



A Legjobb Önkormányzati Gyakorlatok Programja

Local Government Best Practices Program

2016



Local Government Best Practices Program

The Call for Proposal of the Best Practices Program– The Local Government Best Practice Program has been continuously published from 2008 by the Hungarian National Association of Local Authorities and the Center of Expertise for Local Government Reform of the Council Europe. From 2013 the Hungarian Village Association, the Hungarian Local Government Association, the Ministry of Interior, the Ministry of Human Resources also participate in the implementation of the program.

The 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.

Themes and numbers of call for proposals 2008-2015

Every year different number of applications arrived to the various themes of the call for proposals, the Steering Committee selected the local governments getting the final round out of these applications. (Information in the parenthesis: the proportion of the number of application / number of participants in the final round)

Themes announced 2008 and evaluated in 2009:

- Strengthening of the connection to the living environment (34/5)
- Roma integration for the strengthening of social cohesion (9/6)
- The attraction of investors for the development of the local economic environment (11/4)

Themes announced 2009 and evaluated in 2010:

- Communal cooperation for the local development in the framework of the LEADER program (4/3)
- Roma integration for the strengthening of social cohesion (7/5)
- The use of renewable energy sources and / or energy-efficient practices (5/5)

Themes announced 2010 and evaluated in 2011:

- Local government communication (4/3)
- Roma integration for the strengthening of social cohesion (1/0)
- Strengthening of the connection to the living environment (11/6)

Themes announced 2011 and evaluated in 2012:

- When money is not determining – with ideas and cooperation for our municipality (6/5)
- Best twin-town meeting (7/4)
- The miracle of waters or the miraculous water world(2/2)
- The local government with the best public employment practice (38/7)

Themes announced 2012 and evaluated in 2013:

- The local government with the best public employment practice (20/10)
- New Generation municipality of the year se (4/3)
- Managing Municipality (4/3)
- Program of Local Government Equal Opportunities (HELP) (3/3)
- Best twin-town meeting (4/3)

Themes announced 2013 and evaluated in 2014:

- Public employment best practices) (7/7)

- The cooperation of the local government and the minority Roma local government (4/4)

Winners of 2008-2015

2008/2009-ben winning proposals:

- STRENGTHENING OF THE CONNECTION TO THE LIVING ENVIRONMENT
Velence Town local government - *Flowery Velence movement*
- ROMA INTEGRATION FOR THE STRENGTHENING OF SOCIAL COHESION
Háromfa Commune Local Government - *The Roma social integration and health development from kindergarten*
- • THE ATTRACTION OF INVESTORS FOR THE DEVELOPMENT OF THE LOCAL ECONOMIC ENVIRONMENT
Csanytelek Commune Local Government - *Gardening Production in the framework of a quality management system built on cooperation*

2009/2010-ben winning proposals:

- COMMUNAL COOPERATION FOR THE LOCAL DEVELOPMENT IN THE FRAMEWORK OF THE LEADER PROGRAM
Alsómocsolád Commune Local Government– *Stepping forward for the renewal of Baranya Hegyhát – LEADER type of development in Sásd Micro-region*
- ROMA INTEGRATION FOR THE STRENGTHENING OF SOCIAL COHESION
Mohács Town Local Government – *The termination primary school segregation*
- USE OF RENEWABLE ENERGY SOURCES AND / OR ENERGY-EFFICIENT BEST PRACTICES
Budapest Capital 11th District local government (Újbuda) – *Green Újbuda*

2010/2011-ben winning proposals:

- LOCAL GOVERNMENT COMMUNICATION
Budapest Capital 13th District Local Government: *The renewal of the Országbíró block of flats area and the pedestrian part, new communication: citizen involvement with communal planning methodology*
- ROMA INTEGRATION FOR THE STRENGTHENING OF SOCIAL COHESION
(there was no winner announced)

- STRENGTHENING OF CONNECTION TO THE LIVING ENVIRONMENT

Rózsaszentmárton Commune Local Government – *Common past – Common future*

2011/2012-ben winning proposals:

- WHEN MONEY IS NOT DETERMINING – WITH IDEAS AND COOPERATION FOR OUR MUNICIPALITY

Mátraverebély Commune Local Government – *The Field of Miracles*

- THE BEST TWIN-TOWN MEETING

Ajak Town Local government: *The maintenance of twin-town relations in the framework of a tradition-preserving festival – Ajak Tradition-preservation festival*

- THE MIRACLE OF WATERS OR THE MIRACULOUS WATER WORLD G

Gyenesdiás Large Commune Local Government – *Exemplary sustainability at a municipality next to Balaton*

- BEST PRACTICE IN PUBLIC EMPLOYMENT

Tiszatenyő Commune Local Government– *Tiszatenyő, the local government building its future*

Szemere Commune Local Government– *Creation of self-maintenance in Szemere commune*

Karancslapujtő Commune Local Government– *5 pillars of the Start work program, within it the agricultural sub-program – restoration of the honor of family farming*

2013-ban winning application :

- BEST PRACTICE IN PUBLIC EMPLOYMENT

Ajak Town local government: *Ajak, the future municipality in the mirror of work*

Döge Commune Local Government– *On new roads – complex municipal development in START pilot program*

Garadna Commune Local Government – *The creation of the criteria of plant production and animal keeping in Garadna*

Hajdúdorog Város Önkormányzata – *Creation of value at Hajdúdorog*

Hajdúnánás Town Local Government– *Start Work Pilot program – Agricultural gardening and value-creating public employment*

Halmaj Commune Local Government– *Help yourself Halmaj!*

Hidvégdó Commune Local Government – *The renewal and development of Hidvégdó by the value-creating public employment*

Parasznya Commune Local Government– *START after STOP*

Udvari Commune Local Government – *With small steps towards self-maintenance! We should rethink where, how and from what we live!*

Zalaszentmárton Commune Local Government – *The effect of the agricultural public employment program on the restart of the domestic management*

- NEW GENERATION MUNICIPALITY OF THE YEAR

Hernádszentandrás Commune Local Government– *The future of Hernád-valley – in partnership for the community*

Makó Town local government – *“Youngsters, the renewed Mako welcomes you home!” – activities of the body of representatives, one element is: “How to protect our children” As part of the Safe Makó project, the cooperation of the local government and the police, youth protect for keeping the youth in place.*

Budapest Capital 13th district: *Trust, Care, Decide, Act*

- MANAGING MUNICIPALITY

Egerág Commune Local Government – *Income instead of Aid*

Tiszatenyő Commune Local Government – *To the field, to the body, to the plate – production, processing, selling*

Kiskunmajsa Town Local Government– *Local brand system of Kiskunmajsa*

- LOCAL EQUAL OPPORTUNITIES PROGRAM (HELP)

Mátraverebély Commune Local Government– *Verebély model*

Alsómocsolád Commune Local Government *Község – Communal Regional Network Köz-Tér-Háló (English: Public Space Net) for the service of cohesion*

Berhida Town Local Government–*Give a chance! a*

- BEST TWIN-TOWN MEETING

Szarvas Town Local Government– *Colorful Europe – Twinning Meeting for the preservation of our cultural heritage*

Körmend Town Local Government – *Europe Days – 2013. Körmend*

Kisrécse Commune Local Government– *Brother and Sister do not be unfaithful to the sacred beliefs of your ancestors, the roots of your nation, the relationship of Székelyszentkirály (RO) and Kisrécse (HU) 2001-2013.*

2014/2015-ben winning application:

- PUBLIC EMPLOYMENT BEST PRACTICES

Tetétlen Commune Local Government – *Together, for each other, for our municipality!*

Jánoshida Commune Local Government– *The operation of the Start mill with plant production and animal breeding and processing at the board of the Zagyva*

Hajdúdorog Town Local Government – *Self-catering for the solution of social challenges*

Karancslapujtó Commune Local Government– *Pearl at the feet of Karancs*

Szabadhídvég Commune Local Government - *Gardening Start Pilot Program at Szabadhídvég*

- MANAGING MUNICIPALITY

Alsómocsolád Commune Local Government– *„On our bread” Local Economic Management Program*

Garadna Commune Local Government – *The good example of the cooperation of Public Employment and Social Association in Garanda commune*

Szorgalmatos Commune Local Government – *Szorgalmas public employed persons for the self-maintaining Szorgalmatos*

- THE COOPERATION OF THE LOCAL GOVERNMENT AND THE ROMA LOCAL GOVERNMENT

Szolnok Town with County Rank Local Government – *The integration program of Szolnok Town with County Rank Local Government*

Dunaújváros Town with County Rank Local Government – *Together for a joint future*

Budapest Capital 4th Local Government – *The Setting up and the institutional efforts of Hungary’s first Roma Local History Collection*

The responsables and initiators of the 2016 program

Apart from the Hungarian National Association of Local Authorities, the Local Government Best Practice Program in Hungary is developed and led by the Steering Committee.

The Steering Committee usually announces three themes together with the good examples of the Public Employment program which was developed with the Ministry of Interior.

The members of the Steering Committee are: The Hungarian National Association of Local Authorities, the Hungarian Village Association, the Hungarian Local Government Association, the Ministry of Interior, the Ministry of Human Resources, the Prime Minister's Office and the delegates of the Center of Expertise for Local Government Reform of the Council of Europe. The work of the Steering Committee is supported by the appointed project manager of TÖOSZ. The Steering Committee makes decisions on all issues based on a simple majority.

The Steering Committee has the right and opportunity to propose institutions and decision-makers for the participation in their work, to make proposals for experts to the Expert Group and nominate them based on a mutual decision.

The Steering Committee decides the criteria for the publication on the call for proposal, the selection process, supervises the selection process of the Expert Group. It accepts the training program, decides the opportunities and responsibilities of the winners of the Local Government Best Practice Prize, it supports the implementation of the program with active communicational tools; cooperates in the organization of the closing ceremony.

The members of the Expert Group that have local government practice are delegated by the Steering Committee. The members of the group receive administrative support from TÖOSZ. The tasks of the group are: to evaluate the project proposals, preparation of a proposed list of possible awarded winners to the Steering Committee. In cooperation with TÖOSZ, the experts participate in the determination of the themes of the call for proposals; prepare a short list on the call for proposals that give the basis of sight visits; take part in the on-the-spot visit of determined local government practices and the preparation of the selection of local governments.

The Hungarian National Association of Local Authorities supports and organizes the work of the Steering Committee and the Expert Group.

The themes and prizes of the 2016 program

The Steering Committee announced the following three themes in 2016:

- Public Employment Practice
- The cooperation of the Local Civil Guards and the Local Government
- “For the family and the community”: Good examples of the political and civil participation of Roma women

Best Public Employment Practice

The public employment programs coordinated by the Ministry of Interior offer a wide-spectrum of opportunities for local governments. The most important areas of public employment are the township start work pilot programs and within this, projects built **on agricultural and local specificities**. Their aim is to make sure that the produced plant and fruit and the maintenance of animals cater for the need of local government institutions and for those in need and entitled to social support and these programs also provide the local government with profitable productive and industrial activities that make the self-support of municipalities possible.

General information concerning the call for proposal

The spectrum of application

The local government was entitled to hand in an application based on the CVI. Act of 2011 on public employment and modification related to public employment and further acts (from now on public employer based on section 1.§ (3), point a of the Kftv) if the effected local government is already operating a public-employment program.

The aim of the call for proposal

The aim of the call for proposal is to find and present public employment programs based on complex agricultural and local specificities:

- where beyond the production, the local government implements a process that has an added value (e.g. pickling, preservation, processing of alimentary products etc.), and
- solves the sale of the produced products (e.g. operates a social shop, or sells them at the local government market etc.) and,
- significantly increases the marketability of the manufactured product (e.g. packaging technology, marketing activity, the creation of the image of the product etc.)

The presentation and support of these best practices may inspire those local governments that has not yet recognized the economical and profitable opportunities of public employment.

The content of the call for proposal

The applications had to contain the implementation process of the public employment program(s), the detailed description of the cost and tools necessary for the program.

Applications could have only be handed in from any municipalities all across the country where:

- based on the application documentation, the municipality operates a well-structured public employment program of good quality level which is in harmony with the goals set by the Ministry of Interior;
- the planned activity fits the characteristics of the region and the tasks are based on real needs;
- the planned or implemented activity fits the local needs, provide long-term job possibilities and the supported public employment has a good effect on the community of the municipality;
- the communal, social, economic, job-market and employment soundness of the application is justified;
- the supported public employment results in cost and turnover savings and the activity becomes maintainable in middle-term;
- the local government program may be suitable for the operation of the created capacities (e.g. social association or other economic form) in long term.

Local governments already receiving support in the programs of the Deputy-State Secretariat for Public Employment and Water Energy focusing on the creation of factories processing meat and dairy products, including slaughterhouses of small capacities, could not participate in this call for proposals

Prizes of the theme:

1.Prize	4.000.000 HUF
2.Prize	3.000.000 HUF
3.Prize	2.000.000 HUF
3. Prize	2.000.000 HUF
3.Prize	2.000.000 HUF

- **“For the family and the community”:** Good examples of the political and civil participation of Roma women

The aim of the call for proposal

What happens if a person is of Roma origin and also a woman? In this case, inequalities will add up and intersect each other. The merging of gender based and ethnical discriminations effects Roma women to a large extent. In their case, unemployment, permanent poverty, low educational level, bad state of health, not suitable living conditions, low social and economic status and the prejudices and discriminative processes together and in interaction cause their multiple or intersectional social exclusion.

The Roma women have important roles in their close and more extensive environment:

- they are the bridge among social groups (Roma and non-Roma, women and Roma women);
- communal-builder role;
- economic role;
- transfer of tradition.

