CITY-TO-CITY
COOPERATION

TOOLKIT

ISIG

**ISTITUTO DI SOCIOLOGIA INTERNAZIONALE
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CONSEIL DE L'EUROPE

Foreword

The new Toolkit on City-to-City Cooperation, or C2C, is an additional contribution of the Council of Europe (CoE) Centre of Expertise for Local Government Reform to proposing practical solutions for cooperation between municipalities. The first Toolkit on this subject, the Inter-Municipal Cooperation or IMC[1] appeared in 2010 and focused on cooperation between the municipalities of the same area in the same country, in order to improve public services. The second Toolkit, on Cross-Border Cooperation was published in 2012 – it proposed practical guidance on cooperation between the municipalities, which share a border between the countries. The C2C Toolkit of 2015 takes this cooperation into the next level – the municipalities can establish direct and successful cooperation, even though they are situated in different countries, which do not share the same border.

The CBC and C2C toolkits are products of long-term cooperation between the Centre of Expertise and the Institute of International Sociology (ISIG) located in Gorizia, Italy.

The Centre of Expertise was created in 2006 in order to help local authorities throughout Europe to improve their institutional capacity and performance in delivering services and exercising public authority. It has developed and published several capacity-building tools and original instruments (such as score cards, self-assessment forms, benchmarks, etc.) and methodologies (comparing and learning from others, 360° reviews, peer reviews, etc.) in order to achieve maximum impact.

In cooperation with ISIG, the Centre has identified and collated C2C experiences and enabled the cities to share them in a major symposium held in Gorizia in November 2014.

A special acknowledgement goes to the Earl of Dundee, member of the Parliamentary Assembly of the Council of Europe and of the House of Lords, UK. His initiative, continuous support and promotion of closer ties between the Scottish and Croatian municipalities is at the origin of the idea for this Toolkit.

This Toolkit pools the lessons of this activity with a view to making them available to all interested cities. These can rely on the Centre of Expertise for any assistance and support they may need in order to develop their capacity to be engaged in C2C.

Alfonso Zardi
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[1]The Toolkits of the Centre of Expertise are available at:
http://www.coe.int/t/dgap/localdemocracy/WCD/Toolkits_en.asp

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Introduction

Since the end of World War II, and progressively with the emergence of globalization, new players have appeared on the international arena, contending with states roles and competencies of which previously national governments were exclusive depositaries.

Non-state actors – both with a territorial character (i.e. federal systems, regions and cities), and without a territorial character (e.g. NGOs, multinational corporations, etc) – have undermined state-based systems by negotiating with governments their exclusive domain on social, economic and political issues.

The deactivation of national borders on the one hand, and the new opportunities emerging with an increased exchange (of goods, services, people, ideas and information) at the international level on the other, have paved the way to unprecedented transnational, global and local challenges.

These processes have proven problematic to assign exclusively to states the role of players in international relations. More often than not, local governments need to assess what is decided at national level when implementing such policies. Moreover, actors who were before marginalized are now encouraged to get more active and involved in international arenas.

The driving force behind this trend can be traced down to de-territorialisation, a process by which "local governments and other non-state actors disregarding borders and appealing to, working to and holding to account International platforms and organizations". (A.Sizoo, 2008, p. 13)

Within this perspective, diplomacy (i.e. the set of peaceful relations that bind together mutually recognized sovereign states) and cooperation across and beyond national borders are no longer the prerogative of national governments alone with new players increasingly undertaking international actions.

CITY-TO-CITY COOPERATION IS THE FULL RANGE OF PROCESSES INITIATED BY CITY INSTITUTIONS AND CIVIL SOCIETY ORGANISATIONS ENGAGING IN INTERNATIONAL RELATIONS WITH THE AIM OF REPRESENTING THEMSELVES AND THEIR INTERESTS TO ONE ANOTHER.

This also depends on the fact that international, national and domestic contexts increasingly blur into one another: problems may have mainly a local character but – most of the time – they rise from factors that originate elsewhere.

Tackling this complexity – that is both *vertical* (in relation to the level of the actors) and *horizontal* (with respect to the spatial scale) – cities have taken a leading role. In recent years, cities increasingly deal with traditional issues of diplomacy. Through cooperation, they facilitate communication, gather information, symbolize the existence of an international society, prevent conflict and negotiate agreement, etc. (USC Annemberg).

In order to depict and understand this new role played by cities, the concept of city diplomacy has been introduced. Although at a theoretical level the concept of city diplomacy is now largely accepted, its potential remains largely unexplored in terms of operative value and practical impact for the city (UCLG).

From City Diplomacy to City-To-City Cooperation (C2C)

The literature on the topic offers various definitions tackling the concept of city diplomacy from several perspectives. Such definitions span from narrower ones, focusing on peace building, to more holistic approaches encompassing the full scale of activities carried out by cities. The *Committee on city diplomacy, Peace-building and human rights* of United Cities and Local Governments offer an example of the former. Here the concept is defined as "the tool of local governments and their associations in promoting social cohesion, conflict prevention, conflict resolution and post-conflict reconstruction with the aim to create a stable environment in which the citizens can live together in peace, democracy and prosperity" (A.Sizoo, 2008, p. 10).

CLASSIFICATIONS OF CITY DIPLOMACY SPAN FROM NARROWER DEFINITIONS FOCUSING ON PEACE BUILDING TO MORE HOLISTIC APPROACHES ENCOMPASSING THE FULL SCALE OF ACTIVITIES CARRIED OUT BY CITIES. C2C ALLOWS FOR THE IDENTIFICATION OF AN OPERATIVE FRAMEWORK WITHIN WHICH CITIES OPERATE WITH A GOAL ORIENTED PERSPECTIVE.

The Netherland Institute of International Relations "Clingendael" provides a broader approach stating, "City diplomacy involves the institutions and processes by which cities engage in relations with actors on an international political stage with the aim of representing themselves and their interest to one another" (Pluijm, 2007, p. 11).

The toolkit considers C2C as the full range of processes initiated by city institutions and civil society organisations engaging in international relations with the aim of representing themselves and their interests to one another in order to initiate and develop cooperative actions to their mutual benefit. This definition allows for the identification of an operative framework within which C2C action can originate, develop and be assessed from a goal-oriented perspective.

SECTION 1 – Understanding City-To-City Cooperation

Reasons for City-To-City Cooperation

City-to-City Cooperation represents a form of *decentralised* cooperation (or diplomacy[2]) involving different actors and tackling the same issues of states but by different tools and strategies. It represents a complementary democracy that integrates the limits of traditional democracy and introduces new opportunities.

C2C IS BOTH:

1. A PROCESS THAT DESCRIBES THE CHANGES IN THE INTERNATIONAL ARENA (I.E. THE PHENOMENON OF ACTORS, OTHER THAN STATES, ENGAGING IN INTERNATIONAL RELATIONS)
2. A STRATEGIC TOOL TO TACKLE THE NEW CHALLENGES (CONTEXT INSTITUTE)

The interaction between local and central governments in this perspective could be seen as a "competitive cooperation" since "there may be instance when city and state actors work for mutually exclusive policy outcomes and instances when city and state actors work for identical policy outcomes" (A.Sizoo, 2008, p. 15).

Factors Triggering City-To-City Cooperation

From an operative perspective, considering C2C as a strategic tool to pursue cities' specific interests allows to identify several factors triggering cities engagement in the international arena.

Utilitarian approach – First, cities undertake diplomacy initiatives in order to support and protect their interests. Serving the interests of the city itself and its community implies the deployment of C2C actions in various contexts.

In conflict situations, for instance, cities could engage in international relations in order to bring local issues and needs to the (international) public attention. Furthermore, cities can serve their own interests also entering into economic, cultural… or policy partnership agreements with other cities, tackling challenges of environmental governance, etc.

Participation approach – Secondly, cities engage in C2C to respond to citizen activism, since community may force their municipal representatives to undertake activities and action in an international perspective.

Solidarity approach – Finally, C2C engagement can be the result of sheer solidarity bounds to which municipalities feel the need to respond.

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[2] Decentralised diplomacy is not to be confused with parallel diplomacy (or underclass diplomacy). Rogier van der Pluijm argues that "the notion of parallel diplomacy is an unfortunate and rather inappropriate term, given that state and city actors do not necessarily "ride" along different diplomatic routes, but rather along the same route although in a different car" (Pluijm, 2007, p. 9).
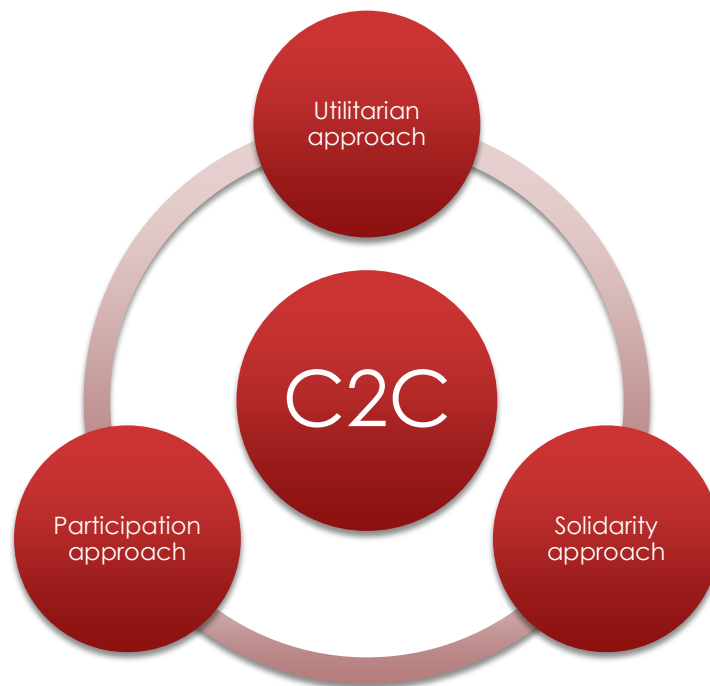
Figure 1 - Factors Triggering C2C

Factors Intervening on City-To-City Cooperation

Exogenous factors intervene largely on the scope and type of C2C actions. These are:

Availability of Resources – The availability of resources plays a crucial role in either hindering or promoting C2C. Resources are both *tangible*, such as money, and *intangible*, such as the political culture or empowerment of staff.

Legal and administrative frameworks – The powers and competencies attributed to local authorities by national legislations determine the capacity and extent by which cities can engage in international affairs.

Participation and representation – The relations between the central government and the local authorities are a key issue. The more the interests of cities are represented at the central government level, the lower the engagement of local authorities in C2C is expected to be. Nevertheless, favourable centre-periphery relation may also facilitate the central governments support to cities engagement in C2C.

Centre-periphery divide – The geographical positioning of a city within a given state matters. The more so when the centre-periphery divide disproportionally affects border cities. Several case studies show that cities located in the core (socio-economic and political) regions of a State are more active and therefore more involved in international activities (**Central regions**). However, cities located in border areas tend to be more active in engaging in international relations across borders (**Cross-border cooperation**).

International networks – Mobility and Connectivity matter a lot in hindering or favouring C2C. Case studies point out that where *transnational* and *trans-governmental* links cross the cities, such as in harbour city, municipal representatives are more engaged in international activities.
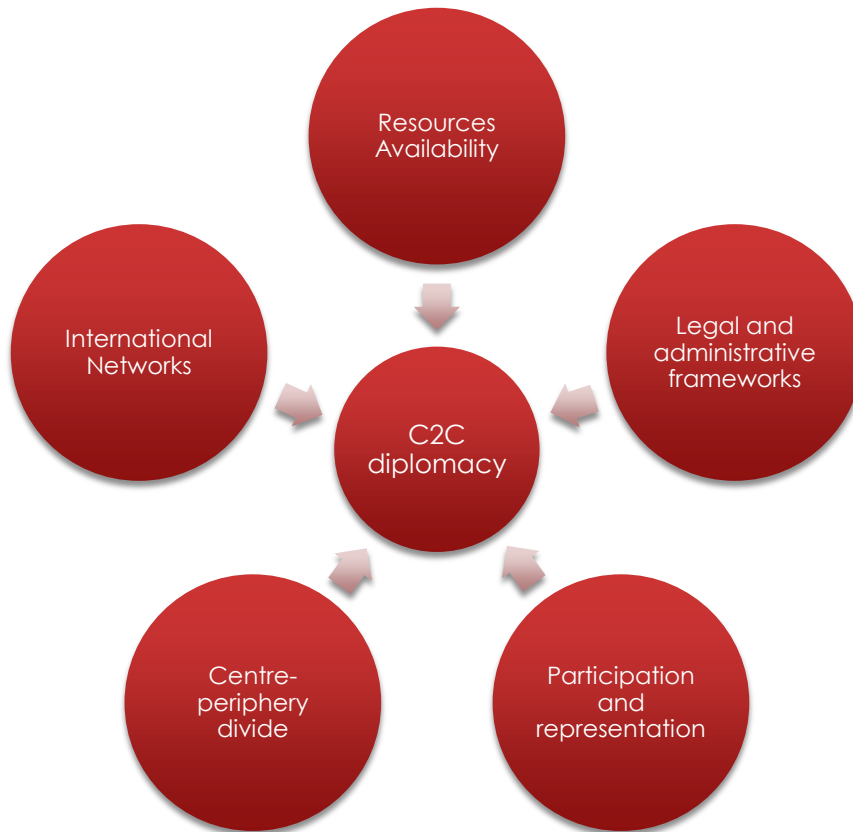
Figure 2 - Factors Intervening on C2C

1. Functions of City-To-City Cooperation

In addition to the degree of involvement, also the type of activities in which cities are involved can vary. With this regard, different experiences of C2C have so far pointed out five dimensions of C2C.

Security

Development

Economy

Culture

Representation
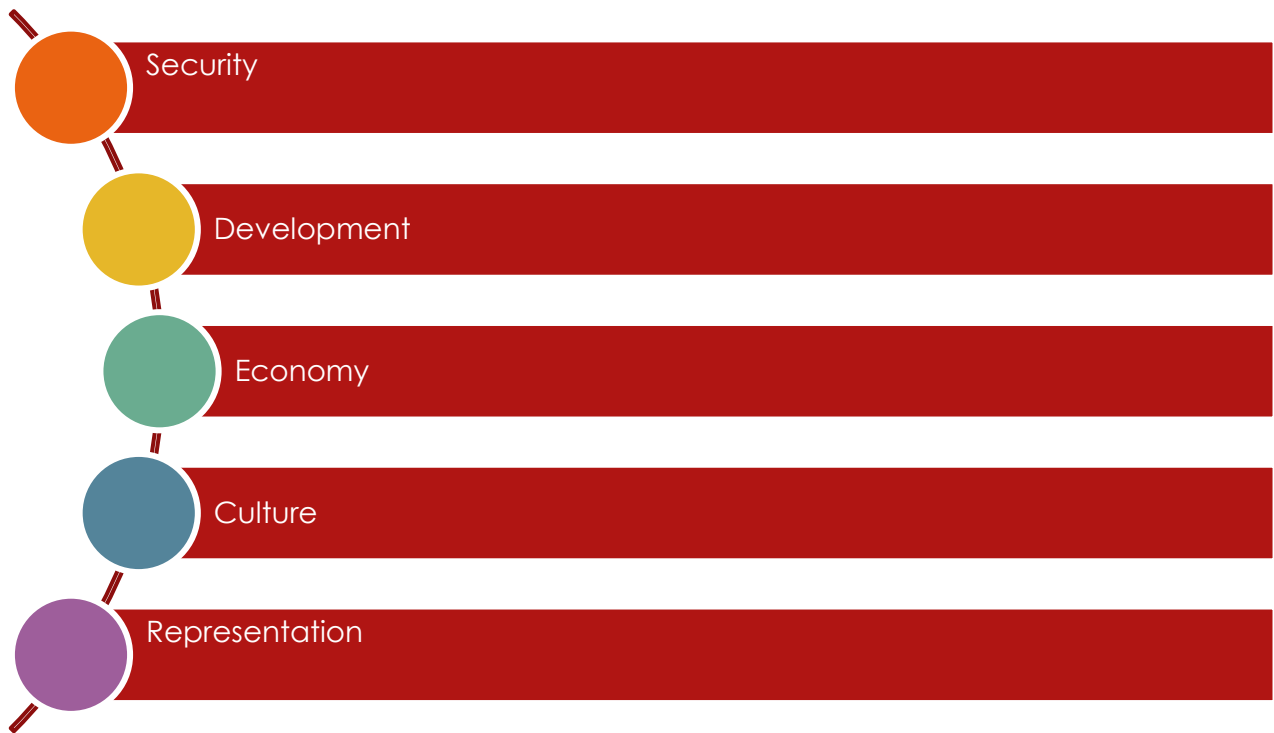
Figure 3 - The Functions of C2C

1.1 Security
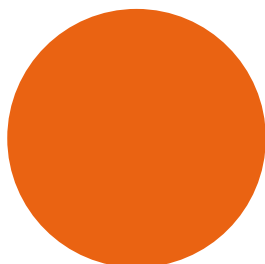
Since the end of World War II, new actors have joined states in assisting local communities during the different phases of a conflict. This process has involved mainly NGOs, local associations and religious groups and cities.

The role of cities is manifold but is mainly structured in:

- **<u>Diplomatic activities</u>** contributing to conflict prevention (e.g. awareness campaigns);
- Activities to support the **<u>peace-making</u>** and **<u>peace-building</u>** processes during the conflict (e.g. international assistance programs);
- **<u>Post-conflict reconstruction initiatives</u>** (e.g. town-twinning initiatives or thematic conferences).

Security – City-to-City Cooperation strengths

- Cities are closer to the problem and have a greater understanding of the contexts of intervention;
- Cities do not have armies, given that the army is within the state prerogatives, therefore they are less prone to see conflicts as military problems;
- Cities are often perceived as more neutral than states;
- Cities undertake actions that are more specific and concrete, different from purely idealistic initiatives (e.g. Town twinning experiences have limited impact in overall peace building process but represent a remarkable "best-practice" of concrete cooperation)

Security – Threats to City-to-City Cooperation

- The need to align their initiatives to central government's foreign policies could limit cities efforts;
- Cities in their post-conflict diplomatic activities often do not sufficiently take into account the extent to which the legacy of conflicts hinders democratic reform in post-conflict environments;
- A too high level of violence can undermine any effort;
- A certain level of rule of law is a precondition for any initiatives (i.e. local government does not exist independently from other governance institutions, thus if these are monopolized by factions involved in the conflict, a city is unlikely to be unaffected).

Security – Case Study: The Municipal alliance for Peace in the Middle East

(Hemert, 2008)

MAP MAIN TASKS ARE:

- TO SUPPORT LOBBYING ACTIVITIES
- TO FOSTER MUTUAL LEARNING
- TO MOBILIZE RESOURCES
- TO ASSIST MUNICIPALITIES IN THE FORMULATION AND IMPLEMENTATION OF PROJECT PROPOSAL COVERING A VARIETY OF AREAS INCLUDING ENVIRONMENT, ECONOMIC DEVELOPMENT, CULTURE AND YOUTH AND MUNICIPAL MANAGEMENT.

The Municipal Alliance for Peace in the Middle East (MAP) is a trilateral municipal cooperation initiative launched in 2005 and endorsed by 33 Israeli and Palestinian mayors. MAP aims to assist local authorities in facing everyday municipal problems, promoting peace and encouraging greater dialogue between citizens.

An international Board runs MAP involving APLA [3], ULAI [4], UNDP/PAPP [5], UCLG [6], FCM [7], ELPME[8], the city of Hamar, the city of Rome, the city of Barcelona and the city of Cologne.

The reasons that led these actors to join the MAP are many and of different natures.

For example, APLA had utilitarian reasons and considered dialogue as a tool for technical reconstruction. ULAI, differently, focused on dialogue as a key priority by itself thus showing a more ideological commitment. However, different motivations did not obstacle the MAP establishment in June 2005 at "The Hague conference" insofar as all partner fully shared its ultimate goal.

The development process of MAP provides insights into the possibilities, the challenges and the conditions faced by C2C for what concern peace-building activities.

First, the process leading to the establishment of MAP was not a bottom-up process, building on the level of Israeli and Palestinian

MAP EXPERIENCE SHOWS THE IMPORTANCE OF DEVELOPING – PARALLEL TO C2C – A TOP-DOWN PROCESS AT THE INTERNATIONAL LEVEL TO HAMPER THREATS TO COOPERATION DERIVING FROM MACRO-LEVEL OBSTACLES.

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[3] Association of Palestinian Local Authorities.
[4] Union of Local Authorities in Israel.
[5] The UNDP Programme of Assistance to the Palestinian People.
[6] United Cities and Local Governments.
[7] Federation of Canadian Municipalities.
[8] The European Network of Local Authorities for Peace in the Middle EAST.

municipalities. The mediation from international partners at the macro-level was the dominant factor of this phase. In parallel, however, the drive was provided by the ideas of C2C since MAP was primarily a goal for the association of municipalities and their international partners.

Once MAP was established, political dynamics (e.g. the rise of Hamas influenced MAP in several ways), limited financial resources (i.e. funding opportunities become increasingly scarce), exposed personal relationships and managerial difficulties have hampered its work. Within this perspective, the support of international partners has been a crucial factor for the successful continuation of MAP.

This experience shows the advantages of trilateral cooperation and specifically of C2C in supporting peace-building processes. MAP network – at the macro-level – with the support of international partners, has ensured that projects were carried out in spite of the difficulties and obstacles encountered at the micro-level.

Therefore, trilateral technical cooperation provides a very useful basis for dialogue because third parties can provide assistance, a neutral zone of meetings and access to their network avoiding local conflict to hold diplomacy hostage and dialogue stagnating.

Security - Further case studies

Title	2020 Vision Campaign
Partner	Conference of Mayors for Peace
Period	2003 – ongoing
Field of Work/Issues	Security
Objectives	The main objective of the 2020 Vision Campaign is the abolishment of nuclear weapons by 2020. This project is fundamental in its role of focusing the efforts of Mayors for Peace to reach this objective also through widespread activism.
Actions/Activities	The 2020 Vision Campaign is the body through which Mayors for Peace is pursuing this objective. This body was formed after the "Emergency campaign to ban nuclear weapons" launched in 2003. The focus of the program is nuclear disarmament; however Mayors for Peace Covenant encourages the organization with the task to work on a broader range of issues such as the elimination of poverty and the environmental protection (Mayors for Peace, 2014).
Result achieved	Thanks to 2020 Vision Campaign Mayors for Peace had an increase in its members since 2003 making the organization known. The campaign also contributed to create awareness on the issue of containment of nuclear warheads (Mayors for Peace, 2000).
Resources Used	Organization funds.
Contacts	Municipality of Hiroshima 1-5 Nakajima-cho, Naka-ku, Hiroshima 730-0811 JAPAN TEL:+81-82-242-7821 FAX:+81-82-242-7452 e-mail: mayorcon@pcf.city.hiroshima.jp
References	- Mayors for Peace, 2020 Vision Campaign (2014, October), *2020 Vision Campaign*. Available from Mayor for Peace: http://mayorsforpeace.org/data/pdf/01_monthly_updating/01_document_pack_en.pdf - Mayors for Peace. (2000, January). *About Us*. Available from Conference of Mayors for Peace: http://www.mayorsforpeace.org/english/index.html

Title	**Global Network on Safer Cities (GNSC)**
Partner	Implemented by UN-Habitat
Period	Started in September 2012, ongoing
Field of Work/Issues	Security
Objectives	The Global Network on Safer Cities (GNSC) is a project of UN-Habitat that has the aim of guaranteeing the urban security to the advantage of all, but acting primarily through giving the right tools to local authorities and urban stakeholders. The initiative has six main goals which go from encouraging the dialogue between stakeholders and spreading ways of maintaining cities safe, to standardizing principles and raising funds.
Actions/Activities	The GNSC is meant to be a meeting point for all those cities and urban stakeholders that are interested in keeping their towns safe, in improving their results in this field and in avoiding criminal acts and behavior. The initiative is currently active in 77 cities of 24 different countries. Participants to the initiative are cities and other partners from all over the world (Global Network on Safer Cities, 2000).
Result achieved	GNSC is a network created to help cities preventing urban crime and ameliorating the strategies they used to achieve this goal. To do this the network connected urban stakeholders with already existing mechanisms of crime and violence prevention.
Resources Used	UN Funds.
Contacts	- United Nations Human Settlements Programme United Nations Avenue, Gigiri P.O. Box 30030, 00100 Nairobi, Kenya Tel: (+254) 20 7621234 e-mail: infohabitat@unhabitat.org - UN HABITAT e-mail: safer.cities@unhabitat.org
References	- Global Network on Safer Cities (2000, January), Initiatives. Available from UN-Habitat: http://unhabitat.org/urban-initiatives/global-network-on-safer-cities

Title	**Security Projects in Sri Lanka**
Partner	The city of Velsen (Netherlands) and the city of Galle (Sri Lanka)
Period	2000- 2003
Field of Work/Issues	Security
Objectives	To increase the relief efforts in Sri Lanka due to civil war casualties.
Actions/Activities	The Government of Sri Lanka was locked in a long civil war with the Tamil Tigers that caused thousands of victims. Because of this conflict, many children remained orphans. Close to the end of the conflict in 2009, many victims left their camps. Several children went to the "Christ the King Girls Home" in Murunkan. The city of Velsen spent € 5,000 on humanitarian aids for this orphanage (Wijnen, 2010).
Result achieved	The money was used to buy food and create the needed infrastructures for the facility.
Resources Used	SOS Velsen and other local NGO funds.
Contacts	SOS Velsen e-mail: info@sosvelsen.nl
References	- Wijnen, E. (2010, December 1). City Diplomacy: A case study of Velsen's activities in Galle, Sri Lanka. Available from City Diplomacy: http://gpm.ruhosting.nl/mt/2010MASG45WijnenEmmy.pdf

Title	**The EU Reco Street Violence project**
Partner	The Belgium forum for prevention and Urban Security
Period	2007 – ongoing
Field of Work/Issues	Security
Objectives	The EU Reco Street Violence project is finalized to the gathering of knowledge on street violence from numerous sources to make it available to practitioners, policy makers and researchers. The project also gathers and organizes recommendations

	in an online database.
Actions/Activities	The project is structured in three parts: during the initial phase, it will concentrate on collecting data and recommendations from the various partner States. In a second phase, it will develop the online "EU Reco Street Violence" database. Afterwards it will carry out a scientific analysis of the information included in the database and it will promote the expression of the views of the experts, finally a conference at European level and a final publication of the project will conclude the work by assuring its widespread advertisement (The Belgium Forum for Prevention and Urban Security, 2010).
Result achieved	The project developed up-to-date knowledge and recommendations on the subject to support the creation of policy guidelines and effective prevention programs. The beneficiary is meant to be the (young) urban population (The Belgium Forum for Prevention and Urban Security, 2010).
Resources Used	The project is implemented by the European Forum for Urban Security (Efus) and supported by the French Forum for Urban Security (FFSU). Its partners are the Belgian Forum for Prevention and Urban Security (FBPSU), the Spanish Forum for Prevention and Urban Security (FEPSU), the Emilia Romagna Region (Italy) and by the National Community Safety Network (NCSN, UK) and Psytel a French non-profit knowledge engineering company which manages the online database.
Contacts	EU Street violence European Forum for Urban Security 10 rue des Montiboeufs 75020 Paris France Tel: + 33 1 40 64 49 00 e-mail: streetviolence@efus.eu
References	- The Belgium Forum for Prevention and Urban Security. (2010, December). *The EU street violence project*. Available from European Union: http://streetviolence.eu/?p=216 - The Belgium Forum for Prevention and Urban Security. (2010, December). *The EU street violence project*. Available from European Union: http://streetviolence.eu/?page_id=184, EU Street Violence, The Project Description.
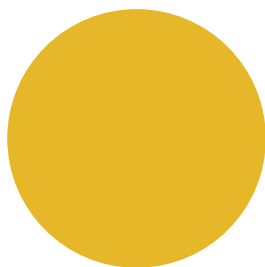
1.2 Development

Over the past 50 years, cities have increasingly become key actors in the field of development assistance. Two main strands of action can be identified:

- **<u>Humanitarian development assistance</u>** which occurs on the long-term crisis and includes activities such as international loans, grant-based cash transfers, building infrastructures, or information and technology-sharing, etc;
- **<u>Emergency development assistance</u>** in which cities intervene at the on-set emergencies through activities such as donations, availability of S&R support, etc.

The manner in which these actions are carried out can vary. Cities can intervene either **directly** – through their own representatives and delegation – or **indirectly** by supporting other organizations working on site and administering international contacts on behalf of city governments.

Development – City-to-City Cooperation strengths
- The proximity to the beneficiaries allows a better understanding of their needs and, in turn, allows to plan and manage aid measures more effectively;
- The structure of cities, more streamlined than that of international aid institutions, avoids bureaucratic delays and dispersion of resources;
- The permanent presence on the territory provides assistance with continuity and sustainability.

