislava

Bregenz

Brussels, Brussels

### Popular Categories



Administrative  
Cooperation



Education and  
Training



Mobility



Environment



Health

# LAP FOR CBC

- The programme standard agenda
- Pilots
- Future steps

## DESCRIPTION

- Adjustable format:
  - Training of Trainers - ToT
  - 2 stages of training
  - 2 – 2.5 days each stage
- Broad audience/target:
  - 15 - 20 participants among CBC actors (e.g. elected representatives, senior officials from involved municipalities, rep. of CBC bodies)
- Standards
  - CoE trained experts

## STANDARD AGENDA

### TRAINING OF TRAINERS - TOT

- 6-10 local/regional experts trained by CoE experts;

### STAGE 1

- Good Local Governance
- Understanding Leadership
- Cross Border Cooperation (CBC)
- Leadership Values
- Identifying Personal Leadership Styles
- Leadership Mind-Sets for Team Working
- Group Communication Skills

### STAGE 2

- Organisation Culture
- Scenario Planning
- Complexity of Organisational Change
- Expectation Management
- Performance Management
- Civil participation and partnership Working

## MAIN OUTPUTS

- 6 local trainers fully trained for delivering of LAP for CBC: 3 from Croatia and 3 from Bosnia Herzegovina;
- Approximately 25 Senior officials and elected representatives from the municipalities of Dubrovnik (HR), Trebinje (BiH), Herceg Novi and Kotor (MNE) trained on the topics of LAP for CBC, as well as key local stakeholders from the four municipalities from the civil society sector (approx.. 5);
- Full-translation of the LAP programme in Croatian;
- Two cross-border project proposals developed by participants and ready for submission to the Europe for Citizens Programme of the European Commission.



Panel 6  
**Cross-Border Knowledge Sharing**  
 26 April 2019 | Budapest, Hungary

## MAIN OUTPUTS

- Involved municipalities:
  - Croatia: Osijek, Vinkovci, Beli Manastir, Erdut, Valpovo, Belišće
  - Hungary: Mohács, Baja, Kiskunhalas, Bács-kiskun county, Kecskemét
  - Serbia: Sombor, Apatin, Kanjiza, Odžaci, Bačka Palanka, Bačka Topola, Sremska Mitrovica
- First involvement of 2 regional trainers;
- Full-translation of the LAP programme in Serbian;
- Proposal of revamping a Memorandum of Understanding between the three involved areas.



# EDEN 2012-2017: an overview

EDEN – E-Database Empowering Network is a tool for European Cross-border Cooperation intended to serve policy-makers and administrators.

EDEN main objectives are:

- Collecting comprehensive information on European CBC activities;
- Offering the possibility of network building to practitioners.

- 2011: the Committee of Experts of Local and Regional Government Institutions and Cooperation elaborates a questionnaire directed to European CBC practitioners in preparation of the conference on “Removing obstacles and Promoting Good Practices on Cross-border Cooperation”. The results of the survey were published as a contribution to the 17th session of the Council of Europe Conference of Ministers responsible for Local and Regional Government (Kyiv, 2011)
- 2012: under the mandate of the Council of Europe, ISIG elaborates a first follow-up questionnaire to update and expand the data collected the year before.
- 2014: a second follow-up questionnaire is launched and the EDEN database further improved: by 2017, it contains 592 case studies from more than 40 European contributors.

The main objectives of EDEN are:

- To serve practitioners and institutional actors by providing the CBC experiences and good practices developed by their colleagues in more than 20 European countries.
- To develop a network of knowledge that may evolve in networks of partners for project making across the Council of Europe Member States
- In order to do so, from September 2017 EDEN is hosted on an upgraded platform and benefits of new specific features to bring users a cleaner, more intuitive, and simpler approach to its content.