Apart from catering for the tasks around the house, they raise their children, manage the finances of the family, have important and significant role in the improvement their personal situation as well as that of the Roma society and it is important to provide opportunities for them and acknowledge and strengthen the potential within them.

The Hungarian National Strategy for Social Inclusion specifies the particular difficulties of Roma women (e.g. multiple discrimination), it sets as goal to improve their situation and decrease their disadvantages. The Action Plan of the Strategy (2015-2017) contains training and employment programs and target measures for them (Action Plan III.13., VI.1.). It is also true for them, that the improvement of their situation may only be undertaken with their active participation, for this reason, the support of their communal role-taking and the strengthening of their civil organizations are inevitable for the improvement of their situation.

The local equality programs help the realization of equal opportunity and social inclusion at a local level. These programs overview the situation of disadvantaged social groups – especially those living in deep poverty and Roma, children, women, the elderly and persons living with disabilities – and prepare an action plan for the improvement of their situation.

The content of the call for proposal

In 2016 applications could be handed in presenting local government best practices that were best practices aiming at equality and social integration and inclusion, supporting the increase of activities of Roma women, presenting and detailing their efforts made for the family and community, the

role of local governments in this respect, and the work undertaken on an everyday basis.

- the method of inclusion of Roma women;
- the goal of the inclusion of Roma women;
- the results of the good practice;
- the connection of the good practice to the Local Equality Plan of the local government and its action plan.

Roma women cannot be treated as a homogenous group. Wealthy and disadvantaged, educated and less educated, single or with families, elderly and young, employed or unemployed, healthy or sick / living with disabilities, abused, followers of traditional Roma culture or not.

Besides others, the Hungarian National Strategy of Social Inclusion also stresses the principle of „*nothing about them or without them*”. This can only be achieved by including Roma women into the processes, making them active and interested in changing and improving their lives.

The success of the social inclusion depends largely on the potential of local communities and the activity level of Roma women. The question is what type of cooperation may provide support for the members of the segregated communities and how the local government may include them in the processes of social inclusion.

It is also an important criteria for the applicants to present how they can address the target group of the present application, how they can maintain the cooperation created and how they can generate new ones. What type of results they may present in the work for the family and community?

The prizes of the theme:

1. Prize: 1 200 000 HUF
2. Prize: 800 000 HUF
3. Prize: 500 000 HUF

The cooperation of the local civil guards and the local government

Conditions of Application:

1. Those participating at the call for proposals have had a successful and efficient Civil Guard Association for three years.
2. The local government of the municipality has supported financially and physically the operation of the Civil Guard Association.

3. The local government has a crime prevention concept that was adopted by the body of representatives a minimum of two years ago.
4. The local government (capital district) situation related to crime should be stable, public safety should show a tendency of improvement, the local government should present significant results in civil social crime prevention that are also demonstrated by the decreasing number of local crimes.
5. The body of representatives of the local government should maintain a continuous and living relationship with the Local Civil Guard Association which is also demonstrated by the fact that twice a year the President informs the body of representatives on the activities of the Local Civil Guard Association. Based on local specificities, the Local Government and the Local Civil Guard Association should cooperate with the police.
6. The local government and the Local Civil Guard Association should have joint programs and actions supporting the feeling of security of the inhabitants and the success of local crime prevention.

The content of the application

The application should be handed in together by the local government and the Local Civil Guard Association, signed by the mayor and the president of the association.

It is necessary to attach the letter of support of the head of the police responsible for the given local government.

Prizes of the theme:

1. prize 1.200.000 HUF
2. prize 1.000.000 HUF
3. prize 800.000 HUF

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 had to be handed in electronically through this website: www.legjobbonkormanyzatigyakorlatok.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 contribute for free using of 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.

Terms of winning the prizes

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

Acceptance and cooperation

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..

Transparency 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?

Adequateness

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.

Efficiency

Did the best practise result in significant and measurable development, in effectiveness?

Importance

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 for many local governments?

Sustainability

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.

Replicability

Is it possible to adapt the best practise in another municipality without any difficulties?

The principle for the horizontal equal opportunities

The practice is focusing on equal opportunities and equal treatment. The protected groups receive significant roles in the call for proposal.

Only those local governments may apply for the Local Government Best Practice Prize that according to their judgment created a new practice that is applicable elsewhere.

With handing in a call for proposal for the Local Government Best Practice Prize, the applying local government accepts to present its practice to other local governments based on the contract concluded by TÖOSZ. In order to promote the knowledge, the awarded practices should be presented in open days, professional conferences, Internet presentations. The program offers a preparatory training for the local governments in order to professionally undertake these events.

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 was closed in the framework of a professional conference on 17 November, 2016 in the Marble Room of the Ministry of Interior where the final presentation round took place in front of a wide range of audience.

11 Local governments were selected to the final round. Besides their presentation, Dr. Miklós Dukai, the deputy-state secretary responsible for local governments in the Ministry of Interior and Jenő Schmidt, the President of the Hungarian National Association of Local Authorities welcomed the participants.

Professional presentations were held, by Leó Lőrincz, the consultant of the Ministry of Interior, Zsuzsa Sebestyén, expert responsible for equal opportunities, Ministry of Human Resources and Szilvia Barnucz, chief-director of the National Association of Local Civil Guards and Dr. Prof. Imre Verebélyi, the president of the Foundation for Democratic Local Public Administration. The Chair of the Conference was Dr. Ferenc Gyergyák, Secretary-General of TÖOSZ.

Dr. Miklós Dukai explained that he agreed with the objectives for the program that are: the mapping of the best local government practices, the spread of these practices across the country and in an international context. He called the attention of the listeners to the fact that the mapping of new and innovative local solutions, and the promotion of such solutions and the knowledge and experiences of local governments providing for such solutions may also result in better services for local governments in the same situation and the achievement of better municipal leadership and management. The knowledge-transfer process initiated by the program helps not only local governments to access new solutions, but also those local governments that created the practices. In the course of the consultation, the local governments also receive new ideas concerning the development of their practices.

Jenő Schmidt gave voice to his pleasure concerning the project proposals of this year. Despite the differences of their size and characteristics, every municipality of all legal status participated in the program. He emphasized the importance of the collection and transfer of best practices of local governments.

Leó Lőrincz provided an insight into the current situation of the job market. He explained that currently there is a structural unemployment at the job market, this structural unemployment is caused by the difference between the need of employers of a certain profession by the economy and offer of employees of a certain profession.

In his presentation, he made mention of low educational level and lack of mobility as features that make public-employment difficult. He stressed that the aim is to re-integrate those in the public-employment status to the primary job market, and it is also a basic criteria for those in the public employment to receive trainings, this process would be helped by companies indicating their professional needs.

In connection with the objectives of 2017, concerning the public-employment programs, the long-term public employment programs and township start-work programs will be continued, pilot programs, e.g. social programs, agricultural programs as well as projects built on specific local characteristics will be privileged.

It is important to harmonize the primary job market with the public employment – closed his presentation Leó Lőrincz – for this we need complex job market programs (trainings and supports) and it is inevitable to expand the employers' circle in the civil as well as the service sector.

Public-employment programs

As the representative of Hajdúsámson, deputy-notary, dr. Edina Fekete held a presentation. She explained that with the increase of the population and significant increase of the number of employees, public employment programs are of important help, they not only provide employment but also trainings. Apart from general public employment programs, they also created a carpenter plant, which provides for the objects necessary for an image of a well-organized municipality – waste collectors, trays for plants – specially made products. She stressed that the maintenance of public employment programs needs harmonized work, still from year to year, it is possible to solve problems as a result of which, the municipality has become livable.

The public employment activities of Komló town were presented by Terézia Feuerstahler, project-manager. She explained that there is a program built on 11 local specificities. The idea of the pasta-making plant was born in 2013 and it can provide employment possibilities for persons in the public employment throughout the whole year. The plant itself was mainly built by

publicly employed persons. The plant opened in 2015. 9 different pastas are made in the plant, this year the maximum capacity of the plant was reached, which is 9 tons / year. Apart from the local social institutes, they transport the pasta to several Baranya county institutions and the products may also be purchased in the Komló Social shop.

The presentation on Polgár was held by József Tóth, mayor. He thinks that public employment programs of the municipalities are of great importance. Currently, there are 400 persons in the public employment program in Polgár. A complex program is operated in the framework of the social association. The social association – besides its other tasks – sought solution to the problem of the maintenance of houses of the elderly living alone. Based on the proposal of the Council of the Elderly in Polgár, local habitants may ask help from the local governments, they are entitled to 4 hours of help / month and the employees of the local government clean up the environment of the house (the local government finances 70% and the person requesting the service 30%). The construction provides a possibility for fighting against black labor market and the inhabitants receive good level services.

The program of Tiszagyulaháza was presented Zoltán Mikó, mayor. In the municipality, programs were elaborated to decrease unemployment and increase the employment situation, these programs also take into account the local specificities, the participants of the program and the economic environment and also create values. Colored pedestrian tiles were created and there is a very significant agricultural program. They grow different products that they also process. The taste of Tisza and the Paprika titled “Döbbenet” are very popular products. Flower production is very popular. They are in contact with several other municipalities and they exchange flowers to products, thus use flowers as “payment” devices.

Ms. Istvánné Mácsi, mayor presented the problem of Trizs municipality in the form a tale and the activities developed for the solution of these problems. People moving away from Trizs because of poverty is typical of Trizs. Land management programs were introduced. Jam and syrups are produced in the framework of an agricultural program. Events are organized to present the products.

Zsuzsa Sebestyén presented the situation of Roma women and their problems through statistics, she explained that the aim of this call was to strengthen the role of Roma women in civil and political life and to find good solutions concerning this theme. She called attention to the simultaneous presence of gender-based and ethnical discrimination in case of Roma women. In their case, unemployment, low educational level, permanent poverty, bad health state, not adequate living conditions, low social and economic status, the

prejudices and the discriminative processes together and in mutual interaction cause multiple or intersectional social exclusion.

Programs focusing on the strengthening of the political and civil participation of Roma women

„A municipality is determined by the souls of those living in it”, Tamás Matusz, mayor of Hidvégdó started his presentation with this motto. The basis of this program, was provided by the good relations of Hungarian and Roma families that exist since the 1950s’, there has been a continuous effort at the municipality to maintain these relationships. The local government has tried to strengthen the role of Roma women in the community with the help of various tools. The head of the local Roma minority local government is a woman, so is the communal coordinator of the local government, the librarian, the head of the gardening part of the public employment program, and the social workers. In his presentation, he especially stressed the importance of listening to each other and paying attention to each other.

The program of Szarvas town was presented by three presenters. The composition of the inhabitants were presented by Pál Hodalik and then the activities of Szarvas town in the given area were presented by the President of the Roma minority local government, Mrs. Tiborné Romhányi and Mrs. Anikó Szenteczki, public employment organizer. The Roma Minority Local Government works in tight cooperation with the local government in the form of joint projects and the public employment programs. There is a Roma employee in the public employment center, she actively helps the organization and the everyday work of the public employment work. Trainings also help a lot in the integration of those with low educational background.

Lászlóné Borbély, the President of the Roma Minority Local Government represented Uszka and held a presentation. 87 % of the inhabitants are of the Roma minority. In previous years, unemployment and the low level of education of the local inhabitants caused great problems. They see the solutions in the organization of trainings, which were held based on their possibilities, as a result of this all inhabitants have a minimum of primary school education and several inhabitants also participated in the trained workers program and acquired an education.

Dr. Szilvia Barnucz explained the development of the cooperation of the local civil guards and the local governments. The first civil guard associations were founded from self-defense groups in 1991. The civil guard association developed into professional crime preventive organizations.

The cooperation of the local civil guards and the local government

The presentation of the 13th District of Budapest was held by Magdolna Karácsonyi, deputy-notary. In his presentation, she explained that it is “determining to have enthusiastic colleagues, money in this respect does not count.” The work for common goals is based on the active cooperation of the social institutions of the district and the district Civil Guard Association. These common goals are: crime prevention, prevention of inhabitants, especially those under-aged to become crime committers, to prevent youngsters and the elderly to become victims, to decrease the reasons of crime. A cooperation forum was created, members of this forum are among others: the colleagues of the prevention center, the representatives and authorities of the social institutions, these people undertake their activities in cooperation to reach the set goals.

Erika Battancs, head of the law enforcement group in the local government presented the program of Mórahalom. She explained that the local government and the civil guards tried to find a solution to a new problem in cooperation, which was migration in vast quantities. They set up different crews to provide health care services and to prevent human smuggling. The Civil Guards helped in many cases to prevent health care problems. As a result a practice was elaborated that provided for the satisfaction of local people and in parallel served the preservation of human values.

Attila Fehér, the President of the Local Civil Guard Association of Nagyhegyes presented the activities of the local civil guards. General objectives were the increase of the feeling of security of the citizens, the prevention of the inhabitants from becoming victims, the prevention of crimes. It is a particular specificity of their program that they put special emphasis on educating young people. Half of the members of the Civil Guard Association are young civil guards, half of them are adults. They organize several events every year, they involve young people into their work, the education and training of the young is an important part of their activities.

Prof. Dr. Imre Verebélyi held a presentation on researches concerning local government developments. He explained that Hungary has been going through a spiral development since 1990.

The mission of the Local Government Research Institute is to reach the following:

1. Good governance with good local governance
2. Good local governance: no good government exists without good local governance. The reason for this is that the modern local government in Europe

is the local implementer of state, central legislation and undertakes much more state tasks than a de-concentrated organ that focuses on one topic.

As a closure, he explained that the researches have two target areas, one that helps the creation of local acts and another that solves the defaults of legislation through yet a new legislation procedure.

