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MINISTRY OF INTERIOR, PUBLIC ADMINISTRATION AND DECENTRALIZATION  
MINISTRY OF FOREIGN AFFAIRS

## **A Europe of cities and citizens**

*A Practical Guide to the International Partnerships  
of Local Authorities*

ATHENS 2007

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## Foreword

Bearing in mind that local authorities constitute a powerful level for regional development and leading factor for local democracy, the actual promotion of their cooperation within the European and the international levels, is not only a necessity, but also a guarantee for the most successful fulfillment of their mission. In the current political and economic circumstances, the cross-border, interregional and intergovernmental cooperation constitute the foundation of the European strategic planning for an efficient and effective management of local affairs and a creative coexistence that respects the diversity and the variety of the local societies, which is a factor for the promotion of the local advantages.

The importance of the local authorities' cooperation is institutionally acknowledged as a right in the article 10 of the European Charter of Local Self-Government.

Local government, being the closer administration level for the citizens, has become undeniably a source of popular sovereignty and a cell of democratic legitimation. Therefore, the active role and cooperation of the local authorities, at the national and supranational levels, strengthens the quality of democracy, on the one hand, and encourages citizens' involvement in the decision-making procedures, on the other.

However, the effective involvement of the local authorities' potential and the intensification of their international contacts, require an appropriate institutional framework which facilitates their cooperation and the development of joint initiatives. Consequently, all member states of the EU should encourage information and awareness campaigns for elected representatives.

This practical Guide is a handy instrument, placed within this framework, which aims to promote and facilitate the cooperation among local authorities. It is also providing to them useful instructions and trends, which contribute to strengthening citizen participation, enhancing local democracy and advancing local affairs through the exchange of experiences and good practices. It also contributes to the development of the spirit of solidarity and cohesion, particularly within the EU.

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## Foreword

Fifty years ago, our founding fathers laid the foundations of our great European venture by signing the Treaty of Rome. In its preamble, this Treaty affirms, amongst others, two principles of great importance. First, that the signatory States are “determined to lay the foundations of an ever closer union among the peoples of Europe.” Second, that they are “anxious to strengthen the unity of their economies and to ensure the harmonious development by reducing the differences existing between the various regions.” This practical guide on the international co-operation of local authorities addresses the above two principles at their very core. It is also an exemplary contribution to our current European endeavour of bringing Europe closer to its citizens.

Aristotle wisely wrote that “if liberty and equality, as is thought by some, are chiefly to be found in democracy, they will be best attained when all persons alike share in the government to the utmost.” Indeed, the present guide offers valuable insight on the dissemination of decision-making power through developing local institutions harmoniously, and ensuring that there is fruitful and constructive dialogue between local governments and those they represent. It also offers examples of best practices, thereby providing tangible pre-conditions for the effective and, in turn, sustainable decentralisation of decision-making.

Indeed, this project is a most valuable contribution to addressing the wider challenge the EU is currently facing; namely of making Europe more engaging for its citizens. The peoples of Europe have asked for a more transparent and participatory

Europe; a Europe, which is less removed and has less dividing lines. Through strengthening our local authorities, we provide them with the means, and the tools, to increase citizens' involvement in local decision-making nuclei. Moreover, the effective and efficient co-operation between local authorities at the EU, and wider international levels, is conducive to the fostering of stronger friendships between and amongst peoples. In our interconnected and interdependent world, co-operation and the nurturing of ties at the local and regional levels are at the very core of sustaining peace and security. Intercultural understanding and co-operation are the cornerstones of a tomorrow characterised by stability, peace, and security. They are also the consolidation of what we in Europe have always supported; namely that our strength lies in our unity through our diversity.

**Dora Bakoyannis**

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## Introduction

In an era of globalised markets and regional agglomerations and, specifically, of European integration, the world is fast becoming more and more interdependent. It is about a world where the role of cities and citizens are found in the forefront of discussion, especially, in relation to the role that local authorities play vis-à-vis European unification. The European Union today forms a dense network of institutional, social and political relationships, which has become even richer in the context of an enlarged Europe and will continue to do so in the context of future enlargements. European citizens are at the heart of this process and their active involvement is essential in order to ensure a democratic and balanced development of the European Union.

The European Union is, however, currently facing a paradox: despite the successes and achievements of the European Union since its creation, European citizens seem to have developed a certain distance towards the European institutions and to have difficulties in identifying themselves within the process of European integration.

The European Council has recognised on several occasions the need to bring the European Union and its institutions closer to the citizens of the Member States and it has encouraged the Union's institutions to promote citizens' participation in public life and in decision-making. The Commission has identified three different types of responses to this problem, which are to be implemented by different initiatives of the Commission. First, there is a need for better information of citizens about European institutions and better communication on European issues in general. Second, citizens need to be fully aware, and make full use, of their rights as citizens of the European Union, as described in Article 17 of the EC Treaty, and of their fundamental rights under the Charter on Fundamental Rights. Third, citizens should also be aware of their duties as citizen and become actively involved in the process of European integration, developing a sense of belonging and a European identity<sup>1</sup>.

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1. See Commission of European Communities, *"Decision of the European Parliament and of the Council establishing for the period 2007-2013 the programme "Citizens for Europe" to promote active European citizenships"*, Brussels 2005, p.2.

More particularly, the new programme of the European Commission entitled "Europe for Citizens, 2007-2013" places citizens in the core of the unification process, accords them the opportunity to fully undertake their responsibilities as European citizens and responds to the need for improving their participation in the building up of Europe. This programme puts citizens at the centre, offers them the opportunity to fully assume their responsibilities as European citizens and responds to the need to improve their participation in the construction of Europe. This programme would encourage cooperation between citizens and their organisations from different countries in order to meet, to act together and to develop their own ideas in a European environment that goes beyond a national vision and which respects their diversity. The town-twinings and the networks of cities constitute not merely tools intended for the implementation of the main goals of the programme, but also the best proof that local governments cannot remain inactive and introvert to what is happening at a Europe-wide and global level.

The purpose of present guide is to encourage local authorities to develop greater international activity, by providing practical advice for the implementation of town-twinning relationships, the creation of networks of cities and European Groupings of Territorial Cooperation (EGTC) and by citing examples of model international partnerships between agencies and associations of subnational authorities (local and regional ones), as well as useful information, both as to the prospects of financing that are accorded through the aforementioned Programme of the European Commission for such sort of initiatives, but also in regard to self-governing structures of the member states of the E.U.

Apart from rendering the idea of Europe more tangible for its citizens, the international partnerships between subnational authorities may prove beneficial both to the regional or local governments as well as their communities. Through continuous communication, exchange of ideas and best practices and the exercise of pressure upon national and community decision-making bodies, the international associations of subnational authorities and the networks of cities stand as vehicles for forging a better environment for the residents of local communities as well as contributors to the betterment of the entrepreneurial effectiveness of local governments. All of them constitute the necessary prerequisites for any serious attempt at modernizing and streamlining the regional and local governments in our days.

## CHAPTER I

### Chapter 1 The town-twinning concept



## 1.1 General

"A twinning is the meeting between two municipalities to act together within a European perspective, confronting problems and developing increasingly closer and friendlier ties between one another". In these words, Jean Bareth, one of the founding fathers of the CEMR, defined twinning after the Second World War in 1951<sup>2</sup>. Besides, the original idea that led to the town-twinning in Europe a little after World War II, as it is noted in the official website of the European Commission, was "to know and understand better each other"<sup>3</sup>. Today, with around 30.000 links between municipalities throughout the European continent<sup>4</sup>, we now know that this institution has contributed significantly to assuring peace between the nations, to the creation of the necessary perquisites for the existence of a multi-level democratic governance, as well as to the effort of consolidating a common European conscience throughout the entire European Continent, as the same is demonstrated by its historical course.

## 1.2 The Historical Course of Twinning

The history of the institution of the twinning dates back to the first half of the 19th century. In 1836, the German city of Paderborn and the French city of Le Mans proceeded to concluding the first unofficial act of twinning. A whole century (1930) had to elapse in order for the first modern twinning between the German city of Wiesbaden and the Austrian city of Klagenfurt to be officially recorded. Despite the foregoing, historians often cite the twinning of Orléans (France) and Dundee (Scotland) in 1946 as the first modern twinning arrangement. The twinning was based on the wish to strengthen the European idea as well as to revive a 700-year-old alliance between the two cities, described as the 'Auld' Alliance<sup>5</sup>.

### 1.2.1 Europe

The institution of twinning, as a pacifist movement, conquered Europe in the aftermath of the destruction that was brought about by World War II. An early example of twinning,

2. See CEMR, *A Europe of Citizens. Tomorrow's Europe*, CCRE/CEMR, Paris 2003.

3. See European Commission, "Town-twinning", *European Commission Official Home Page*, ([http://ec.europa.eu/towntwinning/index\\_el.html](http://ec.europa.eu/towntwinning/index_el.html)).

4. According to the most recent data provided by the Council of European Municipalities and Regions, the number of twinning amounts to 30,967. See CEMR, *89200 Sub-national Authorities in the European Union*, CCRE-CEMR, Paris, 2006.

5. A mutual assistance pact between Scotland and France, which can be traced back officially to 1295; under this alliance, France and Scotland undertook to invade English territory if either country was attacked by England [Source: BBC, Timeslines, History, [http://www.bbc.co.uk/history/timelines/scotland/auld\\_all.shtml](http://www.bbc.co.uk/history/timelines/scotland/auld_all.shtml)]. See European Commission, *An old Phenomenon Expanding Fast*, cited in *The Magazine. Belonging to the European Union*, Issue 20, Office for Official Publications of the European Communities, Brussels, 2003, p.8.

standing as a symbol of reconciliation and solidarity, was the Council of Bristol, which sent five citizens-promoters in a good will mission to Hanover in 1947. The twinnings between Bordeaux and Bristol and Velettes-sur-mer and Greenock in 1947 followed suit. Since then, the institution of twinnings and the propagation of the European idea have proceeded hand in hand, with the support of the CEMR and the United Town Organization (UTO), and have steadily evolved though not in a spectacular way. In reality, in January 1951, fifty mayors united their forces by incorporating the local dimension in the undertaking of building up Europe and created a voluntary organization, the so called Council of Municipalities and Regions (CEMR), which was bound to become the largest forum of local and regional authorities (See Chapter 5.1). A few years after the founding of CEMR, in the preamble of the Treaty of Rome signed in 1957, it was underlined that the member states of the Community "are steadfastly resolved to lay down the foundation of a closer union between the peoples of Europe". This was the goal that was set at the Community level. In the same year, the Congress of Local and Regional Authorities (CLRAE) of the Council of Europe adopted the report relating to the participation of local authorities in the diffusion of the European idea where, between other things, it was stressed that "the system of twinned municipalities is undoubtedly one of the most powerful and effective tools that local authorities possess in order to influence public opinion in favor of the European ideal". There followed a series of decisions reached by Congress that recognized the significance of twinnings for the European cause<sup>6</sup>. The establishment of the European Development Programme of Inter-Municipal Exchanges, although sub-funded by the Parliamentary Assembly of the Council of Europe, has contributed further to consolidating the particular importance of international exchanges taking place between the local authorities at the pan-European level.

In 1979, the introduction of direct elections for the members of the European Parliament further strengthened the voice of the representative body of the European societies. In the same year, the CLRAE, in one of its most significant decisions concerning the institution of twinnings, recommended to the local and regional authorities of the member states of the Council of Europe, *inter alia*, the "intensification of the efforts pertaining to the organizing of new twinnings, mainly with insular and regional countries, ... the use of twinnings as a basis for the inter-municipal provision and exchange of assistance of technical, economic, cultural or moral nature ... the encouragement of citizens to participate in various actions associated with twinnings ... the staging of twinnings at the regional level, preferably among regions facing similar problems, as well as the utilization of migrant workers for the creation

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6. See CLRAE, Resolutions 4, 5, 6, 1958 *ibid*, Resolution 29, 1962 *ibid*, Resolutions 55, 57, 1966 *ibid*, Resolution 61, 1968 *ibid*, Resolution 72, 1972.



of twinnings with cities of the country of their origin"<sup>7</sup>. In January 1984, in Fontainebleau, the European Council set up a committee with a view to investigating the actions that should be undertaken by the Community, in order, on the one hand, to satisfy the expectations of the European citizens, and on the other, to propose measures that are designed to promote the European identity at European and global levels. The Adonnino report, submitted by the commission to the community organs, underlined that "solidarity between the citizens of the member states and mutual understanding and cooperation-important though they may have been for the creation of Europe- are widely supported and facilitated by the twinning of cities, which in many cases has been organized under the auspices of international representative organizations of regional and local authorities". In 1988, the European Parliament adopted the report on twinnings drawn up by Nicole Fontaine, who noted that twinnings overall promoted the ideal of European unification and contributed to the creation of a European cultural web. However, in her report, N. Fontaine also underlined that the expansion of twinnings was confronted, on the one hand, with language problems, geographical distances or small-sized municipalities, and on the other, with the unequal distribution of the aforementioned initiatives which, to a great extent, were mainly concentrated among the founding member-states of the Community. This, however, did not prevent the European Commission, on the basis of the decision taken by the European Parliament concerning twinning projects between European Local and Regional Authorities (1988), from making provision for a grant award (European Commission Grant for Twinning) for twinning projects that has been allocated since 1989. The objectives of the subsidized twinning projects of the European Commission consist in supporting (a) events between twinned cities, which contribute to the close rapprochement of the European citizens and encourage active European citizenship and (b) cooperation and bonds that have been forged between local authorities at a European level, something that constitutes a significant contribution towards European integration.

The European Commission recently published the Programme "Europe for Citizens 2007-2013"<sup>8</sup>. This programme constitutes a continuation of the previous programme that was designed to promote active European citizenship ("Citizens for Europe 2004-2006"), mainly through the institution of town-twinings. Through the specific programmes, the Commission encourages exchanges between cities of the member states of the EU. The projects, falling under the eligibility criteria, are usually three: the exchanges between twinned cities; the conferences and citizens' meetings concerning European issues and activities aimed at strengthening the idea of partnerships; and the retraining seminars designed for persons

7. See CLRAE, Resolution 112, On Past Record and Future Prospects of Twinnings Between Local and Regional Authorities, Council of Europe, October 18, 1979.

8. See Chapter 6.

in charge of town-twinning projects. However, apart from the town-twinnings, the European Commission has also financed the so-called “Golden Stars of twinings”.

Actually, since 1993, the European Commission has created a prize for the most merit-worthy twinning projects carried out by twinned towns, which had received Community grants in the previous year. These awards, known as “the Golden Stars of town-twinning”, are awarded every year and go to towns which, through their twinning actions, have clearly demonstrated their commitment to European integration and contributed to bringing together people from both inside and outside the European Union, so forging closer links between the citizens of Europe. The involvement of young people, actions involving towns in more than two countries, schemes between cities in the marginal areas of Europe separated by a large distance, and themes featuring a high European value are some of the selection criteria for awarding the specific prize. Since 2006, this prize has also been awarded to civil society projects, and for this reason it has been renamed as the “Golden Stars of European Citizenship”.

However, the most important development that has been achieved during the last years in the historical course of the institution of twinings in the European continent, has been the implementation of twinning relationships between cities of the member states of the EU and those of the countries of Central and Eastern Europe after the fall of the Berlin Wall that has made the greatest possible contribution to the entry of the particular countries into the EU and to bridging the existing gap that characterized Europe during the Cold War period. The role played by the Council of Europe has proved to be particularly important in this direction. The CLRAE of the Council of Europe, recognizing that “the aim of twinings between towns and municipalities is to enable meetings involving entire populations, in order to get to know each other better, to overcome prejudices, to become aware of a common heritage – European civilisation – and of the converging interests of European nations, and to inform the population of what is at stake in the creation of a united Europe”<sup>9</sup>, has called upon the members of the local communities and, in particular, the chosen representatives of the local authorities and the associations of municipalities, “to develop twinings between Eastern and Western European towns, exchange of experience between elected local representatives, economic and technical co-operation and meetings between professional groups, in order to strengthen local democracy and to improve their economic situation in Central and Eastern European countries”<sup>10</sup>.

9. See CLRAE, Recommendation 4, *On partnerships Between Towns and Municipalities – An efficient instrument for co-operation in the Larger Europe*, Council of Europe, 13 June 1994.

10. See CLRAE, Resolution 7, *On partnerships Between Towns and Municipalities. An efficient instrument of Cooperation in the Larger Europe*, Council of Europe, 3 June 1994.

### **1.2.2 America**

On the other side of the Atlantic, the "Sister Cities" programme was begun in 1956 by President Dwight Eisenhower. It was originally administered as part of the National League of Cities, but since 1967 it has been a separate organization, Sister Cities International (SCI), which is a nonprofit citizen diplomacy network creating and strengthening partnerships between U.S. and international communities in an effort to increase global cooperation at the municipal level, to promote cultural understanding and to stimulate private business and economic development. Prior to that sister city relationships were forged between the city of Toledo (Spain) and the city of Toledo of Ohio (USA) in 1931, and between the city of Vancouver (Canada) and the Ukrainian city of Odessa in 1944, which was based on aiding the allied port city during the Second World War.

### **1.2.3 Greece**

The foundations of the institution of twinnings in Greece were laid a little before 1949, when the relief aid reached Trikala from Tucson-Arizona. The initial letter T comprising the name of the city of Trikala and its flat geographical character were the criteria on the basis of which Tucson chose Trikala for the purpose of dispatching the relief aid provided for within the framework of the Marshal Plan. The two cities developed close ties and were twinned, while the American city defrayed the costs of studies for four children originating from Trikala, who returned to their home city as scientists after years of studies in the USA. Since then and up to the present day, according to data provided by KEDKE (Central Union of Municipalities and Communities of Greece), over 530 twinnings, involving at least 265 municipalities and 59 communities of the country, have overall been made. The country, whose cities have been engaged in most twinnings, is Italy followed by Cyprus and Bulgaria.

The brief historical review demonstrates that in the era of networks and regional integration and overall promotion of sub-national levels of administration as the major protagonists of the contemporary model of multi-level governance at a global scale, the institution of twinnings constitutes the most appropriate structure for the development and further tightening of relationships between cities and citizens coming from different countries, thereby contributing to finding common solutions to local problems<sup>11</sup>.

More particularly, first, town-twinning exchanges rely upon the voluntary commitment of citizens, in collaboration with their local authorities and local associations. It is therefore both a sign and an incentive to active participation. Second, it encourages exchanges of

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11. See European Commission, *A Europe of Towns and Cities. A Practical Guide to Town-Twinning*, Brussels, 1997, p. 18; *ibid*, *Implementation of the Europe for Citizens Programme. Work Plan 2007*, The European Commission, Brussels, 2007, p. 11

experiences on a variety of issues of common interest, thereby raising awareness on the advantages of finding concrete solutions at the European level. Finally, it provides unique opportunities to learn about the daily lives of citizens in other European countries, to talk to them and very often to develop friendship with them. Thanks to the combination of those elements, town twinning has a real potential of enhancing mutual understanding between citizens, fostering a sense of ownership of the European Union.

## 1.3

### **Twinning as a convenient structure for partnerships and as an instrument of solidarity**

#### *(a) A flexible framework for partnerships.*

Naturally, town-twinning does not constitute the only channel for exchange and transnational cooperation but it does have the particular advantage of combining bonds of friendship with varied forms of exchange. For example, as it was noted earlier, the task of reconciling France and Germany, after 1945, was made easier by the large number of twinning schemes between towns on either side of the Rhine. Moreover, today, they contribute creatively through the exchange of experiences and best practices, in issues pertaining to regional development and operation of local services. Above all, twinning constitutes the culmination of multilateral and long-term partnerships and not the beginning of a cooperation that is realized and geared towards landing a benefit for the local societies, their members and, by extension, their countries. Twinning does not constitute an end in itself, but the means for the furtherance of permanent policy targets and exchanges.

#### *(b) An instrument of solidarity.*

As it was previously stressed, the process of European integration itself owes much to the institution of twinning in the course of the last fifty years. "We are not forming coalitions between states, but union among peoples". These were the words that Jean Monnet<sup>12</sup>, one of the Community's founders, employed to convey the essence of the European integration. Initially, the Franco-German reconciliation, further, the dissemination of the European idea, later the widening of contacts with the countries of Central and Eastern Europe, and, today, the economic and social cohesion in the context of European integration, have all constituted objectives, to the implementation of which, twinning has offered a lot. Besides, the guiding principle that led the common Market in its very first steps was to bring together men and women from often different walks of life so that they can jointly manage their common interests. The common experiences acquired by the people of Europe created a mutual understanding and greater toleration against foreigners. This entailed the creation of a feeling of belonging to a community, which was reflected in greater solidarity between its

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12. See European Commission, *A Europe of Towns...*, *ibid.*

members. Twinning schemes that have been formulated in the European space are born of the same approach. The solidarity may be expressed at the local level in joint efforts to find solutions to problems towns have to face in such areas as local government management, town planning and immigration. Getting involved in specific projects on the ground is the best way of generating solidarity in practical terms. Thus, local societies play a substantive role in the building of Europe, being conscious that the similarities that unite them are more powerful than the differences that separate them, thereby converting international partnerships and twinings into a vehicle for the creation of a common European conscience, always with respect to the history and civilization that is built upon the particularities of each country or region.

## 1.4 Conclusions

The historical course of town-twinings has endowed Europe with lessons that constitute also contemporary challenges, as far as the institution of twinings is concerned. These challenges are summed up as follows<sup>13</sup>:

- (a) The citizens' meetings constitute the backbone of twinings. This was made evident in the aftermath of World War II in the context of the French-German rapprochement, and more intensely so, during the decade of the 1990s, within the framework of European enlargement, encompassing the states of Central and Eastern Europe. Volunteerism has equally contributed to the consolidation of the feeling of belonging and to the possession of a common identity between the members of local societies at a Europe-wide level.
- (b) The town-twinings are not a top-down process, but a bottom-up one that is built upon commitment, initiative and devotion between the members of the local societies.
- (c) A key to twinings is flexibility and autonomy. The red tape of central administration is apt to render individual initiative more difficult. The setting up of regional networks and agglomerations constitute the new structure of promoting inter-municipal partnerships at an international level.
- (d) During the decade of the 1990s, twinings constituted the vehicle for striking a series of partnerships in sectors, such as sound governance and regional development.
- (e) Twinings need, apart from funding European programmes, also external economic assistance, as well as multifaceted support from civil society organizations, so that taxpayers' money should not give the impression of having been encroached upon.

13. See Anders Knape, "Development of Town Twinning Since 1989", *Europe for Citizens Forum*, Brussels, 28-29th September 2006.



## CHAPTER 2

## Chapter 2 The practice of twinnings





## 2.1 General

As the accumulated experience obtained by those local authorities with strong tradition of international work has shown so far, international partnerships and twinnings have been compulsively promoted, mainly by using isolated local personalities as a driving force. Thus, they are fast deprived of their potential, especially after these personalities have in whichever way withdrawn themselves from the local forefront, with the relevant result that only the remembrance of the initial contacts and the relevant pronouncements have been left. The institution of twinnings must be absolved from internal prioritizations, domestic publicity, as well as pressures brought about to bear by various bodies which are apt to regard it as an additional mechanism of political influence-peddling and favoritism, or better still, one that is incited by mental disposition, special emotional charge or under the influence and weight of specific events. By contrast, it presupposes strategic and careful steps before a twinning relationship is arranged.

