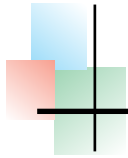


TÖÖSZ Programmes providing help for local governments

– with the support of the Council of Europe –



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PREFACE

In the course of the last period the Hungarian National Association of Local Authorities (TÖOSZ) besides its traditional interest-representative, interest-promotional activities has been dealing with programmes supporting local authorities in a gradually extended circle and a depth. In this service of strengthening and transmitting local government knowledge, TÖOSZ has received the professional support and help of the Council of Europe from the very beginning. At the same time, the various bilateral, international partnerships of the Association also contributed to the fact that we could provide interested local governments with good examples and solutions that can be implemented in the various fields related to local governance and local government leadership work.

Hungary is colourful. This statement is applicable and true in relation to local governments as well as the municipal planning, financial and management system. In the last 25 years, local governments faced important challenges to which they often reacted with new, creative solutions. They introduced many good approaches and methods in the field of municipal leadership and management as well as in the area of public-service provision, these solutions became known only by a few persons, a small circle of affected groups.

The mottos of TÖOSZ are solidarity and professionalism. A more popular and exciting manifestation form of solidarity is that successful local governments and local government leaders pass on their knowledge, experiences to those mayors, notaries, self-governing organs that are ready and willing to learn and get to know the keys to the given manifestations of success. Professional self-governance is unconceivable without the consistent application of legal rules, at the same time only by taking into consideration the local specificities and circumstances may we provide public services at an adequate quality level.

If other local governments also have the chance to get to know and adopt these efficient methods, the life of citizens in many municipalities may improve in other parts of the country as well. The position of the mayor is a unique „trade” that is undertaken with the control of the general public and that of the citizens. The activities of the mayor are not affected by his/her original qualification or profession in an essential way, it is more influenced by the communal nature of the tasks to be implemented by him/her. One becomes a mayor thanks to the intention of the citizens, however apart from aptitude, for the successful practice of the mayor's position, learning in the field of local government, leadership skills, exchange of experiences and openness are also necessary. TÖOSZ would like to provide help and support for the mayors in their activities through the TÖOSZ Knowledge Programmes. In the present publication, we wish to provide a general picture on these Programmes.



The Council of Europe's Centre of Expertise for Local Government Reform, its professional leadership and support provided us with incentives as a result of which and in harmony with the European processes and approaches, we continuously improve our knowledge programmes that perfectly fit the mission and adopted philosophy of TÖOSZ and has the improvement of the knowledge and skills of local government leaders as a focus.

I deeply hope that our publication describing the local government supporting programmes of TÖOSZ will provide mayors, notaries, local government leaders and those interested about local governance with a suitable general guide.

28 October, 2014.

Jenő Schmidt
The President of TÖOSZ



1. THE CHARACTERISTICS OF TÖOSZ MEMBERSHIP

The philosophy

The basic philosophy of the Hungarian National Association of Local Authorities (TÖOSZ) is decisively different from the other interest-representing associations of local authorities in Hungary in that it puts an emphasis on the general and uniform interest-representation of all types and sizes of local authorities (villages, towns, towns with county rank, counties). The Association also takes into consideration the fact that the interests of the different types of local governments may vary related to the same issue, for this reason there is a possibility to operate separate chambers for villages, towns and counties within the uniform organization of the Association. Apart from its leading organs, the interest-representative work of TÖOSZ is supported by the county departments, councillors responsible for different fields of expertise, Women Mayors' Department and Public Administrative Professional Section.

TÖOSZ is an independent, self-sustainable organization. All types of local authorities may become members of TÖOSZ that respect the principles of voluntarism, equality of rights among members, solidarity, efforts towards consensus and common burden-bearing, orientation towards the future, efforts towards professionalism, pragmatism in a good sense, the party-neutrality of the Association and wish to cooperate in a democratic way in order to attain these above defined goals.

The correctness of the basic philosophy of TÖOSZ is proved by the fact that in the course of its 25 – year - long history, TÖOSZ as a professional and interest-representing organization significantly contributed to the acquisition of the democratic exercise of power, the monitoring of the central power and government in place, the strengthening of communal and local resources, the improvement of the prestige of the civil sphere, the extension of Hungarian and international partnership contacts and networks to organizations and local communities.

TÖOSZ is a cooperative and intermediating manifestation form of social capital, the promoter of the extending and strengthening of local autonomy, the organized actor and representative of the Hungarian local governance.

The advantages of TÖOSZ membership

TÖOSZ is an independent, politically neutral, interest-representative organization that continuously represents local government interests vis-à-vis the central government and its efforts, it is a professional organization that is ready for cooperation and through its partnership contacts possesses up-to-date information concerning the local government sphere which it shares with its members. Through its TÖOSZ membership, the effected local government becomes a



cooperative professional organization that is able to provide well-founded, adequate answers to practical questions. TÖOSZ finances its activities from membership fees provided by members and has a tendency towards receiving financing more and more from grants acquired through tenders, call for proposals.

TÖOSZ services are extended on a continuous basis, the most important ones and the most preferred ones by the members are the following:

- ♦ **LOCAL GOVERNMENT INFORMATION LINE:** our legal experts are at the disposal of our members in the case of all legal issues related to local authorities;
- ♦ **INTERNATIONAL RELATIONS:** support of cooperation with local authorities from other countries, partner-search for town twinning activities or for grant applications, common projects;
- ♦ **CONFERENCES, STUDY TRIPS:** TÖOSZ organises several events or participates as a co-organiser in various initiatives;
- ♦ **MAYORS' ACADEMY:** organization of our training programmes for mayors and elected representatives;
- ♦ **LOCAL GOVERNMENT BEST PRACTICES:** competition, through its organization the creation of a knowledge database of good experiences for helping peer-learning;
- ♦ **SEARCH FOR GOOD MUNICIPAL SOLUTIONS,** examples, their presentation and proposal to others: Applied best examples are published and disseminated in the JÓTÁR publications of TÖOSZ; The Mayor, Notary, municipal employees are provided with the opportunity to personally participate in professional programmes.
- ♦ **MANAGEMENT OF A LOCAL GOVERNMENT PROFESSIONAL LIBRARY:** local government leaders from all over the country are provided with the opportunity to meet and have discussions and negotiations at the premises of TÖOSZ.
- ♦ **E-NEWSLETTER:** updated information is sent to our members in an electronic way;
- ♦ **WEBSITE:** all our news, electronic documents and significant databases may be reached at our website;
- ♦ **ÖNKORMÁNYZAT (LOCAL GOVERNMENT):** It is our quarterly in which we have been informing the representatives of the local government sphere on the most important issues, events since 1991.
- ♦ **PROVIDING OPINIONS ON THE PROPOSALS OF ECONOMIC ACTORS:** we serve as an intermediary between economic actors and the local governments and inform member local governments on service offers as well as reach a discount for them in case of purchase,
- ♦ **PROCEEDING IN INDIVIDUAL ISSUES THAT REPRESENT A GENERAL PROBLEM IN THE LOCAL GOVERNMENT SPHERE.**

TÖOSZ undertakes its activities through complex network activities in which through their personal activities the leaders of the member local governments and their representatives may become creative developers and shapers of the Hungarian local government system.



2. BEST PRACTICE PROGRAMME AND OTHER INITIATIVES OF THE COUNCIL OF EUROPE'S CENTRE OF EXPERTISE FOR LOCAL GOVERNMENT REFORM, KOSYAK GENNADIY

Local government faces significant challenges in transition countries. Many of these countries seek to move towards greater integration with the European community. They know they must achieve higher standards in service delivery. They must attract investment. They must satisfy the growing expectations of local people and local organisations.

The dynamic of decentralisation focuses attention. Governments state publicly how committed they are to stronger local government. But in some cases their commitment speaks louder than their actions. The transfer of competences often has to wait for the transfer of funding to catch up. It is difficult to let go of power.

At the same time, Governments will sometimes say, often justifiably, that municipalities have yet to show their ability to manage significant amounts of public expenditure and deliver services living up to recognised standards. In the end, it will be the sense of partnership between central and local government that will best drive local government forward.

The Best Practice tool, set out in Toolkit I, has been, or is being, implemented in Albania, Bosnia and Herzegovina, Croatia, Ukraine, Hungary, Moldova, Montenegro, the Russian Federation, Serbia and “the former Yugoslav Republic of Macedonia”. Best Practice enables municipalities to demonstrate their efficiency and effectiveness; it lets them show they are competent organisations. It gives them a means by which they can respond to the Government and show their readiness for greater responsibilities. It shows what they can do at their best.

Every country has its own good practice. Overseas experts are not needed. It is home-grown, springing from the quality of municipal leadership, management and front-line staff, from people that pride themselves in giving their best and achieving high quality. Best Practice is about identifying this good practice, celebrating the best and transforming it into a training vehicle from which every other municipality can learn.

Every challenge facing a municipality can be tackled in several different ways. Municipalities differ from each other. They have different histories and cultures; they may be responsible for villages or cities; they may have a lot of specialist staff or just a few; they may have a lot of investment to manage or none. They will handle everyday challenges in different ways.

Some municipalities will follow the same unchanged procedures for years, repeatedly achieving good effects or making the same mistakes; others constantly look for improvements and incentives. The former tend to avoid change. After all, a new approach might give rise to new



problems; it will create risk. The latter believe that things could always be better and constantly look for better solutions; they are ready to manage the risk.

If everything is running smoothly and the community is satisfied with the quality of service provided, there may be no incentive to change. Such municipalities are likely to be limiting themselves to day-to-day administration and supervision without even thinking that a different approach might be a better approach.

Municipalities in any country generally share certain features such as the legal framework, the administrative system, the political culture or a common historical experience. This makes it easier to transfer some solutions that have undergone successful testing and implementation. This allows the leadership to use new approaches without excessive risk, to use good practices whose effectiveness has already been proven elsewhere.

The Centre is widely recognised for the quality and modernity of its programmes, for its impact orientation and for the success of its approach. It pioneers an innovative business model for capacity-building in local authorities, which incorporates highly effective and impact-oriented programmes and draws on the very best of European experience in order to develop effective democratic local government. Through legal assistance programmes, it has supported all central and eastern European countries in their efforts to decentralise and, through capacity-building programmes, to reinforce the institutional capacity of their local authorities thus improving the quality of local and regional governance. It has also offered assistance to local authorities in several Western and Nordic countries. Currently 32 full programmes are being implemented across 20 countries.

The European Strategy for Innovation and Good Governance at Local Level (the “Strategy”) is another important initiative of the Centre. It sets out 12 European Principles of Good Democratic Governance offering guidance to public authorities for a co-ordinated approach to improving the quality of local governance. To date, several countries (Belgium, Bulgaria, Netherlands, Norway, and Ukraine) have adopted the Strategy and more (Bulgaria and Norway) have obtained accreditation for delivering the European Label of Governance Excellence (ELoGE). More recently, the Veneto Region in Italy is adapting the strategy to the regional context and the associations of local authorities in Spain, Portugal, and Greece expressed their interest in applying. The new capacity-building project in Malta includes implementation of ELoGE.

The Centre of Expertise for Local Government Reform is the Council of Europe operational arm in the field of multi-level governance, supporting central, regional and local authorities to improve their institutions, regulations, capacity and action. The Centre is recognised for the quality and modernity of its programmes, which are effective and quality impact-oriented and draw on the very best of European experience in order to develop effective and democratic governance.



Through legal assistance programmes, it has supported numerous central and eastern European countries in their efforts to decentralise. Through capacity-building programmes, it has reinforced the institutional capacity of their local authorities thus improved the quality of local and regional governance. It has also offered assistance to local authorities in several Western and Nordic countries. The European Strategy for Innovation and Good Governance at Local Level, enouncing 12 European Principles of Good Democratic Governance, is another important initiative of the Centre.

The Centre has a pool of capacity-building experts and capacity-building tools and programmes which it introduces to member States at their request. It works closely with local ministries responsible for local government issues, national associations of local authorities, professional associations and training institutions. The Centre operates in connection with the European Committee on Democracy and Governance (CDDG) and the Congress of Local and Regional Authorities of the Council of Europe.

The Centre of Expertise develops effective template programmes through innovation, but also through inspiration from the best of European capacity-building programmes. These “tools” enable the evaluation and reinforcement of local authorities’ capacities in a variety of areas such as local finance, leadership, performance management, inter-municipal co-operation, transparency and ethics and others. The tools may be easily adapted and implemented by any local authority in any European country. Its state-of-the-art instruments (self assessment forms, benchmarks, score cards, etc.) and methodologies (comparing and learning from others, 360° reviews, peer reviews, etc.) have demonstrated to be particularly effective and have been used in a variety of Council of Europe member states.

Complete list of toolkits

- Towards a modern Local Government Association
- Public Ethics Benchmark
- Modern and Effective Human Resources Management
- Strategic Municipal Planning and Performance Management at Local Level
- Best practice in Local Government
- Inter-municipal Co-operation (manual and short guide)
- Modern Leadership for Modern Local Government
- Local Finance Benchmark
- Local government capacity building programmes
- C.L.E.A.R Tool - A self-assessment tool for citizen participation at the local level
- Cross-border co-operation



What kind of programmes does? The Centre of Expertise offer?

The Centre of Expertise is currently implementing 32 full programmes in 20 countries with the following programmes being the most popular:

- Leadership Academy Programme
- Best Practice Programme
- Strategic Municipal Planning Programme
- Public Ethics Benchmark

For more information, please consult:

Directorate General of Democracy
Council of Europe
F-67075 Strasbourg Cedex
www.coe.int/local



3. THE KNOWLEDGE-PROGRAMMES OF TÖOSZ

TÖOSZ has developed its comprehensive and continuously expanding knowledge programme-structure primarily through the adoption of the professional programmes of the Council of Europe.

- ♦ **LEADERSHIP BENCHMARK PROGRAMME:** as a result of a complex assessment of the situation, we provide external expert support for those local governments that express their needs in this respect;
- ♦ **LEADERSHIP ACADEMY:** primarily strengthens the leadership capacities and skills of mayors, thereby they will be able to undertake their everyday tasks as the first leaders of local governments in the most efficient and effective way possible;
- ♦ **BEST PRACTICES OF LOCAL GOVERNMENTS PROGRAMME** and the related Local Government Best Practices Competition stimulates creative, innovative local governments with good practices to present their activities in the framework of a proposal, stressing those solutions that may be implemented elsewhere under different circumstances.

From the perspective of capacity and knowledge-building programmes, our projects implemented with the support of the EEA and Norway Grants are of great significance:

- ♦ **MAYORS' ACADEMY:** primarily aims at the organized and comprehensive training and education of the first leaders of the local governments;
- ♦ **COUNCILLOR TRAINING PROGRAMME:** the mayor, the body of representatives and the leadership of the local government office participate in a special two-day training following the local elections in the course of which they get to know local governmental tasks, the sphere of responsibilities of the main actors, furthermore this training strengthens the skills of the cooperation of the participants;
- ♦ **EXPERIENCE EXCHANGE PROGRAMME:** In the framework of this programme, local governments open towards given local government service-provision fields and themes acquire new information, learn about adaptable solutions through getting to know and studying the practices of the others;
- ♦ **PREVENTION OF THIRD-PARTY VIOLENCE AT A LOCAL LEVEL:** The main objective of this project is to support local authorities, as employers in creating inner regulations and organizations to prevent, decrease and treat violence coming from the side of the clients and threatening municipal employees. Thereby, local governments may contribute to the creation of a working culture that provides for a safe and healthy working environment;
- ♦ **MANORKA PROJECT** – “Capacity-building in municipalities through Norwegian-Hungarian cooperation: In the framework of this project, we support the efficient operation and effective activities of local governments and their interest-representing associations.



