



LOCAL GOVERNMENT AND DEVELOPMENT COOPERATION

**New Challenges for Local Governments
Role of Umbrella Organisations
in the Development Cooperation**

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- Visegrad Fund
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April 2016



Svaz měst a obcí
SMO
ČESKÉ REPUBLIKY



Association of Towns and Communities of Slovakia

Združenie miest a obcí Slovenska

Union of Towns and Municipalities of the Czech Republic

Svaz měst a obcí České republiky

Association of Polish Cities

Związek Miast Polskich

Hungarian National Association of Local Authorities

Települesi Önkormányzatok Országos Szövetsége

Hungarian Association of Local Governments

Magyar Önkormányzatok Szövetsége

Association of Ukrainian Cities

Congress of Local Authorities of Moldova

Congresul Autorităților Locale din Moldova

National Association of Local Authorities of Georgia

We live in an ever changing world. We are becoming a part of broader political, economic, environmental and cultural relations which exceed borders of towns, regions, countries or continent we live in.

Local self-government must be ready to enforce its interests and policies for the benefit of inhabitants and a territory it governs and efficiently share experience while improving citizens' quality of life in other countries or continents at the same time.

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The Association of Towns and Municipalities of Slovakia has long been initiating and supporting a process enhancing cooperation policies not only on the level of its membership base (particular towns and municipalities), but mainly on the basis of bilateral and multilateral relations between umbrella organisations of towns and municipalities.

Establishment of the **Platform of Organisations of Local Governments for Development Cooperation** had been a natural step which put an umbrella over partial initiatives undertaken by individual associations of local governments from Slovakia, Czech Republic, Poland, Hungary, Moldova, Georgia and Ukraine.

Platform of Organisations of Local Governments for Development Cooperation was sealed in April 2016 in Bratislava by signing a **Memorandum on Cooperation** between the Association of Towns and Municipalities of Slovakia, Association of Towns and Municipalities of the Czech Republic (SMO ČR), Union of Polish Towns (ZMP), Hungarian National Association of Local Authorities (TÖOSZ), Hungarian National Association of Local Governments (MÖSZ), National Association of Local Authorities of Georgia (NALAG), Congress of Local Authorities of Moldova (CALM) and Association of Ukrainian Cities (AMU).

The Memorandum was signed during final conference of the project titled New Challenges for Local Governments – Role of Umbrella Organisations in the Development Cooperation on April 13, 2016 in Bratislava. It is now open for other organisations from Visegrad countries, EU Eastern Partnership countries, Western Balkan countries and Baltic states.

Submitted document provides broader context and historical background to this initiative in terms of preparation, creation, implementation and evaluation of EU and Visegrad Four development policies. At the same time, it defines a mission of the **Platform of Organisations of Local Governments for Development Cooperation**, its key priorities and areas of cooperation linked to concrete tasks and project initiatives. Identification of future funding sources forms its independent part, too.

Development cooperation is an important item on the EU agenda. Most aid around the world comes from European Union and its member countries, whilst development aid from EU is directed towards 150 countries. In line with OECD definition, European Union and its member countries provided more than half of public assistance or “official development aid”. Development policy is primarily based on requirements and needs of partner countries, while a basic prerequisite for sustainable impact is beneficiary’s feeling of ownership. European interest in “global issues” was confirmed by European Year of Development 2015; the very first European year which was not focused on internal EU policies, instead, it had a strong global dimension and overlap. Thus, European Union provided not only the largest portion of aid around the globe, but also helped to enforce its own policies enhancing development objectives via its own European policies.

Within the frame of development aid, European Union responds to topical issues such as outbursts of turmoil and conflict, migration crisis, mitigation of poverty around the world, growth of international trade, growing food and energy consumption, exhaustion of raw material, climate change, demographic changes, social inequality and unemployment. These problems go hand-in-hand with phenomena like organised crime, international terrorism or illegal migration. Assistance to countries affected by natural disaster takes a special place in the system of development cooperation.

Enforcement of **local democracy** and enhancement of **good governance** principles form an independent chapter of development cooperation. European Union has never given up a hope for seeking efficient solutions and has long been aware of the fact that local government, towns and municipalities and umbrella organisations of towns and municipalities as key representatives of local administration, bear a strong potential and represent a further driving force for development policy and cooperation.

The fact that an independent European initiative of local and regional governments for development has been established just confirms an ever-stronger position of local governments within development cooperation agenda. It is simply called the PLATFORM and it was established with support of CEMR – Council of European Municipalities and

Regions, which currently serves as umbrella body for fifty national member associations of local and regional governments, which makes it one of the strongest organisations around the Europe.

It was thanks to cooperation between PLATFORM and European Commission that framework agenda for new international association of various local government entities was created to coordinate voice of European local and regional governments in the area of development cooperation and agenda. The initiative is aimed at decentralised cooperation between local and regional administration. PLATFORM represents 34 partners from among international, European, national associations of local and regional governments as well as particular towns and regions actively engaged in development cooperation. Chief objectives of the PLATFORM are:

- to conduct systemic dialogue with European institutions
- to enhance active participation in preparation and creation of European development policies
- to create conditions for networking, sharing and dissemination of information
- to strengthen participation of European local and regional governments in European development programmes
- to enhance links with civil society
- to fortify position of local and regional government within the frame of development cooperation

LOCAL GOVERNMENT – A NEW ACTOR IN DEVELOPMENT COOPERATION

3.

Local government is a complex organism composed of manifold and mainly non-homogenous group of entities – towns, municipal boroughs and municipalities or regions with its own history and evolution.

Local government is a diverse organism with diverse political background and special areas of focus and interest. Since its establishment, local governments keep seeking ways to become a meaningful element in public administration, to enforce principles of local democracy and to enhance decentralisation process in order to come closer to citizens in terms of service provision and at the same time deal in a professional manner with transferred competencies to gradually increase efficiency and quality of processes involved in public administration.

The aim of cooperation between umbrella organisations of towns and municipalities is for the local government to jointly reveal the secret of complexity, a secret which dwells in its universal preparedness and ability to apply complex approach in its territory. An approach based on sophisticated strategies. In essence, it means a local government capable of initiating ideas and finding corresponding funding for their materialisation within the frame of drafted policies and strategies. A local government which acts and responds in broad cooperation with all stakeholders in the territory. Starting with state administration and ending with citizens, through NGOs, enterprises and other relevant partners in the region. All in all, it means a local government which combines methods and experience so that diversity of the local environment reflects itself in complexity of its administration.

