

Local governments and international development co-operation: a European survey on strategies and policies.



**UN-HABITAT Best Practices Seville Centre for
city-to-city co-operation.**

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1. INTRODUCCION

Several factors are bringing the practice of city-to-city co-operation into the limelight as never before. The increasing importance of development policies based upon decentralisation and partnership. The recognition of cities as key actors in local and national development and an increasing involvement of European cities and regional authorities directly into the international development business is now a reality, but it still lacks of substantial reference material and data collection.

The purpose of this survey is to analyse the main issues that local authorities in Europe are actually facing when they decide to get into international development projects.

This study is directly linked to the establishment in the City of Seville, of a UN Habitat Centre for city-to-city in support of the Millennium Development Goals. The Centre's goal is to help municipalities to increase their support to cities in the developing world and to involve themselves more and more into direct co-operation and the establishment of North-South links.

1.1) City-to-city co-operation / decentralised co-operation

City-to-city cooperation (also shortened as C2C) is an umbrella term that covers all possible forms of relationship between local authorities at any level in two or more countries, which are collaboration on matters of mutual interest.

The term city-to-city cooperation is sometimes used synonymously with the term "decentralised cooperation", although the latter concept (first embodied in the European Union's Lomé Convention in 1990) embraces a wider range of actions for development carried out by "non-state" actors, locally based institutions, NGOs¹, CBOs and voluntary institutions of all kinds. Decentralised Cooperation policies are based upon the principle of

partnership and joint working between public authorities, non-governmental organisations and community-based organisation, cooperatives, the private sector and the informal sector².

1.2) City-to city co-operation versus traditional development co-operation, the added value of cities.

Cities and local governments play a fundamental role in the development process. Local level policies influence living conditions in a very important way and in the last decades, cities have contributed to spread the decentralisation process throughout the world.

In particular, cities and local governments are taking over more and more responsibility for their own development: in addition to their traditional competencies in the field of public services and utilities, most cities are starting to face the new challenges of local development, strategic planning, employment, environment and promotion of a better quality of living.

Cities are also on the front line when it comes to facing the challenges of development; the city level suffers the impact of rapid socio-economic changes much more quicker than the national level. In return, this makes the city a permanent laboratory of new policies both in developing and in industrialised countries. But cities do not always succeed in facing these challenges: slums are one of the manifestations of these failures.

Presently, more than one billion people live in slums and inner cities. If the present trend continues, this number could rise by above 2 billion by 2030. The urbanisation of poverty and social exclusion is one of the most alarming trends of the 21st century. It is estimated that 72 percent of the urban population in Africa, 37 percent in Asia and 26 percent in Latin America live without adequate shelter, clean water or sanitation. While

¹ NGOs: Non-Governmental Organisations - CBOs: Community Based Organisations

² UN-HABITAT / WACLAC. Partnership for local capacity development. Building on the experiences of city-to-city cooperation. Nairobi. 2003.

these figures average about 6 percent in developed countries, inner-city neighbourhoods persistently maintain levels of unemployment, school dropout rates and violence significantly above national averages. In both cases the consequences include urban decay, pollution and loss of economic opportunity and productivity.

1.3) The added value of cities in development co-operation

Local government, by its legitimacy, representativity, flexibility and capacity for adaptation is an efficient institution for solving citizen's problems. The principles of proximity and subsidiary that apply to local authorities action, and the importance that participation has in the local sphere are a fundamental added value for development co-operation.

Another factor has also to be taken into consideration: the common language that links all local authorities in the world. The problems that a local authority has to solve in different part of the world are very similar, even in the most different context. It is always easier to communicate between equals and this is very much the case in city-to-city co-operation.

Most European cities have entered into a process of international co-operation in order to support other cities in developing countries. This phenomenon has increased over time in the number of projects as well as in the volume of funds dedicated by local governments from their own local budgets.

The added value of C2C is essentially that cities have strong technical capacities which states and international aid agencies, traditional players of development co-operation did not have.

Another advantage of this particular modality of international co-operation is that it is much easier to find a common language between cities, since city problems and urban issues are sometimes very familiar on both sides of the Equator.

Not only do local municipalities in Europe have something to say about development, but they can strongly contribute to the progress of the MDG, and they must be aware of their potential, which has a threefold dimension:

- to provide funds

and, much more important....

- the transfer of local capacities and know-how

- the sharing of experiences, best practices and information.

2. POLICY IMPLICATIONS OF C2C AT THE LOCAL LEVEL: THE NEED FOR A SYMBIOTIC RELATIONSHIP

Cities benefit from international development co-operation in many ways. It is true that donor cities first motivation to carry on development co-operation is normally "compassionate" but this is changing very much by now. Donor cities are starting to benefit a lot from co-operation experiences. It would be un-realistic to say that European cities allow funds for developing countries for nothing in change. To be sustainable, city-to-city co-operation has to bring a benefit to both sides of the agreement.

Some issues that can benefit donor cities as well as their counterparts.

1. The importance of the networks in policy making: a new "co-operative governance"
2. Development co-operation as a tool for internationalisation

2.1) The importance of the networks in policy making: a new "co-operative governance"

During the last decades, the way in which public institutions generate its own compulsory rules has become each time more "collective".

In Europe, international cooperation between local and regional authorities has become over the years an essential element of a new kind of governance known as "network governance".

Governance can be described as a process of authoritative formulation and implementation of general and compulsory rules, which are normally defined and implemented by specifically empowered state institutions and/or other public bodies. Such regulatory measures are needed mostly in those areas of society where a large number of uncoordinated and parallel activities are undertaken by a broad variety of social players. In this context the political-administrative system is normally considered a relatively autonomous system with regard to other sub-systems of society and its traditional understanding of governance is largely determined by four principles, which are territoriality, sovereignty, effectiveness and legitimacy.

With internationalisation, new modes of governance are arising, much more based on cooperation and networking both within the national and the international level.

The European Union is an important example: "Co-operative governance" across national borders is not strictly limited any more to national government actors, due to a steady increase in co-operation activities established between regional and local authorities coming from different countries. In Europe, trans-European co-operation between local and regional authorities has become over the years an essential element of the overall system of "network governance".

Networks bring together different players owning parts of strategic knowledge in a common field of interest. This fact becomes essential since the growing complexity of problems arising in society and the constant specialisation in economy, which frequently requires cross-cutting intervention of other sectors rather than the public.

Policy communities tend to emerge from exchanges of information, goals and resources that have been institutionalised over a period of time. Shared perceptions, participation patterns and interaction rules develop and are formalised.

In this new architecture of complexity, society problems are no longer controllable by a central intelligence (see the State), in order to cope with this challenges, many states have launched radical internal reforms in order to improve functional performances and problem solving capabilities of their public policies (privatisation, devolution and decentralisation).

These processes led to the emergence of alternative modes of governance where public intervention is based more on cooperation and networking.

The most long-standing and solid forms of "co-operative governance" at macro regional level were developed first between Western European countries and is now expected to be expanded towards selected countries of Central and Eastern Europe.

Since the establishment of the European Community, the European nation states have learnt to produce a common public policy, but what about local public policies?

2.2) Development co-operation as a tool for internationalisation

"As the constraints of geographical distance are becoming less important, the specific features of particular locales are becoming more important in the location decision making of businesses and households. Under the dominant logic of current globalisation, there has been a shift in urban

government policies from managerialism to entrepreneurialism. This attitude views the city as a product that needs to be marketed"³

Internationalisation has become a priority for all territories. Cities find themselves competing again each other for attracting economic activity and qualify human resources; development co-operation can help in many ways.

The Global Economic Internationalisation index (GEII)⁴ is composed by the following coefficients, some of them can benefit from a local active involvement in international co-operation:

1 - Disposition to engage in foreign trade: the involvement of the public or private sectors in investments abroad (and this includes the financing of development projects) can contribute to increase the index.

2 - Attractiveness of foreign investments: the existence of international trained staff in the public sector can be an asset to communicate with potential foreign investors. A good international public image of the local community can contribute as well.

3 - International tourism: public image contributes to the increase of international tourism as well.

4 - Foreign population and

5 - Foreign manpower, both can be increased when a local authority is active in international co-operation. It is surprising to observe that frequently foreigners work at the international department of local authorities.

³ Van Vliet, Willem. Cities in a globalizing world: growth to agents of change. Environment and Urbanization. Vol 14. N 1 April 2002.

⁴ Report on the internationalisation of Piemonte. Union of the Chambers of Commerce of Piemonte, IRES Piemonte, ITP Investimenti Torino e Piemonte and the Foreign Trade Office Piemonte Chamber of Commerce. 2004.

6 - International education and training, active universities and research institutions, a well-known institute for development studies and specialised courses and training activities in development co-operation contribute to increase the number of human resources prepare to face future economic activities at international level.

2.3) The local benefits of international development co-operation and the need for citizen commitment.