Development – Threats to City-to-City Cooperation
- The need to coordinate cities initiatives with the actions taken by states could be a limit;
- The presence of other actors involved in assistance (e.g. NGOs, local associations, etc.) may cause coordination difficulties limiting the impact of initiatives;
- Foreign cities providing assistance to local municipalities sometimes underestimate the implications of the emergency.

Development – Case Study: The Millennium Municipality Campaign
 (J. Breugem, A.Wiggers, 2008)

Cities and local authorities play a critical role in the achievement of Millennium Development Goals because of their proximity to the beneficiaries of the MDGs. Whilst it is true that such goals are global, solution strategies can often be achieved through actions at local level.

Sharing this vision – and in order to take active part in supporting the ONU initiative – in 2007 the Association of Netherlands Municipalities (VNG) launched the Millennium Municipality Campaign (MNC).

MNC aims to encourage local authorities – large and small, in rural areas and in cities – to engage in cooperation initiatives implementing MDGs by providing practical assistance and any type of support to those municipalities who express their commitment.

Citizens who never had any prior engagement in development cooperation are given the opportunity to participate and share cooperation experiences with other cities already involved in such kind of project. The objective is to get together and develop new ideas to be implemented in the campaign.

THE MILLENIUM MUNICIPALITY CAMPAIGN PROVIDES MEMBER MUNICIPALITIES WITH PRACTICAL SUPPORT TO DEVELOP ACTIONS RELATED TO:

- RESPONSIBLE CONSUMPTION
- PROMOTING ENVIRONMENTAL SUSTAINABILITY
- LOCAL FUND-RAISING
- KNOWLEDGE TRANSFER
- AWARENESS RAISING ON MDGS AMONG CITIZENS

To become a "Millennium municipality" implies, first, that a municipality takes a political decision to join. The website of the Millennium municipality campaign provides templates and examples from several city councils adhering to the initiative. Within two weeks of confirming its enrolment, a set of action materials (plates, signboards, card listing the 8 MDGs and various digital items) is sent to the new "Millennium municipality".

However important a political commitment might be, it is not considered a sufficient effort. Therefore, participating municipalities need to define clearly how they are to contribute proactively to the achievement of MDGs. The Campaign encourages Millennium Municipalities to form an advisory committee including representatives from the Council, the business sector, local volunteer groups, etc., which ensures coordination within the community and contributes to identify what the municipalities want to achieve by defining realistic goals and time-frames. Moreover, the campaign offers its support providing information on experiences and best practices and provides concrete suggestions for actions.

THE MILLENIUM MUNICIPALITY CAMPAIGN IS LAUNCHED BY THE VNG MUNICIPALITIES NETWORK (NL). IT PROVIDES TECHNICAL SUPPORT TO CITIES WORKING TOWARDS THE MDGS IMPLEMENTATION AND ACHIEVEMENT.

Among possible strands of actions, MNC sets a specific focus on:

- **Responsible consumption** – Many Dutch municipalities have decided to use only wood and paper produced within the framework of the Forest Stewardship Council label or to buy products with the Fair Trade Label;
- **Promoting environmental sustainability** – MNC encourages municipalities to join initiatives aiming at reducing CO_2 emissions;
- **Local fund-raising** – MNC provides local authorities with suggestions on ways to support fund-raising initiatives;

- **<u>Knowledge Transfer</u>** – Cities can join projects focused on promoting the exchange of experience and knowledge with LDCs. One of such project is the "LOGO South Programme" which co-finances experience exchanges through municipal partnerships;
- **<u>Awareness raising on MDGs among citizens</u>** – Municipalities increase citizens' awareness of the MDGs, for instance, by hosting exhibitions or through participation in international actions such as the International Day for the Eradication of Poverty.

At the end of 2008, more than 80 Dutch local authorities had joined the campaign. This number is estimated to grow whilst a number of parallel activities are being established. For example, trans-municipal networks of young councillors have been set up, initially in Netherlands, but are now including participants from Tanzania, Ghana, Sri Lanka and Uganda (2015: No excuse! The world must be a better place: Towns and Cities Campaign).

Development – Further case studies

Title	Project for the modernization of public management and improvement of local administrative services
Partner	It is carried out by IRCOD (Alsace Regional Development Cooperation Institute) and its partners: the city and urban community of Strasbourg and other Alsatian local authorities.
Period	The project began in 2007 and lasted until the end of 2011, however cities are partners since 1991 and cooperate since 1996.
Field of Work/Issues	Development
Objectives	The project aims at supporting the municipal authorities of Jacmel (Haiti) with the final goal of modernizing public management and improving local administrative services and governance, to make Jacmel enough skilled and prepared to become a model of municipal governance for other cities in Haiti (European Commission, 2008).
Actions/Activities	The project was made of two main parts: one giving support at a local governance level and mainly concentrating on the functioning of assemblies, civil society and decentralized public services, the other focusing on strengthening the administrative ability of the municipal authority (Strasbourg.eu&communauté urbaine, 2008).
Result achieved	The partnership helped the municipality of Jacmel to improve the waste management, the tax levying system and reorganizing the administration procedures and equipment.
Resources Used	It is financed by the French Development Agency.
Contacts	City of Strasbourg → Administrative centre - Ville et Communauté urbaine de Strasbourg Centre administratif 1 parc de l'Étoile 67076 Strasbourg Cedex Tel: +33 (0)3 88 60 90 90 - Ircod Alsace Espace Nord-Sud 17 rue de Boston F-67000 Strasbourg Tel: +33 (0)3 88 45 59 89 Fax +33 (0)3 10 38 35 20, www.ircod.org/contact
References	- European Commission. (2008, November). Changing the world locally, 25 Success stories of development cooperation, pp. 58-59. Available from European Commission: http://ec.europa.eu/development/icenter/repository/Success-Stories_EN_FIN.pdf - Strasbourg.eu&communauté urbaine, Jacmel-Haïti. Available from: http://www.strasbourg.eu/developpement-rayonnement/europe-international/ville-partenaire-solidaire/cooperations-partenariats/jacmel-haiti

Title	**Project for transfer of know-how between Rwanda and Sweden.**
Partner	The project was carried out by the Association of Local and Regional Authorities and Regions (SALAR) in cooperation with the Swedish International Development Agency (SIDA).
Period	The project was implemented between 2002 and 2004.
Field of Work/Issues	Development
Objectives	This project represented an opportunity for Rwanda's local and regional authorities to learn from the know-how and the experiences of their Swedish International Development Agency (SIDA) counterparts. The main objectives concerned good Governance and democratic participation.
Actions/Activities	The Swedish authorities helped Rwanda's Ministry for Local Government and Social Affairs to raise the level of governance and democratic participation at local level through three actions mainly: providing an expert to assist decentralization policies, creating a body of local authorities and providing training for civilians.
Result achieved	The project established a Rwanda Association of Local Authorities and trained civil servants and agents at local level in the two pivotal provinces of Butare and Gikorno.
Resources Used	SIDA funds.
Contacts	SIDA (Swedish International Developpment Agency) → Valhallavägen 199 105 25 Stockholm Sweden Office hours: Mo - Fr 08.00 - 16.30 Tel: +46 (0)8 – 698 50 00 Fax: +46 (0)8 – 20 88 64 e-mail: sida@sida.se
References	- European Commission. (2008, November). Changing the world locally, 25 Success stories of development cooperation, pp. 64-65. Available from European Commission: http://ec.europa.eu/development/icenter/repository/Success-Stories_EN_FIN.pdf

Title	**Berlin: "No Regrets – Pre-Acting and Adapting to Climate Change in Cities"**
Partner	Implemented by METROPOLIS (World Association of Major Metropolises)
Period	October 2014 – ongoing
Field of Work/Issues	Development
Objectives	The goal of the Berlin Metropolis initiative on Integrated Urban Governance IUG is to assess best practices and case studies in municipalities. The Initiative is also responsible for making these results available to all partners, supervises exchanges of information between metropolises and creates a network between the cities involved.
Actions/Activities	Through an internet platform, the peer review developed for Metropolis, and the dialogue meetings, "the Initiative has provided the network with innovative instruments by which to intensify exchange between member cities and to document lessons learnt and day-to-day practice in member cities, and to make these accessible to others" (METROPOLIS, 2014).
Result achieved	"Thanks to this initiative cities and experts got the opportunity to exchange best practices and compiled the lessons learnt in a charter. The Berlin Metropolis initiative developed recommendations for urban climate adaptation in the form of a charter. It resulted from two discussion sessions and a consultation process with over 25 cities. These experiences built the ground for the "No Regrets Charter". It will be introduced as a working document of the Metropolis network at the Metropolis World Congress in Hyderabad." (METROPOLIS, 2014)
Resources Used	Local Government and Private Partners.
Contacts	Metropolis Secretariat General Avinyó, 15. 08002 Barcelona (Spain) Phone: (+34) 93 342 94 60 Fax: (+34) 93 342 94 66 metropolis@metropolis.org

References	- METROPOLIS. (2014, December). *Metropolis Initivatives: 2014 Action Report.* Available from Metropolis.org: http://www.metropolis.org/sites/default/files/initiatives/mi-report-2014.pdf

Title	**CityApp: Innovative solutions for Cities**
Partner	Citynet Network
Period	Meetings done March 13-15, 2014. Further implementation later in the year
Field of Work/Issues	Development
Objectives	CITYNET and Microsoft organized "CityApp 2014: Innovative Solutions for Cities", an event for government officials, urban planners, and software developers. The aim of this event is to bring closer different stakeholders from the Asia Pacific Region and to determine common urban issues and provide technology-based solutions over a 3-day period.
Actions/Activities	The first CityApp Event was held with the cooperation of Kathmandu and Lalitpur city officials, and other associated partners from Nepal in March 13-15, 2014. CityApp determined the most urgent urban issues. During the conference, local authorities and technology experts worked together to build web or mobile applications to counter these problems (CityNet, 2009).
Result achieved	The initiative came to fruition as the first applications were deployed for use in Kathmandu and Lalitpur. These applications were available for use to other cities of the CITYNET network (CityNet, 2014).
Resources Used	Private Partners and Local Government.
Contacts	Citynet info@citynet-ap.org 38 Jongno, Jongno-gu Seoul, South Korea 110-110 Tel: +82-2-723-0628 Fax: +82-2-723-0640
References	- CityNet. (2009, September). *About Us.* Available from CityNet: http://citynet-ap.org/category/about/ - Citynet Programs. (2014, March). *Citynet current programs.* Available from Citynet: http://citynet-ap.org/category/programs/current-programs/

Title	**Urban Nexus**
Partner	Eurocities
Period	01/09/2014 – 31/08/2014
Field of Work/Issues	Development
Objectives	The aim of the FP7 URBAN-NEXUS project is the transfer of knowledge and the institution of stable partnership between cities and regions with the goal of solving problems connected with the integrated sustainable urban development.
Actions/Activities	The first action by URBAN-NEXUS is the establishment of a Strategic Dialogue & Partnership Framework. The aim of this framework is the organization of a long-term partnership with stakeholders in on the main aspects of sustainable urban development.
Result achieved	URBAN-NEXUS promoted the view that long-term strategic partnerships were necessary to respond to the dynamics of self-organizing governance and that brought forward the integration perspectives through a unified platform. The project framework provided the basis for the prioritization and categorization of the various dynamics, underlining the vital elements, and giving guidelines to define the connecting relations of all elements (Eurocities, 2014).
Resources Used	EU funds.
Contacts	Eurocities Brussels office Square de Meeûs 1, B-1000 Brussels Secretariat **:** Tel. +32 2 552 08 88 Fax +32 2 552 08 89

	info@eurocities.eu
References	- Eurocities. (2013, December). *About Us.* Available from Eurocities: http://www.eurocities.eu/eurocities/about_us- Eurocities Projects. (2014, October). *Eurocities Projects.* Available from Eurocities: http://www.eurocities.eu/eurocities/activities/projects

Title	**Developmental Project in Sri Lanka**
Partner	The city of Velsen (Netherlands) and the city of Galle (Sri Lanka)
Period	2000 - 2003
Field of Work/Issues	Development
Objectives	The aim of the project is to make possible free swimming courses for the local community. This project is important if considered that the majority of the Sri Lankan living in the area are unable to swim.
Actions/Activities	This pool was built opposite of the Lighthouse hotel in Galle.
Result achieved	The cooperation between the two cities created the Lighthouse Pool which is a 25-metres swimming pool with complete infrastructure at the service of the local community.
Resources Used	SOS Velsen financed the construction in cooperation with other NGOs and a local company from Velsen.
Contacts	SOS Velsen Tel. +31-(0)-23-537 08 43 E-mail info@sosvelsen.nl
References	- Wijnen, E. (2010, December 1). City Diplomacy: A case study of Velsen's activities in Galle, Sri Lanka. Available from City Diplomacy: http://gpm.ruhosting.nl/mt/2010MASG45WijnenEmmy.pdf

1.3 Economy

The economy is one of the sectors in which C2C initiatives are constantly growing. It includes all activities aimed at promoting the economic life of cities. Two set of actions can be identified:

- **Economic-pull activities** aiming to attract resources (tourists, businesses, organizations, events). Interest for this kind of initiative is increasing and many cities, both metropolises, such as New York and London, and smaller cities have established a special economic office dedicated to attracting capital in various forms to the city in order to enhance their strategic position. An increasingly widespread initiative in this context is the city branding (S. Tayebi, 2006) that applies the principles of marketing to the city which is considered as a brand to be sold on the market (F. Minelli).
- **Push-diplomatic economic** activities. These consist in exporting excellence services (and knowledge) or entering into partnership agreements with other cities with whom they share business sectors (e.g. agreements between port cities, tourist destinations, etc.). Although cities undertake this kind of activity mostly for economic profits, through the exchange of best practices, cities have also a gain in terms of human capital with a multiplier effect on other sectors of city governance (i.e. City branding and city marketing).

Economy – City-to-City Cooperation strengths

- Exporting services and knowledge to other cities or entering into partnership with them in order to share best practices, represent a long-term tool for human resource policy;
- New business and employment opportunities (many cities have an office dedicated to attract external capital), improve city attractiveness resulting in higher returns on investment;
- Strengthening the city identity (i.e. cities develop a long term vision for themselves by thinking about what the city is, what the city wants to be and how it wants to get there);
- Enhancing citizens sense of belonging to their own city (i.e. inhabitants experience a new sense of pride and purpose).

Economy – Threats to City-to-City Cooperation

- Losing the city traditional identity in favour of economic interests (i.e. the brand message must remain rooted in the true story of the city);
- Spreading of stereotypes (i.e. sometimes the rhetoric prevails over reality);
- City branding is limited to a short-, mid-term perspective.

Economy – Case Study: City branding in Europe - the report of Eurocities

Eurocities is the network of European cities, which includes local governments of more than 140 major cities, located in more than 30 European countries. It provides a platform for sharing knowledge and ideas, to exchange experiences, to analyse common problems and develop innovative solutions through a variety of forums, working groups, projects, activities and events.

Eurocities regularly publishes reports on issues of primary interest for cities and inform on the way cities are facing new challenges. An example is the report published in 2011 relating to city branding, which examines best practices among Europe's leading metropolises that serve as examples for the formulation of brand identity and positioning strategies for cities.

EUROCITIES PROVIDES A PLATFORM FOR SHARING KNOWLEDGE AND IDEAS, TO EXCHANGE EXPERIENCES, TO ANALYSE COMMON PROBLEMS AND DEVELOP INNOVATIVE SOLUTIONS THROUGH A VARIETY OF FORUMS, WORKING GROUPS, PROJECTS, ACTIVITIES AND EVENTS.

In a global economy, cities compete to attract talents, tourists, investors and to this end, they are engaging in marketing to improve their image. Therefore, city branding has become a key urban development tool.

In 2010, Eurocities established a working group on *Brand Management and City Attractiveness* involving more than 40 cities that, through workshops, city presentations, and collection of case studies seek to identify tools for promoting a city brand.

The practice guide, published in 2011, summarized the experience of the working group in three formulas:

- "First demonstrate it then communicate" - a city brand should encompass the city's core value and cities should be wary of stretching the gap between the brand message and reality;
- "No shortcuts" - stakeholder involvement is a key element for success since city authorities cannot act alone but require input by the local private sector and civil society;
- "No single formula for success"- cities are by definition multi-layered and varied entities therefore specific tailor-made policies are a prerequisite for durable long-term results Each city must create its own brand according to its specificities (although the chances of success are greater if each city build on the experiences/lessons learnt by others).

According to the latter assertion, the guide contains several case studies in order to give inspiration to the cities involved in similar processes; an example of these case studies is the Amsterdam city branding campaign.

Amsterdam has had many brands "carriers" over the years, such as "Amsterdam capital of inspiration", "Small city, Big business", and "Cool capital" and many others. When in

2003 local authorities asked to analyse the need for a city branding strategy in order to revive the position of the city in the world, it emerged that none of those brand career grasped the key values of Amsterdam that are "spirit of commerce", "creativity" and "innovation".

EUROCITIES PROVIDES SEVERAL REPORTS AND TOOLKITS ON CONCRETE EXAMPLES SUCH AS THE AMSTERDAM CITY BRANDING CAMPAIGN.

Therefore, one of the activities of the city marketing organization "Amsterdam partners" was to ask several agencies to propose a new creative concept. In 2004, the new city motto "I *Amsterdam*" was introduced registering a great success in terms of tourist attraction.

Moreover, as the guide points out, the campaign was shared and supported by different stakeholders (companies, city authorities, regional municipalities): today the main promoting bodies such as Amsterdam Tourist Board or the Amsterdam Cultural Ticket Centre cooperate in marketing and branding Amsterdam.

Economy – Further case studies

Title	The Innovation Hubs for Edge Cities
Partner	The European Edge Cities Network (EECN)
Period	Network was launched in 1996, Innohubs is a project that lasted from January 2010 to December 2012.
Field of Work/Issues	Economy
Objectives	The network provides ideas and information, experience and best practice in various fields. EECN unites cities placed on the edge of the major European capitals, which share similar economic, social and cultural challenges due to their position. The EECN aims at improving the services offered by its municipal members thanks to network cooperation (Edge Cities Network, 2013).
Actions/Activities	The Edge Cities main tools are: • "Discussion of strategies • Developing action plans • Carrying out common projects • Carrying out seminars, conferences etc. • Establishing thematic subgroups and networks • Developing bi-lateral linkages and wider links with other Edge City partners where synergies are identified" (From European Edge Cities Network, About, available online at http://www.edgecitiesnetwork.com/about/
Result achieved	One tool the EECN has developed to face these challenges was the Innovation Hub for Edge Cities, a project aimed at promoting and supporting local entrepreneurs and innovative SMEs in the framework of the Lisbon objectives through the exchange of good practices (Innohubs, 2014).
Resources Used	The budget is 1.469.085,77 €. It funded by the European Union for an amount of 1.131.356,75 € from the INTERREG IVC programme (ERDF- European Regional Development Fund).
Contacts	Edge Cities Network http://www.edgecitiesnetwork.com/contact/
References	- European Edge Cities Network. (2013, January). - European Edge Cities Network, Activities. Available from European Edge Cities Network: http://www.edgecitiesnetwork.com/activities - European Edge Cities Network, About. Available from:

http://www.edgecitiesnetwork.com/about/
- Innohubs, Exchanging experiences, Innovation Hubs for Edge Cities. Available from: http://www.innohubs.eu/

Title	**Cibenàrium Technology Center**
Partner	Implemented by METROPOLIS (World Association of Major Metropolises)
Period	October 2014 – ongoing
Field of Work/Issues	Economy
Objectives	The Cibernarium is a technology/training center administered by Barcelona Activa/Barcelona City Council. The objective of this structure is to boost the city competitiveness by providing technology training for local citizens, professionals and businesses.
Actions/Activities	The Cibenarium is aimed at employed people or work seekers looking to change or improve their careers, as well as entrepreneurs, micro-enterprises and SMEs. The center training consists of highly innovative ICT content based on very practical, short-term activities ("capsules").
Result achieved	The project provided training to citizens, causing an increase in competitivity and professionalism.
Resources Used	Local authorities and Private partners funds.
Contacts	Metropolis Secretariat General Avinyó, 15. 08002 Barcelona (Spain) Phone: (+34) 93 342 94 60 Fax: (+34) 93 342 94 66 metropolis@metropolis.org
References	- METROPOLIS. (2014, December). *Metropolis Initivatives: 2014 Action Report.* Available from Metropolis.org: http://www.metropolis.org/sites/default/files/initiatives/mi-report-2014.pdf

Title	**ENIGMA - Enlightenment and innovation, ensured through pre-commercial procurement in cities**
Partner	EUROCITIES network
Period	01/10/2013- 30/09/2016
Field of Work/Issues	Economy
Objectives	ENIGMA is an FP7 project aimed at implementing "a joint transnational pre-commercial procurement (PCP) procedure in the field of public lighting" (Eurocities, 2013).
Actions/Activities	The project is coordinated by the city of Eindhoven and other 4 municipalities such as Malmo, Stavanger, Espoo and Bassano del Grappa. They cooperate by testing technologies developed by subcontractors.
Result achieved	The project offered opportunities for other public authorities to participate, exchange and learn, "by creating standard procedures for transnational PCPs that can be adapted to their local contexts, by providing in site and online training sessions on PCP, by organizing mutual learning opportunities in the form of study visits, and by developing an online learning platform" (Eurocities, 2013).
Resources Used	ERDF (European Regional Development Funds)
Contacts	Eurocities Brussels office Square de Meeûs 1, B-1000 Brussels Secretariat : Tel. +32 2 552 08 88 Fax +32 2 552 08 89 info@eurocities.eu
References	- Eurocities. (2013, December). *About Us.* Available from Eurocities: http://www.eurocities.eu/eurocities/about_us - Eurocities Projects. (2014, October). *Eurocities Projects.* Available from Eurocities: http://www.eurocities.eu/eurocities/activities/projects

Title	**Main Line for Europe Initiative**
Partner	Trans-European Networks (TEN)
Period	1st October 2011 - 30th September 2014
Field of Work/Issues	Economy
Objectives	The initiative falls under the broader idea of Trans-European Networks (TEN) developed at the end of 1980s, following the proposal of a single European market. The Network aimed not only at improving infrastructures and means of transport, but also at developing economic growth and creating employment opportunities. Objectives included creating new technologies and solutions for replacing obsolete infrastructures.
Actions/Activities	The final goal of the 'Main Line for Europe' initiative is the development of the West-east Main Line Paris-Bratislava/Budapest through the realization of an attractive transport service, the strengthening of the connection to local and regional means of public transport and the upgrading of the railway stations and their surroundings. The initiative will also reduce travel times further facilitating citizens' displacement and grant intermodal conjunction in particular to the numerous airports of the region (Main Line for Europe Initiative, 2009).
Result achieved	The construction of the complete 'Main Line for Europe' fostered economic growth, created further job opportunities and helped improving the competitiveness of the region by facilitating passenger transport within the region and beyond, across the entire European Union. Furthermore the project, by encouraging investments in the infrastructures, provided short-term stimuli to the economy and a medium-term contribution to the reduction of greenhouse gas emissions by 2020. The initiative encouraged close cooperation between all decision makers to speed up the implementation of the project (Main Line for Europe, 2014).
Resources Used	MAINLINE received funding from the European Union's Seventh Framework Programme (2007 - 2013).
Contacts	Project Office: ARTTIC 58 A rue du dessous des Berges 75013 Paris France Tel: +33 1 53 94 54 88 e-mail: mainline-team@eurtd.com
References	- Main Line for Europe Initiative. (2009, January). Twin City Declaration of the Main Line for Europe Initiative between Bratislava and Vienna. Available from http://www.magistrale.org/fileadmin/templates/pressemitteilungen/Twin-City-Declaration_EN.pdf - Trans-European Networks. Available from: http://ec.europa.eu/ten/index_en.html-Main Line, About Main Line Project. Available from: http://www.mainline-project.eu/

Title	**Day care center project**
Partner	The city of Velsen (Netherlands) and the city of Galle (Sri Lanka)
Period	2000-2003
Field of Work/Issues	Economy
Objectives	This project realized a Day Care center for the mothers of local communities. By providing this service Velsen is actively supporting the emancipation of woman in the area allowing local mothers to leave their children at the center while they can work and provide an income to their families.
Actions/Activities	Construction and supervision of a Day Care center in the city of Galle
Result achieved	This building was successful as 43 children visit the center each day. This project is coordinated by an expert from the Netherlands and serves as an example for other municipalities of Sri Lanka. It can be considered as a good example of knowledge transfer.
Resources Used	SOS Velsen and other local NGO funds.
Contacts	SOS Velsen Tel. +31-(0)-23-537 08 43 E-mail: info@sosvelsen.nl
References	- Wijnen, E. (2010, December 1). City Diplomacy: A case study of Velsen's activities in Galle, Sri Lanka. Available from City Diplomacy: http://gpm.ruhosting.nl/mt/2010MASG45WijnenEmmy.pdf

1.4 Culture

Culture is one of the fields where C2C could achieve more effectively and easily its mission since culture is one of the most pervasive sectors of urban life. In fact, the first experiences of international relations between cities were cultural initiatives such as town twinning.

However, although the role of culture in the development of cities and as a tool to promote international democracy has been increasingly recognized, the potential of C2C in these fields is not yet fully achieved.

So far, the majority of cultural initiatives implemented are linked to:

- Cultural exchanges between cities;
- Cross-border cultural events;
- Cross-border competitions;
- Drafting of guidelines on how to promote cultural development.

Culture – City-to-City Cooperation strengths

- Creating international networks through culture initiatives contributes to increase awareness that culture is a development strategy for cities which aim to enhance economic gains and to improve their position in the world;
- Enhancing the cultural sector contributes to the creation of employment, urban redevelopment and social inclusion;
- Cultural initiatives contribute to raising the awareness of communities towards some key local issues concerning local (tangible and intangible) resources. In addition, the pervasive character of culture in everyday life ensures that these campaigns are extensive and reach out for different target groups.

Culture – Threats to City-to-City Cooperation

- The capacity of a city to propose and implement cultural initiatives is closely influenced by the political culture of its representatives;
- Cultural initiatives often suffer from the lack of funds. Contrary to the idea that culture is a vector for development, in a crisis local governments react by operating cuts in the cultural sector.

Culture – Case Study: The Coalition of Municipalities against Racism and Discrimination (CCMARD)

(Alberta Human Rights Commission)

In 2006, the Canadian Commission for the United Nations Education, Scientific and Cultural Organization built a network of municipalities across Ontario and across the world to promote and protect human rights and fight racism by supporting shared responsibility.

The Coalition of Municipalities against Racism and Discrimination (CCMARD) arose from the political debate on the challenges posed by cultural diversity that characterizes many cities within the Ontario region and from the need to provide cities with tools to interact with a range of different ethno-racial groups, cultures and religions within their communities.

FOR EACH TYPE OF ACTION EXAMPLES AND PRACTICAL POLICY MEASURES ARE OFFERED

Therefore, starting from the exchange of information, experiences and best practices among cities participating to the initiative[9], the network aims to give directions to the municipalities on how they can start or improve antiracism and anti-discrimination initiatives.

The network has identified 5 types of actions that each city can take to achieve the goal:

- **Data collection, monitoring and reporting** – Municipalities should collect and analyse data on issues of discrimination in the community mainly through surveys and document reviews;
- **Raising awareness** – Awareness about racism and discrimination means that citizens are able to know better what racism and discrimination can look like and, in turn, be able to prevent them. There are various initiatives that cities can take to build awareness such as: hosting cultural events, organizing annual awareness commemorations (e.g. Black History Month), establishing committees that organize cross-cultural dialogue or provide access to information, creating spaces where people can learn about racism.

CCMARD PROVIDES TOOLS FOR MUNICIPALITY TO HANDLE THE CHALLENGES POSED BY CULTURAL DIVERSITY AND LEARN HOW TO INTERACT WITH A RANGE OF DIFFERENT ETHNO-RACIAL GROUPS, CULTURES AND RELIGIONS WITHIN THEIR COMMUNITIES.

- **Encouraging and supporting initiatives in the community** – Municipalities can encourage community initiatives to fight racism by providing residents, organizations, unions, etc., with incentives and different types of resources, including information, funding and labour;
- **Policy and by-law development** – Ensuring that by-laws are conformed to human rights principles is not only a legal requirement but also a clear signal to the community that anti-racism is a real commitment. Therefore, cities should revise the legislation, review policies and practices to identify discrimination, monitor anti-discrimination effect of municipal policies;
- **Responding to incidents of racism and discrimination** - Municipalities can face the challenges of discrimination by collaborating with local organizations and law

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[9] CCMARD's Ontario membership grew from 3 in 2006 to 11 municipalities in 2010.

enforcement bodies involved in the fight against racism, by documenting incidents of discrimination or denouncing hate crimes when they occur.

For each key area, the network provides:

- Examples of activities implemented by some cities in order to collect a set of case studies that can inspire other cities to develop similar initiatives;
- Tips on practical measures to be taken to implement the activities (e.g. it provides information on archives or organizations involved in these fields) (Ontario Human Rights Commission).