Special experience

Development cooperation agenda has only slowly penetrated into agenda of the V4 towns and local governments. Local government joined key actors of development assistance, such as NGOs and civil organisations based on result of logical evolution. Twenty years ago, local governments from Visegrad four countries benefited from development

aid. After social and political changes in 1989, decentralisation, split of power between a state and local administration, local citizens started to govern their own affairs. It was by no means easy. Citizens in towns and municipalities had been used to central management of all authorities and institutions. Promotion of local governance principle had to constantly battle against central governments' desire to remain central.

Each of Visegrad countries went its own way. For all V4 communal politicians and citizens, the most challenging issue was to revive trust in local government and identify with new model. Today, Visegrad countries are standing on the opposite side. They keep entering into new partnerships in order to share their own experience, to identify instruments and mechanisms for correct application of self-government principles, but also to discuss contents and mission of the local government. Thus, they are becoming a special and much desired stakeholder in development aid process. They own valuable knowledge and experience from constitution of self-government institutions, enforcement of local democracy principles in post-totalitarian regimes, from territorial and fiscal decentralisation with particular emphasis on concrete models of shifted and performed competencies from the state to the local level.

In terms of funding, V4 countries can hardly compete with Western or Northern European countries in development aid programmes. Thus, it is mainly the rare experience which V4 organisations of towns and municipalities possess which entitle them to help local administration in countries which opted for the European integration only recently.

Decentralisation – a special chapter

Transformation of centralist management and shift of competencies to local government has been a long process in V4 countries. For simplification, we call the part of that process which encompasses partial transfer of public administration to towns and municipalities – a decentralisation; while it forms a key agenda of development aid and cooperation in relation to partner countries from Eastern partnership and Western Balkan.

What does decentralisation in fact mean? Public administration means governance of public matters materialised as state executive power. Thus, public administration ex-

presses the fact that governance of public matters in a state is not solely performed by state power instead, there are other entities involved, of which the most important ones are locally governed units – towns and municipalities (local administration) or regional associations of towns and municipalities (regional administration).

It is during the process of decentralisation that the state shifts some of its competencies to towns and municipalities to perform them in its stead. Thus **"public authority"** forms basis of local administration and the state transfers its part to local government bodies which perform their relevant duties on a strictly defined territory within a strictly earmarked extent. A part of public authority pertaining to local governments is exercised independent of state which then remains in the role of supervisor making sure that neither constitution nor other legal regulations are being violated.

While performing public duties as part of decentralisation process, towns and municipalities obtain power and funding (fiscal decentralisation) from the state. Such competency then falls within a scope of independent authority. However, towns and municipalities may also be delegated a task to perform local state administration duties to be closer to citizens. This process of state administration transfer to towns and municipalities is called de-concentration. Performance of such activity is called transferred authority.

Local administration is undertaken by municipality as self-governed unit with its citizens forming its very basis. However, citizens in municipalities are by no means passive receivers of individual local decisions, instead they are entities with rights and means to participate in decision-making process. Bottom-up approach is a leading principle of local administration which invites citizens for joint decision-making while maintaining close contact with them. Such approach provides a special potential for local governments in the context of development cooperation agenda as well as new development agenda.

The idea of local administration can only be paired with democracy; thus it becomes a key topic of development cooperation for countries currently building their stepping stones of democracy.

New actors in development cooperation

It is therefore worth noting that significance of cooperation between local and regional government as well as its umbrella organisations is slowly growing in the area of development cooperation. New key actors for development cooperation policy and development policy enforcement on local level are:

- individual towns, municipalities and boroughs;
- regional associations of towns and municipalities;
- regions (regional administration);
- local government training associations and regional training centres;
- trade associations of officers from municipal and town authorities (association of chief controlling staff, association of chief representatives of local authorities, etc.);
- umbrella associations of towns and municipalities on national level; and
- umbrella associations of towns and municipalities.

HISTORY OF DEVELOPMENT COOPERATION OF V4 ORGANISATIONS OF LOCAL GOVERNMENTS

How did it all start

On June 28, 2014, a conference had been organised in Hungarian town of Gödöllő by the Hungarian Association of Towns and Municipalities (MÖSZ) during Hungarian presidency in Visegrad Four (July 2013 to June 2014). A conference attended by organisations from the Czech Republic, Poland and Slovakia discussed various forms of cooperation between present organisations. It was widely agreed that local government is the relevant partner for all institutions responsible for quality of life in the territory. Equally, they pointed out to the fact that it is vital for the local government to become equal, sovereign and confident partner to the state administration and all stakeholders to the country management regardless of influence of political cycles. The organisations unanimously agreed upon support of more intensive mutual contacts with potential expansion in terms of more agenda, countries or organisations.

In the light of upcoming Slovakia's presidency in Visegrad Group, the Slovak Association of Towns and Communities was assigned a task to organise a follow-up conference and carry on with undertaken initiatives and agenda. It was the idea of the Association of Towns and Communities of Slovakia to choose mutual cooperation and assistance of umbrella organisations of towns and municipalities of V4 countries in the area of development aid for its main objective.

A functional model of cooperation between the Association of Towns and Communities of Slovakia and Congress of Moldovan Local Governments (CALM) established based on memorandum signed in February 2014 was taken as inspiration and source of experience. This memorandum laid basis for intense work between ZMOS and CALM and led to implementation of several projects encompassing exchange of experience with decentralisation process, fiscal decentralisation and EU integration.

Considerable success story of Moldovan-Slovak cooperation led to the idea of creating broader platform of cooperation for more Visegrad Group and Eastern Partnership countries focusing on targeted assistance to umbrella organisations of towns and municipalities from partner countries. Key areas of cooperation swiftly partnered

with one's own experience from transition process during decentralisation and gradual establishment of local self-government democracy. Finally, joint project of Visegrad Group supporting partnership in form of common development cooperation initiatives commenced with five associations of towns and municipalities:

- Association Towns and Communities of Slovakia (ZMOS);
- Union of Towns and Municipalities of Czech Republic (SMO ČR);
- Union of Polish Cities (ZMP);
- Hungarian National Association of Local Governments (TÖOSZ); and
- Hungarian Association of Local Governments (MÖSZ).

Associations from Eastern partnership countries were addressed, too and following organisations were interested in cooperation:

- National Association of Local Authorities of Georgia (NALAG);
- Congress of Local Authorities of Moldova (CALM); and
- Association of Ukrainian Cities (AMU).

The International Visegrad Fund offered a suitable space and sources for implementation of cooperation project via its grant schemes. In fact, it is the only institutionalised form of mutual cooperation between V4 countries approved by prime ministers of Visegrad Group countries on their summit on May 14, 1999 in Bratislava. On the level of Visegrad Group (V4), official development aid and cooperation is performed through the International Visegrad Fund (IVF).