Our recent projects implemented through, bilateral Slovak and Hungarian cooperation:

- ♦ **MAFIS PROGRAMME:** We give extensive support for the renewal of local government financial management, thereby making local government budget management significantly more transparent;
- ♦ **LG4CBC PROJECT:** We elaborated a training of cooperation to strengthen cross-border local government relations, which on the one hand helps the cooperation of municipalities within Hungary and on the other hand the cooperation in an international scope especially with the aim to acquire EU development funds.

The knowledge programmes presented briefly in our publication are closely related to each other and are built on one another.



4. LEADERSHIP SUPPORT PROGRAMME – THE BENCHMARKS OF LOCAL GOVERNMENT LEADERSHIP AND STRATEGIC MANAGEMENT

What makes the difference between more effective and less effective local government? What does a municipality seek to achieve? What does it have to do to be effective?

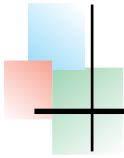
The ‘Benchmark of an Effective Democratic Local Authority’ sets out a set of criteria that defines the level of performance of a local authority in terms of its performance. This is of critical importance to the leadership of the municipality if they want to deliver good local government.

The Leadership Benchmark Programme can be used to develop the understanding of leadership through workshops. It can also be used in a self-assessment exercise. However, the more powerful way of using it is through a ‘Peer Review’. This enables a municipality to assess its performance against that Benchmark with help from a ‘Peer Review Team’, and then, on the basis of that assessment, draw up an Improvement Programme for building on its strengths, exploiting opportunities, and tackling its weaknesses. In this way it can raise its level of performance towards excellence.

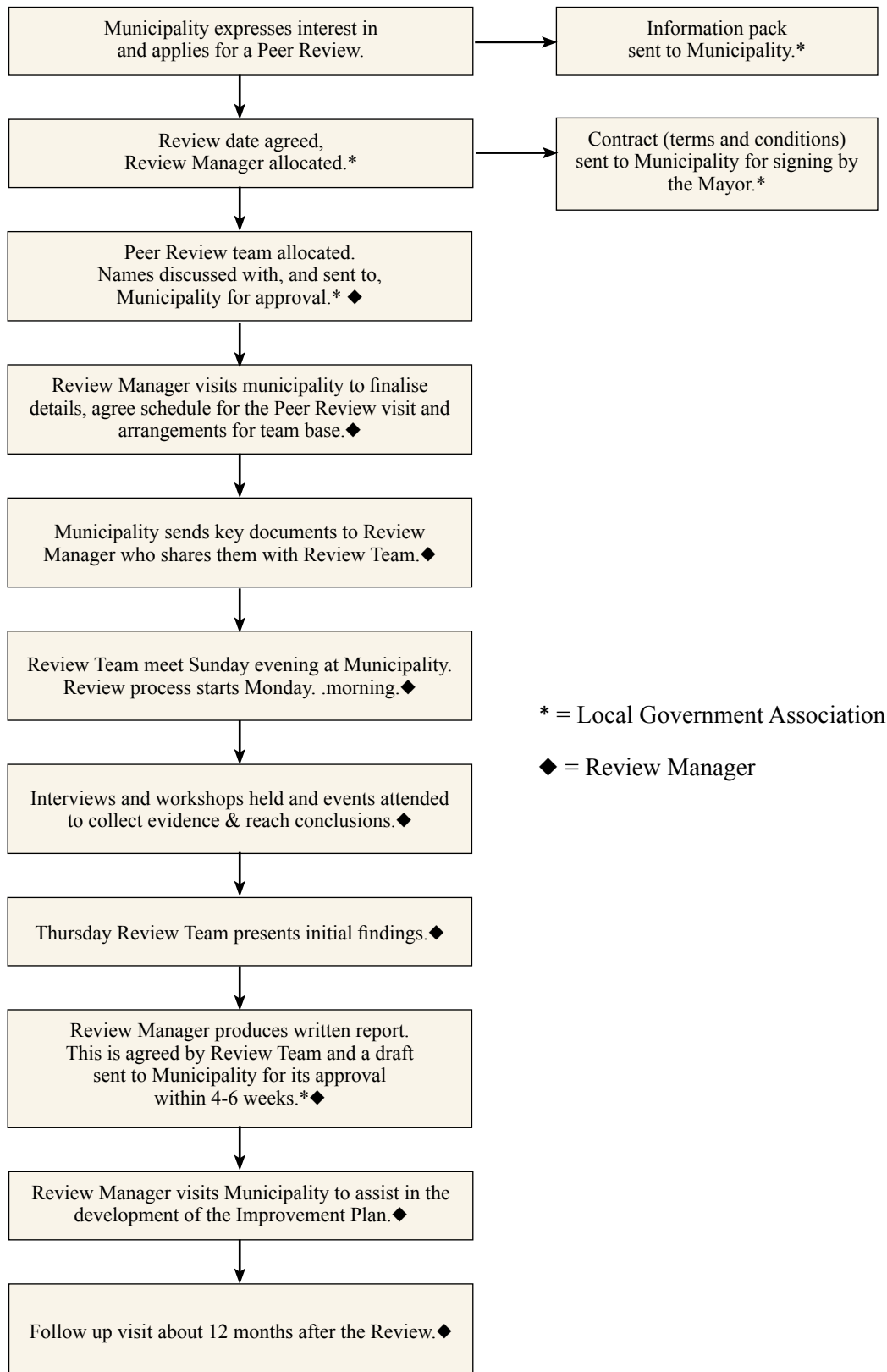
Being a member of the Peer Review Team is also a powerful personal development opportunity. Being invited to act as a Peer (i.e. a ‘critical friend’) in another municipality provides an opportunity to:

- ◆ Gain first hand and in-depth insight into how the municipality works;
- ◆ Focus on municipal-wide, high level issues;
- ◆ Engage with the Mayor, elected representatives, staff and external partners of the municipality;
- ◆ Develop new skills in assessing current practice, identifying problems and promoting solutions;
- ◆ Generate innovative and practicable solutions that will have a positive impact on how the municipality is run;
- ◆ Learn new ideas from team members with different backgrounds and perspectives from your own;
- ◆ Disseminate what you learn from the Peer Review within your own municipality.

In conducting Peer Reviews, it is always important to consider “What will most help the municipality to move forward?” We all have one common goal: the development of good local government. If we keep this in mind and remember that the Peers are ‘critical friends’ and not ‘inspectors’, the Peer Review can become a valuable tool for driving up standards.



Process Chart





Preparations for the Review

1. The pre-visit

The Local Government Association (LGA) appoints a Review Manager. The Municipality should appoint its own Review Co-ordinator to take on operational responsibilities for the Review.

Once the date has been agreed, the Review Manager will need to contact the Municipality's Review Co-ordinator to assist in the preparations. A pre-visit will need to be arranged at least a month before the Review. This enables (i) the Mayor / Head of Administration to meet the Review Manager and discuss any issues of concern, and (ii) the Review Co-ordinator to understand the process in detail and to discuss the arrangements that will need to be made to facilitate the work of the Review Team.

The draft programme for the week should be assessed carefully to ensure that the interviews and workshops allow for an analysis of all areas of the Leadership Benchmark.

2. Meeting with the Mayor / Head of Administration

The Review Manager should cover the following topics:

- ◆ Motivation for the review.
- ◆ What the Municipality wants to get out of it.
- ◆ Any sensitive issues that the Review Team will need to be aware of (staff problems, planned restructuring, etc).
- ◆ Any advance and follow-up publicity (e.g. Press Release) – this could stress that the Municipality is inviting a Peer Review Team in because they are keen to improve their performance and welcome external assessment. All staff, elected representatives and external partners should know about the Review in advance.
- ◆ The Monday presentation by the Mayor / Head of Administration when they can set out their perspective, highlighting the key issues and challenges facing the Municipality. It is also important for them to explain their plans to avoid the Review Team suggesting things that are already in the pipeline.
- ◆ The Thursday presentation to up to 20 people, including elected representatives and staff, followed by discussion of the feedback.
- ◆ Videoing the final presentation, if desired, for later use with elected representatives and staff to generate ideas for improvements.
- ◆ The Improvement Plan that Mayor / Head of Administration will need to develop in response to the recommendations of the Review Team.



3. Meeting with the Review Co-ordinator

The Review Manager should cover the following topics:

- ♦ The schedule for the week (Monday to Thursday).
- ♦ The documentation that will be sent to the Review Team and any papers that will be made available in the base room.
- ♦ The base room (where the Review Team will be based) and what it should contain (e.g. flipcharts).
- ♦ The base room and workshop room/s should be checked.
- ♦ An informal staff drop-in session that may be held during the Review.
- ♦ Workshop invitations by which particular staff will be invited to the staff workshop(s) and elected representatives to their workshop.
- ♦ The session for resident consultation by which the Review Team may meet a cross-section of local people and organisations.

4. The Team Base

A 'team base', normally in the headquarters of the Municipality, will be required by the Review Team. This should be a room, permanently available, that the team can use for their discussions and private meetings. The room should be equipped with the following:

- ♦ a telephone;
- ♦ a PC;
- ♦ flipcharts with pens & paper;
- ♦ a central meeting table to seat up to 8 people comfortably, with some space for individual working, if possible.

As the team will work in the evenings, access to the room after hours will be necessary.

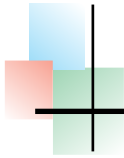
5. Hotel Accommodation for the Review Team

All Review Team members will stay at a local hotel, which will be booked by the Review Manager.

6. Documentation

Four weeks prior to the Peer Review, the Municipality will be required to provide background information to the Review Manager for the Review Team. One complete set of the documents should also be provided in the team room during the Review.

The Review Team will need to read these materials and identify any good and weak points reflected in the documentation (or in the lack of documentation).



The following is a list of the sort of documentation required. It is up to the Municipality to select those they feel will best assist the Review Team to gain an initial understanding of the Municipality.

For example:

a) *General*

- Development Plan
- any general publicity and background information about the Municipality and the area it covers, including a map

b) *Specific items*

- written statements of the Municipality's vision, strategy, values and objectives
- reports produced by auditors / inspectors
- policy / strategy / guidance documents e.g. equal opportunities, leisure, customer care, disability, recruitment
- examples of any relevant public documents
- details of any important partnerships in which the Municipality is involved
- details of the Municipality's performance management framework
- organisation charts – both managerial and political (with names if possible)
- national and local performance indicators for recent years showing trends
- voter turnout figures at last election and trends over years
- the results of any recent surveys of public or staff opinion
- recent examples of publications designed to communicate with the public and / or staff
- examples of recent plans submitted to Ministries
- the economic development strategy
- any agreements with the voluntary sector

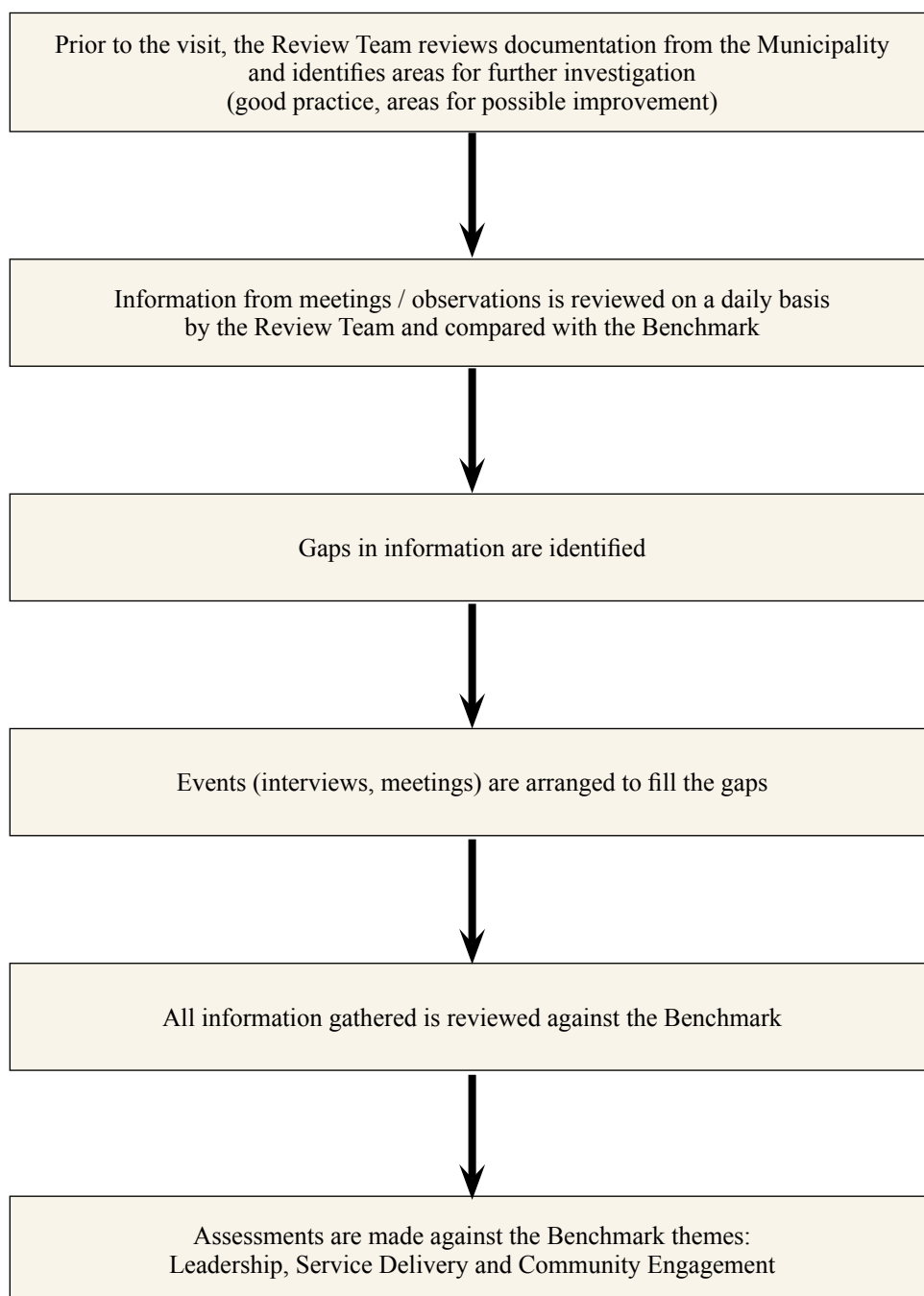
Any other documents that the Municipality believes will demonstrate evidence of its achievements in the areas of leadership, service provision and community engagement should be left in the base room.



The Review Process

The Benchmark provides the framework for the Peer Review. The Review Team will be seeking evidence that allows it to make a ‘reasoned’ assessment against each of the core competencies.