In order to have an effective and sustainable development co-operation policy, both parts the recipient and the donor need to see the advantage of the relationship. It is very important that the donor authority and, most important, its citizens, see the benefits that international work can bring to the improvement of local quality of life.

The Local Government International Bureau, in the UK, has worked very much in this sense, identifying three kind of benefits for the donor local authority:

The following information has been adapted from the LGIB publication: "Benefits from international co-operation".

1) Institutional benefits for the local authority

- Improvement of delivery service and policy formulation through methodology exchange and best practices: International partnerships can link directly into this work by giving councils the opportunity to collaborate with counterparts overseas and to share information and experience in a number of service areas. In some cases, European municipalities have included policies and services first developed in "third" world countries. This is the case of the participative budgets, that first appeared in Brazil and are now a reality in selected European towns (Seville, Cordoba, Barcelona, St-Etienne, Milton-Keynes only to give some examples)

- Accessing EU funding: as for example twinnings projects or the call for applications for decentralised co-operation projects.
- Effective staff development and training: innovative training opportunities for staff and in a number of subject areas, ranging from management development to practical skills. A better understanding of another culture can help local authority officers to work more effectively within their own community.
- Building of links and networks that can be an effective means of establishing links between commercial organisations, voluntary bodies and the non-governmental sector.

2) People to people benefits

Promoting tolerance and increasing understanding. Local authority partnerships put people from different countries and cultures together. This can help to increase their understanding of the world and can broaden their horizons. Importantly, it can help promote tolerance and respect for others, thereby combating racism and xenophobia.

Promoting stronger community partnerships: Councils can use partnerships and twinning to motivate key sections of the community, such as ethnic minorities, young people and disadvantaged groups, who may not always be involved in local authority activities or have contact abroad.

3) General benefits

Promoting community well being: Bringing together counterpart organisations, experts and interest groups in health and social welfare can lead to improvements in community services and facilities.

Education: International partnerships can enhance formal and informal education and lifelong learning for all members of the community.

Economic and business development: International partnerships allow small and large organisations, in both the public and private sectors, to explore potential economic benefits of cooperation. Many business partnerships have come about as a result of local authority twinning links, with companies finding it easier to trade with people they know and understand.

Tourism is recognised as a key component to the economy of many areas, and overseas partnerships can help promote an area.

3. MAKING IT WORK. TOOLS FOR IMPROVING EFFICIENCY IN CITY-TO-CITY CO-OPERATION

3.1) The need to define a real public policy regarding local development co-operation.

Most of the times, local authorities action in international co-operation is driven by either by political will or by charity intentions. Links with a specific country or city are built because the major or some councillor visit a place or go to a conference and gets involved personally into an initiative. Local NGO applying for local funding are also their own priorities, thematic interests and geographical priorities.

As the resources assigned to international co-operation are limited, local governments should identify their own priorities, based into the capacities that the city has. And in here we consider as "the city" not only the local government skills, but also the specific sectors in which civil society, firms, associations and local culture are relevant.

In other words, international co-operation can benefit very much the "donor" city, but in order to have an effective impact, the existence of international development as a real PUBLIC POLICY is needed.

Unluckily, only few cities in EU have actually design proper policy documents in the field of international development, but the need for it is raising quickly.

It is commonly agreed that a good policy strategy in the field of international development has to be participatory, as many actors are involved in the implementation of the policy. A participatory process to design such a policy is considered as a key to success.

Such process must involve local stakeholders as NGOs, churches and associations, private sector, regional and national authorities, research institutions, foundations, local entrepreneur associations, trade unions and representations of involved departments within the local authority itself.

A good policy document must also take into consideration the recognition of local strengths, the identification of best practices and their transfer through capacity building and training to other partners in the world.

In the annex III we are reporting the case study of the Barcelona City Council "Master Plan for International Co-operation and solidarity (2006 - 2008)", which is a good example of participative policy elaboration.

3.2) The new role of the private sector

In 2000, upon initiative of the UN Secretary General Kofi Annan, the United Nations launched the Global Compact, an initiative to involve business leaders into international development. "Global Compact seeks to promote responsible corporate citizenship so that business can be part of the solution to the challenges of globalisation"⁵

Since then, it is a common trend to increase the participation of private firms into development projects. But, what about the local level?

It has been hard to find any evidence on SME or local enterprises getting involved in local international co-operation or local authorities involving

⁵ Global compact website: <http://www.unglobalcompact.org>

the local private sector in their international projects. Here go some examples:

In Germany, the GTZ offers various forms of cooperation with the private sector: companies can place orders directly, either to plan and implement projects or to deliver specially designed service packages. Companies can also join GTZ in working on current development projects partnerships or "public-private partnerships" (PPPs). More information on:

<http://www.gtz.de/en/leistungsangebote/2362.htm>

In France, Angers has been working with Bamako, Mali in primary healthcare through the provision of several community health centres, upgrading of hospital facilities, training of doctors and nurses, and provision of medical supplies with significant private sector engagement.

Another example, the small city of Boston in the UK raises the bulk of the funds for its cooperation with Jalchatra (Bangladesh) through voluntary fundraising efforts in the local community.

At multilateral level, the Public-Private Partnerships for the Urban Environment (PPPUE) programme carried out by the UNDP is an initiative in support of alleviating poverty through public-private partnerships in poor cities throughout the developing world. The core goal of the programme is to increase the access of the urban poor to basic services such as water, sanitation, solid waste management and energy by promoting inclusive partnerships between local government, business and communities.

More information: <http://pppue.undp.org>

3.3) Monitoring, evaluation and impact communication.

Monitoring and evaluation the impact of projects is a mayor tool in the process of development. In the case of city-to-city co-operation projects

this issue is fundamental for several reasons. First of all, evaluation gives an outside perspective of the tools and methodologies that can be improved and sometimes identify the reasons for failure or scarce impact that can be correct in future activities.

Secondly, local funds are mostly public, and in some occasions, they come directly from the local taxpayers pockets. In order to keep a high commitment of the donor's cities citizens, donor local governments have to be very careful to analyse the results that the financed projects have produced and, a very important issue, to be able to communicate to the public this outcomes.

Communication is often neglected in development co-operation. Specially when it comes to the communication of impact and results. Cities should pay special attention in making their citizens aware about where their taxes are going and what have been obtained with them.

Monitoring in developing countries can be often complicated, it is important that donor authorities establish a monitoring system in collaboration with a third entity already present in the country, as United Nations agencies, NGO 's, embassies, research institutions etc.

3.4) The need for data collection and analysis at European level

It is not easy to find comprehensive data about the amount of funds committed to local international co-operation in Europe because projects are designed and financed locally; however some national association of local authorities collect data, write reports and offer technical support to the projects, but for the moment, there is not institution at European level that is in charge of collecting and analysing data at European level.

The OECD (Organisation for Economic Co-operation and Development) is the main reference for data collection on development co-operation activities of industrialised countries, which is equivalent to say mayor donor countries.

Specifically, the Development Assistance Committee (DAC, www.oecd.org/dac) is the principal body through which the OECD deals with issues related to co-operation with developing countries and their statistics are considered as the most comprehensive data for official aid to development.

Nevertheless, local aid is not totally collected in this yearly statistics. The main problem here is that the OECD collect data from the central states and, in some cases, the national authorities don't have the data themselves.

This year's document " Aid extended by local governments⁶. Working party on statistics. June 2005" reports that "twelve member states do not report aid extended by local governments in DAC statistics, while eleven members collect data from local governments regularly and report this flows".

The problem of the data is a big problem, first of all because no international institution is officially in charge of collecting data from central governments, although the OECD should be considered as the focal point for that being already in possess of a good structure for statistical process. But most important, the states have not got the data themselves. In some occasions even the local governments do not have the whole picture because different departments do not communicate their activities to the Mayor's Office. The situation varies depending on several factors but the need for approval from the national Ministry of Foreign Affairs to undertake international activities is an asset in order to have data on local government's international activities. The problem is, has we have seen before in the legal aspects, that in most of the states this is not compulsory or, even though, the data is not often collected.

⁶ The OECD refers to "aid extended by local governments" defined as aid provided by the public sector other than the central government.

4. LEGAL FRAMEWORK OF CITY-TO-CITY CO-OPERATION

4.1) The legal void

Law scholars have started to pay attention to the city as a main player of the international scene. Recently we have heard about a new discipline: the "International Local Government Law"⁷. This new branch of law studies, which seems a contradiction in terms, but is becoming more and more necessary to define as the international activities of the local governments grow by the day.

Professor Frug, from the Harvard Law School points out a very interesting theory about what the role of International Local Government should be: Cities are very different one from each other "each city needs to be understood in term of its relationship to its region, the country in which it is located and its own internal dynamics", this diversity can lead to competition where the strong cities override the weaker. Local autonomy is not an unproblematic solution and decentralisation is not the overall solution.