The awards were handed over by dr. Miklós Dukai, deputy-state secretary responsible for local governments in the Minsitry of Interior, Dr. Szilvia Barnucz, the chief-director of OPSZ, Attila Sztojka, the chief-head of department in the Deputy-State Secretary of EMMI responsible for social cohesion and Jenő Schmidt, the President of TÖOSZ.









The dissemination of the 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.

The results of year 2016.

The applications for The Local Government Best Practice Program of 2016 arrived in the following proportion: for 3 themes all together 43 applications were sent in, from 16 counties and the capital, in the biggest proportion from Hajdú-Bihar county where 10 municipalities handed in their local government best practices.

The themes announced and evaluated in 2016:

- Public Employment Best Practice (14/8)
- “For the family and the community”: Good examples of the political and civil participation of Roma women (4/4)
- The Cooperation of the Local Civil Guard Association and the Local Government (25/9)

(The numbers in bracket show that the proportion of the number of applications and those participating in the final round.)



Applications / county

Local Government	County	Theme	Title of Application
Alap	Fejér	Public Employment Best Practice	On new roads at Alap

Alsómocsolád	Baranya	Cooperation of the Local Civil Guard and the Local Government	Alsómocsolád the civil guard municipality
Balástya	Csongrád	Public Employment Best Practice	A creation of an animal farm at Balástya
Berhida	Veszprém	Cooperation of the Local Civil Guard and the Local Government	Civil guards on motor cycles
Budapest XIII. ker.	Budapest	Cooperation of the Local Civil Guard and the Local Government	„Me, you, he or she, but it is easier together for Our safety”
Cserkeszölő	Jász-Nagykun-Szolnok	Cooperation of the Local Civil Guard and the Local Government	Cserkeszölő civil guard municipality
Debrecen	Hajdú-Bihar	Cooperation of the Local Civil Guard and the Local Government	Cooperation for the feeling of improvement of the inhabitants
Ercsi	Fejér	Cooperation of the Local Civil Guard and the Local Government	Ercsi protection net
Etyek	Fejér	Good examples of civil and political participation of Roma women	"From the end of school to the beginning of school” – Summer vacation camp
Felsőnyék	Tolna	Cooperation of the Local Civil Guard and the Local Government	Together for safety!
Galgagyörk	Pest	Cooperation of the Local Civil Guard and the Local Government	In cooperation for Galgagyökér!

Hajdúdorog	Hajdú-Bihar	Public Employment Best Practice	We are building it for ourselves!
Hajdúsámson	Hajdú-Bihar	Public Employment Best Practice	Forming of Municipal Image
Hajdúsámson	Hajdú-Bihar	Cooperation of the Local Civil Guard and the Local Government	For calmness and safety
Hatvan	Heves	Cooperation of the Local Civil Guard and the Local Government	Local Civil Guard and Environment
Héhalom	Nógrád	Cooperation of the Local Civil Guard and the Local Government	For safe Héhalom
Hidvégdó	Borsod-Abaúj-Zemplén	Good examples of civil and political participation of Roma women	Road to the Raul Wallenberg Prize and further – The peaceful co-habitation of minority and majority community and the role of Roma women in this
Kaposfő	Somogy	Cooperation of the Local Civil Guard and the Local Government e	
Kelevíz	Somogy	Public Employment Best Practice	Creation of equality in Kelevíz – work instead of social aid
Királyhegyes	Csongrád	Cooperation of the Local Civil Guard and the Local Government	The cooperation of the local government and local Civil Guards for the security of the local government
Kisújszállás	Jász	Cooperation of the Local Civil Guard and the Local Government	Cooperation for the strengthening of public safety – Road to the title of the Civil Guard town
Komló	Baranya	Public Employment Best Practice t	Dry pasta fabrication in Komló

Komló	Baranya	Cooperation of the Local Civil Guard and the Local Government	Cooperation for the public security and other local goals
Konyár	Hajdú-Bihar	Cooperation of the Local Civil Guard and the Local Government	Association of the Eagles of Konyár Civil Guards
Kökény	Baranya	Cooperation of the Local Civil Guard and the Local Government	Cooperation of Local Civil Guards and the local government in Kökény
Kunsziget	Győr-Moson-Sopron	Cooperation of the Local Civil Guard and the Local Government	Cooperation for Public Good, the creation of safe and human existence in Kunsziget commune
Mórahalom	Csongrád	Cooperation of the Local Civil Guard and the Local Government	Párizs, left! With cooperation to fight against the negative effects of migration, the new local government challenges
Nagyhegyes	Hajdú-Bihar	Public Employment Best Practice	"Hajdóháti Hétmérföldes" value creating public employment in Nagyhegyes
Nagyhegyes	Hajdú-Bihar	Cooperation of the Local Civil Guard and the Local Government	For the maintenance of good public safety at Nagyhegyes through extensive cooperation
Nagypáli	Zala	Public Employment Best Practice	Green way with public employed persons
Nagyszokoly	Tolna	Public Employment Best Practice	Grow, process, support and sell!
Polgár	Hajdú-Bihar	Public Employment Best Practice	"Helping hands for the elderly"
Szarvas	Békés	Cooperation of the Local Civil Guard and the Local Government	The cooperation of the local civil guards and the local governments

Szarvas	Békés	Good examples of civil and political participation of Roma women	The improvement of the situation of Roma women living in poverty
Százhalombatta	Pest	Cooperation of the Local Civil Guard and the Local Government	„Make it more beautiful, if you can! Make your environment healthier, as only in this way may your loveable living place become more livable!”
Tetétlen	Hajdú-Bihar	Public Employment Best Practice	Together on the road already started!
Tiszagyulaháza	Hajdú-Bihar	Public Employment Best Practice	Together for Tiszagyulaháza!
Trizs	Borsod-Abaúj-Zemplén	Cooperation of the Local Civil Guard and the Local Government	„Trizs, the fruitful village”
Újudvar	Zala	Cooperation of the Local Civil Guard and the Local Government	Efficient civil guards
Uszka	Szabolcs-Szatmár-Bereg	Good examples of civil and political participation of Roma women	The support of the equality of women in Uszka
Zalakaros	Zala	Cooperation of the Local Civil Guard and the Local Government	Complex civil guard service for public safety and crime prevention that is extended to the protection of local inhabitants and tourists
Zalaszentiván	Zala	Cooperation of the Local Civil Guard and the Local Government	Together for the municipality!
Zalaszentmárton	Zala	Public Employment Best Practice	The implementation of an image of the self-maintainer village, self-maintaining employment with the development of fruit, vegetable processing activities.

In 2016 the Council of Europe, the Hungarian Village Association, Hungarian Local Government Association, the Ministry of Interior, the Ministry of Human resources and the National Association of Local Civil Guards participated in the Local Government Best Practices Program.

11 local government applications received an acknowledgment in the final round.

The winners of the program of 2016 – by themes – are the ones bellow:

Public employment best practice

- 1.Prize Tiszagyulaháza Commune Local Government
Prize: 4.000.000 HUF
2. Prize Polgár Város Local Government
Prize: 3.000.000 HUF
3. Prize Hajdúsámson Town Local Government
Prize: 2.000.000 HUF
3. Prize Komló Town Local Government
díjazás: 2.000.000 HUF
3. díj Trizs Commune Local Government
Prize: 2.000.000 HUF

“For the family and the community”: Good examples of the political and civil participation of Roma women”

1. Prize Szarvas Town Local Government
Prize: 1.200.000 HUF
2. Prize Hidvégardó Commune Local Government
Prize: 800.000 HUF
3. Prize Uszka Commune Local Government
Prize: 500.000 HUF

Cooperation of local civil guards and local governments

1. Prize Nagyhegyes Commune Local Government
Prize: 1.200.000 HUF
2. Prize Budapest Capital 13th District Local Government
Prize: 1.000.000 HUF
3. Prize Mórahalom Town Local Government
díjazás: 800.000 HUF

1. Tiszagyulaháza

2. Polgár
3. Hajdúsámson
4. Komló
5. Trizs
6. Szarvas
7. Hidvégardó
8. Uszka
9. Nagyhegyes
10. Budapest Capital 13th district
11. Mórahalom

1.



2.



3.



4.



5.



6.



7.



8.



9.



10.



11.



The Public Employment Best Practice

Tiszagyulaháza – „Together for Tiszagyulaháza”

Tiszagyulaháza commune is situated in the Northern-Western part of Hajdú Bihar county, opposite of the intersection of Sajó, at the border of Hortobágy and Tisza area. The values and the traditions of the municipality provide such values to those living here the preservation of which is important and determining from the perspective of our future. Our commune is part of the Hortobágy-Tisza region that has traditions in history and nature that we can be rightfully proud of. If we examine the demographic indicators of the municipality, we may say that we equal the national average, we are an ageing municipality. Despite our hardships and problems, we try our best to improve and develop and create an environment that contributes to the population-maintainer feature of the municipality.



In Tiszagyulaháza, our programs were devised to decrease the unemployment and improve the employment situation, these programs take into account local specificities, the participants of the program, the economic environment and last but not least, they also create values. We tried to create programs that may be sustainable in the long run and provide values for the complete municipality. Our programs are manageable and are continuously and consequently expanded.



The plants and vegetables produced in the agricultural program are used primarily in public catering, the surplus is sold among the inhabitants. As part of the program, flower and vegetable seedlings are grown in an area of 500 m² under heated foils. These are made use of for private use, service of inhabitants and as exchange products with other local governments. It is a specific part of their program that they fabricate pedestrian-tiles and curb stones, as well as large-size flower pots from concrete. A new element is the fabrication of parts of benches from concrete. This year, to color their offer, they included the production of chili-paprika and capia paprika in their agricultural program for the production of a special paprika cream. Thanks to their successful cooperation so far, they have developed significantly thanks to their own efforts. They still are making efforts towards a good-level of production and development, if they had a chance to have more resources and to expand more, they would like to make further improvements especially in the area of gardening. Thanks to these activities, they could create further

workplaces and they could also have exchange commerce with other local governments, thus would have access to products that they cannot produce themselves.



In Tiszagyulaháza, low education and high unemployment, are problems that affect everything. The employers of the region, terminated their activities one after another, thereby the employment possibilities – once providing for the livelihood of many people – were also terminated. As people had no access to work, the living conditions of the families were deteriorated, as well as their social situation, the public safety also became affected, the need for social aids increased and this whole situation influenced the complete community. The lack of work resulted in migration from the municipality and this is reflected in the continuous decrease of population as well. As the inhabitants capable of work moved away, this resulted in a direct path towards the ageing of the municipality. In order to treat this problem, the local government had to elaborate the program.

With the introduction of the best practice, our goal is to decrease the unemployment and also to terminate it completely and thereby significantly

increase the level of living of families, besides the creation of a good atmosphere and peaceful cohabitation, and the strengthening of public safety are also important for us. As a result of the work undertaken together, the commune is developed and becomes more beautiful. Our hope is that a lovely, safe living area with good atmosphere attracts people who would like to move out from the towns nearby to the countryside. The target group of the best practice are: those living in deep poverty, living with multiple disabilities, people with low education and belonging to the Roma minority.

The good practice influences the complete community and municipality, as through the produced ingredients, everyone in the public catering (kindergarten and school children, local elderly, owners of local restaurants) become users of the program. The produced goods may also be purchased by the inhabitants. Thus our own income and savings are increased which can be then used for improvements and developments. Thanks to our activities and related communicational work, more and more people get to know Tiszagyulaháza.

Polgár – „Helping hands for the Elderly”

Polgár is situated at the border of three counties, in the Norther-Western part of Hajdú-Bihar county. Based on the archeological findings, it is a very old settlement that has been inhabited from ancient times. The town is primarily an agricultural municipality. In the consiousness of the inhabitants of Polgár, the past as a town of central role is very vivid, there has always been great efforts to autonomy and the taking up of the role of a local and regional leader in those living in Polgár.



It is characteristic of the population of Polgár that the number of inhabitants in general decreases, whereas the proportion of old people is on an increase. There are a lot of people over 65 that live alone, especially women. The local government has regarded as a task of great significance the elaboration of elderly-friendly politics. The local government created a Council of the Elderly, in order to support the ageing inhabitants of Polgár. The tasks of this Council is to assess the situation of those in needs in order to provide support for the elderly. There is a significant Roma minority in Polgár. In order to maintain the local population, the local government has elaborated several different programs: CSOK+ (support system for the purchase of apartments), creation of new workplaces (Indian automobile element compiling plant), adequate local services (kindergarten, healthcare center, cultural center etc.)

There are 5800 people capable of working, 800 are unemployed, 400 participate in the public employment program, Start program. There are also training programs. The goals of the public employment are:

- higher level of income for the unemployed people, for the publicly employed people;
- undertaking of work acknowledged by the community;

- money earned spent locally;
- the activities of the publicly employed persons contribute to the development of the town

In Polgár – as it falls into the municipality type between 5.000-10.000 inhabitants and for this reason it cannot hand in application for the call for proposal on the purchase of fuels for social purchases – the local government created a system of fuel support from its own income (800 families / year).

The spectrum of municipal grants was further expanded by the cooperating partner of the local government – a social enterprise created on the basis of the public employment programs – the Csemete Social Association.



The local government pays special attention to the cooperation with the elderly, to the follow-up of their living conditions and the special care for the older people. The demographic processes increase and change the criteria for the social services. As a result, these services are connected and tailor-made to the needs of the elderly, the introduction of services that may even be accessed from their own home is an important task. The creation of a livable town makes the ordering of the environment of the houses important for those that are capable of this, those who are not capable of this alone, the CSEMETE Social Association provides help at a lower price than that of the ones offered by the market. The inhabitant pays 30 % of the costs, whereas the local government 70%.