Culture – Further case studies

Title	**European Network of Cities for Local Integration Policies for Migrants (CLIP)**
Partner	Eurofound
Period	11th September 2006 - ongoing
Field of Work/Issues	Culture
Objectives	The network is made by 30 cities, both small and medium sized ones from all regions of Europe, with the aim of fostering social and economic integration of migrants.
Actions/Activities	Its main fields of work are housing (to foster the integration of migrants in the society), equality and diversity policies, intercultural policies and inter-group relations and ethnic entrepreneurship (Eurofund, 2013).
Result achieved	For each module the CLIP research team in cooperation with the cities wrote an overview report and produced a set of guidelines valid at the European, national and city level (Eurofound, 2013).
Resources Used	The Network is part of the Eurofound (European Foundation for the Improvement of Living and Working Conditions), which in turn is part of the general budget of the European Commission (Hubert, 2009).
Contacts	EUROFOUND Wyattville Road Loughlinstown Dublin 18 Ireland Tel: + 353 1 2043100 Fax: + 353 1 2826456, + 353 1 2824209 e-mail: Information@eurofound.europa.eu Brussels Liaison Office Avenue d'Auderghem, 20 B – 1040 Brussels Belgium Tel: +32 2 280 64 76; +32 2 230 51 61 Fax: +32 2 280 64 79 e-mail: Eurofound.brusselsoffice@eurofound.europa.eu
References	- Eurofound. (2013, June). European Network of Cities for Local Integration Policies for Migrant (CLIP). Available from Eurofound: http://www.eurofound.europa.eu/areas/populationandsociety/clip - Kriger Hubert (address by), *Housing and integration of migrants in Europe*, Eurofound at 'Transatlantic workshop on integration policies on the local level: Housing policy for migrants',Vienna, 1st and 2nd June 2009. Available from Eurofound: http://eurofound.europa.eu/sites/default/files/ef_files/docs/areas/populationandsociety/clippaper010609.pdf

Title	**Medellin-Barcelona Chair Project**
Partner	Implemented by METROPOLIS (World Association of Major Metropolises)
Period	October 2014 – ongoing
Field of Work/Issues	Culture

Objectives	The Medellin-Barcelona Chair project is a multi-area initiative. Its objective is transfer of knowledge and facilitation of cooperation.
Actions/Activities	Within this project there was a knowledge transfer process where Barcelona passed its knowledge on organization and structuring of library networks and their performance indicator systems to Medellin. Medellin on the other hand passed its know-how in promoting reading to Barcelona. Furthermore, the two library networks have carried out jointly organized activities in both cities.
Result achieved	Effective transfer of knowledge.
Resources Used	Local authorities and private partners' funds.
Contacts	Metropolis Secretariat General Avinyó, 15. 08002 Barcelona (Spain) Phone: (+34) 93 342 94 60 Fax: (+34) 93 342 94 66 metropolis@metropolis.org
References	- METROPOLIS. (2014, December). *Metropolis Initiatives: 2014 Action Report.* Available from Metropolis.org: http://www.metropolis.org/sites/default/files/initiatives/mi-report-2014.pdf

Title	**Making IT Infrastructure Available: A Stand Alone E-learning Solution for Tansen Municipality**
Partner	CITYNET network
Period	Started September 2013 - Still ongoing
Field of Work/Issues	Culture
Objectives	CITYNET will start a project in Tansen, Nepal that will offer an opportunity to students of two public schools to use internet and information technology
Actions/Activities	The purpose of the project "*Making IT Infrastructure Available to Peripheral Urban Areas as a Means of Enhancing Learning and Facilitating Development: A Stand Alone, Low Cost and Low Power E-learning Solution for Tansen Municipality*" is to ameliorate the learning facilities in Shree Saraswoti Secondary School and Shree Laxmi Higher Secondary School by equipping these Institutes with an IT solution that will make accessible offline learning materials. The provided materials for a single school will consist of one to two servers as well as a number of tablets.
Result achieved	The project resulted in the creation of a digital library of books, documents, videos, audio files and educational software. The content is available online; for schools without an internet connection local servers have been created in order to access the content.
Resources Used	Local Authorities and Private Partners funds.
Contacts	CityNet info@citynet-ap.org 38 Jongno, Jongno-gu Seoul, South Korea 110-110 Tel: +82-2-723-0628 Fax: +82-2-723-0640
References	- CityNet. (2009, September). *About Us.* Available from CityNet: http://citynet-ap.org/category/about/ - Citynet Programs. (2014, March). *Citynet current programs.* Available from Citynet: http://citynet-ap.org/category/programs/current-programs/

Title	**Cultural project in Sri Lanka**
Partner	The city of Velsen (Netherlands) and the city of Galle (Sri Lanka)
Period	2000 - 2003
Field of Work/Issues	Culture
Objectives	This project objective was the reconfiguration of the old library into a fully functioning sport complex.
Actions/Activities	The municipality of Velsen collected sport and recreational materials. SOS Velsen pressure to local authorities was vital to convince the city of Galle about the importance of the project.
Result achieved	Two years later the sport complex was finished and it is used nowadays for the practice of different kinds of sports.

Resources Used	SOS Velsen funds and other local NGO.
Contacts	SOS Velsen Tel. +31-(0)-23-537 08 43 E-mail: info@sosvelsen.nl
References	- Wijnen, E. (2010, December 1). City Diplomacy: A case study of Velsen's activities in Galle, Sri Lanka. Available from City Diplomacy: http://gpm.ruhosting.nl/mt/2010MASG45WijnenEmmy.pdf

1.5 Representation

This activity is very similar to the tasks of traditional diplomacy and includes all initiatives and processes through which cities can get into the international arena and have voice in decision-making processes.

Such representation activities may be more or less structured. For instance, within EU and CoE cities participation is encouraged through *ad hoc* bodies such as the Committee of the Regions of the European Union or the Chamber of Local Authorities.

The activities are those traditionally carried out by diplomatic bodies:

- Taking part in tables of consultation to voice instances of municipalities and local communities;
- Lobbying on some sensitive issues;
- Discussing the political agenda.

Representation – City-to-City Cooperation strengths

- The proximity of municipalities to communities provides a better understanding of local issues which, in turn, allows for more effective proposals to be included in the political agenda;
- The lobbing activities of groups of cities contribute to share communal approach by adopting one voice and, in turn, encourage social cohesion between cities.

Representation – Threats to City-to-City Cooperation

- Municipalities may not be equally represented within tables of consultation;
- International organizations such as the EU and the UN are still primarily the domain of states that are reluctant to share their power.

Representation – Case study: Cities representation in EU
(L.Hooghe, 1996)

The representation of cities within EU institutions well exemplifies the recognition of C2C by the traditional players of international relations: on the one hand, the involvement of local authorities is considered necessary and, thus, supported by dedicated representative bodies. On the other hand, the effective capacity to influence the decision-making process still falls predominantly on national governments.

In fact, whereas a city in a given country may be able to engage rather autonomously in diplomatic initiatives, in another country its international aspirations may be limited by the central government.

This condition reveals the underlying issue of C2C, which is the lack of a clear legal framework, which formally recognizes the cities status in international contexts.

This implies that cities capacity to represent their own interests as well as to participate in decision-making processes is largely based on informal channels and varies from city to city and from state to state, as cities representation in EU testifies.

The European Union shares the principle of involving local authorities in the decision-making process in order to ensure effective policies with deep impact on communities. With this purpose, the EU has established a dedicated body ensuring Local authorities' representation within the Union, in which also cities are involved.

The Committee of the Regions is the specific institution through which cities can participate to European democratic life. It has advisory powers since it is a consultative body of the Council of Ministers and the Commission in cases relating regional matters.

The Committee is not the only channel through which local authorities can participate to European democratic life: another channel consists of the participation of LAs in the EU's structural or cohesion policy. Since the aim of this policy is reducing disparities among the European regions, the Commission, national authorities, regional or local authorities and social actors work in close partnership. According to this principle, cohesion policies have helped to mobilize local stakeholders and involve them in decision-making process. However, in absence of a clear legal frame, the extent to which local authorities are involved varies largely.

Finally, two other channels that encourage the representation of local authorities within the European Union are the Regional Offices set up in Brussels and the transnational associations. Different cities are supported by offices in Brussels in order to lobby, get information and get in contact with other European actors. However, the possibility of setting up offices and especially their size and human resources available depend on the economic and political power of the actors.

In regards to transnational associations, the number of transnational organization representing local governments is growing and including the CoE and municipalities and regions, Eurocities, the Association of European Border Regions, etc.

In addition, the Commission runs specific networking programs that aim to support and empower local authorities' involvement in European policies, such as the program Recite (Regions and Cities of Europe) which funded thirty-seven subnational networks focused on self-help exchange programs.

CITIES CAPACITY TO REPRESENT THEIR OWN INTERESTS AND TO PARTICIPATE IN DECISION-MAKING PROCESSES IS BASED ON INFORMAL TOOLS BUT THE EU HOLDS ESSENTIAL TO INVOLVE CITIES IN ORDER TO MAKE EUROPEAN INSTITUTIONS CLOSER TO THE CITIZENS.

These channels, despite the limitations encountered, testify the opportunities for cities to have a voice within EU exemplifying how C2C operates in representing cities.

Representation – Further case studies

Title	Representation project in Sri Lanka
Partner	The city of Velsen (Netherlands) and the city of Galle (Sri Lanka)
Period	2004

Field of Work/Issues	Representation
Objectives	Improvement of communication and official coordination between project partners
Actions/Activities	In 2004 the mayor of Galle reckoned for the necessity of hiring a civil servant for international affairs. The aim of this position was to keep Velsen informed on the progress made by the city diplomacy program every month. It was also considered invaluable in supporting the Advisory Committee of Galle.
Result achieved	The administrative position was created.
Resources Used	N/A
Contacts	SOS Velsen Tel. +31-(0)-23-537 08 43 e-mail: info@sosvelsen.nl
References	- Wijnen, E. (2010, December 1). City Diplomacy: A case study of Velsen's activities in Galle, Sri Lanka. Available from City Diplomacy: http://gpm.ruhosting.nl/mt/2010MASG45WijnenEmmy.pdf

Title	**Integrating Cities Conference : 160 delegates in Tampere**
Partner	Integrating Cities
Period	9 and 10 September 2013
Field of Work/Issues	Representation
Objectives	A forum for global debate with the aim of fostering cooperation on mutual problems
Actions/Activities	The conference was organized as a mix of plenary sessions and workshops. The themes were issues faced by European cities, such as migrant integration (Integrating Cities, 2014).
Result achieved	The representatives of each city were given the time, during the twelve workshops and the ten speed-networking sessions, to illustrate their initiatives and hearing those of their colleagues. The most interesting ones resulted to be the three "ImpleMenting workshops" that illustrated the preliminary results of a EUROCITIES Project, in which 14 cities came together to implement a mentoring scheme. Other workshops that raised interest were the ones on undocumented migrants, migration and development and EU mobility (Integrating Cities Conferences, 2013).
Resources Used	N/A
Contacts	Eurocities Brussels office Square de Meeûs 1, B-1000 Brussels Secretariat : Tel. +32 2 552 08 88 Fax +32 2 552 08 89 e-mail: info@eurocities.eu
References	- Integrating Cities Conference: 160 delegates in Tampere, 9th-10th September 2013, available from: http://www.integratingcities.eu/integrating-cities/Events/Integrating-Cities-Conference-160-delegates-in-Tampere-WSWE-9BLCYQ, - Integrating Cities. (2006, December). Integrating Cities Project. Available from Integrating Cities: http://www.eurocities.eu/integrating-cities/home,

Title	**AIMF (Association International des Maires Francophones)**
Partner	Union of French speaking cities
Period	1979- Ongoing
Field of Work/Issues	Representation
Objectives	AIMF is a network of local authorities and their associations; it encompasses 200 cities from 48 different countries. The association expresses the solidarity between its members and it fosters the values they share such as democracy and female representation and participation.
Actions/Activities	The Association acts also as the forum for the exchange of ideas and dialogue between the local authorities. Furthermore AIMF helps the municipalities in the process of decentralization and through the realization of Millennium Development Goals. The AIMF finances the projects proposed directly by the municipalities. The AIMF is also engaged in the promotion of the French language and culture (AIMF,

	2014).
Result achieved	AIMF has supported more than 1000 projects in various fields: water and hygiene, sustainable development, economic development, education, health, development of municipal services (AIMF, 2014).
Resources Used	The AIMF helps mayor members to have access to EU funds. The AIMF itself also provides financial assistance to the cities that are part of the association (AIMF, 2014).
Contacts	Association Internationale des Maires Francophones 9, rue des Halles 75001 Paris (France) Tel: (33) 1 44 88 22 88 Fax: (33) 1 40 39 06 62 e-mail: sp@aimf.asso.fr
References	- Association Internationale des Maires Francophone (AIMF). Available from AIMF: http://www.aimf.asso.fr/ - Association Internationale des Maires Francophone (AIMF), Qui sommes-nous ? Un partenaire du développement local. Available from AIMF: http://www.aimf.asso.fr/default.asp?id=109 - Association Internationale des Maires Francophone (AIMF), Qui sommes-nous ? Un réseau d'élus locaux. Available from AIMF: http://www.aimf.asso.fr/default.asp?id=107

1.6 Summing-up

The distinctions between different dimensions of C2C should not be taken too strictly because same actions may be transversal to one or more other sectors.

The examples analysed provide a number of insights:

- **Striving for an integrated approach to C2C** – The approach to C2C should be integrated and not reductive(i.e. it involves different types of actions which blur together);
- **Analysing the international context in which C2C is set** – C2C includes the overall set of international relations in which cities are involved. That means both the relations between cities and the relations at the international level between cities and other actors such as NGOs, national governments, etc.;
- **Allowing for diversity within a good local governance perspective** – Reasons why cities decide to engage in international relations may vary and fully shared motives between cities participating are not a precondition for progress in C2C initiatives. However it is essential that all partners share the ultimate goal of promoting good local governance and the welfare of their citizens;
- **Linking C2C with concrete objectives** – Although a certain idealism is probably an important motivator, for most partners utilitarian gain and practical impact are essential to bring cities to engage in C2C. C2C requires more operative and practical actions than traditional form of diplomacy such as town twinning;
- **Citizens' involvement** – Municipal representatives involved in international actions need the trust and support of their citizens to play this role. Citizens' participation is essential in terms of both sustainability and accountability. Personal contacts between influential figures in city governments too often are the sole drive to any kind of international politics of cities;
- **Being professional** – The lack of a professional apparatus for C2C affects the scope and potential of many municipalities.

SECTION 2 - Initiating, Fostering and Monitoring City-to-City Cooperation

2. Initiating City-To-City Cooperation

2.1 The underlying concepts for City-to-City Cooperation

C2C initiatives aim at providing more efficient and effective services for the citizens.

The following sections describe the concepts underlying C2C, in order to facilitate the design of a project of C2C.

Setting the basis for cooperation

The first step is setting the basis for cooperation, i.e. understanding what are the advantages and risks that C2C actions offer.

One of the advantages is the possibility of improving **visibility and capacity to act internationally**: many small municipalities working together may be able to build up their visibility and capacity to act in the international arena, for example by sharing good practices and from peer-to-peer learning.

Another advantage is the strengthening of a **cooperative attitude in policy-makers**: C2C requires that local authorities work together, learning to put aside personal differences and share the merit of successful solutions. This cooperative attitude can spill over from the policy-makers to the population in general, resulting in a more unified and active international citizenship.

A final example of advantages linked to C2C is the possibility to have **access to external funds**: several programmes funded by the EU have minimum requirements that are more easily fulfilled by several municipalities working together than by a single municipality working alone.

More advantages can be identified by analysing the context where the C2C action will take place. This analysis can also help in identifying risks linked to the C2C initiative.

One risk that can appear is a **slowing down of the decisional process**. Coordinating several actors to work together can be difficult, and involving several decision-makers can result in longer times for reaching shared decisions.

Another risk is the possibility of a **lack of democratic control**. The mayors and other official representatives of a municipality are under public scrutiny, and they are held accountable for their actions by their constituency and citizenship. In a C2C initiative the decision-making process can become more opaque, involving more actors and therefore being subject to less control by the citizens.

These risks, together with others more directly linked to the specific context, are to be understood and properly managed in order for them not to become obstacles.

Setting the pace of cooperation

When starting to design an action of C2C, it is important to understand the possible long-term evolution of the project. Relevant questions to answer are:

- Will this project be sustainable?
- Can this project be expanded upon?
- Is there the interest to make the C2C effort an ongoing feature of the administration?
- Are the partners willing and able to be involved in a long-term effort?

The questions help to define the long-term strategy linked to the C2C initiative, and can help in defining key aspects of the project, such as the partners involved and the economic self-sufficiency of the action.

Setting the goals for cooperation

The following step in designing a C2C action is setting the goals for the cooperation. It is important that the partners share the same vision about:

- Problems;
- Goals;
- Opportunities.

Shared problems can be identified by answering the following questions:

- What are the problems affecting my area?
- Are these problems due to causes internal to my municipality, or do they have external roots?
- If they have internal causes, what other municipalities have or have faced similar problems?
- If they have external roots, what other municipalities are affected by them?

The first two questions can be answered by a context analysis focusing on critical aspects of the situation. Once the problems of the municipality are identified, they can be compared to those of other municipalities (geographically close or not), that can be the possible partners for the C2C project.

Once the shared problems are identified, discussion can start between the possible partners on the goals of the C2C project. The goals can be:

- Limited to solving the identified problems;
- Broader in scope.

Limiting the C2C initiative to the identified problem or problems is a viable solution, but it can also include other measures to implement. This will have to be negotiated between the partners.

Once problems and goals are identified, that is the "why" of the project, opportunities can be identified, and that is the "how". Shared opportunities can be:

- Availability of resources (economical or otherwise);
- Available legal or institutional frameworks.

The partners must be willing to share resources, and the framework they operate in must allow them to initiate a C2C project.

Identifying actors, competencies and legal provisions

The next step in designing a C2C action is understanding the involved actors and their competencies.

In this regard it is important to have a clear picture of every stakeholder involved, together with the role that they will play within the project.

A map of the involved stakeholders should contain the following information:

- Name of the stakeholder;
- Category they belong to (municipality, civil society, central government, Local Government Association, NGO, other);
- Role within the project;
- Legal basis for their action (i.e., if their legal status explicitly state that they can perform a certain function).

This information will allow for a clearer picture of the stakeholders and the possible partners. Further information on the identification of the actors can be found in section 4.4.

Identifying City-to-City Cooperation structures

Another step in designing a C2C action is understanding the level of institutionalization that the C2C activity will have:

- Informal: agreements between partners do not have a formal legal basis;
- Formal: agreements between partners have a formal legal basis.

Informal C2C is not necessarily less effective than the formal one: strategies can be decided upon to tackle shared problems, and decisions can be reached regarding solutions to existing issues. Informal C2C can also be faster than formal C2C, allowing to take action without the bureaucratic times of creating contracts.

Formal C2C can take several forms, from contracts binding the parties to the creation of subjects with legal status whose mission is the implementation of the C2C initiative. Examples of formal C2C are those projects created using European funds, which require official partnership.

Informal C2C implies fewer costs, both material and in terms of time needed, while formal C2C has higher costs but can result in a wider scope of action and the possibility to access external funds.

There can also be a passage from informal to formal C2C, which is an informal activity that is made formal. This can be the case when the partners want to expand a project started in an informal manner, or if the need arise for formalisation, such as the opportunity to receive European funds.

When deciding on the structure of the C2C action, it is also important to consider the scope of the project. Questions that should be answered in order to make a decision are:

- How many municipalities will be involved?
- For how long?
- What are the actions that the project will entail?

These elements will help in deciding whether to use a formal or informal structure for C2C.

Identifying the areas of City-to-City Cooperation

Finally, it is important to understand the C2C initiative in the framework of other similar initiatives carried out in Europe. Help in this task can be given by the present manual, which offers examples of C2C initiatives, and by online resources such as the websites of institutions that deal with C2C.

Another resource for understanding other similar experiences carried out at a European level is the dialogue with the partners and other institutional actors, starting a process of sharing of best practices that can help in acquiring information.

SETTING THE BASIS FOR COOPERATION

Which are the advantages and risks of C2C actions?

SETTING THE PACE OF COOPERATION

Is there a long-term plan for C2C?

SETTING THE GOALS FOR COOPERATION

Is there a shared problem?

Which are the shared goals?

Which are the shared opportunities?

IDENTIFYING THE AREAS OF C2C

Which C2C activites are carried out in Europe?

IDENTIFYING C2C STRUCTURES

Is C2C institutionalized?

What is its scope of action?

IDENTIFYING ACTORS, COMPETENCIES AND LEGAL PROVISIONS

Who is who?

Who does what?

On which basis?

Figure 4 - The Underlying Concepts for C2c

2.2 Analytical Steps for City-to-City Cooperation

The previous section defined the underlying concepts for C2C, i.e. the theoretical framework. This section will describe the analytical steps needed to put the concepts into practice in a project management frame.

Identifying problems

The first step should be identifying the problems that the C2C project will address. This step mirrors the "setting the goals for cooperation" section specifically dealing with problems, which become the scope of action of the project.

Defining objectives

Once the problems that the project will address are identified, the objectives of the project, both general and specific, can be defined.

The general objective is the general purpose of the project, and is usually a statement of intent regarding the solution of the identified problems. For example, if the identified problem is "underdeveloped economic opportunities", the general objective could be "improving the economy of the area".

The specific objectives of a project can be more than one, and are more directly linked with what the project will actually entail. To continue with the example above, a specific objective could be "developing the tourism sector in the area".

Identifying actions

The following step is defining the actions that will form the project. The actions are the practical initiatives that will be included in the project, and are the backbone of the project.

One example can be "creating a new festival that will travel between the partner municipalities".

Identifying impacts

After the actions are defined, their impacts and results must be taken in consideration.

These are the consequences of the actions, and the link between actions and specific objectives. Therefore, for the action "creating a new festival that will travel between the partner municipalities" seen above, the impact can be "creation of new opportunity for tourism". This in turn leads to the fulfilment of the specific objective "developing the tourism sector in the area", which helps with the general objective "improving the economy of the area".

Developing indicators

Once the impacts are decided, indicators to monitor them must be chosen. The indicators should be objectively verifiable, and should be quantitative measures of the results of the actions. For example, regarding the impact "creation of new opportunity for tourism", an indicator could be "number of tourists that visited the area".

Designing monitoring and evaluation framework

Once the indicators are decided, a monitoring and evaluation framework for their analysis must be put in place. This framework depends upon the indicators chosen, and can include official statistics or external analysis as sources of data. Regarding the indicator "number of tourists that visited the area", a possible source of data can be the statistical offices (e.g. number of tickets issued/sold) of the involved municipalities.

Identifying the problems to be addressed with city cooperation

Defining general and specific objectives

Identifying and choosing appropriate policy approaches and instruments/ actions

Identifying expected impacts

Developing appropriate indicators

Designing an appropriate monitoring and evaluation framework

Figure 5 - Analytical Steps for C2C

2.3 Identifying problems/reasons for City-to-City Cooperation

The identification of the problems to solve is a central point of initiating C2C, since it is from the problems that need a solution that the initiative is shaped. This section gives some indication on how to proceed.

Defining the core problem

The first step is **defining the problem** itself, to have a clear picture of it and its characteristics.

After an initial definition of the problem, its level of **priority** should be identified: why is it a priority? To whom?

The next step is understanding **what is already being done** about it – analysing the context to find out if there are already initiatives in place that address the question, who is taking part in them and how.

Finally, a decision should be made upon **whether the problem needs a C2C initiative** to be solved, or not. Not every issue is suitable to be solved by a C2C action: it could be that different municipalities do not share the problem or that a solution is available that involves only the municipality itself.

Identifying the causes

After the analysis of the problem, it is important to identify its causes.

A first question to be answered concerns the reasons **why the problem is arising now**: did something change in the context? Was the problem already there in the past? What makes it more evident now?

Additional questions to answer are **where is the problem coming from**, and **what is causing it**: understanding the root of the problem leads to a better understanding of it.

Finally, an analysis of the problem should reveal whether it is linked to **internal characteristics** of the context or to **external factors**: this distinction can lead to very different strategies in the actions to be developed towards its solution.

Identifying the effects

Finally, the effects of the problem should be analysed.

A first element to identify is **who are the affected parties** – **how does the problem affect them**, and to which degree?

Another important question is **what would happen if the problem was not solved** – both **direct** and **indirect consequences**.

Together, these steps should create an all-round analysis of the problems at hand, its causes and its effects, therefore helping in designing the C2C initiative.

1. CLEARLY DEFINE THE CORE PROBLEM

| What is the problem that requires immediate action? | Why is it a priority? To whom? | Is something being done already? By whom? How? | Is it necessary to deploy C2C actions? |

2. IDENTIFY ITS CAUSES

| Why did this problem arise now? | Where does it come from? | What is causing it? | Is it linked to internal characteristics? | Is it linked to external factors? |

3. IDENTIFY ITS EFFECTS

| Who is most affected? How? How much? | What would happen if no solution is found? | What implication would there be on the other levels? |

Figure 6 - Identifying Problems/Reasons for C2c

2.4 Identifying the actors

A C2C initiative involves several categories of stakeholders (municipalities, representatives of civil society, economic actors, etc.).

As stated in section 3.1, it is important to have a clear picture of the involved stakeholders and their role, in order to better design the C2C project. For each stakeholder, three dimensions can be investigated:

- **Capacity**, dealing with the operational ability of the actor;
- **Participation**, dealing with the willingness of the actor to take part in the project;

- **Coordination**, dealing with the capacity of the actor of working together with other stakeholders.

The following figure shows the relevant questions to be answered for each dimension:

STAKEHOLDERS DIMENSIONS (institutional, socio-cultural, CSO, economic actors)	CAPACITY	Has the relevant actor the institutional/legal capacity to carry out the C2C activity?
		Is the activity in line with its daily routine?
		Is the activity proportionate to the resources available to it?
		Does it have the necessary expertise?
	PARTICIPATION	Does the actor share the same vision and mission of its partners?
		Is it willing to invest time and resources in it?
		Is it willing to take risks?
	COORDINATION	Does the actor work in a relevant C2C network?
		Is its activity cross-sectoral? Has it sought the involvement of the relevant stakeholders?
		Is the actor active within its national reference network to find support for its activity?

Figure 7 - Identifying the Actors

2.5 Identifying the pace of City-to-City Cooperation and potential obstacles

A C2C initiative develops through several stages:

- **Information exchange**, a preliminary phase where the partners gain information about the context and the general advantages and risks of C2C. This phase is often characterized by informal contacts and meetings;
- **Consultation**, a phase where the partners gain information about each other and the possible ways of cooperating;
- **Cooperation**, the phase where the C2C project starts and first indications can be gained on the pace of the initiative regarding communication between partners, skills of the partners, and more;
- **Harmonisation**, a phase after the start of the project where more information are gained on the way the activities are progressing.

The following figure shows the relevant questions to be answered at each stage:

INFO EXCHANGE

Are there shared areas of interest? In what sector?

Are there open conflicts between the communities? About what?

Are there specific groups actively opposing cooperation? on which grounds?

What are the key opportunities missed out by not cooperating?

CONSULTATION

Who are my counterparts?

What are their competencies? Do they develop in parallel?

How do they approach the problems my organisation deals with?

How can we meet? Is there a need for some kind of facilitation (i.e. mediator, translator, sector expert, ...)?

What are the common areas of interest?

COOPERATION

Are all partners satisfied with what is being done?

Is there a smooth communication and partnership culture?

Is there the necessary experience, expertise and commitment to manage the C2C projects?

Do different stakeholders (staff, businesses, service users...) take part in the C2C process?

HARMONISATION

Is there a smooth communication and partnership culture both at the local level and with competent central authorities?

Are there appropriate C2C structures?

Are the objectives, targets and performance indicators clear and straightforward?

Are transparent auditing and reporting mechanism in place for participating LAs and stakeholders?

Figure 8 - Identifying The Pace

C2C also faces several potential obstacles, which can emerge during each stage of a C2C project.

The dimensions these obstacles fall into are:

- **Institutional dimension**, with obstacles that can pertain to the local, national, or international level. Examples of obstacles falling into this dimension are laws hindering C2C cooperation, or lack of legal frameworks facilitating it;
- **Stakeholder dimension**, with obstacles that can arise from each individual stakeholder. Examples of such obstacles could be problems in the communication process, or with the capacities of specific partners;
- **Socio-cultural dimension**, with obstacles that can prevent an effective work environment between the partners. Examples of such obstacles could be negative stereotypes, lack of trust, or lack of a common language;
- **Economic dimension**, with obstacles that can endanger the sustainability of the project. Examples of such obstacles could be the competition between partners with similar functions (e.g., two municipalities struggling to attract more tourists), or lack of cooperation and integration between stakeholders.

Once identified, the obstacles can be properly managed and solved.

INSTITUTIONAL DIMENSION
- Local
- Regional/state
- International
- ...