Richard Sennett⁸ argues that there is a connection between neutral space and economic development. He says that imposing a "grid pattern" on urban space in some kind "organises" the city, neutralising the importance of geography and transform the city's landscape into "a space for economic competition that denies value to environment".

According to Gerald Frug International Local Government Law has the same potential: "Like the grid, international local government law too can organize cities as a space for economic competition".

Behind this affirmation lies the need for consensus on a legal environment to operate in the exchange amongst cities. Without a common language

⁷ Frug, Gerald E. and Barron, David J. International Local Government Law. Harvard University Press. 2005.

⁸ Sennet, Richard. The conscience of the Eye: the design and social life of cities. 1990.

(or grid) and security of own actions' consequences this exchange cannot operate.

This is not actually the situation. Interviews with several local governments point out that it is even complicated to find an international lawyer in town able to deal with the international action of local governments.

Local authorities are navigating alone, this can be an advantage from the point of view of national control absence; but their initiatives are weakened by the lack of protection and certitude of their actions

4.2) The contractual aspect and the applicable law

Let's imagine that two local/regional authorities in two different countries outside the EU want to collaborate. They design a common project with objectives, results and outputs, monitoring mechanisms, timeline, human and economic resources, etc.

Both authorities agree in activities, outputs and goals...and then? What kind of legal agreement can they establish to be sure that the agreed conditions are respected by both parts at the end of the activity?

The real situation today is that local authorities lack these instruments as well as legal framework cover. They normally act based in good will and uncertainty, hoping that everything will go well. But what happens if a problem arises? If there is a government change, elections, reshuffles, change of technical staff etc. or even worse, funds are misused or "distracted"?

If the agreement would be established between two private actors the situations would be very different, as a contract would be done between them and this contract will be regulated by international private law that would establish the mechanisms for disputes settlement, the place for this settlement to be hold etc. Specialised lawyers will be available and, even

if the cost of the operation will be high, both parts could be sure of what the consequences will be.

But local governments are not private firms; they are subjects to public law in most of their actions. The general practice for C2C is not based in contracts but in programs that go ahead in the middle of a total legal void. To start with, most of the local governments in Europe are doing international activities in the middle of a not-so-clear framework even at national level.

4.3) The national legal framework that allows local governments to undertake international action

Most of the countries observed in this dissertation have lack of a clear framework about what local authorities are allow or not allow doing in the international sphere.

The situation changes very much from country to country; as it depends on the grade of decentralisation the country has, or the organisation of competencies among the administrative and legislative bodies, and we can find basically three types of situation:

- where the national government allows and regulates local government international action, in this case we can have the case where local authorities need the authorisation of the central level and the cases where they can act independently
- where the national government or the national regulations forbid that local governments have any kind of international interaction
- where the national government have not regulated the case and the local governments can profit for the absence of legislation

All the above mentioned cases have something in common: in every European state, foreign policy is considered a prerogative of the central

government and this competence is normally recognised at constitutional level.

But, what happens when a local authority decides to start collaborating with another local authority in matters that are their own competence, as sewage, sidewalks, lightening or water management?

International co-operation holds a very important political significance and the actions of some cities can start contradicting the national policy for a particular country. What would happened if the city of New York start sending help to the urban poor in Teheran?

In fact, development co-operation can be used by local authorities to undermine certain political positions of the central government. The lack of clear patterns of behaviour for local authorities are contributing to do so. It depends much more on the legal framework that establishes the need or not to ask for clearance to the central foreign office before starting international activities; but it is very difficult for the central state to deny permission to elected-local authorities that present a plan for humanitarian purposes.

4.4) The status of managing structures

When C2C becomes more "serious" and evolves from individual experience to a wider, deep and constant collaboration, the need for a permanent structure of management arises.

This present, of course, another problem. In the European framework of cross-border co-operation some structures have been created with great success, it is the case of the "Euroregions" that count with a secretariat structural. But it is normal practice that the partners decide to chose one specific national legislation in order to facilitate the managing of the project. Within the European process of law harmonisation the acceptance of other country legislation is becoming easier so this option ends to represent a good one.

At international EU level, only the "European Economic Interest Grouping" (EEIG) and the "European Co-operative Society" have been recognised by EU law. Both are mainly aimed at economic forms of cooperation and private/public partnerships based on private law. But this mechanism should need adaptation if to be used by local governments. Cooperation under public law cannot be achieved on this basis.

There is a clear need for a new EU legal instrument that provides a new basis for cross-border co-operation under public law. This could be a good beginning for further use into non-EU projects implemented with non EU member countries.

Up to now, two legal instruments are being proposed:

- the "European special purpose association", primarily orientated to long-term, strategic co-operation;
- the "European Public Law Agreement", that establishes the general requirements for a special purpose association to set up and provides a mechanism for it to be concluded and registered under EU law at national level.

The recognition of this new forms of collaboration are being negotiated in the framework of the new programming for 2007-13 that will reform the actual INTERREG and Neighbouring programs.

Another important tool is the "Madrid Convention" adopted by the Council of Europe in 1980, also known as the "Outline Convention on Tran frontier Co-operation between territorial communities or authorities" (already ratified by 25 countries) and followed by two protocols (Additional protocol of 1995 and Second protocol of 1998) on respectively the legal recognition of Tran frontier co-operation bodies and inter-territorial co-operation.

In signing the Convention, the contracting parties (national states) commit themselves (within the framework of their national laws) to a number of tasks:

- resolving legal, administrative and technical difficulties of cross-border co-operation
- considering the possibility of providing regional and local authorities with special facilities in order to engage in cross-border co-operation
- and supplying relevant information to other contracting parties, to their own regional and local authorities , and to the Council of Europe.

The Convention also proposes model treaties/agreements of cross-border co-operation adapted to the needs of regional and local authorities (that can be consulted in Annex III).

But, once more, the "facto" situation has overall the legal framework available as local governments, in absence of any available legal instrument, have decide to go ahead and create their own mechanisms, being the establishment of "Memorandum of understanding" (MOU) the most popular of all.

The main problem of these MOU is that it is created by the parts and have no common pattern, there is no registry and most of the times is not even communicated to the national authorities such as the Ministry of Foreign Affairs. In some occasions can happen that the parts do not establish even a mechanism for solving eventual disputes and, in case of disagreement, it becomes quite difficult to know how to deal with it.

4.5) Settlement of disputes

What happens if a dispute arises between two local authorities involved in a voluntary willingness collaboration process?

They can, of course, establish a private contract to be submitted to the legislation of one of the countries (most commonly the donor country), but this sometimes cannot be possible for the other part to accept, as it suppose for a public law entity to be submitted to another country legislation.

One practical solution could be the application of the UNCITRAL rules for International Commercial Arbitration & Conciliation.

The United Nations Commission on International Trade Law (UNCITRAL) was established by the General Assembly in 1966 in order to reduce obstacles to international trade. Even if only national states are participating member's of the Commission, local authorities are known for establishing contracts submitted to UNCITRAL rules in case of conflict.

UNCITRAL does not dispose itself of a court, but it has entrusted The Hague Permanent Court of Arbitration to apply their rules.

"The 1976 UNCITRAL Arbitration Rules the Secretary-General of the Permanent Court of Arbitration with the task of designating, upon request of a party to arbitration proceedings, an "appointing authority" for the purpose of appointing the members of an arbitral tribunal and ruling on challenges to arbitrators. Parties may also designate the Secretary-General himself as appointing authority under the UNCITRAL Rules or other instruments. In 2004, the International Bureau dealt with twenty-two such requests, from all parts of the world."⁹

The services offered by the Court are onerous and they are to be paid by the parts. Cost can be consulted at: <http://www.pca-cpa.org/ENGLISH/GI/scheduleofcosts.htm>

4.6) Fiscal problems

Another big problem arises when the collaboration implies a budget, the situation becomes worse if this budget has to move money from one country to another. Things complicate even more when the budget comes from public funds, taxes paid by citizens have accountability and control

⁹ From the website of the Permanent Court of Arbitration <http://www.pca-cpa.org/ENGLISH/UNCITRAL>

systems much more strict than any private multinational company. It is not the same being a private subject that can go to a developing country, open a bank account, pay the local taxes, or justify the expenditures with a mechanism that most of the times have been specifically created for this particular situation.

A local authority has no possibility to do none of these things. Normally they don't have the legal personality to open a bank account in another country, they are subject to public law and their activities are tax exempted. How can they pay the taxes to another country? The internal control procedures are designed to make any payments difficult, not to talk about the puzzle of local officers when something out of the rule comes about...maybe in another language!

The fiscal issue is just one of the many, but its importance must be taken into consideration seriously. Money travelling from one country to another is a fiscal subject to two or more different national regulations. Banks take interests to change currencies and make operations, this money has also to be justified and sometimes local regulation simply do not accept this. EU and the euro has made these operations easier, but, once more, the internal EU rules do not apply to the rest of the world.