## 2.2 Town-twinning Benefits

International partnerships and, especially, the institution of twinnings provide a series of benefits for those involved, notably the local authorities, which can be broken down into three categories, as follows<sup>14</sup>:

### 2.2.1 Local Authority benefits

#### a. *Improving service delivery and problem solving capacity*

Sharing information and experience with overseas partners can help local authorities improve the quality and cost effectiveness of their own services. More particularly, exchanges between council officers can end up to the following actions:

- ❑ the exchange of experiences in the planning of policies and practices regarding administrative innovations that will lead to the improvement of bilateral communication with citizens and the upgrade of provided services;
- ❑ the joint pilot applications can lead to the evaluation of innovations before their wide application;
- ❑ the performance of systematic benchmarking ("standardization")<sup>15</sup>, so that the spreading of best practices is facilitated;
- ❑ the joint determination of effective and efficient indicators to evaluate local policies;

14. See S. Handley, *Take Your Partners. The Local Authority Handbook on International Partnerships*, Local Government International Bureau, London 2006, pp.6-8.

15. By the term of benchmarking we denote a comparative evaluation that is done on the basis of a system of specialized indices, which is constantly enriched and updated for the best possible monitoring of a policy. It is mainly used in the area of strategic management, where the organizations tend to evaluate the various aspects of their procedures in relation to the existing optimum practices relating to their sector.

- ❑ the formulation of personnel's behavioural codes;
- ❑ the undertaking of joint actions designed to develop human potential through exchanges of a definite period and common educational programmes.

*b. Increasing global and European awareness*

Globalization means that local authorities are required to work in accordance with the European and global standards and operate in due compliance with the requirements of the world markets.

*c. Accessing EU funding*

European Union funding programmes usually require local authorities to work with partners from other countries. Established links, including twinning arrangements, provide an excellent source of potential partners, enabling them to unlock funding for technical projects.

*d. Staff development and training*

International partnerships offer innovative opportunities for all levels of staff and in a number of subject areas, ranging from the management development to practical skills relating to the performance of administrative affairs. This contributes both to the instillation of a different administrative culture and work ethics, as far as the members of the staff of the local authorities are concerned.

*e. Member development and training*

Elected members can also benefit from the personal development opportunities available as a result of overseas partnerships<sup>16</sup>.

### **2.2.2 People to people benefits**

*a. Promoting tolerance and increasing understanding*

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

*b. Promoting stronger community partnerships*

As activities often involve a wide cross section of the community, international partnerships can also help increase understanding between different sectors at home, as well as between the international partners.

*c. Enhancing youth activities*

Overseas partnerships can give young people their first experience of life abroad. Youth exchanges or work experience can not only prove enjoyable but can also increase practical skills and enable young people to compete more successfully in the global workplace. Contact with foreign counterparts can provide an environment in which young people can explore social and political issues, deepening their awareness.

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16. See Handley, op.cit.

### **2.2.3. General benefits**

#### *a. Promoting community well being*

Bringing together counterpart organisations, experts and interest groups in health and social welfare can lead to improvements in social policy and community services and facilities. Sharing expertise and experience on issues such as unemployment and drug and alcohol dependency, and comparing facilities for the young and elderly can bring about changes at a local level that can make a real difference to people's lives.

#### *b. Public awareness and learning*

Taking part in international partnerships can raise public consciousness and encourage debate on major global issues, such as the environment, racism or poverty. Partnerships can also be used as a learning tool for all age groups in understanding the social, political, environmental and economic issues that face other parts of the world.

#### *c. Education*

By providing a realistic context for learning, local authority links bring textbooks to life and serve as a resource for many subjects.

#### *d. European conscience and identity*

Through the institution of twinnings, Europe has ceased to be an abstract entity and a system of institutional bodies and complex decision-making procedures. By participating even to a single athletic tournament, the members of local societies lay the foundations of a Europe of People and Citizens rather than a Europe of Nations. Europe of People is possibly the first step and, perhaps the most difficult one, for a common economic home that each one feels he/she belongs to. The twinnings carry a symbolic value because they represent the main means for the cultivation of this feeling among the people of the national and local societies of the EU, especially those of the small-sized local authorities, which cannot afford the economic burden for the hosting of delegations and the conduct of a dialogue with foreign ones.

#### *e. Economic and business development*

International partnerships allow small and large organisations, in both the public and private sectors, to explore potential economic benefits, through trade or exchange of technical knowledge to improve business efficiency and service delivery. Tourism is recognised as a key component of the economy of countries, such as Greece. A research conducted in 2018 Italian local authorities showed a remarkable increase in the number of tourists on the Italian territory due to twinning schemes and educational and cultural exchanges. The twinnings have also helped Italian industries to advertise themselves through a lucrative network of exchanges<sup>17</sup>.

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17. See AICRE, *Twinnings and their added value*, p. 5.

## 2.3 Practical Steps to setting up a twinning partnership

In general, there are two main phases in the process leading to twinning and each one requires equal attention and time:

- Preparation,
- Implementation.

Whereas implementation seems to be the most important part of a partnership, careful and detailed preparation is also vital prior to assuming any form of action.

### **2.3.1 Preparation**

#### *2.3.1.1 Finding a partner*

There are many elements to consider before getting involved in an international partnership. Initially, local authorities should give careful consideration to the following questions:

- What do they want to achieve from the partnership, both generally and specifically?
- Do they want to work with a local authority or community similar to their own?
- How will they accommodate the expectations and aims of the potential partner?
- On a practical level, how will they work with their partner on a practical level? Are they able to communicate, can they respect each other's differences, reach compromises and achieve all their aims?
- What is the vision of this international partnership?

After a thorough examination of these issues, an investigative procedure will be required for the search of a suitable partner, something which presupposes the collection of information, either through the internet, or by direct access to the city with which twinning is sought or through the national associations of local authorities, or even with the assistance of a consultative company.

#### *(a) Internet*

The twinning market constitutes an initiative of the associations of EU local authorities, which form part of the CEMR twinnings network, aiming at assisting those local authorities, which are in search of a partner town. The twinning market introduces a new contact place for those local authorities, which are interested in facilitating the direct search for a partner and the promotion of new twinnings. The idea is very simple: a representative of the local authorities, by logging into the website of the twinning market (<http://www.twinnings.org>), fills his profile in a form as well as the characteristics of the prospective partner. As soon as the form is completed, it can be transmitted, either indirectly or by e-mail. Once the profile of the local authority has been checked, it will be published in the website of the twinning market. Alternatively, a local authority may choose to see a list with all the profiles of those interested local authorities or may do so on the basis of population or country of origin of

the prospective partner. All the profiles of the local authorities will be drawn up in the English language. As soon as a candidate local authority is found, the prospective partner will either communicate directly with it, or through the national association to which it belongs.

#### *(b) Exploratory Visit*

Potential partners should make contact with each other to check areas of common interest. Exploratory visits are a useful way to discuss individual aims and objectives for the partnership, and to ensure there is a consensus on the way forward. Exchanges of letters and contacts of various kinds round off the preparatory stage. In fact, before a visit, both sides should draw up a list of key questions and queries and undertake some basic research on each other's culture. It is also important to decide whether partners can work with the individuals concerned on a detailed project. By tactfully asking searching questions and taking photos and video footage of the area, the two sides should be able to decide whether they can work together.

#### *(c) National Associations of local authorities*

A local authority may seek a partner with the assistance of the national association of local authorities of its own country, which is in direct contact with CEMR.

#### *(d) Consultative organizations*

Organisations equipped with the relative know-how and expertise, accredited at the European level, could be an alternative to those local authorities, which seek transnational cooperation, yet, lack the necessary human resources and are weak on international work.

As the practice of twinnings has shown, there is a number of criteria that should be taken into account prior to the selection of a partner and which is likely to play a critical role as regards the successful outcome of twinning. The most important of criteria are as follows:

- size of the city,
- geographical proximity,
- main economic activity,
- historical-cultural bonds,
- cultural and educational exchanges,
- political incentives (granting of humanitarian assistance, solidarity towards poor regions).

A priori, twinning seems to be mainly for neighbouring countries. A closer look at the statistics makes it clear that such a statement needs to be qualified. Of the twinning arrangements recorded in the European Union and applicant countries, 34.6 % concern towns from countries that are not neighbours. The extension of the area of mobility of Europeans, individuals, businesses or authorities, recorded since the end of the Second World War, certainly has something to do with this situation. In particular, four tendencies

emerge. First of all, towns in the countries of the Baltic region mostly team up with each other. Then the five 'large countries of Europe' (France, Germany, Italy, Spain and the United Kingdom) have their main partner from one of the other large European countries (Germany with France and vice versa, France with the United Kingdom, Spain and Italy). Thirdly, towns in peripheral regions of Europe often tend to prefer twinning with partners from the central countries rather than with their direct neighbours. Finally, it should be borne in mind that there are relatively limited links between the towns in countries in northern and southern Europe, which shows how far there is to go to strengthen these relationships within the European Union<sup>18</sup>. Furthermore, it should be noted that significant assistance is given by migrants with respect to the promotion of twinings among the cities of their residence, as well as those from the countries of their origin (for instance, Portuguese with French cities). Likewise, one of the driving forces of the institution is the will of the citizens to learn foreign languages. For example, in Ireland, schools have played an important role in the propagation of the institution of twinings.

#### *2.3.1.2 Setting up Twinning Committees*

The organization and promotion of the twinning procedures presupposes a supporting structure. This can be integral part of the local administration or an independent association, usually known as the 'twinning committee'. The twinning Committee constitutes the main body of coordination of the twinning activities, in which official representatives of the town, as well as inhabitants, on a voluntary basis, are involved (alternatively, Non-Governmental Organizations or other citizens' associations). As it has been previously noted, volunteerism is the driving force of the international partnerships struck among local authorities. Whatever form the committee takes, the important point is to involve as many local interests as possible. Cultural, athletic, artistic, voluntary associations are always active and willing to organize and implement twinning activities. Moreover, schools, either through the teaching staff or with the assistance of students (e-twinning)<sup>19</sup>, play a key role in the exchanges among local authorities. The main tasks of the twinning Committee are as follows:

18. See European Commission, *Twinning in Figures. Participation in the EU scheme*, in *The Magazine...*, p.7.

19. E-Twinning is a new scheme, enabling the schools of Europe to work together using Information and Communication Technology (ICT), and constitutes, as of September 2004, one of the many actions of the e-Learning Programme of the European Commission. Through e-Twinning, schools of countries of the EU, as well as of Norway, Iceland and, more recently, Bulgaria, are supported in the "twinning" of schools via the internet. E-Twinning does not aim to replace the traditional form of student exchange. It is a collaborative activity in which at least 2 schools coming from at least 2 European countries, are using the tools of ICT, cooperating with each other, so as to gain pedagogical, social and cultural benefits. All European students, through the e-Twinning activity, have the opportunity, with the aid provided by their educators, to participate in common pedagogical projects with a school from another European country.

- Preparation and coordination of the programme of twinning activities.
- Calculation of the economic cost of the specific activities (transportation and accommodation expenses).
- Search for the requisite grant.
- Representation of the local society.
- Securing the active involvement of the citizens.
- Continuation of activities irrespective of the changes taking place at the level of local authority.

### **2.3.2 Implementation**

#### *2.3.2.1 Action Plan*

Whilst a charter or written agreement is generally used to celebrate or announce a partnership and refers to more general aims of fostering friendship and understanding, a strategy document should provide clear parameters and inform everyone of what the partners want to achieve and how they plan to achieve it. Good partnerships should always work on the basis of discussion and agreement, as well as respect for differing points of view<sup>20</sup>. In particular, the action or strategic plan refers to the activities, the financing means, as well as a flexible timetable concerning their implementation. The action plan, which should be drawn up by both sides together, does not merely reflect the common aims, the methodology (explaining how the aims will be achieved), a list of desired outcomes and benefits (providing a starting point for the project's review and evaluation) and the required resources (both human and material), but also constitutes a means of informing others about the partnership, ensuring its activities are transparent and also providing a publicity vehicle to bring in new participants. More particularly, the action plan includes the following elements:

#### ■ *Types of planned activities*

It is more likely that each partner seeks different aims through twinning. To the extent that an agreement has been reached between the partners over a thematic axis of events, minor disagreements in the philosophy of the planned activities cannot annul the whole cooperation. The most important types of events and exchanges included in a strategic twinning project are as follows:

- i. Athletic events.
- ii. Artistic events and festivals.
- iii. Exchanges between school students.

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20. See Handley, *op.cit.*p.10.

- iv. Meetings between social and economic agents.
- v. Youth events.
- vi. Workshops and conferences focused on the course of European integration.
- vii. Conferences over the environment, the quality of life, the incorporation of immigrants, the urban and spatial planning, the unemployment of young people, the exclusion and marginalization of persons with special needs, drugs, children's care as well as the challenges and risks of new technologies.

The implementation of these actions presupposes, as it is clearly understandable, the participation and cooperation of the entire local community, such as schools, cultural and, environmental organizations, athletic associations, the volunteering sector, non-governmental organizations, chambers of commerce and industry and trade unions. Through the implementation of small-scale activities, participants get to know each other better and create a new community that knows no geographical and cultural frontiers.

■ *Sources of funding:*

- i. Local public finance usually comprises the principal resource.
- ii. Within the framework of the European Union, a grant has been already set up since 1989 by the European Commission under its twinning promotion programmes<sup>21</sup>.
- iii. Benefits in kind: loan of premises belonging to the local authority and administrative and secretarial facilities provided by the public services and enterprises of the city (post-office services, phototype machinery, local transportations, reduced tickets in museums, rebates in shops and restaurants). Voluntary work in the form of translations, assistance and advice provided free of charge, lodging with local families on a reciprocal basis is also very much part of the spirit of twinning.
- iv. Sponsorship: Several enterprises contribute to local communities within the framework of their strategic policies. Almost all institutional donors require clear evidence of strategic planning and many now require it in the form of a tabular logical framework. This framework should bring together everything about the project in one place in a clear, concise and accessible way. The key thing about this approach is that its emphasis is not so much on the activities per se, but on their impact (i.e. Publicity of the enterprise derived by the use of the logo of the enterprise during several events and mentioned in articles written in the local newspapers).

■ *Timetable with deadlines:* The timetable should be flexible, setting deadlines for scheduled activities.

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21. See chapter 6, "Europe for Citizens, 2007-2013".



### *2.3.2.2 Political Support*

Apart from support provided by civil society, the wholehearted political support of elected councilors and the support of chief officers are needed for all international activities. Councilors have been elected to serve the community and decide on the way in which a local authority operates. They therefore have a vital role in guiding and supporting international work. Many have their own experience of international work and can add a great deal of expertise to overseas activities. In addition to adding political legitimacy to international work, the support of elected members is also important on a practical level in implementing partnerships. The leaders of communities will almost certainly expect to meet their overseas counterparts and communicate the aims and benefits of a twinning scheme to other levels of the administrative hierarchy of their countries, to parliamentarians, to national governments, to Consulates and Embassies, to international Non-Governmental Organizations, as well as to a series of international organizations whose respective programmes provide the opportunity of funding the twinning activities (CEMR, Committee of the Regions, European Parliament, European Commission). The rationale of the decision reached by the council should set out, in an analytical way, the aims, the issues of common interest, joint projects, the fields of cooperation as well as the expenditure, and should be accompanied, in every possible detail, by data concerning the overseas local authority.

### *2.3.2.3 Formalisation of the relationship*

The formalisation of the relationship takes place at a ceremony where the mayor of each town signs a twinning oath<sup>22</sup>, before the rest of the elected representatives as well as the members of the local societies. It is customary for the ceremony to be held first in the one town and then in the other, sometimes during the same year, but usually in two successive years. The twinning organizations such as the CEMR and the UTO can provide advice on organizing the event, particularly as regards the programme content and the symbols to be used.

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22. See Annex 1: The Twinning Oath

## An example: a twinning scheme among a Greek and a French city

### object

The forging of educational links, relating to the teaching of French and classical texts of the ancient Greek literature at primary schools.

### methodology

1. Organising a seminar for students of primary education on the contemporary methods of teaching.
2. Participation of the teaching staff on next exchange visit to France.
3. Exchanges of visits between the student communities of the local authorities.
4. Organising a programme of visits to schools and archaeological sites of the municipality by the French delegation.

### results

1. The development of friendship links between schools by the end of the first year of cooperation.
2. Participation in European funding programmes that concern education (for instance, Comenius).

## 2.5 Conclusions

The procedure for the completion of a twinning relationship includes specific stages, which require preparation, planning and coordinated actions. Based on the previous analysis, a twinning should go through the following stages:

- Finding a city-partner.
- Drawing up a strategic plan.
- Planning of activities.

In other words, a twinning is based upon the following key words: consultation and planning.

## 2.4 Twinning within the wider Europe

**Table 1: The list of twinings among EU cities**

Countries	Number
AUSTRIA	902
BELGIUM	718
BULGARIA	181
CYPRUS	96
CZECH REPUBLIC	1.124
DENMARK	932
ESTONIA	249
FINLAND	1.165
FRANCE	5.953
GERMANY	6.092
GREECE	458
HUNGARY	1.676
IRELAND	249
ITALY	2.096
LATVIA	294
LITHUANIA	380
LUXEMBOURG	119
MALTA	46
NETHERLANDS	722
POLAND	2.041
PORTUGAL	309
ROMANIA	1.072
SLOVAK REPUBLIC	667
SLOVENIA	192
SPAIN	807
SWEDEN	1.361
UNITED KINGDOM	1.998
TOTAL	30.967

Source: CEMR/CCRE (2006)

## CHAPTER 3

## Chapter 3 Networks of cities



### 3.1 General

Apart from the institution of twinnings, the international city networking constitutes the basic element in the international partnerships among local authorities. During the last few years, the European agents of local government are not just a reliable interlocutor of equal standing within the official framework of the European decision-making through the representative body of the local authorities (Committee of the Regions), but they have also gained access to Brussels through their networks, without the intervention of the national authorities. In this respect, the networks of cities operate as a group of interests within the framework of "lobbying" in the decision-making process along with the rest of the organizations of the civil society. This has become understood by the majority of the European local and regional authorities, which are organized, either in accordance with various geographical criteria, or on the basis of their economic and cultural characteristics. The cities of different regions and countries tend to share their experience and their cultures within these networks in order to develop some common spatial or social strategies and further cooperation. Networks of cities, such as World Cities, Eurocities or Sister Cities are among the well-known examples of interaction and cooperation of the cities at the regional and global level.

### 3.2 The concept of the city networking

By and large, the term networks of cities or city networking denotes a group of cities, which are all responsible for and share the common aims, having as their ultimate purposes communication, cooperation and partnership. More particularly, an international network:

- constitutes a multilateral cooperation and an organizational method, which improves the operational potential of all participating parties,
- links partners coming from different countries, who pursue one or more common aims and none of them aspires to impose itself on others,
- constitutes a tool, which has been adjusted on an issue of common interest and is oriented on the implementation of sustainable initiatives at a world level.

### 3.3 The key features specifying a city networking

In accordance with the common experience and international practice, the key features of a city networking are as follows:

- a. The voluntary character and autonomy of the members of a network.
- b. Participation of partners (Local Governments, Non-Governmental Organizations, Local Government Associations, Universities, Research Institutes etc.) from different countries, having a distinct legal status (public, private, association).

- c. Commitment to common objective(s) (single thematic or multi thematic network) and to the preparation of one or more initiatives.
- d. Optional or legal consolidation of the network. In case it is not legally consolidated, the network ought to be set up according to a Charter of Commitments signed by each partner.
- e. Observance of the rules of sound economic management and transparency.
- f. Respect of the principles of mutual understanding and toleration among the partners and collective responsibility in the course of the implementation of an initiative.

### 3.4 Local authority benefits

In broad lines, the benefits that a local authority may gain from its participation in an international network of cities depend on the following factors:

- The reason or reasons justifying the setting up of the network.
- The numerical and special weight of the members of the network.
- The material and human resources of the network.
- The regional and international range of the network.
- The experience and know-how obtained by the members of the network in international partnerships.

On this basis, the most important benefits that a local authority organization or a country of its origin may gain from its participation in an international network can be summed up as follows:

- a. Coordinated projection and enhancement of the aspirations of a local authority or a local society.
- b. Active engagement, effective representation, access and exercise of pressure on European and international fora and organizations.
- c. Multilateral and sustainable partnership with other overseas local authorities or local government associations, with civil society organizations and with the voluntary sector.
- d. Developing initiatives or participation in E.U. funding programmes and initiatives of third parties.
- e. Acquisition of know-how, experience, technical, best practices, all deemed necessary for improving the quality of services provided at the local level.
- f. Facilitation and access to employment since the networks define and provide jobs to young trainees, to employed persons and professionals.
- g. Valuable tool for national governments designed to cover specific needs in sectoral policies (i.e., culture and education).

- h. Provision of enhanced professional training with a view to developing the professional skills of young people in various fields of policy.
- i. Disseminating information and trends amongst professionals, including national governments, concerning current growth and development in various sectors of everyday life.
- j. Re-energising a country's international partnerships and relationships.

### 3.5 Steps to establish a network of cities

As in the case of twinnings, the setting up of a network of cities goes through various phases.

#### **3.5.1 Definition of the pursued aim (rationale)**

Before resorting to anything else, the vision and the reason that render necessary the setting up of an international network must be clearly articulated. In other words, participants must fully understand what they wish to achieve from the link in the short, medium and long term and an idea of how this can happen.

#### **3.5.2 Ensuring support**

Securing strong and broad support from local, regional, national and international political, social and economic agencies constitutes a form of guarantee, not only for the viability of the network, but also for the possibility of implementing its pursued aims. This presupposes the communication of the target and the individual aims of the network to every part of the community that wishes to support or actively engage in the network.

#### **3.5.3 Finding partners**

The search for partners for the creation of a network of cities requires an investigative process, similar to that followed in the town-twinnings. However, in the case of a network, it must be decided from the outset, whether and to what extent the network will have a singlethematic or multithematic character, an official or unofficial form. It would also be advisable, prior to submitting any official proposal to a prospective partner, having previously undertaken a series of joint actions and initiatives (for instance, the formalisation of a twinning relationship, the joint organisation of a thematic conference or other events with the participation of members coming from local communities)<sup>23</sup> which could serve as a guide for the deepening of cooperation.

23. Conferences usually take place in the framework of town twinning. This means that each municipality involved must be linked by an existing twinning agreement or by a twinning cooperation officially in preparation with at least one other municipality involved.

### **3.5.4 Formalisation of the relationship (agreement)**

Following the agreement over the character, the aims and the means of achieving their objectives and aspirations, the partners sign a declaration of principles in which the following elements are set out as follows:

- a. the name of the network,
- b. the reasons that led the partners to its creation,
- c. the mission of the network,
- d. the individual objectives and actions of the network (business plan),
- e. the means for creating the network,
- f. the seat of the network.

### **3.5.5 Allocation of responsibilities and structure**

After signing the declaration and the agreement on the planned activities, the partners proceed to the election of a temporary managing committee. The committee is constituted of the representatives of partner-cities who undertake the following tasks:

- ☐ Planning the network's activities.
- ☐ Composing the network's internal regulation.
- ☐ Determining the network's financial resources.
- ☐ Elaborating the network's business plan.
- ☐ Developing a public and international relations system.
- ☐ Taking action for the network's expansion.
- ☐ Constructing the network's web page.