STAKEHOLDERS DIMENSION
- Institutional actors
- Socio-cultural actors
- Economic actors
- ...

ECONOMIC DIMENSION
- Competition
- Cooperation
- Integration
- ...

SOCIO-CULTURAL DIMENSION
- Stereotypes
- Level of mutual trust
- Language
- ..

Figure 9 - Potential Obstacles

SECTION 3 – Council of Europe Centres and Programmes Active in Fields Relevant to City-to-City Cooperation

3.1 European Youth Centres

The two European Youth Centres of Strasbourg and Budapest, as residential educational establishment of the CoE, are part of the Youth Department and represent a strategic tool to implement and support the CoE youth policy.

Therefore, the activities of the Centre reflect the priorities of the Youth department, which involve three programme sectors for 2014-2015, namely:

- The **Democratic governance and innovation sector** in which youth policies aim to support young people's access to their rights, to improve 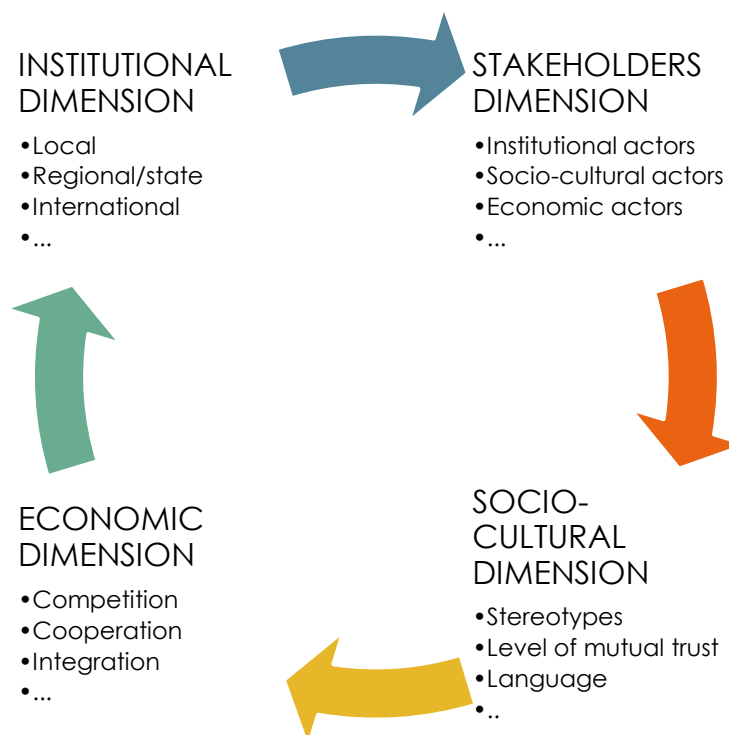youth NGOs' competencies in human rights and to encourage education for democratic citizenship to act as multipliers in member states;
- The **diversity sector** in which the CoE aims to empower the Youth NGOs in contributing to peace building processes and intercultural dialogue with neighbouring regions as well as to ensure the member states' commitment in the youth campaign "no hate speech movement";
- The **participation sector** which involves:
  a) actions aiming at **strengthening participation** (namely by implementing policy and practice to further quality education and to enhance participation of Roma, migrants and other vulnerable groups through education and youth work);
  b) actions aiming at **enhancing social cohesion** through policies supporting young people's autonomy (i.e. improving the transition from education to working life) and policies encouraging the access of young people to social rights (i.e. policies against the exclusion, discrimination and xenophobia).

Within this framework, the European Centres act in a twofold way:

- **Promoting activities** (about 70 activities) which are part of the annual programme of the Directorate of Democratic Citizenship and Participation such as study sessions, and training courses;
- **Hosting activities** run by other institutions such as other directorates of the CoE, Embassies, agencies of the EU, international organizations, NGOs, and Local Authorities which are also in line with the aims of the CoE. Within this perspective, the Centres welcome external groups to organize their activities providing them with the necessary facilities (meeting rooms, technical equipment and staff).

The European Youth Centres mission is related to the C2C in a twofold way:

- With regard to **logistics**, Centres, as residential educational establishments, can offer practical support to actors involved in C2C by supporting operatively the creation and management of networks between cities, through the provision of spaces and equipment. This is an important aspect since the lack of staff and specific offices that allow for the management of relationships has been identified as one of the major obstacles to C2C.
- With regard to the **contents**, because young people are privileged stakeholders of Local Authorities in order to develop effective policies in each dimension of C2C (i.e. from culture to development, from security to economy). Many cultural events,

numerous awareness campaigns, various initiatives of social cohesion in post-conflict contexts, as well as city branding campaigns often have young people as the main target group. Young citizens' involvement ensures broad participation, favour the spread of processes (thanks to the mobility and exchange of information that characterizes young people) and allow for the sustainability of the policies in the future.

For these reasons, the aim of Youth Department to encourage youth participation is shared by many local authorities. The involvement of young people is a key element to allow local initiatives to overcome borders both spatial (thanks to the movement of people and information) and temporal (because youth will be citizens in the future).

European Youth Centres – Contacts

Strasbourg
http://www.coe.int/t/dg4/youth/eyc/strasbourg_EN.asp
Budapest
http://www.coe.int/t/dg4/eycb/default_EN.asp

3.2 European Centre for Modern Languages

Mutual understanding between individuals is a key factor for combating intolerance and xenophobia as well as for living together without borders, for ensuring exchange of ideas and, in turn, for supporting mutual enrichment among communities.

According to this vision, in 1994 eight countries – Austria, France, Greece, Liechtenstein, Malta, the Netherlands, Slovenia and Switzerland – decided to found the European Centre for Modern Language as an "enlarged partial agreement" of the CoE.

Its mission is to encourage excellence and innovation in language teaching and to help Europeans learn languages more efficiently in order to become a sort of catalysts for reform.

According to this mission the centre:

- **Provides training** modules for teacher educators;
- **Publishes examples** of good practices applicable to different contexts;
- **Promotes dialogue** and exchange among those active in the field;
- **Supports** programme-related **networks** and research projects.

Today, the ECML has 33 member states and the partial agreement is "enlarged", which means that non-member states of the CoE could also join the Centre.

The activity of the Centre falls within C2C initiatives since its vision is to strengthen the mutual understanding between individuals. The specific aim of the Centre is to become a catalyst for reform in the teaching and learning of languages. Since many C2C projects include learning each other's languages, the Centre could be a useful resource for supporting such projects.

European Centre for Modern Languages – Contacts
http://www.ecml.at/

3.3 The Centre of Expertise for Local Government Reform

The Centre of Expertise for Local Government Reform, created at the beginning of 2006, is part of the Secretariat (Directorate General of Democracy) and works in cooperation with the European Committee on Democracy and Governance (CDDG) and the Congress of Local and Regional Authorities.

Its creation was inspired by the principle that all countries need to be able to benefit from administrative innovation and European best practices in the field of local government. Therefore, the ambition of the Centre is to become a European hub and exchange platform for capacity building in the area of multi-level governance.

The Centre achieves this mission by providing legal assistance and impact-oriented capacity building programmes, to improve quality of governance.

These capacity building programmes, which represent the core of the Centre's mandate, involve various tools and methodologies including self-assessments, peer reviews, training, consulting and benchmarking.

Currently there are about 30 programmes being implemented in 25 countries, and the number of requests for assistance from governments, municipalities and associations is growing.

In order to ensure that the Centre remains relevant in the medium-to-long term and continues to be at the fore of innovation, it also promotes:

- **Research and development** of new tools based on best European practices. In this field, it has prepared toolkits on "Performance Management", "Strategic Municipal Planning" "Leadership Academy", "Human Resources Management", "Public Ethics Benchmarking", "Local Finance Benchmarking", "Inter-Municipal Co-operation, " "Cross-Border Cooperation", "C2C", and others;
- **Development of partnerships** with national and international stakeholders through coordination meetings and conferences;
- The **Strategy for Innovation and Good Governance**, which aims at mobilizing central and local authorities towards implementing the 12 principles of good democratic governance. The Centre provides support to the preparation of the instruments needed for the European Label of Governance' Excellence (ELoGE) as part of the Strategy's implementation.

As hub and exchange platform for capacity building, the Centre promotes and provides support to implementation of specific C2C projects. The Centre also provides consultations and recommendations on the implementation of this Tool; it collects C2C case studies to update and revise this Tool, and to provide examples of the ways to improve local governance.

The Centre of Expertise for Local Government Reform – Contacts
http://www.coe.int/t/dgap/localdemocracy/centre_expertise/default_EN.asp

3.4 Education programme

The CoE education programme involves various initiatives and projects aiming to achieve the vision of education promoted by the CoE, which means:

- Education based on quality and innovation;
- Education as tool to develop democracy across communities;
- Education as tool for practical and theoretical knowledge;
- Education as lifelong learning;
- Education as tool of social cohesion.

The programme achieves this vision through the following activities:

- **Education for democratic Citizenship and Human Rights** – It is a set of activities aiming to facilitate the involvement of citizens (both young people and adults) in democratic life and their capacity to exercise their rights and responsibility in society.
- **Explore and act for Human Rights** – This project aims to enhance knowledge of European secondary school students of the European laws relating to human rights and of the institution that contribute to monitor the respect of those rights such as the European Court of Human Rights and some CoE's bodies.
- **Higher education and Research** – This activity aims to promote the quality, the responsibility and the governance of the European Higher Education.
- **Training of Education Professionals** – It is the CoE training programme for the professional development of teachers and education actors.
- **Language policy** – It involves various projects aiming to develop language education policies for a multi-lingual and intercultural education both for the languages of schooling and the language education of adult migrants.
- **History teaching** – It involves cooperation projects focused on issues related to the potential prejudices in history textbooks and to the modernization of teaching programmes.
- **Education of Roma Children in Europe** – This project aims to foster the education of Roma children.
- **CoE standing Conference of Ministers of Education** – It defines the goals of the CoE intergovernmental activities regarding education.

Education can be an important part of C2C projects. According to the principle that education is not only a learning tool but also a strategic instrument for promoting active citizenship, education contributes to a favourable context for C2C. In fact, citizens who are more aware of their rights, more responsible towards the challenges of development and more aware that social cohesion is the way to deal with these common challenges, are citizens who can raise the question of C2C and support relevant processes.

Furthermore, the degree of cities involvement in C2C depends also on intangible resources including the mind-set and approach of the citizens and their representatives. Education is indirectly connected to the C2C because it is one of the factors that can affect it.

In addition, since it promotes social cohesion and human rights, the Education programme could be part of C2C initiatives especially with regard to the dimensions of culture, development and security.

Moreover, school and university exchanges are often incorporated into C2C initiatives. Such education projects represent a solid starting point for specific C2C activities and when set within a C2C framework serve as consolidating factors bringing together education institutions and youth whilst developing the necessary skills and capacity for cooperation.

Finally, education is closely connected with C2C initiatives in the economic field since it is a strategic sector for development of cities. Human capital is one of the key factors of city heritage on which many processes of city branding are based, and human capital of a community is also the product of its educational system.

Education programme – Contacts
http://www.coe.int/t/dg4/education/

3.5 Intercultural City Programme

The Intercultural City programme (ICC) was launched in May 2008 with the aim of providing cities with a set of tools to face the challenges of cultural diversity based on the principle that diversity can deliver an advantage of social, cultural and economic innovation to urban communities.

The programme is based on the CoE's White Paper on Intercultural Dialogue, on the EU Year of Intercultural dialogue (2008) and from the fact that making cities more open and diverse without compromising cohesion is one of the five top concerns of cities today (both for large metropolitan areas and smaller cities).

Cities require policies and projects that ensure the practice of equal rights for all, combat discrimination and racism, and actively promote constructive interaction between individuals and groups of different backgrounds, cultures and generations.

ICC has an operative approach to the identification of an intercultural governance and management consisting in the creation of a practical toolkit for cities, which involves:

- The **conceptual tool** supporting a new way of thinking and acting upon diversity (ICC has set out to reframe the debate on migration and diversity in order to neutralize misinformation);
- The **analytical tool** providing a policy assessment grid and a step-by-step guide (ICC collects a wide range of examples from cities across Europe in order to provide orientation for city actors);
- The **developmental tool** supporting the intercultural cities network (ICC has held 53 international networking meeting in 19 countries which represent an opportunity for cities to share internationally their experience);
- The **benchmarking tool** providing the ICC index (Through 66 questions grouped in 14 indicators the index allows to measure cities interculturality);
- The **participation tool** supporting citizens' involvement in the process of change (to this end ICC has adopted the methodology Community Results-Based Accountability).

The key output of the participation of cities to the ICC is the formulation of an intercultural strategy, which has been adopted so far by over 30 cities. The participation to the programme is one of the most successful data of ICC since over 70 cities are now members, including cities in countries beyond Europe (i.e. Israel, Japan, Korea, Mexico, Canada and the USA).

The ICC approach is much more than just another model for migrant integration. It recognizes the interconnectedness of the world, meaning that the only solutions which will stick are ones emerging from deep engagement with diverse communities and drawing upon a much wider range of data. The programme might therefore contribute to the C2Cs through:

- Creation of the networks of cities that jointly face the challenges of migration;
- Support of the key players of C2C (ICC caters to the cities);
- Implementation of capacity-building projects for municipalities.

Intercultural city programme – Contacts
http://www.coe.int/t/dg4/cultureheritage/culture/Cities/Default_en.asp

3.6 EPAS – Enlargement Partial Agreement on Sports

The CoE through its resolution CM / RES (2007) established the EPAS based on previous experience in this area developed over more than thirty years from the CoE.

The EPAS intends to establish international standards and develop a framework for a pan-European platform of intergovernmental cooperation in sport, which creates a network of public authorities in order to:

- **Stimulate the dialogue** between the various stakeholders in the sports sector (public authorities, sports federations and NGOs);
- **Identify and support strategies** that improve sector governance;
- **Promote the principles of equity and fairness** for a healthier sport;
- **Introduce a more ethical approach** to sport.

The platform now has:

- 35 member countries (Albania, Andorra, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Denmark, Estonia, Finland, France, Georgia, Greece, Hungary, Iceland, Israel, Latvia, Liechtenstein, Luxembourg, Malta, Monaco, Montenegro, Morocco, Netherlands, Norway, Poland, Portugal, Russia, San Marino, Serbia, Slovenia, Switzerland and "the former Yugoslav Republic of Macedonia");
- An observer state (New Zealand);
- 29 sports associations who, as members of the Advisory Committee, are EPAS' partners.

Thanks also to the platform that provides a space for discussion and dialogue among stakeholders, the EPAS:

- Prepares, coordinates and monitors policies and standards that are in line with what has already been adopted by the CoE (European Sports Charter, the Code of Sports Ethics, the European Convention on Spectator Violence and the Anti-Doping Convention);
- Makes recommendations to the Committee of Ministers of the CoE;
- Supports capacity building initiatives;
- Promotes awareness and cooperation on issues of promoting diversity in sport and through sport.

The EPAS projects and recommendations can be very useful to C2C since cooperation in the area of sport can bring many benefits, including healthy lifestyle and economic development. This is the case, for instance, of the cities of Zadar (HR) and Dundee (UK) or Dubrovnik (HR) and Inverness (UK): starting from their common interest in golf, they have initiated several project plans on the joint development of golf courses in Croatia as well as golf-related touristic offers, university degrees, etc (see chapter 8).

As the CoE has recognized, sport is an important economic sector, which accounts for an average of some 2% of each European country's gross domestic product and affords employment opportunities. Therefore, sport is linked to the economic dimension of C2C since it represents a key factor of economic development and touristic attraction on which cities could build strategies of branding and local development (as evidenced by the competition to host the Olympic Games). Sport overcomes the local context and

becomes a channel through which cities are projected in the international arena (which is the context of C2C).

Sport is also the most widely covered activity on the broadcast media and press and has more participants and voluntary workers than other activity. It constitutes a universally accessible and understandable means of disseminating certain essential values in day-to-day life. This is one of the reasons why sport should be of interest for local governments and C2C, since several sport initiatives may have a cultural impact (as a channel to raise awareness on some issues) as well as a social impact (as activity through which promoting social cohesion especially in conflict situations).

EPAS – Contacts
http://www.coe.int/t/DG4/EPAS/default_en.asp

3.7 Technical Cooperation and Consultancy Programme related to the integrated conservation of the cultural and natural heritage

CAT Programme has enjoyed an unbroken run as one of the Council's oldest cultural heritage activities. Set up on a permanent basis by the Committee of Ministers in the following of the Campaign for European Architectural Heritage Year (1975), it aims at responding to the specific needs expressed by the Member States. It is based on the principle of the integrated conservation, which adds economic and social aspects to the heritage and recommends that the various sectorial policies which concern the spatial development and town planning should reflect an across-the-board attitude and integrate systematically heritage.

The principles and standards of the following CoE Conventions are embedded in the programme's activities:
- The *European Cultural Convention* (1954);
- The *Granada Convention* (1985) for the Protection of the Architectural Heritage;
- The *Valetta Convention* (1992) on the Protection of the Archaeological Heritage.
- The *Faro Framework Convention* (2005) on the values of heritage in societies;

CAT Programme involves three complementary activities placed under the CoE's "Democracy" pillar, and overseen by the Steering Committee for Culture, Heritage and Landscape (CDCPP):

- **Following-up common European standards**, in order to increase the coherence in member States' heritage policies capable to favor the development of effective democracy, good governance, improvement of the living environment and development of the idea of "living together" based on mutual understanding, respect and tolerance.
- **Mentoring a platform for the harmonisation of institutional practices**, in order to provide member States with strategic guidelines related to integrated heritage conservation, post-conflict/post-catastrophe reconstruction and urban regeneration, and to improve their operational capacities and legal standards.
- **Cooperating and innovating through exemplary field action** to ensure effective assistance to countries, to test new approaches, to inspire regulatory principles and different development models based on the sustainable use of cultural and heritage resources, and to foster participation of citizens and civil society in management of living environment.

Main ongoing or planned projects are related to the Organisation's priorities, underlining the necessary direct involvement of citizens in the conception and management of development projects in order to contribute effectively to the creation of cohesive societies and sustainable communities:

- Management of historic towns (Community-Led Urban Strategies for Historic Towns – joint programme with EU www.coe.int/comus);
- Specialisation of territories (Local Development Pilot Projects, www.coe.int/ldpp);
- Citizen participation and democratic governance (Faro Action Plan www.coe.int/faroconvention);

- HEREIN (European Cultural Heritage Information System bringing together 43 public administrations in charge of national cultural heritage policies and strategies, www.coe.int/herein)

Technical Cooperation and Consultancy Programme – Contacts
http://www.coe.int/t/dg4/cultureheritage/heritage/

3.8 Committee on Culture, Science, Education and Media (Parliamentary Assembly)

The Committee on Culture, Science, Education and Media is one of the eight committees of Parliamentary Assembly of the CoE (PACE), which represents the forum of debate on key political and social issues facing the continent, helping to head off conflict and encourage reconciliation.

The Committee is organized in four sub-committees (on Culture, diversity and heritage; on Media and information society; on Education, youth and sport and the European Centre for Global Interdependence and solidarity). It deals with issues relating to culture, science, education, youth, sport and media in Europe and support cultural cooperation and intercultural dialogue within Europe and between Europe and other relevant actors of the world.

In particular, it is required to reflect and make proposals on the following topics:

- Culture, education and youth policies and associated rights;
- Cultural diversity and intercultural dialogue;
- Management of cultural heritage;
- Higher education and research policies;
- The ethics of scientific and technological developments;
- Sport and society;
- Freedom of expression and information, media freedom and ethics;
- Internet governance and security.

Furthermore, the Committee:

- On behalf of the Assembly, decides on the annual award of the CoE Museum Prize;
- Shares the Assembly representation in the European Commission against Racism and Intolerance (ECRI) and the European Centre for Global Interdependence and Solidarity (North-South Centre);
- Represents the Assembly in the CoE Committee for Works of Art (C-ART);
- Represents the Assembly in the relevant expert committees of the CoE.

The Committee could support the C2C projects since it promotes the creation of international networks. It contributes to enabling international context for C2C since it enhances intercultural dialogue. Culture in fact is often an essential component of C2Cs. The Committee tackles issues which are of great interest for cities since culture is a strategic factor for the development of the cities. Culture lies at the heart of urban strategies, both based on its intrinsic vocation of promotion of human rights and improving quality of life for everyone, but also on account of its role in the creation of employment, urban regeneration and social inclusion.

Committee on Culture, Science, Education and Media – Contacts
http://assembly.coe.int/nw/Committees/as-cult/as-cult-main-EN.asp

SECTION 4 - The Partnership between Dundee (Uk) and Zadar (Hr): Case Studies and Development Opportunities

4. Starting City-To-City Cooperation

Supported by the CoE, the cities of Zadar and Dundee started to discuss opportunities for direct cooperation in early 2014. The initiative promoted by the CoE aimed at reinvigorating existing relations between the two municipalities and foster activities to their mutual interest in the field of trade, education, culture and social policies.

During the plenary meeting at the Zadar Municipality held on the 4-5 February, 2014 in Zadar (Croatia) the following points were raised by participants from the two delegations (Zadar, Croatia and Dundee, UK):

1. Both municipalities are currently involved in a number of twinning initiatives. Although some partnerships prove to be more effective than others, it was acknowledged that twinning plays an important role for both municipalities to enhance their respective networks, especially in the field of culture and youth exchange.
2. The tourism sector is a key component of the development strategy of Zadar. Reinvigorating the long-standing partnership between the two cities will have positive effects in stimulating further arrivals from the UK.
3. Increasing contacts and exchange opportunities are mutually acknowledged as an objective to be actively and jointly pursued. A direct low-cost flight connecting the two cities (at least during the summer period) is recognised as an opportunity by both delegations.
4. Both cities are the seat of University and other education institutions, which should play an important role in strengthening the partnership. Students and staff exchanges at the high-education level were discussed and identified as an opportunity to be pursued.
5. The cultural and natural heritage of both cities represents a strategic platform for the development of common actions.
6. The mechanisms of civic participation in place in both cities could benefit mutually from best-practices exchange. This would ultimately lead to the enhancement of local democracy and good governance.
7. Existing European and Adriatic networks of cities are jointly identified as valuable examples for furthering cooperation and as potential platforms for joint project development under EU funds.
8. Attracting foreign investments is a priority for the City of Zadar. Although differences exist in the set-ups of respective bodies representing businesses in the two countries, several business opportunities (i.e. tourism, golf courses development and golf related tourism, business startups, nautical tourism, etc) exists and further contacts among economic actors should be stimulated.

It was mutually acknowledged that the above-mentioned issues should be further explored in order to identify potential sources of funding and to promote the twinning activities of the two cities.

The furthering of relations and contacts among relevant actors from Zadar and Dundee should be developed in a pragmatic and result-oriented manner, making efficient use of

the expertise represented in the delegation and of the funds, which may result from a joint project making activities on EU programmes and other international donors.

Availability of funds is a key component to set up cooperative schemes between the two cities. However, cooperation can be pursued in a modular manner so to capitalise even on limited resources.

To this end, it is necessary to draw up a strategic cooperation plan, which identifies actions based on available resources and interprets cooperation as an incremental process according to the parties' capacities to attract relevant investments or successfully apply for financing at the EU and other international donors levels.

4.1 Workshop on "Education, Culture and Sport"
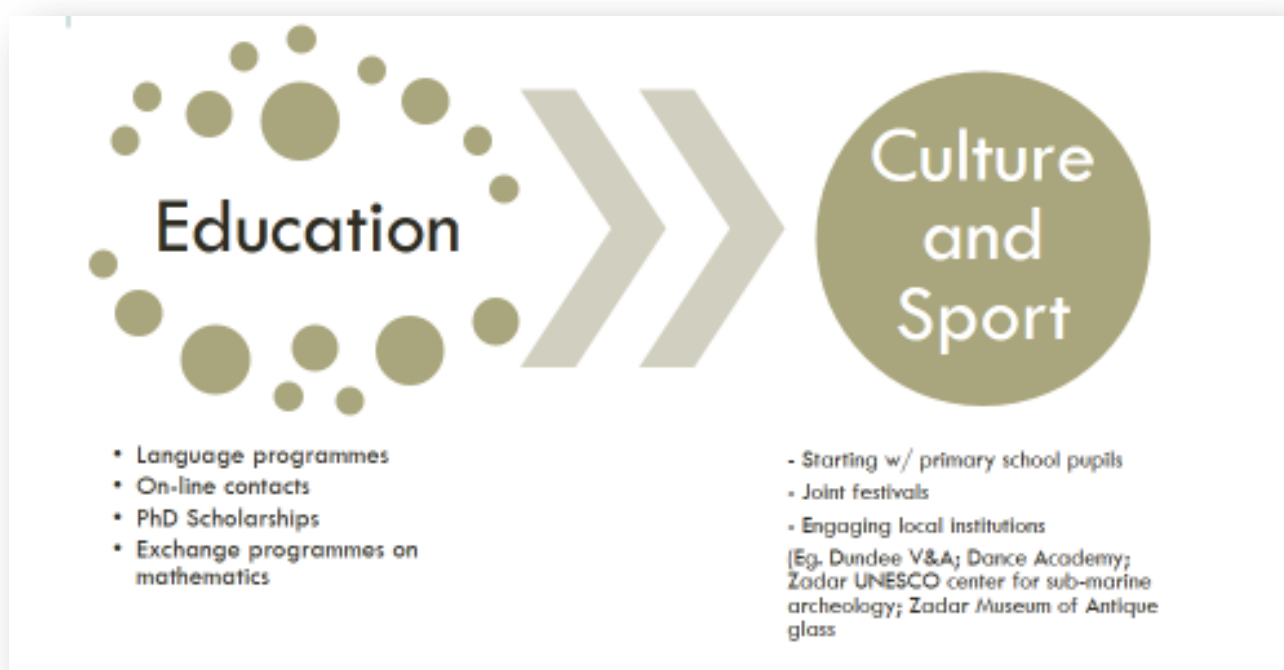
Figure 10 – Workshop 1: Main Outcomes

Education and Culture represent two intertwined sectors with a high potential for exchanges and further cooperation. Activities such as direct, on-line contacts between classes from primary and middle schools in Zadar and Dundee could be stimulated as preliminary steps to further cooperation. Such cooperative measures, whilst providing concrete supports in specific fields such as foreign language studies, represent low cost initiatives with an impact and return in terms of "team building" and citizens' legitimation of the twinning experience.

The involvement of primary schools was identified as a pillar of cooperation in the field of education and culture in terms of sustainability and multipliers effects.

The relevant CoE tools, frameworks and support schemes were identified as basis for launching such initiatives.

Education exchange

1. EU Erasmus scheme. Exchanges of students between Croatian and UK universities: beginning in Dundee with secondary schools, Dundee University and University of Abertay; and in Croatia beginning with secondary schools and the University of Zadar.
2. The EU's Lifelong Learning initiatives as a potential scheme to develop education (university, school and vocational) exchanges
3. The Edinburgh International Award Scheme. Its introduction to Zadar during 2014.
4. The UK's Modern Apprenticeship Scheme and Scotland's National Qualification Framework. This is a scheme enabling academic awards to training apprentices even though they have left their schools and universities. Consideration of its introduction to Zadar and Croatia.
5. Mathematics learning exchange. Proposed between the Grove Academy in Dundee and a high school in Zadar.
6. Computer Games programme (Abertay University, Dundee). Proposed introduction to Zadar and Croatia.
7. In service staff development of teachers. Exchange programmes proposed.

Cultural exchange

1. Between music schools and academies.
2. Visual arts. Between artists and their institutions.
3. Between festivals and theatres.
4. The city water front: between cultures and traditions. In Dundee this includes HMS Discovery, HMS Unicorn and the second UK Victoria and Albert museum (the first one is in London) about to be developed in the city by the water front.

4.2 Workshop on "Trade and Commerce"
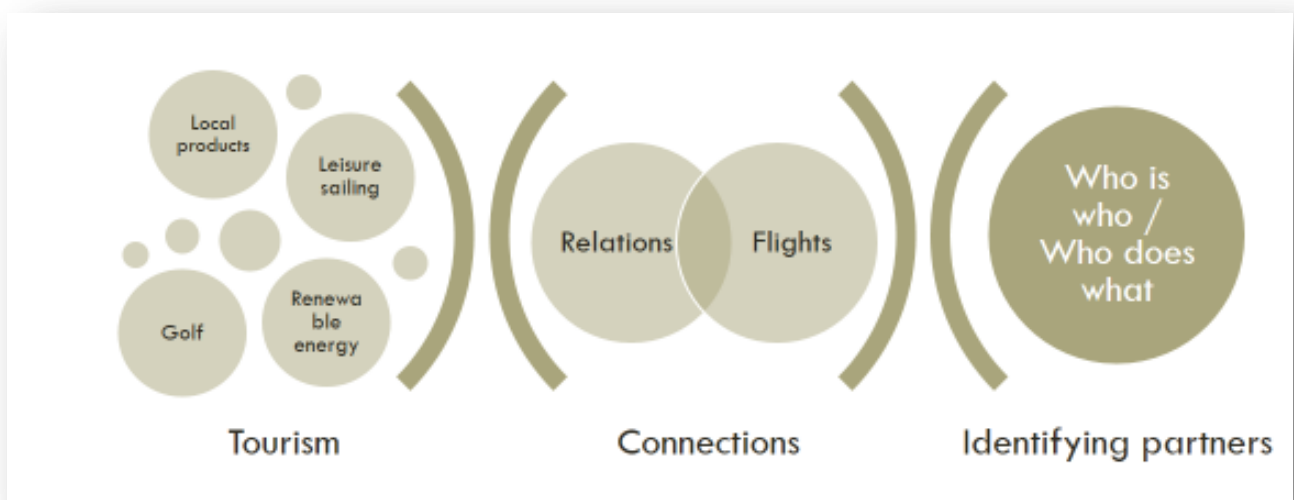
Figure 11 - Workshop 2: Main Outcomes

Cooperation in the trade and commerce sectors is possibly more complex to initiate than actions in the field of culture and education. Businesses need to perceive the concrete possibility to profit from cooperation. To this end, it is necessary to identify first the areas within which contacts and partnerships among relevant actors in the two cities can be prompted.