4.7) Formal recognition of the role of cities in the international context: first steps in the recognition of local authorities as international players

Several steps have been undertaken to recognise the essential role of local governments in development. Slowly, the international level has grown conscience of the need to take into consideration the local level while talking about international law. Cities start to be independent international actors but still their status is confusing.

Some steps have been undertaken in the recognition of cities as international actor players. Here go some examples from international law:

- 1) The 1992 United Nations Conference on Environment and Development (Rio de Janeiro) approved the "Agenda 21" which for the first time considered local governments as fundamental actors for implementing environmental protection and sustainability. As Chapter 7 says: "by 1996 most local authorities in each country should have undertaken a consultative process with their population and achieved a consensus on local Agenda 21 for their communities". It is a first time that a UN Conference explicitly addresses local authorities' intervention for implementing a state-signed declaration. By 2001, more than 6000 local governments in 113 countries were participating in Local Agenda 21 initiatives.¹⁰
- 2) The 1996 United Nations Conference on Human Settlements (Habitat II) in Istanbul. Its final declaration, the "Habitat Agenda" recognises: "local authorities as our closest partners" and declares that "we must promote decentralisation through democratic local authorities and work to strength their financial and institutional capacities".
- 3) The World Charter of local self-government, promoted by UN HABITAT intends to consolidate an already initiated decentralisation process and to recognise the essential role of autonomous local authorities. Up to now the Charter hasn't been ratified but its existence is already a sign of the importance that the local governments are getting in the international arena.
- 4) The creation of UNACLA (United Nations Committee of Local Authorities) in 2000. It is the first ever permanent structure inside an UN structure. Even if its status is merely consultative, it is very important that the United Nations have a permanent structure composed and nominated by local governments.

¹⁰ Commission on Sustainable Development, Second Local Agenda Survey (2002).

5) The creation of United Cities and Local Governments (UCLG). In May 2004 the two main associations of local authorities in the world merged in a common assembly in Paris. The IULA (International Union of Local Authorities) and UTO (United Towns Organisation) that already contained main associations as WACLAC, Eurocities, Citynet (Asia) and Metropolis. The creation of a new united voice of local authorities is essential to raise awareness on the new role of the local power. UCLG has an Assembly, and Executive Council and a Secretariat with headquarters in Barcelona and regional representations in the field.

6) The Millennium Development Goals were adopted by world leaders at the United Nations Millennium Summit in 2000. They address essential dimensions of poverty and their effects on people lives taking on pressing issues related to poverty reduction, health, gender equality, education and sustainability. But, most importantly, MDGs are the means by which the international community has made a commitment, establishing quantitative targets to be attained by 2015. A list of 18 targets and 40 indicators has been established, ensuring a common way to monitor and evaluate the status of MDG's at global, national and local level. Although these goals were defined by central governments, cities and local governments have a major role in their implementation and must be taken into consideration for effective progress towards poverty reduction and better living conditions. Local governments are specially considered when it comes to the reduction of urban poverty and the improvement of lives of 100 million slum dwellers. From the development policy point of view, the MDGs establish a clear emphasis on poverty reduction instead of production increase. The main relevance of the Millennium Declaration is that it gives a series of targets and indicators that allow to actually measure and to monitor the progresses.

CONCLUSIONS

One of the first things that strike the eye is that all big cities and almost all regions in Europe have today some kind of international action and presence. We find several different approaches to international action but the common denominator is that local governments are all fighting to have a broader international presence independently of what their institutional constrictions can be.

According to the replies to the questionnaire, we could identify three groups of local governments:

- the ones that profit from the void left by the national regulation, this would be the case in Spain, Italy, France where the general citizen feeling is that public sector should invest public money in international solidarity;
- the ones that are limited by the national regulation, the case of the United Kingdom or Sweden, curiously, these are the same place where there is a less committed citizenship and where local authorities have problems convincing citizens that there is a need to invest their taxes into foreign countries;
- the ones encouraged by their national regulation, as The Netherlands or Belgium, where it appears that the citizens are generally in favour of international aid and solidarity.

According to this, it seems a recognised trend that even the most traditional centralist states are starting to give possibilities to local authorities to open up international activities, co-operation among them. As it is the case of the UK even if the central government keeps a firm control over their activities. The opposite case being Spain, where the national regulation silence leaves an open road to local governments whenever they have technical capacity. This silence though, leaves

municipalities unassisted and alone in a world where their actions have no very clear consequences, so many local bureaucracies prefer not to engage themselves and therefore establishes grants to local NGOs, much more predictable and easy to manage.

In the field of international co-operation we could observe reproduction of some of the elements founded in the traditional tension between local and central governments, the trend to control and keep the power by the central state and the will to establish own policies by the local level. But in case of the international sector there is a very important issue and is that is a general knowledge that the central state has an exclusive competence over the foreign policy. Foreign policy is one of the defining competencies of the federal states. But some years ago, the characteristics of foreign policy were very different. It usually implied the signature of international treaties, the declaration of war and the decision of who were the allies and who the enemy.

Some doubts could arise if we define that a local government has a "foreign policy" when it pays for the construction of a school, especially when it is the local government, which has the overall competence over the schools.

A different case applies if that school results to be constructed in, let's say, one country considered as an "enemy" by the central state, or where the national interest clash between local and central.

Last decades, within the European Union, we have assisted to the opening of "representations" of the Regional Governments in other countries, and the Regions have lobbied for importance in the EU budget negotiations and to be sitting in the table at the same level than the State. For the moment the tension is going on, but we have also assisted to a duplication of efforts and an internal competition inside different territories of the state in their will to access resources that only the whole weight of the central state can assure.

During several interviews with local responsables engaged in international co-operation a divided Europe has come into the map regarding the citizen's approval of the local engagement in international co-operation. While the "Latin" countries population in majority approve that their taxes go to help foreign countries, the "Nordic" or Anglo-Saxon countries seem to have difficulties convincing their citizens that international co-operation is also an opportunity for the city in terms of marketing, economy and enrichment.

Future perspectives

It is always difficult to predict the future and the world trend, but since globalisation is not longer a phenomenon to discuss but mostly a reality, it is clear that the cities and regions and provinces need to have the local capacity to deal with international issues, with other territories and other countries.

Development co-operation is an opportunity for cities since it allows the exchange of experiences of approaches between same-level entities that have problems solving same problems in different context.

The appearance of a new actor in the scene is also an opportunity for international co-operation after the last decades period of crisis and constant diminution of resources. But a different approach is needed and it is important that cities do not commit the same error that national states have done in the past.

Cities must face international co-operation as an opportunity to learn and to share their capacities to partners that also have something to give and new approaches to old problems. It is very important that European cities understand that the cities in the developing world also have skills and the capacity to analyse their own problems and to establish their own priorities. The development process should start in the South and not otherwise. European cities need to learn the capacity to listen to their

counter-parts and to step into an already defined development process as partners and not as directors. There is a big opportunity for both and, as every new process, the land is still untouched and the possibilities are still infinite. Let's hope that the challenge goes on.

ANNEX I - SURVEY FINDINGS

Research title: Survey on policies and methodologies in local international co-operation.

Tools: Questionnaire and interviews (telephone and face to face)

Number of questionnaires distributed: 493

Number of questionnaires returned: 27

Participant countries: 10. Austria, Belgium, Finland, France, Germany, Italy, Israel, The Netherlands, Spain, United Kingdom.

Participant local authorities:

Austria: Vienna City Council

Belgium: Liege City Council, Brussels Capital, Association of Flemish Towns and Municipalities (VVSG).

Finland: Tampere City Council

France: Nantes Metropole, Lille Metropole, Region Nord Pas de Calais, Champagne-Ardenne Region.

Germany: Frankfurt City Council, Munich City Council, Berlin City Council, Leipzig City Council

Italy: Trento Province, Italian Association of Cities and Regions, Bologna City Council.

Israel: Union of Local Authorities in Israel

Spain: Seville City Council, Pamplona City Council, Navarra Region, Canarias Region, Murcia Region.

The Netherlands: VNG - Dutch Association of Municipalities, Flevoland Province, Utrecht City Council.

UK: Aberdeen City Council, Canterbury City Council

SELECTED DATA FINDINGS

- The average year when the first development co-operation experience took place is 1990.
- Budgetary resources usually come from: the own local budget, national, regional or EU grants, auto-financed activities.
- TOTAL FUNDING FROM 20 local authorities: 61.628.887 euro
- The average percentage of the total budget dedicated to development co-operation is 0.5%
- Average dedicated to direct co-operation: 56,6%
- Average dedicated to indirect co-operation: 43,4%
- The 19 authorities that have provided data about the number of projects implemented during the past 5 years sums up a total of **2.735 projects**
- which means that the average number of projects in the last 5 years is **144 by each authority**

- Only 13 authorities count with a dedicated structure for co-ordinating international co-operation within the local authority
- The lack of co-ordination within the institution is one of the main identified weaknesses
- Very few authorities have developed an strategy paper, plan or policy regarding development co-operation but this issue is been solved in most of them and considered as a priority for years to come.