2012-2016

2017

**E-DEN**

E-DATABASE EMPOWERING NETWORKS

About Search the database Search by country Participate Useful materials Contact us

**E-DEN SOLUTIONS**

Click here to search through all the solutions in our database

**OBSTACLES**

Using the following form you can search through all the obstacles in our database:

**Obstacles**

All obstacles

**Country:**

All countries

**Factors**

- All factors
- Administrative factors
- Cultural factors
- Economic factors
- Institutional factors
- Level of expertise of actors involved
- Readiness of actors involved to cooperate

**SEARCH BY COUNTRY** **SEARCH BY CATEGORY**

**E-DEN**

About E-DEN Search the database Search by country Participate Useful materials Contact us

**Commissions bi-/trilatérales aux frontières françaises (France, Luxembourg, Allemagne, Suisse, Italie, Espagne, Brésil)**

**ISSUE**

Learn more about other CBC activities in the same field: Area of CBC activity Cooperation institutionnelle Sector of CBC activity Please, briefly describe the CBC activity you wanted to pursue Commission intergouvernementale FR-LU (2010) Commission intergouvernementale FR-LU-DE (1996) Commission intergouvernementale FR-DE-CH (1975) Commission mixte consultative franco-génévoise (1973) Commission intergouvernementale de voisinage FR-IT (en sommeil)

**Mise en réseau des structures nationales d'appui à la coopération transfrontalière\_ MOT (France, Royaume-Uni, Belgique, Luxembourg, Allemagne, Suisse, Italie, Espagne, Andorre, Pays-Bas, Roumanie, Bulgarie)**

Learn more about other CBC activities in the same field: Area of CBC activity Cooperation institutionnelle Sector of CBC activity Please, briefly describe the CBC activity you wanted to pursue La Déclaration de

**E-DEN | E-DATABASE EMPOWERING NETWORK - An online toolkit for Cross-Border Cooperation by the Council of Europe.**

The website is a tool for policy-makers and administrators interested in learning from the best practices shared by their European colleagues and contains the collected experiences of more than 20 European countries regarding Cross-Border Cooperation.

Learn more...

**Map** **Search**

**Administrative Cooperation**

**Crisis Prevention**

**Crisis Management**

**Education and Training**

**Environment**

**Health**

**Labour Market**

**Mobility**

Case Studies Area of CBC Search for Country

**Popular Categories**

**Environment** **Health**

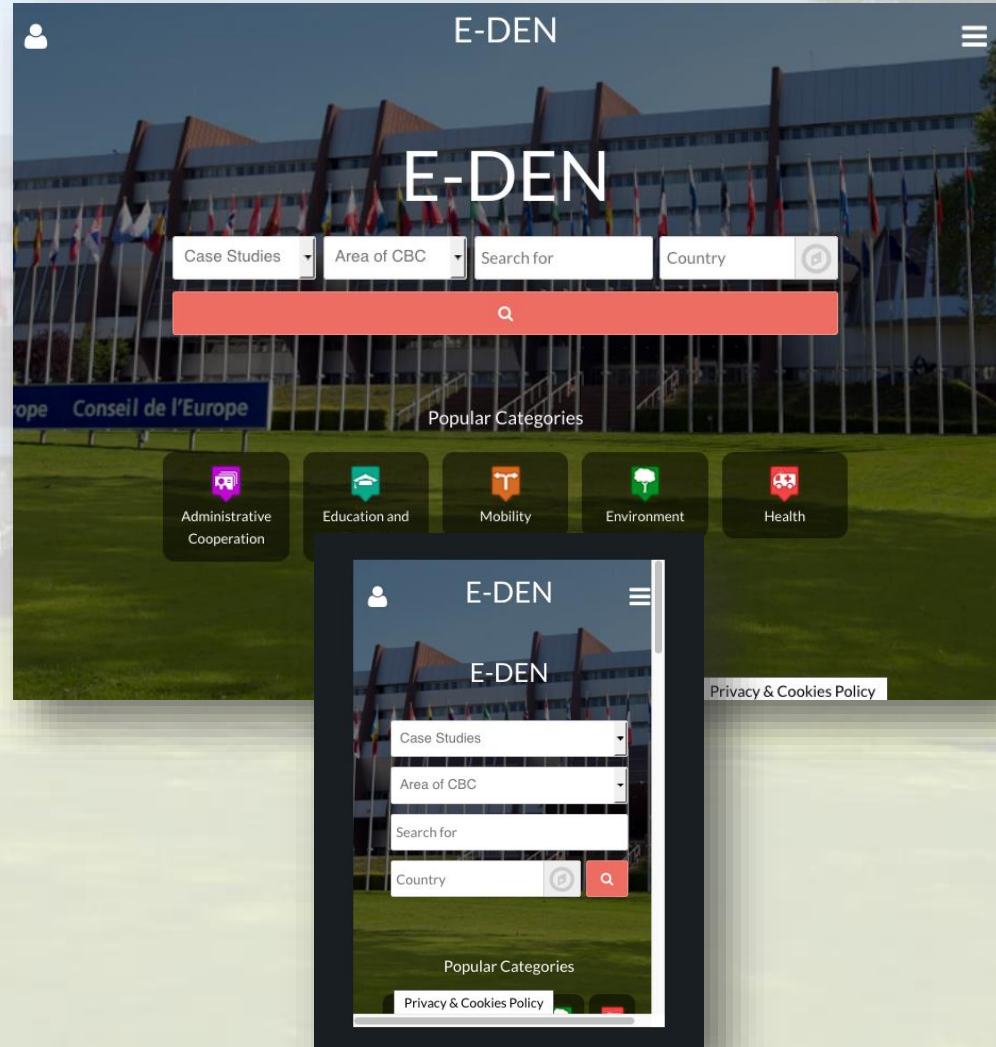
**Students and Workers Mobility between**