The process is a dynamic one, and requires a high degree of flexibility throughout the week. The process is shown below:





The Municipality will be required to draw up a programme to provide the Review Team with opportunities to collect evidence. They will collect a wide range of information on the Municipality's performance, and then analyse how it relates to the Benchmark. This means, for example, that meetings with voluntary groups may well provide evidence not only relating to community engagement but also to the leadership and service delivery competences of the Benchmark. Likewise, frontline staff and elected representatives will have their own particular views about how good the Municipality is in internal and external communications, for example.

With the exception of the sessions on Monday morning, Wednesday afternoon and Thursday morning, the Review Team will normally work in pairs. Pairings will be decided for each activity according to the skills and interests of team members and as required by the schedule.

The Review Team will use the available time flexibly. In order to cover as much ground as possible, the timetable may include breakfast and evening sessions. However, the Review Team will need to be careful not to over-commit itself. It is sensible to meet every evening before and / or after dinner to consider the findings of that day and thus build up a picture of the Municipality over the Review period.

Ideally, the schedule should be finalised with the Review Co-ordinator two weeks before the start of the Review. Nevertheless, the Review Team will almost inevitably wish to make some alterations and additions during the Review as they begin to identify issues that they may want to follow up in greater depth. It is therefore helpful to leave Wednesday morning relatively clear to allow this, by for example arranging additional interviews.

To assist in informing elected representatives, staff and external partners about the Review, a number of leaflets (e.g. entitled 'What's it all about') could be sent to the Municipality for distribution in advance. It can contain details of the Review Team as well as an explanation of the Review process.

Sunday Evening

The Review Team get together on Sunday evening; they get to know each other and listen to people's fears and expectations. They need to understand the privileged position they are in and the anxiety that may be present in the Municipality.

Monday

The team will be in private session for the first part of the morning to prepare for the Review. The Municipality's Review Co-ordinator should be available when team members arrive in order to brief them about the working accommodation and facilities provided, answer any initial queries about the schedule and conduct a tour of the Municipality's offices. The team will



wish to clarify any remaining points about the schedule and indicate any additional activities they would like to be organised or additional written documents they would like provided.

The meeting with the Mayor/Head of Administration should take place later in the morning when they can:

- ♦ hear about the Municipality's vision and strategy and discuss the main issues they face;
- ♦ clarify any remaining points about the Review.

The Municipality should arrange a tour of the area after lunch so that the Review Team can become familiar with the geography. They could drop in on particular projects or activities (eg leisure centre, one stop shop, etc) to get a feel for the place and talk to staff and customers.

Tuesday / Wednesday

The Review Team will spend time gathering evidence of how the Municipality is performing against all elements of the Benchmark. The schedule should contain a wide range of activities to facilitate this, such as:

1) Workshops

- ♦ A workshop with some 10-12 representative frontline staff (i.e. staff delivering services or working directly with the public)
- ♦ A workshop with some 5-10 representative middle level managers (in a larger Municipality)

The workshops will be facilitated by the Review Team. Senior managers should not be present to allow staff to express themselves freely and in confidence.

2) Elected representatives

A meeting should be held with a group of elected representatives at a convenient time.

3) Partners

Meetings should be held with representatives of the public, private and voluntary sectors, particular those with whom the Municipality works in partnership. The Review Team will want to assess both strategic and operational aspects. An external perspective on the Municipality can be very important.

4) Senior managers/Heads of service

It can be helpful if the Review Team attends a regular senior management team meeting. Otherwise a separate meeting with them should be arranged. The Team should not only assess their strategic approach to service provision but also how they might work on common issues across Departmental barriers.



5) Members of the public

An open meeting with a representative group of local residents might be arranged.

6) Interviews

Interviews should be arranged with such persons as:

- ♦ President of Assembly
- ♦ The Head of Administration
- ♦ The Director of Finance
- ♦ An internal or external auditor
- ♦ Head of Human Resources
- ♦ Press or Communications Officer
- ♦ Leaders of Opposition parties
- ♦ The Editor of the local paper
- ♦ The Mayor/Head of Administration of a neighbouring Municipality

7) Meetings

The Team should take the opportunity to attend all or part of any relevant meetings (as observers) that may be taking place while they are there. The Team may wish to meet the Mayor/Head of Administration during this period to discuss any particular issues that may be emerging.

Wednesday afternoon / evening

The Review Team will go into private session to share individual assessments and build up a more complete picture of the strengths of the Municipality and of those areas where further development is needed. They will begin to identify the gap between the performance of the Municipality and the Benchmark and formulate recommendations they might make. Recommendations should be such that they can be followed up in the subsequent Improvement Programme of the Municipality.

The conclusions should be summarized in a PowerPoint presentation under the Benchmark headings. The Review Manager will be responsible for producing the presentation (see Template for slides). The presentation will be made by the leader of the Review Team, normally a Mayor.

Thursday morning

The Review Team should first hold a private meeting with the Mayor / Head of Administration to discuss their findings and to make sure they avoid any issues that may be considered too sensitive for public discussion. They will then present their conclusions and recommendations in respect of the strengths, opportunities and areas for improvement at a meeting of the Mayor/Head of Administration and any other invited elected representatives and officials.



The Peer Team should encourage a broad attendance and create an opportunity for discussion by all those present. The Review Manager should agree any Press Release that the Municipality may want to issue.

The Report

This should be available 6 weeks after the Review. The process for drafting the report will be:

- ♦ Within two weeks of the end of the Review, the Review Manager will need to write the draft Review Report and pass it to the Local Government Association for quality control. The Report is then sent to the other Review Team members for their comments and additions. These can then be incorporated and a first draft completed.
- ♦ At the end of the fourth week following the Review, the Review Manager can send this draft to the Mayor / Head of Administration to check for accuracy and issues of wording. Within a week the Mayor / Head of Administration should raise any possible factual amendments with the Review Manager. It is not for the Municipality to challenge the judgements of the Review Team, especially as they are to a large extent reflecting the views of the Municipality's main stakeholders.
- ♦ The Report should be sent to the Local Government Association for final approval.

The Report will be issued formally once it is agreed with the Municipality. The Local Government Association and the Municipality will want to agree whether or not the Report should be placed on a website. The Municipality will then be expected to develop an Improvement Programme based on the Review Report and incorporate it, as appropriate, in its strategic planning process.

How to use the Benchmark

This Benchmark will help local authorities become more effective. It will enable a local authority to assess its effectiveness in three of its main roles – leadership, service delivery and community participation. The authority will be able to compare its performance against the criteria of an 'ideal' local authority, set out in the Benchmark. The results will provide a baseline for an Improvement Plan that can be used by the participating local authority to drive up standards.

For the three roles, the Benchmark sets out 9 core competences. These describe what a local authority should be doing to carry out that role effectively.

In practice, local authorities are at different levels of performance, but each of them should be seeking to improve their performance to the levels of the best. The Benchmark therefore sets out a range of performance in each competence from Level 1 to Level 5. This allows the local authority to assess its level of performance in each competence.



For each competence, a local authority will exhibit indicators that may be positive or negative; a few examples of such indicators are provided. Indicators provide the evidence of performance, or level of competence. There are also some questions that can be used in interviews and workshops to elicit further evidence of performance in each competence. It is possible for a local authority to apply the Benchmark to its performance through self-assessment; there are guidance and questionnaires available for that.

But a more powerful process is through a 'Peer Review'. A local authority might like to invite an external 'peer group' (consisting of 3-4 trained senior elected representatives and officials from other local authorities) to help it assess its performance. This team can use the Benchmark to undertake a 'peer review' of the authority. This would make the assessment much more significant, and add a degree of objectivity; it would encourage local authorities to work together and learn from each other.

A visiting 'peer group' can use documents, workshops and interviews to gain a picture of the performance of a local authority, of its strengths and weaknesses, over a period of about 3 days. The group should discuss its draft findings with the leadership of the local authority and agree with them its recommendations for action.

It will be for the local authority itself to draw up an Improvement Plan to build upon its strengths, exploit any opportunities and improve performance in areas of weakness.

It would be the responsibility of the National Association of local authorities to manage a 'Peer Review' programme on behalf of those local authorities who wish to participate. The Council of Europe can offer expertise and a training manual in support of such a programme.



Core roles and competencies of an effective local authority

1) Role – Leadership

a) *Vision and strategy*

- Develops a realistic vision and a set of values in consultation with local people and organisations, balancing short and long term requirements.
- Develops and communicates policies and strategies, welcoming contributions from others.
- Leads by example, setting high standards of behaviour and performance.

b) *People management*

- Values all staff and elected members, and helps them to play a constructive role with proper support and resources.
- Applies effective personnel disciplines and promotes career opportunities.
- Devolves responsibility to managers where appropriate and supports innovation.

c) *Communication*

- Reaches out to all groups in the community, maintains dialogue and helps them become engaged with local government.
- Keeps elected members, staff and local people well-informed about its policies and performance, and consults them on its plans.
- Ensures all elected members are contactable and have the interests of local people at heart.

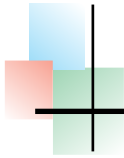
2) Role – Service delivery

a) *Planning and review*

- Has clear planning arrangements at community, corporate and service levels for both short and medium term.
- Demonstrates clear mechanisms for scrutinising the performance of local services.
- Reports clearly and in public on performance results and future plans.
- Consults elected members, staff and service users on the design of local services.

b) *Innovation and change*

- Challenges the status quo, and introduces new ideas and better ways of doing things.
- Seeks out good practice, disseminates lessons and provides learning opportunities.
- Uses project management effectively to introduce change and deliver specific goals.



c) *Service management*

- Manages services efficiently and effectively, in a way that delivers value for money, encourages staff to give of their best, and takes account of the views of service users.
- Uses objectives, priorities, performance indicators, standards and targets in all services to drive up performance, and monitors them regularly to inform policy and planning, and to demonstrate accountability.
- Compares its performance to the best in other authorities and sets targets for improvements.
- Carries out fundamental performance reviews of service provision in order to deliver real improvement.

d) *Resource management*

- Manages finance transparently to achieve maximum benefit, deliver value for money, and avoid unmanageable risk.
- Makes best use of assets.
- Ensures that resource management responds to the objectives and priorities of the local authority.

3) Role – Community engagement

a) *Citizen participation*

- Keeps citizens informed; requests, listens and responds to local views, and welcomes feedback on users' experience of services.
- Creates opportunities for local participation in the design and delivery of services.
- Develops neighbourhood bodies to ensure citizen participation in local decision-making.
- Encourages registration and voting.

b) *Alliance-building*

- Builds strong partnerships (eg for service delivery) with local organisations, with other tiers of Government.
- Creates opportunities for local organisations to contribute to effective local governance.
- Makes best use of international opportunities for cooperation.



5 LEADERSHIP ACADEMY – LEADERSHIP TRAINING IN GROUPS THREE TIMES IN THREE DAYS

After closing the pilot year of ten-month long Mayors Academy implemented with great success in 2010, the Mayors belonging to TÖOSZ could try a new type of training in Alsómocsolád.

„The research found six distinct leadership styles, each springing from different components of emotional intelligence. The styles, taken individually, appear to have a direct and unique impact on the working atmosphere of a company, division, or team, and in turn, on its financial performance. And perhaps most important, the research indicates that leaders with the best results do not rely on only one leadership style; they use most of them in a given week – seamlessly and in different measure – depending on the business situation.

Emotional intelligence – the ability to manage ourselves and our relationships effectively consists of four fundamental capabilities: self-awareness, self-management, social awareness, and social skill. Each capability, in turn, is composed of specific sets of competencies. There are six styles of leadership, which uses the components of emotional intelligence in different mixes. The best leaders use not only one style of leadership, they are flexible and they are able to change their leadership styles.”

This quote is originated from Daniel Goleman, among others the relation between the emotional intelligence and leadership is linked with his name. Together with other famous researchers, experts of leadership science and local governance of nowadays his thoughts were included into the knowledge base of Leadership Academy, which could help a lot many Mayors of TÖOSZ.

We were able to follow and adapt the method of Council of Europe thanks to the extensive support of the Council of Europe. The training method includes three times three days training within 9 months.

Presidency of TÖOSZ piloted this training, so that between 14 and 16 of September 2011, than between 17–19 of November 2011 the two sessions were organized. We thank the hospitality of László Dicső, and his local government Alsómocsolád, who offered his village and premises as venue of the sessions. We recommend the beautiful small village for visiting with the aim of trainings or other purposes for example for school excursions too. Beyond the charming landscape and environment the prices are reasonable too.



The mentality is reflected by the simile of Mr John Jackson the leading expert of the method:

How many of us are parents? What about good parents? How did we learn to become a good parent? Did we learn the skills from our own parents? Did we read about them in books on parenting? Did we discuss it with friends?

Perhaps all of these. But our greatest teacher was the child itself. We learn from the child's reaction to what we do. We may need to be gentle or forceful; we may need to ignore or pay attention. We adapt our approach to the circumstances. Gradually we develop an approach to bringing up our child in the way we think best.

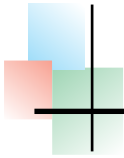
During the first session the participants could get to know the relation between the emotional intelligence and leadership, and there were different training exercises piloted in connection with the leadership skills, organization development. The method is interactive; the participating Mayors share with each other their experiences and views, which is much more valuable like hearing many presentations through. At the first session the organizers arranged pairs from the participating Mayors with the aim to shadow each other during a whole working day in their municipality. They used defined benchmarks as a basis to assess the things what were seen or heard as a helping friend.

During the second session the different leadership styles were at the focus with many practical exercises too. The participants sit in a ring and think together. According to an opinion of a participant: *"The reason of its usefulness: we find out our strengths and weaknesses during the collective discussions; we can derive unbelievable information and ideas from the sessions. The most important is: during the daily work we cannot use our time to think the things over or to systematize them. But during these sessions we focus only on those things and the others bring out of each other the latent thoughts."*

According to another opinion: *"The free form of the education promotes on a large scale that kind of communication which I will use during my work. The importance of the cooperation and the listening to others is important in our work."*

During the second session a lot of mention was made of the communication. Not only in theory but in practice could experience the participants the importance of the listening to each other.

The essence of the method according to one of the participating mayor: *"The evening conversations, discussions and assessment of each cases and the common work were much more fruitful, as if the topic would have been presented by a teacher standing in front. All participants are working actively in making clear the topic and the different opinions and point of views form continuously the "final product", until we reach a result which is acceptable for everyone."*



Finally another opinion by a participating mayor about one day of the training session has to be added: „*What we received from yesterday session day? A lot of things, but what is the most important for me: the learning of the person and the organization should happen together, that is how the development of the team may become dynamic. It is important to speak out the lessons learned from the concrete cases, processes, thus everything within us may be created. This could help our multifold work and make it clear for us which are the “correct ways”.*

Instead of making know the diverse literature of local government’s leadership we would like to highlight the topic through some parts of guideline written by John Jackson which is the basis of the TÖOSZ Leadership Academy (online publication of the program from September 2008).

Decentralisation

Decentralisation is more and more seen as a powerful factor in the way governments go about their work. Where monopolies have failed to deliver rising living standards, decentralisation is becoming a core policy. Where local authorities grow in confidence, where local people and organisations get more engaged with their own local government, a demand for even further decentralisation is heard.

Decentralisation is a priority among the criteria for greater integration in the European Union. As a result, Mayors and Local Government Associations focus on their advocacy function, seeking the transfer of more competences along with the commensurate level of resources.