- Local stakeholders involved:

- other departments within the local authority
- local NGOs
- church or faith based organisations
- training institutions and university
- public services enterprises
- national government
- local development agencies
- European Union
- Trade unions (5 over 17 answers)
- The private sector (6 over 17 answers)

Partners in the developing countries are:

- Local governments
- International agencies / UN
- Church / faith based organisations
- Universities / schools
- NGOs / foundations
- The private sector (6 over 17 answers)

SWOT ANALYSIS

Strengths

- Possibility to undertake responses based on demand / Flexibility and rapidity for intervention
- Existence of funding opportunities / Increasing funds available
- Strong staff commitment / energy / belief in the benefits of international co-operation
- Focus in community development and not business oriented
- Facilitate direct exchange between experts and engineers / opportunity for decision makers in local authorities to learn from international experience
- Existence of a overall strategy for international co-operation that covers the actual and future projects
- Enhance social participation / Cultural development / Promotion of human development
- Possibilities of contracting-out qualified staff.
- Consolidation of the international development department as a permanent structure inside the city council. Consolidation of the procedures within the public sector.
- Good communication between the city council and the NGOs, civil society and private stakeholders
- Existence of a permanent structure for consultation with the NGOs and civil society.
- Local political support for international co-operation
- Skill and know how of the local authority in the field of urban development
- Equality and mutual respect between the partners
- Durability and continuity
- Possibilities to increase efficiency in concentrating efforts geographically and thematically. Concentration of the action in few geographical zones
- Empowering the role of local authorities in achieving international goals of the nation
- Promotion of tourism – strengthening the economy
- Use of the technical competencies inside the own administration
- Local partners involvement

Opportunities

- Sharing partners' experience
- Network creation / Co-ordination with other agencies or local governments
- Public relations opportunity
- EU and other funding opportunities available
- Media interested in international development projects
- Possibilities to co-operate with other organisations and partners
- The establishment of co-ordination mechanism between institutions and administrations
- Membership of international networks (UCLG, Eurocities)
- Population strongly in favour of international development
- In-act modernisation process of the overall international development co-operation
- Empowerment of the civil society
- Implication of local stakeholders, civil society and economic agents
- National government support
- Communities of immigrants other countries living in the city as a possibility to set up co-operation projects with those countries
- Development co-operation benefits all partners in strengthening cultural or economic relationships
- Francophonie: Common language for all French-speaking countries
- International support on the MDGs and sustainable development agendas
- Training the municipal leaders for national leadership
- Access to specialised staff and technical support
- Qualified partners

Weaknesses

- Cultural differences
- Limited resources available (human and financial)
- Limited impact of the action due to the wideness of the developing country's problems.
- Limited cash flow of the local authority
- Administrative overbooking
- Success difficult to measure
- Difficulties in co-ordination within the local authority / Fragmentation
- Lack of co-ordination mechanisms.
- Few impact in the local media
- Not enough ambitious
- Difficulties in transfer from planning to action
- Weakness of the financial capacity of the partner
- Few times provokes institutional empowerment.
- Excessive complication of daily procedures weight over long-term strategy development.
- Bureaucracy, lack of flexibility in the public administration
- Difficulties for co-ordination with other sectors of the public administration.
- Difficulties to conjugate the local administrative procedures with other international legal framework.
- No official strategy for international co-operation
- Too many little projects
- The local administration applies the same procedure to development co-operation than it does with other "traditional" activities. Lack of specific procedures.
- Concentration on municipal competencies avoids NGO commitment or interest

Threats

- Lack of co-ordination amongst the different agencies, duplication of work, and little use of common knowledge and networks
- Financial resources in decline
- Global insecurity and national political instability
- "Too cautious approach to risk assessment and health and safety resulting in reduction/cancellation of projects"
- "Tiredness" of the aid
- Stronger needs in other local authority's sectors
- International donors disappointment and diminution of the global amount of aid
- Small dimension of the local authorities
- Expansion of the liberal doctrine
- View of the migration phenomena as a threat
- Lack of confidence of the local stakeholders
- Lack of flexibility of the legal framework
- Lack of capacity of the local NGOs / fragmentation and excessive number of local NGOs

TABLE 1: RESOURCES

LA's name	Type	First initiative	Resources						
ALL BUDGETS EXPRESSED IN EUROS			Annual budget for co-operation (in euro)	% for direct co-operation	% for indirect co-operation	Resources origin	Percentage of budget for development co-operation	Number of permanent staff	Number of part-time consultants
Navarra, Spain	Region	1987	16.222.672 (2005)	0	100%	Region's own budget	0,51%	5	0
Pamplona, Spain	City Council	1997	1,836,271	8%	87% (*)	Own budget	0,87%	3	0
Seville, Spain	City Council	1995	3,691,534 (2005)	20%	80%	Own budget, grants	0,29%	4	1
Canarias, Spain	Region	1995	9,129,910	35%	65%	Own local budget	0,18%	12	4
Murcia, Spain	Region	1994	3,250,000 (2006)	20%	80%	Own budget , local partners , specific projects, grants and loans		5	2
Lille Metropole, France	Local Government Association (regional)	1995	550000	70%	30%	Own budget, local partners, specific projects, grants and loans, EU	0,03%	13	0

Nord Pas de Calais, France	Region	1984	1,500,000	X	x	own budget, local partner's contributions, grants, and self-financed activities)	x	22	x
Champagne-Ardenne, France	Region	1987	4,000,000	90%	10%	own budget, local partners contribution, grants, EU funding	0,7%	5	0
Nantes Metropole, France	Local Government Association (regional)	1989	900000	X	x	own budget, grants, foundations contributions	x	1	2
Aberdeen, UK	City Council	1985	106	100	0	own budget, local partner contributions, foundations	0,02	x	0
Canterbury, UK	City Council	1995	17.500	100%	0%	own budget, specific projects, EU funding	0,07%	1 (66% time)	0
Utrecht, the Netherlands¹¹	City Council	1986	475.000	80%	20%	own budget, local partner contributions, foundations, EU, self-financing activities, project based	x	1	1

¹¹ Utrecht data is referring exclusively to their partnership with Leon, Nicaragua

VNG, Association of Netherlands Municipalities, The Netherlands	Local Government Association (national)	1973	5,500,000	X	x	Ministry of foreign affairs	x	65	x
Bologna	City Council	1991	50.000 (2005)	0%	100%	own budget, partners contributions, national and European funding	0,01%	1	x
Trento Province, Italy	Province	1990	9,200,000	50%	50%	own budget, national funding, self-financing activities	0,24%	6	0
Leipzig	City Council	2004	3000	35%	65%	x	x	1/3	0
Berlin, Germany	City Council	x	x	X	x	x	x	x	x
Frankfurt, Germany	City Council	1990	35.000	100%	0%	own budget, local partners contribution, development project/programme funds, EU	x	3	0
Munich, Germany	City Council	1995	No central budget	X	x	Own budget , local partners , specific projects, grants and loans, foundations, EU	x	1	x

Tampere, Finland	City Council	1988	65,000 (2005)	100%	0%	Own budget , local partners , specific projects, EU	0,01%	1 half time	5 approx.
Brussels Capital, Belgium	Region	x	x	X	x	limited by the lack of transfers from the national government	x	x	x
Association of Flemish Towns and Municipalities VVSG, Belgium	Local Government Association (national)	1985	2,000,000	X	x	own budget, national funding, self-financing activities, grants and loans, development project funds	N/A	3	2
Liege, Belgium	City Council	2001	100000	98%	2%	own local budget, partner contributions, grants	0,05%	1	0
Vienna, Austria	City Council	x	unavailable	x	x	own budget, EU funding	x	x	x

TABLE 2: POLICIES and PROJECTS

Policies			Partners implication		
	Legal framework	Action Plan / Policy document	Participation structure	Local partners involved	Partners in the field
Navarra	National Law 23/1998 + Regional Law 5/2001	every four years, elaborating the first one with horizon 2009	YES - Consejo Navarro de Cooperacion al desarrollo	other departments within the LA, trade unions, NGOs, church/faith based , training institutions	NGOs, church/faith based, training institutions
Pamplona	NATIONAL Law 23/1998 + National regulation on the action of local governments + REGIONAL Law 5/2001 + LOCAL budget regulations + call for applications regulation + regulation on specific development co-operation call for applications (in elaboration) + specific memorandums of understanding.	Development co-operation programme (1997) and annual programming approved by the participatory structure	YES - Consejo Municipal de Cooperacion al Desarrollo (political groups, local officers and NGOs)	other departments within the LA, national agencies, unions and employers associations, private sector, church/faith based, NGOs, training institutions	local authorities, NGOs, church/faith based, training institutions, local development agencies
Seville	National Grant Regulation Law 38/2003 and Local grant regulation June 2005	Yes - Local framework plan + National Agency for international co-operation Plan (AECI)	Yes, Local Council for development co-operation	NGOs	Foundations, NGOs, Church/faith based