Thanks to domestic help and help around the house, the real estates of the town have become cleaner, are surrounded by more flowers, are more organized and this is a significant help for the elderly living alone.

The services of the Csemete Social Association create income and those employed by the Association, are displaced from the public employment arena to the open job market and thus receive stable workplace for the long run. The number of unemployed persons after the creation of these programs decreased to half.

After the introduction of these new social services in Polgár, those using health care services decreased and no accident due to freezing took place in the municipality. Help for the elderly in need and living alone, not only resulted in a clean, organized living environment, but a consciousness that he / she is not alone, thereby these people felt less depressed and less lonely. Educating young people of environmental consciousness, environmental protection are all ethical results that will be profitable in the long run. It is very important to step out from the public employment arena to the open job market, thus the creation of workplaces is a very important assess. Income in nature rather than in liquid was more efficient and to the point during the implementation of the best practice.

Hajdúsámson – „Forming of municipal image”

Hajdúsámson town is situated in the Northern-Eastern part of Hajdú-Bihar county, approximately 10 kilometers away from the center of the county. The municipality has approximately 14000 inhabitants and it is a continuously developing town. Its population has considerably grown over the years. Because of the closeness of the county seat town, more and more young people and families with small children move into Hajdúsámson. During these last few years, the number of unemployed people increased, the public employment program helped a lot in improving this situation, this program is also a step towards the integration to the real world of work.



During elaboration of the goals, we sought to provide not only for the employment, but the access to knowledge in case of the preparation of dry pasta as well as that of domestic gardening. Yet another important goal is for the public employed persons to present the prepared products to the community of the town, thereby showing of their importance. In connection with this, a carpenter plant is situated in the Public Employment Center which apart from routine tasks also contribute to the formation of municipal image. The plant produces compost bins, seedling growing trays which help the preparation for the next vegetation period. Besides this, the plan fabricates waste-management pots, flower bins, wooden pavilions that are used outdoors and are in harmony with the municipal image. These uniquely designed decorating products – apart from the functional use – become the determining elements of an organized municipality, thus serve the comfort of those visiting the municipality.



The main problem at the municipality is that at a considerable part, there is no built road network with asphalt and the communal spaces are also missing. The creation of communal spaces, supplemented by adequate activities, strengthen the cohesion of inhabitants. To this aim, a civilized and pleasant environment may provide adequate inspiration.

With the introduction of the best practice, we aim at communal spaces and bicycle roads to become real living spaces for our inhabitants, we contribute to this goal by ordered and unique outdoor decorating furniture.



The local community and those visiting the towns have clearly positively reacted to the ideas of the local government according to which a well-organized, integrated, yet unique municipal image attracts many people.

Komló – „Dry pasta fabrication from Komló”

Komló has an industrial history and the number of its inhabitants is 23.600. The closing of the mine and connected factories that meant safe personal income for many and the termination of the light industry employing women left an important mark on the job situation of the town, these effects may be felt even today. The leadership of the town wishes to make use of all supported and market-based employment possibilities as a result of which the unemployment situation may be improved.



The local government started to set up the Komló Pasta Factory in August, 2014 within the public employment program, at a real estate of 90 m² in the ownership of the local government. The leadership of the town wishes to produce new value creating workplaces. The dry pasta fabrication provides continuous work for 12 months and local products and sales for the school public catering, the hospital of Komló, the kitchens of the social care homes. From March, 2015 the Komló Pasta Plant began to produce two-types of pastas for soup made of 8 eggs, 5 different types of pastas from 4 eggs, all together approximately 1500 kilograms / month. In 2016, we managed to purchase a drying chamber, with the help of which we doubled the proportion, thus the plant produces 3000 kilogram pastas and works at a 100 % capacity. As a result of the extension of the market, they also transport pasta to the whole of Baranya county, especially to social care homes and school kitchens. They created a unique brand „KOMLÓ PASTA”, with the sign 100 % Hungarian product as the ingredients of the pasta, the flour, the eggs are of all Hungarian origin, not imported products. Pasta is sold in the local social shop in small quantities and quality packaging as well as for distributors. Based on the experiences of last year, the Komló Pasta Plant will be operated in the form of a social association from 2017



The main problem is the low education level of those participating in the employment. For this reason, the local government makes efforts to provide working possibilities in the public employment program that may be undertaken in the form of trained work. Last year, people with low education were employed in the Komló Pasta Plant, who after a training, were able to undertake independent, precise work, their personality changed in a positive way and as a result, they left the public employment program and found work at the primary job market with a higher level of income.



With the starting of the Komló Pasta Plant, a new value-creating activity was introduced. During last year, continuous sale possibilities were introduced for pastas in small packages (e.g. in the Indoor Market Place of Komló, in the Social Shops of Komló; two Tom Markets, three vegetable shops and 6 grocery shops participate in the sale of these products as distributors.)

Currently, 900 people work as public employed persons under the Town Guardship of Komló Local Government, they regularly purchase pasta made and plants, mushrooms produced in the public employment program, the price of which is lower than in the big supermarkets.

Based on our results and organizations, our basic aim is for the Komló Pasta Plant to become safely operable and self-financing in the form a social association from 2017.

Trizs – „Trizs, the fruitful village”

Trizs commune is a municipality situated next to the Aggtelek National Park, the number of its inhabitants is only 236 people. The name of the municipality originates in the word „guard” as the inhabitants of the municipality used to be the guards of royal fishing water and woods. The municipal community still preserves old traditions and local habits. These traditions started the greater production of local products, which are produced by the producers with heart and thus these products become more and more popular and sought after.



The local government has participated in the start pilot programs from 2012, with exclusively agricultural activity.

The public employment program of Trizs has been regarded as a village enterprise from the very beginning. The majority of people working in the programme are women and this also determined the scope of activities from the very beginning. The women of Trizs transferred their fruit and vegetable processing experiences from their own home to communal level. Apart from kitchen garden plants and herbal plant production, they also planted berries. Thanks to the fruits of these plants and the old fruit trees of the commune, 50 different types of jams and syrups are produced in the kitchens of Trizs.



The local products of Trizs are produced by traditional processes, thus they are characterized by home-grown nature, high level of quality. The ingredients are from the old fruit trees of the countryside of Gömör, their successors and the well-kept berry plantations. Apart from the jams and syrups, pickles, compotes, fruit-cheeses and bakery from the oven also colour the offer of the village.

The products are promoted as the product family of the Tastes of Trizs that become the messengers and ambassadors of the village, bringing several acknowledgments, regional prizes to this small municipality. In addition to this, these products wear the trademark „Home Delices” donated by the Borsod-Torna-Gömör Association.

Based on the several generations of experiences of local inhabitants in animal keeping, the production of fodder plants and animal breeding began: inhabitants started to keep pork, poultry, goats, first in the hutches of an abandoned house, later at a small, newly built animal farm. This is a new chapter of the story, as its target groups are men and young people.

The narrowing of working places, and disappearance of a solid background one and a half decades ago (local mines, light industry, dressmaker’s plants) hopelessness, the moving away of middle-aged men and the ageing of the population have become characteristics of the municipality. The majority of

unemployed persons staying at the municipality are middle-aged women with low educational level or career starters with a degree. The municipality is relatively close to towns where there are job possibilities at the real job market, still it is far away from the point of view of the undertaking of work and daily commuting. Very often the qualification necessary for the working opportunities are also missing. Transport and human service infrastructure should be also further developed. There is no such image of the future nor at the municipality, neither at the region that could provide the young generation with a good level of living, thus the migration of the young may begin as well.

Trizs is the western gate of the Aggtelek National Park, with significant passing tourism. The village tourism satisfying high needs and the tradition preserving events of the commune attract part of the tourism to Trizs with great success.



The basic principle of our best practice was that if we managed to stabilize tourism, those permanently without work – our target group – could make a living somehow. It was to this end that they began to produce jams and syrups and they experienced that there is a great demand of such products in the region. It is for this reason that, we started to develop the infrastructural criteria of these activities as well as the criteria of quality product fabrication.

„We believe that we build a future for the municipality with the help of this program!“ says the motto of this municipality.

The primary goal of the public employment program is to provide unemployed people with value creating work that based on the characteristics of the municipality and the workers give a certain image of the future for those living here. The aim of the program is to present life in the country-side through its multiple angle, as a sustainable life style and to preserve traditions that also represent values in the XXI. century. The program realized these goals. Currently, anyone can have access to this value-creating work. The increased administrative workload is jointly managed by the employees of the local government and the mayor. All inhabitants enjoy the results of this best practice.

„For the family and the community”: Good examples of the political and civil participation of Roma women

Szarvas – „The improvement of the situation of Roma women living in poverty”

Szarvas is situated in the Northern-Western part of Békés county, in the left side of the Three-Körös backwater, it is the center of the Szarvas Micro-region – the historical „Storm corner”. While Szarvas does not have a regional or county role, as a seat of the micro-region and the center of the township the number of tasks and functions undertaken by the town are of great importance. Its agglomeration extends basically to the micro-region but from several aspects even beyond the borders of this micro-region. The central role of Szarvas prevails from social, cultural, economic and touristic perspective. The educational, social, health care institutions, its economic importance, services and touristic initiatives provide the town with a regional role.



In the framework of the best practice, the town supports the improvement of the situation of Roma women by providing them with knowledge; making it possible for them to put their skills into practice through participating in public employment and thereby making a living. In this way, their chances of getting a work at the real job market are increasing. The town provides nursing and educational help to Roma children as the members of the future generation. Thus, their integration into the society may take place at an early stage – their lack of integration into the community increases their exclusion.

The target groups of the good practice are: Roma women with low education level who are permanently or temporary out of work, - the town offers them chances for their social integration and creates better living conditions for

them - and children with special needs whose social integration is supported by the program.

The solution of the problem was initiated by the Roma Minority Local Government, as the processes of public employment made high level professional knowledge necessary and lacked human resources. As the town has big green areas, a gardening and food-processing training began in the framework of the public employment program.

18 persons participated in the training under the direction of the training institution. There were difficulties during the implementation, to sit back to the “school benches” was difficult for those who finished their schools long ago or for those who had not known this constraint before.

In the public employment program, 20 people were employed as a green area keepers.

The municipal institution employs three women as nannies in the kindergarten. The aim was to decrease the employment discrimination of Roma women and try to re-integrate them into the world of work.

It was also a positive effect of their employment, that it was easier to convince Roma women to take their children into kindergarten regularly.

Hidvégardó – “Road to the Raul Wallenberg Prize and further – The peaceful co-habitation of minority and majority community and the role of Roma women in this”

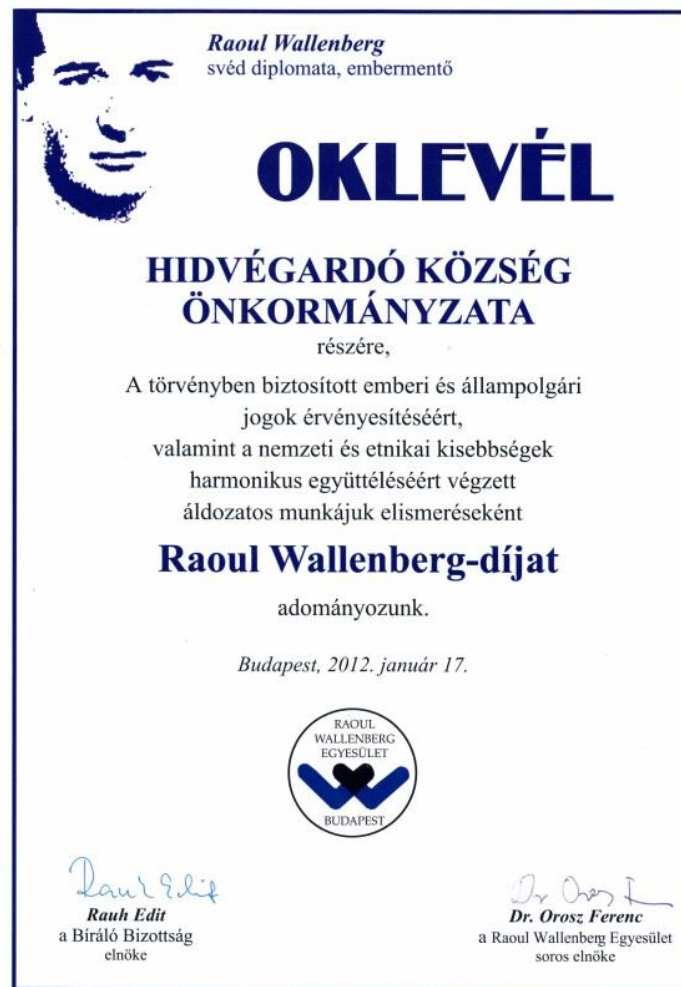
Hidvégardó commune is situated in Borsod-Abaúj-Zemplén county in the valley of the Bódva river at the Eastern gate of the Gömör-Tornai Karst-countryside – which is part of the World Heritage – 2 kilometers away from the 27 main transport road. The commune with 610 inhabitants, became Hungary’s northernmost municipality after the redrawing of the boundaries at Trianon, it is neighboring Slovakia. Beautiful squares, flowery streets, renovated peasant houses, listed curia, churches, monuments, country houses, all these decorated with flowers. It is not by chance that tourists call Hidvégardó, in the gate of the Highland, the pearl of Cserehát, moreover it is also characterized by the harmonic co-habitation of the minority and the majority population.