**EDUCATION**

Address: Slotsholmsgade 10  
Institution: Ministry of Interior and Health  
Contact Person: Jesper Lorenz Grødert, Head of Section, Ministry of the Interior and Health  
Year of record: 2012

## A new interactive tool, easy-to-access from all devices

EDEN 2017 has a specific **mobile-friendly design**, looking its best and conserving its new features on **computers, smartphones and tablets**

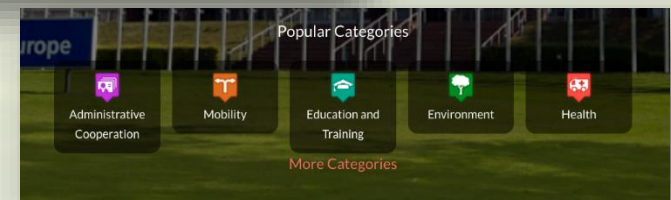
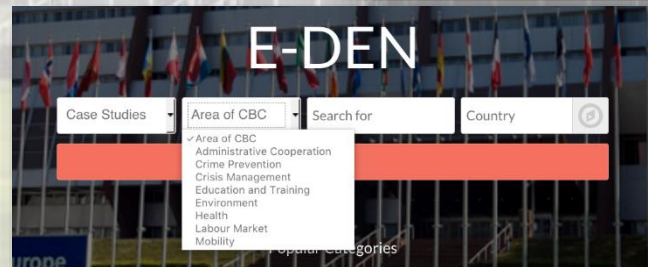
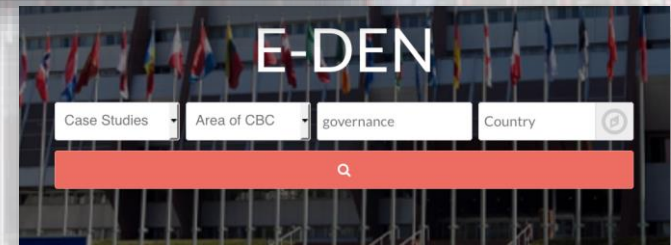


Panel 6

**Cross-Border Knowledge Sharing**  
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## Enhanced search functionalities and interoperability between contributors and case study