Canarias	National and regional laws and regulations in the field of grants management	yes - Director Plan for Development Co-operation	yes - The Management commission for development co-operation	other departments within the LA, Agencies/Ministries at national level , public services agencies, NGOs, training institutions, media, press	foundations, local governments, NGOs, training institutions
Murcia	NATIONAL Law 23/1998 + Draft Regional Law for international co-operation + Regional grant regulations for international co-operation and emergencies	no	yes - regional council with the participation of NGOs, municipal association and personalities	University, NGOs, local governments, national agency for co-operation	other government levels, aid agencies, NGOs, private sector, church/faith based, other departments within the region
Lille Metropole	National French Law 1992 + Circular 2000 + LOCAL Memorandum of understanding with partners in the field	no	International Relations Commission of the metropolitan area , composed by local governments only	other government levels, private sector, NGOs, training institutions, local development agencies	international organisations, private sector, local governments, NGOs, training institutions, local development agencies
Nord Pas de Calais	National Law July 1992	YES - Council approved policy document for decentralised co-operation 2002	no	other departments within the LA, private sector, trade unions, NGOs, training institutions	FAO, local governments
Champagne-Ardenne	National Law July 1992	no	Regional Commission for decentralised co-operation	other departments within the LA, other government levels, public service agencies, NGOs	private sector, regional governments, local development agencies

Nantes Metropole	National Law July 1992	YES - Council approved policy document for decentralised co-operation 2005		other departments within the LA, other agencies at international, national or regional level, public services agencies, NGOs, training institutions, local development agencies	bilateral agencies, local governments, NGOs, training institutions
Aberdeen	NATIONAL Local government overseas assistance act (1993)	SCOTISH Executive's international strategy + European strategy + international development policy + LOCAL International Strategy (2005) + City Council Financial Regulations and Standing orders	no, only consultation during the development of the international strategy	other departments within the LA, other government levels, private sector, training institutions	regional and local authorities, universities, schools
Canterbury	NATIONAL Local government overseas assistance act (1993)	In preparation	none	other departments within the LA, other agencies at international, national or regional level	
Utrecht	local budget	no, Memorandum of understanding with partner local governments	yes - Committee composed by the municipal officers and local actors, meeting twice a year	national association and ministries, EU, professional associations, NGOs, University and training institutions	International development organisations, foundations, private sector, local authorities, NGOs, training institutions

VNG	none	Strategic Plan + Annual workplan	YES - Permanent advisory committee integrated by local governments, development agencies and academic world	x	x
Bologna	Regional Law 12/2002 , National Law 6/2004 and 131/2003 and EU Reglament CE 625/2004	Guidelines for the Department of international relations approved by the mayor + local budget + Eurocities guidelines for European neighbourhood policies	Yes, at province level. Thematic and geographical "tables" where NGOs, associations and the local governments of the province	trade unions, NGOs, church/faith based organisations	International agencies, local governments, NGOs, training institutions
Trento Province	Province Law 10/88. Call for applications Reglament	no	Consultative annual assembly	NGOs and church/faith based organisations	Private sector, local governments, NGOs, church/faith based
Leipzig	x	no	no	x	x
Berlin	x	x	x	x	x
Frankfurt	Magistrate decisions and city partnership agreements	x	yes	Other local authorities, national agencies, professional associations, NGOs, Church/faith based	UN agencies, international development organisations, bilateral agencies, local governments, NGOs

Munich	x	x	No, structured dialogue with Munich North South Forum and One world groups	other departments within the LA, local government associations, other government levels, trade unions, public services agencies, local development agencies, private sector, church/faith based, NGOs, training institutions, media, press	UN, international organisations, foundations, private sector, regional and local authorities, NGOs, church/faith based
Tampere	local regulations	no	no	other departments within the LA, other governmental levels, NGOs, church/faith based, training institutions	Local authorities, NGOs, training institutions
Brussels Capital	National Law 13 July 2001 and decentralisation process recognised in the Constitution	In preparation	The Assembly of the regional association of local authorities deals with development co-operation issues	x	x
VVSG	National law on development coop 1999 modified in 2002 + Flemish Parliament Decree 2004	Yes	Yes	N/A	N/A

Liege	National + Regional + Local	In preparation	x	Other departments within the LA, other governmental levels, NGOs, training institutions	International agencies, private sector, local governments, NGOs, training institutions
Vienna	x	Included in the City Strategic Plan	Consulted during the strategic planning process	x	x

TABLE 3: PROJECTS

	Number of projects in the last 5 years	Ongoing projects	Geographical areas	Themes
Navarra	793 financed projects	197	South America 38%, Central America 22%, Africa 24%	Health and water 33%, Education 18%, social infrastructure 14%, rural development 9%, agriculture 9%
Pamplona	407	141	South America 39%, Central America and Caribbean 22%, Africa 21%, Europe (12%), Middle East (3%), Asia (3%)	Education (21%), Health (13,8), Population (0,4%), Water (13,6%), Governance (1,5%), Economic development (10,6%), Food (1,6%), Emergency (5,3%) Awareness (10,5%), Multi-sector (16,2%), Other (4,6%)
Seville	63	122	Morocco, Algeria, Kenya, Peru, Bolivia, El Salvador, Honduras, Nicaragua, Mexico	Health, education, economic development, institutional building, infrastructures, housing, water, environment and gender issues

Canarias	294	90	Mauritania, Cap-Vert, Senegal, Sahara, Morocco, Equatorial Guinea, Guinea-Bissau. Mali, Cuba. Venezuela, Argentina	skills and training, basic social needs, human rights, civil society empowerment, economic development, environment, humanitarian aid
Murcia	129	42	Mexico, Honduras, Nicaragua, El Salvador, Dominican Rep, Cuba, Haiti, Peru, Ecuador, Bolivia, Colombia, Venezuela, Morocco, Western Sahara, Mali, Mozambique, Equatorial Guinea, Palestinian Territories	Education, Health, Water management, agriculture, governance, infrastructures, social services
Lille Metropole	Three Programs with different actions	4	China, Senegal, Lebanon, Latin America	Sustainable development, Environment (sanitation, waste recycling, urban management ...) Governance
Nord Pas de Calais	x	x	Mali, Senegal, Morocco, Vietnam	Democracy and decentralisation, local economic development skills, health, environment, democracy improvement, sustainable development and Agenda 21

Champagne-Ardenne	100 approx.	10	Morocco, Togo, Benin, Russia, Belgium, Germany, Hungary, Check Republic, Slovakia.	poverty reduction, development, training, experience exchange, agriculture, urban planning, tourism, technological research, economic development, inter-institutional co-operation.
Nantes Metropole	50	20	Africa, Latin America, Middle East	Education, water, solid waste, youth, urban development
Aberdeen	210 twinning projects	15 -20	France, Germany, Zimbabwe, Norway, Belarus	Education, culture, arts, sports, health, environment
Canterbury	6	4	France, Belgium, Italy, Hungary, Russia	Culture, Tourism
Utrecht	15	10	Nicaragua	Urban Planning, Housing, Economic Development, Strategic Planning, Sustainable Development, Environmental Education, reforestation, sanitation.
VNG	140	60	world-wide	wide variety
Bologna	3	2	Sri Lanka, India, Romania	health and social assistance, reconstruction, gender, environment, sustainable development

Trento Province	400 circa	150	Asia, Africa, Latin America, East Europe	Education, Health, Economic development, environment, social issues, human rights
Leipzig	2	2	Ethiopia, Sri Lanka	Health care, school co-operation and administrative co-operation
Berlin	x	x	x	public services, infrastructure, technology, urban development, transport, governance, culture
Frankfurt	11	7	Asia, Africa, Central America, East Europe	Youth, education, environment, humanitarian aid, employment
Munich	3	3	Zimbabwe, Peru, Sri Lanka, Serbia and Montenegro	Governance, public services, climate protection, cultural exchange, humanitarian aid
Tampere	3	2	Tanzania, Latin America	capacity building, IT skills
Brussels Capital	x	x	Eastern Europe, Maghreb, China, Cuba, Israel, Uruguay, Brazil	urban planning, environment, housing, economic dev, public supplies, transportation, security and scientific research
VVSG	x	28	Democratic Republic of Congo, Rwanda; South-Africa; Morocco; Ghana ; Gambia; Botswana; Namibia; Senegal; Peru; Ecuador ; Bolivia ; Suriname; Nicaragua; Guatemala; Philippines; China	Waste management; municipal administration; participation; youth