Tourism represents a possible "fil rouge" to link business, representative bodies and LAs in cooperative frameworks. The joint promotion of local products, as well as issues linked to leisure sailing, golf courses and renewable energies are but a few of the topics covered as possible areas for cooperation.

Notwithstanding the differences in business set-ups, legislation and overall economic frameworks and development plans in the two cities, increasing contacts and strengthening relations is seen as prodromal to further cooperation.

To this end, the tourism sector is considered as an embracing framework within which further activities can be plotted. The exchange of relevant expertise and capacities resting with economic and local authorities at the two cities level represents the starting point for any cooperative scheme. Therefore, it is necessary to identify the most relevant actors in both cities in order to develop sustainable partnerships.

Trade

1. UK/Scotland future prospects for investment in manufacturing within industrial zones (Zadar, Adriatic coast, Croatia).
2. Golf course design, construction and management: UK/Scotland prospects for investment (Zadar, Adriatic coas, Croatia).
3. Hotels and tourism infrastructure: UK/Scotland prospects for investment (Zadar, Adriatic coast, Croatia).
4. Prospective Croatian food and wine sales (Zadar, Adriatic coast, Croatia) to UK/Scotland. 2014 programme: identification of products, ways and means for their development and sale, and corresponding system and timetable for assessment and analysis.

5. Opportunities for Development of Partnerships between Dundee and Zadar
(Europe for Citizens, Programme Guide)

The Europe for Citizens Programme provides an answer to the growing need of bringing the European Union closer to its citizens. In current times when the European Union is faced with enormous challenges ranging from its changing role in the world to the difficult economic situation, the European institutions call citizens to actively play a role in shaping their EU. The Commission looks at Active Citizenship as a tool of great importance for the development of the European integration process. Progress has been made with the introduction of Art. 11 of the Lisbon Treaty, however the Union intends to do more. It is in this framework that the European Citizens Programme shall be contextualized. The Programme has a double overall aim: fostering the acquisition of knowledge regarding the origins and history of the Union and encouraging greater participation of its citizens. With the intention of reducing the gap between the Union and its people, the Europe for Citizens Programme includes general and specific aims.

The general objectives of the Europe for Citizens Programme are:

- To improve citizens' awareness on the history and diversity of the European Union;
- To facilitate citizens' participation to the civic and democratic life at Union level and to encourage European citizenship and the sense of belonging to a single community.

The specific objectives, that are required to have a European dimension and a transnational character, are the following:

- To encourage debate, meditation and networking in order to promote dissemination of knowledge about the common history and values that unite the European territory despite its apparent differences in accordance with the Union's aim of spreading its values and ensuring peace and peoples' well-being;
- To promote the understanding of the policy-making process of the EU and fostering citizens engagement at social and intercultural level and their participation to volunteering activities at Union level in order to improve citizens' participation to the civic and democratic life of the Union.

In addition to these objectives and in compliance with the general aims of the Programme, the Commission consults the Programme Committee and sets annual priorities. These are published on the EACEA and European Commission's websites. Precedence is given to proposals targeting those priorities, therefore applicants are recommended to take them into account when drafting their proposal.

The Europe for Citizens Programme has been assigned a total budget of 185.468.000 EUR for the seven year framework. Approximately, 10% 0f the total budget will be allocated for strand 1, European Remembrance, 60% for strand 2, Democratic Engagement and Civic Participation and the remaining 20% equally divided between the Valorisation of Projects and other expenses.

The Programme devotes special attention to inclusion and non-discrimination. All European citizens shall have access to the Programme without any discrimination against gender, religious belief, age, disability, someone's origin or sexual orientation. The Union encourages the drafting of projects that include hard-to-reach groups and hold a balanced participation of citizens coming from the most diverse European Countries.

The transnational dimension of the proposals can be achieved through one or more of the following:

- The theme of the project either having a European relevance or being analysed from the viewpoint of different European Countries or by inviting people who have a transnational vision to take part to the initiative;
- The partners' origin;
- The dissemination of projects' results and the target of the project itself being European by ensure the project crosses borders and reaches the wider audience not directly involved in the project.

However, at the same time, the Programme encourages applicant partners to give the project a local dimension in order to get closer to citizens and treat topics that are relevant to them.

Moreover the Programme aims at fostering intercultural dialogue and mutual understanding in order to achieve an inclusive and respectful environment. The project promoters should also devote specific attention, whenever possible, to volunteering, as a tool to foster Active Citizenship and sense of belonging to a single community.

Europe for Citizens operates with two distinct grants:

- Action grants cover specific activities implemented for a short period of time, the Programme guide "Europe for Citizens" acts as a permanent call of proposal for these grants;
- Operating grants support activities implemented by an organization on a regular and continuous basis, unlike the action grants they are subject to specific call for proposals and are not open to public bodies.

As far as action grants are concerned, for the 2014-2020 Programme, the deadlines for submission of applications are the following:

- Strand 1 $\rightarrow$ 1st March
- Strand 2, Measure 2.1 $\rightarrow$ 1st March and 1st September
- Strand 2, Measure 2.2 $\rightarrow$ 1st March and 1st September
- Civil Society projects $\rightarrow$ 1st March

For the eligibility periods please see the Programme Guide, available online at the following address:
https://eacea.ec.europa.eu/sites/eacea-site/files/documents/comm2013003670000en.pdf.

The projects falling under the Europe for Citizens Programme are selected on the basis of eligibility, selection and award criteria.

Table 1 - Eligibility Criteria

Applicant	Public Bodies or non-profit organization having legal personality and established in one of the countries participating in the Programme. At least one EU Member State must be involved. Potentially participating Countries may be involved too after having signed a MoU with the Commission.
Application Form	Projects must be summited using the eForm (grant application electronic Form), they shall be written in one of the 24 official EU languages and respect deadlines and eligibility periods (see below for specific tables referring to each strand).
Exclusion Criteria	Applicants may be excluded from participating in the Programme if they are bankrupt or have been found guilty of offence concerning their professional conduct, of fraud, corruption or other crimes, including default tax, related to their profession and /or position. For further details please refer to the Europe for Citizens Programme Guide 2014-2020, available online at: https://eacea.ec.europa.eu/sites/eacea-site/files/documents/comm2013003670000en.pdf
Reference	European Commission, Directorate-General for Communication, ECEA, Europe for Citizens Programme 2014-2020, Version valid as of January 2014, available online at: https://eacea.ec.europa.eu/sites/eacea-site/files/documents/comm2013003670000en.pdf

According to Selection criteria applicants shall prove their financial capacity, unless they are a public body, i.e. having enough funds to manage the activity throughout its duration. Furthermore applicants should demonstrate to possess the adequate motivation and professional competences needed to complete the project (operative capacity).

The award criteria common to all strands are the following:

- Adherence to the goals set by the Programme and the strand (counts for 30% of the available points);
- Overall quality of the project and the activities it involves (counts for 35% of the available points);
- Dissemination (counts for 15% of the available points);
- Impact of the project and ability to involve citizens (counts for the 20% of the available points);
- Geographical balance is taken into account whenever possible.

The Europe for Citizens Programme consists of two strands: the first being **European remembrance**, the other related to **Democratic engagement and civic participation** and a horizontal action.

The first strand focuses on keeping memories of common history and values alive and on passing down to new generations the founding purposes that originated the Union in the first place and are still its main aims.

The second strand, **Democratic engagement and civic participation**, focuses on Active Citizenship and it includes the following measures:

- Town Twinning;
- Networks of Towns;
- Civil Society Projects.

A horizontal action completes the strands by focusing on analysis and dissemination of projects' results.

5.1 European Remembrance Strand

The strand is based on the certainty that only by remembering the past and the lessons it taught it is possible to build a solid future, grounded on the fundamental principles the European Union defends: freedom, democracy and human rights.

The strand finances projects targeting European diversity and similarities, i.e. common cultural roots and values. Projects should encourage reflection on the causes that originated Europe's totalitarian regimes and commemorate the victims of the atrocities perpetrated by them.

Activities about other relevant moments in recent European history are also welcomed; they should be focused on promoting tolerance, intercultural dialogue and reconciliation.

The proposed projects falling under this strand should aim at merging different types of organizations, organizing a wide range of different types of activities or including citizens with diverse backgrounds. Projects are required to have a clear European dimension and are encouraged to have a transnational character.

The annual priorities for the year 2015 are linked with the 70th Anniversary of the end of the II World War; therefore projects are encouraged to target the following topics:

- The crime against humanity perpetrated during the II World War as a result of growing intolerance;
- The direct consequences the War had for the European continent, both as a dividing force with the beginning of the Cold War and as the basis that originated the integration process, which laid the foundations for the origin of the Union as we know it.

Table 2 - Summary Table on European Remembrance

Applicant	Public local/regional authorities, non-profit organizations, survivor's associations, cultural, youth, educational and research organizations, associations of twinned towns.
Number of partners	Projects must involve partners from at least one Member State, however priority is given to projects holding a transnational character.
Budget	Maximum eligible grant: 100.000 EUR
Venue	Activities need to take place in one of the eligible countries.

Project Duration and eligibility period	Projects' maximum duration is 18 months. Projects need to be implemented within the relevant eligibility period.
Calculation of the Grant	Grant is awarded on the basis of a Lump Sum Financing System. The lump sum is calculated on the basis of the number of participants, the number of countries and the number of events developed. In addition, a single lump sum may be awarded covering preparatory activities (e.g. research activities, activities linked with social networks, etc.) and based solely on the number of participants; the maximum grant awarded for preparatory activities is 10.000EUR for projects involving more than 15 participants. The total grant results from the sum of the lump sums awarded for each event (maximum awarded sum for a single event: 50.000EUR). The lump sums granted for each event are calculated separately on the basis of the number of participants and the number of countries and accumulated afterwards. E.g. a number of participants between 25 and 50 coming from 1 to 3 different Countries entitles for a grant of 12.500 EUR. A number of participants between 76 and 100 coming from 4 to 6 different Countries gives a lump sum of 20.000EUR. Please check the EACEA tables for further details.
Reference	http://eacea.ec.europa.eu/europe-for-citizens/strands/democratic-engagement-and-civic-participation_en European Commission, Directorate-General for Communication, ECEA, Europe for Citizens Programme 2014-2020, Version valid as of January 2014, available online at: https://eacea.ec.europa.eu/sites/eacea-site/files/documents/comm2013003670000en.pdf

5.2 Democratic Engagement and Civic Participation Strand

5.2.1 Town Twinning Measure

This measure aims at supporting projects that give citizens of twinned towns the chance to meet and strengthen their networks by, at the same time, revolving around topics that meet the objectives of the Programme.

As mentioned earlier priority is given to projects that include activities targeting the annual priorities set for this measure. The 2015 annual priority for Democratic Engagement and Civic Participation regards the debate on the future of the Union. This is linked with the current economic crisis situation, which has made it even more urgent to actively involve citizens in the on-going process of the Union's building and reform. The debate should be based on the lessons learned in the past and never forget the achievements of the EU. The Union encourages the enlargement of the debate to the ones who question the success of the European project or who are not yet have been directly involved into it.

Tow Twinning aims at fostering Active Citizenship and involvement of European citizens into the EU policy making process and at promoting volunteering and societal engagement across Europe. These ambitious goals are to be met through citizens' mobility across the Union and through encouragement of the debate on the most current and important themes included in the European political agenda.

Under the term "twinning" fall various form of cooperation and partnership between towns. This measure not only involves municipalities which signed or are about to sign an official twinning agreement, but also towns involved with other forms of collaborations that ensure on-going cooperation and cultural exchanges and enrichment.

Table 3 - Summary Table on Town Twinning

Applicant	Towns/municipalities or their twinning committees or other non-profit organizations representing local authorities.
Number of partners	A project must involve municipalities from at least 2 eligible countries of which at least one is an EU Member State.
Number of participants	A project must involve a minimum of 25 invited participants. "Invited participants" are international participants sent by the eligible partner/s.
Budget	Maximum eligible grant for a project: 25 000 EUR.
Venue	Activities need to take place in any eligible country taking part to the project.
Project Duration and eligibility period	The project must last no longer than 21 days. Projects need to be implemented within the relevant eligibility period, which varies depending on the Measure's deadline.
	The grant is calculated on the basis of Lump Sum Financing system. The lump sum is based on the number of invited participants, i.e. international participants sent by eligible countries, aside of the country hosting the town-twinning event. E.g. for more than 175 invited participants the maximum grant is given, corresponding to 25.000 EUR, for a number of participants between 161 and 175 the grant corresponds to 24.000 EUR, for a number of participants between 146 and 160 the grant corresponds to 22.000 EUR, etc. up to a minimum of 25 participants corresponding to 5.000EUR.
Reference	http://eacea.ec.europa.eu/europe-for-citizens/strands/democratic-engagement-and-civic-participation_en European Commission, Directorate-General for Communication, ECEA, Europe for Citizens Programme 2014-2020, Version valid as of January 2014, available online at: https://eacea.ec.europa.eu/sites/eacea-site/files/documents/comm2013003670000en.pdf European Commission, Directorate-General for Communication, ECEA, Europe for Citizens Programme 2014-2020, Version valid as of January 2014, available online at: https://eacea.ec.europa.eu/sites/eacea-site/files/documents/comm2013003670000en.pdf

5.2.2 Networks of Towns Measure

Networks of Towns are meant to facilitate the cooperation and improve the sustainability of groups of municipalities and associations, which work together on a permanent basis or with a long-term perspective targeting a common theme. Furthermore these networks seem to be an ideal tool for the exchange of good practices on issues of common interest.

Moreover, networks improve cooperation between towns, fostering joint long-lasting efforts on common themes to achieve common goals, since twinning creates a very powerful connection between towns. Therefore the European Commission supports the development of the abovementioned networks and by doing so it broadens the impact of the Programme.

Network of towns should follow these guidelines:

- Implement a number of activities revolving around the themes that are relevant for all municipalities involved;
- Identify specific target groups for whom the selected themes have a specific relevance and include members of community active in the field concerned;
- Lay the ground for future cooperation between the networked towns on similar topics or widening their scope at best.

Table 4 - Summary Table on Networks of Towns

Number of partners	A project must involve municipalities from at least 4 eligible countries of which at least one is an EU Member State.
Number of participants	A project must involve a minimum of 30% of invited participants. "Invited participants" are international participants sent by the eligible partner/s.
Budget	Maximum eligible grant for a project: 150 000 EUR.
Venue	Activities must take place in any of the eligible countries. Each project shall include at least four events.
Project Duration and Eligibility Period	The project duration must not exceed 24 months. Projects need to be implemented within the relevant eligibility period, which varies depending on the Measure's deadline.
Grant Calculation	Grant is calculated on the basis of a Lump Sum Financing System. The lump sum is granted on the basis of the number of participants, the number of countries and the number of events developed. The total grant results from the sum of the lump sums awarded for each event (minimum 4 events, maximum total grant: 150.000 EUR maximum awarded sum for a single event: 50.000EUR). The lump sums granted for each event are calculated on the basis of the number of participants and the number of countries. E.g. a number of participants between 25 and 50 coming from 1 to 3 different Countries entitles for a grant of 12.500 EUR. A number of participants between 76 and 100 coming from 4 to 6 different Countries gives a lump sum of 20.000EUR. Please check the EACEA tables for further details.

Reference	http://eacea.ec.europa.eu/europe-for-citizens/strands/democratic-engagement-and-civic-participation_en
	European Commission, Directorate-General for Communication, ECEA, Europe for Citizens Programme 2014-2020, Version valid as of January 2014, available online at: https://eacea.ec.europa.eu/sites/eacea-site/files/documents/comm2013003670000en.pdf

5.2.3 Civil Society Projects Measure

This measure targets projects directly involving citizens and arising from transnational partnerships and networks. Projects shall make citizens from different horizons come together to engage them in activities linked to Union Policies in order to foster and facilitate their participation to the Union policy-making process related with the goals set by the Programme.

Citizens taking part to the projects are called to join efforts to cooperate or engage in a debate on the topics set by the annual priority of the Programme. The above mentioned goals can be achieved at any time, involving all institutional interlocutors.

More specifically this measure involves agenda-setting activities relevant for the drafting and negotiation of policy proposals.

Projects under this measure shall ensure the active participation of a great number of citizens and promote the creation of solid networks laying the ground for further cooperation between the many organizations active in the field. The project has to implement activities that have the aim of encouraging debate, reflection and other related actions linked with the annual priority. Furthermore projects should propose concrete solutions targeting cooperation and coordination at European level by also being linked with the above mentioned policy making process.

Special focus should be given to actions in the field of, or encouraging, societal engagement, solidarity and volunteering at Union level.

The projects falling under the Civil Society Measure must include two out of the following three types of activities:

- Promotion of societal engagement and solidarity activities shall encourage debate, actions, campaigns regarding topics of common interest relating to the rights and duties of citizens of the European Union and having a clear connection with the European political agenda and policy making process;
- Gathering of opinions includes activities with a bottom-up approach that aim at collecting the citizens' opinion on a topic that is chosen annually, the use of social networks and the news intends to facilitate media literacy;
- Volunteering activities foster solidarity not only between European citizens, but also beyond the Union's borders.

Table 5 - Summary Table on Civil Society Projects

Type of organizations	Applicants: non-profit organisations, including civil society organisations, educational, cultural or research institutions. Partners: Public local/regional authorities or non-profit organisations, including civil society organisations, educational, cultural or research institutions, town-twinning committees and networks.
Number of partners	A project must involve organisations from at least 3 eligible countries of which at least one is an EU Member State.
Budget	Maximum eligible grant for a project: 150 000 EUR.
Venue	Activities need to take place in one of the eligible countries.
Project Duration and Eligibility period	The project has a maximum total duration of 18 months. Projects need to be implemented within the relevant eligibility period, which varies depending on the Measure's deadline.
Grant Calculation	Grant is calculated on the basis of a Lump Sum Financing System. The lump sum is granted on the basis of the number of participants, the number of countries and the number of events developed. In addition, a single lump sum may be granted covering preparatory activities (e.g. research activities, activities linked with social networks, etc.) and based solely on the number of participants, the maximum grant given for preparatory activities is 10.000EUR for projects involving more than 15 participants. The total grant results from the sum of the lump sums granted for each event (maximum sum for a single event: 50.000EUR). The lump sums awarded for each event are calculated on the basis of the number of participants and the number of countries. E.g. a number of participants between 25 and 50 coming from 1 to 3 different Countries entitles for a grant of 12.500 EUR. A number of participants between 76 and 100 coming from 4 to 6 different Countries gives a lump sum of 20.000EUR. Please check the EACEA tables for further details.
Reference	http://eacea.ec.europa.eu/europe-for-citizens/strands/democratic-engagement-and-civic-participation_en European Commission, Directorate-General for Communication, ECEA, Europe for Citizens Programme 2014-2020, Version valid as of January 2014, available online at: https://eacea.ec.europa.eu/sites/eacea-site/files/documents/comm2013003670000en.pdf

6. Monitoring Tool

A monitoring tool was developed during the meeting by participants in order to ensure the self-assessment of C2C development between the cities of Zadar and Dundee. The grid will be regularly updated by the partners in line with the progress of their C2C activities.

A1 Reference	
A2 Type of activity	
A3 Actors involved	
A3.1 Local Authorities	
A3.2 Other stakeholders (public and private)	
A4 Geographical area covered (Km2)	
A5 Total population covered	

B1 Legal framework:	
B2 Legal form of:	
B3 C2C objectives and activities:	
B4 Founding members:	
B5 Organigram:	
B6 Staffing:	
B7 Financial resources:	
B8 Accountability to citizens:	
B9 Monitoring and evaluation:	

C. EFFECTIVENESS OF THE C2C		
	S	*W*
C1 Contribution of partners:	↑	↓
C2 Coordination among partners:	↑	↓
C3 Degree of participation in specific areas of cooperation:	↑	↓

C4 Local socio-cultural context - challenges and opportunities:	↑	↓
C5 Local economic context - challenges and opportunities:	↑	↓
C6 Achievements of the C2C:		
D INSTITUTIONAL CONTEXT		
	O	*T*
D1 National institutional context:	↑	↓
D2 International institutional context:	↑	↓

E. EVALUATION OF THE C2C	
E1 Main challenges that had to be overcome:	
E2 Critical success factors:	

SECTION 5 - City-To-City Cooperation: the Council of Europe Seminar

7. City-To-City Cooperation: The Seminar

An international seminar on C2C was held in Gorizia (IT) on 20 November 2014. The participants included representatives of the CoE (Centre of Expertise and PACE) as well as:

42 representatives of Local Authorities	23 Representatives of Civil Society	150 students and experts
• Committee of the Regions • A.N.C.I. – National Association of Italian Municipalities (IT) • Municipality of Gorizia (IT) • Province of Gorizia (IT) • Municipality of Zadar (HR) • The Highland Council (UK) • Municipality of Tuzla (BIH) • Municipality of Setubal (PT) • Municipality of Dubrovnik (HR) • Municipality of Ungheni (MD) • Municipality of Reghin (RO) • Municipality of Rab (HR) • Municipality of Monfalcone (IT) • Istria Region (HR) • Municipality of S. Giovanni al Natisone (IT) • Municipality of Gradisca d'Isonzo (IT) • Municipality of Mossa (IT) • Municipality of Bled (SI) • Municipality of Ronchi dei Legionari (IT) • Municipality of Dolegna del Collio (IT) • Municipality of Capriva del Friuli (IT) • Municipality of Morsano al Tagliamento (IT) • Municipality of Doberdò del Lago (IT) • Municipality of Sagrado (IT) • Municipality of Buje (HR) • Municipality of S. Pietro al Natisone (IT) • Municipality of Fogliano (IT) • Municipality of Šempeter – Vrtojba (HR)	• UN HABITAT • CNVOS (SI) • University of Zadar (HR) • University of the Highlands and Islands (UK) • University of Dubrovnik (HR) • University of Edinburgh (UK) • University of Udine (IT) • IPoP – Institute for Spacial Policies (SI) • "I Care for Europe" Network – Small European Cultural Towns • CETA – Centre for Theoretical and Applied Ecology (IT) • ISES – Institute for Social and European Studies (HU) • "Cuori di luce" cultural association (IT) • RiSSC – Research Center on Crime and Security (IT) • Rogos (IT) • Japan Local Government Centre (UK) • ADL – Agency for Local Democracy (HR) • CONSUNIGO – Consortium for the development of the Gorizia campus (IT) • Chamber of Commerce of Gorizia (IT)	

The goal of the seminar was to to discuss the role of local authorities in the promotion of international relations between cities, by presenting, promoting and providing concrete guidelines on the implementation of the C2C Toolkit.

The seminar was also an occasion to discuss several best practices in the field of C2C, offering the participants a way to network and form partnerships while learning from each other's experiences.

Finally, during the afternoon three parallel workshops were held, on the themes of:

- Environment;
- Culture and education;
- Development and economy.

The workshops offered the participants a way to make concrete plans for future cooperation.

7.1 Best practices at the conference

During the morning session of the conference, participants discussed several examples of best practices of C2C.

Best practices on environment and urban development

Name of the municipality	Province of Gorizia (IT)
Partner	Sarajevo (BIH)
Field of Work/Issues	Environment and Urban development
Objectives	The project aims at the urban and environmental regeneration of certain areas of the city of Sarajevo, and at creating shared strategies for urban renewal.
Actions/Activities	The process of redesigning the urban structure of certain areas involves the active participation of local citizens and partners, such as universities and associations.
Result achieved	The redevelopment of the most deteriorated areas improved the quality of life of the citizens. Furthermore, their involvement assured the results were shared within the community, which had the opportunity of realizing its hopes regarding the urban shape their town should acquire could be fulfilled.
Resources Used	NA
Contacts	cooperazione.internazionale@provincia.gorizia.it

Name of the municipality	Province of Gorizia (IT)
Partner	Burkina Faso (BF)
Field of Work/Issues	Urban development
Objectives	The project aims at meeting the basic human needs, with a specific reference to the availability of drinking water and at improving the health and economic conditions of women.
Actions/Activities	The main activity was the creation of a drinking water system, which consisted mainly in the realization of wells around which village economies were developed.
Result achieved	The project resulted in easier and faster access to the drinking water resources, and contributed in changing and emancipating the role of women that were still closely tied to their traditional role of water carriers.
Resources Used	NA
Contacts	cooperazione.internazionale@provincia.gorizia.it

Best practices on culture and education

Name of the municipality	Zadar (HR)
Partner	Reggio nell'Emilia (IT)
Field of Work/Issues	Culture, sport and education

Objectives	The project aims at fostering shared culture and education within young people of different European countries, with a focus on sport and well-being.
Actions/Activities	The project consists of a town twinning created in the 90s between the municipalities of Zadar and Reggio nell'Emilia, within whose framework several activities are implemented. The activities varied from humanitarian aid and cooperation in the first years of the twinning to the creation of the Olympic Games of the Tricolors, a sport event that nowadays see the participation of 300 young participants.
Result achieved	The activities included in the town twinning resulted in knitting closer bonds between the two cities, helping young people acquire knowledge of different cultures and realities through the lens of sport activities.
Resources Used	NA
Contacts	Municipality of Zadar Narodni trg 1, 23000 Zadar Phone: 023/ 208-100 Fax: 023/ 213-916 http://www.grad-zadar.hr/

Name of the municipality	**Zadar (HR)**
Partner	Romans-sur-Isère (FR)
Field of Work/Issues	Culture and education
Objectives	The project aims at fostering shared culture and education within young people of different European countries.
Actions/Activities	The project consists of a town twinning created in the 90s between the municipalities of Zadar and Romans-sur-Isère, within whose framework several activities are implemented. In the first year of the twinning activities focused on humanitarian aid and school cooperation; nowadays school exchanges are regularly organized. The school exchanges involve about 1000 Zadar pupils and 800 pupils from Romans.
Result achieved	The activities included in the town twinning resulted in knitting closer bonds between the two cities, helping young people acquire knowledge of different cultures and realities through school exchanges.
Resources Used	NA
Contacts	Municipality of Zadar Narodni trg 1, 23000 Zadar Phone: 023/ 208-100 Fax: 023/ 213-916 http://www.grad-zadar.hr/

Name of the municipality	**Zadar (HR)**
Partner	Padua (IT)
Field of Work/Issues	Culture and education
Objectives	The project aims at developing bonds between the two municipalities while fostering culture and higher education.
Actions/Activities	The project consists of a town twinning created in the 90s between the municipalities of Zadar and Padua. The activities performed within the twinning are exchanges of university students and professors (about 50 people involved), cooperation between cultural institutions (about 30 people involved), youth projects such as the Antich Theatre Festival for High School (about 50 people involved) and sport exchanges (about 100 people involved).