Yet, in many cases Governments are reluctant to meet this demand. Or they might transfer powers but with insufficient resources. Ministers may say that they do not have enough confidence in local authorities, that local authorities lack the necessary expertise.

Of course, many people in power like to keep hold of their power. This is human nature. The case for decentralisation must be made robustly to overcome the natural barriers to sharing power.

Decentralisation does not happen with a big bang except at the beginning. It continues through a series of negotiations over years as confidence and competence develops. Local authorities not only must be efficient and effective, they also need to demonstrate that efficiency and effectiveness.

Governments must be convinced that local authorities will manage significant public resources not only efficiently and ethically but also for the benefit of both the local community and the country as a whole.



Such a demonstration will come not so much from the Mayors arguing the case from a position of power but through the leadership capacity of local authorities, by showing that local authorities can properly exercise their functions and successfully tackle the challenges they face.

Local authorities must demonstrate that they can deliver good local government. This is why leadership is important now.

Local demand and higher standards

Local authorities also face growing demands from local people and organisations. Globalisation and modern communications give them an ever-widening window on the outside world. They see the success of local government elsewhere; they see what is possible; they ask for better services and greater participation; they want good governance; they want jobs and higher standards of living.

Good governance is not about managing better. It is about opening up new opportunities, reaching out more widely and deeply within the community, tackling poverty and unemployment, working across traditional boundaries, making best use of staff and elected representatives, managing performance.

Local authorities must be able to respond to this pressure. This is why leadership is important now.

Leading a municipality is a difficult business:

- There are a range of services to be delivered to the highest standards.
- There are relationships to local organisations, media, Local Government Association and Government to be managed.
- Local people must be satisfied.
- The municipality must be an attractive place to work if competent professions are to be recruited.
- Finance is always less than what is needed.
- Elected representatives must be supported in their role.
- The ethics of the municipality must be above reproach.

Managing such a complex institution, sustaining high standards and dealing with an ever-changing environment requires high standards of stamina and skill. This is why leadership is important now.



Trends in local government

Local government moves forwards (and sometimes backwards) at different rates in different countries. Modern local authorities reflect a move from a focus on delivering services to a wider emphasis on engaging the community, tackling major challenges (e.g. environmental pollution), making use of inter-municipal cooperation (IMC), working in partnership with the private and voluntary sectors, and ensuring strong local accountability.

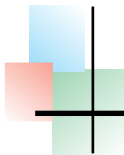
Local authority leadership needs to respond to these trends in local government (see box below).

Performance management is an important technique, and can drive up standards of performance in local authorities, if used well, in the light of those trends. It focuses on identifying the right objectives, harnessing the efforts of staff and delivering improvements. But as both standards and expectations of staff rise, the need for centralised control should reduce as excellence becomes the goal.

As centralised control reduces, the need for leadership at all levels increases.

Current trends in local government

1. Developing a range of techniques to engage local people and organisations in the work of local government, ranging from citizen surveys to regular feedback from service users, from corporate communications strategies to neighbourhood committees, from focus groups to e-government.
2. Engaging all elements of the community - ethnic minorities, youth, elderly people, people with disabilities and others outside the mainstream - and giving equal opportunities to women.
3. Recognising the growing awareness and intelligence of citizens and their demand to play a greater role in designing and evaluating services and in influencing the priorities for future economic, social, environmental and cultural development.
4. Recognising that services cannot just be delivered through individual service departments; rather, service provision must be 'joined-up' across departments with proper mechanisms of planning, coordination and evaluation and an emphasis on teamwork.
5. Acknowledging that staff are a municipality's most important asset, that if local government is to excel, staff must be motivated and enabled to give of their best, that they must be trained, trusted and supported with their own degrees of delegated authority, that they need to see local government as an attractive career with an attractive salary.



- 6 Determining that the only standard to aim for is excellence that local people and organisations have the right to excellence, and that poor performance is no longer acceptable.
7. Acknowledging that local government must rid itself of corruption, that decision-making must be transparent, that all processes must be clear, that any culture of impunity is eliminated.

How closely does my local authority reflect these trends?

Meeting the challenge

The challenge for each local authority is to deliver good governance by developing vision, capacities and practices to:

- make best use of staff and elected representatives;
- achieve high standards in a broad range of local government functions;
- increase the community's engagement with the local authority;
- deliver ethical local government.

Local authority leadership starts with the challenge.

The way the leadership responds to the challenge will be different in the light of both the institutional capacity of the local authority and their skills and attitudes. Even in local authorities where management is good, the more serious challenges, like poverty and unemployment, may still remain.

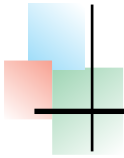
The bottleneck is usually at the top of the bottle.

If the local authority is to have a serious impact on these more difficult local issues, it may well have to change its approach. Change is a permanent factor in modern local government.

Local authorities must adapt to meet the challenges. Each local authority institution will be different. There is no right or wrong way; there are no clear solutions. Each local authority must find its own way. That is why good leadership is necessary, otherwise the challenge can be tackled with no more than good management.

The challenge and the institution are the first two factors. There is a third factor that will influence how the leadership might respond to the challenge; that is the set of skills, practices and attitudes of each individual.

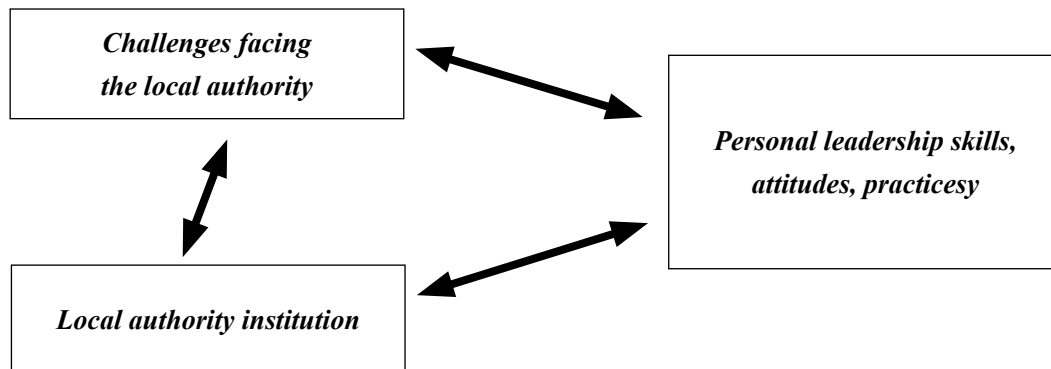
For example, some may prefer a head-on approach rather than a negotiated arrangement because, perhaps, their diplomatic skills are not so strong or they sense the need for quick and



strong action. Others may move forward cautiously because they prefer to reflect deeply before they take action.

The three factors look like this:

THE LEADERSHIP TRIANGLE



Good leadership builds on the dynamic between these three factors. A good leadership approach will differ in the light of each of these factors.

The challenge facing the leadership of local authorities is to deliver high quality services and good governance, and to foster economic, social, environmental and cultural development.



Criteria for the efficiency and effectiveness of a local authority

Corporate functions

1. *Vision and strategy*

- Develops a realistic vision and a set of values in consultation with local people and organisations, balancing short and long term requirements.
- Ensures that priorities reflect the ambitions of stakeholders and are widely shared.
- Develops and communicates policies and strategies, welcoming contributions from others.
- Monitors whether strategies and plans are being achieved, updates them to reflect changing circumstances.

2. *Political management*

- Mayor, Assembly and Executive develop strategic objectives and priorities after consultation with stakeholders.
- Elected representatives ensure close communications between the local authority and local people and organisations, and seek to represent their needs in local policy-making.
- Mayor and Assembly work well together, recognising and making good use of their respective roles and capacities in the interest of the community
- Mayor and elected representatives work well with officials, each respecting the role and expertise of the other. there is a proper balance of power between the Mayor and Head of Administration; communications between the political and executive sides are good.

3. *People management*

- Values all staff and elected members; helps them play a constructive role with proper support and resources.
- Applies effective personnel disciplines and promotes career opportunities.
- Delegates responsibility to managers where appropriate and supports innovation.

4. *Communication*

- Reaches out to all groups in the community, maintains dialogue and helps them become engaged with local government.
- Keeps elected members, staff and local people well-informed about its policies and performance, and consults them on its plans.
- Ensures all elected members are contactable and have the interests of local people at heart.



5. *Transparency and accountability*

- Leads by example, setting high standards of behaviour and performance.
- Decision-making arrangements are well publicised and understood so that they are open and transparent; committees are open to the public and their work is well documented and accessible to the public.
- Protocols exist for treating conflict of interest; a complete register of the interests of elected representatives is available.
- Procurement process is transparent and complies with regulations and local protocols

Service provision

6. *Planning and review*

- Have clear planning arrangements at community, corporate and service levels for both short and medium term.
- Demonstrates clear mechanisms for scrutinising the performance of local services.
- Assures horizontal coordination among services, with collaborative cross-boundary working.
- Reports clearly and in public on performance results and future plans.
- Consults elected members, staff and service users on the design of local services.

7. *Innovation and change*

- Challenges the status quo, and introduces new ideas and better ways of doing things.
- Seeks out good practice, disseminates lessons and provides learning opportunities.
- Uses project management effectively to introduce change and deliver specific goals.

8. *Service management*

- Manages services efficiently and effectively, in a way that delivers value for money, encourages staff to give of their best, and takes account of the views of service users.
- Uses objectives, priorities, performance indicators, standards and targets in all services to drive up performance, and monitors them regularly to inform policy and planning, and to demonstrate accountability.
- Compares its performance to the best in other authorities and sets targets for improvements.
- Carries out fundamental performance reviews of service provision in order to deliver real improvement.
- Has a well-developed and well-publicised complaints procedure that is accessible to all citizens through a range of channels; complaints information is analysed and used to improve services.



9. *Resource management*

- Financial planning is based on a multi-year outlook and finances are managed in a sustainable manner.
- Manages finance transparently to achieve maximum benefit, deliver value for money, and avoid unmanageable risk.
- Makes best use of assets.
- Ensures that resource management responds to the objectives and priorities of the local authority.

10. *Partnerships and cooperation with other suppliers*

- Secures opportunities for private companies and NGOs in the delivery of public goods and services.
- Encourages Public-Private Partnerships in activities where this arrangement can result in efficiency increase
- Contracts out services in domains where the inclusion of external providers can improve service quality
- Assures transparency and on-going monitoring of partnership arrangements.

Community engagement

11. *Citizen participation*

- Keeps citizens informed; requests, listens and responds to local views, and welcomes feedback on users' experience of services.
- Creates opportunities for local participation in the design and delivery of services.
- Develops neighbourhood bodies to ensure citizen participation in local decision-making.
- Encourages registration and voting.

12. *Alliance-building*

- Builds strong partnerships (e.g. for service delivery) with local organisations, with neighbouring local authorities and other local tiers of Government.
- Creates opportunities for local organisations to contribute to effective local governance.
- Makes best use of international opportunities for cooperation.

13. *Community leadership*

- Strengthens the capacity of the organisation to support the development of the community.
- Ensures substantial and on-going two-way communications between the local authority and its stakeholders.
- Establishes special institutions that can create a sense of common purpose and can tap into the knowledge, strategies and resources of all stakeholders.



- Facilitates contacts among partners, brokers initiatives and harnesses energy and resources for the better future of the community.

The challenges are set out in more detail in the box below; they are drawn from the Benchmark of an Effective Democratic Local Authority (Leadership Benchmark) prepared by the Council of Europe. Every Mayor is invited to use this Benchmark, whether through self-assessment, training programmes or peer review, to assess how well their local authority is performing against the criteria and to identify improvement action to be taken.

Building the institution

The means for meeting the challenge lie within the vision and capacities of the local authority institutions. Good leadership will focus on strengthening the organisation of the local authority. How do we recognise a strong local authority? The criteria set out in the following pages identify what makes a local authority strong.



Of course, the leadership should not think that tackling a challenge is up to them alone acting directly on the problem. It is the local authority as an institution that needs to develop the sense of purpose and the capacity to deliver effective services, good governance and community development, whether directly through its own staff or indirectly by working in partnership with other organisations.

This is the first task of the leadership of a local authority – to strengthen the institution so that effective action does not depend each time on the leadership itself but comes naturally from the organisation as a whole.



Working beyond administrative boundaries

A key dimension of a modern local authority is that it is no longer fully constrained by its administrative boundaries.

- It must be able to work in partnership with other institutions in the public sector as well as with neighbouring local authorities and the private and voluntary sectors to achieve shared goals.
- It must seek solutions to community challenges in line with the boundaries of those challenges.

Partnerships

Local authorities need to recognise that local government belongs to all the community; that the local authority is not just an institution looking after its own interests. Each organisation in the community has a stake and each organisation has something to offer. It is for the local authority to engage those organisations through a partnership approach to achieving the goals that they share.

For example, many NGOs can support services for youth and elderly persons but will need sufficient capacity; businesses offer jobs but need the right incentives and a supportive environment. Universities have capacity for relevant research and training programmes.

The strongest local authorities will harness the will and expertise of different organisations in a shared approach to the development of their community (see Section 2 for more detail on partnership-working with private companies and NGOs).



6. ON THE BEST PRACTICES COMPETITION – LOCAL GOVERNMENT BEST PRACTICES PROGRAMME IN HUNGARY

The Best Practices Program elaborated by Centre of Expertise for Local Government Reform of Council of Europe and adapted in many countries with great success, the Hungarian National Association of Local Authorities (TÖOSZ) adopted in Hungary and published the Call for Application in 2008 at the first time. The Best Practices Program in Hungary has got a short name in Hungarian: LÖGY.

In domesticating the LÖGY program in Hungary dr. Katalin Pallai in representation of Council of Europe and Katalin Sabján the Secretary of International Affairs of TÖOSZ took an important role. The competition of best practices was organized for the first time in Great - Britain in 1999, which was continued in every year with even more participants and greater success. On initiation of Council of Europe in 2004 eight countries - mainly from East and South-Europe - joined to the pilot program of England. In Hungary we published five years ago this program at the first time and since that time the program is developed with expanded content every year.

Aim of the program

The aim of the program is to identify the Local Governmental Best Practices and introduce them to other municipalities in the country and the creation of a knowledge base from the best practices.

Dissemination of new and innovative local solutions or rather the knowledge of such local government who owned a best practise could result in better public services and higher level performance in leadership among the local governments who are facing similar problems.

The knowledge transfer process initiated by the program however could not only help those municipalities, who receive new methods, but those as well, who owned the best practise. Surely the process of transferring the knowledge is not only realized by written information but with open days and consultation with other colleagues. These consultations provide possibility for receiving new ideas by the owner of the best practise for further development of their activities.

Besides getting awarded for Local Government Best Practise the local governments receive official acknowledgement of their which is regarded as a success for the employees and the inhabitants of the local governments as well.

The further results of the program is that it raises the awareness of state organizations to the necessity of support of innovations and better local government public service provision through strong and highly responsible local governments.



Prizes of the program

Those local governments can submit an application to the Best Practise Award, which possess in their own judgement on the relevant areas new and adaptable practise. In the given years winners receive prizes in form of financial grant or other forms of prizes from the relevant Ministries or Sponsors.