Funding or official V4 development aid

The official development aid of Visegrad Four countries forms an inseparable part and foreign policy instrument for each Visegrad country. At the same time, a development cooperation policy acts as joint foreign policy instrument. On the national level, it is the country's own national strategy of official development aid and cooperation which determines the strategy, instruments and modality of development aid.

IVF also helped to create important instruments for implementation of foreign policy priorities along with joint interests of V4 in Eastern partnership and Western Balkan countries. It is thanks to these programmes that V4 continues to support democratisation and transformation processes in countries of given regions.

The agreement of V4 countries laid basis for definition of priority areas and objectives of cooperation between V4 and **Western Balkan** entities:

- law and order along with fundamental rights
- good governance
- regional cooperation
- accession process and EU integration
- environment and sustainable development

The project of cooperation with Eastern partnership countries in the area of development aid confirms the fact that V4 wishes to have economically and politically stable neighbours beyond its eastern border. Based on agreement between V4 countries, priority areas and objectives of cooperation of V4 and **Eastern partnership** countries were defined in a following manner:

- building capacities
- law and order and fundamental rights
- transfer of V4 experience with EU accession process
- regional cooperation

Project initiatives of ZMOS and V4 organisations of local governments

Based on communication with partners, ZMOS initiated two project proposals. The intent to focus on transfer of experience dwelled in the key comparative advantage of V4 which is their recent experience in constituting statehood and state institutions, democratisation of society, implementation of reforms and generation of market environment and integration into EU and NATO.

The very first proposal only focused on cooperation between associations from Visegrad countries, summary of shared experience of associations of towns and municipalities with transfer of state competencies to the local level, fiscal decentralisation, basis of the law on municipalities and further legal regulations along with description of ways in which local government paved its way within the frame of public administration structure. The project aim was to identify areas in which associations may offer precious experience with reform process to partner countries. The final part intended to create grounds for joint V4 platform in the area of development aid and transfer of sound experience to third parties.

- project title: Development Cooperation – A Challenge For Local Government (DEV4LG)
- project was submitted as part of the call: Standard grants
- planned year of implementation: 2015
- partners: Association of Towns and Communities of Slovakia, Union of Towns and Municipalities of the Czech Republic, Association of Polish Cities, Hungarian National Association of Local Authorities and Hungarian Association of Local Governments
- result: project was not successful

Second project formed a natural superstructure to the first one. It aimed at creating a joint cooperation between V4 and EU Eastern Partnership countries to be sealed by Memorandum on Cooperation.

- project title: New Challenges for Local Governments – Role of Umbrella Organizations in the Development Cooperation
- project was submitted as part of the call: Extended Grants for Eastern Partnership
- planned year of implementation: 2015–2016.
- partners: Association of Towns and Communities of Slovakia, Union of Towns and Municipalities of the Czech Republic, Association of Polish Cities, Hungarian National Association of Local Authorities, Hungarian Association of Local Governments, National Association of Local Authorities of Georgia, Congress of Local Authorities from Moldova and Association of Ukrainian Cities
- result: project has received funding

Of the proposals submitted to the International Visegrad Fund, only the second one was successful, which led not only to its postponement to the period of the Slovak presidency in Visegrad Group, but also to extension of its activities by those contained in the first proposal and thus lay basis of cooperation between all associations without planned intermediary step of cooperation on Visegrad group level.

Finally, the aim of both projects was to bring together fragmented activities of governments' associations from V4 countries, to coordinate future activities by means of common platform, to support mutual exchange of information and cooperation of associations with CEMR PLATFORM. That is the reason why joint activities focused primarily on establishment of closer contacts among participating organisations and identification of areas where cooperation and experience sharing could take place:

- a kick-off conference (April 27 and 28, 2015 in Bratislava) provided platform for mutual introduction of individual associations, identification of their strengths and weaknesses perceived within their structure of public and state administration. At the same time, the conference served as official event on occasion of the Slovak presidency in Visegrad Group endorsed by the Ministry of Foreign and European Affairs SR.
- the first study trip of representatives from Georgia, Moldova and Ukraine in Visegrad Group countries took place in July 2015 and its aim was to present practices and policies viewed by Czech, Hungarian, Polish and Slovak associations as their strengths (a structural dialogue, municipal cooperation, EU projects and public administration management projects) and to identify areas of interests of EU Eastern partnership associations; and
- the second study trip took place in Georgia in December 2015; it has been attended by other partners and its main objective was to identify areas of interest and needs of stake holding organisations of Eastern partnership countries within the frame of future activities in development cooperation field.

Study trips resulted in identification of best practices collected by individual Visegrad group associations which were later published as one complete database. It serves not only as a source of information for associations of local governments engaged in the project, but also for other organisations active in the field of development cooperation.

Final meeting in Bratislava in April 2016 will end by signing a Memorandum on Cooperation and subsequently, by establishing a Platform of Organisations of Local Governments for Development Cooperation with following aims:

- to support cooperation between stake holding organisations in form of **mutual coordination in areas of joint interest**, e.g. in form of joint advancement in international institutions such as CEMR, PLATFORM and implementation of joint projects;
- **to help identify the needs of organisations from Eastern Partnership countries** and subsequently compare selected V4 country policies and support transfer of experience gained by target countries;
- **to build mutual capacity of organisations** based on principle of shared experience via consulting, internships, work trips, education and consulting; and
- **to form strong bonds between organisations of local governments and their member organisations and towns** in all areas.

5

Platform OF ORGANISATIONS OF LOCAL GOVERNMENTS FOR DEVELOPMENT COOPERATION

- Signing of Memorandum on Cooperation is the first step to establishment of the **Platform of Organisations of Local Governments for Development Cooperation** acting as formal organisation supporting exchange of information between signatories and coordination of development cooperation activities. Key objectives

Memorandum on Cooperation outlines objectives of the Platform of Organisations of Local Governments for Development Cooperation as follows:

- to coordinate activities and approach of stake holding organisations vis-à-vis institutions, including CEMR;
- to facilitate joint project implementation;
- to identify needs of member local government organisations, to compare policies in stake holding countries and to support transfer of transformation experience;
- to create database of innovative policies in stake holding countries;
- to strengthen capacities of stakeholders and help improve the quality of services provided to their members;
- to reinforce relations between stakeholders and their member local governments;
- to support close cooperation between associations of local governments from Georgia, Moldova and Ukraine with the aim of strengthening pro-Euro-Atlantic orientation of these countries; and
- to enhance joint training programme organised by stake holding countries.

At the same time, the Platform will also strive to reinforce relations with other local government associations, including Visegrad countries, Eastern European Partnership (note Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine), Western Balkan countries and Baltic states, but also other associations of local governments with shared interests.