Members of the local Roma population realized already 50 years ago that they can only live together with the Hungarians of the village, if they catch up with them in work, learning and morally. Good relations were created between the families of the Roma minority and the Hungarian majority, that especially showed that the effected persons, families helped each other on a regular basis and strengthened each other in the various aspects of life. This practice is maintained even nowadays and the local government also tries to strengthen the relationship between these families: It aims at widening and spreading this practice with the help of the Roma women wanting to work for the Roma community (the head of the Roma Minority Local Government, the librarian, the head of the public employment in gardening, nurses in domestic help etc.)

The Roma families of Hidvégardó made the first steps on their own for the catching up to the living conditions of the majority community and for the

harmonic co-habitation. It is very important what they see and what they pass on to their families, and what are their living conditions like in their close environment. The teachings of their great-grandmothers are alive in the minds of Roma women and they pass on these views to their own families, this was respectfully acknowledged when the commune received the Raoul Wallenberg prize in 2012.



Current general prejudices against Roma people are not valid in Hidvégardó, as the will to act, the integration to the non-Roma community is a fact. The Roma families accept and agree with the equality of opportunities determined by law.

The aim of the good practice is to improve the situation of unemployed Roma people, especially the social integration and employment of Roma women. When unemployment appeared in the 1990s', many Roma families sank back to a living standard that was prevailing decades ago. With the help of the local government, they received chances for employment, so that they do not break away from the world of work. 60 % of the persons in public employment are of

Roma origin. The will of Roma women to act became stronger as they wanted better living conditions for their children and family.

The integration of Roma women in various trainings, consultations, forums had a positive effect on Hidvégdó. The instructor may treat children easier this way, as 90 % of Roma children go to the local school. The kitchen is catered by vegetables, potato, the majority of which is produced by Roma women, these provide for the catering in the school, kindergarten, social home, working places and even restaurants. Roma women therefore became acknowledged members of the community. The Roma women of Hidvégdó do not feel excluded, as they made decisions in their cultural and social life that they found important for the commune but were also in harmony with their own interests.



With the employment of Romas and within it that of Roma women, there is less unemployment in the commune. As they started to work and had an income, new opportunities opened for Roma families. This helped Roma women to have families and children, as they were able to support them and teach them. The tendency of decreasing population was stopped as they were not afraid anymore of losing their job because of having children. They think of their participation in the public employment program as a chance, not as a failure.

Uszka – „The support of the equality of women in Uszka”

Uszka Commune is situated in the Northern-Eastern part of Hungary. The number of its inhabitants is 502 people. 87 % of the population thinks of themselves as Romas. The municipality is one of the communes with the most disadvantages. There is no primary school, kindergarten, the pharmacy is 8 kilometers away, the general doctor have consultations once a week. The closest railway station and hospital is 36 kilometers away. There is one grocery shop in the commune and the post services are solved by a moving post office.



One of the few, if not the only working possibilities in the commune is the local government. There is a low number of elderly in the commune, whereas the number of young people between 0-18 years is very high. Presently, there are 170 registered unemployed persons, 145 people is integrated into public employment.

Before the change of the political system, the only roles of Roma women were to bear and raise children and undertake the domestic chores. They did not have their own income. They were in a very dependent position, suffered a lot and lived in great poverty.

The local government recognized all this and attempted to withdraw them from this situation. It tries to involve all active Roma women into public employment thereby creating a chance for a better and more confident quality of living. In the last few years, several Roma women got involved in trainings in the framework of public employment. In the program aimed at terminating Roma segregations, 12 women received OKJ diplomas as family keepers.

At the local government, 15 persons had a certificate in health protection, 15 women as domestic help nurses, 15 as animal keepers, apart from this, some

received certificates as agricultural workers, apartment painters, 5 participated in a course for infant nursing. The experience of working and learning together was fruitful: these Roma women and girls organized other activities spontaneously together, started doing aerobics in the cultural house.

Out of 78 active-aged Roma women, 65 have some type of certificate. There is a woman who teaches aerobics in Budapest, the 12 persons with family keeper certificates make use of their experiences also at home, whereas apartment painters also help their family and friends to paint their homes. These Roma women became more confident because of learning and acquiring a certificate, they felt that they have become “more” than what they had been before.

Most people work in the START pilot program (160 people). Unfortunately, there is not really other working possibilities in the commune. Thanks to public employment programs, many became primary producers and have their own income.

The Deputy-Mayor is a Roma woman, who was asked to participate in the election. She has been a Deputy-Mayor for many years. She personally visits the Roma families and invites them to the trainings.

There is a change in the attitudes of Roma men as well and Roma women may work.

Characteristically, Roma women marry after 18 at the municipality and the average number of children / family is 2-3.

The main aim is that every inhabitant of Uszka should have an income, this is why several courses are organized so the Roma population may acquire professional skills. Courses in Uszka were successful and everyone starting them also completed them.

Cooperation of local civil guard and the local government

Nagyhegyes – „Keeping the good public safety in Nagyhegyes with comprehensive joining forces”

Nagyhegyes village could be found in county Hajdú-Bihar, in the extensive area of the Alföld, in the east side of Hortobágy, at the border of Hajdúság, next to Keleti main channel, in the urban area of Debrecen, Hajdúszoboszló and Balmazújváros. The history of the municipality dated from the age of the Arpads when it would have been a village with church, later on was became depopulated and then was created again a village with fusion of detached farms.

The number of permanent inhabitants of Nagyhegyes is 2820 persons. There are unified nursery school, primary school, residential elderly care home, health care centre, and a branch pharmacy.



The local civil guard association was founded in 2006. At present it has got 50 members (26 adult and 24 youth civil guards). The aims of the association: creation of order and feeling of security in the municipality, avoiding being victim, warning off the criminals. The low number of crimes even decreased in the last years and it shows decreasing tendency.

The local government and the civil guards have cooperated for a long time with organization of awareness raising presentations, call on the elderly generation, with presentation of civil organisations. They have built the Movement of Neighbours for Each Other (SZEM - Eye) in the life of the communities, they have cooperated with responsible police office in planning the surveillance camera system and after its building up they are cooperating in operation of it. They maintain guarding patrol service and they receive warning from the inhabitants.

The introduction of the best practice aimed at reaching the following objectives:

- avoiding being victim;
- creation the picture of order and public safety in the municipality;
- development of subjective feeling of safety among the inhabitants;
- increasing the risk of offenders being caught, therefore development of crime prevention in the municipality.

The number of participants at the best practice is increasing continuously and also the acceptance of the program within the local community. The most important results of the practice are the feedbacks from the inhabitants. Beside this the permanent increasing number of young civil guards is not

negligible either. The 20 % of the senior section of the primary school is participating with registration.

Capital Budapest District XIII. Kerület – „I, YOU, She/He, but together is easier for OUR safety”

Capital Budapest District XIII is a progressive, dynamic developing district with beneficial structural features. The engine of the vigorous development is thought out, disciplined and transparent city management which is guided by the long term plans. The number of inhabitants is 120.199 persons from which the percentage of the people above 65 years old is 19 %. The dependency rate of the elderly people is 29% and the growing old index is 1,6. The number of households is 63.664. The local government provides all the compulsory tasks and with their voluntary undertaken tasks it provides the improving of the life quality of the inhabitants. The public services are satisfying every demands. The mid-term development plan approved at the end of the election period of the District with title “Capital Budapest District XIII. in action” ensures the permanent improvement of the district.



The local government of the district is continuously relying on the cooperation of the civil organizations, thus it seeks those partners and organizations in the area of public safety, which want to act for the security of their and their environment daily lives. We admit that the crime prevention is based on cooperation and partnership of different branches. These two thesis are the basis the project with title “*I, YOU, She/He, but together is easier for OUR safety*”. The work with common aim is built on active cooperation of district civil guard, the local government and the social institutions of the local government. Since February 2015 on every Wednesday in every week the civil guards, social workers go through together the streets of the district in the late evening between 18 and 22 pm. Both of the players add their own professionalism into the common work. The common aims are the crime prevention, prevention being criminals the local inhabitants, mainly the infants; decreasing the risk being victim of the infants and elderly people; and

the moderation of reasons for crimes. At the field work immediately 20-25 persons have participated. On the experiences is being made a report including proposals and is sent to the deputy CeO of the local government on the next day. Based on this report a signal will be made to the touched organization or authority in order to make the necessary interventions.

The elected body of the local government examines annually the situation of the district from the point of view of the public safety through the report of the Police Office of Budapest District XIII., Street surveillance and Official Fire Department in District XIII.. Based on local indicators the crime prevention concept defines the aims and the interventions for reaching the aims.

Conclusions:

- in the capital is the highest number
- of crimes pro 100 thousand inhabitants;
- the number of loafing children in public spaces;
- declining subjective feeling of security;
- 50-60 persons live in public spaces habitually;
- continuous demand for extension of space surveillance camera system with 273 cameras
- social work on the street mainly in working hours
- continuous improvement of ability of self-defence of the local community
- regular Cooperation Forum.

The general aims of the good practice started on 5th of September 2015 is strengthening the safety attitudes based on cooperation principle, implementation of the mid-term concept of the local government with title District XIII in action. Concrete aims:

- completion the social work beyond the working hours, once a week, in the late evening hours between 18 and 20 pm;
- enlarging the social work on the street with creation of more groups, using the technical tools of the civil guard, for example car;
- the civil guards do and initiate interventions within the framework of the law, with this the social work is more effective, in many times more productive;
- within the civil guard a Youth Group was created with 8 persons, our social workers joined to the organization;
- the social workers participating at the project try to involve the youth as peer helpers – in group work contributing to the movement of the young civil guards.

The participants of the best practice: the social workers, directly at the field 12 persons, indirectly the employees of the institutions of the local government 250 persons, and the members of the civil guards, with average number of participants 65 persons. The direct participants work on directly public spaces. The indirect participants are the channelled children, who organise leisure program for youth, provide summer schools, camps and trainings. The civil guards follows the social workers and if it is necessary they make interventions or initiate them.

The indirect beneficiary of the best practice is the whole population. The decreasing number of loafing children and the proper use of public spaces is an important result for every citizen of the district.

We influence in favourable direction the subjective feeling of security of the inhabitants with common presence of the police, social workers and in many cases public area inspectors. The cooperation, the common work made habitual the late evening tour of inspection on the public area. The project made more popular the generous work of civil guards; their membership was enlarged by 8 social workers and 4 young civil guards. They could involve around 100 young people into their programs. The public area inspectors joined to the weekly inspection, and this formed into a practice. The signal system of child- and adult-protection was further strengthened. The problems and dangerous situation experienced on the spot could met by expert's reaction immediately and could provide service with short reaction time. The sharing information enlarged in the highest degree and the reaction time of the sharing information decreased dramatically. The established personal relation makes the daily work of the touched professionals much more effective.

Mórahalom – „Paris, to the left! With joining of forces against the negative impact of the migration – new municipal challenge”

Mórahalom is a city in the South Plains region, 20 km from Szeged city. The small city with 6020 inhabitants is the centre of the district (township) and its feature is the dynamic developing tourism because of its thermal bath. The majority of the inhabitants deal with agricultural activities mainly with growing of vegetables. The municipality is laying directly on the Serbian-Hungarian border. For this reason in the last two years but mainly in 2015 the city is touched by the illegal migration together with Ásotthalom and Rösztke. The municipality is part of the so-called Balkan track. Statistics of Mórahalom does not differ from the national averages.



Mórahalom is part of the illegal migration problem which concerns whole Europe and needs to handle with complex approach. Because of the position of the municipality the local government had to elaborate answers with individual solutions with involvement the civil guards and other civil organizations. With permanent dialogue the different players succeeded to create a model, which provides complex solution to the handling the migration on local level. These solutions serve the satisfaction of the local inhabitants on the first place, but parallel they advocate the preservation of human values and respection the international law as well. More public services of the local government had to change as well (for example to reorganize the waste management because of the clothes and tools scattered by the migrants) and the operation orders of the institutions had to consider again. The security guards of the local government and the field guard had to be strengthened (it was important to be familiarize with the place) furthermore the subjective security-feeling of the local inhabitants which demanded to organize visible patrol presence. Urgent questions were arising that the moving migrants disturbed the daily life of the people living on detached farms. It was necessary to build up a signal system for them too. The joining of forces by the local civil

guards and other civil organizations was raised value beside the governmental interventions.



Working groups were established on following areas:

- for guiding the staff of the press and observation of the press
- guiding the staff of humanitarian organizations;
- health care rescue party (volunteers, local doctors);
- observation the taxis and human traffickers;
- 24hour monitoring service;
- legal assistance for farmers (with support of Ministry of Interior and National Association of Civil Guards);
- the public workers cleaned the rubbish;
- Surveillance Camera System was built up;
- Guest civil guards came for helping us from all parts of the country.



The attitudes of the inhabitants changed with progress of time. At the beginning – mainly when people came from Kosovo – the inhabitants helped the migrants: they provided water, meals for children and adults, and showed the way them during their march. Later on by the mass migration the helpful inhabitants got tired psychic. By this time the local inhabitants realized only the negative impacts, that is why it was crucial to intervene by the local government in order to prevent the development of immoderate attitudes against the migrants. As a result of the information forums being held for local inhabitants the xenophobia was decreased among the inhabitants, they handled the situation calm and took notice the emerged changes. The greatest result was the establishment of the observation service made up from volunteers, who provided above the law enforcement agencies the peacefull sleep of the inhabitants and the law and order at the daytime periods. The objective and subjective feeling of security was improved among the citizens.