The financial grant could be used freely with the only condition that it is to be used for an aim which has some relevancies to the Best Practise. The grant could be used for example for a study visit of the people implementing the best practise, for improvement of municipal services, for purchasing new equipments or for training purpose.

By submitting the application to the Best Practices Prize the local government accepts in the frame of a contract established with TÖOSZ that its best practise will be introduced to other local governments too. In order to make it possible to disseminate the knowledge in a wider circle the winners introduce their best practices in the framework of workshops, professional conferences, study visits and online presentations. The program offers preparatory trainings for all of these purposes.

Initiators and responsible for the program

The LÖGY program was initiated by Centre of Expertise for Local Government Reform of Council of Europe together with Hungarian National Association of Local Authorities (TÖOSZ) who leads and implements the domestic program. From the beginning Association of Hungarian Villages, Association of Hungarian Municipalities and Ministry of Interiors are cooperating partners and work together with TÖOSZ.

In the last five years for shorter or longer period Dexia Kommunalkredit Hungary Kft., Open Society Foundation, Ministry of Environment Protection and Water Issues, Ministry of Social and Labour Issues, Ministry of Public Administration and Justice, Ministry of Rural Development, Ministry of Human Resources, Tempus Public Foundation, National Development Agency, Budapest Corvinus University and Energy Club Environment Protection Foundation sponsored the program.

Steering committee

The Best Practices of Local Governments Program is led by Steering Committee with the coordination and supervision of Hungarian National Association of Local Authorities. Members of the Steering Committee from the beginning are: the Hungarian National Association of Local Authorities, Hungarian Village Association, Association of Hungarian Municipalities,



and the Ministry responsible for Local Governments. The Steering Committee has different kinds of members depending on the actual topic of the call. A project manager nominated by TÖOSZ supports the Steering Committee. The Steering Committee decides with simple majority in all relevant cases.

The members of the Steering Committee have the rights and possibilities to offer decision makers to get involved in the work of the Committee, recommend experts to the Selection Panel and nominate those persons with common decision.

The Steering Committee identifies the criteria of call for application, terms of application process, selection process, and control the selection process of the Selection Panel. The Steering Committee accepts the training program, identifies the training possibilities and obligations of the winners, directs the wide range dissemination of the case studies, and actively supports with communication tools the implementation of the program, cooperates in the organization of the Award Ceremony.

The local governments experienced experts are delegated by the Steering Committee. The Selection Panel is supported in administration by the Hungarian National Association of Local Authorities. It is the task of the Selection Panel to evaluate the submitted application and make recommendation to the Steering Committee on the short list. The experts in cooperation with Hungarian National Association of Local Authorities and its project manager take part in identifying the topic of the call for application, creating its detailed description, identification of criteria and terms, creating short list for local visit from the best practices. They participate at site visits and preparation of selection the best practices.

Terms of winning the prizes

Evaluation criteria of practices submitted to the call for application in the best practices program:

- ♦ **SUCCESSFUL AND WELL KNOWN.** Any best practice will be a “success story”; it will have a positive effect within the municipality or the local community; it will fully achieve its objectives. The best practice should be based on cooperation, it has to be accepted and well known by local stakeholders.
- ♦ **TRANSPARENT AND OPENNESS.** The practice must be fully transparent; documents and data must be clear; the context must be understood; the staff and service users must be able to explain the practice and the reasoning behind it. Did the local government try to involve local stakeholders?
- ♦ **ADEQUATE.** It must be seen to have met the given challenge, to be adequate to the circumstances. It must be appropriate. Adequacy can best be measured against the strategic goals of the municipality, as set out in the Local Development Strategy.



- ♦ **EFFECTIVENESS.** Did the best practise result in significant and measurable development, in effectiveness?
- ♦ **SIGNIFICANT.** Has the best practise contributed to the solution of one or more problems of the local government? Does this problem exist in more municipalities and is the solution unfamiliar with many local governments?
- ♦ **SUSTAINABLE.** A Best Practice should not be a single event. It should be sustainable. For example, whereas the most efficient one-off clearing of rubbish from the pavement is not a Best Practice whereas the systematic collection of waste from households can become one.
- ♦ **REPLICABLE.** Is it possible to adapt the best practise in another municipality without any difficulties?

Selection process

Hungarian National Association of Local Authorities produces summary on submitted applications, from which the Selection Panel creates short lists in all topics with recommendation for site visits.

The project manager visits with one or more members of the Selection Panel the local governments applying for the Prizes. The visitors request from the local leaders to introduce their best practise so that they can include those parts of their activities related to the best practise as well which was not part of the case study, but could be important from the point of view of the program.

Before the selection the winners, based on the site visits the local governments will be invited to the final conference and competition where they can present their best practices before a wider audience. The Selection Panel and the Steering Committee is participating at this conference and they decide together on the winners of the Prizes of Best Practices of Local Government Program.

Award ceremony

The program is closed by a one or two day conference where there is a wider audience from professionals. During the final conference and competition of best practices the relevant government institutions present their point of views and programs. At the ceremonial award event Ministers, leaders of Ministries take part with wider media publicity.

Dissemination of best practices

The applying local governments after winning the prizes sign a contract with Hungarian National Association of Local Authorities. In this contract the parties fix the methods and channels for disseminating the best practices to the other local governments.



The directors of the program provide information and consultation the communication of the best practices.

The winner local governments accept to introduce their best practices with inviting fixed number of participants from other local governments. The transfer of knowledge could be a further source of information because the owner of the best practice could gain new ideas from the dissemination event and dialogue.

Hungarian National Association of Local Authorities and participating organizations through their own channels disseminate the best practises, thereby supporting municipalities, who offer solutions for the given problems.

How to apply?

Every Hungarian local government could win the Prize of the Best Practices Program of Local Governments. The local governments could apply with filling out the application form, which could be downloaded from the following website: www.toosz.hu. The filled out form have to be signed and sent to TÖOSZ (1386 Budapest 62. Pf.: 908.) in one original and one copy. The applications have to be sent electronically to the following address: palyazat@toosz.hu.

For the application it is allowed to submit supportive documents, publications, photos (preferred to upload to the website of the local government and send only the link). With submitting the application the applicants contributes for free using the different materials by TÖOSZ and its Partners.

The application deadline is determined by the Steering Committee at the same time when the call for application is published for the relevant year.



7. OTHER CAPACITY BUILDING PROGRAMS OF TÖOSZ

- ♦ MAYORS ACADEMY,
- ♦ COUNCILLOR TRAINING PROGRAM,
- ♦ SHARING EXPERIENCES PROGRAM,
- ♦ PREVENTION THIRD PARTY VIOLENCE AT LOCAL LEVEL PROJECT,
- ♦ MANORKA PROJECT,
- ♦ MAFIS PROJECT
- ♦ LG4CBC PROJECT

7.1. Mayors Academy: Title of the project: “Local governmental capacity-building program based on Norwegian experiences 2009-2010”

For the call for application we prepared a project proposal in 2006 together with the Norwegian Association of Local and Regional Governments (KS) and Budapest Corvinus University Faculty of Public Administration Sciences with the title “Local governmental capacity-building program based on Norwegian experiences 2009-2010” which implementation served as a basis for creation of education system of elected representatives of local authorities through Norwegian examples and Hungarian experiences.

Project partners: Project Promoter: Hungarian National Association of Local Authorities (TÖOSZ), first partner: Norwegian Association of Local and Regional Authorities (KS), second partner: Faculty of Public Administration Sciences of the Corvinus University

Objectives of the project: more efficient and transparent public services provided by local governments; encouraging local-governmental developments; strengthening local democracy; implementation of equal chances for women and men at the local governments in the area of employment. Elaboration of the capacity building systems of the local governments, which facilitates the improvement of management approach and professional competence.

Sustainable training system for Mayors elaborated for the long run: operation of the Mayors' Academy.

Activities: 1) Establishment of the Mayors Academy
2) Local-governmental bench-learning program: workshops on best practices and experiences from local governments on four areas: education, social care, health care and environment protection
3) Training for locally elected representatives
4) Project management and publicity



Within the first component of the project we established the Mayors Academy, which will run by TÖOSZ and Corvinus University on the long term based on Norwegian methods with close professional cooperation.

In the frame of the project in 2009-2010 as a pilot year was started the education in three groups with 20 participants each based on the preliminary education of the Mayors, so that altogether with 60 Mayors were participated from October 2009.

The participation in the pilot classes was free of charge.

The duration of the training was 10 months, monthly two days: on Friday and Saturday in Budapest, venue was: building of BCE KIK on Ménesi Street.

The content of the training: 10x2x8 lessons (1 lesson=40 minutes). In the first part of the lesson days based on preliminary education of the Mayors in 3 groups was presented the theoretical part, which was followed by practical session in the afternoon in 3 groups too.

From the 10 sessions 5 sessions were conducted with interactive method in a form of training in 3 groups.

7.2. Councillor Training Program

TÖOSZ and its Norwegian sister organization KS (Association of Norwegian Local and Regional Authorities) created through cooperation a program with name of Councillor Training Program which was supported by EEA and Norwegian Financial Mechanism similarly to the Mayors Academy.

After the local elections we waited for the application of local governments, which needed the training for the elected body of the local government. Because of the legal changes there were created many elected bodies with only 2 persons in the small villages, for them it would have been meaningless to organize separately training sessions. Therefore these local governments took part together with other local governments in the program. Based on rationality the basic principle of the program is that trainers travel to the elected body, or rather to that venue, which was selected by the local body for the training. The minimum number of participants was 12 and the maximum was 20 persons per training.



The trainings could be held in any composition: for example one or more local government involving the external members of the committees, experts with guarantee of the minimum number of participants (12 persons):

- together with the elected representatives of the other municipalities from the micro-region;
- with or without the leaders of the office of the local government.

Thanks to the support of the EEA and Norwegian Financial Mechanism the first 20 applicants TÖOSZ members could participate free of charge at the training program, they had to provide only the venue for the training. We recommend more options regarding the venue of the training: it is an advantage if the training venue is in the municipality because of the possibility for saving costs (accommodation and meals).

It is much more difficult to provide the continuous participation of the people, yet this is very important in terms of usefulness of the training. TÖOSZ could organize and implement the training at an external venue too, if the relevant local governments take the responsibility to provide the costs for that. We tried to identify accommodations which have reasonable prices with appropriate environment. Seeing that these representatives will work together hopefully in the next 4 years, the external venue is better because their participation is guaranteed and they will know each other better during the 2 or 3 whole days spent together.

With the permanent support of the Norwegian Association of Local and Regional Authorities (KS) the Steering Committee created the content of the training. With regard to the Hungarian specificities the process of the training was elaborated and the content of the booklets with background information for the participants were created. The training for elected representatives free of party politics is open for everyone and every organization, who would like to support the local democracy and the professional preparedness of local governments. At the interactive training sessions the participants could obtain basic information regarding the duties, rights and competencies in connection to their position and they can develop themselves further through this information.

The aim of the training is that by way of shaping the attitude and the behaviour of the elected representatives it should give incentives to the development of local democracy, communities as well as the quality of the services delivered to the citizens. The objective is to strengthen the confidence of the representatives in themselves in the community and in the local-governmental principle, furthermore to strengthen their respect towards each other and their ability to co-operate. Thus the programme has a double target: on the one hand it provides new or newly elected local-governmental representatives with basic knowledge (legal system, representatives, their roles and responsibilities, possibilities), on the other hand it would support



the development of the local-governmental principle through distributing examples of best governmental practices and support the development of the local communities and the local democracy.

The method and duration of the training: within four months after the local elections two intensive days. The applicant local governments are provided by us a one-day training annually (with payment of further costs) to refresh the obtained knowledge. As a part of the training we provide booklets free of charge, altogether 7 booklets were produced. From the 7 booklets 3 were printed out, and all of them could be reached from the website of TÖOSZ.

In connection to the training the following booklets were prepared:

- Fundamental knowledge on democracy, citizenship and constitutional principles;
- Municipal leadership;
- Municipal planning;
- Municipal management;
- Operation and development of local public services;
- Social dialogue on local level;
- The organization and operation of the local government – the principles and rules of the work of a locally elected representatives

The modules are in connection to these booklets, which are make up the training. Since we would like to provide tailor-made training for each local government, the trainer travels to the municipality before the training sessions and discuss the priorities and important cases with the leadership of the local government. It is important to emphasize that they will not elaborate concrete local cases during the sessions, since the aim of the program is to teach participants their roles, responsibilities and competencies within the local government.

7.3. Sharing Experiences Program

About the method

The programs with the aim of sharing experiences among local governments are important in the capacity building component of TÖOSZ, as they are among the most important tools for networking and information flow between the TÖOSZ members.

The method enables for the leaders and public servants of local governments to learn from each other and to impart their knowledge and in this manner they can improve the quality of public services, own skills and motivation. An opportunity presents itself to create professional cooperation between the local governments with useful information, we can gain usable results and last but not least a professional network could be created, we can build on continuously in the future.



The implementation of Hungarian sharing experiences program among the local governments is based on the method developed by Norwegian Association of Local and Regional Authorities.

With the implementation of the method our aim is to gain useful data of relevant professional areas, as well as to gain results for further services for other local governments.

As a result of the creation strategy for TÖOSZ the ability of the interest-enforcement of the local governmental sphere will be stronger, the information flow and the local democracy will be developed. By this means, we provide opportunity for development for the underdeveloped areas as well.

Learning from each other is one of the most effective methods for learning, which enables to connect the theoretical and practical knowledge and at the same time to develop the individual skills and motivation too.

This technique has a great advantage over other kind of sharing experiences (conference, seminar, publication) that it focuses on the learning based on direct and individual demands and features.

This method is used in Hungary in the sphere of local governments rarely and mostly accidentally, whilst in the developed democracies it could be seen as a sound tool for local governments.

One of the weaknesses is the lack of modern management and leadership tools and the lack of team work in the Hungarian local public administration. At the same time, we can explore a considerable demand for further development and professional trainings (see the research of TÖOSZ from 2006: 100% of the answerers would need professional further training). With the help of learning from each other, the bench-learning could help the development of the Hungarian public administration, so that it nears the efficiency and effectiveness of the private sector, of course while taking into consideration the specificities of local public administration.

Through the sharing experiences method it will be possible to identify by the TÖOSZ member local governments the advantages, disadvantages of certain cases, the problems and the possible solutions and implementation techniques.



The implementation

The sharing experiences programs were implemented in previous projects of TÖOSZ on the one hand in the area of public services based on institutions – public education, health care, social care – and environment protection – energy issues (Norwegian capacity-building project) on the other hand in the Slovak-Hungarian Cross-Border Cooperation program between two Slovak and two Hungarian local governments.

In the sharing experiences program of the Norwegian capacity-building project the selection of the local governments in the area of public services based on institutions was implemented by call for application, in the area of environment protection – energy issues we selected the participants based on a survey. Altogether 16 local governments took part – four local governments in each of the areas.

In the first place a starting meeting was held in each of the professional areas, where the representatives of the relevant local governments – Mayors, Notaries and leaders of relevant professional areas - identified the aims of the program.

In each of the areas altogether four visits were held. The inviting local government introduced the municipality and presented the relevant topic thereafter they organized a discussion and a site visit.

The inviting local governments defined the circle of the participants for the relevant working group meetings. The working group meeting was led by moderators involving experts, who recorded and summarized the results of the sharing experiences.