The first section of the HP gives access to an evolved search mask allowing the user to browse the website directly – by freely inputting a search word – as well as by cross-referencing it with different variables (i.e. CBC areas, geographic location of the case study) or sorting it out using the categorization system

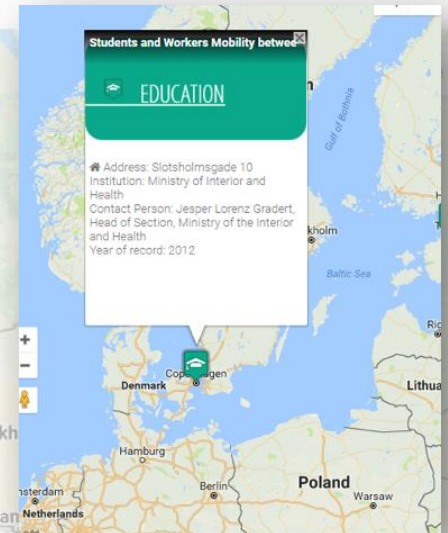
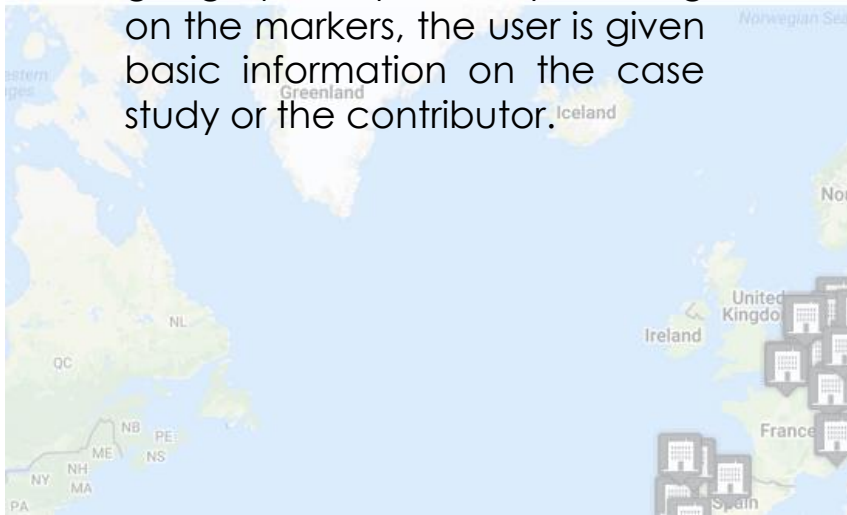


### Geo-localisation and intuitive thematic marking system

The second section of the HP brings the user directly on an interactive map where an intuitive marking system distinguish thematically the different case studies accessible in a specific geographic space. By clicking on the markers, the user is given basic information on the case study or the contributor.



[Learn more...](#)



E-DEN

### Enhanced data organisation and accessibility

The information stored in EDEN 2017 are organized in case studies. For each case study, the user can easily access:

a brief description of the CBC issue at stake;

the obstacles faced by the actor during her action;