The network's internal regulation/constitution set out the following:

- ☐ The objectives of the network.
- ☐ The categories of membership (i.e. active, honorary, permanent, temporary, associated members, fees per category of members, termination of membership, obligations and rights of members).
- ☐ The organizational structure of the network.

The international experience has shown that a network is usually governed by the following bodies:

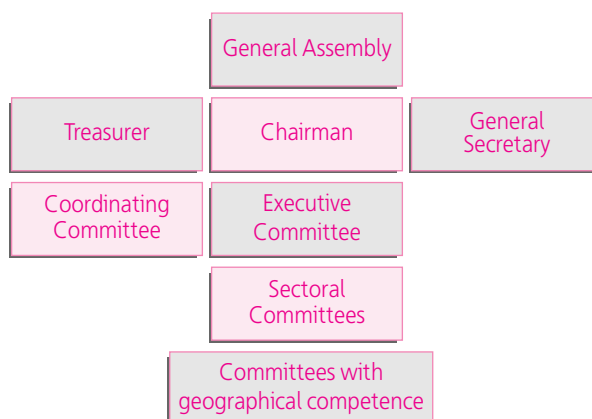
- *Annual General Assembly*: The Assembly comprises only the registered members of the network. The role of the Assembly is to give guidance on the general policy direction of the network. The Assembly is competent for adopting any revisions of the constitution of the network.
- *Executive Committee*: The Committee is in charge of the network's administration and management. It decides on staff issues and the budget of the network, the



coordination of the activities of Sectoral Committees, the appointment or the election of the Treasurer, the General Secretary of the network, as well as the appointment of those members representing the network in various international organizations.

- *Chairman*: The Chairman is elected by the General Assembly, having the mandate to represent the network at the international fora and constitutes the executive body of the decisions of the Assembly and of the Executive Committee.
- *General Secretary*: The General Secretary is usually elected by the General Assembly or appointed directly by the Executive Committee and is involved in the day-to-day activities of the network.
- *Treasurer*: The Treasurer is responsible for the oversight of the financial strategy, accounting and management of the network's finances.
- *The Coordinating Committee or Coordination Bureau* provides the secretarial support of the network.
- *Sectoral Committees*: They are set up and organized by the Executive Committee and the General Secretary and each one undertakes a specific field of policy.
- *Committees charged with geographical competence*: They are set up mainly in networks in which cities or associations come from different geographical regions (European, Asiatic, American, African etc.).

Diagram: The structure of a Network of Cities



### ***3.5.6 Communication of cooperation***

One of the first tasks that the managing committee shall embark upon is publicizing the cooperation to other cities or other networks of cities, which possibly have experience in the implementation of similar actions at a local level or wishing to participate in it. The construction of a website, the production of a newsletter, the publication of articles in the national papers and the coverage of events by the electronic national and international press constitute the main means of publicizing the cooperation.

So, a comprehensive communication campaign concerning a network should have the following characteristics:

- It must be collective and well organized.
- It must be a multi-channel, using various media in order to cover any activity.
- It must target specific information at certain groups within community with a view to activating significant parts of the local society.

Above all, *campaign means trust*. Trust is the basic component of contemporary politics that is why it is difficult to acquire it and preserve it. People tend to become particularly cynical and feel estranged and isolated. In order to win their confidence you need new and diverse ways of communication and campaign. The old ways will not suffice. This means passing from rhetoric to action. This also means greater involvement of the public in the activities carried out by the network. And it certainly means transparency in the management of public finance and frequent accountancy of the elected officials.

In parallel, the managing Committee must see that the following are secured:

- Staffing the bureau of public and international relations of the network with persons possessing past experience from contacts with overseas delegations or persons who have cultivated good relations with the local media.
- Appointment of an elected official as representative of the network in its international relations.
- Regular and timely production of press releases for the better promotion of the activities of the network: by Thursday morning for the national Sunday newspapers and on Friday or Monday for the local government weeklies. Most media prefer press releases to be e-mailed as text.
- Production of photographic material and posters mostly related to the activities of the network, put up at specific spots of the cities-partners as well as in its website.

### ***3.5.7 Monitoring – evaluation of activities***

A basic precondition for the success of the whole undertaking is the continuous follow up of activities, the review and the improvement, as necessary, of the procedures. To this end, it would be useful if the following actions were conducted on a regular basis:

- Distribution of questionnaires and conduct of poll surveys in the local societies aimed at the registration of problems and detection of volunteers.
- Planning of actions on the basis of received answers.
- Continuous search for information and know-how with regard to each activity.
- Continuous updating and dissemination of information to the local communities with a view to raise their awareness.

### 3.6 Conclusions

Consequently, the setting up and operation of a network of cities involve the following elements:

- Vision
- Support
- Partnership
- Action plan
- Structure
- Communication
- Monitoring
- Continuous contact with local societies



## CHAPTER 4

## Chapter 4 European Groupings of Territorial Cooperation (EGTC)



## 4.1 General

The European Grouping of Territorial Cooperation (EGTC) is a new European legal instrument enabling regional and local authorities from different member states to set up cooperation groupings with a legal personality. It was established by Regulation 1082/2006/EC of the European Parliament and the Council on the 5th July 2006<sup>24</sup>. Actually, the EGTC is the first EU instrument offering a legal framework to territorial cooperation joint bodies

## 4.2 The main elements of an EGTC

An EGTC has six constitutive elements:

- a. Its cross-border character since an EGTC is made up of members, belonging to one or more member states;
- b. Its legal personality;
- c. An EGTC has in each member state the most extensive legal capacity accorded to legal persons under that member state's national law, which is limited to the confines of the tasks given to it by its members;
- d. An EGTC is governed by a convention and statutes;
- e. Its registered office, which is located in a Member State under whose laws at least one of the members is formed;
- f. An EGTC has organs to carry out the tasks given to it;
- g. An EGTC ought to establish an annual budget.

## 4.3 The functions of an EGTC

An EGTC aims primary to fulfill the following functions:

- a. the implementation of the projects co-financed by the Community through the European Regional Development Fund, the European Social Fund and/or the Cohesion Fund;
- b. the implementation of a strategic cooperation;
- c. the facilitation and promotion of territorial cooperation to strengthen economic and social cohesion. However, an EGTC may carry out other specific actions of territorial cooperation between its members in pursuit of the actions of territorial cooperation without a financial contribution from the Community.

Those actions shall include at least the following cooperation actions<sup>25</sup>:

24. See Annex 4.

25. See Article 6, REGULATION (EC) No 1080/2006 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 5 July 2006 on the European Regional Development Fund and repealing Regulation (EC) No 1783/1999.

1. *The development of cross-border economic, social and environmental activities through joint strategies for sustainable territorial development, and primarily:*
  - (a) by encouraging entrepreneurship, in particular the development of SMEs, tourism, culture, and cross-border trade;
  - (b) by encouraging and improving the joint protection and management of natural and cultural resources, as well as the prevention of natural and technological risks;
  - (c) by supporting links between urban and rural areas;
  - (d) by reducing isolation through improved access to transport, information and communication networks and services, and cross-border water, waste and energy systems and facilities;
  - (e) by developing collaboration, capacity and joint use of infrastructures, in particular in sectors such as health, culture, tourism and education.

In addition, the cross-border activities may contribute to promoting legal and administrative cooperation, the integration of cross-border labour markets, local employment initiatives, gender equality and equal opportunities, training and social inclusion, and sharing of human resources and facilities for R&TD.

2. The establishment and development of transnational cooperation, including bilateral cooperation between maritime regions, through the financing of networks and of actions conducive to integrated territorial development, concentrating primarily on the following priority areas:
  - (a) innovation: the creation and development of scientific and technological networks, and the enhancement of regional R&TD and innovation capacities, where these make a direct contribution to the balanced economic development of transnational areas. Actions may include: the establishment of networks between appropriate tertiary education and research institutions and SMEs; links to improve access to scientific knowledge and technology transfer between R&TD facilities and international centres of RTD excellence; twinning of technology transfer institutions; and development of joint financial engineering instruments directed at supporting R&TD in SMEs;
  - (b) environment: water management, energy efficiency, risk prevention and environmental protection activities with a clear transnational dimension. Actions may include: protection and management of river basins, coastal zones, marine resources, water services and wetlands; fire, drought and flood prevention; the promotion of maritime security and protection against natural and technological risks; and protection and enhancement of the natural heritage in support of socio-economic development and sustainable tourism;
  - (c) accessibility: activities to improve access to and quality of transport and telecommunications services where these have a clear transnational dimension. Actions may include: investments in cross-border sections of trans-European networks; improved local and regional access



to national and transnational networks; enhanced interoperability of national and regional systems; and promotion of advanced information and communication technologies;

- (d) sustainable urban development: strengthening polycentric development at transnational, national and regional level, with a clear transnational impact. Actions may include: the creation and improvement of urban networks and urban-rural links; strategies to tackle common urban-rural issues; preservation and promotion of the cultural heritage, and the strategic integration of development zones on a transnational basis. Assistance to bilateral cooperation between maritime regions.

### 3. *Reinforcement of the effectiveness of regional policy by promoting:*

- (a) interregional cooperation focusing on innovation and the knowledge economy and environment and risk prevention;
- (b) exchanges of experience concerning the identification, transfer and dissemination of best practice including on sustainable urban development; and
- (c) actions involving studies, data collection, and the observation and analysis of development trends in the Community.

## 4.4 EGTC's Benefits

EU's experience with INTERREG has demonstrated the need for joint structures in managing such programmes. During the current programming period, only a few INTERREG programmes have managing bodies with genuine joint structures. Only 6% of the INTERREG IIIA programmes have a joint structure as Managing Authority. This being said, one should not forget that many existing joint structures are involved in programme or project management as intermediary bodies. For instance, Euregios/Euroregions are often assigned the task of animating the programme, supporting project applicants, managing a Small Projects Fund, etc. Besides, the existing instruments, such as the European economic interest grouping, have proven ill-adapted to organising structured cooperation under the INTERREG initiative during the 2000-2006 programming period.

But these structures, which vary a lot in terms of actions, legal personality and labelling, do not always have the appropriate legal status to take care of the entire management of the programme, which may require employing staff, acquiring property, or being involved in legal proceedings. In this regard, the adoption of this binding regulation constitutes a major step for territorial cooperation, as it provides public figures at the various levels (mainly Member States, regional and local authorities) with a unique European legal tool for developing and implementing a territorial cohesion policy. An EGTC would operate just like any other Managing Authority, with the added bonus that it would genuinely be joint, representing both sides of the border. In addition to the political signal this would send, it offers a range

of practical advantages, including the simplification of employment procedures for programme staff.

The Council of Europe acquis provides different opportunities and frameworks within which regional and local authorities can cooperate across borders. EGTC is not

More precisely, the objectives of the regulation, stated in its preamble, are:

- To reduce difficulties in “implementing actions within the framework of differing national laws and procedures”;
- To provide a solution to the inadequacy of existing instruments (“existing instruments, such as the EELG, have proven ill-adapted to organising structured cooperation under the INTERREG initiative”);
- To complete and not circumvent the framework provided by the Council of Europe or provide a set of specific common rules which would uniformly govern all such arrangements throughout the Community;
- To facilitate territorial cooperation within and outside Structural Funds, the main task being the implementation of Territorial Cooperation programmes or projects. For instance, running a cross-border transport or health service; managing a project or programme part-financed by the ERDF (e.g. Territorial Cooperation objective, formerly INTERREG); managing a project under the Framework Programme for Research and Technological Development; etc.

#### 4.5 The legal status of an EGTC

A European grouping of territorial cooperation may be established on Community territory under the conditions and subject to the arrangements provided for by the Regulation 1082/2006/EC, the provisions of its convention and statutes and the laws of the Member State where the EGTC has its registered office. An EGTC can be set up at the EU's external borders, provided that the legislation of the relevant non-EU countries or agreements between the latter and member states allow it.

An EGTC has legal personality and enjoys in each Member State the most extensive legal capacity accorded to legal persons under that Member State's national law. It may, in particular, acquire or dispose of movable and immovable property and employ staff and may be a party to legal proceedings

#### 4.6 The membership of an EGTC

An EGTC can be made up of members, located on the territory of at least two Member States, within the limits of their competences under national law, belonging to one or more of the following categories:

- (a) Member States;
- (b) regional authorities;
- (c) local authorities;
- (d) bodies governed by public law and associations consisting of bodies belonging to one or more of the aforementioned categories.

## 4.7 Steps to establish an EGTC

The setting up of an EGTC goes through various stages:

### **4.7.1 Define the mission of the EGTC**

This can range from managing a Structural Funds programme to implementing projects or even other types of cooperation within or outside Structural Funds – although the primary objective of an EGTC is to manage Structural Funds.

### **4.7.2 Define the scope and the limits of the EGTC's intervention**

The EGTC is limited in its scope, which should be focused on economic and social cohesion actions, within the tasks confined by its members and within the limits of competencies of its members. The EGTC is not allowed to perform general interest missions such as police, foreign policy, etc.

### **4.7.3 Set the list of prospective members**

Local, regional, national authorities or other public bodies or groupings of public bodies, from at least two Member States. Participation of entities from third countries should not be excluded.

### **4.7.4 Decide on the seat of the EGTC**

The partners of the Grouping should decide on the seat of the EGTC as the law applicable to the EGTC will depend on the State where the EGTC has its registered office. The national law will apply in several cases: Accounts, controls, procedures applying to cases of liquidation, insolvency, etc.

### **4.7.5 Make a draft of the convention**

The partners of the EGTC should make a draft of the convention that would specify:

- (a) the name of the EGTC and its registered office, which shall be located in a Member State under whose laws at least one of the members is formed;
- (b) the extent of the territory in which the EGTC may execute its tasks;
- (c) the specific objective and tasks of the EGTC, its duration and the conditions governing its dissolution;
- (d) the list of the EGTC's members;
- (e) the law applicable to the interpretation and enforcement of the convention, which shall be the law of the Member State where the EGTC has its registered office;

- (f) the appropriate arrangements for mutual recognition, including for the purposes of financial control; and
- (g) the procedures for amending the convention.

#### ***4.7.6 Prepare a draft of the statutes***

The partners of the EGTC should prepare a draft of the statutes which shall contain, as a minimum, all the provisions of the convention together with the following:

- (a) the operating provisions of the EGTC's organs and their competencies, as well as the number of representatives of the members in the relevant organs;
- (b) the decision-making procedures of the EGTC;
- (c) the working language or languages;
- (d) the arrangements for its functioning, notably concerning personnel management, recruitment procedures and the nature of personnel contracts;
- (e) the arrangements for the members' financial contributions and the applicable accounting and budgetary rules, including on financial issues, of each of the members of the EGTC with respect to it;
- (f) the arrangements for members' liability in accordance with Article 12(2);
- (g) the authorities responsible for the designation of independent external auditors; and
- (h) the procedures for amending the statutes.

#### ***4.7.7 Submit a request for authorisation to participate in an EGTC***

Each prospective member should submit a request of authorisation to participate in an EGTC to its national authority, presenting at the same time a draft of the convention and statutes of the EGTC. The Member State shall approve the member's participation in the EGTC, within a deadline of 3 months (as a general rule). Any rejection must be justified. The assessment procedure is based on national rules. Before giving its authorisation of participation, the Member State must designate the competent authority responsible for control of the EGTC's management of funds (in case the EGTC is to have its registered office in that Member State).

#### ***4.7.8 The acquisition of legal personality***

The EGTC's convention and statutes must be approved unanimously by all members of the EGTC. The statutes are also adopted on the basis of the convention by the members, acting unanimously. The statutes must be registered and/or published in accordance with the applicable national law in the Member State where the EGTC concerned has its registered office. Within 10 days of the registration and/or publication of the statutes, the EGTC shall send a request to the Office for Official Publications of the European Communities for

publication of a notice in the *Official Journal of the European Union*. The EGTC members shall also inform the Member States concerned and the Committee of the Regions of the convention and the registration and/or publication of the statutes.

#### **4.7.9 The organisation of an EGTC**

An EGTC shall have at least the following organs:

- (a) an assembly, which is made up of representatives of its members;
- (b) a director, who represents the EGTC and acts on its behalf. The statutes may provide for additional organs with clearly defined powers (i.e. Chairman, Executive Committee, General Secretary). An EGTC shall be liable for the acts of its organs as regards third parties, even where such acts do not fall within the tasks of the EGTC.

#### **4.7.10 The functioning of an EGTC**

The organization and functioning of an EGTC involve the following elements:

- **Budget:** An EGTC shall establish an annual budget which is adopted by the assembly, containing, in particular, a component on running costs and, if necessary, an operational component. The preparation of its accounts including, where required, the accompanying annual report, and the auditing and publication of those accounts, are governed by the laws of the Member State where the EGTC has its registered office.
- **Management of public funds (including EU funds) and liability of the EGTC:** The Member State where the EGTC has its registered office must organise the control of the EGTC's management of public funds, using internationally accepted audit standards. Other Member States may also be involved in certain cases.
- **Preparation of accounts:** This procedure is governed by the law of the Member State where the EGTC has its registered office.
- **Liquidation, insolvency, cessation of payments:** These procedures are in principle governed by the laws of the Member State where the EGTC has its registered office.
- **Liability:** The EGTC is liable for its debts. If not able to reimburse these debts itself, the members of the EGTC are then held liable (unless such members are subject to a limited liability under their national law). Member States, when not members of an EGTC, cannot be held financially liable for the EGTC.
- **Protection of public interests of the Member States:** If an EGTC acts in contravention to the public interest(s) of Member States, this activity may be prohibited on the Member State's territory or the member of the EGTC concerned may be withdrawn from the EGTC, unless the activity is stopped. There is still a possibility for the EGTC to request a judicial review of this decision.

- **Dissolution by the competent authority of the Member State where EGTC is registered:** If EGTC acts outside of its tasks, and unless the EGTC has proceeded to a rectification of the situation, it may be wound up by this authority, after informing the Member State.

#### 4.8 Conclusions

The EGTC is a radical step forward in the implementation possibilities for cross-border cooperation. It offers regional and local authorities the option of creating a cross-border grouping with legal personality, reducing the difficulties arising by the framework of differing national laws and procedures. In this way, the EGTC constitutes the appropriate tool for the local or regional authorities and their associations to implement territorial cooperation actions without a financial contribution from the Community.

## CHAPTER 5

## Chapter 5 General Principles for International Partnerships





## 5.1 General

Whereas local authorities do not have international juridical competence and the agreements to which they frequently enter into cannot be considered as legally bound contracts that are governed by the international law, the procedure for the furtherance of international partnerships, conclusion of twinning relationships, creation of networks of cities and international associations among local authorities ought to create, in the context of realistic targets, a relationship of continuity and consistency, without local political expediencies, so as to comply with specific principles and take into account certain parameters, particularly important for the successful implementation of the desired aims.

## 5.2 Principles of international partnership

An international partnership, regardless of form, duration, range and purpose, ought to be governed by the following principles:

- a) *A clear and specific idea of the pursued aims and benefits.*
- b) *Constant response to the substantial needs of those persons cooperating with local authorities.*
- c) *Institutional forms of organization and finance independent of persons.*
- d) *Relationships focused on corporate agreements and specific European programmes.*
- e) *Respect of the principles of the European Charter of Local Autonomy of the Council of Europe.*

## 5.3 The practicalities of international partnerships

It is vital that every local authority participating in an international partnership take into account certain practical parameters of this relationship<sup>26</sup>, so as not to expose itself in the course of implementation of specific initiatives, as well as the state and the national authorities it represents abroad.

### 5.3.1 Code of conduct

The management of public money, on the one hand, and the projection of the image of the country abroad, on the other, require that all elected municipal officials and the local authority employees are subject to individual codes of conduct, either whenever the individuals are undertaking official duties, or during their contacts made within the framework of the twinning relationships.

26. See Handley, *op.cit.* pp.19-21.

### ***5.3.2 Transparency in economic transactions***

Local authorities should ensure that there is a procedure in place to demonstrate that careful consideration has been given to every financial transaction, particularly in the case of expenditure relating to travel and accommodation. For officer and member participation, there should be a process to explain the reasons for the visit/meeting and the pursued benefits.

## **5.4 Re-energizing a partnership**

In several cases, a local authority enters into partnerships that have no further continuity because the people responsible for setting up the link may no longer be there or able to drive the link and create new interest. The practice of some local authorities suggests several ways of revitalizing an interest for a twinning or international partnership that has remained inactive for many years<sup>27</sup>.

### ***5.4.1 Re-educating the locals***

For many people the concept of twinning, for instance, is either completely unknown or misunderstood. To increase, therefore, interest, it is necessary to explain exactly what the twinning link is about. Actively promoting its dynamic and wide ranging aspects will help, through events, exhibitions and workshops that may be seen by schools, associations and representatives of economic and social agencies.

### ***5.4.2 Activities of high relevance***

Activities need to be relevant. Most twinning links were formed on the basis of friendship and culture and, while these values should underpin all links, times have moved on and twinning, like all other aspects of society, must reflect current trends and priorities

### ***5.4.3 Giving people a voice***

The planning of the events should be the outcome of direct consultations between local authorities and members of the community, making thus activities more appealing to local people.

### ***5.4.4 Youth programmes***

The involvement of young people in activities and programmes that interest them, such as the construction of websites, the dissemination of the applications of ICT in the every day life, the organizing of athletic and musical events etc, can make a difference to how people feel about a link.

### ***5.4.5 Targeting new members***

If, so far, several members within a community were reluctant to display any interest

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27. Ibid, p.23.

for twinning and, by and large, international partnerships, the communication campaign must reach their work or leisure places (i.e. leisure centers, libraries, community halls).

#### ***5.4.6 New partnerships overseas***

The motive behind an international partnership may be the willingness to contract relationships with a town from one of the new member states of the EU. Particularly, in case there was no previous history of cooperation between two foreign countries, the initiative undertaken by a third party could operate positively.

#### ***5.4.7 New partnerships at home***

As part of the re-energising process, organisers can use the opportunity to look for new partners or sponsors within the local community, such as large businesses or academic institutions. This is an ideal opportunity to make new alliances at home.



## CHAPTER 6

## Chapter 6 International Associations and Networks of Subnational Authorities



The most important international associations of local and regional authorities as well as networks of cities that have developed considerable activities in the last few years at the European and international levels are as follows:

## 6.1 The Council of European Municipalities and Regions (CEMR)

The Council of municipalities and regions of Europe (CEMR) was founded in 1951 by a group of European mayors and today is the largest organization of local and regional authorities at the European level, hosting in its ranks representatives from 100.000 local and regional authorities from over 35 European countries. It actively promotes town-twinning, since its twinning market forum constitutes a useful tool for those local authorities, which are in search of cities-partners. CEMR's budget is about 2.5 million Euros, the main part of which comes from the membership fees of its national associations. The rest (about 15%) consists of an annual grant from the European Commission.