Then in each of the topic the visits were held in all four local governments, than there was a closing forum organized where the experiences and proposals were drafted and assessed. We published the results in booklets with name of “Jótár” (Best practices storage).

In the Slovak-Hungarian Cross-Border Cooperation program two Slovak and two Hungarian local governments took part at sharing experiences program.

The participating local governments introduced mutual visits the relevant best practices with concrete result-indicators. During the short visits the local governments shared their experiences and got to know each other's situation.



7.4 Prevention of Third-Party Violence at Local Level Project

The four project partners have been working together since the end of 2012 for the prevention of violence against local authorities and their employees. The partners of the cooperation led by TÖOSZ are the Trade Union of Public Servants and Municipal Employees (MKKSZ), the principal Norwegian partner is the Norwegian Association Local and Regional Authorities (KS) and the Norwegian Union of Municipal Employees (Fagforbundet)

An important aim of the project: the exchange of Norwegian-Hungarian experiences in this theme, the development of three-partite dialogue and the creation of decent working conditions in the municipal sector. The participants of the program find it important to be prepared to step up against and prevent violent actions committed by a third party.

In the framework of the project (based on the results of the researches of the Local Monitoring Ltd., thanks to the active participation of experts, local authorities, TÖOSZ and MKKSZ and due to the conclusions of the methodological guide published in the framework of the project) a lot of experiences, ideas, proposals were gathered concerning those real measures, organizational solutions with the help of which client-based violence may be reduced. The result of the common work is an adaptable strategic model that is based on Norwegian methods and serves as a common starting point of local authorities to prevent and treat client-based violence.

Six local authorities of different type and size participated at the pilot activities of the project (Budapest 16. District Local Authority, Pápa Town Local Authority, Berhida Local Authority, Alsóörs Village Local Authority, Town Local Authority, Törökbálint Town Local Authority). As a result of a third-day pilot training and a professional work shop the local authorities made concrete steps at the prevention and protection of third-party violence and they started to alter the local regulations through the cooperation of the employees' and employers' sides.

Based on the results of the 6 pilot projects we created a national network that can efficiently support municipal offices that wish to act for the prevention and treatment of third-party violence.

As a part of our programme a detailed strategic guidebook was created for local government offices as a type of practical help for the prevention, process and regulation third-party violence. The local governments applying this handbook may start the work based on their own intention and may be linked to the national network, in which the actors take up an active role in the theme of the prevention of third-party violence.



7.5. MANORKA Project

Title of the project: Capacity-building in municipalities through Norwegian-Hungarian co-operation, **Duration of the project:** 25th September 2013 – 30th April 2016 Supported by Norway Grant (2009-2014), **Project Promoter:** Hungarian National Association of Local Authorities (TÖÖSZ) www.toosz.hu, **Main Donor Partner:** Norwegian Association of Local and Regional Authorities (KS) www.ks.no, **Donor Partner:** VOX, Norwegian Agency for Lifelong Learning www.vox.no, **Partners:** Hungarian Village Association (MFSZ) www.faluszovetseg.hu, National Association of Small Cities (KÖÖÉSZ) www.kisvarosok.hu, Association of Life Long Learning (SZETT) www.nyitok.hu, Trade Union of Hungarian Civil Servants and Public Employees (MKKSZ) www.mkksz.org.hu, Ministry of Interior (BM) <http://www.kormany.hu/en/ministry-of-interior>, Ministry of Public Administration and Justice (KIM) <http://www.kormany.hu/en/ministry-of-public-administration-and-justice>, Ministry of Human Resources (EMMI) <http://www.kormany.hu/en/ministry-of-human-resources>

Aim of the project:

- reduction of economic and social disparities in the EEA through different capacity-building tools based on Norwegian/KS and VOX experiences;
- strengthening of bilateral relations between Norway and Hungary through aiming to establish opportunities for personal contacts and professional cooperation on the most important areas of municipal operation both of the countries.
- The project involves the Hungarian and Norwegian Ministries with major impact to local governmental operation: the Ministry of Interior, Ministry of Public Administration and Justice, Ministry of Human Resources from Hungary.
- The project adapts the successful Norwegian social dialogue model both on local and on national level: we will create effective cooperation on national level between the local government associations and governmental organizations, and relevant trade union; and on local level with relevant stakeholders as well.

Gender equality from Norwegian and Hungarian perspective

The Gender Equality Working Package (WP4) is a very important part of our MANORKA „Capacity-Building in municipalities through Norwegian-Hungarian cooperation” project in the framework of which we lay special emphasis on the strengthening of women’s role in public life and the search for such municipally supported opportunities that contribute to work-life balance in the case of women..

In order to implement the activities of the working package we created a working group consisting of woman elected representatives. According to our original plans the members of this working group would have been 40 but as a result of great interest on the part of elected repre-



sentatives we started our work with 61 persons. In the course of the implementation of activities within WP 4 we closely cooperate with all the project partners.

Aims of the working package are as follows: members of the working group work for the creation of gender equality and equal treatment while providing examples through their own role-taking in public life; they strengthen cooperation among women, promote woman participation in local public life and contribute to the process of women participating efficiently in local decision-making procedures. The integral parts of the undertaking of these aims are the identification, selection and promotion of best practices in the theme of gender equality.

Various activities take place in the working package; they are described in what follows. In order to receive a complete picture of the updated situation of gender equality at a local level, preceding and following Hungarian local elections a survey is conducted on woman participation in local public life and local governments.

We organize a pilot exchange programme with the participation of five Norwegian and five Hungarian elected local representatives in order to get to know Norwegian municipal best practices in the field of gender equality. The pilot programme starts with a three-day preparatory training in Hungary then is followed by a study trip to Norway. The elected women representatives from Hungary participating in the programme travel to their Norwegian colleagues to study the implementation of Norwegian best practices on the spot. Based on good examples seen in Norway, the Hungarian elected women representatives elaborate pilot project activities in the field of work-life balance through the support of their Norwegian partners. The results of the pilot projects will be presented in a final study.

Members of the working group share their experiences on gender equality in the course of meetings and take part in lectures on this theme. We will organize a further study trip to Norway in which apart from women local elected representatives, Hungarian governmental representatives and experts will also take part. In the course of this study-trip a workshop will take place to compare gender equality politics on a local and national level in the two countries. Professional experiences of the whole working package will be presented in the framework of a closing conference.

The implementation of the activities within the working package started on 25 May, 2013 in Mátraháza at our project-opening ceremony.

This is where our Gender Equality Working Group was established, the members of which participated in a two-day workshop. In this event members of the working group discussed and adopted their Organizational and Operational rules and questions of the first national survey were determined.



At the working-group meeting we heard a presentation of Norwegian gender planning and got to know Norwegian examples of legislative measures supporting work-life balance from the leading expert of the Norwegian Association of Local and Regional Authorities, Gunnbjorg Navik. We learned that it is in Norway where the highest level of employment of women between 25 and 66 exist, 75% of women with children less than 3 years work and 84% of women with children between 3–6 work. Due to the modern childcare system and the efficient legislative regulation, Norway reached the aims set in EU 2020 Increase and Employment Strategy. Woman participation in public life is also significant: 40% of members of National Parliament are women, 50% of ministers, 38% of local elected representatives, 36% of mayors are women. A very advantageous situation may be seen in the economic sphere, where 40% of heads of companies are women. Zsuzsa Sebestyén representing the Ministry of Human Resources talked about the Equality Plans. On the second day, the TÖÖSZ Women Mayor department celebrated its 25th anniversary, where Sándorné Zsíros, the head of the department talked about the activities of the department, Dr. Emese Gasparics, Deputy Secretary of State informed those presents about the correlations of national and local legislatives governing gender equality policies, whereas we got to know good examples from the presentations of Seres Mária, Mayor of Mátraverebély and Margit Pergő, mayor of Berhida.

The next meeting of the working group took place on 18 February in Budapest. In the framework of the meeting Mária Vass, mayor of Bojt presented her experiences concerning public employment and equal opportunities. At the village with a population of 546 people, 320 people capable of work live and half of them are unemployed. The village provides public employment opportunities for 122 people, the committed leadership of the village works independently through small steps for the decreasing of local poverty. They established a social cooperative recently that deals with the herb cultivation. Thanks to their active cross-border relations, they organize camps for children; they also started several agricultural activities as they have very rich soil. Following the presentation, a very vivid dialogue was started about the relationship of public employment and gender equality.

The preparations for the Norwegian-Hungarian pilot programme started in February, 2014. In our pilot programme we were looking for five Hungarian woman elected representatives that speak English at an advanced level and are interested in or already participated in work dedicated to the creation of gender equality. The selection of the Hungarian participants took place in two steps, firstly based on a written motivation letter, secondly through a conversation in English. The decision on selection was made with the help of two independent representatives of the partners Nikolett Gaál (KIM) and Zoltán Várkonyi (ALL) and the representatives of the KS. The selection criteria were: knowledge of English, professional motivation, local support for the implementation of a pilot project. Meanwhile the Norwegian partner also selected the five Norwegian partner municipalities. The selected Hungarian participants: Violetta Németh, elected representative of Bük, Zsuzsa Rujp, deputy-mayor of Etyek, Erzsébet Pénzes, mayor



of Hidegkút, Ágnes Zakar, elected representative of Szentendre and Andrea Füzy, elected representative of Abasár. The preparatory training for the pilot project was organized in Budapest in the end of April, 2014 where mayors of participating local governments were also invited. The study trips of the Hungarian partners to Norway took place in June. In the course of July, August, the Hungarian pilot participants elaborated their plans for a pilot programme through the help of their Norwegian partners and presented them in the framework of workshops organized locally where the Norwegian partners were also invited.

In order to help the work of woman local elected representatives in their public life, in the working group meetings we plan to get to know and present good examples in gender equality in Hungary, as well as foster the promotion and discussion of European good practices. Our basic aim is that our working group through the support of the activities of the working package become a thought provoking, innovative, approach forming organ in the work aiming at the creation of gender equality.

Gender Equality Pilot programmes in Hungary and in Norway

In the course of the preparatory training of the pilot programmes (28-30 April, 2014) five elected Hungarian and five elected Norwegian representatives took part: from Hungary, Zsuzsa Rujp, Ágnes Zakar, Andrea Füzy, Erzsébet Péntes, Violetta Németh, from Norway Bjørng Tingstad, mayor of Fosnes, Hege Nordheim-Viken, mayor of Høylandet, Grete Bækken Mollan, deputy-mayor of Steinkjer, Eva Søgnebotten, deputy-mayor of Stange, Marit Voll, local representative of Verdal. KS was represented by Gunnbjørg Navik, international expert and Marthe Leistad Bakken, international coordinator. TÖOSZ was represented by dr. Gábor Zongor, Secretary-General, Sándorné Zsíros, mayor of Alsózsoltca, Head of the TÖOSZ Women Mayors' Department, Katalin Sabján, project manager, Mónika Balla and Veronika Krausz, professional coordinators. Zsuzsa Sebestyén representing the Ministry of Human Resources also participated at the meeting. In the course of the meeting the participants got a glimpse into the local government systems of the two countries, the central legislations of the two countries related to gender equality and best practices at local level concerning work-life balance. Several vivid exchanges of experiences, opinions, discussions took place related to challenges and possible solutions in the field of gender equality. The participants defined the concepts and focus of their study trips to Norway.

The cooperating municipalities are: Fosnes-Hidegkút, Abasár-Hoylandet, Etyek-Verdal, Szentendre-Stange, Bük-Steinkjer. The focuses, themes of the study-trips were the following: taking into consideration gender criteria while building up the organisational structure of work in the office, reintegration of young mother into the job market following the maternity leave, capacity-building of women politicians, creation of work-life balance, division of work in the field of farming, analysis of the differences between the two countries childcare system,



opportunities of the redefinition of traditional roles, fight against stereotypes, early education of children, teaching children stereotype-free thinking. As a result of the study trips Hungarian pilot participants made plans to implement the Norwegian examples at home; they presented their results in the form of international workshops and promotional materials in the beginning of September.

The work of the pilot participants were all along supported by the mayors of each municipality, this support was indispensable for the success of their work. The website as well as the quarterly, Önkormányzat present the results of these pilot programmes in its relevant articles.

Strengthening of cooperation of township and local government offices

Organization of professional consultations in every counties (January-April, 2015), a concluding conference will take place in April, 2015. In parallel to these consultations, our professional working group elaborates a two-day training material focusing on the professional framework of cooperation. We select trainers who will hold trainings in at least 100 townships for the leaders and employees of the township offices and local government offices on the framework of cooperation. All project partners actively participate in this work.

Efficiency Improvement Network in Norway: improvement of users' satisfaction and quality through more efficient resource management

Presentation of Efficiency Improvement Networks

The Norwegian Association for Local and Regional Authorities (KS) has offered its members the opportunity to take part in Efficiency Networks since 2002, and since then more than 350 Norwegian municipalities have taken part – some in several networks. Through the networks KS offers the municipalities an arena for analysis of their own operations, comparison and learning – from the results of the analysis of oneself, as well as from others. The network methodology is particularly concerned about whether there is a relationship between inputs and results. In the course of the previous years the Norwegian local governments assessed those areas where improvements were necessary: planned and implemented measures in the areas of school, kindergartens, child-care, construction, elderly care etc. The focus of the methodology of the efficiency programme is to find out whether there is a suitable relationship between input resources and results, whether invested energy-sources are in proportion with the attained results in the course of public-service provision.

The local governments participating in efficiency network programmes map and analyze the efficiency of given services, their availability, quality and feedbacks from the user.



Network methodology

One network usually consists of 4-8 municipalities, and focuses on one service only. It is important that the same people meet during the network cycle, in order to obtain continuity and sustainability. It is also important that the members of the network bring the learning back into their organisation.

Each network has a moderator, who has competence regarding indicators and surveys, but also with a high degree of enthusiasm and the ability to facilitate good discussions among the members. One of the success criteria for a network is to allow the municipalities enough time to discuss among themselves and share experiences. The members of a network compare themselves with each other, learn from good examples, and initiate improvements in their own municipalities. We call the process “Bench learning”: comparison of data on services in the chosen areas; comparison of efficiency and quality with others; exchange of experience and learning on a mutual level; goals for improvement after mapping; identification of best practices and the comparison with oneself over time, for continuous improvement.

The network looks at the service from two perspectives: (i) the quality that we can measure with indicators – the amount of time spent on executive work, user results, availability, coverage and so forth – and (ii) the quality that is perceived; the experienced quality of users and employees. Over the several meetings that are planned for the network, these elements will be looked at: One meeting to look at what the indicators show, a meeting for survey results, a meeting to see them both in combination.

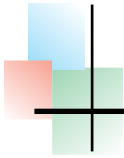
The moderator prepares the analysis of the findings from the indicators collected, or the survey results, for each meeting, showing similarities and differences in coverage, productivity and efficiency between the municipalities, as well as preparing hypothesis and possible explanations for these differences and similarities. The network’s focus should be on good practice throughout the meetings.

At the end of the network cycle the members of a network will develop an Improvement Plan of the service in question, based on the findings and discussions.

What do municipalities gain by participating in an efficiency network?

Research shows that municipalities that have taken part in networks have benefited from this through better insight in their services, thus a better basis for leadership, management, decision-making, changes in resource priorities, within the existing financial framework.