Key principles of activities

- **to open and conduct dialogue** with central state administration bodies, including but not limited to national governments and parliaments as well as other relevant

central governing bodies, local administration, NGOs and other significant stakeholders in the field supporting local democracy and good governance;

- **to initiate concrete and achievable steps** (strategic, legislative, organisational and practical) which may improve position of local government (towns and municipalities or regions) and to support interests of local governments including lobbying concerning government's draft legislation and enforcement of inevitable reforms in partner countries;
- **to become a sponsor of selected processes** forming part of decentralisation and building and strengthening of roof umbrella organisations to associations of towns and municipalities in partner countries including shared experience with transformation, fiscal decentralisation and entry into EU by fine-tuning financial mechanisms for towns and municipalities;
- **to enforce principles of good public governance** including measures concerning transparency, anticorruption efforts and public procurement;
- **to create grounds for further activities and projects** based on current needs and requirements of partner associations (exercise of public power in individual sections of service provision including public security, transport, education and social matters; regional development, environment, inter-municipal cooperation, spatial planning, investments, tourism and cross border cooperation);
- to set up a system of **rolling planning and evaluation of activities** covering development aid and cooperation on all levels (international, bilateral, cross border, while emphasising mutual cooperation of association of towns and municipalities, regional associations of towns and municipalities – micro regions or individual towns and municipalities); and
- **to enforce interests of the Platform** of local associations of local governments in the area of development aid.

Levels of cooperation

Platform of Organisations of Local Governments for Development Aid will implement activities and projects providing:

- support for implementation of the European PLATFORM agenda
- support for international cooperation
- support for cooperation of umbrella organisations of towns and municipalities

- support for cooperation of regional organisations of towns and municipalities
- support to concrete towns and municipalities
- support for cross border cooperation

Areas of interest – topical focus

Memorandum on Cooperation outlines key areas of interest that Platform should address. It clearly defines a joint interest and fields in which it plans to conduct its activities:

- 1. dialogue with central state administration bodies including but not limited to national governments and parliaments;**
- 2. support of local governments' activities – including lobbying concerning government's draft legislation and enforcement of inevitable reforms;**
- 3. good public governance – including measures concerning transparency, anticorruption efforts and public procurement;**
- 4. provision of services and improvement of public governance – including public safety, transport, environment, education and social matters;**
- 5. sharing experience with transformation, fiscal decentralisation and EU entry;**
- 6. financial mechanisms for towns and municipalities;**
- 7. cross border cooperation; and**
- 8. regional development, spatial planning, investments and tourism.**

DESCRIPTION OF TOPICAL AREAS OF COOPERATION

6.

6. 1. Dialogue with central state administration bodies, not limited to national governments and parliaments

Partner dialogue on the level of government, parliament and other state administration bodies, social partners and international organisations is inevitable prerequisite for the interests of local governments to be enforced. Umbrella organisations, which typically act as mediators of such dialogue on behalf of local governments, most frequently strengthen their partner position via following activities:

- building independent knowledgeable and analytical capacities with sufficient information on local administration corresponding with requirements of partner dialogue in their quality and quantity;
- generating experience in conducting partner dialogue on the highest level and training professional and political leaders;
- building efficient system of internal information communication and exchange within umbrella organisation and its structures, so that their representatives operate with the most precise data, concise opinion or standpoints during a partner dialogue;
- applying mechanisms leading to internal consensus over decisive issues or doubtful questions and challenges;
- strengthening the ability to respond and take consistent position with regard to nationwide issues and challenges, including proactive measures on international level within respective international structures; and
- supporting process leading to standardised form of partner dialogue and adequate representation of local government in these structures.

6. 2. Support of local governments' interests – including commenting on governments' bills and legislative process along with enforcement of inevitable reforms

Lobbying in relation to draft legislation and public policies in line with interests of local governments is based on principle of discussion concerning local government issues. Dialogue on this level and partner dialogue both require arguments in form of facts and knowledge, including one's own proposals for implementation of public policies and inevitable reforms. Most desirable activities in this respect are:

- support of standardisation in consulting mechanisms between state institutions and local government and its adequate representation within such mechanisms;
- forming grounds needed to reflect existing application practice and local challenges, their systemic processing and implementation into drafted policies, reforms and legislation; and
- strengthening partner relations with other organisations of national significance across individual parts of public administration.

6. 3. Good public governance – including measures aimed at transparency and anticorruption along with public procurement

Level of public governance has indirect impact on the status of local government as partners in political dialogue and expert discussions. Thus, satisfactory public governance, efficient anticorruption measures, transparent public governance and handling of public funding generate potential for dialogue and consulting on partner level and increases its values. Activities involved in this area are mainly:

- strengthening of democratic and legal principles of good public governance;
- active involvement of these entities in public governance including formation, implementation, evaluation and update of local public policies;
- extending the range of periodically published data of performance of public governance; formation and standardisation of instruments to measure public policy efficiency;
- support of efficient mechanisms limiting corruption practices and inefficient use of public resources;
- institutes enhancing public participation in public governance – participants' instruments, direct democracy instruments (referendum) and corrective instruments (complaint, petition).

6. 4. Provision of services and improving quality of public administration – including public security, transport, environment, education and social matters

Provision of public services is the next most important task of local administration concerning public governance. Public services are chiefly provided in public interest, while

taking accessibility, openness, safety, equal approach, quality and rights of beneficiaries into consideration. Quality of provided services is enhanced by:

- stability and abundance of resources necessary for their provision and development;
- regulatory framework and scope need to facilitate relevance to local conditions and circumstances;
- efficiency in public spending while providing services respecting the needs of local citizens;
- predictability of future needs and availability of qualified labour;
- well employed potential of other providers leading to cooperation and coordination of services provision by several providers;
- models of services catering for public needs and good practices of their application; and
- privatisation and re-privatisation of public service providers.

6. 5. Sharing experience with transformation, fiscal decentralisation and entry into EU

While sharing experience from transformation, decentralisation and pre-accession process, individual countries may not only identify important historical social and economic differences, but also learn and find inspiration from each other. Following topics were identified in this respect:

- principles of initial transformation process and consistency in their application;
- establishing mechanisms supporting local democracy and explaining them not only to elected representatives, but also broad public;
- creating mechanism for selection of duties delegated to local government and their mutual interconnectedness;
- processes, in which funding of local governments' duties are generated along with mechanisms for its distribution;
- instruments to protect fiscal stability, supervision over legitimate handling of public funds and exercise of control;
- involvement of local government in pre-accession process and dialogue with state during pre-accession period; and
- experience of local government concerning EU accession.