CEMR works to promote a united Europe that is based on local and regional authorities and democracy. To achieve this goal it endeavours to shape the future of Europe by enhancing the local and regional contribution, to influence European law and policy, to exchange experience at local and regional levels and to cooperate with partners in other parts of the world. CEMR works in many fields of activity such as regional policy, transport, the environment, equal opportunities, and governance. Its committees and working groups seek to influence draft EU legislation to make sure the interests and concerns of local and regional authorities are taken into account from the earliest stages of the EU legislative process. It organizes seminars and conferences on a wide spectrum of issues with the aim of promoting the exchange and dissemination of experiences and best practices at a local and regional level. The structure of the Council is composed of three bodies: the Policy Commission, the Executive Bureau and the Assembly of Representatives.

CEMR is particularly proud of its unique network of town-twinning. Today, there are over 26,000 twinning projects linking towns from all over Europe. On this issue, CEMR works closely with the DG Education and Culture of the European Commission<sup>28</sup>.

## 6.2 EUROCITIES

The network of major European cities (EUROCITIES) was founded in 1986 by the mayors of six large cities (Barcelona, Birmingham, Frankfurt, Lyon, Milan and Rotterdam). Within a period of five years, the members of the network increased to forty-two. EUROCITIES is widely

28. See *Introducing CEMR, Official Home Page of the Council of European Municipalities and Regions*, [[http://www.ccre.org/presentation\\_en.htm](http://www.ccre.org/presentation_en.htm)].

recognised as the most important network of cities in Europe. It is the only organisation, which can effectively represent the interests of major cities towards the European Commission and the other EU institutions. It constitutes the strategic partner of the European Commission on issues relating to European integration and local democracy, in cooperation with Non-Governmental Organizations and initiatives of citizens. The network also serves as a valuable source of expertise on urban policies, and makes positive contributions to the development and implementation of European policies and programmes in various policy fields. Moreover, the network is closely involved in setting up a permanent "Territorial Dialogue" between the European Commission, the Committee of the Regions, and the associations representing local and regional authorities. This dialogue covers all European policies that are especially relevant for cities, such as: regional and cohesion policies, employment and social inclusion, environment and transport.

Eurocities acts as the mediator and organizer in exchange and co-operation projects between cities, the underlying aim being to encourage the involvement of citizens, and especially young citizens. What's more, in 2003, it created the Forum for Young Citizens as a project in a network of member cities. This is an annual forum of intercultural exchange for young people aged 17 to 21 years who come from different countries. In July 2006, members of the Forum organized the first edition of the EYE ("European Youth Expressions") festival in Düsseldorf to celebrate the diversity of youth culture in Europe. On the basis of what has been achieved by the Forum for Young Citizens and other initiatives, Eurocities offers the European Commission a partnership for the implementation of the European Year of Intercultural Dialogue in 2008.

Eligibility for membership in the Eurocities network have only those cities with a population exceeding 250.000 inhabitants. Today, the network numbers approximately 130 cities from 30 different countries.

The actions of the network focus on three sectors:

- Networking and exchange of knowledge between representatives of the cities.
- Lobbying and developing policies within the institutional bodies of the EU and the national governments.
- Campaigning and raising awareness of the inhabitants of municipal authorities on matters, such as responsible consumption, sustainable mobility etc<sup>29</sup>.

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29. See EUROCIITIES activities, *Official Home Page of the EUROCIITIES network*, (<http://www.eurocities.org/main.php>).



### 6.3 Tele Regions Network (TRN)

TRN was founded in 1996 by regions from Austria, Belgium, France, Germany, The Netherlands, Finland, Sweden and the UK. From the beginning the members have insisted on the necessity of including political representatives in the activities of the network. Therefore projects and other activities have always had the political support of the participating regions. The objective of the TeleRegions Network is to promote the development of Information Society Technologies in European Regions.

This objective will be realised by several means, such as

- The execution of projects, with the help of industrial partners and the European Union;
- Conferences for dissemination of best practices and
- Coordinated development of Information Society infrastructure in the regions concerned<sup>30</sup>.

### 6.4 Union of the Baltic Cities (UBC)

The Network of municipalities and communities of the Baltic Sea Region was set up on 20 September 1991 in Gdansk (Poland) by 32 cities of the 10 Baltic Sea States (Denmark, Poland, Russia, Lithuania, Norway, Latvia, Germany, Sweden, Estonia and Finland) whose number now exceeds 100 member cities. The aim of UBC was from the beginning to be a meeting place for cities in the Baltic Sea Region, to carry out activities together and to be a tool to express the views, problems and political aims of the cities<sup>31</sup>. Besides, EU's expansion to the East of the European continent led the Baltic Sea Cities to plan a targeted strategy consisting of the following axes:

- The BSC as spokesman for its members in Baltic Region issues.
- The BSC as a platform for Baltic Sea Region cities to meet and work together.
- Provide support for sustainable development.
- Promotion of local governance in Europe and in the Baltic Sea Region.
- The BSC as a watchdog regarding EU policies that affect the Baltic Cities.
- Seeking cooperation partners all over Europe and globally.
- Provide information and promote awareness raising.

The vision of the cities of the Baltic Sea Region is to create, up to 2010, a dynamic, democratic and stable European Baltic Sea Region in a successful economic, political, social and environmental development process.

30. See TRN Mission, *Official Home Page of TRN*, [<http://www.teleregionsnetwork.org/page.asp?p=12983&l=1>].

31. See UBC Strategy, *Official Home Page of the UBC network*, [[http://www.ubc.net/bulletin/strategy\\_web.pdf](http://www.ubc.net/bulletin/strategy_web.pdf)].

## 6.5 European Network of Cities and Regions for the social economy (REVES)

Reves is a unique European network that brings together local authorities and Social Economy Actors in order to create stable partnerships and common policies for a socially sustainable local development and social inclusion. It was officially created in September 1997 as an international non-profit association, by a group of cities such as Östersund (Sweden) and Reggio Calabria (Italy) in collaboration with the European Confederation of workers co-operatives, social co-operatives, participative enterprises (CECOP). In its ten-year course, the REVES network has promoted, as it is so stressed in its Charter (Reggio Declaration), cooperation, participation, social cohesion and the new qualitative employment for the creation of a new pluralistic local welfare. Through its participation in European Union policies, the REVES represents a unique laboratory for socio-economic innovation<sup>32</sup>.

## 6.6 United Cities and Local Governments (UCLG)

The UCLG network represents national local government associations from all over the world. UCLG has members in over 127 out of the 191 UN member states, in seven world regions: Africa (36 countries), Asia-Pacific (16 countries), Eurasia (11 countries), Europe (34 countries), Middle East and West Asia (8 countries), Latin America (17 countries) and North America (5 countries). Europe boasts the largest number of local government associations. Indeed these national associations and their member cities and towns represent around 80% of the total European population.

The United Cities network was founded in May 2004 as the result of the unification of three organisations: the World Federation of United Cities (FMCU), the International Union of Local Authorities (IULA) and Metropolis, the international association of major metropolises. Pursuant to the Charter of the network that was adopted in its founding congress in Paris in 2004, UCLG's mission consists in its being "the united voice and world advocate of democratic local self-government, promoting its values, objectives and interests, through cooperation between local governments, and within the wider international community".

The network fulfills its mission through the following tasks<sup>33</sup>:

- Engage in lobbying and advocacy to promote the role and status of local government in the international arena and to influence international policy making.
- Develop and promote policies and positions on key local government and international issues.

32. See REVES presentation, *Official Home Page of the REVES network*, [<http://www.revesnetwork.net/>].

33. See UCLG Mission, *Official Home Page of UCLG*, [<http://www.cities-localgovernments.org/uclg/index>].

- Collaborate with the United Nations and its agencies, and other relevant international organisations.
- Develop initiatives and action programmes through decentralised cooperation / development projects between local governments and associations of local governments.
- Build an international platform of exchanges and partnerships, in order to strengthen the capacities of local governments and their associations.
- Support a strong network of local government members and develop services and global products to meet their needs and demands.
- Become a major world source of information on local self-government, local authorities, international solidarity and the exchange of experience.
- Disseminate information through publications, seminars and new information technologies on the situation and the evolution of local government all over the world and organise congresses and other events.

## 6.7 International Union of Local Authorities (IULA)

The IULA is the oldest international local government association (1913), with members in more than 100 countries from all the geographical regions of the world. It is an association that organizes contact between municipalities, funding agencies, training institutions, corporations, NGOs, and individuals worldwide for the exchange of information and expertise and to facilitate cultural contact. The organization believes that close contact between different local municipalities of the world will result in both cross-cultural exchanges and mutual benefits. In this tradition, the group now attempts to organize and oversee relationships between municipalities all over the world in both industrialized and developing countries<sup>34</sup>.

## 6.8 World Federation United Cities (FMCU)

Active for the past forty-five years, the World Federation of United Cities (formerly known as the United Towns Organisation - UTO) is an organisation of 1 400 local and regional Governments which is present today in over 80 countries. The Federation aims at promoting the autonomy of local authorities, local democracy and sustainable development, through representation of local authorities at the international organizations, active collaboration with different organizations of local authorities, coordination of actions of cities' networks on thematic programmes, support of twinnings, organising conferences and seminars,

34. See IULA Brief overview, *Official Home Page of IULA*, (<http://www.iula.org/>).

raising awareness of local authorities with regard to its international actions, and disseminating information documents, particularly through its website and periodic publications <sup>35</sup>.

## 6.9 Balkan Cities Network (BALCINET)

BALCINET is an institution that has established relationships of friendship and co-operation among major cities of Balkan countries. It was created in 2000, following an initiative by the Municipality of Thessaloniki, aiming at the development of inter-Balkan inter-municipal cooperation with the participation of 8 countries, the largest municipalities of which participate in the network (Athens, Thessaloniki, Banja Luka, Craiova, Bursa, Herakleion, Sofia, Nis, Skopje, Piraeus, Novi Sad, Larissa, Belgrade, Tetovo, Patras, Peristeri, Timisoara, Bucharest, Ankara, Constanta, Gjirokaster, Tirana, Plovdiv, Tuzla, Sarajevo, Varna, Smyrna, Brasov, Constantinople, Burgas, Corce, Kumanovo) <sup>36</sup>.

The basic objectives of BALCINET, as these were registered during the recent meeting held in Ankara (3-6 November 2006), are as follows:

- Culture is the foundation of cooperation and a prerequisite condition for peace, friendship and enhancement of the ties of the cities.
- Joint actions for the rehabilitation of monuments and the improvement of the urban environment of the major Balkan Urban Centres.
- Consolidation of permanent relations with the EU and the Council of Europe and take advantage of European programmes and projects.
- Introduction of the institution of the Cultural capital of the Balkans.

## 6.10 "Banlieues d'Europe"

The "Banlieues d'Europe" network has been in existence since 1992. It brings together association officials, towns, experts and researchers, cultural workers and artists, who are familiar with questions of neighbourhood artistic performances aimed at people who are usually excluded. Art here is not intended as "soul food", but as the driving force of an exchange, of a communal reflection, of a new artistic beginning shared with the population <sup>37</sup>. "Banlieues d'Europe" resembles a Tower of Babel of individuals, researchers, institutions and associations who, from Berlin to Milan, from Liverpool to Vienna, are all at the heart of the project.

35. See FMCU Presentation, *Official Home Page of FMCU*, (<http://www.fmcu-uto.org/>).

36. See Balkan Cities Network, *Official Home Page BALCINET*, (<http://www.balcinet.org/active.aspx>).

37. See Banlieues d'Europe Presentation, *Official Home Page of Banlieues d'Europe*, ([http://www.banlieues-europe.com/presentation\\_uk.html](http://www.banlieues-europe.com/presentation_uk.html)).

### 6.11 “Energies-Cities”

The “Energies-Cities” network constitutes an association of European local authorities, aiming at the promotion of local sustainable energy policies. The network was established in 1990 and, apart from mainly municipal authorities (154), hosts in its ranks municipal enterprises, associations of local authorities, local energy management agencies and intermunicipal partnerships from 24 European countries. The main objectives of the network are as follows: the exchange of experiences and the transfer of know-how about local energy strategies; the development of skills in the sphere of energy efficiency; the promotion of renewable and decentralized sources of energy; the protection of the environment; the organisation of joint programmes; and, the exercise of influence with respect to the proposals and policies elaborated by the institutional bodies of the EU in the fields of energy and environmental protection.

### 6.12 Metropolis

Metropolis was created in 1984 when the then Chairman of the Regional Council of Ile-de-France, Michel Giraud, called a meeting of representatives from Abidjan, Addis Ababa, Barcelona, Buenos Aires, Cairo, Colombo, London, Los Angeles, Mexico City, New York, Tokyo and Turin. The meeting resulted in the creation of the World Association of the Major Metropolises, recognizing its first assembly as the Metropolis '84 congress and the participants as founding members. Since its creation, Metropolis has become the premier international forum for urban issues, recognized by the United Nations and with an observer status in the Urban Affairs Group of the OECD. The key actions of the network include the granting of technical assistance to its members, the organisation of conferences every three years, the publication of reports and regular newsletters<sup>38</sup>.

### 6.13 Polis

The Polis network was created in 1989 and constitutes an association of leading European cities and regions working together to develop innovative technologies and policies for local transport. Its main mission is to improve local transport through integrated strategies that address the economic, social and environmental dimensions of transport. To this end, Polis supports the exchange of experiences and the transfer of knowledge between European local and regional authorities and transport-related organisations. The actions of the network revolve around the four thematic pillars of a sustainable urban and regional transport policy: environment and health; mobility and traffic efficiency; road safety and security of transport

38. See Metropolis Mission, *Official Home Page of Metropolis*, (<http://www.metropolis.org/>).

systems; and, economic and social aspects of transport. Polis members regularly meet in the working groups organized within the framework of these pillars<sup>39</sup>.

#### 6.14 European Forum for Urban Safety (EFUS)

The EFUS is a European network of cities, a non-profit organisation founded in 1987 by Gilbert Bonnemaïson (French MP), bringing together about 300 local authorities in Europe, and working on all major issues in urban safety. The basic aims of the EFUS are to build up a network of European local authorities through practices and information exchanges, as well as to strengthen crime reduction policies and to promote the role of local authorities in the planning of national and European policies<sup>40</sup>.

#### 6.15 Euromontana

Euromontana has its origins in an FAO (Food and Agriculture Organization) sponsored seminar on mountain agriculture in 1953, which generated subsequent mountain conferences at two yearly intervals. In 1974, the Confederation of European Agriculture (CEA) set up a permanent working group for "socio-economic issues in mountain regions". Euromontana today represents 53 organizations of all kinds in 18 European countries, hosting representatives from regions, municipalities, länder and communities of mountain regions. Euromontana's mission is to promote sustainable development and quality of life in mountain areas. The central offices of the network in Brussels become recipients of proposals regarding the promotion of the interests of mountain regions in community bodies<sup>41</sup>.

#### 6.16 European Metropolitan Regions and Areas (EUROMETREX)

EUROMETREX was founded in 1996, at the Metropolitan Regions Conference in Glasgow and with the support of the European Commission, provides a means of promoting effective metropolitan governance so as to manage change at the metropolitan level and respond to European issues. Currently, the network extends to about 40 local authorities that are involved in formulating and implementing spatial planning and development strategies, policies, programmes and projects at the metropolitan level. METREX exists to contribute a metropolitan dimension to European affairs of economic competition, social cohesion and balanced and sustainable development of the broader region of Europe<sup>42</sup>. The network offers a proposal

39. See CITIES AND REGIONS FOR BETTER TRANSPORT, *Official Home Page of Polis*, (<http://www.polis-online.org/index.php?id=18>).

40. See EFUS Portrait, *Official Home Page of EFUS*, (<http://www.fesu.org/fesu/home.aspx>).

41. See Euromontana Mission, *Official Home Page Euromontana*, (<http://www.euromontana.org/>).

42. See METREX The Network of European Metropolitan Regions and Areas, *Official Home Page of METREX*, (<http://www.eurometrex.org/EN/About/about.asp>).

for effective metropolitan governance concerned with the management of change in an uncertain world.

### 6.17 European Energy Network (ENR)

ENR is a voluntary association of European organisations having a responsibility for the planning, management or review of national research, development, demonstration or dissemination programmes in the fields of energy efficiency and renewable energy, comprising about 70 European organizations and local authorities. ENR was created in 2001 and its mission is to operate as an informal network charged with the promotion of sustainable development at the urban and regional levels through the dissemination of good practices in the fields of energy efficiency and renewable sources of energy in EU cities and regions<sup>43</sup>.

### 6.18 The European New Towns Platform (ENTP)

The Europe-wide network ENTP, operating since 2001, constitutes a powerful organization comprising 26 local authorities from 10 European countries. The main purpose of the network is to operate as a platform to exchange information, share good practices and implement common projects in three thematic axes: urban regeneration, social cohesion and sustainable development. The general tasks of the ENTP to achieve these objectives can be summarized in the following points<sup>44</sup>:

- To inform New Towns about the activities of the European Union and relevant programmes, especially Structural Funds.
- To encourage development of common concrete projects on environment, culture, urban development and cooperation with third countries.
- To participate in the dialogue with the European institutions.
- To guarantee more visibility for New Towns.
- To act as an expert and coordinator of INTERREG projects and other programmes like Asia-Urbs or Urb-AL.

### 6.19 Association of the Latin area Local and Regional Authorities (ARCOLATINO)

Arco Latino is an association of Spanish and Italian provinces and French departments in the western Mediterranean, spread on a Euro-territory in the South of Europe from the Algarve to Sicily. Arco Latino, represented by the presidents of the member corporations,

43. See ENR, *Official Home Page of ENR*, (<http://www.enr-network.org/index.php-index=890.htm>).

44. See Presentation of ENTP, *Official Home Page of ENTP*, (<http://www.newtowns.net/presentation>).

was founded in 1999 and officially constituted as an association in June 2002 in Montpellier. It comprises elected representatives from 69 provinces and second-level local authorities and almost 8.000 municipalities. The network has been recognized by the ESDP (European Spatial Development Perspective) as a "dynamic area of integration in the world economy". The Arco Latino's main objectives are summed up as follows: a) to define an integrated development and planning strategy, by mobilizing the socioeconomic actors of its geographical territory, b) to establish a dynamic and flexible agreement focused on the most important fields of regional development, c) to cooperate in common projects and initiatives, d) to defend the regional interests and needs before the EU and national institutions, and e) to create a space of cooperation with the South Mediterranean countries <sup>45</sup>.

## 6.20 Conference of Peripheral Maritime Regions of Europe (CRPM)

As a representative of 154 regions, 26 states and 170 million inhabitants, the CRPM network was established in 1973, taking into account the need for greater participation of the regions in European integration; the different level of competitiveness between the central part of Europe and its periphery; as well as the insufficient sea dimension of European policies. The CRPM works at both an operational and a political level: as mine of cooperation projects; as focal point for the expression of regional interests; as an active source of proposals; and as the representative voice of the regions. For the further promotion of sustainable and effective energy and environmental management, the Insular Committee of the Network of Coastal Peripheries has set up the Europe-wide network of Insular Authorities (Islenet) <sup>46</sup>.

## 6.21 Association of European Border Areas (AEBR)

The idea of setting up a European association or union for border regions was first discussed at the "International Conference on Regional Planning" in Basel in 1965. Following intensive preparatory work by representatives of several border regions (CIMAB, EUREGIO, Regio Basiliensis, Regio Rhein-Waal) with A. Mozer as the Chairman, and a basic report on "Cross-border co-operation in Europe" by Dr. Viktor Freiherr von Malchus, a Standing Committee of European Border Regions was set up on June 17 and 18, 1971 at Anholt Castle (EUREGIO) by a total of 10 border regions <sup>47</sup>. Henceforward, AEBR has been operating as the sole regional organization that is concerned with matters of cross-border character, highlighting the particular problems of its peripheries, representing their interests at the national and international levels and coordinating cooperation with other European regional associations.

45. See Arcolatino, *Official Home Page of Arcolatino*, (<http://www.arcolatino.org/en/introduction/about>).

46. See CRPM, *Official Home Page of CRPM*, (<http://www.crpm.org/index.php>).

47. See AEBR, *Official Home Page of Association of European Border Areas*, (<http://www.aebr.net/>).



## 6.22 Regioeuropa

REGIOEUROPA is an association of European regional and local authorities, legal and natural entities. It has existed since May 2002 as a non-profit association located in Brussels and aims to assist regional and local authorities in meeting the demands of a modern regional policy with a European dimension. The basic mission of the office is to 'transmit' information to local authorities (or any other natural or legal entity which is a member) concerning the activities and decisions of the European institutions; to represent local authorities in Brussels, as well as any other legal or natural entity which is a member; and finally, to help local authorities and its other members to understand and overcome the complexity of the EU 'labyrinth'<sup>48</sup>.

## 6.23 Megapoles

Megapoles is a network of 15 European capital cities established in recognition that these cities face similar public health challenges. The aim of the network is to improve health and reduce health inequalities through information exchange, comparison and co-operation between capital cities. Since its establishment in 1997, Megapoles has produced a number of publications that focus on the distinctive features of health promotion in an urban context. Furthermore, the network has encouraged initiatives over youth issues and alcoholism, third age, new families and socially disadvantaged groups. Its health strategy aims, through practical applications to its cities-members, at the reduction of inequalities with regard to access to health services and integrated health prevention policies<sup>49</sup>.

## 6.24 Assembly of the European Regions (AER)

Created in 1985, the Assembly of European Regions (AER) is the political voice of the regions of Europe in European and international fora. Originally, the AER's main task was to have the place and role of the regions acknowledged in the construction of a democratic Europe, close to the citizens. Consequently, right from the beginning, the AER has been committed, above all, to promoting regionalism and to institutionalising the regions' participation in European politics. The creation of the Congress of Local and Regional Authorities of Europe by the Council of Europe in 1994 followed by the creation of the Committee of the Regions by the European Union in 1995, the introduction of the principle of subsidiarity in European treaties, the cooperation among regions in the framework of EU

48. See Mission and Objective of Regioeuropa, *Official Home Page of REGIOEUROPA*, (<http://www.regioeuropa.net/3/84/>).

49. See Megapoles, *Official Home Page of Megapoles*, (<http://www.megapoles.com>).

structural policies, the creation of European means designed for interregional and cross-border cooperation and the adoption of the "Declaration for the regionalization of Europe" in 1996 by 300 European regions, are proof of these principles in action<sup>50</sup>.

## 6.25 Q-CITIES

The idea of creating a European network to follow quality policies and local administrative innovations was born during the 1st Conference of Local Innovations, held on 20th of April 2004, in Amaroussion, Greece. The European cities' attendants of the 2nd Conference of Local Innovations (Lithuania, Netherlands, Cyprus, Sweden, Portugal, Spain, Finland, Greece)<sup>51</sup>, on the round table discussion of June 2006, decided to take action for the foundation of q-cities initiative. The cities representatives agreed to create a European cities network for exchanging experiences on administrative innovations, through the processing of joint models and policies and developing joint collaboration pilot programs regarding the service of citizens. The objectives of the network mainly concern joint initiatives in the field of quality and administrative innovations and, more especial<sup>52</sup>:

- Exchange experiences in the planning of policies and practices regarding administrative innovations that will lead to the improvement of bilateral communication with citizens and the upgrade of provided services.
- Jointly plan pilot applications to evaluate innovations before widely apply them.
- Perform within the network a systematic benchmarking so that the spreading of best practices is facilitated.
- Jointly determine effectiveness and efficiency indicators to evaluate local quality policies.
- Collaborate in the forming of new personnel's behavioural codes responding to the complicated requirements of contemporary societies.
- Undertake common actions in Human Resources Development through short-term exchanges and common educational programmes, being completely aware of the fact that important innovations can only be achieved through sensitive and skilful personnel.