- Better insight into their services and a better basis for resource re-allocation and prioritisation
- Improved foundation for setting goals, efficient management, leadership and decision-making



- Increased focus on the user and employee – a more holistic approach to the service
- Better decision-making, within the existing financial framework

More than 70 % of the municipalities that have taken a part of the networks have made use of the networks in their discussions for changing the allocation of resources between service sectors, as well as using information systematically for their on-going management, planning and monitoring – within the existing framework.

For the networks to work optimally there are certain success criteria that have to be in place: it has to be supported at the top leadership/management level; it has to be given top priority; information has to be provided in the organisation as well as to the inhabitants; there has to be a degree of participation within the organisation; the political level will have to be kept continuously informed; and there needs to be a willingness and motivation to learn, as well as teach, others.

There is no need to have completely similar municipalities in a network, research has shown that with different municipalities (as regards to size and other possibilities) the dynamics are different, and the members learn more. However, there are of course some municipalities that have particular challenges, and a network for them can also be organised – on specific themes. For instance, KS offers the larger cities in Norway a network, just for them, but this does not mean that some of the larger municipalities also participate in other networks.

The aim of the network is to provide the given services for the users at an improved level from the same or lower level of financial sources. Similarly to the other countries of the world, local governments in Norway also face more and more serious financial challenges in terms of financial framework. At the same time the results of Efficiency Networks show that by undertaking the necessary steps more efficient source-management and the acquiring of better user feedbacks becomes possible. The participating local governments have more active dialogues with the users and put a greater emphasis on the users' side in general as well, whereas they also apply more efficient management methods.

Important elements of the method are dialogue and openness, local governments within the network talk about their bad results besides the good ones, they accept the assessment, measuring of their services and their comparison to the other local governments. Active, open communication with the users of the service, critical consideration of the results by the local government itself strengthens citizen confidence in local government services.

Network results contribute the success of the dialogue between elected representatives, the negotiations of local government leaders, to quality decision-making and objective defining procedures. The Norwegian KOSTRA system is a national information data-base that contain



uniform data concerning the whole spectrum of local government and county local government activities: e.g. finances, education, health care, culture, environmental issues, social care, housing, technical services, transport. The database visibly illustrates the given priority areas, the effectiveness and the level of financing. The efficiency networks undertake comparisons based on KOSTRA data, this practice has a productive effect on the local level: in the course of the last few years, the willingness of local government towards punctual data provision has been increasing gradually.

Thanks to Efficiency Improvement Networks more and more local governments set as objective the strengthening of user approach, from the local governments participating in networks:

- 65% of municipalities increased user focus in service provision
- 85% of municipalities increased their management and follow up competence within service provision and resource usage
- 70% of the municipalities developed management and follow up systems

Investigations also show that few municipalities have goals linked to productivity improvement. The Efficiency Improvement Networks will therefore increase focus on productivity in future work.

The operation of networks aiming at the improvement of child-care services illustrates well the methodology of the Efficiency Improvement Network. Based on the data of the KOSTRA system the services of the given child-care systems were compared to one another, correlations between the number of users and the quality of services were established. Most local governments wished to improve their services from the users' side. The local governments working in this network prepared researches in the circle of users on the quality of services. The most important tools of these researches were the interviews prepared with the parents and the closest relatives of the children and the written descriptions of the same groups. Several local governments created new communication sets and methodology, in several cases they contacted directly the parents and helped them with advice on the raising of children, they also put emphasis on the creation of smoother and more cooperative communication of families and employees working in child care. It also became clear that cooperation among the different municipal institutes should also be strengthened. A very important element of this work was the openness with which the participants of the network presented the positive and negative characteristics of the services, which raised the unconditional trust of the users.

An important tool of the Efficiency Improvement Network is the website created for the local governments by KS (www.bedrekommune.no). All local governments may assess their results with the help of this portal (quality, productivity, availability, users' satisfaction) and they may compare their performance to that of the others. The mapping of network municipalities also



shows increased competence in the use of the KOSTRA system, many municipalities set up their strategy and steps of the management process while taking into account the data of the KOSTRA system. For the increasing the efficiency of the use of KOSTRA data, KS provided proposals for several changes and the introduction of new criteria. New developments are expected in the portals, the creation of an interactive surface, where local governments may put questions concerning the use of data while taking into consideration local specificities is on its way.

Prepared based on documents of KS on the network: The EFFICIENCY NETWORK METHODOLOGY, THE EFFICIENTCY IMPROVEMENT NETWORKS, Norwegian Municipalities' largest reorganizing project, improved user satisfaction and quality through better resource utilization – Experience from 300 municipalities

7.6. MAFIS project – the renewing of financial management of local governments

The project Manažment financií samospráv (MAFIS) was launched in compliance with the project proposal which had the official start on 1 March 2013. Project leader was ECM- European Centre of Management, Hungarian Lead Partner: Local and Regional Monitoring Institute (LRMI), associated Partners were from Slovakia: Local Government Development Centre, Association of Finance Officials from Slovak Republic, Slovak City Managers Association, Institute of Public Policy, Faculty of Social and Economic Sciences, Comenius University.

MAFIS is an educational project, which aims to contribute to the development of management capacity in government financial management and deepen cooperation among key institutions of government in the Hungarian and Slovak side. We aimed with our project to support the co-operation of public institutions between the two sides of the border, promotion, exchange and development of the Slovak and Hungarian education models; with the help of best practices, multilingual education plans and common training and exchange programs.

The preliminary of our project was the USAID previous project in the region, which aimed the financial management of local governments in Slovakia between 1996 and 1998, which was implemented by ICMA (International Association of City Managers). The results of the project supported by UN HABITAT too were training materials, pilot trainings, and establishment of Association of Economists of Public Administration in Slovakia. Years after it is required to update the training materials, it is necessary to complement with the specificities of financial management of local governments because of the EU conditions, new group of educated trainers has to be created for the Slovak and Hungarian groups of elected representatives, and the network of experts and elected representatives have to be strengthened. Respect to the effectiveness and development we provide the opportunity for using e-learning tool during the training program of local governmental financial management. In Hungary legal changes are there



in the system and direction of local governments which gave opportunity for further trainings in the scope of elected representatives and public servants.

Among the direct target group we could find: experts of local governments, leaders of local governments, financial management of the municipalities, possible elected representatives of county governments. Indirect target group: members of financial committees of local governments, who are interested towards the program, teachers from colleges and universities and other professionals from the area of financial management. All of the target groups had the opportunity to join the program, as the member of the working groups, author of new training materials, trainers, participants of pilot modules, author of e-learning materials.

The sum up study and training materials as the results of the project could promote wide range of local governments in budgetary planning and renewing the finances of local governments.

7.7. LG4CBC project „Capacity-building for Local Governments for the effective cross-border cooperation”

The project, under the acronym LG4CBC, reflects our common aim, which is strengthening the cross-border cooperation between our countries through our towns and municipalities.

About the preliminaries

On 29 March 2012 the Joint Monitoring Committee (JMC) of the Hungary-Slovakia Cross-border Cooperation Programme 2007-2013 decided the support of the project, which was developed with the Slovak National Association of Local Authorities (ZMOS).

About the Partnership and preliminaries of the project

ZMOS and TÖÖSZ are in excellent partnership for years: the two organizations play the same role in their own country. TÖÖSZ had a common project with the Norwegian Association of Local and Regional Authorities with the aim of creating the Hungarian capacity-building system for the local level. TÖÖSZ proposed in a common meeting to extend this program together with ZMOS with the aim of strengthening the cross-border cooperation between the Slovak and Hungarian local governments. ZMOS agreed and proposed to involve the common work for establishing statements for protecting interests of the Slovak and Hungarian local governments on European level. Leading Boards of TÖÖSZ and ZMOS decided to apply together. ZMOS and TÖÖSZ worked together in CEMR to develop twinning relations between the countries. In October 2011 we met again with the aim finalizing the content of the application.



This very active working day ended with common agreement on the details. In the meantime the project managers of the two associations prepared the logical frame, timeframe, dividing the responsibilities and tasks. The Partners agreed on the budget lines and the dividing on preparatory work.

Aims of the project

Common networking partnership, program- and project planning and managing capacity-building HUSK 1101/1.5.1. **Our main goal was:** Creating network between Slovak and Hungarian municipalities in the border regions, capacity-building for them with the aim establishing new partnerships, projects and programs. **Specific goal:** Development of skills and knowledge, changing the attitudes between elected representatives and staff on local level for establishing strategic partnership, programs and projects in the border regions. For this there are the objectively verified **indicators:** trained total 10 teachers and 100 councillors and municipal leaders in Slovakia and Hungary by month 11; increased awareness on partnership programs between 400 elected representatives and staff from municipalities (200 in Hungary and 200 in Slovakia). Within the even more difficult economy situation the local governments play a strategic and crucial role supporting the local people. With creating supporting environment for local governments they recognise the importance of the strategic based development programs and they create and maintain long-term programs and projects in the border regions.

With educating, training of municipal leaders, they know better the content and the methods of cross-border cooperation, which led to better, more comprehensive and basing on strategic thinking programs and projects through the Slovak-Hungarian border. (Activity 1)

With common educating and training of them they know each other better. (Activity 1)

With sharing experiences directly involving the representatives of elected leaders and experts as well from Slovak and Hungarian municipalities, we provide more detailed professional information for all stakeholders in Slovakia in Hungary and in the European Institutions too. (Activity 3)

The two associations of local governments are permanent contact with each other, and they can work together more effective way through having common “product”: a common training course for their members. With two big conferences we publish the relevant information for the wider public of the relevant border regions. (Activity 4)

For presenting the common statement of the two associations of local governments we can show the interests and lobby power of the Slovak Hungarian cooperation to increase the economy and society development of the border regions.



Justification of the project

The European and within it the Slovak and the Hungarian economy have got difficulties, which have major impact to the daily life of the people. The official institutions, which are nearer to the people, are the local governments. Nowadays in Hungary the roles of local governments are changing. The responsibilities for public administration processes will be moved to the central states. That means that the local governments have more power and resources for local economy and society. We can see the diversity of the municipalities: with the same conditions (number of inhabitants, incomes, regional status... etc.) they work on very diverse way. And the reason for this is the different level of the leadership. Not only the Mayor, but the whole leadership of local government are committed and work together very well. And not at least they are open-minded and think on creative way. This is the question of attitudes, which could change: this is the consequence of the capacity-building program of TÖÖSZ. For cross-border cooperation there are several experiences thanks to supporting programs like this CBC program, which could serve as a basis for teaching and training of the Mayors from Slovakia and Hungary together. The two associations, ZMOS and TÖÖSZ has got the same basic aims, vision, strategy and philosophy and they proved already the ability of implementation such projects what had got Mayors and municipal leaders as target group. There are no obligation either in Slovakia and either in Hungary for training of Mayors, but every stakeholders – including the leadership of the governments, the representatives of EU supporting programs – will be in better situation if in the leadership of the local government has got the suitable skills, attitudes and knowledge about development of the local economy and society.

The target group

To the direct target group belong the Mayors from the relevant cross border regions. With changing their attitudes, we can create effective network for establishing partnership for long term through the Slovak-Hungarian borders.

To the indirect target group belong the Slovak and Hungarian citizens of the relevant municipalities, who will be involved in the project.

We trained altogether 100 Mayors (50 from Hungarian and 50 from Slovak relevant regions) (Activity 1), we had two large conferences involving 200 Slovak and 200 Hungarian municipalities (Activity 4); we had 4 workshops with 20 participants each (Activity 3). We plan for our training for long term, we offer for it permanently for Slovak and Hungarian municipalities on the lowest rate as we can create for ensuring the own costs without any profit for the two associations.



TÖÖSZ delivered a questionnaire between its members in 2010 for working out TÖÖSZ strategy. From the evaluation: “Organizing trainings is the one of the most important strength of TÖÖSZ according to TÖÖSZ member’s opinion. We asked the Mayors which training is the most interesting for them. From the listed possibilities the biggest interest was shown for management practices (4, 1 point) and for local governance practices (3, 75 points). In the listed practices medium level interest was shown for communication development (3, 54 points), strategic planning (3, 5 points) and the social conflict management (3, 49 points). The need of conflict management training was the lowest according to this representative survey. For the other topic the Mayors show positive interest but not very high.

The answerers 40-42% said, that they would participate training with 3-7 days duration. This is comparable high percentage.

In 2011 ZMOS realised the survey focused on gathering information on needs and opinions of local elected representatives of towns and communities in Slovakia – chairmen of regional associations of ZMOS. The survey included also information on content, form, scope and financing of the systematic education of local territorial self-government. The outputs of the survey clearly confirm that the self-government consider education for inevitable, of that opinion was 98% of all respondents. One of the questions was to indicate the topic and fields of education, which should be the subject of education. The most important topics were: a property and financing of municipalities (67%), legislation (62%), social issues (52%), and education, youths and sport (27%). Concerning the form and scope of education the most prefer is a lecture with discussion (78%), training (44%) a short-term education in duration of 1-2 days.

We have chosen the method of trainings, exchange workshops for sharing professional experiences between Slovak and Hungarian municipalities, and conferences, because these are the most effective and reasonable to reach municipal leaders.

We delegated experts and members to working groups (Activity 1 and Activity 2) who know very well the opinions of our target groups, so that we will be able to make the necessary changes in order to implement the project with the most success.

Principles of the implementation

In all of our activities we involved participants from Slovakia and from Hungary, with prepared way. This means that we tried to identify those local governments who would like to cooperate in the future with each other. We ensured for them the possibility for raising up new innovative cooperation topics, which lead to long-term and effective projects with significant results for the both side of the border.

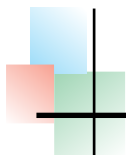


In the description of the 1.5.1 priority area were listed all problems with them faced the program in the last application period. We aimed to solve these problems with our proposed project, which was a pilot. We tried to create supporting environment for Slovak and Hungarian local governments to cooperate with each other. First of all with establishing common understanding about the planning and management processes and on the other hand make them possible to know each other. We involved all relevant institutions and stakeholders from national and European levels when we organized the project events (conferences, workshops, including the training courses).

Very important part of the training course was the methodology of establishing and maintaining EGTC-s. This ensured that a very important element of this form of cross-border cooperation will be reachable for local government's representatives.

Sustainability of the results of the project

After closing the project ZMOS and TÖÖSZ keep contact for maintaining the common training course, and permanent offer for their members the possibility to participate the elaborated training course, exchange group. They work together on the European level as well, because they know better each other thanks to the project and they recognise the added value of the cooperation on European level for development of their homelands. From financial aspect the two associations have got fund for international cooperation and they keep contact nowadays too. The two associations are the largest association in the relevant countries, they have numerous members, and they are independent from any other institutions. The two associations offer the project product for the municipalities for their own costs without any profit, and they offer the professional content for free of using thanks to the CBC program.



8. TÖOSZ GROUPS SUPPORTING THE KNOWLEDGE-PROGRAMMES

8.1. Innovative Local Governments Club

At the initiative of innovative mayors the Innovative Local Government Club was established on 1 May 2013 in Alsómocsolád. The club is operated through the support of the TÖOSZ Presidency that provides place and opportunity for those local government leaders that are committed towards the adoption of new, innovative at the same time sustainable local government solutions. The club promotes the exploration, collection and widespread dissemination of good practices and is also looking forward to the joining of open and active mayors, local government leaders.