Liege	6	4	Congo democratic republic	Waste disposal, census
Vienna	100 approx.	several	Albania, Bosnia-Herzegovina, Moldova, Romania, Serbia Montenegro, Ukraine, Egypt, Georgia, Iraq, Kenya, Pakistan, Palestine, South Africa	economic development, medical care, education, youth, gender issues, tourism development, AIDS

TABLE 4: NETWORKING AND FACTS

	Facts and figures				Networking	
	Population	GDP (in million euro)	Unemployment rate	LA Total annual budget	Participation to LA associations	Linked cities/regions
Navarra	584,734 (2004)	13,544	2,12%	3.154.221.793	x	x
Pamplona	195,229	x	x	21.065.632	x	Bayonne (France), Paderborn (Germany), Yamaguchi(Japan), Pamplona (Colombia), El Salvador (Peru), Ocotal (Nicaragua),
Seville	706000	11,608	17,4% (2004)	1.263.166.954	Eurocities, ICLEI, UCLG, Conference of the Atlantic Arc Cities, FEMP,	Kansas City, Guadalajara (Mexico), Quito, Buenos Aires, Rabat, Marrakech, Barcelona, Potosí
Canarias	1,962,193 (2003)	32,743	9,10%	5,421,667,940	x	x
Murcia						
Lille Metropole	1,091,438 (1999)	79,931	12,90%	1.500.000.000	UCLG / Eurocities / Cites Unies France / AFICOD	St. Louis (Senegal), Chouf Es-Souyani, Municipality of Bkassine (Lebanon)

Nord Pas de Calais	x	X	x	x	North Sea Periferic Regions, UCLG, Cites Unies France, Council of European Municipalities and Regions, Association française des collectivités, communes et régions d'Europe, Assemblée des Régions de France, Association Internationale des Régions Francophones	Silesia (Poland), Kent , Flandes, Brussels Capital, Wallonia, North Renania, Kayes (Mali), Saint-Louis (Sénégal), Doukkala Abda (Morocco), Quang Nam, Thua Thien Hué, Da Nang (Vietnam)
Champagne-Ardenne	1.33.000	30,839 million euro	x	550.000.000	AER, AREV, European Industrial Regions Ass, Industrial Change Network, AFCCRE, Cites Unies, International Ass. Francophone Regions, Big Ease Regions Ass., French Regions Ass.	Eastern Region (Morocco), Central Region (Togo), Borgou/Albori Region (Benin), Oblast Orel (Russia), Walloon Region (Belgium), Land Saxe-Anhalt (Germany), Northern Plain Region (Hungary), Vysocina Region (Check Rep), Nitra Region (Slovakia).
Nantes Métropole	x	30.000	x	x	UCLG, Cites Unies France, Association Maires de France, Association des Grandes Villes de France	Recife (Brazil), Cochabamba (Bolivia), Villa El Salvador (Peru), Tuma el Dalia (Nicaragua)
Aberdeen	212.000	1,200	less 2%	500.000.000	COSLA (Convention of Scottish Local Authorities), Conference of Peripheral Maritime Regions, North Sea Commission	Regensburg, Clermont Ferrand, Stavanger, Gomel (Belarus), Bulawayo (Zimbabwe)
Canterbury	135.000	1,900	1.7%	26,000,000	UK Local Government Association	Reims
Utrecht	256.000	X	0,03	x	x	Leon (Nicaragua)
VNG	N/A	N/A	N/A	N/A	UCLG / CEMR / ICLEI / ENTO	x

Bologna	944,000 (province)	26.065	3,1% (province) (2005)	512,010,000	ICLEI, Eurocities, Access, Tele-cities, International Association of Educating Cities, Global cities dialogue, ASCE, Association of Significant Cemeteries in Europe,	x
Trento Province	450000	x	x	3,900,000,000	ALDA (Council of Europe Association of Local Development Agencies)	Chaco (Argentina), Lima, Sofala (Mozambique), Cao Bang (Vietnam), Sarajevo, Stivor (Bosnia)
Leipzig	500000	x	21,30%	x	Eurocities, German Cities Association	Addis Abeba, Birmingham, Bologna, Brno, Frankfurt, Hannover, Houston, Kiev, Krakow, Lyon
Berlin	3,387,404 (2004)	77,300	18,10%	x	Union of the Capitals of the European Union, Eurocities, Network of European Cities of Culture, Metropolis, Summit Conference of the World's Major Cities, Conference of the World's Capital Cities, and the Hiroshima/Nagasaki City Alliance: World Conference of Mayors for Peace through Inter-city Solidarity	Brussels, Budapest, Buenos Aires, Istanbul, Jakarta, London, Los Angeles, Madrid, Mexico City, Moscow, Paris, Beijing, Prague, Tashkent, Tokyo, Warsaw, Windhoek, Copenhagen, Helsinki, Johannesburg, Shanghai, Seoul, Sofia, Sydney, Vienna
Frankfurt	650.000	163.100	0,079	7.567.000.000	UCLG	Lima, Jacksonville (USA), Cairo, Shanghai, Hong Kong, Guang Zhou (China), Madrid, Lisbon, Amsterdam, Vienna, Granada (Nicaragua), Dubai (UAE)

Munich	1,268,000	65,900	0,059	5.000.000.000	Eurocities / Telecities / POLIS / Eurograd / Energie Cities / Climate Alliance / Xarxa / CEEP / CEMR / IULA / Büro zur Kampagne zukunftsbeständiger Städte/ Deutscher Städtetag, Bayerischer Städtetag	Bordeaux, Cincinnati (USA), Edinburgh, Harare (Zimbabwe) , Kiev, Sapporo (Japan), Verona
Tampere	202,932 (2005)	x	0,136	1,000,000,000	Association of Finnish Local and Regional Activities, Eurocities, Union of the Baltic Cities, ICLEI - Local Governments for Sustainability, IFHP - International Federation for Housing and Planning, Educating Cities, Les Rencontres – Association of European Cities and Regions for Culture	Brasov (Romania), Chemnitz, Essen (Germany), Kaunas (Lithuania), Kiowa (Ukraine), Kópavogur (Iceland), Linz (Austria), Łódź (Poland), Miskolc (Hungary), Nizhni Novgorod (Russia), Norrköping (Sweden), Odense (Denmark), Olomouc (Czech Republic), Syracuse (USA), Tartu (Estonia), Trondheim (Norway), León (Nicaragua), Mwanza (Tanzania)
Brussels Capital	999.899	48,798 million (in 2002)	20,5 (in 2005)	2,500 million (in 2005)	Eurocities, Metropolis, . Assembly of European Regions	Berlin, Lille, Ile de France, Luxembourg, Vienna, Budapest, Mazovie, Wroclaw (Poland), Prague, Bratislava Region, Ljubliana (Slovenia), Vilnius (Lithuania), Moscu, Kiev, Rabat Region, Alger Wilaya, Washington DC , Quebec Province, Beijing City, Sichuan Province (China), Havana, Montevideo, Brazil State, Israel
VVSG	N/A	N/A	N/A	N/A	N/A	N/A

Liege	187,000 (2005)	x	25,2%	566.975.000 (2006)	Association internationale des Villes Francophones, UCGL, Association des Villes d'exposition universelles, Mozart Ways, Villes Ariane	Koln, Aix-la Chapelle, Kracow, Esch-sur-Alzette (Lux), Lille, Nancy, Lubumbashi (RDCongo), Québec, Plzen (Czech), Porto, Rotterdam, Heerlen, Maastricht, Saint-Louis (Sénégal), Samarkand (Uzbekistan), Szeged (Hungary), Turin, Volgograd (Russia)
Vienna	1,626,440 (2004)	x	9,80%	1,910,000,000 (2004)	AER, Working Group Danube Region, Airport Regions Conference, CEMR, Committee of the Regions, German Association of Cities, European Capitals for EU Enlargement, Environmental Conference of the European Regions, European Network for Housing Research, EUROCITIES, European Sustainable Cities & Towns, HOPE - hospital of Europe, IAWD - International Association of Water Supply Companies, in the Danube River Catchment Area, LHC - The League of Historical Cities, METROPOLIS, MILENA - Women Networking across Borders, SCEPSTA - Standing Conference of European Public Service, Training Agencies, UCLG, UCUE, Union of Capitsl of Central and South-Eastern Europe	Belgrade, Bratislava, Budapest, Busan (Korea), Chernovcy(Ukraine) Chongqing(China),Kracow, Győr(Hungary), Hanoi, Havana, Hong Kong, Ipoh(Malaysia), Minsk, Moscow, Muscat(Oman), Paris, Porec/Croatia, Sanaa/Yemen, South Tyrol, Talinn, Tayoma(Japan), Tehran, Warsaw