Interview with Mr Andreas Kiefer, Secretary General of the Congress of Local and Regional Authorities of the Council of Europe



- 1. Since 2010 you have supported the work of the Congress of Local and Regional Authorities as its Secretary General – how do you assess the changes in the Congress (its members, environment) since then and what sort of challenges await the Congress in the future?*

Since the European Charter of Local Self-Government has now been ratified by all our 47 member states, our next challenge is to ensure the full implementation of all of its provisions across the European countries through our “100% Charter” goal. Another important challenge is to achieve a more balanced gender representation in local and regional political life as well as foster citizens’ and young people’s participation in the democratic process. This goes hand in hand with the promotion of democratic citizenship in general and the more immediate concerns as regards radicalisation leading to violent extremism and the efforts that must be made for building inclusive societies.

- 2. As the Secretary General of the Congress you were an active participant of the reform of the Council of Europe and of the Congress. What is the greatest result of this new structure?*

The reforms initiated by the Congress of Local and Regional authorities relating to its working methods and goals have allowed us to refocus on our core mission which is the monitoring of the implementation of the Charter of Local Self-Government. Thanks to this reform, we have been able to put monitoring on a faster track and regular basis, and reaffirm the protection of human rights at all levels of government. This in turn has strengthened our

position as a leading institution on issues related to regional and local democracy.



- 3. You keep active contact with the Committee of the Ministers too. How do you find the relation between the central and the local governments in the member states? Is this a unified European or international trend or are there big differences between the countries in this respect?*

Although we have witnessed in the past few years positive developments towards greater autonomy of regional governments, the economic crisis has had a deep negative impact on this trend. Indeed, a tendency to re-centralise, with central governments cutting budgets and reducing the number of local and regional administrative levels, could be observed in some countries (for example in Turkey). Fiscal and budgetary controls on regional and municipal authorities have also increased. This could be seen as a step back in the decentralisation processes we have been supporting. However, there are also developments in the opposite direction: In Portugal (an intense reform programme was built up with consequences for a new relationship between national and subnational territorial structures) Belgium (reforms granting more autonomy to regions and communities have been carried out in 2013-2014), Georgia (comprehensive territorial and administrative reform of local government approved by Parliament in 2014) and Ukraine (where a slow

process local government reform has been in the making since 2012) important positive steps towards decentralisation have been taken.

4. *As a national association of local authorities we are always glad to have a monitoring visit from the Congress on the implementation and the effectiveness of the European Charter of Local Self-government, as it serves as a good reference point for us in our different activities of protecting local government interests. Are there cases which are worth mentioning when the monitoring visit ended in concrete results, consequences in any country?*

Several positive results can be mentioned, starting with a better incorporation of the Charter into domestic laws. For example in 2011, following the monitoring visit, Estonia clarified its legislation concerning the functions and tasks carried out by local authorities and provided its local governments with larger sources of funding. We were informed by the Minister of Regional Affairs a year after the monitoring visit of these changes. The gradual lifting of the reservations to the Charter made by the member States is also a positive outcome in order to ensure its full application. Malta withdrew 4 reservations in 2011 following our monitoring visit in 2010. More recently, the example of Ukraine can also be mentioned as the Congress assisted the Ukrainian Constitutional Committee in the reform of the Constitution which led to the elaboration of a new law on decentralisation.



5. *The European Charter of Regional Democracy has been on the Congress's agenda for quite a long time. How do you envision its future?*

The draft "European Charter of Regional Democracy" adopted by the Congress in 2008 and followed by the 2009 "Reference Framework for Regional democracy" was a positive step towards greater powers granted to the regions in our member states. However, we are now facing a situation where contrary tendencies coexist with regions that want to break away on the one side (Scotland, Catalonia), and the rise of scepticism towards regionalism and federalism in some European countries on the other. I believe that the current climate makes it difficult to envisage an evolution that would lead to the adoption of this Charter in the short-term.

6. *Our national delegation to the Congress is more active than ever; the Head of the delegation, Dr. Görgy Illés contributes as a rapporteur to the professional work of the Congress. How do you see the effectiveness of the Hungarian national delegation from your side?*

An effective national delegation is indeed a delegation that actively contributes to the work of the Congress and this has been the case of Hungary. Mr Illés, as co-rapporteur on refugees and immigration, participated in a conference on refugees in Samos (Greece) in June and will be visiting the region of Attica in the same country in September as part of a Congress delegation. Another member, Ms Anna Magyar is co-rapporteur on the minority languages report which will be adopted in 2017. These are important contributions to the work of the Congress and are much appreciated as we are aware that they take a lot of time and energy and the members have much on their agenda already.

7. *In 2015 the Congress adopted its "Strategy to combat radicalisation at grassroots level", including the "Guidelines for local and regional authorities on preventing radicalisation and manifestations of hate at the grassroots level", which was completed with the toolkit for local governments in March 2016. We hope that these documents – published here in this newspaper – will help Hungarian local governments too. What kind of actions do you plan regarding this topic? Are you planning on organizing meetings where local authorities could share their experience or a collection of the best practices?*

The Congress will provide local authorities, local NGOs and associations with a toolkit that will be put online in October in the 36 languages of the Council of Europe. The aim of this project is to equip local and regional governments with the necessary information and experience concerning interreligious and intercultural dialogue through clear guidelines based on the 12 principles of interreligious dialogue at local level. The Congress can also act as a platform

for local authorities to share their examples of good practice and discuss how a particular strategy could work in another country/ This was the case during the conference on the prevention of radicalisation organised last year in Aarhus (Denmark) where we launched the Alliance of Cities against Violent Extremism. This experience will be repeated this year in Rotterdam and next year in Barcelona.

8. *What kind of best practices (with concrete results) exist for the establishment and operation of intercultural dialogue which is a rough road everywhere?*

The Council of Europe's "Intercultural Cities Network" provides great examples of successful multicultural projects at the local level. Last year, its "Diversity Challenge Prize" was awarded to the "Xeix Project" from Barcelona (Spain) for fostering intercultural exchange by better integrating the Chinese community via the local businesses merchant association. Other positive initiatives focusing on the integration of migrants took place in Lublin (Poland) with the "Lublin 4 All" and the "Communication for integration" (C4I) campaigns. The "Neuchâtoi" project carried out by the City of Neuchâtel (Switzerland) can also be cited as a good example for the establishment of an intercultural dialogue. In both cases, cultural events were organised through exhibitions, display of portraits, conferences, projections of films and shows.

9. *It is often said that inclusion and active prevention is much more cost-effective at the social level – are there any positive or negative experiences in the world of local governments?*

Indeed and the Congress's approach to radicalisation is a good example of this. The Congress Strategy to combat radicalisation at grassroots level adopted in 2015 focuses on preventive policies and various local practices throughout Europe. The city of Vilvoorde in Belgium has put in place a support system for families identified as "at risk" of having one of their children to become radicalised, providing family members with solid information on the radicalisation process. The city of Aarhus (Denmark) has been promoting open dialogue with at-risk communities, discussing integration, radicalisation and the conflict in Syria. The results are positive as the number of Danes joining the jihad is in decline and only one person left the city of Aarhus to travel to Syria in 2014 as opposed to thirty-one in 2013.

10. *EGTCs (European Grouping of Territorial Cooperation) have been established in Hungary. The municipalities with a smaller number of inhabitants would participate at this kind of cooperation. What kind of advantages and disadvantages have you experienced in this field? Are there*

examples for well-functioning EGTCs with (only) the involvement of small municipalities?

The EGTCs allow public entities from EU member states to come together in order to manage cross-border and interregional projects. As such, they concern more than half of our member States. It is indubitable that small municipalities benefit from being part of a broader trans-national project that can lead to economic, social, cultural, territorial and touristic improvements. Projects such as the “MASH project” involving four cities in Hungary and Slovenia (around 3200 inhabitants) or the “Pons

Danubii EGTC” composed of three Slovak municipalities and four Hungarian cities have fostered closer local co-operation with cross-border training programmes for unemployed people, better health care services’ accessibility as well as the development of trans-national touristic tracks and cultural partnerships. Other small-scale EGTC programmes can be cited such as the “GETC Pirineus-Cerdanya” partnership which targets 27 000 inhabitants across the French-Spanish border region and which supports territorial cooperation and economic cohesion through shared environmental, cultural and historical heritage projects.

11. What is your message to the Hungarian local governments on how they can make use of the activities of the Congress in their work?

I would repeat what we say to all local and regional authorities: To use the European Charter of Local Self-Government as the guide to improve the policies they choose to put in place and to follow the work of the Congress (through their national associations) which is a platform for dialogue and discussion on current issues where local authorities can learn from each other’s experiences.

Regular feedback from the Congress members to the municipalities – via the associations will contribute that the interesting and very relevant work of the Congress is better known. The association should, together with the head of the Congress delegation, analyse the work programmes of the Committees and disseminate the respective information.

Finally, the President of the Congress and myself will be happy to accept invitations to speak in annual General Assemblies of the national associations and exchange directly with the mayors and councillors about their needs and

expectations and what the Congress can deliver.



Detail from the publication with title „ Database of good practices - Inspirational practices of local governments from the Visegrád Group countries” – edited by Association of Towns and Communities of Slovakia (ZMOS), supported by Visegrad Fund

Introduction of the programs of Union of Towns and Municipalities of the Czech Republic

Strengthening the municipalities in the area of capacity building

UTM first started to deal with strengthening the municipalities in the area of capacity building in 2001. The professional counselling of UTM in the key areas of interest of the Czech municipalities created trust in the quality of the services offered, which is further supported by the fact that these services are not provided by the state, but rather directly by an organization, the aim of which is to satisfy the needs of the municipalities and to defend their interests.

Feedback from the Czech municipalities revealed that the areas of greatest interest include not only the continuous and fast counselling in the partial issues in the areas of local and transferred powers, as well as the freely accessible samples of documents and filings, which the municipalities often use in practice. UTM reacted to the needs of the Czech municipalities by realizing several projects, consisting of providing freely accessible samples of documents and information in the form of counselling and issued publications, but also – and most of all – by providing educational activities by means of attendance and distant forms of education. All the projects aimed not only on the members of UTM, but they were available for all the municipalities within the framework of CR throughout the life and the sustainability period of the projects. The realization of the educational projects described below was positively accepted by the municipalities, by the state institutions, and surprisingly also by the general public, which had the chance to learn about the activities and competences of the individual public administration bodies.

History of UTM project activities in the area of capacity building

UTM realized the initial activities in this area in 2002 by means of the Czech-Dutch project named “Increasing the preparedness of members of municipal and regional self-governments in CR”, within which the first version of the Handbook for Local Councillors was issued by UTM. This handbook was designed for the newly elected councillors in the communal election held in 2002, introducing their competences and legal obligations related to the municipality management. In the years 2009–2010, UTM deepened its activities in this area by means of a Czech-Norwegian project named “Modern approaches to educating the elected representatives of territorial selfgovernments”. A completely new educational programme for the councillors was created within the framework of this project, inspired by the well-tested Norwegian model of educating council - lora. Subsequently, UTM continued these two successful projects with the realization of projects co-financed mostly by the European Social Fund (hereinafter as ESF) in the years 2010–2015. The projects were named “Smart councillor” and “Accountable councillor”.

Smart councillor (2010–2013) 1

The project “Smart councillor” was a loose continuation of the projects mentioned above and it was co-financed by ESF through OP HRE and by the UTM funds. The project was realized from September 2010 to August 2013 and the overall costs amounted to CZK 42.5 mil. (approx. 1.57 mil. Euro). The success of the project can be documented by the fact that it was included in best 20 projects realized under the supervision of the Czech Ministry of Interior. The main aim of the project was to create an offer of supporting services for the councillors at the level of the municipalities by means of a complex, internally linked educational programme and information-advisory services focusing on increasing the quality of work of the municipalities and increasing the competences of their councillors (62,575 altogether at the time of the project realization). The project provided for regular service for the councillors in acquiring and exchanging information necessary for carrying out their functions. Further on, it allowed the newly elected councillors to get involved in the functioning of the municipality council more easily by means of education. The team of lecturers was made up of councillors with several years of practice. Within the project, three trainings were prepared for the lecturers, each lasting two days, focusing on strengthening the ability to use the methodology for the trainings in the individual topics 6 and on strengthening the actual lecturing skills and abilities. Overall, a team of thirty

¹ The project had got own website, but its operation closed with the project completion. However the results of the project could be found at the website of the project: <http://www.smocr.cz/cz/nase-rojekty/ukoncene-projekty/vzdelany-zastupitel/default.aspx>

lecturers was created, capable of realizing seminars in the municipalities. Besides the information service and educational activities, the quality of other services for the municipalities and their councillors was also increased and innovated within the framework of the project. The Handbook for Local Councillors was updated for the third time within the framework of the project, and there were 70 thousand volumes published as a practical guide for more than 62 thousand elected representatives of the self-governments. The key factor of success of the handbook rested in its processing and opponency by persons with practical experience in carrying out public administration. The handbook took into account topics relating to municipality legisla - tion and unlike the previous editions, also the individual areas of communal policy in relation to the roles, activities and obligations of the councillor, including specific examples of good practice from selected Czech municipalities. By realizing educational seminars for the councillors, UTM reacted to a demonstrable long-term need for educating the elected representatives of the local self-governments. The aim of the realized seminars was an effort to maintain and develop on a long-term basis the complex edu - cational programme for the representatives of Czech municipalities. There were 152 seminars realized in the municipalities within the framework of the project, which trained more than 2,500 councillors. The seminars for councillors consisting of two blocks, each lasting three hours, were conducted in the form of discussions and they were attended by whole local councils. The first block of the training, which was mandatory for the councillors, had a general focus – the councillors were informed about the public administration system in CR, about their competences and the communication topic. The second block was optional, i.e. the council of the given municli - pality could choose from several optional topics, such as Councillor as a manager, Councillor as negotiator and representative, Councillor as a manager – finance, Councillor as a manager – prop - erty, Councillor as a person responsible for long-term development of the municipality, Council - lor as a legislator and ombudsman. Regarding the time, it was possible to choose 2 topics at most. An innovative element of the realized seminars consisted in the obligation of the lecturer to visit the given municipality prior to the actual seminar, i.e. to carry out a detecting mission, during which he met with the municipality representatives. The aim of this meeting was to understand the local situation and the current problems the councillors are dealing with in the given region. All the technical and organizational matters regarding the seminar were also arranged for and specified within this meeting. The seminars for the councillors were always held in the municipality, which was interested in participating in the seminar. The added value of the meeting was in the fact that the participants could get to know each other better, which lead to more effective work in the actual municipality council. In parallel with the attendance seminars, a two-module e-learning course was also realized within the framework of the project, the

aim of which was to increase the knowledge of the councillors in the area of process rules regarding the municipality management, linked to the Act on Municipalities and related legal regulations. The first module was designed especially for the regular councillors, with topics in the area of law and obligations of the councillors, as well as the area of essential issues of the process functioning of the municipalities. The second, advanced module, focused on the councillors with other functions in the municipality council, or those who actually manage the municipality council meetings. The module consisted of more complex matters of the municipality running. Both the modules were separated into chapters, which stated approximate time needed for the study thereof. The e-learning was concluded by a test with approx. 25 questions. The councillor received a certificate for successful passing of this course, which was accredited by the Czech Ministry of Interior.