Result achieved	The activities included in the town twinning managed to create strong cultural collaboration between the municipalities, involving young people in cultural activities spanning through different European countries.
Resources Used	NA
Contacts	Municipality of Zadar Narodni trg 1, 23000 Zadar Phone: 023/ 208-100 Fax: 023/ 213-916 http://www.grad-zadar.hr/

Name of the institution	**University of the Highlands and Islands (UK)**
Partner	See description
Field of Work/Issues	Education
Objectives	The project aims at the creation of a University in Scotland.
Actions/Activities	The project consists in the creation of a University through the collaboration between several academic partners (Further Education colleges, Specialist colleges, research institutions) located in Scotland: • Orkney College; • North Island College; • Lews Castle College; • Highland Theological College; • Moray College; • Inverness College; • Sabhal Mòr Ostaig; • West Highland College; • Scottish Association for Marine Science; • Argyll College; • Perth College. The project also includes more than 100 outreach learning centres. All the partners are linked through innovative use of technology.
Result achieved	The project created a University in a Scottish area where previously there were none.
Resources Used	European structural funds; funds from Scottish government
Contacts	Municipality of Inverness http://www.inverness-scotland.com/contact-us.php Scottish Cities Alliance http://scottishcities.wordpress.com/ info@scottishcities.org The Highland Council http://www.highland.gov.uk/

Name of the institution	**University of Dubrovnik (HR)**
Partner	Istituto Palazzo Spinelli, Florence (IT)
Field of Work/Issues	Education
Objectives	The project aims at the transfer of knowledge and best practices.
Actions/Activities	The project consists in an exchange of teachers and students between the participating institutions on the fields of restoration of wood, paper, ceramics, metal and textile.
Result achieved	The project allowed the transfer of highly specific knowledge between the university and its partner.
Resources Used	NA
Contacts	University of Dubrovnik Rectorate Branitelja Dubrovnika 29 20000 Dubrovnik tel: 020 445 700 http://www.unidu.hr/kontakti.php?idizbornik=11

Name of the municipality	**Ungheni (MD)**
Partner	Carmel (IL)
Field of Work/Issues	Culture and education
Objectives	The project has the aim of encouraging mutual understanding, of developing friendly relations with other cities and of sharing culture and education experiences.
Actions/Activities	The project consists of a student exchange between Ungheni and Carmel to be held during summer time.
Result achieved	The activities resulted in promoting diversity and encouraging mutual understanding and tolerance. Furthermore, they helped foster social development and served as an instrument for creating international friendships and cultural exchange. The activities also fostered the direct involvement of citizens in international relations and the understanding of the importance of the participation to C2C at all levels.
Resources Used	NA
Contacts	Ungheni City Hall details: Tel: +373 236 2-25 77, 2 24 37 e-mail: primar.ungheni@gmail.com www.ungheni.md

Name of the municipality	**Ungheni (MD)**
Partner	Konin (PL)
Field of Work/Issues	Culture and education
Objectives	The project aims at connecting young people from different European cities and fostering environmental awareness among the youngest generations.
Actions/Activities	The project consists in the participation of the high school students from Ungheni to the Eurocamp, an ecological summer camp.
Result achieved	The project proved to be an appropriate tool for learning and social development.

	Furthermore, it helped opening a dialogue on the common issue of environmental protection.
Resources Used	NA
Contacts	Ungheni City Hall details: Tel: +373 236 2-25 77, 2 24 37 e-mail: primar.ungheni@gmail.com www.ungheni.md

Name of the municipality	Ungheni (MD)
Partner	Auce (LV) and Reghin (RO)
Field of Work/Issues	Culture and education
Objectives	The project aims at improving mutual understanding and cultural exchanges through arts, from dancing to playing music.
Actions/Activities	The project consists in the participation of the artistic groups, and in particular the "Struguras" dance group of Ungheni, in international festivals and contests. The Auce school choir and the "Doina Muresului" Reghin folk group also took part in the "Hora de la Prut" festival that revolves around music and dance.
Result achieved	The project improved mutual understanding, facilitated cultural exchanges and fostered openness and tolerance. It also encouraged the participation of all citizens to the international relations and to C2C.
Resources Used	NA
Contacts	Ungheni City Hall details: Tel: +373 236 2-25 77, 2 24 37 e-mail: primar.ungheni@gmail.com www.ungheni.md

Name of the municipality	Ungheni (MD)
Partner	Winston - Salem (USA)
Field of Work/Issues	Culture and education
Objectives	The project aims at enhancing mutual understanding and increasing tolerance.
Actions/Activities	The students of the fine school of arts of Ungheni participate in the Sister Cities Young Artists Showcase and to the City's Days, when the winner of the exhibition is awarded a prize.
Result achieved	The project facilitated cultural exchange and fostered openness and tolerance. Furthermore, it gave the chance to develop international friendships and spurned the opening of a dialogue on mutual issues, such as culture.
Resources Used	NA
Contacts	Ungheni City Hall details: Tel: +373 236 2-25 77, 2 24 37 e-mail: primar.ungheni@gmail.com www.ungheni.md

Name of the municipality	Ungheni (MD)
Partner	Carmel (IL)

Field of Work/Issues	Culture and education
Objectives	The project aims at reducing the cultural distance between European citizens from different countries and at developing in-depth knowledge of the culture, costumes and traditions of other European realities.
Actions/Activities	The project consists of a student exchange between the two cities during summer time.
Result achieved	The activities resulted in promoting diversity and encouraging mutual understanding and tolerance. They also had the advantage of promoting peace and prosperity. Furthermore, they helped foster social development and served as a tool for creating international friendships and cultural exchange.
Resources Used	NA
Contacts	Ungheni City Hall details: Tel: +373 236 2-25 77, 2 24 37 e-mail: primar.ungheni@gmail.com www.ungheni.md

Name of the municipality	**Gorizia (IT)**
Partner	ISIG (IT)
Field of Work/Issues	Education and training
Objectives	The project aims at creating a common space for young university students to turn the ideas into actual projects that could apply for European funds. Let's Go! Europe aims at investing in young ideas and young policies.
Actions/Activities	The project, named Let's Go! Europe, gives the chance to young people and recent graduates to share their ideas and learning how to organize and finance them, thanks to the expertise of experienced professionals in the field of European project management. The project follows the model of a learning-by-doing strategy. The themes are all chosen with a bottom-up strategy, taking into consideration the impact the project will have on the society.
Result achieved	This activity fostered a sentiment of inclusion for young people in the European framework. Furthermore, it helped young students to concretely realize their ideas and acquire the skills to do so thanks to the training of professionals. The interns had the chance of being assisted throughout all the phases of the development of the idea, from finding adequate partners and financing opportunities to the drafting phase.
Resources Used	NA
Contacts	ISIG Istituto di Sociologia Internazionale di Gorizia via Mazzini 13, 34170 Gorizia (Italy)Tel. +39.0481.533632 isig@isig.it Skype: isigorizia

Name of the municipality	**Province of Gorizia (IT)**
Partner	Mitroviza (KV)
Field of Work/Issues	Culture and Education
Objectives	The project aims at fostering mutual understanding and peace among the two ethnic groups the municipality of Mitroviza is divided into, with the goal of fostering the peace-building process that followed the end of the conflict and easing the

	differences and tensions between the two communities.
Actions/Activities	The main activities consist in teaching the value of dialogue and fostering its reconstruction among school members, together with the promotion of peace. The smoothing of ethnic differences is also achieved through a common dairy production chain, in which the milk milked on the two different sides is processed.
Result achieved	The project achieved two results: the promotion of mutual understanding and the facilitation of the peace process, and the creation of a common dairy production chain which further contributed in developing solidarity and co-working between the two ethnic communities.
Resources Used	NA
Contacts	cooperazione.internazionale@provincia.gorizia.it

Best practices on development and economy

Name of the municipality	Zadar (HR)
Partner	Skékesfehérvàr (HU)
Field of Work/Issues	Culture, development, tourism
Objectives	The project aims at developing bonds between the two municipalities while fostering cultural cooperation and mutual development.
Actions/Activities	The project consists of a town twinning created in the 90s between the municipalities of Zadar and Skékesfehérvàr. The activities performed within the twinning are visits of delegation of the municipalities, cultural cooperation (concerts, exhibitions, and dance festivals), exchanges of pupils and school teachers, economic and tourism cooperation (forums, fairs, participation to the twin municipalities main events such as the Lecho festival in Skékesfehérvàr).
Result achieved	The activities included in the town twinning involved about 300 people, resulting in strong cultural and economic collaboration between the municipalities.
Resources Used	NA
Contacts	Municipality of Zadar Narodni trg 1, 23000 Zadar Phone: 023/ 208-100 Fax: 023/ 213-916 http://www.grad-zadar.hr/

Name of the municipality	Inverness (UK)
Partner	Scottish Cities Alliance (UK)
Field of Work/Issues	Development
Objectives	The project aims at the economic development of the area of the participating cities.
Actions/Activities	The Scottish Cities Alliance (SCA) is a network of the Scottish government and seven Scottish cities: • Aberdeen; • Dundee; • Edinburgh; • Glasgow; • Inverness; • Perth; • Sterling. The project aims at stimulating the economic sector through the attraction of

	investments and the creation of new jobs and business opportunities. Activities of SCA are: • Developing of infrastructure of the member cities; • Developing investment plans for the member cities; • Developing networks of contacts and opportunities for the member cities. The SCA also created for the member cities a low-carbon agenda, to promote ecological sustainability, and a smart-cities agenda to develop ICT infrastructure.
Result achieved	The project developed the economy of the target area and created an effective network of C2C.
Resources Used	NA
Contacts	Municipality of Inverness http://www.inverness-scotland.com/contact-us.php Scottish Cities Alliance http://scottishcities.wordpress.com/ info@scottishcities.org The Highland Council http://www.highland.gov.uk/

Name of the municipality	**Inverness (UK)**
Partner	Scottish Cities Alliance (UK), The Highland Council (UK)
Field of Work/Issues	Tourism and development
Objectives	The project aims at the economic development of the area through tourism.
Actions/Activities	The project consists in the creation of a tourism district in Scotland. It includes marketing activities aimed at promoting Inverness and its surrounding natural resources (e.g., Loch Ness) and promoting the role of the city as a business tourism destination through collaboration between local authorities and the private sector. The project also foresees the opening of several shopping centers in the area.
Result achieved	The project developed the economy of the target area, through an increase in tourism flow and facilities for tourists.
Resources Used	NA
Contacts	Municipality of Inverness http://www.inverness-scotland.com/contact-us.php Scottish Cities Alliance http://scottishcities.wordpress.com/ info@scottishcities.org The Highland Council http://www.highland.gov.uk/

Name of the municipality	**Ungheni (MD)**
Partner	Reghin (RO)
Field of Work/Issues	Economic Development and Good Governance
Objectives	The project aims at fostering the dialogue on shared economic issues and at improving economic development.
Actions/Activities	The project involves the participation of representatives of companies from Reghin to the Ungheni Investment Regional Forum and the sending of delegations to and from twin cities. Companies are given a chance to present their interests and promote their activities.
Result achieved	The project served as a tool for economic development and fostered mutual understanding. It also promoted peace through economic and cultural exchanges

	and encouraged the dialogue on mutual issues. It also allowed participants to exchange their experiences, gain contacts and form new partnerships. Finally, the project fostered the understanding of the importance of the involvement in C2C at all levels.
Resources Used	NA
Contacts	Ungheni City Hall details: Tel: +373 236 2-25 77, 2 24 37 E-mail: primar.ungheni@gmail.com www.ungheni.md

Name of the municipality	**Province of Gorizia (IT)**
Partner	Bratunac and Srebrenica (BIH)
Field of Work/Issues	Economy and Refugees
Objectives	The project aims at re-launching a sustainable economy and at implementing a peaceful cohabitation between the different ethnic groups in the areas of the municipalities of Bratunac and Srebrenica which were divided by Bosnian War.
Actions/Activities	The main action of the project consists in the development of a sustainable economy of small fruits, through the start of a business in the form of a cooperative company that is created by women and that represents all ethnic communities present in the context.
Result achieved	The project succeeded in creating a new business, which currently sells its products throughout the European territory and helped recreating equilibrium between the different ethnic groups by also fostering women engagement in entrepreneurial business.
Resources Used	NA
Contacts	cooperazione.internazionale@provincia.gorizia.it

Name of the municipality	**Province of Gorizia (IT)**
Partner	Drina Valley (BIH)
Field of Work/Issues	Economy and Development
Objectives	The project aims at fostering social, economic and environmental development and at promoting tourism, using the model of the "scattered hotel" already experimented in the Sauris municipality (IT).
Actions/Activities	The goal of promoting tourism and local economy is mainly to be achieved through the promotion of the so-called "Scattered hotels".
Result achieved	The project is still in its initial phase, however it is intended to foster economic development and increasing the international visibility of the location.
Resources Used	NA
Contacts	cooperazione.internazionale@provincia.gorizia.it

7.2 The workshops

The aim of the workshops was to initiate a process of **participatory planning** with the representatives of the municipalities, the institutions and the stakeholders attending the seminar.

An approach of this type was promoted starting from the fact that, often, municipalities and local authorities have to face a series of challenges, such as:

- Scarcity of resources;
- Little cooperation;
- Poor coordination among municipalities, at the local and the international level;
- Waste of energy and resources that could be used in networking.

Figure 12 – Challenges Municipalities Have to Face

The scarcity of resources is a problem strongly felt from both local authorities and civil society in general, which leads to a drastic decrease in the activities implemented and an increased competition for the limited resources available.

To address these problems, possible solutions underline the need to:

- More efficient use of resources;
- Greater sharing of resources and ideas;
- Identify and enhance local excellences;
- Facilitate dialogue between the actors;
- Encourage the creation of partnerships and synergies at European level;
- Foster a "European" approach in local government.

PARTICIPATORY PLANNING

OPERATIONAL TOOL AIMED AT DEVELOPING PROJECTS THAT INVOLVE MORE ACTORS: A PROCESS IN WHICH STAKEHOLDERS WORK TOGETHER FROM THE VERY BEGINNING.

Problems

- Scarcity of resources
- Little cooperation
- Poor coordination among municipalities, at the local and the international level
- Waste of energy and resources that could be used in networking

Solutions

- More efficient use of resources
- Greater sharing of resource and ideas
- Identifying and enhancing local excellences
- Facilitating the dialogue between the actors
- Encouraging the creation of partnership and synergies at European level
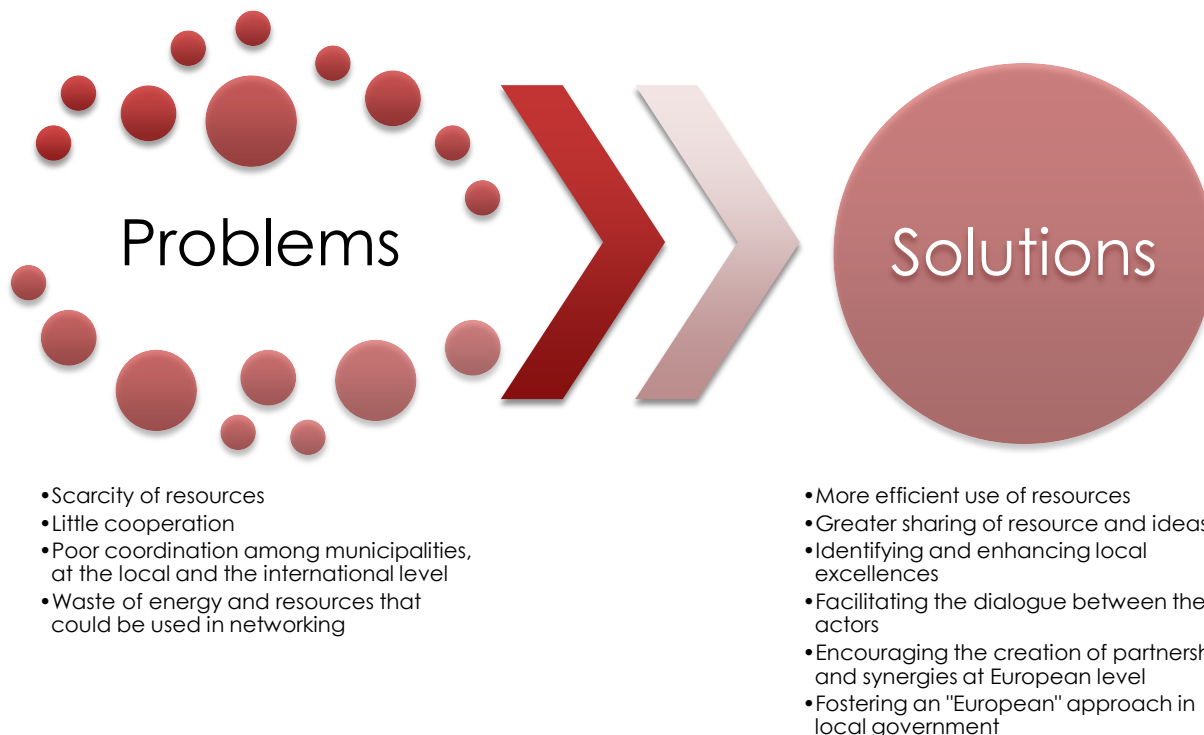- Fostering an "European" approach in local government

Figure 13 – From Problems to Solutions

An effective strategy starts from detecting the needs perceived at local level in order to integrate them later in common projects. Another important issue lies in identifying common ideas between municipalities and resources that could be used jointly in order to:

- Create synergies between ideas;
- Create synergies between resources.

The projects resulting from capitalizing on this kind of synergies could be more effective, thanks to the action of a greater number of actors with more specializations.

The workshops were thus aimed at:

- Facilitating the dialogue between actors;
- Sharing ideas and resources;
- Detecting common needs and activities;
- Creating synergies between ideas and resources;
- Creating the basis for future partnerships in developing joint projects.

7.2.1 The methodology of the workshops

For the workshops, held in the afternoon, the participants to the conference were divided into three groups, each focusing on one theme:

- Environment;
- Culture and education;
- Development and economy.

Figure 14 – Workshops Parallel Sessions

The three groups were led into different rooms, each containing some post-it notes, pens and cardboards. A **facilitator** led each workshop, with the aid of a note-taker and at the presence of several students of Italian universities as observers.

The workshops were structured into two phases:

- **Brainstorming**, for the identification of ideas, clusters and priorities;
- **Focus group**, for the identification of possible stakeholder and beneficiaries.

Afterwards, the inputs collected from the participants were converted into items for the compilation of the **Logical Framework Matrix** of a possible project proposal.

FACILITATOR

THE ROLE OF THE FACILITATOR IS DESIGNED IN ORDER TO HELP THE GROUP TO WORK TOGETHER EFFECTIVELY, SUPPORTING THE FULL PARTICIPATION OF EVERYBODY, PROMOTING MUTUAL UNDERSTANDING AND FOSTERING INCLUSIVE DECISIONS.
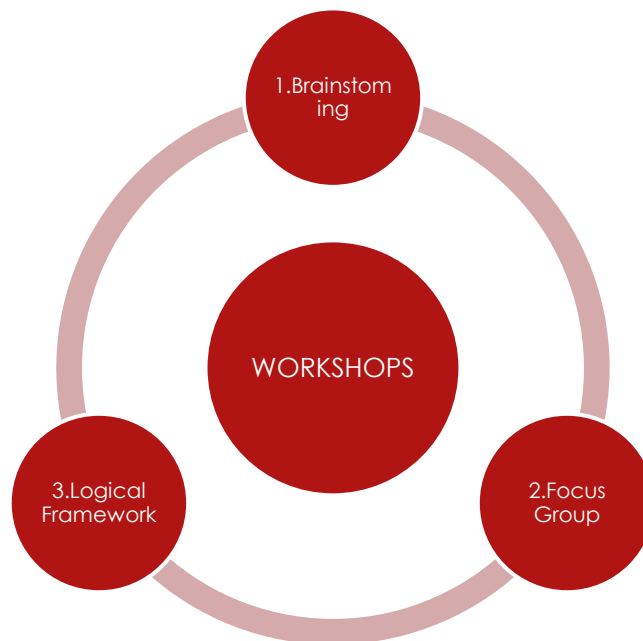
Figure 15 – From the Brainstorming to The Logical Framework

Phase 1: Brainstorming

The first phase of the workshops consisted in a **brainstorming**.

The first activity of the brainstorming session consisted in the participants silently writing on post-its their ideas and suggestions regarding the theme of the workshop. This first activity lasted about ten minutes, with the facilitators translating post-its in Italian and English, due to the international character of the participants.

BRAINSTORMING

TECHNIQUE USED IN THE INITIAL PHASE OF A PARTICIPATORY PROCESS FOR THE EMERGENCE OF THE IDEAS OF PARTICIPANTS; AN EXPLOSION OF IDEAS THAT CAN BE THEN STRUCTURED MORE DEEPLY THROUGH THE USE OF OTHER TOOLS.

The second activity of the brainstorming phase consisted in the participants working together to create clusters of the post-its they wrote in the first activity, by freely moving them around on a cardboard while discussing their reasons. The clusters represented project ideas and proposals. The activity lasted about twenty minutes.

The third activity of the brainstorming phase consisted in reaching an agreement on which of the identified clusters to focus on in the following activities, discussing the pros and cons of the choices. The activity lasted about twenty minutes.
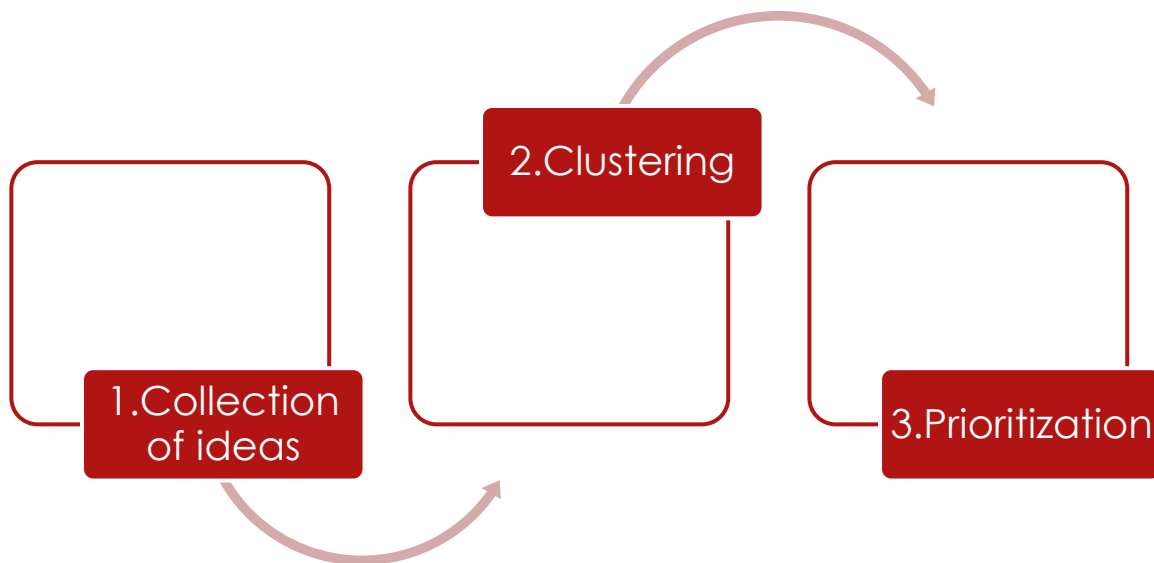
Figure 16 - The Brainstorming

Phase 2: Focus group

The second phase of the workshops consisted in a **focus group**.

The first activity within the focus group was a recap on the results of the brainstorming made by one representative of the group. It lasted about ten minutes.

The second activity of the focus group was aimed at identifying the possible stakeholders and partners to be involved in the project ideas expressed during the brainstorming. The activity lasted about twenty minutes, with the participants discussing each category of stakeholder, the reasons for their inclusion and their resources useful for the implementation of actions.

FOCUS GROUP

TECHNIQUE USED FOR IN DEPTH INVESTIGATION ABOUT SOME KEY ISSUES CONCERNING A GROUP, A COMMUNITY OR CATEGORIES OF STAKEHOLDERS. THE PROCESS IS GUIDED BY A FACILITATOR AND IS AIMED AT REACHING A GREATER KNOWLEDGE ON THE PERCEPTION OF THAT GROUP REGARDING THE SUBJECT DICUSSED.

The third activity of the focus group aimed at identifying the beneficiaries of the project ideas expressed during the brainstorming. The activity lasted about twenty minutes, with the participants discussing the possible target groups of the projects.

Finally, the last ten minutes of the workshops were used for a recap of the activities, structuring the information gained in order to define:

- What activities the project should entail;

- Who should be the actors performing the activities;
- Who should be the target groups benefiting from the activities.
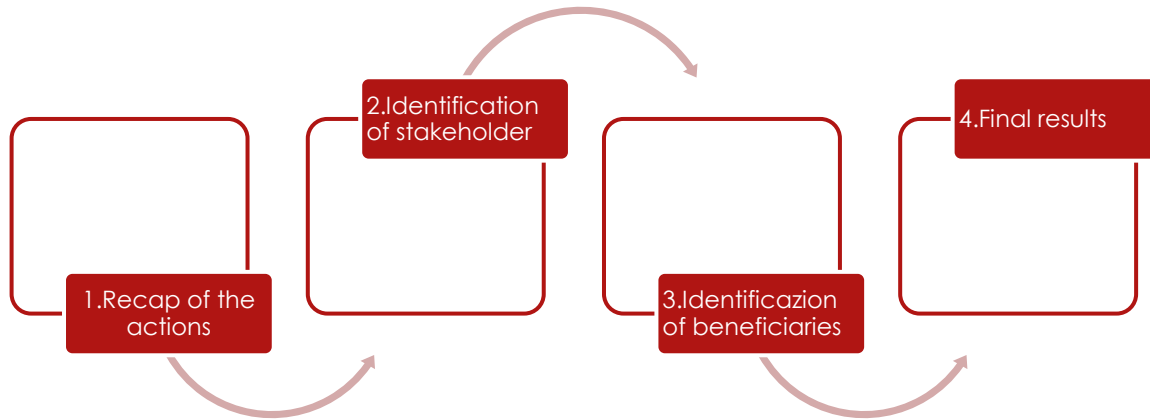

Figure 17 - The Focus Group

Figure 18 - The Results of the Workshops

Phase 3: Logical Framework

The inputs collected during the first two phases were used in order to start completing a **Logical Framework Matrix** of a possible project proposal.

The Logical Framework is an operational tool used in project design that allows you to check:

- Effectiveness of a project (the ability of the activities planned to meet the objectives);
- Efficiency of a project (with the calculation of resources and benefits);
- Relevance (actions regarding the objectives).

The logical framework is structured into two phases:

- Preliminary analysis,
- Compilation of a matrix.

The first phase consists in a detailed analysis of the context in order to identify all the elements necessary to define the project. This phase is divided into:

- Problem analysis: identifying the critical issues of the context in which the project operates;
- Analysis of objectives: transformation of current negative issues (problems) into future desirable condition (targets);
- Stakeholder analysis: analysis of all the actors involved in the project, both directly and indirectly;
- Choice of the strategy: identification of the line of action to be implemented;
- Risk analysis and possible development of solutions to address the critical issues;
- Mapping and resource allocations: definition of the persons responsible for each activity and identification of the means by which the latter will be carried out (for single task and per partner).

The second phase consists in the compilation of the Logical Framework Matrix.

Table 6 – The Logical Framework Matrix

	INTERVENTION LOGIC	INDICATORS	SOURCES OF VERIFICATION	CONDITIONS/ASSUMPTIONS
General objective				
Specific objective				
Results				
Actions		Resources	Costs	
				Preconditions

The items that make up the matrix of the Logical Framework are:

- General objective: general purpose of the project;
- Specific Objective: the aim of the project;
- Results: achievements and tangible assets allocated to the beneficiaries of the project;
- Actions: operational action carried out during the project in order to achieve the results;
- Objectively Verifiable Indicators (OVIs): quantitative aspects of the objectives and results; they must express quantity (exact number), quality (characteristics) and the time (when and how);
- Sources of verification: documents where indicators are calculated or produced, both external and internal to the project (e.g. statistics, monitoring reports);
- Conditions / Assumptions:
  - External variables to the project: external variables essential to the success of the project; they may be linked to risk factors, cannot be changed but only monitored;
  - Internal variables to the project: variables given logic design; can be edited and structured according to the objectives of the project;
- Preconditions: External conditions necessary for the implementation of the project (e.g. authorizations).

Through the inputs gathered during the workshops it was possible to fill the first column of the matrix, identifying:

- General objective;
- Specific objective;
- Results;
- Actions.

7.2.2 Workshop on Environment

During the workshop on Environment, the identified clusters were:

- Internet;
- Mobility;
- Tourism;
- Education;
- Recycling;
- Biogas energy.

The **internet** cluster included ideas about using internet as a way to both reduce the ecological footprints of communication between cities and offer joint tourism packages between different local realities. Internet could also be used as a tool for enabling fast and easy sharing of best practices.

The **mobility** cluster focused on sustainable and soft mobility. The post-its suggested the promotion of alternative means of transportations, such as car sharing for commuting to

work or walking for daily errands. Another aspect included in the cluster was the necessity to develop public transport systems across national and regional borders.

The **tourism** cluster focused on slow and environmental-friendly tourism, through the implementation of cycle routes connecting municipalities sharing common natural resources (such as the Isonzo river in Italy), together with the creation of thematic paths of sustainable eco-tourism that would allow urban regeneration and the valorisation of local natural landscape such as the Karst area. All these environmental ideas should be included into a common framework, with a European "Ecoplan" for the management of natural heritage that would include a list of natural values to uphold while promoting studies and research.

The **education** cluster focused on environmental education, with proposed ideas such as international exchanges between schools from different European countries to foster environmental awareness in students. These awareness-raising activities should be planned together with local actors, and should include initiatives such as the promotion of walking or cycling as a means of transport for the students to reach the schools. The schools should also have a role in teaching students the importance of the environment and nature, and in teaching about the economic and social impact of preserving the environment. In the cluster were also included ideas about the promotion of volunteering within international networks of twin towns.