TRAINING NEEDS ANALYSIS

	Very interested	Quite interested	Not at all interested	Do not answer
(a) Legal aspects of development co-operation at international, national and local level.	35,30%	35,30%	5,90%	23,50%
(b) Monitoring and evaluation of city-to-city co-operation projects	47,10%	29,40%	5,90%	17,60%
(c) Management of city-to-city co-operation projects	35,30%	29,40%	11,80%	23,50%
(d) Designing policies and strategies on international co-operation at local level	47,10%	29,40%	5,90%	17,60%
(e) Learning from Best practices in city-to-city co-operation experiences	47,10%	35,30%	0	17,60%
(f) Involving local actors/stakeholders in international co-operation: participatory design and implementation of projects and policies.	47,10%	29,40%	5,90%	17,60%
(g) Procurement procedures on city-to-city co-operation and development co-operation	29,40%	29,40%	17,60%	23,50%
(h) Identification and transfer of best-practices and technical skills in a multicultural context	41,20%	35,30%	5,90%	17,60%

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- Kennedy, David. *The Rule of Law, Political Choices and Development Common Sense*, in *The New Law and Economic Development: A Critical Appraisal*, (D. Trubek and A. Santos eds., Cambridge University Press, forthcoming 2006).
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- Plummer, Janelle. *Developing inclusive public-private partnerships: the role of small-scale independent providers in the delivery of water and sanitation services*. Workshop. "Making services work for poor people", Oxford, 4-5 November 2002.
- Stiglitz, Joseph E. *Globalization and Its Discontents*. Joseph Stiglitz. New York: W. W. Norton, 2002.

- UN-HABITAT/ WACLAC. *City-to-city cooperation: issues arising from experience*. An interim report prepared as an input to discussions on decentralised cooperation at the IULA/UTO Unity Congress, Rio de Janeiro, 3-6 May 2001 and on city-to-city cooperation at the 2nd United Nations General Assembly Special Session (Istanbul +5), New York, 6-8th June 2001.
- UN-HABITAT / WACLAC- World Association of Cities and Local Authorities Coordination. *Partnership for Local Capacity Development. Building on the experiences of city-to-city cooperation*. Background documentation for the Dialogue on "Strengthening of Local Authorities". 19th session of the UN-HABITAT Governing Council. Nairobi May 2003.
- UN-HABITAT. *Cities in a globalizing world. Global Report on Human Settlements 2001*. Earthscan Publications. London 2001.
- United Nations Commission on International Trade Law (UNCITRAL). UNCITRAL Arbitration Rules General Assembly Resolution 31/98 in 1976.
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- Wheeler, Stephen; Beatley, Timothy. *The sustainable urban development reader*. Routledge Urban Reader Series. London. 2004.

REFERENCE WEBSITES

United Nations Agencies

- UN-HABITAT
<http://www.unhabitat.org>
- Best Practices and Local Leadership Programme
<http://www.sustainabledevelopment.org>
- UNDP - Public Private Partnerships For The Urban Environment
<http://pppue.undp.org/>
- FAO - Decentralised Co-operation Programme
http://www.fao.org/tc/DCP/index_en.asp
- World Bank - Governance Development Gateway
<http://topics.developmentgateway.org/governance>
- UNITAR - Decentralised co-operation programme
<http://dcp.unitar.org/spip/rubrique1.html>
- Global compact
<http://www.unglobalcompact.org>
- United Nations Development Group - MDG's toolkit
<http://mdgtoolkit.undg.org/>
- World Alliance of Cities without poverty
<http://mirror.undp.org/switzerland/wacap/>

Other multilateral organisations

- OECD - Development Assistance Committee
<http://www.oecd.org/dac>
- Council of Europe - Congress of Local and Regional Authorities
http://www.coe.int/T/Congress/Default_en.asp
- Madrid Convention - European Outline Convention on Transfrontier Co-operation between Territorial Communities or Authorities
<http://conventions.coe.int/Treaty/Commun/QueVoulezVous.asp?NT=106&CM=8&DF=22/12/2005&CL=ENG>

European Union related sites

- European Union - EUROPAID - Decentralised Co-operation
http://europa.eu.int/comm/europeaid/projects/ong_cd/index_en.htm
- INTERACT - Sharing INTERREG experiences
<http://www.interact-eu.net>
- The Euro - Mediterranean Partnership
http://europa.eu.int/comm/external_relations/euromed/
- European Association of European Border Regions
<http://www.aebr.net/>
- Committee of the Regions
<http://www.cor.eu.int/>
- Conference of European Regional Legislative Assemblies
<http://www.calre.net/>
- UCEU (Union of Capitals of the European Union)
<http://www.ucue.org/UCEU.htm>

National institutions

- GTZ - Urbanet Network for decentralisation and municipal development - Germany
<http://www2.gtz.de/urbanet/>
- InWent - Capacity Building International - Germany
<http://www.inwent.org/index.en.shtml>
- Commonwealth Local Government Forum - Uk
<http://www.clgf.org.uk/>
- National Association of Local Councils - UK
<http://www.nalc.gov.uk/>
- Local Government International Bureau - Uk
<http://www.lgib.gov.uk>
- UK Alliance
<http://www.lgib.gov.uk/lg-alliance/index.jsp>
- Cites Unies - France
<http://www.cites-unies-france.org>
- Decentralised co-operation. Ministry of Foreign Affairs - France

http://www.diplomatie.gouv.fr/fr/actions-france_830/cooperation-decentralisee_1054/index.html

- VNG International - Dutch Association of Local Governments - Netherlands
<http://www.vng-international.nl/>
- Union of Local Authorities in Israel
<http://www.ulai.org.il>
- Local Governments for peace - Italy
<http://www.entilocalipace.it/default.asp>
- Inter-regional observatory for development co-operation - Italy
<http://www.oics.it>
- ANCI - Italian Association of local authorities
<http://www.anci.it>
- Confederation of municipal funds for development - Spain
<http://www.confederacionfondos.org>
- Global Village - Belgium
<http://www.uvcb-vbsg.be/globalvillage/index.htm>

Local governments

- Bremen Initiative - New Partnerships for the 21st century - Germany
<http://www.bremen-initiative.de/index2.html>
- Co-operation with Leon, Nicaragua - Utrecht - Netherlands
<http://www.utrecht.nl/smartsite.dws?id=72686>
- Utrecht City Council
<http://www.utrecht.nl/international>
- Leeds City Council - UK
<http://www.leeds.gov.uk/International%20relations/page.aspx?style=>
- International Affairs - London - UK
http://www.cityoflondon.gov.uk/Corporation/business_city/promoting/international.htm
- ICOD - Institut Régional de Coopération Développement Alsace, France
<http://www.ircod.org/index.php>

- Region Aquitaine - France
<http://cooperation.aquitaine.fr/>
- Nantes Metropole - France
<http://www.nantesmetropole.fr>
- Lille Metropole - France
[http://www.cudl-lille.fr/page.php?P=data/tout sur la metropole/la metropole a l international/&rub=251](http://www.cudl-lille.fr/page.php?P=data/tout%20sur%20la%20metropole/la%20metropole%20a%20l%20international/&rub=251)
- Region Nord-Pas de Calais - France
<http://www.nordpasdecalais.fr/international/intro.htm>
- Region Bruxelles Capitale - Belgium
http://www.bruxelles.irisnet.be/fr/region/region_de_bruelles-capitale/ministere_de_la_region_de_bruelles_capitale/competences_et_organisation/secretariat_general/service_des_relations_externes_/direction_des_relations_exterieures.shtml
- Twinning between Molenbeek-Saint-Jean Et Oujda - Belgium
<http://www.molenbeek.be/fr/JumelagesFR/Jumelages.htm>
- International Relations - Turin City Council - Italy
<http://www.comune.torino.it/relint/>
- Decentralised Co-operation in the Balkans - Venice - Italy
<http://www.creb.it>
- Milan City Council - Italy
<http://www.comune.milano.it/relazioninternazionali/index.html>
- Decentralised Co-operation observatory - Bolzano - Italy
<http://www.provincia.bo.it/osservatoriocooperazione/>
- Perugia City Council
<http://www.comune.perugia.it/canale.asp?id=2300>
- Emilia Romagna Region - Italy
<http://www.regione.emilia-romagna.it/cooperazionedecestrata/>
- Bologna City Council
<http://www.comune.bologna.it/conoscere/bolognamondo/europrogetti.php>
- Veneto Region - Italy
<http://www.regione.veneto.it/Temi+Istituzionali/Relazioni+Internazionali/Uffici+2.htm>

- Trento Province - Italy
<http://www.trentinocooperazione.it/>
- Umbria Region - Italy
<http://www.entra.regione.umbria.it/organizzazione/servizio.asp?iddir=2&idser=82>

Other useful sites

- UEMRI Guide to city networks
<http://www.gdrc.org/uem/networks/index.html>
- Twinning market
<http://www.twinnings.org/>
- IDEA - Uk
<http://www.idea-knowledge.gov.uk>
- Cespi - Italy
http://www.cespi.it/progr2006/pro-coop_decentrata06.htm