The establishment and operation of an Information-guidance centre for the councillors (herein - after as IGCC) represented a highly valued activity within the framework of this project. IGCC offered a free-of-charge service of highly qualified legal professionals, who answered by telephone or e-mail specific questions/issues encountered by the municipality council members. These mostly concerned process matters ensuing from the Act on Municipalities, e.g. questions like how to treat complicated objections of the citizens within the process, how a particular councillor may affect the preparation of the municipality budget, how to proceed in handling the municipality property, etc. Due to the fact that the legal arrangements regarding the functioning of the municipality (the Act on Municipalities) and the subsequent legal regulations are quite complicated, the legal guidance within the framework of IGCC was highly exploited. Throughout the project, more than 27,500 questions were answered. This amount of answered questions formed a good base for creating a FAQ database. Within the framework of the project, UTM also awarded a certificate for “Accountable” municipality, under the patronage of the Czech Ministry of Interior. The certificate was awarded to municipalities in which at least 80% of councillors were trained within the framework of the attendance and e-learning training

Accountable councillor (2014–2015)

The project named “Accountable councillor for an open and cost-effective municipality” was cofinanced by ESF by means of IGCC. The project was realized from January 2014 to November 2015. The overall costs of the project amounted to approx. CZK 23 mil. (approx. 852,000 €) with a 15% co-financing by UTM. This project gradually took up the results of the previous project “Smart councillor”. As opposed to this project, the project Accountable councillor was strengthened with new items and extended the services provided by other rounds of topics and groups of inquirers, which guaranteed

that the project offered a unique complexity of the services offered. The aim of the project was to increase the effectiveness, transparency and quality of the decision-making processes at the level of the municipalities, carried out by the local councillors and employees, by means of educational programmes and a system of comprehensive services. The handbook for a local councillor was issued again within the framework of this project (in a 4th edition, already). The audio version of the handbook for the blind was a positive innovation. The fourth edition reflects on the current legislative changes in the area of public administration and the change of the Civil Code, which had significant impact on the local self-government representatives. The handbook newly stresses the principles of good administration, performance and transparency in the decision-making processes in public administration, and reacts to the need of searching for rational savings in the municipality budgets, and other current problems of the councillors. Advisory services within the framework of the “Legal consultancy” (continuation of IGCC) were extended by another circle of inquirers. Besides the councillors, questions could also be posted by the employees of the municipalities, who create the professional support for the territorial selfgovernment. The topics of the guidance provided were also extended, for example by free access to information, local charges, entering into contracts pursuant to the new Civil Code, labour law, administrative order, delicts, building law, etc. Due to the impact of the new Civil Code on the individual types of documents needed by the municipalities to carry out their activities, a database of 152 samples of contracts/filings/ forms 8 was created within the framework of the project, e.g. a sample of the rules of procedure of the municipality council, samples of the individual acts in the administrative proceedings (initiation of the proceedings, protocol, summons, decision), a sample of a decision on an administrative delict, a sample of a work contract, a sample for property tax declaration, a sample of a simple submit - ting document, and more. Once again, educational seminars formed a key activity of the project. Linked to the project “Smart councillor”, the one-day seminars (6-8 hours long) were always organized in the particular municipality. As opposed to the previous projects, micro-regions or voluntary communities of municipalities expressed interest in these trainings, thus enabling education for the members interested in learning. The lecturers were again obliged to pass a two-day initial training and methodological meeting focusing on the enlivening and increasing quality of their lecturing skills. Regarding the contents, the programme was the same as in the project “Smart councillor”. It dealt with utterly practical matters facilitating the taking up of the function to new councillors especially, and allowing them to acquire orientation in the issue of running the municipality. As an innovative activity, the project organized the so-called “Councillor days”. These were mass meetings of councillors from multiple municipalities organized for the purposes of sharing good practice within the region in a peer-to-peer form.

Besides, the councillors used the meeting to jointly look for particular solutions to burning problems within their regions. The meeting was organized as a hosted discussion attended by professionals, representatives of the territory and representatives of UTM. Altogether, there were 5 pilot “Councillor Days” organized within the framework of the entire CR. Courses of essential knowledge focusing exclusively on the newly elected mayors/deputy mayors in the communal elections in 2014 were organized in thirteen regions of CR. A total of 564 may - ors/deputy mayors were trained within the framework of these courses. Besides these training programmes in the area of capacity building, a set of educational modules focusing on the posi - tion of municipalities pursuant to the new Civil Code was created in the form of one-day, practical seminars open especially for the munici - pality employees. Attendance courses were complemented with accredited e-learning educa - tion focusing on the issue of utilization of the new Civil Code within the municipalities, linked to the Act on Municipalities. It was a unique combination of attendance courses and e-learning education, the so called blended-learning. E-learning education was conceived as 3 independent modules: basic, advanced and special module focusing on entering into contracts pursuant to the new Civil Code. All the e-learning modules were hosted by a tutor, available to the participants via a telephone 8 hours every working day from 12:00 to 20:00. Each e-learning module was concluded by a control test with 12 questions. A councillor passing successfully this course¹⁰, ac - credited by the Czech Ministry of Interior, received a certificate. The needs of the municipalities in the areas of strategic management, planning and economic processes optimizing, linked with the financial management of the municipalities and manage - ment of public property, was reflected within the framework of the project through an extended portfolio of the advisory services provided.

Mayors Academy in Hungary – maintained by Hungarian National Association of Local Authorities (TÖOSZ)

The Hungarian National Association of Local Authorities (TÖOSZ) started its program in 2009 in cooperation with Norwegian Association for Local and Regional Authorities (KS) and National Public Service University. Since then it has undergone several changes. The renewed Mayors Academy contains four permanent trainings built on each other. Above them the seasonable trainings receive a place in the system which answer the actual challenges of legal changes.

The four trainings built on each other and the trainings with actual topic make acquainted the participants with those competencies, knowledge and good practices which give answers to the daily challenges of a Mayor.

The leadership training strengthens the Mayors in their skills for being leaders, helps the public appereances, improves the using the strategic planning, motivation techniquies, community planning tools, and modern ICT tools. It gives methods for managing conflicts and choosing forms for social participation. It improves the knowledge in order to make more effective the public services.

The training of conflict management gives methods and techniquies, which help the municipality leaders in their daily work to solve the problems constructive and successfully arising during their daily work, in connection to the inhabitants, collegaues and partners in situation of discussions or conflicts.

The strategic budgetary planning course focuses the budgetary planning techniquies, the possibility of using different sources and funds, the accessibility of them and the participants could learn from each others practices. The participants could receive answers for their questions, so that they could receive a real chance to elaborate their own solutions. The presentations and practices give special emphasis to the good formation, data needs, avoiding traps of indicators.

The Councillor Training helps to think together in such topics as responsibilities of a councillor, role in decision making, making more effective the strategic planning of the local government, form of keeping contact with the inhabitants, possibilities of organization of public services, possibly strengthening the cooperation between the councillors and the office.

There is a possibility within the program to invite the lovócal governments for thinking together on their own projects, at this point the training focuses entirely tailor made to their problems and alternatives of their solutions.

The trainings made up from modules, are strongly practice orientated, interactive. Within our programs we provide possibility for Mayors to get to know the municipalities of each other.

The main virtue of the Academy is the building relations and the establishment of our even expanding knowledge network.

To the programs is possible to register separately, but for being member at the Academy, it is necessary to complete all of our trainings.

Councillor Trainings

The Councillors Training Program in Hungary

The training is the further developed version of the series of training in 2010 which was held with great success. The legal changes - with special focus on the new Law for local governments with Nr CLXXXIX from 2011, the development period of EU funds 2014-2020, and the new structure of the Hungarian public administration induced the changing the structure of the training, the modules and the presentations. The raising awareness and creation of the common thinking with the aim to improve the operation condition of local governments and the capacity-building is much more important than the expansion the knowledge. The program is made up from modules, interactive, flexible, the gives answers to the needs of Mayors and councillors, and mixes the theoretical and practical elements with the right balance. The first module (theoretical e-learning) has to complete independently, with individual scheduling, online. The successful completion of the e-learning module is the precondition for beginning the second module, which is the personal training. After successful performance of the two modules the participant receives a certificate of merit. The training is addressed to the local councillors only!

Duration of the training:

The theoretical part is based on individual schedule + one day practical training

AIM OF THE TRAINING:

Theoretical e-learning:

- overview of operation of local government system
- laying foundation of practical training.

Practical training:

- clarification and deepening the roles and tasks of the councillors (the strategic planning tasks of local government, the form of keeping contact with the inhabitants, possibilities of organization of public services, the responsibilities of the councillors, role in decision making, cooperation between office and the councillors, and the councillor as public player);
- strengthening the deep-seated conviction, raising awareness;
- providing actual legal information;
- Exploring opportunities for cooperation;
- development of skills for thinking in system.

TOPICS OF THE TRAINING:

Theoretical e-learning:

- roles of local governments in the Hungarian state system
- roles, responsibilities and rights of councillor of the local government
- the role and operation of local elected body
- organs of the local elected body, the roles and operation of the committees
- office-holder of the local government
- the office of the local government and its association
- tasks and management of the local government
- legal control of the local government

Practical training:

- the role of the councillor in the democratic leadership of the local government
- the councillor as strategic decision maker
- components of the work of the councillor (representation, public services, structure of the local government)
- cooperation of the different actors
- the practice of collective decision making
- process of the public participation
- the local governmental planning in context of present development strategies
- steps of strategic planning.

WHO SHOULD ATTEND:

local elected representatives, councillors.

WHY ATTEND:

The greatest proceeds of the training is the building relationship, which makes member the participants at the even widening knowledge-network of TÖOSZ!

Fee for the training:

The e-learning training is gratis.

Practical training: 30.000 HUF/person.

In case the local government is member of TÖOSZ, in that case TÖOSZ supports the training. The decreased fee for training with TÖOSZ support is 19.500 HUF/person. (The prices include the VAT.)

Best Practice in Equal Opportunities

Preface

In Hungary, the participation of women in public life is quite low. As a result of the election on local level, every fifth of the Mayors are women. If we consider it in category of municipalities, it can be laid down as a fact that the Mayors number in proportion is increasing in inverse ratio to the size of the municipality. The larger the municipality, the fewer the number of women leaders; their portion is more significant in smaller municipalities. Moreover the relative portion of women leaders are much higher in local public life, as in the national public life and politics.

The one of main aim of MANORKA project of TÖOSZ was through getting know the Norwegian and Hungarian best practices, their wide range dissemination and adaptation to local circumstances to improve the above mentioned proportion of women leaders and by strengthening the positions of women in public life to contribute to the equality between men and women. For this reason, to reach better balance between public and private life, the Norwegian and the Hungarian legal framework of equal opportunities, welfare and family politics and the system of institutions were compared. In frame of the project a working group was established from woman Mayors from all around the country, who met regularly to discuss the different topics of equal opportunities, work life balance, leadership and management of local governments, municipal development and through free conversation they promote each other in the daily work.

Thanks to the project the above mentioned aim was reached successfully, because a professional network was established, which members know each other very well, could rely on each other and they could work together in common projects and activities in the future too. This publication introduces and summarizes the results, experiences and learning lessons of MANORKA project from last one and half year; which could be serve good ammunition for future work of this network of TÖOSZ Women Mayors Section.

Ms Margit Pergő
Mayor of Berhida City
Co-President of TÖOSZ

Introduction of the Women Mayor Section of TÖOSZ

The Women Mayor Section considers nowadays the objectives important too from the time of its foundation, so that it is destined in the first place to improve the gender equality and the predominance of equal treatment. During its activity it starts from that the Hungarian society is mature for the opportunity for success of attempts for changing prejudices against women and in generally against the people with disadvantages. The members of Women Mayors Section of TÖOSZ, as leaders of TÖOSZ-members local governments showing good example in their status fulfilled in public life, with the aim of changing attitudes act for improving the situation of women and people with disadvantages and for success of positive discrimination activities which aimed to create equality, with dissemination of information, organization of projects, lobby activities which activities are implemented together in cooperation with other organizations of society and public administration and international organizations.

Abstained from extremity they acknowledge as a ruling principle the social justness, participatory democracy with the aim to predominate the equal opportunities within the society in division of power and goods and the equal opportunities between the genders and different social groups.