The **recycling** cluster included ideas about innovative systems of waste disposal, such as mechanical biological treatment (MBT), and the creation of biofuel plants. These biofuel plants could use as fuel the vegetation obtained from cleaning touristic spaces such as the Karst Land. In this cluster it was also suggested the use of empty public spaces to support citizens' initiatives of urban regeneration.

The **biomass** cluster comprised ideas about biomass plants linking many small municipalities in the same area, such as the Karst municipalities. This search for new energetic resources should work through environmental complementarities between countries, e.g. a country could import solid waste from another country to produce energy. Efficient use of energy should be a priority, with collaborations between private and public actors to produce energy at sustainable costs.

Environment

| Internet | Mobility | Tourism | Education | Recycling | Biomass energy |

Figure 19 - The Clusters of the Environment Workshop

Environmental education

The group chose **education** as the cluster to focus on during the focus group, since it is a cross-cutting theme. The consensus in the group was that education activity should be targeted to primary and middle schools, with schools acting as places of both theoretical education but also of applied education, with eco-friendly values and energetic sustainability that should be directly applied to the building infrastructure.

In this frame of applied sustainability, public transportation to schools should be revised: means of transport should be eco-friendly, with the application of bus sharing or using existing public transports as school transports. A way in which public transportation could be funded is through turning the tax revenues from tourism into services for the local communities.

To solve the problem of economic resources, a certain amount of creativity should be applied, fostering knowledge-sharing between municipalities in order to standardize solutions, reducing costs and avoid the repetition of previous mistakes. Problems should be turned into solutions to increase environmental awareness and energetic sustainability. Initial funds to start a project should be pooled among municipalities and relevant national ministries. Environmental education in school does not have prohibitive costs, since by forming and preparing a single teacher to educate students on environmental awareness, local administrations can create a cascade effect where at a later stage students can transmit these information to their friends and families. The group discussed an example of best practice, with the case of a Slovenian municipality that invested in schools and created classes on energy efficiency to educate their staff, the children and their families.

The group then broadened the target group of education to also include adults, and not only students. It was proposed that municipalities or provinces should create an environmental help desk to raise awareness and increase the participation of local population to the environmental initiatives. The same cascade effect of teaching in school could apply in this case. The target group was further broadened to include aging population and people with disabilities. Environmental education could be coupled with activities aimed at raising awareness toward people with impaired mobility.

Environmental education

Education in primary and middle schools	Environmental help desk at municipal or provincial level	Applied learning: Eco-friendly public transports and school infrastructure

Figure 20 - Environmental Education: Proposed Actions
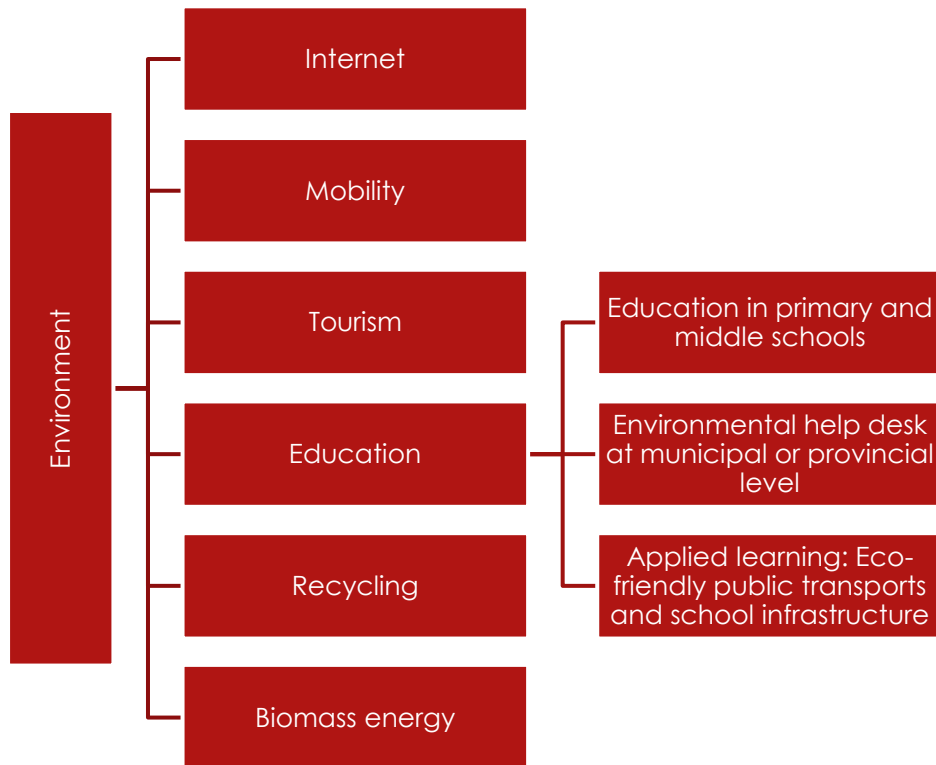
Figure 21 - Workshop on Environment: Synthesis

The stakeholders

When discussing what stakeholders to include in the project, the group identified the following:

- Regions, Provinces, Municipalities;
- Ministries/Councillors on Transport, Education and Environment, enabling pooling of funds coming from different sources;
- Private companies, especially in the fields of energy production to explore the potential for private-public partnerships;
- Tourism Organizations.
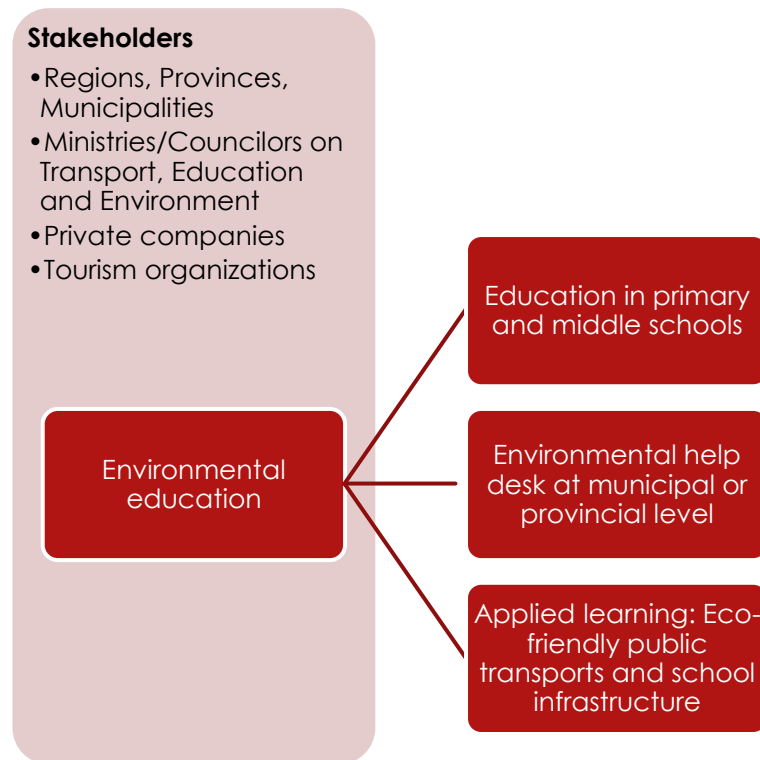
Figure 22 - Stakeholders of the Proposed Actions Of The "Environmental Education" Cluster

The beneficiaries

When discussing what beneficiaries the project aims to, the group identified the following:

- Local authorities, that will be able to provide better training for their personnel;
- Schools;
- Children, that will receive education on environment preservation and eco-sustainability;
- Families, that will receive education on environment preservation and eco-sustainability;
- Citizens, with a focus on disability and the elderly.

Stakeholders
- Regions, Provinces, Municipalities
- Ministries/Councilors on Transport, Education and Environment
- Private companies
- Tourism organizations

Beneficiaries
- Local authorities
- Schools
- Children
- Families
- Citizens

Environmental education

Education in primary and middle schools

Environmental help desk at municipal or provincial level

Applied learning: Eco-friendly public transports and school infrastructure

Figure 23 – Beneficiaries of the Proposed Actions Of The "Environmental Education" Cluster

Synthesis of the results: the Logical Framework

The general objective

The workshop on Environment focused on the **education** cluster. Its general objective can be worded as:

- Augment the level of awareness regarding environmental themes and eco-sustainability in the population.

Table 7 - Logical Framework - General Objective (Environment)

Intervention logic	
General objective	Augment the level of awareness regarding environmental themes and eco-sustainability in the population.
Specific objectives	
Results	
Actions	

The specific objectives

The specific objectives emerged from the discussion are:

- Raise awareness on environmental themes and sustainability between students;
- Raise awareness on environmental themes and sustainability between the general population;
- Strengthen the sustainability and eco-friendliness of public activities.

Table 8 - Logical Framework - Specific Objectives (Environment)

	Intervention logic
General objective	Augment the level of awareness regarding environmental themes and eco-sustainability in the population.
Specific objectives	Raise awareness on environmental themes and sustainability between students; Raise awareness on environmental themes and sustainability between the general population; Strengthen the sustainability and eco-friendliness of public activities.
Results	
Actions	

Actions and results

To reach the specific objectives, the workshop identified the following actions:

- Creating educational paths in primary and middle schools on environmental themes and sustainability;
- Creating an help desk on municipal or provincial level to raise awareness on the themes between the general population;
- Introducing eco-friendly public transportation;
- Introducing measures for energy efficiency in public building such as schools.

These actions will allow achieving the following results:

- Students receiving education on environmental themes;
- General population receiving education on environmental themes;
- More eco-friendly public transportation;
- More energy-efficient public buildings.

Table 9 - Logical Framework - Actions and Results (Environment)

	Intervention logic
General objective	Augment the level of awareness regarding environmental themes and eco-sustainability in the population.
Specific objectives	Raise awareness on environmental themes and sustainability between students; Raise awareness on environmental themes and sustainability between the general population;

	Strengthen the sustainability and eco-friendliness of public activities.
Results	Students receiving education on environmental themes; General population receiving education on environmental themes; More eco-friendly public transportation; More energy-efficient public buildings.
Actions	Creating educational paths in primary and middle schools on environmental themes and sustainability; Creating an help desk on municipal or provincial level to raise awareness on the themes between the general population; Introducing eco-friendly public transportation; Introducing measures for energy efficiency in public building such as schools.

The Logical Framework

The previous elements can therefore be included in a complete Logical Framework, with the addition of some pre-conditions that emerged during the workshop: during the discussion, a lack of funding and technical know-how was lamented, together with the need to find international partners for the projects.

Table 10 - Logical Framework of the Environment Workshop

Intervention logic	
General objective	Augment the level of awareness regarding environmental themes and eco-sustainability in the population.
Specific objectives	Raise awareness on environmental themes and sustainability between students; Raise awareness on environmental themes and sustainability between the general population; Strengthen the sustainability and eco-friendliness of public activities.
Results	Students receiving education on environmental themes; General population receiving education on environmental themes; More eco-friendly public transportation; More energy-efficient public buildings.
Actions	Creating educational paths in primary and middle schools on environmental themes and sustainability; Creating an help desk on municipal or provincial level to raise awareness on the themes between the general population; Introducing eco-friendly public transportation; Introducing measures for energy efficiency in public building such as schools.
	Pre-conditions Presence of adequate funding Presence of adequate technical know-how Presence of international partners

7.2.3 Workshop on Culture and Education

During the workshop on Culture and Education the identified clusters were:

- Festivals;
- Youth;
- Twinning;
- Creative economy and cultural tourism;
- Memories;
- Environment.

The **<u>festivals</u>** cluster included ideas about organizing a festival of music and arts within the cities of Setubal, Tuzla and Cumnock, with a focus on children. The creation of a network of several music festivals addressing young people was also proposed.

The **<u>youth</u>** cluster grouped ideas on organizing exchanges and events to encourage the meeting of young people coming from different countries; the idea of offering a greater number of language courses and organizing travels for youth was suggested. In this cluster there were also post-its proposing the creation of a common framework within European schools to facilitate knowledge exchange. Another proposed idea was developing research on children care among the EU with the aim of establishing international centres for media culture on behalf of parents and children. Other thoughts included the creation of a European network of inclusive cities and the organization of cultural events and seminars on shared topics.

The **<u>twinning</u>** cluster comprised ideas about creating a network of youth festivals between European cities and a project involving the mutual sharing of ideas and perceptions of the citizens of twinned cities about their respective most significant sightseeing places. The cluster also included the idea of developing a network of cities to foster research on ways of improving the life of disadvantaged people.

The **<u>creative economy and cultural tourism</u>** cluster included the creation of apprenticeships and jobs tailored to foster cultural aspects in these fields. The exchange of best practices on urban regeneration of small European cities and the protection of natural and cultural heritage, which could in turn foster cultural tourism, also came up. Furthermore, the creation of a common database including cultural institutions within the EU came up too. The realization of creative ideas into commercial products by industries in the creative field was also suggested, along with the promotion of meetings between different generations to share memories and typical food and pastimes of the War period.

The **<u>memories</u>** cluster comprised ideas about organizing exchanges for young people within the EU with a focus on the 100th anniversary of the First World War and cultural meetings on mutual topics focusing on specific and significant dates. The idea of developing cultural projects at EU level within cities that share a common history was also suggested. Other ideas comprised youth twinning and exchanges, the first with a focus on the recurrence of the anniversary of the First World War, the latter to foster the friendships and the mutual understanding of different cultures, traditions and costumes thanks to the experience of being hosted by families of different European countries. The idea of creating a memory database to share the different points of view on the 20th century events was also included in this cluster by the participants.

The **environment** cluster focused on ideas regarding protection of natural resources with the specific aim of teaching traditional ways and developing new solutions about how to live in a coastal area without destroying it.
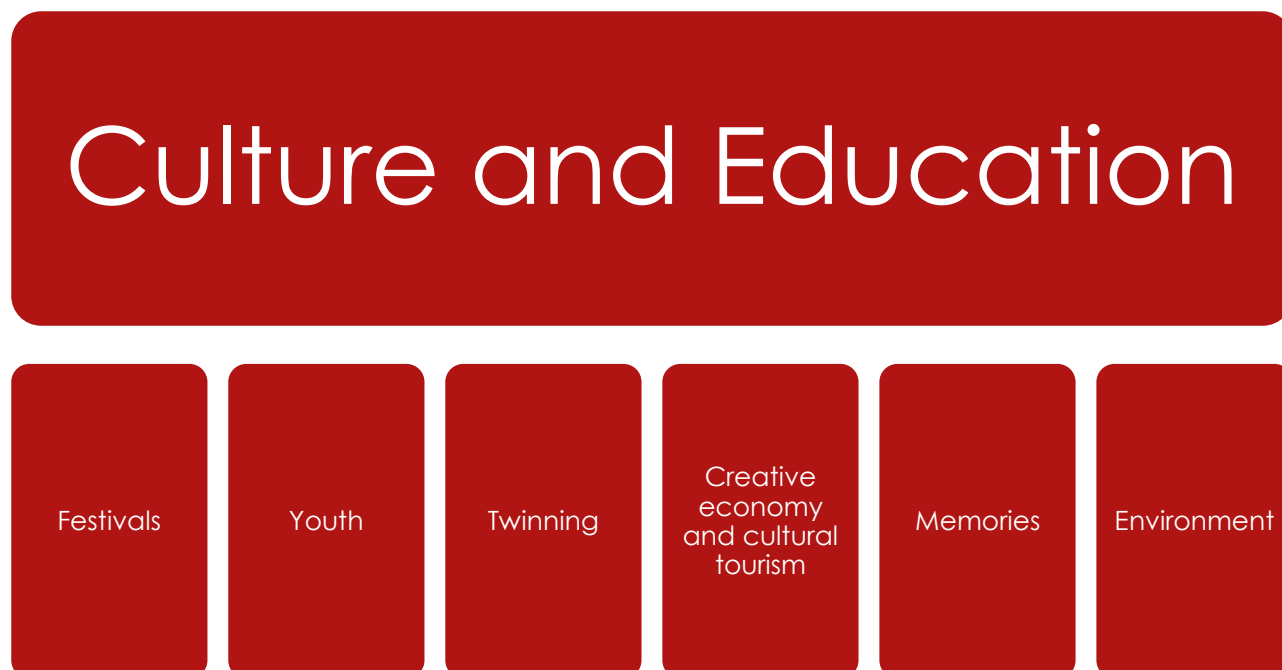
Culture and Education

Festivals	Youth	Twinning	Creative economy and cultural tourism	Memories	Environment

Figure 24 - The Clusters of the Culture and Education Workshop

Youth and twinning

The group chose the **youth** and **twinning** clusters to further develop during the focus group. The choice was due to these sectors being transversal to the other, since they recurred in other clusters as tools to achieve the goals or as the target of the initiatives. The group also linked the **festival** cluster to the first two because the cities of Setubal, Tuzla and Cumnock are currently engaged in a project for organizing a children festival between them and since various municipalities taking part in the workshop also had experiences in this field.

The idea was that of a bottom-up process starting at the level of children with the aim of sharing inclusion, fostering social development and empowering skills to improve the conditions of marginalized people and especially children discriminated against due to their physical or social conditions. Twinning and festivals came up as the ideal tool to improve social inclusion of marginalized people, together with spreading arts and culture with a chance for cities of promoting their activities.

Afterwards it was suggested that universities could be easily involved in these projects and festivals, for example by contributing in the field of the arts or with articles about life in the European Union, minorities and diversity. Since it is from young people that the newest, most dynamic and most creative ideas come, the group suggested a possible connection between youth and creative economy.

The three chosen clusters were finally linked with the **creative economy** one, since there are great opportunities in this field to increase tourism and investments as a mean to foster

the European economy and reducing the gap with countries, such as China, India, but also the United States. These countries in fact invested heavily in this field and developed a more dynamic (creative) economy. It was suggested that the European cities should reconnect the field of the arts to the economy to profit from this synergy.

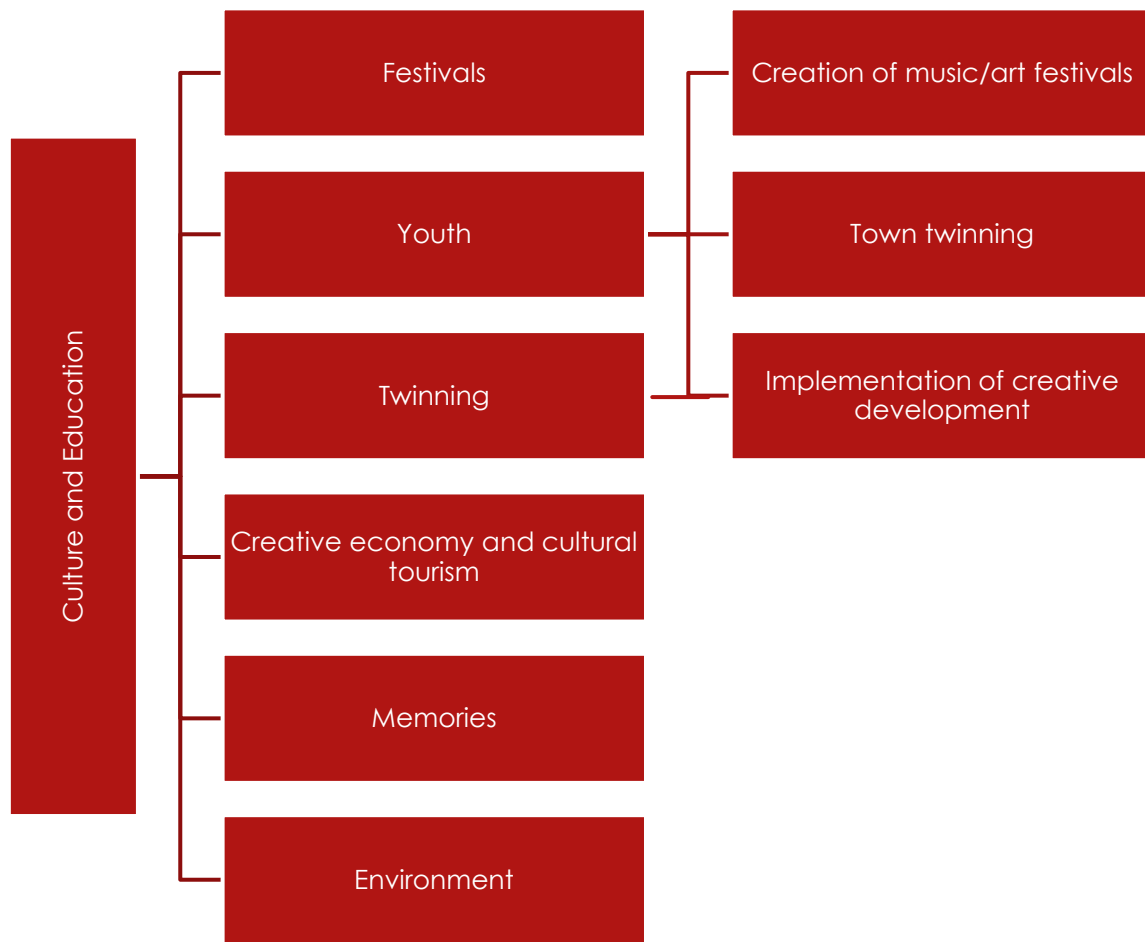Figure 25 - Youth and Twinning: Proposed Actions

Figure 26 - Workshop on Culture and Education: Synthesis

The stakeholders

The group identified the following as the most relevant stakeholders:

- Schools and educational institutions;
- Institutional stakeholders, such as municipalities, cities and the central government;
- NGOs working in the fields of education and inclusion of disadvantaged people and children;
- Youth and cultural associations;
- (Creative) enterprises;
- Youth workers;
- Artists;
- Parents and families;
- Financial institutions, such as foundations;
- Volunteers;
- The CoE;
- The European Union, even though it is not easy to access.

The schools and educational institutions were identified as one of the main stakeholders, since they would be able to provide a first contact with children and the spaces and facilities needed for the project. It was also suggested that the higher education levels

could provide help with promotion, social media, communication and public relations. Art schools could provide skills and the participants themselves. Artists were also identified as one of the main stakeholders, since festivals would revolve around art and music.

The involvement of the institutional stakeholders was found to be necessary in order to promote tourism and provide infrastructures and logistic support.

The NGOs could provide the spaces and sometimes the finances to help realizing these initiatives. The funds could also come from financial institutions and (creative) enterprises. More specifically, the latter could provide sponsorship for the event and even be a source of talented people taking part in the festival or initiative.

The CoE could provide not only funds, or an easier access to them, but also assistance during the process and experts. It could also provide letters of support and help finding further partners for the project, with the result of increasing the international scope of the initiative and its European dimension.

Finally, the European Union was also named as a possible stakeholder, mainly for the funds it could provide, even though a certain difficulty in accessing the institution was detected unanimously by participants.

Stakeholders
- Schools
- Municipalities
- NGOs
- Cultural associations
- Youth
- (Creative) enterprises
- Artists
- Parents and families
- Financial institutions
- CoE
- European Union

Youth and twinning

Creation of music/art festivals

Town twinning

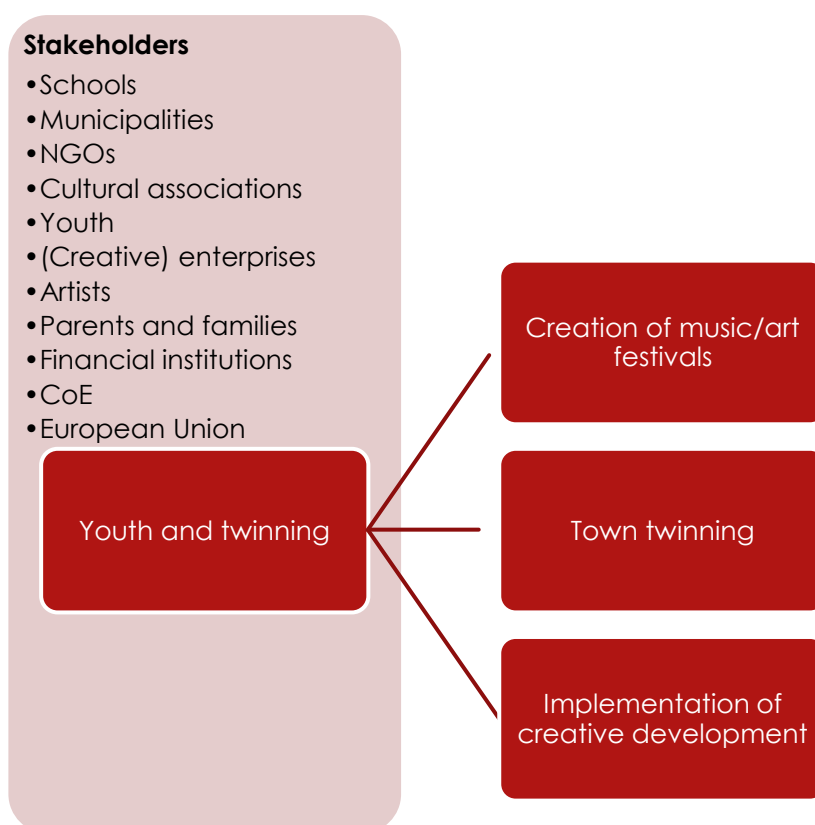Implementation of creative development

Figure 27 - Stakeholders of the Proposed Actions of the "Youth" and "Twinning" Clusters

The beneficiaries

When discussing what beneficiaries the project aims to, the group identified the following:

- Children;
- Youth;
- The education system;
- The society in general, both of today and tomorrow (as future generations);
- Municipality.

Children were identified as the main beneficiaries, since the focus of the initiative is centred on them and on the chance of improving social inclusion, especially in favour of young disadvantaged people.

The society in general would benefit from the initiative as it will foster mutual understanding and empathy within all members, it will also enhance the quality of life of future generations.

Furthermore the municipality in general will gain advantage from the project, since it will increase its international reputation and attract a greater number of tourists as a result of its increased visibility. This, in turn, should grant an improvement of local tourism and economy, increasing business opportunities.

Stakeholders
- Schools
- Municipalities
- NGOs
- Cultural associations
- Youth
- (Creative) enterprises
- Artists
- Parents and families
- Financial institutions
- CoE
- European Union

Youth and twinning

Beneficiaries
- Children
- Youth
- Education system
- Citizens
- Municipality

Creation of music/art festivals

Town twinning

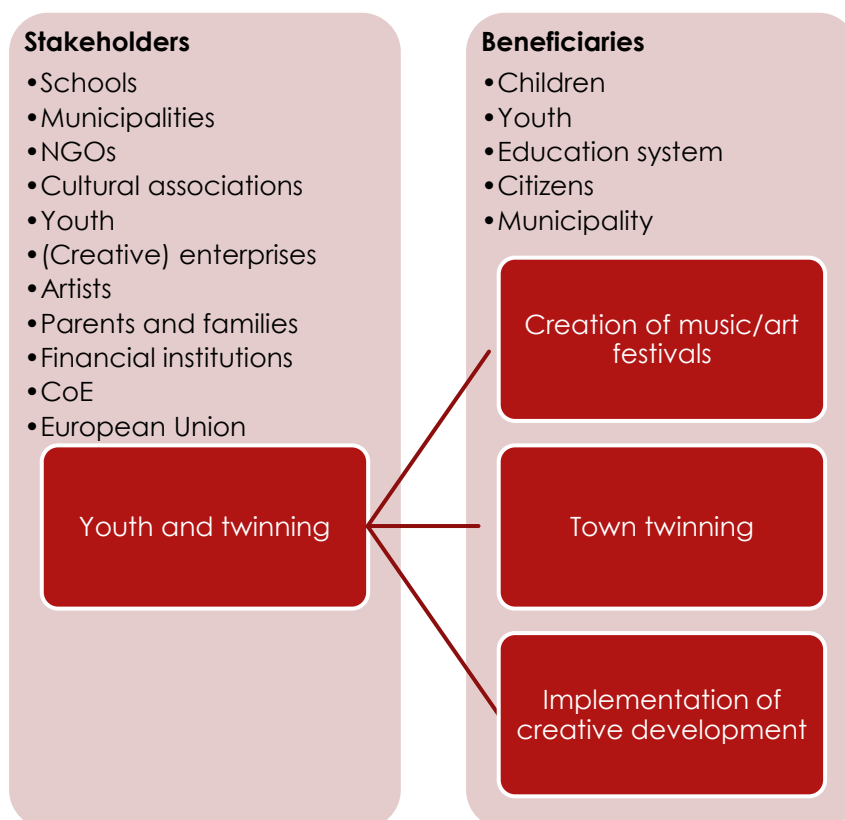Implementation of creative development

Figure 28 - Beneficiaries of the Proposed Actions of the "Youth" and "Twinning" Clusters

Synthesis of the results: the Logical Framework

The general objective

The workshop on Culture and Education identified the **youth**, **twinning** and **creative economy** clusters as the main focus of the discussion. The general objective can be worded as:

- Reduce the cultural distance and enhance of mutual understanding, together with finding new solutions to improve the economic conditions within the European Union.