50. See AER Mission, *Official Home Page of Assembly of European Regions*, (<http://www.a-e-r.org/about-aer/vocation/mission.html>).

51. Municipalities of Nea Ionia Volou, Neapoli-Lashithi-Crete (Greece), Municipalities of Strovolou, Lacatamia, Limassol, Nicosia (Cyprus), Municipality of Tilburg (Netherlands), Municipality of Oulu (Finland), Municipality of Umea (Sweden), Municipality of Porto (Portugal), Municipality of Esplugues (Spain), Municipality of Turku (Finland), Municipality of Vilnius (Lithuania), Municipality of Helsinki (Finland).

52. See Declaration of Q-Cities, *Official Home Page of Q-Cities*, (<http://www.q-cities.net/declaration.html>).

- Finally, undertake common actions for the member cities to transform into cities of quality and services and develop joint strategies aiming to spread them in a wider European scale.

## 6.26 Association of Ancient Greek Ports of the Mediterranean and the Black Sea (AAGP)

The Association consists of cities, which have as a common characteristic the fact that they were all founded by Greeks during antiquity. The Association was founded in 1996 in Agde (South of France) on the initiative of the following municipalities: Chalkis, Pythagorio, Patras, Herakleion, Piraeus, Rhodes and Ithaca. Cities from Cyprus, Spain, France, Italy, Egypt, Tunisia, Lebanon, Romania, Georgia and the Ukraine are also participants in the Association (in total 33 members)<sup>53</sup>. The AAGP has been set up as an Association, subject to the French legislation, open to all the municipalities of port-cities of the Mediterranean, which were founded from ancient Greeks. "The reason why we all participate in this Association of Ancient Greek Ports of the Mediterranean", mentioned in a resolution adopted by the members, "is not simply our legitimate interest to weave between our cities a privileged network of mutually beneficial exchanges in all fields, but also, primarily, to establish this association as the par excellence forum for a relationship directly and steadily inspired by the ancient-Greek ideal, as well as the ideas and values that made the creation of this association possible and which were bequeathed by today's humanity". The Greek Culture Foundation steadfastly supports the activities of the Association. One of its first interventions was the decision to publish, at its own expense, a manual on the history of the Association's Ports.

## 6.27 Network of cities of the mythical "Argo"

The myth of the Argonautical Expedition is revived by the municipality of Volos and the Municipal Tourism Enterprise of Volos, in cooperation with the Shipbuilding and Technology Research Institute, "Naudomos", within the framework of an integrated research programme of Pilot Nautical Archeology. The aim of the specific Research Programme is the reconstruction of a realistic and documented version of an oared prehistoric ship dating to the 15th Century AD, which belongs to the typology of the "continental shipbuilding school", that is, the same family of the Homer's "long boats" of Antiquity. In 2006, the ship started making pilot sailings in the Pagasetic Gulf with a view to make a voyage from Volos to ancient Colchis (present-day Georgia) and to the municipalities of Poti in Georgia (the so far considered port of ancient Colchis) and Sochi in Russia (which is rumoured that it constituted part of the mythical

53. The founding members of the Association were the municipalities of Agde, Alexandria (Egypt), Arles (France), Castelvetro (Sicily), Pythagorion (Samos), Jarbah (Tunisia), Escala-Empuries (Spain), Larnaca and Pafos (Cyprus), Mangalia (Romania) and Poti (Georgia).

kingdom of Ancient Colchis and meeting point of the Argonauts], in search of the “Golden Fleece” of contemporary era, visiting Novorosisk, Mariupol, Sevastopol, Odessa, Constanta, Varna, Burgas and Sozopol. “Argo” will be a ship, belonging, not only to Volos and Greece, but also to the whole European Union, as its 50 oarsmen will be citizens coming from all European countries and Volos, the point of cultural and entrepreneurial communication with the cities of the Black Sea (Turkey, Georgia, Russia, Ukraine). It should be noted that the aforementioned undertaking would be possibly implemented within the framework of BSEC.

## 6.28 European Capitals of Culture (ECoC)

Designed to “contribute to bringing the peoples of Europe together”, the European City of Culture project was launched, at the initiative of the then Greek Minister of Culture, by the Council of Ministers on 13 June 1985. The aim of the initial “Europe cities” initiatives was “to open up to the European public particular aspects of the culture of the city, region or country concerned”. The European Cities of Culture have been chosen until 2004, on an intergovernmental basis; the Member States unanimously selected cities worthy of hosting the event, and the European Commission awarded a grant each year to the city selected.

For the time being, the European Capitals of Culture are designated each year by the Council of Ministers of the EU, on the basis of the view of a selection panel comprising seven prominent independent members, each of them experts in the culture sector. The selection procedure is laid down in Decision 1419/1999/CE amended by Decision 649/2005/CE. This Decision sets out a chronological list of Member States entitling them to host the event in turn. It defines as well the criteria the cities have to comply with to be designated as European Capital of Culture. A new designation procedure will apply for the 2013 title onwards. Indeed, a new Decision has been adopted by the European Parliament and the Council. It fosters national competition within the Member States, sets up a monitoring phase after the designation and strengthens the European dimension of the event<sup>54</sup>.

## 6.29 “Ioannis Kapodistrias”

Taking into account of the fact that Ioannis Kapodistrias has been acknowledged as one of the most influential political personalities of the modern European history and that his contribution to the shaping of the European identity is deemed profound, as he was the first exponent of the European ideal and intercultural dialogue, the network was created on the initiative undertaken in February 2007 by the municipalities of Corfu, Nafplia, and Aegina, on the part of the Greek side and the Municipalities of Koper-Capodistria (Slovenia) and

54. See European Capitals of Culture, *Official Home Page of EU*, ([http://ec.europa.eu/culture/eac/other\\_actions/cap\\_europ/cap\\_eu\\_en.html](http://ec.europa.eu/culture/eac/other_actions/cap_europ/cap_eu_en.html)).

Ammochostos (Cyprus) within a targeted and long-lasting strategy that is based on the following thematic axes:

- The dissemination and promotion of historical studies and findings on the multidimensional work of Ioannis Kapodistrias among its European partners and in the wider world scale;
- The promotion of unity and constructive cooperation among its members on cultural, social and economic issues through a wide mobilization and exchange of human resources, information, ideas and concrete projects that would lead to the dissemination of the knowledge about the personality and values of Ioannis Kapodistrias in the Greek, European and international communities;
- The lobbying advocacy work to influence international policy making within international organizations and fora;
- The participation in EU funding programmes and the development of cooperation at the European and international levels;
- The exchange of experience in the planning of effective, efficient and qualitative administrative practices that will lead to the improvement of bilateral communication with citizens and organizations of civil society and the upgrade of provided municipal services.

### 6.30 Association for the Local Democracy Agencies (ALDAs)

Local Democracy Agencies (LDAs) and the Association of LDAs (ALDAs) are instruments at the disposal of local and regional authorities and civil society organizations that contribute, as effectively as possible, to the local development in South East Europe and the Caucasus<sup>55</sup>. In particular, the Association was created in 1999 as an umbrella-organization for the co-ordination of the work of the LDAs, which, six years earlier, had initiated an attempt at providing assistance to regions of former Yugoslavia that had been ravaged by war. The first LDA was founded in Subotica, Serbia, in 1993, with other LDAs following in all the countries of the former Yugoslavia. The Agencies operate only in decentralised areas, where the presence of the international community is usually lower. Their main mission is to foster human rights and democracy at the local level. The LDAs also play an important role in the Stability Pact for South Eastern Europe and they have been widely recognised as fundamental stakeholders in the stabilisation and democratisation process of the area. Moreover, they collaborate regularly with such organisations as the Council of Europe, the European Union, the Ministry of Foreign Affairs of Italy, France and Norway and the Open Society among many others.

55. See LDAs, *Official Home Page of Local Democracy Agencies*, ([http://www.ldaonline.org/2-TheLDAgencies/index\\_TLDA.htm](http://www.ldaonline.org/2-TheLDAgencies/index_TLDA.htm)).

After its success in the Balkans, in September 2006, one more agency was set up, the 12th, in Kutaisi (Georgia), while preparations are being made for one more in Skhidra (Albania).

### 6.31 EUREGIO

The name EUREGIO stands for European region. It is used to refer geographically to a section of the Dutch-German border area covering parts of the Dutch provinces Gelderland, Overijssel, and Drenthe as well as parts of the German federal states Nordrhein-Westfalen and Niedersachsen. The region spans some 13,000 km<sup>2</sup> with about 3.37 million inhabitants. The EUREGIO network includes 130 Dutch and German municipalities, towns and administrative districts that have been working together for more than 45 years for the improvement of relationships at all levels and in all spheres of daily life between citizens and local authorities. Coordination and intensive transfrontier contacts are considered as the best way to eliminate the structural, institutional and cultural borders between the member-states. All participating municipalities, towns, and administrative districts are represented in the Association's Assembly. This assembly elects from its members a cross-border regional parliament called the EUREGIO Council <sup>56</sup>.

### 6.32 CEEC-LOGON-Local Governments Network of Central and Eastern European Countries

The Austrian Association of Cities and Towns (Österreichischer Städtebund) initiated 1998 the project "CEEC-LOGON - Local Governments Network of Central and Eastern European Countries" in co-operation with the presidents and general secretaries of local authorities associations of candidate countries in order to use the capacity of Local Authorities Associations to communicate and to intensify the information exchange.

The objectives of the project are <sup>57</sup>:

- launching a transEuropean network for cooperation, coordination and communication between local authorities associations within the EU and the CEE countries;
- supporting the creation of stable and efficient structures of Local Authorities' representations in the CEE countries;
- enhancing the preparation for EU accession by assessment of the possible effects of EU membership;

56. See The EUREGIO Organisation, *Official Home Page of EUREGIO*, (<http://www.euregio.de/eu/?lc=de>).

57. See The Project "CEEC-LOGON", *Official Home Page of "CEEC-LOGON - Local Governments Network of Central and Eastern European Countries*, (<http://www.ceec-logon.net/>).

- setting up a know-how- and expert-platform regarding the local and regional levels in CEE countries;
- setting up a common basis for further cooperation between local and regional authorities;
- spanning the social, cultural and political gap between both local authorities in the CEE countries and in the EU.

### 6.33 International Council for Local Environment Initiatives (ICLEI)

ICLEI—Local Governments for Sustainability is an international association of local governments and national and regional local government organizations that have made a commitment to sustainable development. ICLEI was founded in 1990 as the International Council for Local Environmental Initiatives. The council was established when more than 200 local governments from 43 countries convened at its inaugural conference, the World Congress of Local Governments for a Sustainable Future, at the United Nations in New York. More than 475 cities, towns, counties, and their associations worldwide comprise ICLEI's growing membership. ICLEI works with these and hundreds of other local governments through international performance-based, results-oriented campaigns and programs. ICLEI provides technical consulting, training, and information services to build capacity, share knowledge, and support local government in the implementation of sustainable development at the local level. Its basic premise is that locally designed initiatives can provide an effective and cost-efficient way to achieve local, national, and global sustainability objectives<sup>58</sup>.

### 6.34 Network of Healthy Cities of the World Health Organization

The WHO Healthy Cities programme engages local governments in health development through a process of political commitment, institutional change, capacity building, partnership-based planning and innovative projects. A healthy city is not one which has achieved a particular health status but one which is conscious of health and striving to improve it. Thus any city can be a “healthy” city, regardless of its current health status. A healthy city is also one that is continually creating and improving the physical and social environments and expanding the community resources that enable people to mutually support each other in performing all the functions of life and in developing to their maximum potential. Over 1200 cities and towns from more than 30 countries in the WHO European Region are healthy cities<sup>59</sup>.

58. See About ICLEI, *Official Home Page of ICLEI* (<http://www.iclei.org/index.php?id=global-about-iclei>).

59. See Healthy Cities and urban governance, *Official Home Page of the network of Healthy Cities of the WHO*, (<http://www.euro.who.int/healthy-cities>).

### 6.35 The Organization of World Heritage Cities (OWHC)

The Organization of World Heritage Cities (OWHC) was founded on September 8, 1993 in Fez (Morocco). The organization was made up of 215 cities in which are located sites included on the UNESCO World Heritage List. The basic goals of the Organization are as follows: the implementation of the Convention concerning the Protection of the World Cultural and Natural Heritage and the International Charter for the Protection of Historic Cities; on both regional and international levels, cooperation and the exchange of information and expertise among historic cities throughout the world in close collaboration with other organizations pursuing similar goals while emphasizing action likely to support the efforts of cities located in developing countries; in cooperation with specialized organizations, the coordination between research undertaken by specialists or experts and the needs of local management; and, the sensitization of the populations to patrimonial values and their protection. To this end, the OWHC organizes symposia and seminars dealing with the strategies of management and protection of historic monuments. The OWHC also strives to heighten awareness among United Nations, UNESCO, World Bank and the Council of Europe governmental officials of the importance of better protecting historic monuments in the event of armed conflicts<sup>60</sup>.

### 6.36 European Association of Mountain Areas (AEM)

The European Association of Mountain Areas was founded in 1991 on the initiative of the elected representatives of the mountain regions of France and of their Italian counterparts. The principal aim of the association is to promote a global, balanced policy for sustainable development of the European mountain areas. The actions carried out by the AEM to promote a mountain policy are aimed at developing and implementing a policy of sustainable development for the mountain regions at pan-European, Community, national and regional levels<sup>61</sup>.

### 6.37 European Network of Wine Cities (RECEVIN)

RECEVIN is the European Network of Cities of Wine integrated by cities or groups of cities from 9 EU member-states (Germany, Austria, Slovenia, Spain, France, Greece, Hungary, Italy and Portugal). The cities pertaining to RECEVIN have a strong economic dependency of the vitivinicultura, are located in zones protected by denomination of quality of their wines and

60. See Presentation of OWHC, *Official Home Page of the Organisation of World Heritage Cities*, (<http://www.ovpm.org/index.php?module=pagesetter&func=viewpub&tid=1&pid=6&mm=1024>).

61. See Presentation of AEM, *Official Home Page of the European Association of Elected Representatives from Mountain Areas*, (<http://www.promonte-aem.net/AEM/en/QuiSommesNous>).



count on a minimum of 5.000 inhabitants. The aims of the network are the promotion of "Wine Culture", tourism, as well as the architectural and historical tradition of its regions<sup>62</sup>.

### 6.38 Global Cities Dialogue

The Global Cities Dialogue is a worldwide network of cities, which are interested in creating an information society free of digital divide and based on sustainable development. As cities are subject to changes caused by the transformation to an information society, they are an ideal place for actions reinforcing democracy through the use of new technologies. The Global Cities Dialogue is a new initiative proposing an open framework for action for all cities interested in working together to realize the potential of an information society free from social exclusion and based on sustainable development. It builds on the premise that cities have a key role to play in the information society. They are the geographical, political, socio-economic and cultural entities where millions live, work and directly exercise their rights as citizens and consumers. They are close to grassroots processes and directly face a number of information-society issues, changes and opportunities from local democracy to more cost-effective services<sup>63</sup>.

### 6.39 Airport Regions Conference (ARC)

The Airport Regions Conference (ARC) is an association of regional and local authorities across Europe, which have an international airport, situated within or near their territory, and it is currently the only such body of its kind. The ARC was set up in 1994. There are currently 31 member regions, representing a population of over 75 million people. The key aim of the network is to balance the economic benefits deriving from the operation of the airports with the environmental impact caused to the quality of life of the inhabitants in the specific areas. To this end, the mission of the network is to enhance the role of regional and local authorities in the development of European air transport policies and the undertaking of common initiatives for the exchange of information and best practice among its members<sup>64</sup>.

### 6.40 European Local Authorities Cooperation Network PARTENALIA

Since 1993, the network Partenalia has been successfully representing at European level the interests of second level local authorities and has become a privileged working framework for its members to enhance innovation and exchange of experiences at

62. See Presentation of RECEVIN, *Official Home Page of RECEVIN*,

[<http://www.recevin.net/index.asp?carpeta=english&web=municipios>].

63. See Global Cities Dialogue, *Official Home Page of the Global Cities Dialogue network*,

[<http://www.globalcitiesdialogue.org/default.htm>]

64. See ARC Mission, *Official Home Page of ARC*, [[http://www.airportregions.org/about\\_arc/mission.htm](http://www.airportregions.org/about_arc/mission.htm)].

transnational level. Furthermore, in the area of international Cooperation, the network initiated, in June 2006, the project “New Europe, New Twinnings” that was approved by the European Commission. The New Europe, New Twinnings comprises 77 partner-municipalities from 11 member-states of the EU that exclusively aim at the promotion of the town twinings.

#### 6.41 Douzelage

The aim for the creation of the Douzelage network in 1991 by 12 cities<sup>65</sup> of the then Europe of “12” was the cultivation of friendly relationships, cultural, athletic and educational exchanges between them and, in the long term, joint assumption of trade and tourism initiatives. Spiritual child of the Twinning Associations of the cities of Granville and Sherborne, the Douzelage network, comprising 20 members, places the field of education at the top of its agenda during its symposia organised twice a year<sup>66</sup>.

#### 6.42 FEDARENE

FEDARENE was created on the 8<sup>th</sup> of June 1990, by 6 regional authorities - Rhyne-Alpes, Provence-Alpes Cote d’Azur, Wallonia, Pa\_s Vasco, Aquitaine and Nord-Pas de Calais. Encouraged by the different programmes of the European Commission at that time, which gave them authority and autonomy, these authorities considered it was time to play the role of a counterweight to the national governments in terms of energy and environment policies. All from the beginning, FEDARENE served as a springboard for the creation of new agencies and as a crossroads for a wide array of agencies. These ones are not only the driving force behind the development of the network, but also play an essential role in policy making. They act both as producers of ideas and as implementers of decisions on the regional, national, European and international levels<sup>67</sup>.

#### 6.43 The Cultural Villages of Europe

In 1996, when Copenhagen was pronounced Cultural Capital of Europe, the village Tommerup of Denmark pronounced itself Cultural Village of Europe. Three years later, the village Wijk aan Zee did the same. The result was that 10 more European villages, raising the total number of the organization to 11, signed the Charter of the Villages of Europe on

65. Altea (Spain), Bellagio (Italy), Bundoran (Ireland), Granville (France), Holsterbo (Denmark), Houfalize (Belgium), Kotzing (Germany), Meerssen (Netherlands), Niederanven (Luxembourg), Preveza (Greece), Sesimbra (Portugal) and Sherborne (United Kingdom).

66. See Douzelage, *Official Home Page of Douzelage*, (<http://www.douzelage.org/index.php?id=5>).

67. See FEDARENE, *Official Home Page of FEDARENE*, (<http://www.fedarene.org/>).

December 10, 1999. The purpose of the Cultural Villages is vital villages: A society with a flourishing Village Culture next to urban culture<sup>68</sup>.

#### 6.44 The "Culture in the Neighborhood" Project

The whole project is about an initiative that has been undertaken by UNESCO in its effort to foster the creation of decentralized culture infrastructures to assist local authorities in political decision-making regarding the fight against exclusion. The "Culture in the Neighborhood" project magnifies this attempt at intercultural dialogue in the urban environment, based on partnerships between African and European countries, and places particular emphasis on the social integration and participation of inhabitants. The network consists of cultural activities, which the residents of a neighbourhood carry out through their own efforts. Additionally, it uses culture as a means of fostering dialogue, tolerance and sustainable development<sup>69</sup>.

#### 6.45 "Olympic Truce"

The concept of the Olympic Truce is associated with the ancient Greek spirit of the First Olympic Games. It is born out of the deeply held conviction that sports and the Olympic ideals can help build a peaceful and better world. Commencing seven days before and ending seven days after the Games, the Olympic Truce essentially imposes the cessation of all hostilities to allow athletes, artists and spectators to travel to ancient Olympia, participate in the Games and return home safely. In the contemporary era, initially, on the initiative of Mr. Juan Antonio Samaranch in 1992, then President of International Olympic Committee and, further, by resolution of the General Assembly of the United Nations taken in December 2001, there was an attempt at reviving this ancient Greek practice during the Modern Olympic Games. Since 2003, KEDKE, the Central Union of the Municipalities and Communities in Greece, has been implementing an action programme entitled "Olympic Truce" with the support of the Hellenic Prefectural Self-Administrations and other social actors and agencies. To date, with the assistance of the Greek bureau of the International Olympic Truce Centre, there have been organized conferences, cultural and athletic meetings and visits to municipalities throughout Europe. Over 8.500 elected representatives, academics, artists and scientists from the Euro-Mediterranean space have joined their voices for the fulfillment of this purpose.

68. See The scheme of Cultural Villages of Europe, *Official Home Page of Cultural Villages of Europe*, [<http://www.cultural-village.com/EN/algemeen%20EN.htm>].

69. See Culture in the Neighbourhood, *Official Home Page of The City: Networks of Culture*, [<http://portal.unesco.org/culture/en/ev.php->

#### 6.46 Central and Southeastern Europe Association of Capitals

By the Founding Act of the Association in 1995, the Mayors of Athens, as well as those of the capitals of Hungary, Austria, Cyprus and Ukraine, agreed on a common line towards peace, security and reinstatement of the mutual trust among the people they represent. In accordance with its statutes, inter alia, the goal of the Association is to preserve permanent ties between the members-capitals and promote the European idea among its members as well as those of the rest of Europe.

#### 6.47 World Marathon Majors

On January 23, 2006, the mayors of the cities of Boston, London, Berlin, Chicago and New York City, that is, the organisers of the five famous marathon races, collectively launched the network of World Marathon Majors – a new series offering a \$1 million prize purse to be split equally between the top male and female marathoners in the world. In creating the World Marathon Majors, the organizers of these five races recognized an opportunity to advance the sport, raise awareness of its athletes and increase the level of interest in elite racing among running enthusiasts<sup>70</sup>.

#### 6.48 The World Alliance of Cities Against Poverty (WACAP)

WACAP is a contribution made by cities from all continents to the International Decade for the Eradication of Poverty (1997-2006) proclaimed by the United Nations General Assembly. WACAP was initiated during the first quarter of 1996, International Year for the Eradication of Poverty, and officially launched on 17 October 1997 by the United Nations Development Programme (UNDP). The World Alliance of Cities against Poverty unites cities that have decided to take a public stand and mobilise all sectors of society, from individuals to governments, to do everything in their power to eliminate poverty both at home and abroad<sup>71</sup>.

#### 6.49 European Cities Against Drugs (ECAD)

ECAD is Europe's leading organization promoting a drug free Europe and representing millions of European citizens. ECAD member cities (270) work to develop initiatives and efforts against drug abuse supporting the United Nations Conventions, which oppose legalization and promote policies to eradicate drug abuse worldwide<sup>72</sup>.

70. See World Marathon Majors, *Official Home Page of World Marathon Majors*, (<http://www.worldmarathonmajors.com/US/index.php?nid=3>).

71. See World Alliance of Cities Against Poverty, *Official Home Page of the World Alliance of Cities Against Poverty*, (<http://mirror.undp.org/switzerland/wacap/en/introduction.htm>).