The Women Mayors Section of TÖOSZ is participating at forming the relevant legal background in accordance with these aims. The Women Mayors Section of TÖOSZ is similarly to TÖOSZ neutral in party policy, its members join on voluntary basis from the members of TÖOSZ. Its activities are described always the orientation to the future, constructiveness, ambition to the consensus and the equality between the members.

The Women Mayors Section is established for improving the gender equality, which is functioning as a not independent legal entity, national interest-protection organization. Its fundamental rule is established by the general assembly of the section, in consideration the fundamental rule of TÖOSZ too.

The tasks of the Women Mayors Section in particular:

- Promotion, support of gender equality (through prevention, intervention and correction)
- Development of roles of women in public life
- Fighting against negative discrimination against people in disadvantaged situation
- Creation opinions on provision of rules and other governmental decisions
- Assistance of international relations of its members, keeping contact with organization with relevant activities in this field in Hungary or abroad
- Development of the local governmental and the public administration sphere in accordance with the equal opportunities and social justice.

Membership of women mayors section of TÖOSZ

The members of Women Mayors Section could be the first number representatives of TÖOSZ members. For membership of TÖOSZ Women Mayors Section the application form should be filled out and sent to TÖOSZ Secretariat. The members are registered and kept on file by the Secretariat.

The organs and its functions of the women mayors section

The general assembly constitutes the entirety of registered members and the meeting is capable for making decisions if most of the half of the members are present. The general assembly held is meeting one a year at least. The general assembly is called together by the President of the Section for the date decided by the Presidency and with the agenda adopted by the Presidency.

The Presidency is the decision making body of the Section between the dates of the general assembly meeting. The Presidency has got 9 members: 7 elected representatives according to the geographical division, the President of the Section and officially the Secretary-General of TÖOSZ. The Presidency held its meetings in every quarter year, and it is capable for making decisions if at least five members are present.

The members of the Presidency and the President of the Section are elected by the general assembly from the members with open ballot, and their mandate lasts until the election of official after the election period.

The President of the Section is representing the point of view of the Section and participating at meetings of widen Presidency of TÖOSZ.

Title of the project: Capacity-building in municipalities through Norwegian-Hungarian cooperation

Project timeframe: from 25th of September 2013 until 30th of April 2016

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 adapt 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.

Project Promoter: Hungarian National Association of Local Authorities (TÖOSZ) 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>

Total budget: 1.408.962,53 EUR

We established 4 main pillars in our project structure with the following content and activities:

1. Equality between man and women at local level (WP (work package) 4): supporting gender policy in local government through Norwegian experiences and exchange program of women elected representatives and implementing pilot projects based on Norwegian examples aiming to support the work-life balance of citizens in 5 Hungarian municipalities. On national level with campaign to tackle or handle stereotypes in the Hungarian society; sharing knowledge about good governance: how to include effectively the equality policy in decision-making and governmental functioning. In Hungary the National Social Inclusion Strategy was recently adopted, which expects that municipalities create new equality plans with more relevance for effective actions on local level. In 2014 we will collect the best practices from local governments and exchange experiences with Norwegian municipalities. We will organize a conference in 2015 to reach more elected leaders and offer them to gain better knowledge about strategic planning and policy making in equality policy.

2. capacity-building of local government association in Hungary from different aspects:

- A) (WP 5.1) in cooperation with government: involving relevant Ministries with Norwegian expertise, examples and support from relevant counterparts: creating dialogue structures for the newly constituted National Cooperation Council of Local Governments (ÖNET). Ministry of Interior as leading organization of this consultation forum is committed to maintain a real dialogue with local governments based on their knowledge and aspects together with other relevant sectoral government institutions. Hungarian stakeholders (leaders and experts of Ministries and government institutions and local government associations) will study in beginning of 2013 the Norwegian mechanism for consultation between KS and Ministries. They will work together and agree on identifying information sources, detailed rules and mechanism on cooperation and develop guidelines and agreements which will be adopted by highest governmental level .

- B) (WP 5.2) in the economic area: we will focus on Norwegian examples in supporting local service provision through development of companies owned by local governments (KS Bedrift). We will collect information on their activities, results, possibilities and create a reference group with KS moderation, who will study the KS Bedrift operation and make a SWOT analysis to achieve better positions on the market.

- C) (WP 5.3) in accessing information: we will establish the Local Government Information and Coordination Centre by purchasing premises (up to 10% of total project budget) in Budapest. We do not presently to have an official venue for local government meetings or trainings, however, most of the events will be held in the capital because of the features of the Hungarian traffic system. The maintaining organization will be the project promoter, TÖOSZ with providing possibilities to have working places for MFSZ and KÖOÉSZ as well.

For the purposes of the project all project partners and local governments in Hungary will be entitled to use free of charge this Centre.

- D) (WP 5.4 and 5.5) in providing public services by local governments: Creation efficiency network for small municipalities (leading Partner MFSZ) and in elderly care (leading Partner KÖÖÉSZ). The new local government act emphasizes the task division between the different types of municipalities, which means that the small local governments will have more opportunities in the field of leading and organizing the local communities. MFSZ will collect best practices from villages and disseminate them in the form of publications. They will have regional workshops (9) in 2013 and in 2015 in order to create forums for discussion of special problems and needs of small municipalities. MFSZ will study the solutions of Norwegian local governments for similar problems.

KÖÖÉSZ will lead a program targeting small cities in Hungary in order to learn from each other best practices and solutions in elderly care. As the different challenges are urgent and important for Norwegian municipalities too, we will organize sharing experiences between Norwegian and Hungarian small cities. In both efficiency network of local governments will dominate the relevant professional information and data and we will disseminate the results and best practices in the frame of a national conference.

-E) by training activities: Councillor Training Program (WP 5.6) : based on KS method TÖÖSZ adapted a Hungarian program should be changed because of the new local government regulation. We will update the training material and will have 40 trainings after the local election in 2014.

WP1 contains the project management, coordination, WP2 the evaluation and WP3 is the communication. All of them will accompany through the 32 months of the whole project duration.

The activities of the Working Group for Gender Equalities

Main aim of the project-part: improvement of equal opportunities between women and men

Responsible Partner: TÖÖSZ (Women Mayors Section of TÖÖSZ)

4.1 Activity of the Working Group

Creating working group in the beginning of the project from local elected women representatives (Mayors, vice Mayors, representatives)

4.2 Survey about the participation of women in local governments in Hungary

Creating a survey (distributed three times: at the beginning of the project, after local election 2014, and before the completion of the project): we implemented

a summing up on the participation of women at local public life. (Ratio of participation at local decision making, regional features, traditions, reasons of absence, possible encouraging methods for greater participation of women).

4.3 Exchange program for elected women representatives on local level

The exchange program started with a three-day workshop in Hungary, where the Hungarian participants/elected women from local level were prepared on the elaborated method of exchange program.

For the elaboration of the method TÖÖSZ and KS were responsible together.

We selected 5 women from local public life and they visited their relevant Norwegian Partners for three days each. They followed their Norwegian Partner in their daily work with the method of “shadowing”.

After returning home they elaborated with the online help of their Norwegian Partners their pilot activities plans in work-life balance.

4.4: Pilot activities in Hungary – for improving work life balance on local level

For the kick-off meetings or events the Norwegian Partners joined in the five Hungarian municipalities. We contributed from project budget for the pilot activities: for organizing a local workshop for 100 person meal costs and for making promotion materials for their activities.

4.5 Equality planning in Norway and in Hungary

In accordance with the overall aims of the project: the capacity building of Hungarian national associations of local authorities, and obtain experiences from Norwegian activities on the field of equal opportunities implemented by KS. Gathering information on legal framework of equality policy in Norway. Comparing the Norwegian and Hungarian situation regarding the social institutions.

4.6 Workshop on practices from Norwegian and Hungarian equality policy planning

In the frame of above mentioned study visit travelled the representatives of relevant Hungarian governments, experts and took part at professional forum, which aimed to compare the equality policies of the two countries, focusing on local level.

4.7 Publication for summary of results

For summing up the results of the whole working package.

4.8 Translation of the professional materials

Around 140 pages could be translated through this working package for effective bilateral professional cooperation of the Partners.

Results of the pilot exchange program for equal opportunities from Norwegian point of view

Gunnbjørg Naavik, Association of Norwegian Local and Regional Authorities (KS)

One important part of the project was the Gender Pilot. The objective of the Gender Pilot was exchange of experiences in the theme of work life balance. Five Norwegian female politicians were selected by KS in cooperation with TÖOSZ, parallel with the selection of five Hungarian politicians. The 10 politicians were matched in pairs and constituted the teams to be included in the pilot project.

Expected results were to improve the knowledge base on gender issues and to gain experience from case studies such as the pilot project.

KS had a supportive role in this work and contributed to the development and implementation of the pilot. The real work was carried out in Hungary.

Pilot Activities

The five teams met for the first time in Budapest for a kick-off meeting in April 2014 to get to know each other, to learn about each others municipalities and status on gender issues in Norway and Hungary respectively. A workshop was organized in TÖOSZ 'offices in Budapest.

The five Hungarian participants visited Norway in June 2014, with individual visits to the municipalities of Verdal, Steinkjer, Fosnes and Høylandet, all in the County of North Trøndelag, as well as Stange municipality in the county of Hedmark. Focus was on presenting the respective municipalities and good practices on gender equality at local level.

In September 2014 the Norwegian participants visited their Hungarian partners. Workshops and conferences were arranged in all five Hungarian municipalities, Abazar, Hidegkut, Bük, Etyek and Szentendre. The Norwegian partners got the opportunity to meet and discuss gender equality and work-life balance with their colleagues in Hungary. They had presentations about status and challenges in Norway, and were introduced to the rich culture of Hungary.

The results from the pilot project was summed up in Budapest December 2015.

KS, as well as the Mayor of Nittedal and a representative from the County of West- Agder attended the event.

Two statements from the Norwegian participants which reflects some of their thoughts :

Statement I

«New focus on my own behalf on gender related issue. Especially regarding the importance of the national policies, legal framework and practical solutions. Equality and gender issues is not something we can count on being solved once and for all. If we seriously think that all human beings – independent of gender – should have the same possibilities and rights in using our abilities, following our interests for education and work, society must have focus on measures to facilitate this.»

Statement II

«I have gained knowledge about Hungarian challenges as a relatively new democracy, and a local democratic system functioning differently from in Norway. I have seen large cultural differences when it comes to gender equality, and met strong and skilled women being in front wishing to influence their society. I have seen the beautiful Hungarian country, the countryside, small villages and fantastic Budapest. Rich in culture and kind and polite people.»

The possible continuation of Working Group of Equal Opportunities of MANORKA program

Conclusion, vision

Based on Norwegian and Hungarian experiences collected during the implementation of the working package we could say that to the equality between men and women have to contribute on several level in Hungary.

To the highest level of equality could contribute the changes of state regulation which enable to create family and women friendly working places and the family friendly support system support the balance between work and life. Nowadays in Norway there are state regulations such as compulsory leave for fathers, the proportion in public administration in leading positions 40-60% between the genders, and the regulated grant system. In Hungary there are numerous measures for integration of women on labour market, for example it is possible to go on maternity leave by the father, grandparents, and the grant system is regulated too, but in many cases based on economic reasons people are not able to utilize them entirely. The parties in the parliament kick against the launching the compulsory quotas. Within the frame of MANORKA project we cooperated with Ministry of Human Capacities (EMMI) and that resulted real dialogue between the governmental and local governmental level in this topic and hopefully we can also work together in the future in several issues and this continued dialogue could contribute to the change the regulation in favour of interests of local governments as employers.

The local government could do a lot for the work life balance and the better equality between the men and women. As an exemplary employer the local government could initiate within its own office the flexible working hours, flexible opening hours, could create children friendly solutions, parking places for women, could give preferences to the women leaders, colleagues, and at the same time could pay attention to employ men on areas where many women work only. In the municipality the local government could introduce many such measures, which help to employ women, and to make easier the organization of life for both the women and the men.

In Norway there are numerous good examples in this area too, from the voluntarship centres operated by the local government, through the opening hours of office adjusted to the needs of inhabitants, until the convenient institutional background, because for example providing places in kindergarten for everyone is compulsory and even greater emphasis is on the employment of men on areas where until only women worked. At the same time it could be realized that in Hungary were introduced many useful services by the local governments. Good examples are: in Szentendre the office of local

government is a family friendly office, we can find across the city children corners in the institutions, family parking places. In Bük and Abasár the period of summer holidays were reduced in the institutions and they organize preferential summer camp for the school holiday. These initiatives are worthwhile for dissemination and strengthening them in the future.

Moreover the changing the attitudes of the inhabitants and make them aware of other ways than the traditional home tasks sharing, and the changed status of women in social context results other role at home too. During the Norwegian exchange program we could know two programs, which have the children as target group and which change the attitudes: MOT program and Amazing Years program. Both the programs growing up the children with the principles to have courage to undertake themselves, their opinions, decisions, in order to become responsible, advocacy adults independent from their gender, religion, affiliation and others. The same youth programs could also contribute in Hungary to the change of gender task sharing which are enclosed even now taboos.

As a summary it is necessary to have adjusted initiatives, where state and local governmental regulations together with local actions will change the proportion of women and men roles in public life, could make better the balance between work and life, could contribute to the better balance between the equal opportunities of men and women.

TÖOSZ in continuation of traditions of MANORKA project in the future through the work of Women Mayors Section could search for the already existing best practices, could start new training programs, pilot projects in the frame of different applications, as well as through its national and internal communication channels could disseminate the examples from abroad and from Hungary in this manner TÖOSZ contributes to the improvement and development of Hungarian situation.