6. 6. Financial mechanisms for towns and municipalities

One of the key prerequisites of public service provision and public governance is availability and viability of funding for local government which they may legitimately use or generate:

- adequate amount of funds centrally re-distributed to local governments to be able to perform public administration and provide public services;
- conditions of local tax collection and its profitability;
- sources of local government's income – its own economic activities and framework in which local governments may conduct business activities;
- mechanisms applied for distribution of irrecoverable funding – subsidies; and
- accessibility of recoverable funds – loans and terms for their use.

6. 7. Cross-border cooperation

Cross border cooperation forms framework to share good practice and experience, to build partnership and increase potential for further local development. On the other hand, cross border cooperation is enhanced or hindered by following factors:

- conditions of cross border cooperation and instruments available to support it;
- availability of instruments helping to seek twinning towns for cross border cooperation; and
- development potential for cross border cooperation.

6. 8. Regional development, spatial planning, investments and tourism

Regional development, definition of its spatial conditions and funding of its basic infrastructure along with tourism – those are the instruments which may improve the status of living for local citizens, including more funding for public services and their increased quality. Topics which were defined in this field are following:

regional and local development (strategic planning)

- strengthening cooperation and long-term partnership on the local administration level;
- enhancing the role of local government as one of key actors in local economic development;

- joint identification and categorisation of development areas in towns and municipalities;
- strategic goal setting with maximum possible use of EU support;
- cooperation aimed at programmes of sustainable development;
- higher public participation in local decision-making process, support to open local government;
- increased qualification of local government staff by means of international training, projects and working groups;
- public engagement in development programmes, projects and other activities;
- transfer of innovations and experience within the frame of the Platform;
- joint elaboration of effective draft legislation concerning local government's decentralisation process; and
- supporting stable and powerful position of local government within the frame of priority projects' implementation in the region/state, e.g. key transport projects.

waste, water and sanitary facilities

- development of cooperation on the field of waste recycling and its secondary use;
- optimisation of waste collection programmes and application of practices from partner towns within Platform;
- support to provision of waste management services via local organisations;
- programmes motivating citizens to separate waste;
- improving measures facilitating environmentally-friendly hazardous waste disposal;
- setting grounds for establishment of public-private partnership in projects for protection of water and soil and safe waste disposal;
- participation in international expert groups in the field of ecology, environment, hydrology and geography as part of public measures;
- transfer of knowledge and application of anti-flood measures in the country;
- optimisation of water networks in towns and municipalities;
- growing accessibility of public water-works for citizens;
- support and preparation of projects to limit use of drinking water for technical purposes;
- implementation of projects to protect natural biodiversity;

tourism

- building identity of individual towns and municipalities based on identification of regional specifics with the assistance of local citizens;
- processing multi-level plans of tourism development with a definition of competencies on individual management levels;

- promotion of individual towns and municipalities in national and international media;
- providing access to tourism as an important element of local development;
- international cooperation in building touristic regions across borders;
- identification and promotion of common cultural heritage features in individual towns and municipalities;
- partner cooperation in renewal of cultural heritage as one of the main prerequisites to development of cultural tourism;
- strengthening cross-cooperation across individual elements of tourism on regional as well as local level; and
- legislative cooperation in environmental and cultural protection.

FUNDING

This chapter deals with different types of funding available for achievement of development objectives and social and economic areas which fall within the scope of local administration's responsibility. It contains information on national donor agencies for development aid, international actors in the field of development cooperation, competition EU programmes and more detailed description of topical EU programme titled *Civil Society Organisations and Local Government*. The chapter intentionally disregards those European investment and structural funds which are strictly territorial with resources allocated for development of individual countries. It must be noted that all activities implemented by towns and municipalities along with umbrella organisations, are intended to maintain economic growth, generation of jobs and competitiveness, whether performed as part of development policy or cohesion policy. It is helpful that the European Code of Conduct on Partnership Principle binds EU member countries and managing authorities to closely cooperate with local and regional authorities on equal grounds within the frame of European structural and investment funds during the entire programming cycle of partner agreement and operational programmes. However, taking into consideration both management practices applied on national and European funding and the fact that there is plenty of information available on European structural and investment funds, this policy note mainly focuses on resources based on principle of cooperation between several development cooperation partners.

7. 1. National agencies for development aid

Scheme of development aid organised by Visegrad Four countries has been mainly influenced by United Nations Millennium Declaration (2000), the Conference on Financing for Development in March of 2002 in Monterrey and the High Level Forum in Paris in 2005, which adopted Paris Declaration on Aid Effectiveness, Accra Agenda for Action from 2008 and others. Current strategy and development aid plan is based on Sustainable Development Goals (2015). Development cooperation has to be understood as an instrument from both creator's and beneficiary's point of view. It is a foreign policy instrument evolving around priorities stipulated by the donor, i.e. implementing agency along with a ministry in charge of foreign policy management as well as other players helping to carry out this assistance and cooperation. Efficiently aligned programmes

and priorities of development cooperation contribute to more secure, stable and prosperous world.

Priorities of individual agencies evolve in relation to gradual fulfilment of programme objectives, economic and political growth of beneficiaries and ever-changing challenges around the world; nonetheless, it is always in line with duties and obligations deriving from EU, UN and OECD membership. The states invest in bilateral and multilateral assistance which is implemented in form of contributions to international organisations implementing development aid.

SlovakAid

Slovakia acquired full-fledged membership in the Development Aid Committee forming part of OECD (OECD/DAC) in September 2013. Thus, Slovakia now implements a programme of development aid of the third Slovak development strategy titled *Mid-Term Strategy of Development Aid for 2014–2018* which reflects new requirements of the Slovak development aid deriving mainly from accession process and Slovak membership in OECD/DAC. It defines a vision, objectives and principles of SlovakAid as well as basic programmes used as instruments in these programmes. Slovak Aid has also defined its territorial boundaries, sectoral priorities and control mechanism.

Slovakia offers its development aid to partner countries in order to enhance sustainable development by reducing level of poverty, strengthening democracy and good governance.

Key principles are following:

- development of human potential of partner countries especially by supporting education and employment; and
- support of democracy and good governance including dialogue within civil society and state institutions.

While implementing its development policy, Slovakia applies principles of **efficiency** (ownership, consolidation, harmonisation, result-oriented management, mutual liability and transparency) as well as principle of development **policy coherence**.

Mid-term Strategy of Development Cooperation of SR for 2014–2018 ranked certain Eastern Partnership countries among programme countries (Moldova) and project countries (Belarus, Georgia and Ukraine). It recognises dominant position of local government together with state administration. It is a job of development diplomats to keep in touch with local self-government throughout project cycle.

In terms of target values achieved on EU level (to reach a ODA/HND share of 0.17% in 2010 and 0.33% in 2015), SR keeps its share on the 0.09% since 2010).