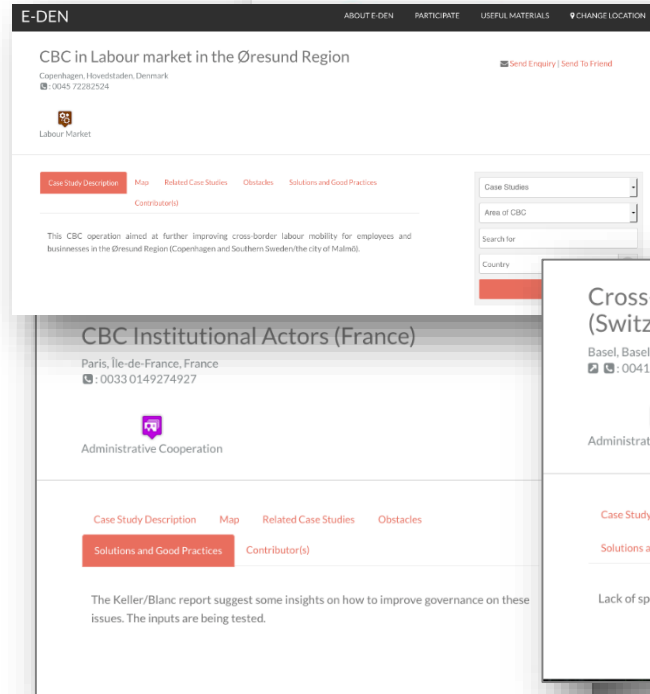
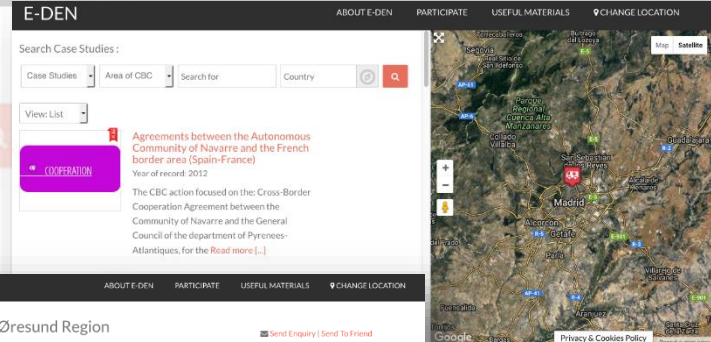
the solutions/good practices implemented to overcome them.

ABOUT E-DEN

PARTICIPATE

USEFUL MATERIALS

CHANGE LOCATION



# EDEN data-collection tool: 2017 edition

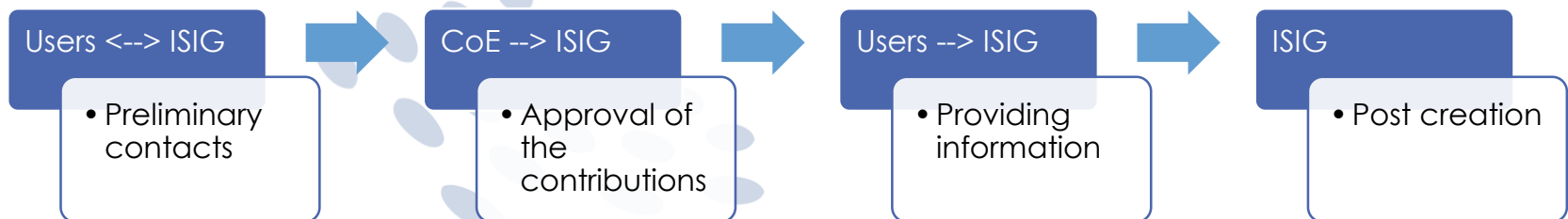
[www.cbc.isig.it](http://www.cbc.isig.it)

- In order to update EDEN 2017, ISIG designed a specific data-collection tool (DCT) allowing to improve the data quality and quantity, its organisation and consultation possibilities.
- DCT specific features:
- Improved quality and quantity of data through a new functional gathering structure.
- Enhanced data organisation through the systematic implementation of the case study format.
- further integration with the web platform, granting an easier input and consultation of the information.

- The main target groups of the DCT 2017 are:
- the 48 institutions that already contributed to EDEN. The DCT will allow to update their previous CBC activities and add new actions.



- The main target groups of the DCT 2017 are:
- new contributors willing to participate to EDEN (following CoE approval).
  - a) as a consequence of visibility strategies and communication plan implemented by ISIG
  - b) following the suggestion of existing contributors



## Increase EDEN Visibility

A communication plan (social networks; monthly mailing list, etc.) and regular updates from contributors

## Promote awareness of EDEN and its potentialities

Sponsorships by: the Congress of Local and Regional Authorities; AER; CEMR; AEEBR; etc.

## Further diffusion and institutional use of EDEN

The EU member states spread knowledge about EDEN through the websites of ministries or specialised CBC bodies



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