Table 11 - Logical Framework - General Objective (Youth and Twinning)

	Intervention logic
General objective	Reduce the cultural distance and enhance of mutual understanding, together with finding new solutions to improve the economic conditions within the European Union.
Specific objectives	
Results	
Actions	

The specific objectives

The specific objectives emerged from the discussion are:

- Include marginalized people, and especially disadvantaged children, in the society;
- Develop a creative and dynamic economy;
- Foster the youth involvement in the creative process and the economy.

Table 12 - Logical Framework - Specific Objectives (Youth and Twinning)

	Intervention logic
General objective	Reduce the cultural distance and enhance of mutual understanding, together with finding new solutions to improve the economic conditions within the European Union.
Specific objectives	Include marginalized people, and especially disadvantaged children, in the society; Develop a creative and dynamic economy; Foster the youth involvement in the creative process and the economy.
Results	
Actions	

Actions and results

The main actions to be taken in order to achieve the specific objectives can be identified as follows:

- Creating twinning between cities;
- Organizing art and music festivals between a number of different European cities;
- Inclusion and active participation of disadvantaged people in these initiatives;
- Increasing the involvement of creative enterprises as sponsor of these events and as sources of talented people.

With the aim of linking the ideas that came up with the general and the specific objectives mentioned above, the following results are to be achieved:

- Social inclusion of former disadvantaged and marginalized people;
- Promotion of the arts and culture of European cities;
- Improvement of the quality of life of all the society members involved in the project;
- Development of a creative economy and improvement of local tourism, which will create business opportunities and help the economy regain its momentum.

Table 13 - Logical Framework - Actions and Results (Youth and Twinning)

	Intervention logic
General objective	Reduce the cultural distance and enhance of mutual understanding, together with finding new solutions to improve the economic conditions within the European Union.
Specific objectives	Include marginalized people, and especially disadvantaged children, in the society; Develop a creative and dynamic economy; Foster the youth involvement in the creative process and the economy.
Results	Social inclusion of former disadvantaged and marginalized people; Promotion of the arts and culture of European cities; Improvement of the quality of life of all the society members involved in the project; Development of a creative economy and improvement of local tourism.
Actions	Creating twinning between cities; Organizing art and music festivals between a number of different European cities; Inclusion and active participation of disadvantaged people in these initiatives; Increasing the involvement of creative enterprises as sponsor of these events and as sources of talented people.

The Logical Framework

The previous elements can therefore be included in a complete Logical Framework, with the addition of some pre-conditions that emerged during the workshop.

The most pressing pre-condition that concerned participants as a whole is the raising of funds and especially the access to the European Union ones. A major problem was identified in the chaotic organization of the European calls, which also fail to address some of the fields of action the municipalities are interested in, for example a lack of funds for the projects involving children came up.

Another pre-condition consisted in finding adequate partners, especially in the field of creative enterprises, which are still little involved in the organization of festivals and the creative economy, whereas families and artists are already participating actively.

Table 14 - Logical Framework of The Culture and Education Workshop

	Intervention logic
General objective	Reduce the cultural distance and enhance of mutual understanding, together with finding new solutions to improve the economic conditions within the European Union.
Specific objectives	Include marginalized people, and especially disadvantaged children, in the society; Develop a creative and dynamic economy; Foster the youth involvement in the creative process and the economy.
Results	Social inclusion of former disadvantaged and marginalized people; Promotion of the arts and culture of European cities; Improvement of the quality of life of all the society members involved in the project; Development of a creative economy and improvement of local tourism.
Actions	Creating twinning between cities; Organizing art and music festivals between a number of different European cities; Inclusion and active participation of disadvantaged people in these initiatives; Increasing the involvement of creative enterprises as sponsor of these events and as sources of talented people.
	Pre-conditions Presence of adequate (European) funding Presence of adequate partners

7.2.4 Workshop on Development and Economy

During the workshop on Development and Economy the identified clusters were:

- Tourism development;
- Economic infrastructure (roads, railroads…).
- Knowledge and innovation ("soft" infrastructure)

The **<u>tourism development</u>** cluster included ideas about creating networks between municipalities with similar characteristics while offering sustainable tourism packages. Tourism offers should link different fields, such as cultural events, food and wines, and local places of interest. This cluster also had a focus on young people, since the tourism sector should be used as a source of jobs for the youth, through the creation of special programs and seminars aiming at giving young people competencies in the sector that could take place in youth centres.

The **<u>economic infrastructure</u>** cluster included ideas about the use of the existing physical infrastructure, through the maintenance of roads, railroads, and air travel. This maintenance could be done in an eco-friendly way, creating networks of cities linked by eco-infrastructure.

The **<u>knowledge and innovation</u>** cluster included ideas to use knowledge and innovation to develop several other fields. Knowledge and innovation could for example be used as a way to boost agricultural development or tourism, through the creation of business idea centres where people can share knowledge and know-how. Other sources of innovation could be business incubators, universities and NGOs, that could act as hubs connecting people and ideas. These hubs and centres of idea sharing could be used to create plans for sustainable community development, nurturing suffering or growing sectors such as agriculture and the micro enterprises. These knowledge and innovation networks could benefit from town-twinning that would make contacts between actors belonging to different municipalities easier.

During this session of the workshop, the participants also identified three clusters of transversal activities, which could be used in each of the three above-mentioned sectors:

- Sustainable policy development;
- Networking activities;
- Sharing of best practises.

The **<u>sustainable policy development</u>** cluster referred to the importance of having a clear and efficient policy-making, allowing for orderly development of the other sectors.

The **<u>networking activities</u>** cluster referred to the importance of linking together different actors. In this respect, town twinning should play a role of the utmost importance, allowing the creation of specialized international fairs aimed at promoting investments in the municipalities participating in the town twinning.

The **<u>sharing of best practices</u>** cluster referred to the importance of creating partnership between local stakeholders and with their international peers, allowing learning from the experiences of other cities and regions. These partnerships should include local

authorities, NGOs, universities and other local actors, with the goal of having a complete assessment of local contexts in order to solve existing problems and issues.
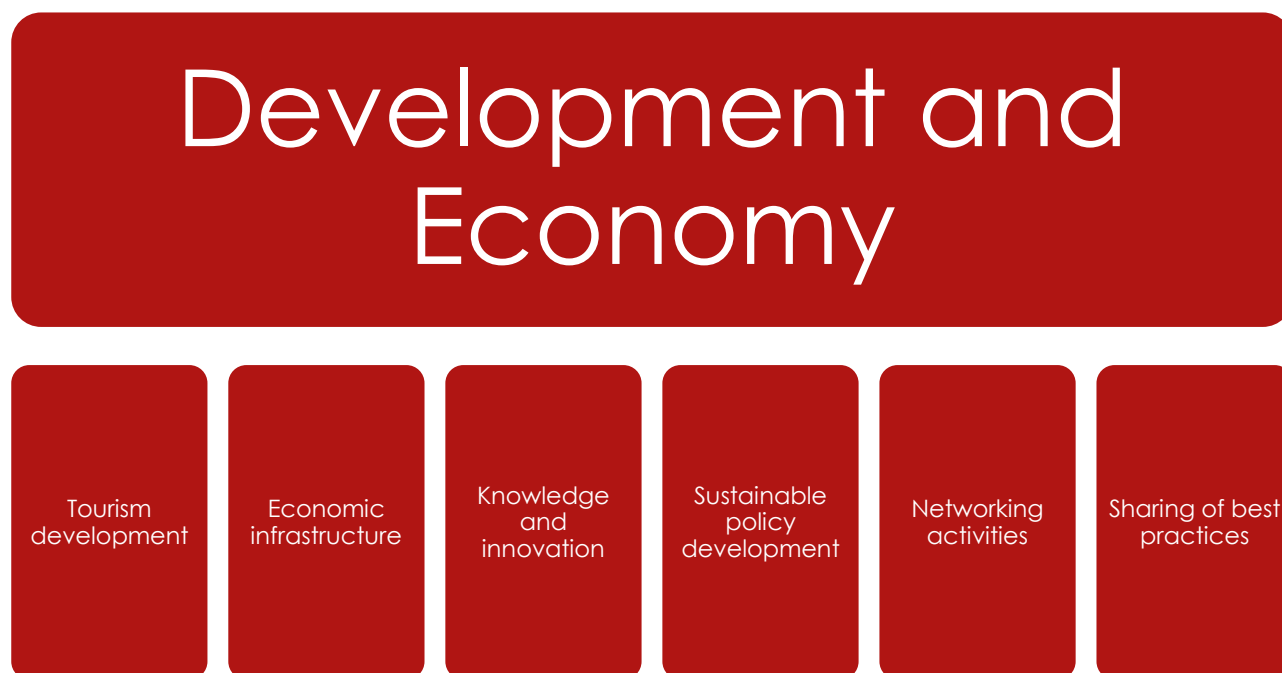
Development and Economy

| Tourism development | Economic infrastructure | Knowledge and innovation | Sustainable policy development | Networking activities | Sharing of best practices |

Figure 29 - The Clusters of the Development And Economy Workshop

Knowledge and innovation

The group chose the **knowledge and innovation** cluster to further develop during the focus group. The choice was due to this cluster being transversal to the others, and the participants choose to focus on building an infrastructure for innovation to identify and develop new ways of collaboration. Another positive effect that led to the choice was the fact that once innovation is reached at a municipal level, it would leverage the central governments to acknowledge it and provide funding for the cities.

The discussion shifted on the definition on innovation – what innovation is, and how it could be reached. The participants agreed on the importance of sharing of best practices in this matter – innovation as looking for new ways to do things in one's own context, i.e. looking for best practices. Town twinnings could have a role in it: once you know what activities your partner is implementing, you can ask for more information on the proper way to set them up. In this sense, the group agreed on the importance to get people enthusiastic about a sector and the opportunities that it offers by displaying successful stories of sustainable projects, and creating new methods of collaboration. Regarding the importance of optimism and positive thinking, during the workshop a possible slogan for a project was created: "Innovation is orange".

Another aspect of innovation that was highlighted was the need to focus on results – what are the expectations of choosing innovation as the cluster to focus on. What was expected was pooling of talents and finding new solutions to existing problems, such as the limitations that are imposed from the central government in Scotland to the local authorities in several fields, e.g. economic one.

The group also agreed on the need for innovation to be ethical and sustainable: finding new ways to improve tourism could for example lead to increased pollution and other unexpected consequences, therefore the ultimate goal should not be development in itself but innovative forms of development that take the happiness of citizens in consideration.

"Soft" infrastructure also contains knowledge as a tool to identify problems, needs and possible solutions. If a context lacks the capacity to identify the problems that trouble it, it would be impossible to create solutions solving them.

The working group then focused on the importance of the different levels of actors when discussing innovation. Big cities with companies that work globally have the means to achieve innovation; on the other hand, rural realities with micro enterprises working in not-well-paid sectors (such as tourism) lack these means. The group agreed on the need to identify why innovation is not happening, and how it could be achieved.

Some identified ways to achieve innovation were:

- Sharing of best practices within a network;

- Social innovation, that is focusing on the common good with innovation that tries to solve problems plaguing the community instead of technological and scientific innovation of no direct impact on the community;

- New approach to problems, such as creating solutions to solve multiple problems with a single activity, for example giving jobs to the unemployed in sectors that are not faring well, such as agriculture that is suffering due to the aging of the population working in it.

These factors together could bring to an innovation intended as a valorisation of existing resources, finding new uses for existing spaces such as creating a new promenade to attract tourism like was done in the municipality of Zadar (HR). Such project aimed at rebranding the "old" for promoting the "new", and required investments within a long-term strategy: innovation should be coupled with a change in mentality, disentangling activities and projects from the need of immediate profits but thinking of the long-term benefits for the whole community. Activities implemented in an innovative framework should also be sustainable, and possibly involve traditional, suffering sectors such as agriculture and tourism with a new spin.

Innovation should also always challenge found solutions, since they can have unexpected consequences. One example is the introduction of big shopping centres outside small cities, which, while being an innovative and successful idea at the time of introduction resulted in changes in people's behaviour with the emptying of the traditional city centres. The city centres should be opened once again, maybe with solutions benefiting local shops.

Some possible project on innovation sharing can involve mapping of best practices, to show people what is being done. Finding best practices is not hard, since in every seminar plenty of them are presented, but the difficulty lies in collecting and organising them. A shared platform could highlight the link between innovation and responsibility, since once a best practice is found it should be made public to benefit every community. Such projects could be funded by Horizon2020 calls about social innovation and platforms for

social innovation, or by EACEA with their town-twinning measures, since town-twinning can be tightly linked with information sharing. Such platforms should be able to identify and solve different problems, and provide simple actions suited for small realities.

Knowledge and innovation

Creation of a network for sharing best practices

Mapping existing best practices

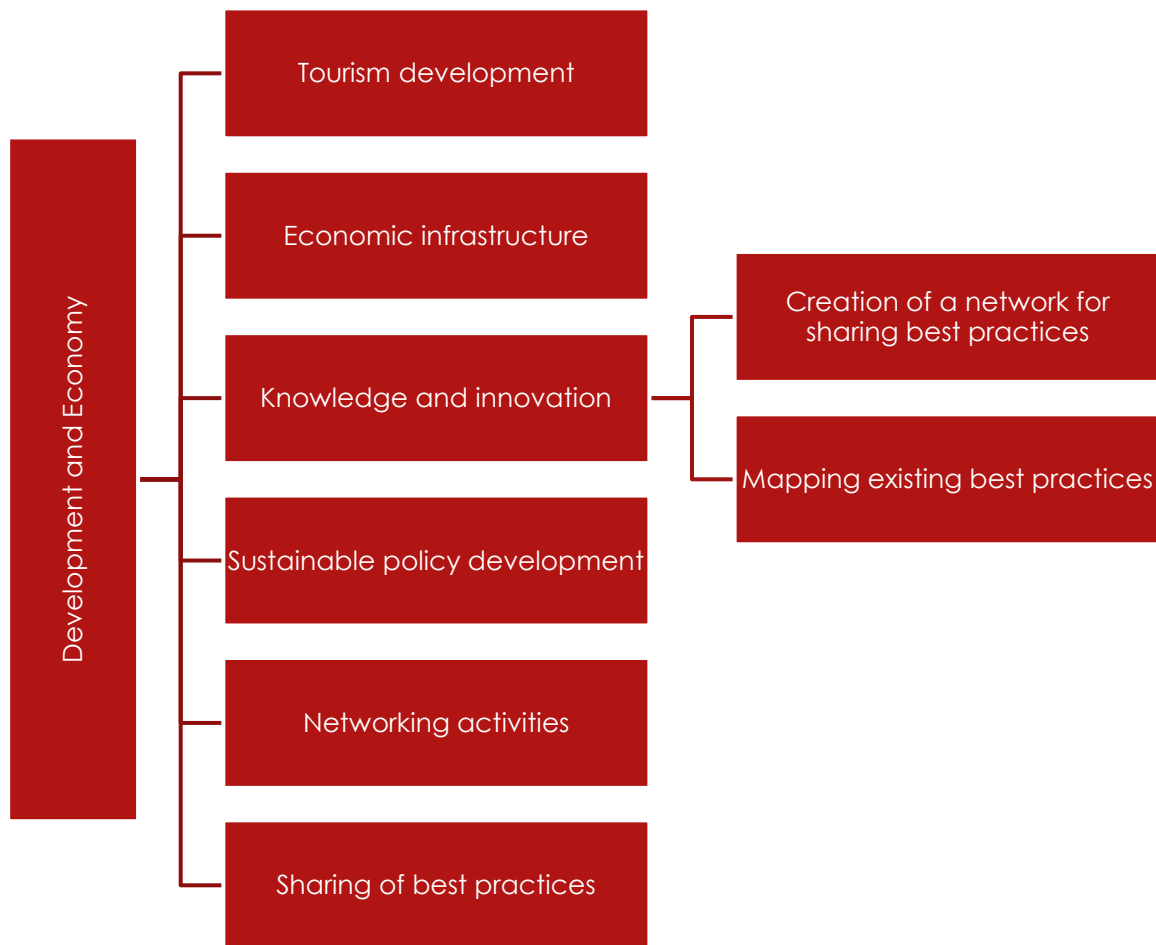Figure 30 - Knowledge and Innovation: Proposed Actions

Figure 31 - Workshop on Development and Economy: Synthesis

The stakeholders

The group identified the following as the most relevant stakeholders:

- European Commission;
- National authorities (governments, Youth Parliaments, regional development agencies);
- Local authorities;
- Micro enterprises;
- Lobbies;
- Private sector;
- Third sector;
- Education institutions (universities);
- Media;
- Citizens (young people, disabled people, immigrants, children);
- Philosophers.

The European Commission should be involved as a provider of funds, allowing achieving innovation even in sectors of not immediate economic profit.

National authorities, such as regional development agencies representing the collective will of municipalities, politicians, and governments should also be involved. Children and

young people should not be overlooked, since they often have innovative points of view on things: the desire to involve them led the group to include between the stakeholders associations of young people such as Youth Parliaments.

Local authorities can connect people with the business sector, universities, citizens' councils and civil society. Philosophers also have important points of view, and as such should be involved in discussion about innovation and when defining strategies to reach it.

Other involved stakeholders should be politicians, for political supports, and the media, that should give diffusion to innovative ideas. Microenterprises should also be stakeholders, maybe in the form of lobbies uniting them and offering courses to teach how to innovate in specific sectors, since right now they lack time and knowledge to achieve it by themselves.

There should be a concerted effort to bring all these stakeholders together, since every actor has different wants and needs – some platform connecting the stakeholders should be created, allowing creating better and shared ideas that could then find funding in an easier way.
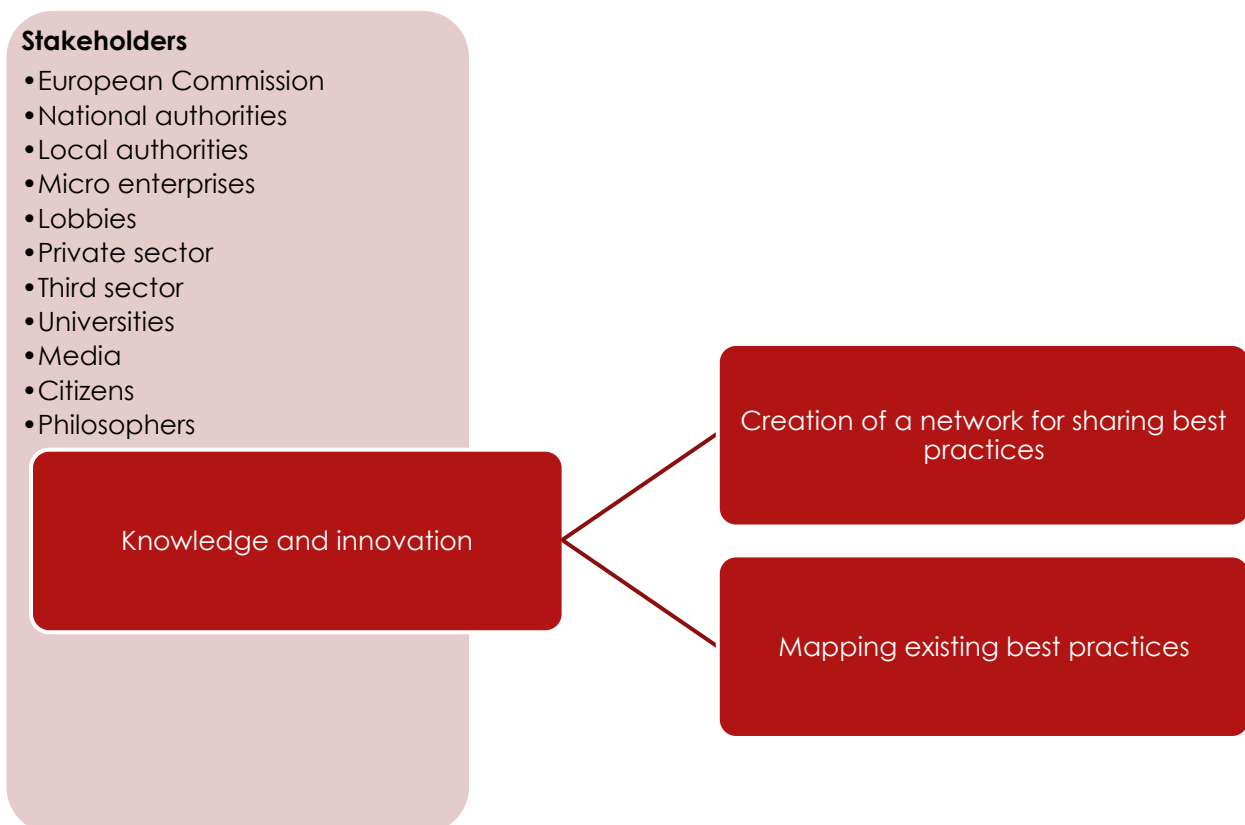
Stakeholders
- European Commission
- National authorities
- Local authorities
- Micro enterprises
- Lobbies
- Private sector
- Third sector
- Universities
- Media
- Citizens
- Philosophers

Knowledge and innovation

Creation of a network for sharing best practices

Mapping existing best practices

Figure 32 - Stakeholders of the Proposed Actions of the "Knowledge and Innovation" Cluster

The beneficiaries

When discussing what beneficiaries the project aims to, the group identified the following:

- Citizens (young people, children, disabled, immigrants);
- Tourists and consumers;
- Local community;

- Students;
- Institutions, public agencies, universities;
- Investors and local labour market;
- Municipalities (networks of towns) and local authorities;
- Third sector.

The first identified group is citizens as an inclusive category, referring to children, disabled people, immigrants and even animals.

Other beneficiaries are tourists, consumers, students, the third sector, and institutions that can be made stronger by innovation such as universities.

Investors and local labour market can also be beneficiaries of project of innovative projects, with the creation of better jobs.

Finally, other possible beneficiaries are town and local communities, through the creation of networks, and municipalities and local authorities.
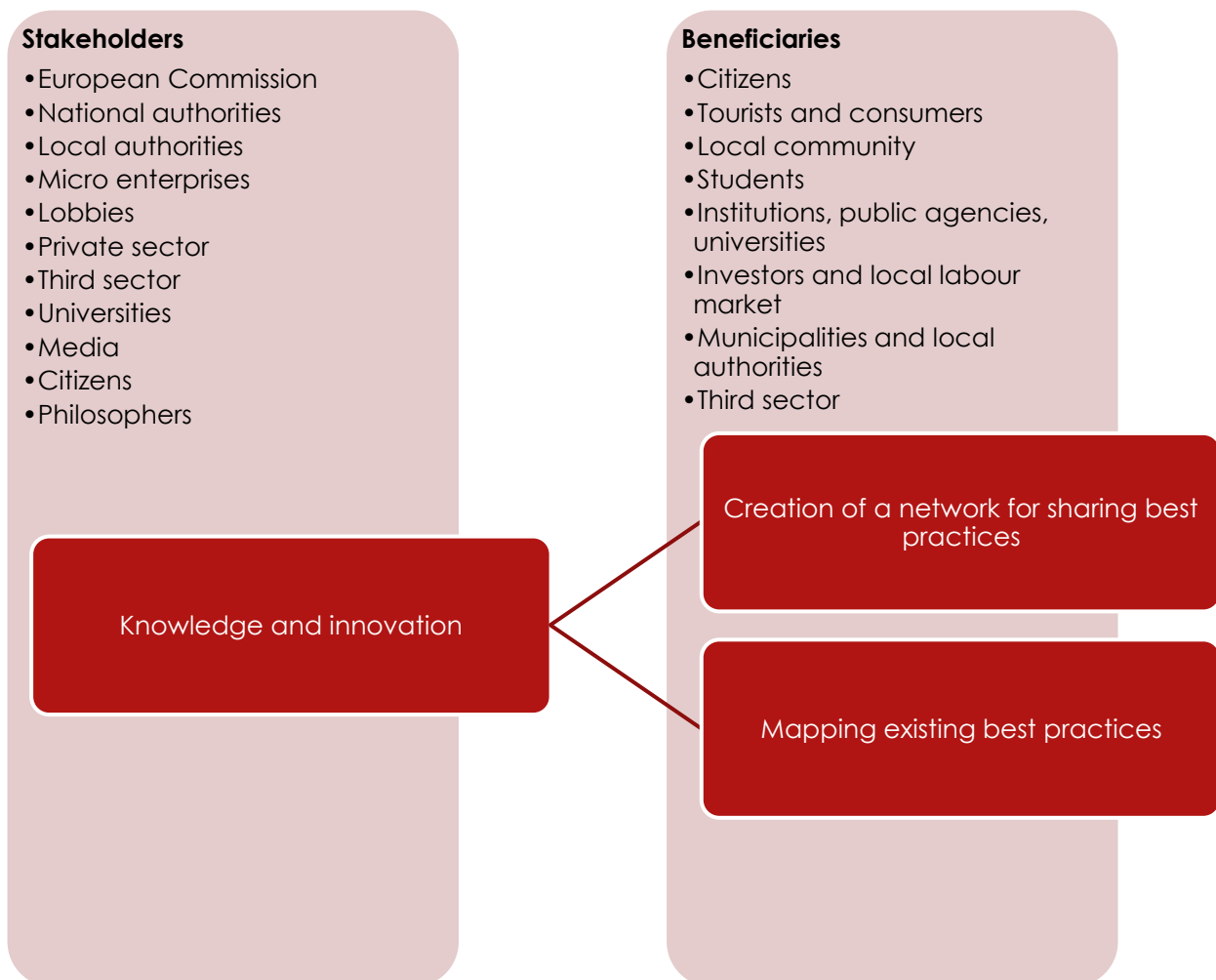
Stakeholders
- European Commission
- National authorities
- Local authorities
- Micro enterprises
- Lobbies
- Private sector
- Third sector
- Universities
- Media
- Citizens
- Philosophers

Beneficiaries
- Citizens
- Tourists and consumers
- Local community
- Students
- Institutions, public agencies, universities
- Investors and local labour market
- Municipalities and local authorities
- Third sector

Knowledge and innovation

Creation of a network for sharing best practices

Mapping existing best practices

Figure 33 - Beneficiaries of the Proposed Actions of the "Knowledge and Innovation" Cluster

Synthesis of the results: the Logical Framework

The general objective

The workshop on Development and Economy focused on the **knowledge and innovation** cluster. Its general objective can be worded as:

- Foster social innovation and novel approaches in solving development issues.

Table 15 - Logical Framework - General Objective (Knowledge and Innovation)

Intervention logic	
General objective	Foster social innovation and novel approaches in solving development issues.
Specific objectives	
Results	
Actions	

The specific objectives

The specific objectives emerged from the discussion are:

- Help municipalities and local actors to identify existing problems;
- Help municipalities and local actors to identify solutions to the problems;
- Offer municipalities and local actors an array of already tested solutions.

Table 16 - Logical Framework - Specific Objectives (Knowledge and Innovation)

Intervention logic	
General objective	Foster social innovation and novel approaches in solving development issues.
Specific objectives	Help municipalities and local actors to identify existing problems; Help municipalities and local actors to identify solutions to the problems; Offer municipalities and local actors an array of already tested solutions.
Results	
Actions	

Actions and results

The main actions to be taken in order to achieve the specific objectives can be identified as follows:

- Creating a network for sharing best practices;
- Mapping existing best practices.

With the aim of linking the ideas that came up with the general and the specific objectives mentioned above, the following results are to be achieved:

- Connecting municipalities and other actors within a network, allowing the sharing of experiences and knowledge;
- Allowing users to access already tested solutions, using a database of existing best practices.

Table 17 - Logical Framework - Actions and Results (Knowledge and Innovation)

	Intervention logic
General objective	Foster social innovation and novel approaches in solving development issues.
Specific objectives	Help municipalities and local actors to identify existing problems; Help municipalities and local actors to identify solutions to the problems; Offer municipalities and local actors an array of already tested solutions.
Results	Connecting municipalities and other actors within a network, allowing the sharing of experiences and knowledge; Allowing users to access already tested solutions, using a database of existing best practices.
Actions	Creating a network for sharing best practices; Mapping existing best practices.

The Logical Framework

The previous elements can therefore be included in a complete Logical Framework, with the addition of some pre-conditions that emerged during the workshop.

One pre-condition that concerned participants as a whole is the presence of efficient and clear policy-making. Good policies enable a community to flourish, providing an effective framework for action.

Another pre-condition consisted in finding partners with whom collaboration if easy and that share similar views on the common good, to foster an effective partnership.

Table 18 - Logical Framework of the Development and Economy Workshop

	Intervention logic
General objective	Foster social innovation and novel approaches in solving development issues.
Specific objectives	Help municipalities and local actors to identify existing problems; Help municipalities and local actors to identify solutions to the problems; Offer municipalities and local actors an array of already tested solutions.
Results	Connecting municipalities and other actors within a network, allowing the sharing of experiences and knowledge; Allowing users to access already tested solutions, using a database of existing best practices.
Actions	Creating a network for sharing best practices; Mapping existing best practices.
	Pre-conditions Presence of adequate policy-making Presence of adequate partners

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