72. See ECAD, *Official Home Page of ECAD*, (<http://www.ecad.net/>)

### 6.50 "Eurotowns"

The Eurotowns network was established in 1991 as a Europe wide network for towns and cities with populations between 50,000 and 250,000. Towns and cities of this size play a significant part in the economic and social life of Europe, and Eurotowns raises the profile of member activity and issues on the EU agenda. There are currently 20 towns and cities in membership of Eurotowns. Eurotowns promotes the exchange of information and good practice within and beyond the network by organising events, running projects and conducting research<sup>73</sup>.

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73. See EURO TOWNS, *Official Home Page of Eurotowns*, (<http://www.eurotowns.org/>).



## CHAPTER 7

Chapter 7  
The Programme  
«EUROPE FOR CITIZENS, 2007-2013»





## 7.1 General

The Programme “Europe for Citizens, 2007-2013”, constitutes the product of an extensive consultation of the European Commission with different stakeholders and their elected representatives. The Programme, which shall materialize the legal framework to support a wide range of activities and organisations promoting ‘active European citizenship’ in a political framework defined by the European Year of Equal Opportunities (2007), the European Year of Cross-Cultural Dialogue (2008), and coincides with the celebrations commemorating the 50th anniversary from the signing of the Treaty of Rome, but also with the entry of new members, Romania and Bulgaria into the EU, aims at consolidating a common European identity between the citizens of the member–states of the EU, based on common historical and cultural values (general objective) and the close cooperation and exchange of experiences between local communities and the civil society organizations of the EU member-states (specific objective). Among the four Actions of the programme, here, particular attention will be given to Action 1 that concerns the citizens’ meetings between twinned cities, as well as the networks of twinned towns. This does not preclude the possibility of the local government administrations participating in the other Actions as well.

## 7.2 The Objectives of the Programme

More analytically, the general objectives of the Programme are to contribute to<sup>74</sup>:

- (a) giving citizens the opportunity to interact and participate in constructing an ever closer Europe, which is democratic and world-oriented, united in and enriched through its cultural diversity, thus developing citizenship of the European Union;
- (b) developing a sense of European identity, based on common values, history and culture;
- (c) fostering a sense of ownership of the European Union among its citizens;
- (d) enhancing tolerance and mutual understanding between European citizens respecting and promoting cultural and linguistic diversity, while contributing to intercultural dialogue.

Apart from the general objectives, the Programme has particular, more specific objectives, which shall be implemented on a transnational basis<sup>75</sup>:

- (a) bringing together people from local communities across Europe to share and exchange experiences, opinions and values, to learn from history and to build for the future;
- (b) fostering action, debate and reflection related to European citizenship and democracy,

74. See European Commission, Europe for Citizens Programme, 2007-2013. Provisional Programme Guide, Brussels, March 2007, p. 4

75. Ibid.

shared values, common history and culture through cooperation within civil society organisations at European level;

- (c) bringing Europe closer to its citizens by promoting Europe's values and achievements, while preserving the memory of its past;
- (d) encouraging interaction between citizens and civil society organisations from all participating countries, contributing to intercultural dialogue and bringing to the fore both Europe's diversity and unity, with particular attention to activities aimed at developing closer ties between citizens from Member States of the European Union as constituted on 30 April 2004 and those from Member States which have acceded since that date.

### 7.3 The priority themes of the Programme.

Under this Programme, special priority is given to certain things of particular relevance for the development of an active European citizenship. The eligible actors under this Programme are invited to address one or more of the priority themes of the Programme in their projects, although the Programme remains open to innovative and participative programmes, which do not fall within these priority themes.

In particular, special priority will be given to the following themes<sup>76</sup>:

#### (a) *Future of the European Union and its basic values*

The Programme constitutes a means for strengthening the participation of societies and civil society organizations in shaping the future of the Union. The important and rapid changes of the European Union make it necessary to engage citizens and civil society organizations in a deep, long lasting reflection on the future of Europe. This has been recognized in 2005 by the Heads of States and Governments, which decided a reflection pause on the future of Europe after the ratification process of the Constitution was suspended. To support this reflection, the Commission proposed the Plan D to strengthen dialogue, debate and democracy in Europe. The Europe for Citizens Programme is an important tool in this context. It can be used to set up a structured dialogue in societies in view 'of fostering a sense of ownership of the European Union among its citizens' as mentioned in the Programme objectives. Vision of the future of the European Union is by definition linked to its basic values. This permanent priority includes therefore also dialogue and actions related to basic values such as human rights, tolerance, solidarity and fight against racism and xenophobia. Both the completion of 50 years from the signing of the Treaty of Rome, as well as the celebrations of the 9th May – Day of Europe – constitute opportunities for the participation of citizens in the relevant events and manifestations encouraged by the programme.

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76. Ibid., 5-7

*(b) Active European Citizenship: participation and democracy in Europe.*

The concept of the active European citizenship lies at the heart of the Programme. The issues of participation and democracy constitute a permanent priority of the Programme. These issues will therefore be tackled by studies, reflections and projects involving citizens and civil society organizations.

*(c) Inter-cultural dialogue*

The successive enlargements of the European Union, the increased mobility resulting from the single market, the migration flows, old and new, are increasing interactions between European citizens. Consequently, they should be able to fulfill their potential in a more solidarity-based society. Promoting participation of each citizen in intercultural dialogue through the structured cooperation with civil society is fundamental to creating a European identity and enhancing different shapes of the various aspects of belonging to a community. European citizens should be aware of the importance of developing active European citizenship which is open to the world, respects cultural diversity and is based on the common values of the European Union. 2008 will be the European Year of Intercultural Dialogue. The Programme is called upon to play a major role with respect to cross-cultural exchanges.

*(d) People's well being in Europe: employment, social cohesion and sustainable development.*

In view of the challenges posed by globalization, transition towards a knowledge-based economy, demographic developments, immigration, increasing individualism, the European Union has adopted a clear strategy: the "Lisbon agenda", which has set a target for the EU to become the most competitive knowledge-based economy in the world. The Programme will encourage actions dealing with these issues, giving a European perspective to people's everyday life and demonstrating how the EU can improve their well being in an evolving environment.

*(e) Impact of EU policies in societies.*

The Programme has as an objective to bring Europe closer to its citizens. A very important aspect in this exercise is to raise citizens' awareness of the results achieved through European policies and actions in various policy fields. The Programme should therefore encourage actions, which provide citizens with opportunities to recognize, debate, assess and build opinions on these achievements.

## **7.4 The actions of the Programme**

The most important Actions supporting the above objectives and the corresponding measures have as follows:

**(1) "Active citizens for Europe" project falling under two types of measures:**

- town-twinning (citizens' meetings and thematic networking of twinned towns)
- citizen's projects and support measures.

**(2) "Active civil society", falling under the following types of measures:**

- structural support for European public policy research organizations (think-tanks),
- structural support for civil society organizations at European level,
- support for projects initiated by civil society organizations.

**(3) "Together for Europe" action, falling under the following determinants:**

- high visibility events, such as celebrations of anniversaries, prizes award, artistic events, European scale conferences,
- studies, surveys and opinion polls,
- information and dissemination tools.

**(4) "Active European remembrance", through the following sets of measures:**

- Preserving the main sites and archives associated with deportations and commemorating the victims of nazism and stalinism.

## **7.5 The budget of the Programme**

The Programme has an overall budget of 215 million euros for the next seven years, broken down as follows: the 45% will be allocated to cover the needs for the projects of Action 1, which includes twinning actions. For 2007, the total financing of twinning projects will be up to 10.5 million euros. The decision establishing the Programme specified that the overall breakdown between the different actions should be the following:

- Action 1: at least 45%
- Action 2: approximately 31%
- Action 3: approximately 10%
- Action 4: approximately 4%

## **7.6 Town Twinning: Citizens' meetings and Networks of Twinned Towns**

For the implementation of the above objectives, twinings constitute the most important policy tool. In particular, twinings comprise the main means which are financed in the framework of Action 1 of the Programme entitled "Active Citizens for Europe", which consists in citizens' meetings and the thematic networking of twinned towns<sup>77</sup>.

77. The website of the Directorate of the Education, Audio-visual and Culture Executive Agency of the European Commission ([http://ec.europa.eu/dgs/education\\_culture/activecitizenship/indexen.htm](http://ec.europa.eu/dgs/education_culture/activecitizenship/indexen.htm)) contains valuable information on each separate action, as well as the necessary material for the submission of relative proposals.

### 7.6.1 Citizens' Meetings

The basic idea is simple: a town invites a group of people from its twinned town(s). A meeting can thus involve people from two or more twinned towns. The Programme Guide also covers meetings during the period of the preparation of new twinings. This presupposes the existence of an official commitment of the towns for the preparation of the twinning. Consequently, the Programme Guide sets as a condition that an official twinning agreement must have been planned in such a way so as to be complete within two years. These meetings should aim at the following objectives:

- **Commitment to European integration:** In the context of the attainment of this objective, a programme should be planned, from which the participants can learn or experience that European integration is useful and good for Europe and for its citizens. The idea is simply that, by the end of the meeting, the participants should feel more committed to European integration than at the outset.
- **Friendships in Europe:** Town twinning is a long lasting relationship based on friendships between the municipalities. Citizens' meetings should enable this to be realised at the level of individuals. A good meeting should therefore include possibilities for participants to develop personal friendships in their twinned town; to learn about contemporary life styles and how people experience their everyday lives; and to become familiar with the local culture and the provision of local services. All this brings about friendship, mutual understanding and solidarity between people in Europe.
- **Active participation:** Citizens' meetings should not just involve a small group of people who are already fully committed to town twinning. The Guide therefore underlines widespread local participation and suggests the involvement of local associations or other relevant organisations. Furthermore, meetings of citizens should be based on a "learning by doing" approach. It is therefore important to design activities where the participants do not find themselves in the passive role of "spectators". One should also take care of assuring that groups from different towns work together, not in parallel. It is also very valuable to involve the participants in planning and preparation stage of the event and in the possible follow-up actions.

#### An example of a suitable meeting during the preparation of a new twinning<sup>78</sup>

Town A in country X and Town B in country Z have had initial contact and decide to set up a formal town twinning. The official signing of the twinning charter is anticipated to take place in summer 2008 during a suitable event. To prepare contacts and future co-operation between the two towns, town A invites a group from the Town B to a meeting in summer 2007 involving mainly people from educational sector and representatives of different local associations.

78. See General Directorate of Education and Culture, *Town Twinings – Guide for users 2006. Citizens' meetings*, European Commission, Brussels, 2006.

### *7.6.1.1 Submission of the application*

#### *7.6.1.1.1 Who submits the application*

To be eligible, the applicant must be the municipality in which the meeting takes place, or its twinning association/twinning committee with a legal status (legal personality), and be established in a participating country. It is important to note that other type of organisations (local cultural associations, schools, sport clubs etc.) might be involved or in charge of running the event, but they are not eligible to submit an application. The application must be submitted by the town hall or by a twinning association/committee, which is formally in charge of the twinning relationship. This rule guarantees that events definitely take place in the framework of twinning and assures the necessary co-ordination at local level.

The applicants must be established:

- (a) in EU member-states;
- (b) in EFTA (European Free Trade Zone)<sup>79</sup> countries, which are members of the European Economic Area (EEA);
- (c) in candidate countries, for which a pre-accession strategy has been laid down, in accordance with the general principles and the general terms and conditions, as the same have been defined in the framework-agreements with these countries regarding their participation in Community programmes<sup>80</sup>;
- (d) in Western Balkan countries, by dint of settlements that must be agreed upon with the above-mentioned countries, in connection with the general principles governing their participation in community programmes<sup>81</sup>.

#### *7.6.1.1.2 Preparing a good and sound application*

Before the submission of any request, the applicant should therefore check that he/she:

- has enclosed the official covering letter introducing the application in summary signed by the legal representative of the local authority;
- has used the correct application form: 2007 form for citizens' meetings;
- has fully completed the form that gives all the requested information;
- the declaration has been dated and signed at the end of the application form;
- has enclosed a detailed daily programme of the meeting. This must have been drawn up in English, French or German;
- has enclosed a proof of town twinning. The proof must be an official document from the municipal administration (for example a letter signed by the mayor) stating the

79. The European Free Trade Zone includes the following countries: Iceland, Lichtenstein and Norway.

80. Croatia, Former Yugoslav Republic of Macedonia and Turkey

81. Albania, Bosnia and Herzegovina, Montenegro and Serbia along with Kosovo, in pursuance of resolution No 1244/10-6-1999 by the Security Council of the United Nations.

existence or preparation of the twinning arrangements. If the applicant is a municipality, this information can be included in the official covering letter;

- if the applicant is the town hall, the information that may be included in the official accompanying letter is as follows:
  - the financial identification form (bank details), signed by the applicant and certified by the bank. The bank stamp and signature of its representative are not required if this form is accompanied by a copy of a bank statement. The signature of the account holder is obligatory in all cases;
  - the legal entity form, duly completed and signed. For twinning committees / associations the legal entity form must be accompanied by an official document attesting to the establishment of the twinning committee/association (articles of association, registration document indicating date and place of the registration), together with any related updates or changes. Applicants, which have a VAT number, must send an official VAT document with their legal entities form.

Handwritten applications will not be accepted. Only applications submitted using the official application form would be considered. Additional information, which is sent after the expiry of the deadline, will not be taken into account.

Moreover, the applicant ought to be ascertained that he responds to the eligibility criteria, which have as follows:

- the applicant is the organizer town or the committee/association for the twinning of this town, with a legal status (legal personality), and be established in a participating country;
- each invited municipality must be twinned or have a twinning officially in preparation, either with the host town or with any other participating town;
- the applicant comes from an eligible country;
- the meeting involve municipalities from at least two participating countries, from which at least one is an EU Member State;
- The maximum accepted duration of the meeting is **21 days**. This maximum will be applied by the EACEA in grant calculation for meetings scheduled to run for a longer period. If, after submission of the application, it becomes impossible for the beneficiary, for fully justified reasons beyond his or her control, to implement the project during the scheduled period, a change of the dates may be granted only within the calendar year in which it was intended to complete the project. Such a change cannot, however, lead to an increase in the grant amount.

- the invited groups involve the minimum number of participants:
  - in bilateral meetings: at least ten participants from the invited municipality
  - in multilateral meetings (more than two municipalities involved): at least five participants from each invited municipality.

Each one of the invited groups should not be principally composed of elected local representatives or local administration staff that happen to be more than half of the participants.

The official application form can be found on the following website:

The financial identification form and the legal entity form can be found on the following websites:

[http://ec.europa.eu/budget/execution/ftiers\\_en.htm](http://ec.europa.eu/budget/execution/ftiers_en.htm)

[http://ec.europa.eu/budget/execution/legal\\_entities\\_en.htm](http://ec.europa.eu/budget/execution/legal_entities_en.htm).

#### 7.6.1.1.3 When to submit an application

**Table 2: "EUROPE FOR CITIZENS PROGRAMME, 2007-2013"**  
**Schedule for the submission of proposals<sup>82</sup>**

	Deadline for Submission	For meetings starting between:
Action 1 Active Citizens for Europe		
Citizens' Meetings		
<b>2007</b>		
First Phase	10 January 2007	1 May and 31 July 2007
Second Phase	1 April 2007	1 August and 30 Sept 2007
Third Phase	1 June 2007	1 October and 31 Dec 2007
<b>2008</b>		
First Phase	1 September 2007	1 January and 31 March 2008
Second Phase	1 December 2007	1 April and 31 May 2008
Third Phase	1 February 2008	1 June and 31 July 2008
Fourth Phase	1 April 2008	1 August and 30 September 2008
Fifth Phase	1 June 2008	1 October and 31 December 2008

82. At the time of the compilation of the guide, EACEA had announced the submission of applications programme for the citizens' meetings only for the years 2007 and 2008.



The date of submission is the date of dispatch by post as evidenced by the postmark is the submission date. The applications must be sent either by post or delivered by hand to the following address:

**Education, Audiovisual and Culture Executive Agency (EACEA)**

**Unit P7 Citizenship**

**Applications – ‘Town Twinning Citizens’ Meetings’**

**Avenue du Bourget, 1 (BOUR 00/13)**

**B-1140 Brussels**

**Belgium**

#### *7.6.1.1.4 How to make a good project*

The project is evaluated on the basis of the information included in the application. To this end, it is very important that applicants present clear and complete documentation with a detailed, well structured and informative programme of the meeting.

Some advice for this purpose:

- Pay attention to the objectives of the Programme, to its Priority themes, to the horizontal features and to the concept of this measure.
- Prepare a clear and detailed presentation of the meeting’s programme.
- Explain what will happen, what the role of the participants will be and what will be learnt.
- Make sure that the programme foresees an active role for the participants.
- Explain how the local community is involved in the meeting (during the preparation, during the actual meeting, during the possible follow-up).
- Explain which kind of publicity and other visibility the meeting will get.

#### *7.6.1.1.5 Calculation of grant*

The grants for town-twinning citizens’ meetings are targeted to cofinance the organisational costs of the host town (accommodation, meals, local transport, meeting rooms, etc.) and the travel expenses of the invited delegations. The grants are based on flat rates and are not directly linked to any specific costs, which therefore do not have to be accounted for or justified. The grant calculation will be made as follows:

- The grant for organisational costs is calculated by multiplying the number of participants from the invited municipalities, by the number of days of the meeting, and by a daily rate of the country in which the meeting takes place. The daily rates for different countries are attached to the application form
- The grant for travel expenses is calculated for each invited delegation by multiplying

the number of participants by the number of kilometres traveled (round trip distance traveled for return journey) and by a flat rate of 0.025/km/EUR participant.

### An example

A Belgian municipality organizes a meeting to which it invites 25 persons from its twinned city in Poland. The Polish people remain in the Belgian city for 6 days (the days of arrival and departure included). The distance between the two cities is 1700 km. The grant for the organizational costs is: 25 persons x 6 days x 14.00 EUR/per person/day = 2.100 EUR.

The grant for travel costs is:

25 persons x 4.300 kl x 0,025 EUR/per person/kl = 2.125 EUR.

Therefore, the total grant would be 4.225 EUR. If the project was selected, the Commission would make a grant agreement with the Belgian town concerning the whole project.

The maximum grant to be awarded is **€20,000** per project. If the calculation based on the flat rates indicates a total amount over €20,000 the EACEA will apply this ceiling to the grant. The minimum grant to be awarded is €2,000 per project. If the calculation based on the flat rates indicates a total amount of less than €2,000 no grant will be awarded.

#### 7.6.1.1.6 How the projects are selected

The European Commission receives far more grant applications for town twinning events than it can co-finance with the budget available. For example during the year 2005 the town twinning sector received about **2000** applications for citizens' meetings, from which 63 % were selected for grants. This means logically that the applicants are in competition between each other. The task of the Commission is to evaluate the applications, to rank them qualitatively and to select those which best correspond to the objectives of the call for proposals. Therefore for each phase the applications are marked by independent experts and presented to an evaluation Committee comprising members from the various Commission departments. The committee ranks the applications based on the experts' work and suggests a list of projects to be selected. The final selection shall be made by EACEA by co-evaluating the available budget.

The qualitative evaluation shall be made on the basis of the following criteria, as the same are defined in the submission of proposals call:

a) The European content of the Programme, particularly in terms of:

- providing knowledge about the European Union and about the lives of its citizens;
- increasing participants' commitment to European integration.

b) the adequacy and adaptation of the proposed activities to the target group of the project.

c) the active participation demonstrated by:

- involvement of the local community in the project (local associations, voluntary groups, host families etc) during its preparation, implementation and possible follow-up;
- active role of participants in the activities;
- joint working of groups from different towns.

d) the visibility of the project and its planned follow-up (publicity, concrete follow-up in participating municipalities, measures to raise awareness about the project in the broader public and its results at different political levels).

Additionally, the Programme Guide notes that special emphasis and priority is laid on the following:

- proposals for new twinning agreements (highest scoring).
- meetings involving at least three eligible countries.
- meetings involving municipalities from Member States which joined the EU before 1 May 2004 and those, which acceded as from that date.
- meetings held on particular occasions such as the celebration of anniversaries of long-standing twinning arrangements (5, 10, 15 years, etc.), the award of a prize, the celebration of the Day of Europe (9 May), etc.
- projects involving young people, disadvantaged groups or ensuring gender balance.

It is therefore very important that in the application form you give correct and precise information as to whether your meeting fulfils this criterion.

#### *7.6.1.1.7 When and how the applicants are informed about the selection*

The submitted application shall be registered by the EACEA and an acknowledgement of receipt shall be given to the applicant on which the number of his file shall be written. This number must be mentioned in all further correspondence with the EACEA. It is important to note that this acknowledgement does not mean that the application is formally correct; it just confirms the receipt of the application.

For applications concerning projects for **2007**

***Table 3: Expected outcome of the selection procedure***

PHASES	
First Phase	on 1 April 2007 at the latest
Second Phase	on 1 July 2007 at the latest
Third Phase	on 1 September 2007 at the latest

For applications concerning projects for **2008**

**Table 4: Expected outcome of the selection procedure**

PHASES	
First Phase	on 1 December 2007 at the latest
Second Phase	on 1 March 2008 at the latest
Third Phase	on 1 May 2008 at the latest
Fourth Phase	on 1 July 2008 at the latest
Fifth Phase	on 1 September 2008 at the latest

Applicants whose applications have not been selected will be informed in writing. It is foreseen that beneficiaries of successful applications shall be awarded a grant decision, before the start of their project. Whereas selection is made on the basis of qualitative classification, the grounds for non-selection involving each particular file shall not be communicated.

Finally, it must be stressed that on completion of a project that has received Community funding, the beneficiary must submit an activity report, including payment request accompanied by an attendance list signed by the participants and certified by the beneficiary. This report must give a succinct but full description of the results of the project as compared to the initial objectives and must be accompanied by any publications or products created under the project. For statistical purposes a breakdown of project income and expenditure must be supplied. The beneficiary must also be prepared to supply the EACEA with any information it may need to enable it to evaluate the project.

### ***7.6.2 Thematic networking of twinned towns***

The Programme Guide also allows the flexible networking between twinned cities. It mentions that every participating municipality must be twinned with at least one participating municipality, without, however, being necessary for every municipality to be twinned with all the others.

Twinnings offer the suitable framework for the development of multilateral cooperations on matters of common interest. In particular, this Programme therefore supports thematic conferences and workshops involving at least three towns, developed within the framework of town twinning. These events should be milestones for networking and should encourage the development of a long lasting, dynamic, multifaceted cooperation between twinned towns. Additionally, communication tools produced in the context of these events with the aim of promoting a structured and sustainable thematic networking may also be supported.