Areas of development cooperation in 2018:

- 1. Education** – vocational training focusing on access to labour market and entrepreneurship, training of teachers and facilitation of equipment for school facilities;
- 2. Health care** – basic health care, programmes focused on nutrition, education of citizens in the field of health prevention and care and training of health providers' personnel;
- 3. Good governance and civil society building** – management of public funding, public sector reform, support of law and order and participation of civil society in democratic processes, reform of security sector, activities of civil experts in international crisis management;
- 4. Agriculture and forestry** – launching new procedures and techniques, processing of agricultural products and their later marketing and sale, food safety, protection of soil;
- 5. Water and sanitation** – drinking water supply, water and waste management;
- 6. Power industry** – stressing energy safety and alternative resources; and
- 7. Support to establishment of market environment with small and medium-size business.**

Source: SlovakAid

Development cooperation of SR in 2014 to 2018 stems from eight key programmes:

- Programme of development interventions
- Programme for transformation experience sharing
- Business partnership programme
- Humanitarian Aid Programme
- Government scholarship programme

- Programme deploying development workers and civil experts to development countries
- Programme of development education and public information in SR
- Capacity building programme

Development cooperation instruments:

- Block subsidies
- Small grant scheme
- Micro grants from ZU SR
- Provision of goods and services
- CETIR – Centre for sharing experience from integration and reforms
- Start Up
- Trilateral cooperation
- Tailored contributions to international organisations
- Loans with grant element
- Financial contributions
- Scholarship funding instrument

Czech Development Agency

Czech development cooperation is currently following a *Foreign development aid strategy of the Czech Republic for 2010 – 2017*. In terms of development aid agenda, the Czech Republic strives to alleviate poverty in less privileged parts of the world via sustainable social and economic development. Abovementioned strategy recognises the role of civil society and various degrees of representative democracy (local government).

However, based on a recommendation, Czech Republic revised its policy and included individual Eastern Partnership countries as follows:

Moldova belongs among **priority countries with cooperation programme** (i.e. Programme countries). Cooperation chiefly tackles environment, agriculture and social development (including education, social and healthcare services).

Georgia belongs among **priority countries without cooperation programme**: Cooperation will take place on the basis of individual projects which, however will be inte-

grated and linked with other bilateral and multilateral activities of SR in the country. Development activities will continue in Georgia, since it is also a country benefiting from transformation cooperation and it is ranked among Eastern European partnership.

Priorities of the Czech Development Agency are as follows:

- Environment
- Agriculture
- Social development (including education, social and health care services)
- Economic development (including power industry)
- Support of democracy, human rights and social transformation (priority areas of this programme mainly include enhancement of civil society and its cooperation with self-governments, development of independent media, education supporting active citizenship and human rights watchdog support).

The Czech Republic is striving to receive a contribution amounting to 0.11 % GDP.

Polish Aid

Polish development cooperation follows a 4-year development cooperation programme. Apart from development, it mainly tackles humanitarian aid, such as training events raising awareness and level of understanding of global issues and global context. Polish development cooperation takes form of **bilateral aid** distributed via NGOs, public institutions, Polish Academy of Science, universities and also by means of **multilateral aid** provided via international organisations.

In line with multi-year development cooperation programme for 2016–2020, Eastern European Partnership countries (Belarus, Georgia, Moldova and Ukraine) fall within the first group of cooperation. These are the countries which Poland offers transformation experience to. Second group of countries consist of countries outside European Union with high level of poverty along with those facing transformation challenges. Bilateral aid is performed via concrete development projects funded by Ministry of Foreign Affairs and other departments.

For the years 2016 to 2020, multi-year development cooperation programme defined following six areas:

- good public governance;
- democracy and human rights;
- human capital;
- entrepreneurship and private sector;
- sustainable agriculture and rural development; and
- environmental protection.

In terms of cooperation between Eastern European partnership, it is vital to mention two key initiatives – Academy of Public Administration with Eastern Partnership and Information Centre for Moldovan Local Authorities. In cooperation with National Institute for Public Administration, Polish Ministry of Foreign Affairs will continue to offer training for public administration employees in all Eastern European countries as part of academy activities. Information Centre for Moldovan Local Authorities was established in 2012 with the aim of supporting local Moldovan authorities, NGOs and interest groups in their effort to strengthen local democracy.

Official development aid represented 0.10 % HNP¹ in 2015.

Hungarian Development Aid

Hungary was one of the first Central and Eastern European countries to define democratic framework of the international development policy after its entry to OECD in 1996². For the purpose of this policy note, the study focuses on the first complex *Strategic framework for international development cooperation*³ adopted in 2014. Primarily, it defines objectives, sectoral and geographic priorities as well as forms and modalities of development cooperation. Hungarian development policy follows Millennium development objectives striving to mitigate global poverty and inequality along with enhancement of security, stability, peace, sustainable development, democracy, human rights and law and order. Development cooperation is closely linked to geopolitical

1 <http://www.oecd.org/newsroom/aid-to-developing-countries-rebounds-in-2013-to-reach-an-all-time-high.htm>

2 <http://eadi.org/gc2011/szent-ivanyi-175.pdf>

3 <http://nefe.kormany.hu/en>

priorities of Hungary which support equal development of the closest, but also more remote neighbours. Western Balkan and Eastern European countries persist as priority for upcoming years. Hungarian development cooperation in regions mainly drives consolidation of democratic institutions, enhancement of civil society and social cohesion along with shared experience from EU accession. Hungary also opted for classical development priorities in African countries, countries of Near East and South-Eastern Asia with a maximum limit of 10.

Priority areas:

- Institutional development (strengthening democratic structures and law and order, sharing experience from transition and integration process; good governance, institutional capacity-building in state administration and local government and enhancement of civil society);
- Green growth, climate and environmental protection (rural and urban development, food safety, sustainable agriculture, sustainable water management, waste management and adaptation to climate changes);
- Human development (schools, health care, culture, equal opportunities, protection of minorities and vulnerable groups and scientific cooperation).

Civil society plays key role in Hungarian development cooperation policy implementation. In terms of areas in which local government could transfer its experience, official strategy relies on capacities in state administration.

75–80 % of development aid⁴ employs channels of multilateral cooperation⁵ however, the latest strategy emphasizes the need to revise this form of cooperation. In the year 2013, contribution of Hungary reached 0.10 % of GDP however, budget for 2015, was cut back to HUF 23.7 mil.⁶ This figure only covers development aid. Since Hungary employs various forms of cooperation with countries of its geopolitical interest, final amount of development cooperation contribution will differ from the figure stated above⁷.