Hungarian Territoria Innovative Prize

Based on the decision of the Initiatives France-Hungary (INFH), the Local and Regional Monitoring Institute and the Hungarian National Association of Local Authorities (TÖOSZ) the Hungarian Territoria Innovative Prize was created. The winners were selected by the Organizer Committee of the Hungarian Territoria Innovative Prize from participants of the final round of the Local Government Best Practice completion in three categories: persons, communities and local governments.

Those receiving the Hungarian Innovative Prize in any of the three categories – person, community, local government – got the certificate of the Hungarian Territoria Innovative Prize by the Organizer Committee and the possibility of participation at the Europe Territoria Innovative Prize.

In 2013 the Hungarian Territoria Innovative Prize was given to

- in category of persons: Mária Seres, mayor of Mátraverebély
- in category of communities: Cooperation for Hernádszentandrás Foundation
- in category of local governments: Hidvérgárdó village local government
- separate acknowledgment: Alsómocsolád village local government
- separate acknowledgment: Hajdúdorog town local government

Hernádszentandrás, as proprietor of the Hungarian Territoria Innovative Prize won the French Territoria European Innovative Prize in local development category. The level of the success of their application is well indicated by the fact that the other European winner is Vienna local government of Austria.



8.2. Chamber of Hungarian Historical Towns

History:

The Association of Hungarian Historical Towns and Regions – with the participation of 13 towns (Esztergom, Gyula, Miskolc, Mohács, Pécs, Pécsvárad, Siklós, Sopron, Székesfehérvár, Szentendre, Szigetvár, Szombathely, Tokaj) created in 2006. Villages with great significance from the perspective of Hungarian history also made initiatives to receive a historic town label (Abasár, Abaújvár, Drégelypalánk, Hédervár, Kismána, Mád, Nagycenk, Nagyvázsony, Nemeskér, Ónod, Ópusztaszer, Ozora and Telkibánya).

The Initiatives France-Hungary (INFH) organized a Hungarian-French Local Government Meeting on 6-7 June, 2011, where dr. Ferenc Dietz, Mayor of Szentendre, the Co-President of TÖOSZ proposed the revival of the Association of the Hungarian Historic Towns. In the last period, substantive renewals have not taken place.

New initiative

The French Association Nationale des Villes et Pays d'Art et Histoire (ANPVAH) contacted again the Hungarian partner Association. Based on the experiences so far, it may be said that the independent thematic Association could not undertake conceivable work.

Through the modification of TÖOSZ Statutes in April, 2013 it became possible to create chambers of local governments with similar characteristics. The TÖOSZ Presidency initiated the foundation of the Chamber of Hungarian Historic Towns. In 2014 February TÖOSZ concluded a cooperative agreement with the French National Association of Artistic and Historical Towns and Regions and Towns with protected areas (ANVPAH & VSSP)

The objective of the creation of the chamber

Creation of a professional network for the local governments and their leaders interested in the protection and maintenance of historical values. The exploration of the possibilities of creating new values based on the values of the past. Presentation of good practices in heritage protection and management and creation of an experience exchange forum. Creation of a cooperating network of towns and villages possessing historical values and traditions. The extension of the circle of active members participating in the chamber, raising awareness to heritage protection and to its significance in the local government sphere.



Creation

On 19 June, 2014 a Hungarian-French conference titled „*Heritage Protection and Value creation*” was organized in the French Institute of Budapest in the framework of which the Chamber of Hungarian Historic Towns was created.

Dr. Ferenc Dietz, the Co-President of TÖÖSZ, the Mayor of Szentendre was elected President of the Chamber, Mrs. Lászlóné Mester, mayor of Telkibánya and Gyula Porga, mayor of Veszprém town with county rank became Vice-Presidents. The re-election of the office-holders of the chamber will take place following the local elections on 12 October, 2014.

Heritage Aware Local Government

The following organizations participated in the creation of the „Heritage Aware Local Government” Label:

- Hungarian National Association of Local Authorities (TÖÖSZ)
- Hungarian Urban Knowledge Centre (MUTK)
- Hungarian Society for Urban Planning (MUT)
- Initiatives France-Hungary (INFH)
- Local and Regional Monitoring Institute (LMRI)
- Effected ministries
- Adhering professional partner organizations

The „Heritage Aware Local Government” label may be won based on call for proposal. The elaboration of the criteria for this call for proposal is in process.

The announcement of the call is to take place following the elections of the new officers of the TÖÖSZ Chamber of Historical Towns.



9. STUDIES COMPLEMENTING THE KNOWLEDGE PROGRAMME

9.1. Communities on new ways. About the support of the social innovation

(György Ilyash)

„The social enterprise sector is the most exciting area of economic activity, wealth creation and job growth...” (Helen Burstyn)

The article draws the attention of the readers to the role of social innovation in the development and regeneration of local communities. The role of local government is identified as creator of supportive environment and it is illustrated by some exciting examples.

The competitive regions and smaller communities both came to the conclusion that the technological and business innovation of course is not able to solve all the problems and meet all demands. In many areas, which have high priority for the communities the breaking out could be provided by the social innovation.

The social innovation creates such ideas, products, services, activities and models that provide sustainable solutions for demands (complex social problems) of primary communities or certain groups of theirs and at the same time they generate new social relations and cooperation. The most effective areas of social innovation are the social enterprises.

The social enterprise is a hybrid construction between the traditional business and charity organizations and types of operation, which defines its successes not in notion of profit but in notion of social impact. The social enterprise is worldwide an intensively developing layer within the SME (small and medium enterprises) sector, which will be probably an important element of the global capitalist economy [¹].

„Social innovation refers to new ideas that work in meeting social goals. [...] ‘innovative activities and services that are motivated by the goal of meeting a social need and that are predominantly developed and diffused through organizations whose primary purposes are social.’ Said Business School, Oxford: Social Innovation. What It Is, Why It Matters and How It Can Be Accelerated.

“Social innovation is about new ideas that work to address pressing unmet needs. We simply describe it as innovations that are both social in their ends and in their means. Social innova-

¹ Richard McGill Murphy – Denielle Sachs: *The Rise Of Social Entrepreneurship Suggest A Possible Future For Global Capitalism*. Forbes, 2013. <http://www.forbes.com/sites/skollworldforum/2013/05/02/the-rise-of-social-entrepreneurship-suggests-a-possible-future-for-global-capitalism/>



tions are new ideas (products, services and models) that simultaneously meet social needs (more effectively than alternatives) and create new social relationships or collaborations.”
Open Book of Social Innovation, Murray, Calulier-Grice and Mulgan, March 2010

Both the support of social innovation and the social enterprises are important elements of the development of the European communities so that the European Union promotes their dissemination and strengthening with significant instruments. (It is worth to look into the community of *Social Innovation Europe* (SIE) with six thousand members and the publication with title *Guide to Social Innovation* edited by European Commission (EC).)

In the coming decades the support of social innovation could be the one of the most important tasks in development and renewing the communities, which is a good opportunity for strengthening the local civil sector and for a much better utilization of capacities of experts with education of creative social- and human sciences.

For those, who vote for this direction of strategic development and who support in their own community the social innovation and social enterprises it is important to keep in mind the fact that instead of traditional organization and direction tools only with supportive, avoiding direct interventions tools the awaited success could be reached. Consequently social innovation – which is based on direct dialogue between the innovators and target groups – like other innovative activity could be strengthened primary with creation of supportive means / community.

City of Vancouver (Canada) already has approximately 60 social enterprises. The city council wants to develop further this sector which manages complex social and environmental problems, creates workplaces... etc. In compliance with it they contribute from budgetary resources with 300 000 USD to the *Social Enterprise Portfolio Program*, which is managed by the community foundation of the city (*Vancity Community Foundation*)². This contribution makes the establishment of 3 new social enterprises possible, support the capacity extension of 15 social enterprises, creates 90 new workplaces and helps the retention of further 110 already existing workplaces.

City of Lodz (Poland) first on national level established in cooperation with local business and NGOs a Social Innovation Fund (Social Innovation Fund³). The aim of SIF is to support the creative initiatives which could serve as responses to any of the problems of the local community. The Fund gives preference to the initiatives and cooperation of local youth (under 25 years). Otherwise the 60% of the financing of the Fund was undertaken by the city, the further 40% is provided by the local enterprises and NGOs.

2 http://vancitycommunityfoundation.ca/s/social_enterprise_development.asp

3 http://www.miastoinnowacji.lodz.pl/fundusz-innowacji-spolecznych_260.html



City of Auckland (New Zealand) appropriated the even accepted premises according to the confrontation of the economic and socio-economic goals became unsustainable. The social innovation and the social enterprises are able to manage on the basis of same principle the aims which were addressed as contrary before. Therefore the city makes considerable efforts in order to support these areas and be able to receive a share of the more connecting projects (these are introduced in *Social Innovation in Auckland 2013*⁴).

Government of Province Ontario (Canada) established a special office for social enterprises – *Office for Social Enterprise*⁵.

These taken out of context and not at all specific examples were listed here only as an inspiration and they prove that the renewing of local communities is unimaginable without social innovation. The increasing of the latter could be provided only through establishment of supportive environment and promotion of the civil society and individual citizens whose support is based on trust.

9.2. Inventory of Local Equality Programs

(Zsuzsa Sebestyén)

LEP, the Local Equality Program (hereinafter: LEP) has a history of several active years already. The progress so far consisted of the following steps: securing of legal background, assurance of technical assistance to the municipality staff and preparation of the necessary documents. The fourth task is going to focus on monitoring and supervision of LEPs. Finally, the major role of the municipalities, i.e. the implementation of what has been put forward in the frame of the LEPs, is yet to follow.

Though local level implementation of equality is supported by numerous programs and measurements, for instance the county level network of Equal Treatment officers implemented by the Equal Treatment Authority or initiatives of NGOs. However, a comprehensive national program applicable for all the municipalities of Hungary is yet to be created.

The objective of the present summary is to introduce and synthesize the preparation process as well as the background of the LEPs. It also aims at giving an overview of the results and experiences we have so far.

4 <http://www.aucklandcouncil.govt.nz/EN/planspoliciesprojects/reports/technicalpublications/Documents/ac1527socialinnovationinauckland2013.pdf>

5 <http://socialenterprise.guardian.co.uk/social-enterprise-network/2013/apr/10/lessons-ontario-government-social-enterprise>



Background

Definition of the LEPs' formal framework and professional content was initiated by the Secretary of State for Social Inclusion in 2010. The aim was of dual nature, on the one hand to make sure that all the municipalities have a thorough, unified document presenting proposals for local problem solving, on the other hand to guarantee that these proposals comply with the National Strategy of Social Inclusion. Furthermore, LEPs secure the implementation of EU expectations as well.

Regulatory background

Shaping of the LEP's legal background began with the amendment of the Law CXXXV of 2003 on equal treatment and fostering equality. Though the law requires municipalities to prepare the LEP, it does not give any guidance on how and in what form these documents are to be created. Therefore the next step was to constitute government decree 321/2011. (XII. 27.) *on the rules of initiating local equality programs and on equality mentors as well as the ministerial decree of EMMI (Ministry of Human Capacities) 2/2012. (VI. 5.) on the detailed rules of initiating local equality programs. According to the government decree the program must comprise a situation analysis and an action plan.* The legislators' aim is to provide those responsible for compiling the LEPs with the main focus points and the sources of the available data.

The situation analysis on a local level is expected to explore the problems of the socially underprivileged groups focusing on the Roma, children, women, elders, the disabled and the ones living in extreme poverty covering problem areas such as education, housing, employment and health. The action plan on the other hand has to indicate proposals for problem solving.

In addition to that the decree states that Türr István Research and Training Institute's contribution to the program's preparation phase is its operation of the equality mentor network. (Mentors' help is freely accessible for municipalities). The law also declares that an audit of the LEPs is to be conducted by the municipalities every second year.

It is apparent that all the content-related rules of the program development have been known since June, 2012. Though preparation time is secured, regulatory background is weak i.e. instructions regarding implementation of the measures stated in the programs as well as rules to be applied in case of default are yet to be included in the implementation regulation. The rules of implementation monitoring and accountability are not yet provided properly either.

As these shortcomings have been perceived by the legislators and experts involved in the preparation phase as well, an extensive coordination process is agreed to follow. Through the making up for these deficiencies and the amendment of legislation LEPs are hoped to foster realization of equality indeed.



Equality mentor-network

Besides the regulatory assistance provided in the course of the preparation of the LEPs, the creation of a professional mentor network aimed at supporting the work of the municipalities seemed essential. With the support of the mentor network and along unified principles municipalities presented their local equality programs in order to make sure that measures are followed up on a national level as well.

When defining the tasks related to the LEPs it seemed obvious that not only mentors can assist municipality staff but a training with topics of equality and the structure of the LEPs can also provide them with relevant information.

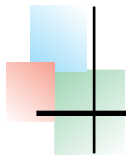
Equality mentors have made a major contribution to the creation of the LEPs. Municipalities are not at all homogenous, some operate well whereas others perform on a lower level. Some of these institutions even managed to prepare the LEPs by themselves, in other cases however the support of the mentors was essential. Continuous availability in person, on the phone or through e-mails as well as constant feedback facilitated the work of the municipality staff to a great extent.

Besides the personnel of the municipalities, service providers, institutions, NGOs, churches and business actors all have a key role in a town's problem solving process therefore it is important to include all the stakeholders in the preparation of the local equality programs. In the light of this Türr István Research and Training Institute's generated the setting up of hundreds of equality forums.

Status of LEPs	Number of LEPs
LEPs prepared, published and approved by the specific municipality by October, 2014	3036
LEPs approved by August 31, 2013	1823
LEPs waiting for the approval of the Representatives of the City Council	56
preparation in progress	64

Source: Türr István Research and Training Institute

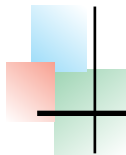
LEPs are to be supervised by the municipalities every second year. As it is a new task, a 30-hour long training has been introduced to the personnel of the government and district offices focusing on the shadowing as well as the monitoring of the local equality programs.



Number of government and district office personnel acquired the specific skills

Time	Number of personnel
October, 2014	393

Overall, it can be stated that numerous programs and measures support the equality-related work of the municipalities as law requests liabilities and specific tasks from these institutions (for instance it was the first time that municipalities had to prepare an overall situation analysis and an action plan). Furthermore, since June 2013 the lack of LEPs has excluded tender opportunities so the absence of the support provided by Türr István Research and Training Institute would have resulted in a lot of difficulties.



Main Findings

One of the main current shortcomings of the LEPs is that the implementation monitoring and its accountability are not properly provided.

Exact indicators, timeline and personnel in charge must be included in the completed LEPs. Without these items implementation can be inconvenient.

Experiences gained through the LEPs' preparation process show a considerable lack in the data collection related to Roma communities as well as to the issue of domestic violence.

In case there is no continuous learning or sufficient commitment on the municipalities' side, it is feared that the issue of equality will be a mere item to be ticked on their 'to do lists'. Sequential monitoring and supervision urge municipality personnel to handle equality as a significant and constant topic.

It is suggested that the municipalities have an internal rule for the approval and the implementation of the equality programs completed by a regulation for the monitoring of the measurements from procedural and content aspects.