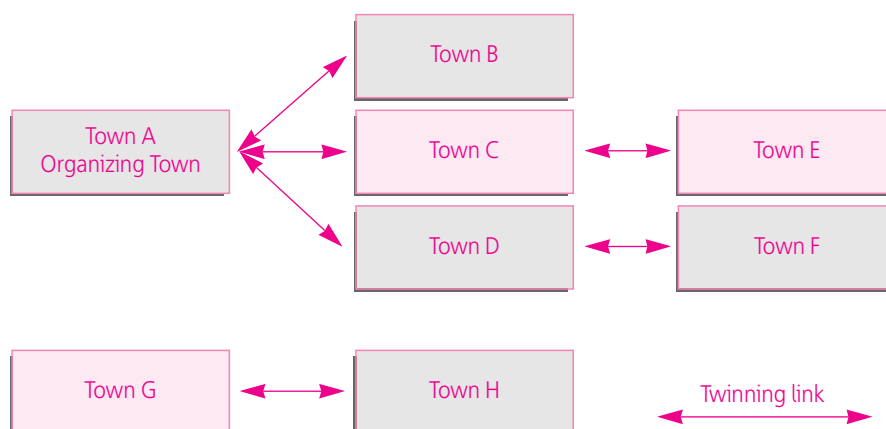
The conferences and workshops developed within this thematic networking of twinned towns should include the following three features<sup>83</sup>:

- They should have a **defined target group** for which the selected theme is particularly relevant (local decision-makers, the educational sector, persons responsible for town twinning or for international cooperation...) and involve community members active in the subject area (experts, local associations, citizens and citizens' groups directly affected by the theme, etc.).
- They should address **the priority themes of the Programme**. To this end the programme should engage participants in dialogue on these themes, which includes, for example, European policies and their implementation at local level. The programme should include a mix of expert / informed presentations with opportunities for debate, discussion, and dialogue involving the participants.
- They should serve as a **basis for future initiatives** and action between the towns involved, on the issues addressed or possibly on further issues of common interest.

### An example of a networking meeting between twinned towns

Town A is twinned with towns B, C and D. It will organise a big youth meeting in summer 2008. It can involve in the meeting young people from all its twinned towns, but also from town E, which is twinned with the town C, and from town F, twinned with town D. Sometimes small municipalities want to pool their resources and work together to organise bigger citizens' meetings. In our example, the organising town A could work together with its neighbouring town G, and therefore invite also young people from town H, which is twinned with G. In this case the neighbouring town G is not considered as an invited town, it is a local partner of the town A. In the application form only town A appears as the organising town and the grant agreement will be made with it. It is however very important that town A explains clearly in the application form how the participating towns are linked by twinning. It must thus explain that B, C and D are its own twinned towns. Furthermore it must explain that E and F are twinned towns of C and D. Finally it must explain that town H is a twinned town of the neighbouring town G with which the host town A works together in organising the event. If this information is lacking for a particular town, this town cannot be taken into account in the grant calculation.

83. See European Commission, Europe for Citizens..., p.41.



### 7.6.2.1 Submission of the application

#### 7.6.2.1.1 Who submits the application

To be eligible the applicant must be an organisation with a legal status (legal personality) and be established in a participating country. Only the following types of organisations are eligible to submit an application:

- municipalities and twinning committees
- local and regional governments
- associations representing local authorities.

The applicants should be established:

- a) in member states of the European Union.
- b) in EFTA countries, which are members of the European Economic Area (EEA)
- c) In candidate countries for which a pre-accession strategy has been laid down in accordance with the general principles and the general terms and conditions, as the same have been defined in the framework-agreements with these countries with regard to their participation in community programmes.
- d) In Western Balkan countries, on the basis of settlements which must be agreed upon with the aforementioned countries in the context of framework-agreements in regard to the general principles governing their participation in community programmes.

#### 7.6.2.1.2 Preparing a good and sound application

Only proposals submitted using the official application form for Town Twinning networking of twinned towns 2007-2013, including the grant calculation sheet, completed in full, signed,

and submitted within the deadlines applicable to this measure, will be considered.

All applicants must enclose with their application form:

- an official covering letter introducing the application, signed by the legal representative of the applicant;
- a project summary in English, German or French (part II of the application form);
- a proof of town twinning: an official document from the municipal administration stating the existence or preparation of the twinning arrangement;
- the financial identification form (bank details), signed by the applicant and certified by the bank. The bank stamp and signature of its representative are not required if this form is accompanied by a copy of a bank statement. The signature of the account holder is obligatory in all cases;
- the legal entity form, duly completed and signed. For twinning committees/associations representing networks of local authorities the legal entity form must be accompanied by an official document attesting to the establishment of the entity (articles of association, registration document indicating date and place of the registration), together with any related up-dates or changes. Applicants which have a VAT number must send an official VAT document with their legal entities form.
- Applicants, which are not public bodies, must submit with their application the official annual accounts and balance sheet of the organisation for the last financial year for which the accounts have been closed.

Handwritten applications will not be accepted.

Grant applications must be drawn up in one of the official EU languages.

The official application form can be found on the following website:

<http://eacea.cec.eu.int/static/en/citizenship/index.htm>.

The financial identification form and the legal entity forms of the applicant can be found on the following websites:

[http://ec.europa.eu/budget/execution/ftiers\\_en.htm](http://ec.europa.eu/budget/execution/ftiers_en.htm)

[http://ec.europa.eu/budget/execution/legal\\_entities\\_en.htm](http://ec.europa.eu/budget/execution/legal_entities_en.htm)

The application must be sent in two copies, the original being identified as such. The applicant must be certain that he fulfils the eligibility criteria.

Conferences and workshops must:

- correspond to the objectives of this Programme and to the concept of networking of twinned towns
- always take place in the framework of town twinning. This means that each municipality involved must be linked by an existing twinning agreement or by a twinning cooperation officially in preparation with at least one other municipality involved. A twinning cooperation is considered to be officially in preparation when the municipalities have officially committed themselves to the preparation, and the twinning agreement is planned to be signed within two years.
- involve at least a total of **20 participants from at least three municipalities from three different participating countries** of which at least one is an EU Member State
- present a balanced participation of the delegations involved: at least **25% of the participants** must come from eligible countries **other than the host country**.
- take place in one of the participating countries
- have a **minimum duration of 1 day**. The **maximum duration** taken into consideration in grant calculation is **3 days**.

**Table 5: "EUROPE FOR CITIZENS PROGRAMME, 2007-2013"**  
**Annual deadline for submission of proposals**

Thematic Networking of Twinned Towns	Deadline for Submission	For events starting between:
	15 March 2007	1 August 2007-31 March 2008
	1 December 2007	1 April 2008- 31 March 2009
	1 December 2008	1 April 2009-31 March 2010
	1 December 2009	1 April 2010-31 March 2011
	1 December 2010	1 April 2011-31 March 2012
	1 December 2011	1 April 2012-31 March 2013
	1 December 2012	1 April 2013-31 March 2014

#### 7.6.2.1.3 When to submit an application

Submission date is the date of dispatch by post, as evidenced by the postmark.

Applications must be sent by post or delivered by hand to the following address:

**Education, Audiovisual and Culture Executive Agency (EACEA)**  
**Unit P7 Citizenship**



### Applications- 'Networking of Twinned Towns'

Avenue du Bourget, 1 (BOUR 00/13)

B-1140 Brussels

Belgium

#### 7.6.2.1.4 How to make a good project

The project is evaluated on the basis of the information included in the application. To this end, it is very important that applicants present succinct and complete documentation with a detailed, well structured and informative programme of the conference

Some hints:

- prepare a clear and detailed presentation of the conference/workshop programme(s);
- explain the impact of the events to the future cooperation between the involved towns;
- use various methods of implementation of the programme (lectures, debates, discussions, workshops);
- focus on the informative and educational value of the content of the programme;
- discuss European policies and their implementation at the local level, the construction and future of the European Union;
- prepare an action that encourages debate and exchange of experience between the participating towns;
- invite local experts (as speakers or participants) specialised in thematic fields chosen for the theme of your conference;
- explain which kind of visibility the planned events will have.

#### 7.6.2.1.5 Grant calculation

The grant for the project of networking of twinned towns is mainly calculated on the basis of the number of **participants** in the thematic conferences or workshops per day. A lump sum may be added to this grant amount, provided that **communication tools** are also being produced (CD-ROM, DVD, a publication, website) after completion of the programme. Final statement of costs will not be required, nor does supporting documentation for the expenditure have to be supplied with the final project report. The only requirement will be the submission of a report detailing the implementation and results of the project, a list of participants and copies of any items produced. Additionally, for statistical purposes, beneficiaries will be required to supply a summary breakdown of final project income and expenditure.

**The minimum grant to be awarded is €3,500.00 per project.** If the calculation based on the flat rates and lump sums indicates a total amount of less than €3,500.00 no grant will be awarded.

The grant calculation is made as follows:

### Grant calculation for "event"

- The grant calculation is based on the number of participant/days. This is the only method of calculating the level of the grant. The grant as such is targeted to cofinance the entire project, not only costs directly related to the participants. The beneficiary may decide on the distribution of the grant between the different parts of the project; this provides flexibility concerning the optimal use of the grant. As an example, it is possible to agree that all participants pay their travel expenses themselves but the organiser covers all local costs like meeting rooms, speakers' fees, interpretation, documentation catering and accommodation. The same approach applies to projects covering two events: the grant calculation is based on the two events but is awarded to the entire project.
- Different flat rates are applied for participant days depending upon whether a participant is defined as local or international, and depending upon the location of the conference.
- For grant calculation purposes, there apply different daily rates for citizens of the country of the host town and different for the citizens of the invited towns from foreign countries<sup>84</sup>.
- At least 25% of the participants for each event must come from eligible countries other than the host town.
- A maximum of 400 participant days, per grant application, will be taken into consideration for the grant calculation. This applies equally to projects where two events are proposed.

### An example

200 participants attending a 3-day conference in Lithuania (125 local and 75 international):

- 125 local participants x 3 days = 375 participant days x €23.88 (fixed local participant rate for a conference in Lithuania) = €8,955.00
- 75 international participants x 3 days = 225 participant days x €36.99 (fixed international participant rate for a conference in Lithuania) = €8,322.75

Total number of participant days = 600 [maximum allowable is 400]

Grant calculation:

225 international participant days = €8,322.75, plus 175 local participant days = €4,179.00

Total number of participant days = 400

Total proposed grant: €8,322.75 + €4,179.00 = €12,501.75

84. See European Commission, Europe for Citizens, p. 43

A minimum of 3 hours' activity (excluding receptions, meals or social activities) constitutes one day. The **maximum duration** taken into consideration in grant calculation is **3 days**.

### Grant calculation for "Communication tools"

Grants for communication tools are supplementary to the grants available for events and cannot be awarded separately. Such communication tools have to be connected to the events and be fully integrated in the planning of the event. Therefore, requests for such grants cannot be introduced at a later stage. The grant for 'communication tools' is calculated on the basis of the number and type of 'tools' produced by the project, and is based upon fixed amounts.

There are three types of 'communication tools'. These 'communication tools' have to be:

- specifically related to the project and produced exclusively within its framework;
- one of the following products with the specific characteristics as indicated:
  - A publication with a minimum of 8 pages, which is designed to be published and disseminated with a minimum number of 1000 copies.
  - A DVD with a minimum 15 minutes of recording, and produced and disseminated with a minimum number of 1000 copies; or CD-ROM with a minimum 1 GB of material (excluding photographs), and produced and disseminated with a minimum number of 1000 copies.
  - A website, with a EU domain name, having links to the site from a minimum of five other independent websites, and which is active for a minimum period of 12 months following the submission of the final report.

The flat rate grant for each of the above three types of "communication tools" is €1.500,00. The same rate applies to all countries. Beneficiaries may receive a grant for all three separate types of "communication tools". Accordingly, the maximum total fixed-rate for communication tools is €4.500,00. For each one of these "tools", the beneficiary should finally send to the Executive Committee two originals of publications, CDs, CD-ROMs, or DVDs produced, the addresses of websites created for the project and of 5 other independent sites providing a link to the sites created, a copy of invoices for printing and publication, for the creation of the mastercopy, for copying, engraving, creation of the website, as well as a copy of the distribution list for the tools.

#### 7.6.2.1.6 What are the award criteria

The eligible projects will be evaluated according to the following criteria:

- a) the relevance of the proposed activities:
  - to the objectives of the Europe for Citizens Programme
  - to the priority themes of the Europe for Citizens Programme
  - to the horizontal features of the Europe for Citizens Programme
  - to the concept of thematic networking
  - to the target group of the event (s).
- b) the structure and the content of the planned events, revealing the methods chosen for conducting the conference/workshop (i.e. the mode of choosing speakers or moderators, the format chosen for the event).
- c) the coherence and completeness of the action plan, showing how, when and by whom the different tasks will be carried out.
- d) the expected impact of the action
  - on the potential development of sustainable networks of cooperation.
  - on the target groups and how this will be achieved using the project's final products.
- e) the visibility of the project and its planned follow-up (publicity, specific follow-up with respect to the participating municipalities, measures to raise awareness about the project in the broader public and about its results at different political levels).

Additionally, the Guide of the Programme states that projects involving partners (municipalities) from Member-States, which joined the EU before 1 May 2004 and those, which acceded as from that date will be given special attention.

**Table 6: Fixed rates for the eligible countries**

Conference Venue	Fixed rate per local participant day <sup>85</sup>	Fixed rate per international participant day <sup>86</sup>
Austria (AT)	56,25	87,15
Belgium (BE)	54,00	83,66
Cyprus (CY)	38,25	59,26
The Czech Republic (CZ)	33,48	51,86
Denmark (DK)	57,08	88,43
Estonia (EE)	26,31	40,76
Finland (FI)	52,07	80,67
France (FR)	49,96	77,40
Germany (DE)	50,19	77,76
Greece (EL)	37,65	58,33
Hungary (HU)	27,92	43,25
Ireland (IE)	63,19	97,89
Italy (IT)	47,11	72,99
Latvia (LT)	21,67	33,58
Lithuania (LT)	23,88	36,99
Luxembourg (LU)	63,65	98,60
Malta (MT)	31,78	49,23
Netherlands (NL)	57,03	88,36
Poland (PL)	22,87	35,43
Portugal (PT)	32,70	50,65
Slovakia (SK)	25,26	39,13
Slovenia (SI)	36,64	56,77
Spain (ES)	45,28	70,14
Sweden (SE)	52,58	81,46
United Kingdom (UK)	53,54	82,95
Romania (RO)	15,93	24,69
Bulgaria (BG)	14,74	22,84

85. Citizens of the host country.

86. Citizens of the invited country.

### 7.6.2.1.7 Payment arrangements

Upon confirmation by the beneficiary of its intention to implement the project, by written notice within 10 calendar days from the notification of the decision, **for projects covering two conferences/workshops**, a pre-financing payment equivalent to 50% of the total grant will be transferred to the beneficiary within 45 days following the date when the decision is issued and all the possible guarantees are received. The pre-financing is aimed at providing cash flow to the beneficiary. If written confirmation is not received by the EACEA within the specified deadline, then a single payment will be made based up on the final report.

The **final report** should present, among other elements:

- an overall assessment of the results of the project, as compared to the initial objectives;
- complete information on the development, progress and achievements of the project;
- qualitative evaluation of the execution of all tasks;
- a list of the main activities, number of participants<sup>87</sup> etc.

For each event organized, details must be provided of the place, dates, and total number of participants for each day. The beneficiary will be required to submit, together with the final report, a summarized, itemized statement of expenditure and revenue linked to the project. This information will be used by the EACEA for statistical purposes.

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87. The official list form with the full particulars of the participants can be found on the following website: <http://eacea.rec.eu.int/static/en/citizenship/index.htm>.

## CHAPTER 8

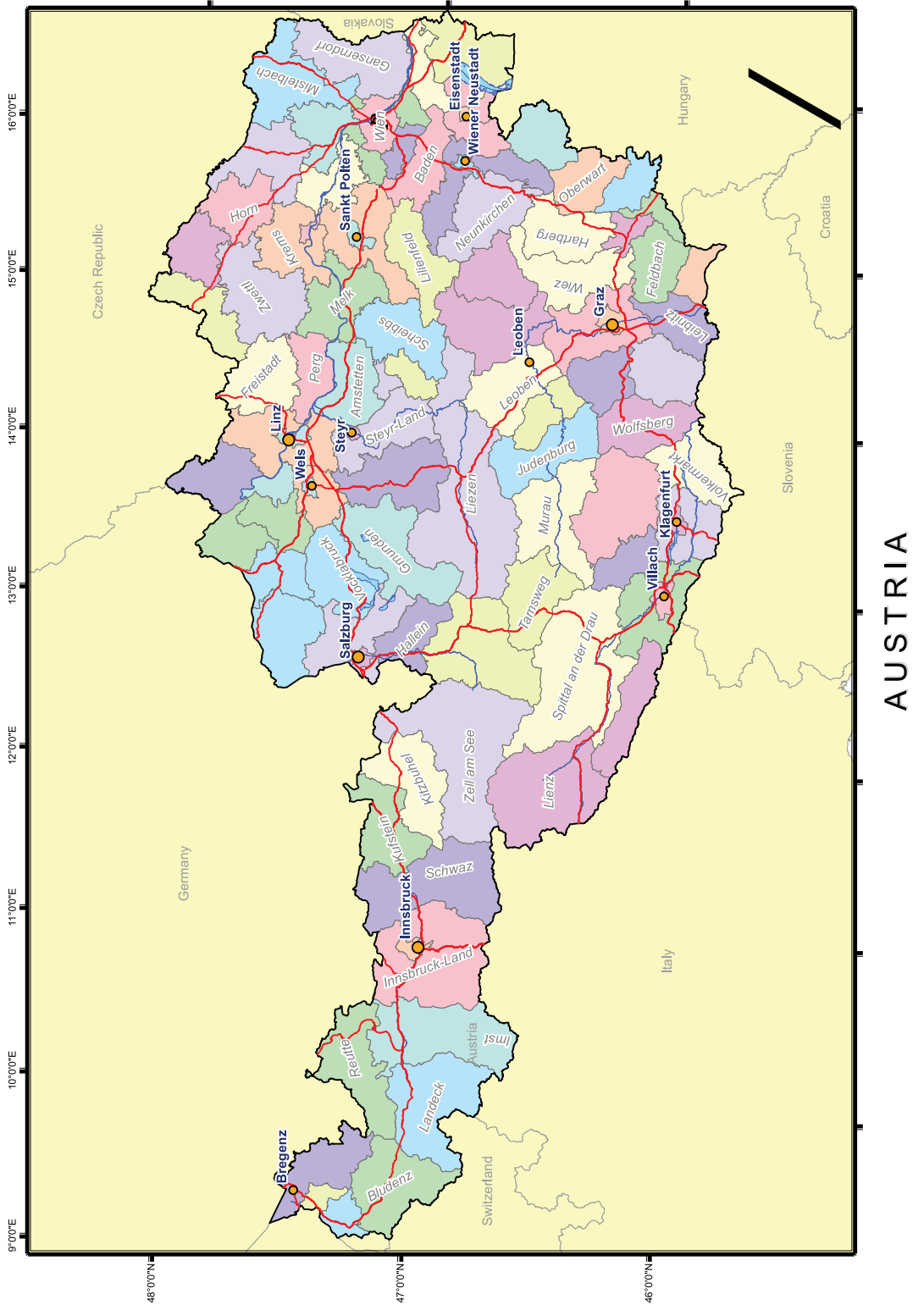
### Chapter 8

The administrative structure  
of the local and regional authorities  
of the EU member states



## 8.1 Austria





**Austrian Association of Municipalities****(Österreichischer – Gemeindebund)**

Löwerstrasse 6-A-1010 WIEN

Email: oesterreichischer@gemeindebund.gv.at

Web: <http://www.gemeindebund.at>**Austrian Association of Cities and Towns****(Österreichischer Städtebund)**

Rathaus – A – 1082 WIEN

E-mail: [post@stb.or.at](mailto:post@stb.or.at)Web: <http://www.staedtebund.at>, [www.cities.gv.at](http://www.cities.gv.at)

Austria is a federal republic. Pursuant to article 116 of the Federal Constitution, the administrative structure of the country includes, apart from the Federal State (Bund), regions (Bundesländer) and municipalities (Gemeinden)<sup>88</sup>.

**Local level: 2359 Municipalities (Gemeinden)<sup>89</sup>****Local Authorities**

The local self-government of Austria was founded in 1849 on the basis of the temporary legislation on municipalities and communities, while it acquired full administrative autonomy by the statute of 1862 on the municipalities of the empire, after the establishment of crowned democracy (1860/61).

The **Municipal Council** is the legislative body of the municipality. Its members are elected by direct universal suffrage on the proportional representation system for a 5 or 6-year term depending on the Länder. The Municipal Council elects the members of the Gemeindevorstand.

The **local municipal council** (Gemeindevorstand) is the executive body of the municipal authority. It is composed of members from different political parties, proportionally to the electoral result of each party. The Mayor heads this body.

The **Mayor** is the head of the municipal administration. Depending on the Länder, he can be elected by direct universal suffrage or by the Municipal Council. The Mayor manages the municipality and chairs the Municipal Council.

**Competences**

- Social services
- Public order
- Urban Planning
- Water supply
- Sewage
- Fire fighting
- Urban Transport
- Road Network

88. See Council of Europe, *Structure and Operation of Local and Regional Democracy, AUSTRIA*, Strasbourg 1999, p. 5; Committee of the Regions, *Strengthening Regional and Local Democracy in the European Union*, Brussels 2004, p. 27; CEMR, *Local and Regional Structures in Europe*, Paris 2005, p. 2.

89. See CEMR, 89.200..., p. 2.

## Regional level: 9 federal states (Länder)

### **Regional Authorities**

The provinces (Länder) have their own constitution and legislative competences on issues of regional interest.

The **provincial parliament (Landtag)** is composed of members elected by direct universal suffrage for a 5 or 6-year term. It appoints the governor as well as the regional government. Some of the Länder's legislative competences are exclusive to the regional level while others are shared with the national parliament. This system is called "indirect federal administration (mittelbare Bundesverwaltung)" and constitutes a form of balance between the power of federation and the other levels of administration.

The **provincial government (Landesregierung)** is the executive board of the region and is presided by a governor. There are two systems for the election of members of the provincial government: the proportional system and the majority system (mixed system).