4 Hungary's International Development Cooperation Strategy 2014–2020

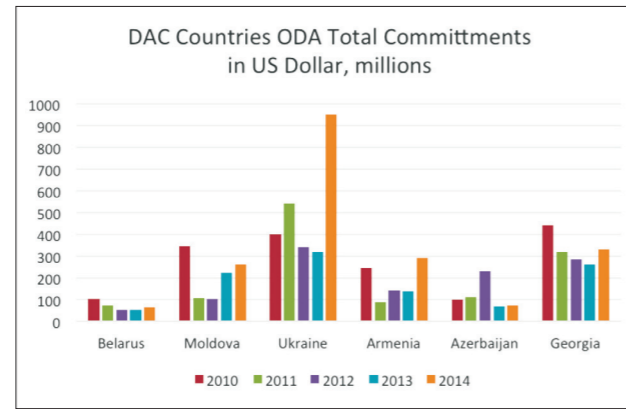
5 v roku 2013 to bolo 73 %.

6 <http://bbj.hu/economy/hungary-dramatically-reduces-budget-for-official-development-assistance-96951>

7 Based on OECD data, net ODA reached 96 mil. EUR in 2013.

7. 2. Other important development agencies and international stakeholders

While setting criteria filtering agencies to be listed herein, the authors studied official OECD data on development cooperation covenants and expenditures. Thus, the agencies listed in this policy report are those which belong among outstanding donors and which, at the same time, implement cooperation programmes inclusive for local governments and organisations of local administration.



Source: OECD

7. 2. 1. ADA – Austrian Development Agency

Austrian development agency is an operational unit of Austrian development aid and cooperation with Eastern Europe. ADA is in charge of implementation of all bilateral programmes and projects in partner countries and their respective budget administration.

7. 2. 2. GIZ – Deutsche Gesellschaft für Internationale Zusammenarbeit

Germany combines long-term experience of Deutscher Entwicklungsdienst (DED) GmbH (German development service), Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH (German technical support) and InWEnt – Capacity Building International under one roof. A company owned by the German government supports its activities while achieving objectives in international cooperation for sustainable development.

7. 2. 3. DFID Department for International Development

DFID is in charge of international aid provided by United Kingdom of Britain and Northern Ireland. Its objective is to support sustainable development and eliminate poverty around the world. In the period of 2015 to 2016, it operated with a budget of £ 11 bill.

7. 2. 4. SIDA Swedish International Development Agency

Swedish government agency implements official policy for global development; cooperates with Eastern European countries in terms of reforms funded by special schemes. It also provides humanitarian aid to persons in need. SIDA performs development cooperation in a total of 33 countries in Africa, Asia, Europe and Latin America.

7. 2. 5. USAID

USAID Bureau for Europe and Eurasia works towards a goal of building strong and democratic society; it supports economic growth and energy safety and supports Euro Atlantic integration of the region for peace-building. Furthermore, it supports transition of countries in the region to help them become stable, prosperous and free democracies with functional market. In 2014, USAID invested USD 300.89 mil. in the region. It implements its programmes in all Eastern partnership countries.

7. 2. 6. The World Bank

The World Bank grants financial and technical assistance to development countries with the aim of reducing poverty and improving living standards around the globe and in Eastern partnership countries. It is funded by two institutions – the International Bank for Reconstruction and Development (IBRD) helping countries with medium level of poverty to repay their loans and the International Development Association, IDA helping the poorest countries. Apart from loans with low or no interest, it provides grants to developing countries. Investments support education, health care, public administration, development of financial and private sector, agriculture and environment.

7.2.7. United Nations Development Program Trust Fund

UNDP cooperates with new donor countries via fund harmonising development co-operation expertise and operational mechanisms. Via UNDP Trust Fund, it coordinates flows of experience and resources from new EU member countries – Slovakia, Czech Republic and Romania to programme countries. Since 2004, the Czech-UNDP Trust Fund assisted 17 countries of Western Balkan and Central Asia in improving their national systems and legislation by investing 7 mil. USD. Slovak-UNDP Trust Fund focuses on “Public funding for development” programme and contributes to reform of public funding in Moldova, Ukraine (once again since 2016) and Monte Negro.

7.3. Competition EU programme

In March 2010, the Commission adopted a Communication on strategic document for smart, sustainable and inclusive growth with the aim of achieving high level of employment, productivity and social cohesion Europe 2020. European Commission proposed five measurable goals tackling employment, innovation, education, social inclusion and climate and energy to be fulfilled by 2020. All member countries adopted their national objectives in each of abovementioned areas. Fulfilment of the strategy is supported by concrete measures adopted on national as well as EU levels with assistance of various instruments, Competition EU programme among others.

Competition EU programme is funded directly from EU in form of grants. They are administered by European Commission without intervention from member countries. They are based on principle of competitiveness and transnationality, while participation of partners from more than one member state is required.

With regard to the fact that local governments may establish companies and enterprises of diverse legal nature and tendency, all the programmes are outlined including those which are open to private sector, academic institutions and research centres.

Programme	Categories	Beneficiary	Total budget	Web page
Ambient Assisted Living Joint Programme (AAL JP)	Health, Information and communication technologies	Private sector Academic institutions and research centres	700 mil.	www.aal-europe.eu
Baltic Sea Research and Development Programme (BONUS)	Environment	Private sector Public Sector	100 mil. for 2011–2017	www.bonusportal.org
Competitiveness of Enterprises and SMEs (COSME)	Trade and market Economic growth and competitiveness Information and communication technologies	Private sector Public sector	2.3 bill.	https://ec.europa.eu/easme/en/cosme
Connecting Europe Facility (CEF)	Transport Power industry Telecommunication	Public sector NGOs Academic institutions and research centres	30.4 bill.	https://ec.europa.eu/inea/en/connecting-europe-facility
Consumer Programme 2014–2020	Health care Consumer safety Education and training Internal market	Public sector NGOs	188.8 mil.	http://ec.europa.eu/consumers/index_en.htm
Creative Europe	Culture Media and audio-visual sector	Private sector Public sector NGOs Academic institutions and research centres	1.46 bill.	http://ec.europa.eu/programmes/creative-europe/opportunities/index_en.htm
Customs 2020	Internal market Law enforcement Education and training	Public sector Government	547.3 mil.	Note: The programme is open for member countries and potential EU candidate countries
Employment and Social Innovation Programme (EASI)	Social affairs and human rights Labour market Entrepreneurship	Private sector NGOs Academic institutions and research centres	919.47 mil.	http://ec.europa.eu/social/main.jsp?langId=sk&catId=1081
Erasmus+	Education and training Youth Sports	Private sector Public sector NGOs Academic institutions and research centres	14.8 bill.	http://ec.europa.eu/programmes/erasmus-plus/
Europe for Citizens	European citizenship Democracy and civil participation	Public sector NGOs Academic institutions and research centres	185.47 mil.	http://eacea.ec.europa.eu/europe-for-citizens_en

Fiscalis 2020	Internal market Information and communication technologies Education and training	Public sector Government	234.3 mil.	http://ec.europa.eu/taxation_customs/taxation/tax_cooperation/fiscalis_programme/index_en.htm
Health for Growth	Health care	NGOs Academic institutions and research centres	446 mil.	http://ec.europa.eu/health
Hercule III	Education and training Law enforcement Internal market	Government NGOs Academic institutions and research centres	110 mil.	https://ec.europa.eu/anti-fraud/policy_en Currently opened only for EU member countries.
Horizon 2020	Power industry Environment Health care Industry Information and communication technology Justice Security Social affairs and human rights Universe Telecommunications Transport Youth Economic growth and competitiveness	Private sector Public sector NGOs Academic institutions and research centres	77.03 bill.	https://ec.europa.eu/programmes/horizon2020/
Internal Security Fund – Component for Police Cooperation	Justice and security Education and training Law enforcement	Government	3.8 bill.	http://ec.europa.eu/dgs/home-affairs/financing/fundings/security-and-safeguarding-liberties/internal-security-fund-police/index_en.htm
LIFE Programme	Environment	Private sector Public sector NGOs Academic institutions and research centres	3.45 bill.	http://ec.europa.eu/environment/life/about/index.htm#life2014
Pericles 2020	Justice and security Education and training Law enforcement Internal market	Public sector Government	7.3 mil.	http://ec.europa.eu/economy_finance/euro/anti-counterfeiting/pericles/index_en.htm
Rights and Citizenship Programme 2014–2020	European citizenship Social affairs and human rights Labour market	Public sector Government	439 mil.	http://ec.europa.eu/justice/grants1/programmes-2014-2020/rec/index_en.htm

EU is the largest collective donor of development assistance globally. EU member countries fill their joint EU budget with annual contribution. Visegrad Four countries invest a large amount of official multilateral development aid in contributions to European Development Fund. The Slovak Republic provides as much as 89%. Funding instruments form legal basis for implementation of geographic and thematic programmes. For the period of 2014 to 2020, EU had designated **nine** key instruments to cover external cooperation and assistance.

7. 4. THEMATIC INSTRUMENTS

Implementation of thematic programmes always applies horizontal approach, which safeguards its compliance with geographic instruments. Programmes are implemented on basis on thematic multi-year programmes with designated priorities and overall financial means for a period of 3 years along with yearly action programmes further defining specific projects for funding.

- **European Instrument for Democracy and Human Rights (EIDHR)**
- **Instrument Contributing to Stability and Peace (ICSP)**
- **Partnership Instrument (PI)**
- **Instrument for Nuclear Security Cooperation (INSC)**
- **Global public good and challenges** and **Civil society organisations and local government** (as thematic programmes of geographic Instrument for Development Cooperation)

7. 5. GEOGRAPHICAL INSTRUMENTS

Geographic programmes focus on development priorities stipulated for individual countries or regions. They are based on specific needs and situations in regions and partner countries.

The EU also runs multiannual indicative programmes which are later on defined more concretely in yearly action programmes with specific objectives and areas of intervention as well as expected results and concrete sum of financial means allocated for the intervention.

- European Development Fund (EDF)
- Instrument for Pre-Accession Assistance II (IPA)
- Instrument for Greenland (IFG)
- European Neighbourhood Instrument (ENI)

ENI is a financial instrument for European Neighbourhood Policy (EPS) covering ten of EU neighbours on the southern and eastern shores of Mediterranean (Algeria, Egypt, Lebanon, Libya, Jordan, Israel, Morocco, Syria and Tunisia), on an occupied Palestinian territory and Eastern European countries (Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine) on a bilateral or regional basis (the last case applies to Russia, too). It is aimed at supporting democracy and human rights, sustainable development and transition to market economy. In terms of needs, it is the most important instrument for local governments of Eastern Partnership countries. Total budget of ENI for 7 years represents 15.4 bill.

- **Development Cooperation Instrument (DCI)**

It contains two of abovementioned thematic programmes “Global funds and challenges” and “Civil Society Organisations and Local Government”. The Pan-African programme forms its part.

Thematic programme “Civil Society Organisations and Local Authorities” is complementary to geographic programmes whether on bilateral and regional terms. As for priorities of local governments in Eastern Partnership agenda, it is important that the programme complements ENI instrument.

There are three priorities stipulated within this instrument:

1. National level: strengthening contribution of civil society organisations and local authorities to public governance and development.

Assistance will be provided in abovementioned areas for:

- I. civil society organisations such as:
 - a. Stakeholders in the area of public governance and responsibility;
 - b. Partners supporting social development; and
 - c. Key players supporting inclusive and sustainable growth.
- II. local authority as:

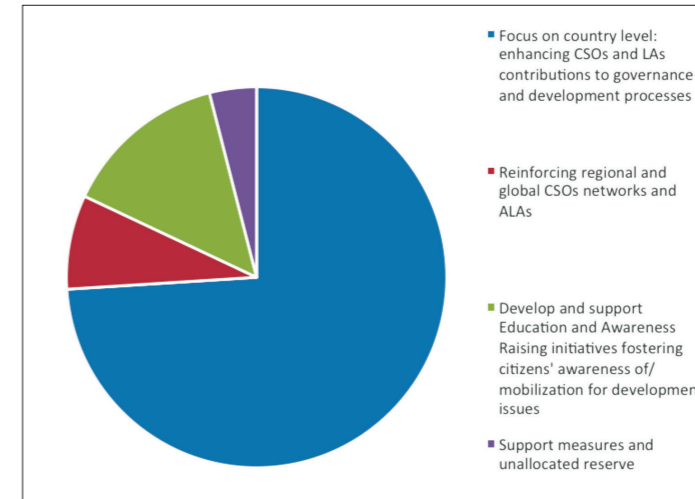
- a. A stakeholder empowering local administration;
 - b. Social care providers and supporters of inclusive and sustainable growth on local level.
- III. pilot testing events supporting local development via territorial approach.

2. Strengthening of regional and global networks of civil society organisations and associations of local governments.

3. Development and support of training and educational initiatives in order to raise citizens' awareness and to mobilise them for development issues.

With regard to long-term experience of EU with support of development education and awareness-raising as well as general support for citizens in their development activities, the priority has two strategic goals; firstly, it focuses on the first added value and complementarity and secondly, it tackles key global issues.

An amount of EUR 1.9 bill was set aside for activities forming part of the programme Cooperation Aid Development Instruments for 2014 to 2020.



- Table: Indicative allocation of resources based on based on priority programme
- Source: Author

April 2016

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