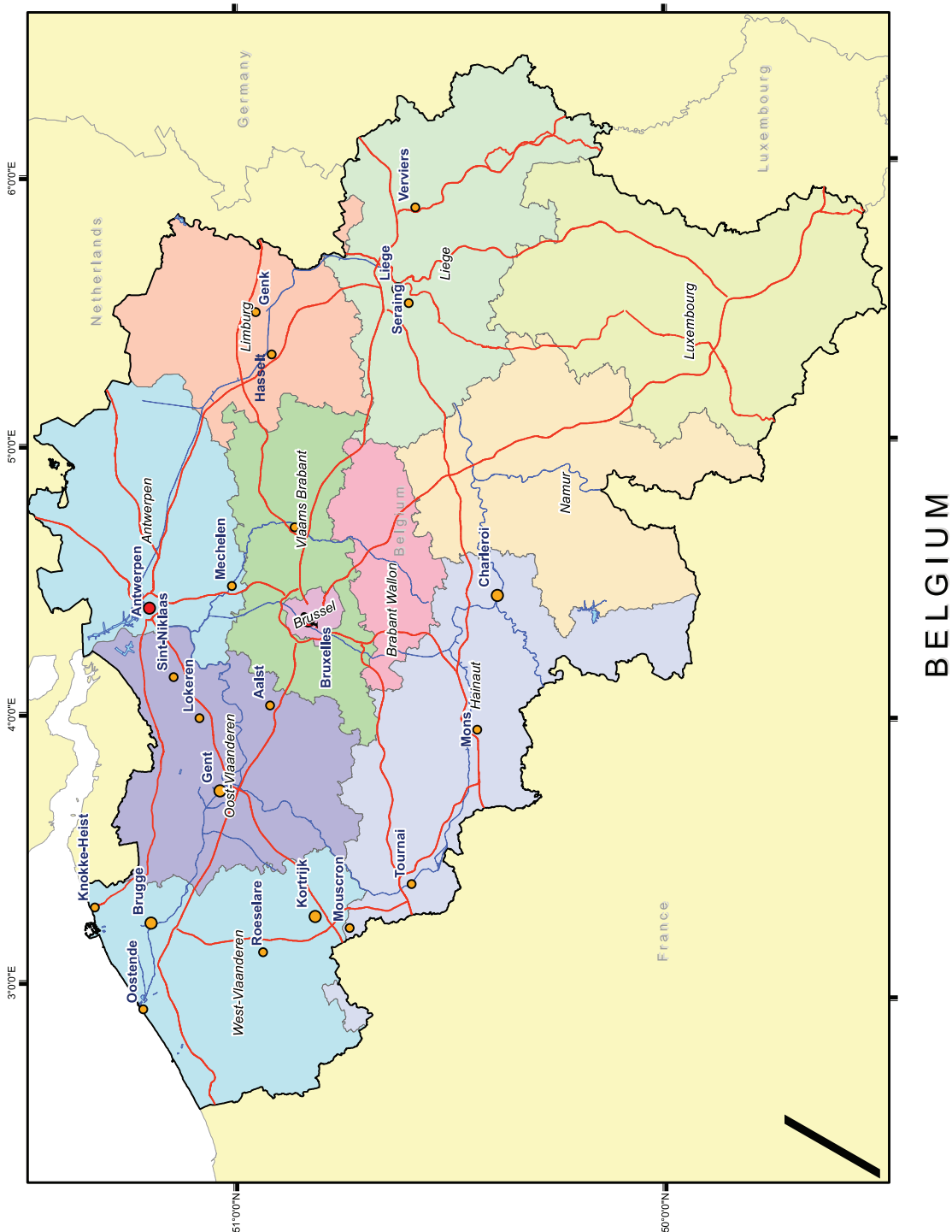
The **governor (Landeshauptmann)** is elected by the regional parliament, representing the land in its external affairs.

### **Competences:**

- Energy
- Law and Order
- Health
- Sports
- Environment
- Transport



## 8.2 Belgium



**Association of Belgian Cities  
and Municipalities**

(Union des Villes et Communes Belges)

53 rue d'Arlon - Boîte4 - B - 1040 BRUXELLES

E-mail: fed@uvcb-vbbsg.be

Web: <http://www.uvcb-vbbsg.be/choifed.htm>

Belgium is a federal state, which is administratively subdivided in and composed of the federal state, the communities and the regions. The provinces constitute the intermediate level, while the municipalities the lower level of administration.

### **Local level: 589 Municipalities**

#### ***Municipal Authorities***<sup>90</sup>

The **municipal council** is elected by direct universal suffrage for a six-year term. The council is the legislative body of the municipality.

The **college of the Mayor and the Aldermen** is composed of the mayor and his aldermen. They are elected by the municipal councillors. This executive body of the municipal authority implements the decisions of the municipal council and is in charge of the day-to-day management of the municipality.

The **mayor** chairs the college as well as the municipal council. (S)he is appointed by the regional government at the recommendation of the municipal council for a six-year term. The mayor is a member of the municipal council and is in charge of the municipal administration and heads the municipal police.

#### ***Competences:***

- Public order and security (municipal police)
- Registry office
- Water supply – irrigation
- Power supply and natural gas
- Maintenance of local road network
- Maintenance and operation of green spaces
- Waste management
- Fire fighting

### **Intermediate level: 10 Provinces**

#### ***Provincial authorities***

The provincial council is the deliberative body of the province. Its members are elected by direct universal suffrage via the proportional representation system.

90. See CEMR, *Structure and Operation...*, p.4.

The permanent representation constitutes the provincial government, which has normative, executive and judicial competences.

The governor of the province chairs the permanent representation and participates in the sessions of the provincial council.

### ***Provincial Competences***

- Culture
- Social infrastructure and policies
- Environment
- Economy
- Transport
- Housing

### **Regional level: 3 Regions (Brussels, Flanders, Wallonia)**

#### ***Regional authorities***

The regional council constitutes the legislative body of the region. Its members are elected by direct universal suffrage for a five-year term. The council issues decrees, votes the budget and supervises the regional government's actions.

The regional government constitutes the executive body of the regional authority and is composed of regional ministers elected indirectly by the regional council. It is competent for the implementation of the decisions of the regional council and has the legislative initiative.

The minister-president is appointed by and within the members of the regional government. He/she is responsible for the coordination of regional policies.

### ***Regional Competences***

- Regional development
- Public works
- Physical planning – Urban planning
- Transport
- Housing
- International relations
- Energy
- Agriculture
- Employment
- Spatial planning

### **Community level: 3 communities (Flemish, French, German)**

#### ***Community authorities***

The community council is the deliberative body of the community, consisting of ministers who are appointed by the council for a 5-year term. The legislative initiative belongs to the government of the community.

The minister-president is appointed by and within the members of the government; he (she) is responsible for the coordination of community policies and chairs the government.

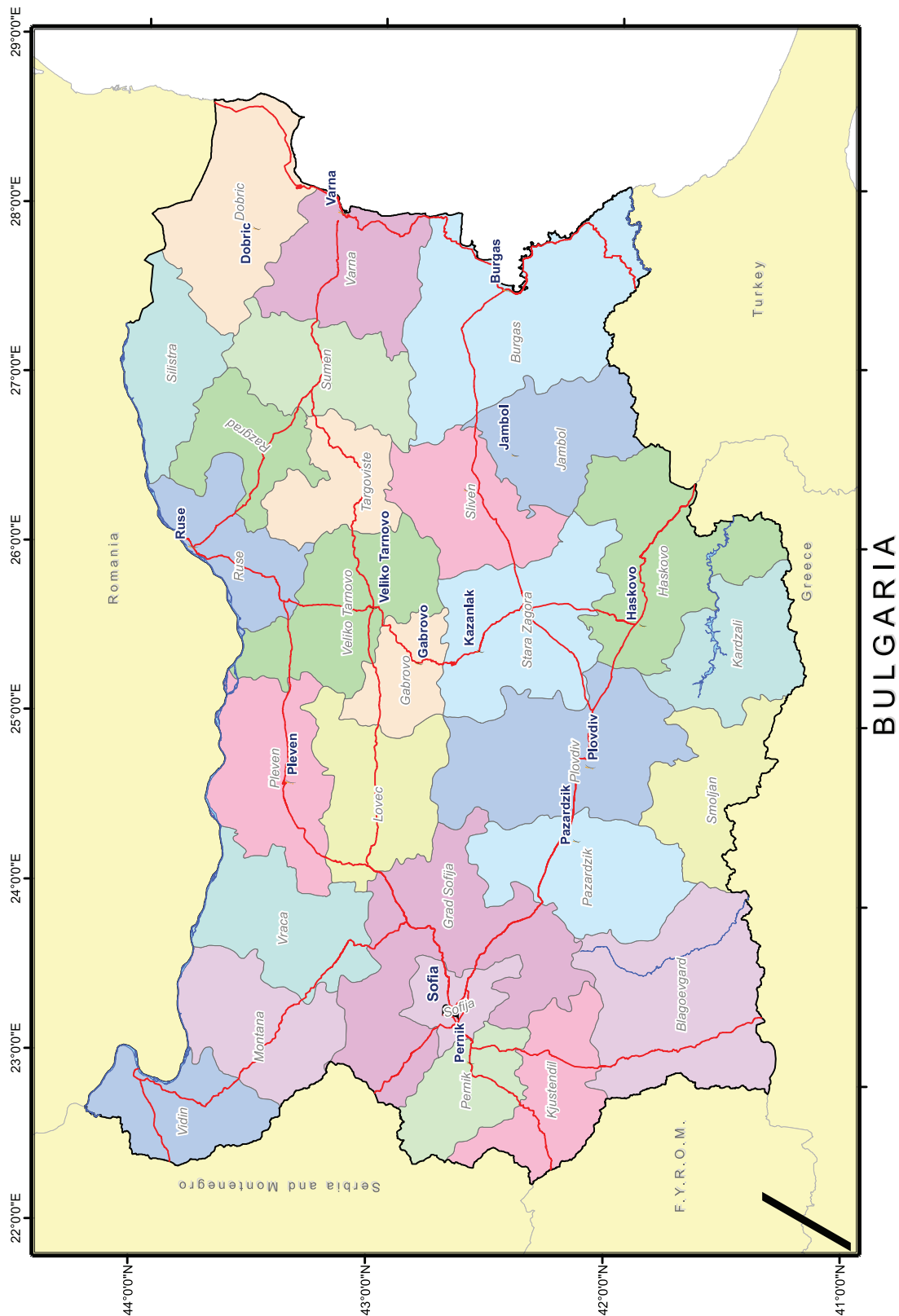
### ***Community Competences***

- Education
- Culture
- Social affairs
- Tourism
- Sports
- International relations
- Health



## 8.3 Bulgaria







Bulgaria is a unitary State, which is administratively subdivided in municipalities (obshtina), administrative districts and regions (oblast).

### Local level: 287 Municipalities (Obshtina)<sup>91</sup>.

#### **Municipal authorities**

The **municipal council (obchtinski savet)** is the deliberative body of the municipality. Its members are elected by direct universal suffrage for a 4-year term. The chairman of the council is elected by its members, convenes and chairs the council, and coordinates the commissions' work.

The **mayor (kmet)** is the executive body of the municipality. He/she is elected by direct universal suffrage for a 4-year term. He/she manages, coordinates and implements the policies adopted by the council. The mayor is also responsible for the management and representation of the municipality.

#### **Competences:**

- Secondary education
- Health
- Social services
- Culture
- Public services
- Sports
- Water supply

### Regional level: 6 planning regions and 28 administrative districts.

The **planning region** has no real competences; it has been established for the sole purpose of regional planning and development.

The **district** constitutes a de-centralised form of state administration, responsible for implementing government policy at regional level. Its competences consist in the supervision of the decisions of local authorities and its participation in regional development plans. It is headed by a governor appointed by the Bulgarian government.

#### **National Association of Municipalities**

16-20 Alabin Street-BG-1000 SOFIA

E-mail: [namrb@namrb.org](mailto:namrb@namrb.org)

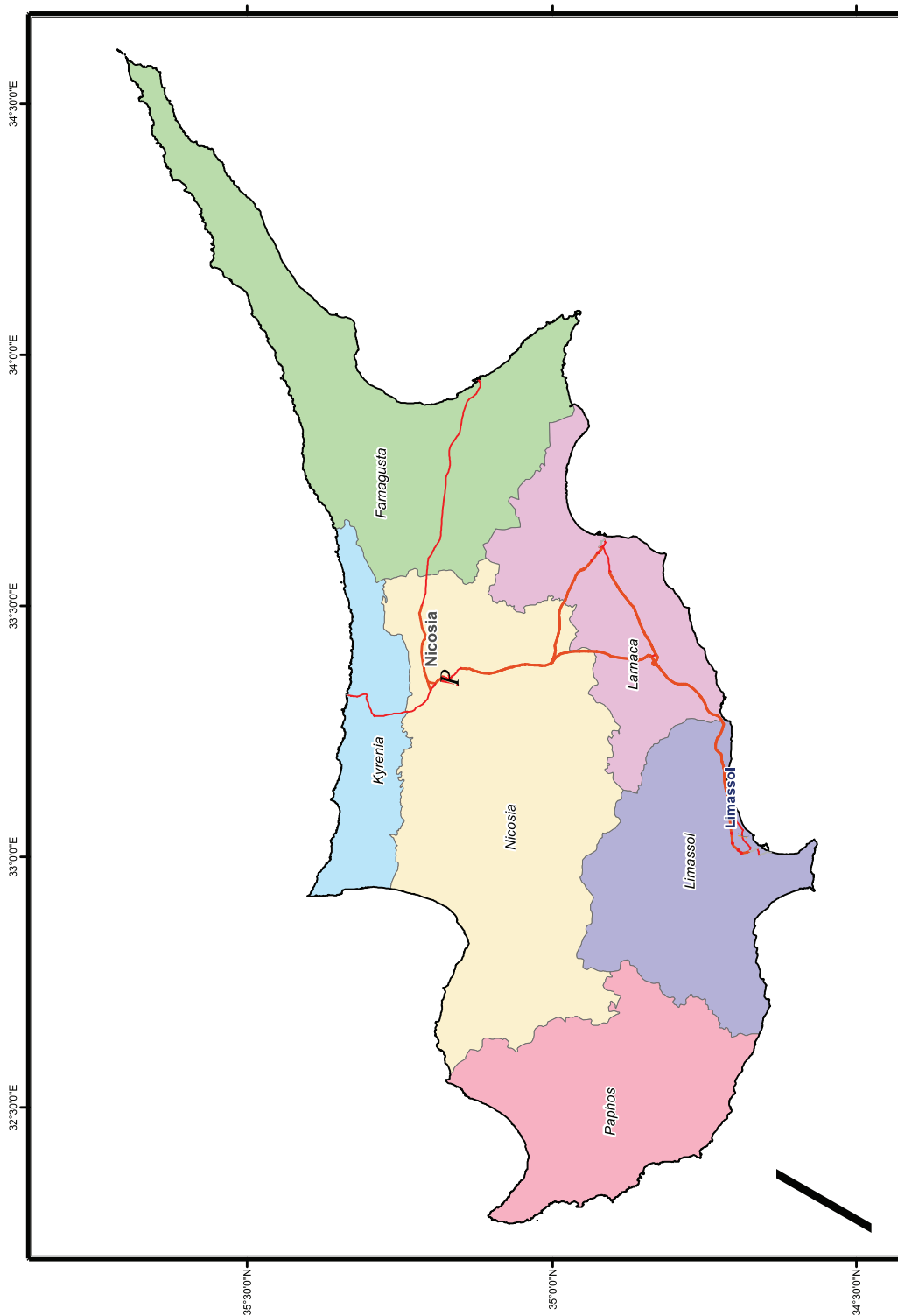
Web: <http://www.namrb.org>

91. See CEMR, *Local and Regional...* p. 6



## 8.4 Cyprus

# CYPRUS





Cyprus is a unitary state composed of municipalities, villages and districts.

**Local level: 33 municipalities and 286 communities**<sup>92</sup>.

### ***Local authorities of the municipalities***

The **municipal council** is composed of members who are elected for a five-year term. The deliberative body sets up, within the municipality, different commissions, inter alia, the management commission responsible for the preparation of the budget and other ad-hoc commissions that provide assistance in technical, cultural and environmental matters.

The **Mayor** is elected by direct universal suffrage for a five-year term. He manages the executive board and represents the municipality abroad and before any state authority. He also supervises the administration of the municipality's services and chairs the municipal council and the management commission.

### ***Local authorities of the communities***

The **council of the community** is elected by the population of the community for a five-year term. The legislative body of the community consists of the president of the community, the vice-president and of other members.

### ***Competences***

- Public Health
- Protection of the environment
- Water supply
- Waste management

### **Regional level: 6 districts**

### ***Regional authorities***

The regional committee is composed of members who are elected for a five-year mandate. The commissioner of the district heads the committee. He is responsible for the coordination and serves as a liaison for all activities between the central government ministries and the district. The commissioner is accountable to the Ministry of Interior.

### ***Competences***

- Public health
- Construction and maintenance of the road network
- Collection and disposal of waste
- Trade

### **Union of Cyprus Municipalities**

PO box 22033 –CY- 1516 NICOSIA

E-mail: endeky@cytanet.com.cy

Web: <http://www.ucm.org.cy>

92. See Union of Cyprus Municipalities, *Official Home Page of the Union of Cyprus Municipalities*, (<http://www.ucm.org.cy>)



## 8.5 Czech Republic





**Union of Towns and Municipalities  
of the Czech Republic**

Prague Congress Centre

ul.5 Kvetna 1640/65, 140 210 Prague 4

E-mail: smocr@smocr.cz

Web: <http://www.smocr.cz>

The Czech Republic is a unitary state composed of municipalities and regions<sup>93</sup>.

### **Local level: 6248 municipalities (obce)**

#### ***Municipal authorities***

The **municipal council** (zastupitelstvo obce) is composed of members elected by universal and direct suffrage for a four-year term. The council appoints the members of the committees of the municipal council, which are the deliberative bodies of the council.

The **municipal committee** (rada obce) is composed of members elected by and within the municipal council for a four-year term. The mayors and the deputy-mayors participate as members in the municipal committee. The municipal committee, as the executive body of the municipal authority, can form specific commissions, which operate as the deliberative bodies of the board.

The **Mayor** (starosta) is elected by and within the municipal council for a four-year term. The mayor heads the municipal board and administration. In municipal councils with fewer than 15 councillors, the mayor undertakes the performance of executive functions.

#### ***Competences***

- Municipal budget
- Local development
- Agriculture
- Municipal police
- Water supply
- Waste management
- Primary education
- Housing
- Social services
- Spatial planning
- Cooperation with other local authorities and regions
- Municipal transport

93. Ibid, p. 11

The capital city of Prague is divided into metropolitan districts. Each of them has its own elected local councils. The assembly of the capital is composed of members who are elected by universal and direct suffrage for a four-year term. The members of the assembly elect the mayor and the members of the executive municipal board of the city.

## **Regional level: 14 regions (kraje)**

### ***Regional authorities***

The **regional assembly** (zastupitelstvo kraje) is composed of members who are elected by universal and direct suffrage for a four-year term. It monitors the regional budget and subventions given to municipalities. The assembly has the right to submit draft laws to the House of Representatives.

The **regional committee** (rada kraje) is the executive body of the region. It is composed of the chief executive officer of the regional authority (hejman) and the deputy-directors, who along with the other members of the regional committee, are elected by and within the regional assembly for a four-year term.

### ***Competences***

- Secondary education
- Road networks
- Social services
- Environment
- Regional public transport
- Regional development
- Health
- Founding of regional companies
- Regional budget



## 8.6 Denmark





Denmark is a unitary state administratively divided into municipalities (kommuner) and regions (regioner).

#### Local level: 98 Municipalities (kommuner)<sup>94</sup>

The **municipal council** is composed of members elected for four years by a system of proportional representation (single transferable vote). This deliberative body appoints members of the executive committees.

The **executive committees** are in charge of local administration. Permanent committees assist the municipal council in the preparation of its decisions. The municipal council is obliged to set up a financial committee but may also set up special committees.

The **mayor** is elected for 4 years by the council and heads the entire administration and the municipal council.

#### Competences

- Health care
- Employment, business service
- Social services
- Culture, nature, environment and planning
- Special education
- Public services

#### Regional level: 5 regions (regioner)

The **regional council** is the deliberative body of the region. Its members are elected by proportional representation. The council may set up special committees and appoints the president of the region. The executive committees are elected by the region. They oversee the administrative function of the region. They assist the council in the preparation and implementation of its decisions.

The **president** of the region heads the regional administration. He/she is elected by the members of the council and is assisted by deputies who are also elected by the council.

#### Competences

- Health care
- Regional development
- Soil pollution
- Social services

#### Local Government Denmark

Weidekampsgade 10, P.O. BOX 3370, DK-2300

COPENHAGEN

Email: kl@kl.dk

Web: <http://www.kl.dk/1>

#### Danish Regions

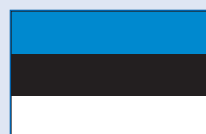
Dampfaergevej 22, P.O. Box 2593

DK-2100 COPENHAGEN

E-mail: arf@arf.dk

Web: <http://www.arf.dk>

94. Ibid, p. 14



## 8.7 Estonia







Estonia is a unitary state, which in terms of administration is composed of rural municipalities (vald), cities (linn) and counties (Maakonnad)

### **Local level: 194 Rural Municipalities and 33 cities.**

#### ***Municipal authorities***

The municipal council (volikogu) is composed of members elected by direct universal suffrage for four years. It appoints and may dismiss the chairman of the council as well as the mayor. The council is assisted in its work by sector-based (sectoral) committees. The mayor cannot be the chairman of the municipal council. The government (valitsus) represents the executive board of the municipality. The government is composed of the mayor and of members appointed by him, after approval by the council. Members of the municipal government cannot sit on the municipal council. The mayor (linnapea in cities, vallavanem in rural municipalities) is appointed by the municipal council for a four-year term and cannot hold the position of the chairman of the council simultaneously. The mayor and the chairman of the council may be removed from office by the council, via a vote of no confidence.

#### ***Competences***

- Municipal budget
- Education
- Health services
- Culture, entertainment, sports
- Social housing
- Urban planning, tourism
- Public transport
- Environment
- Local taxation
- Public utilities

### **Regional level: 15 counties**

#### ***Regional authorities:***

The governor is appointed by the central government, at the Minister for Regional Affairs' recommendation and after consultation with the representatives of local authorities. The governor is appointed for a five-year term and is in charge of the administration of the county.

#### ***Competences***

- Management and administration of the county

#### **Association of Estonian Cities**

Eesti Linnade Liit  
 Ahtri 8 – E.E. – III korrus 15078 TALLINN  
 E-mail: linfo@ell.ee  
 Web: <http://www.ell.ee>

#### **Association of Estonian Municipalities**

Eesti Maaomavalitsuste Liit  
 23/25 Tatari Street, 10116 TALLINN  
 E-mail: info@emovl.ee  
 Web: <http://www.emovl.ee>



## 8.8 Finland



## A Practical Guide to the International Partnerships of Local Authorities

#### Association of Finnish Local and Regional

##### Authorities

Toinen Linja 14-PL 200, 00101 HELSINKI

E-mail: [info@kuntaliitto.fi](mailto:info@kuntaliitto.fi)

Web: <http://www.kuntaliitto.fi>

Finland is a unitary state composed of municipalities (*kunta*), provinces (*lääni*) and regions (*maakunnan liito*)<sup>95</sup>.

### Local level: 432 municipalities (*kunta*)

#### *Municipal authorities*

The **municipal council** (*kunnanvaltuusto*) is composed of members elected every four years by direct and universal suffrage under the proportional representation system. This executive body of the municipal authority appoints the executive board and the mayor.

The **executive board** (*kunnanhallitus*) is composed of members appointed by the municipal council. It is responsible for running the administration and finances of the municipality. The executive board may be assisted by sectoral committees.

The **Mayor** or municipal manager is elected by the municipal council. S/he can be elected for a fixed or indefinite term of office. This local government officer heads the administration and prepares the decisions to be adopted by the executive board.

#### *Municipal competences*

- Health care
- Social services
- Education
- Culture, leisure, sports
- Maintenance of the technical infrastructure and protection of the environment
- Promotion of entrepreneurship and employment
- Local taxation

### Intermediary level: 6 provinces (*läänit*)

#### *Provincial authorities*

The **provincial state office** (*laaninhallitus*) is headed by the **governor** (*maaherra*). It is part of the central administration. The governor is appointed by the Head of State on the Cabinet's

95. Ibid, p. 20

proposal and is in charge of the management of the administrative offices of the province.

### ***Competences***

- Exclusively administrative competences

There is one autonomous province: Åland. This province has an autonomous government, an administration as well as a legislative body, elected by direct and universal suffrage. Its competences include education, culture, policing, health, welfare and employment.

## **Regional level: 20 regions (maakunnan liito)**

### ***Regional authorities***

The **regional council** is composed of the elected representatives of the municipalities of the respective region and is supported in terms of administration by the public administration.

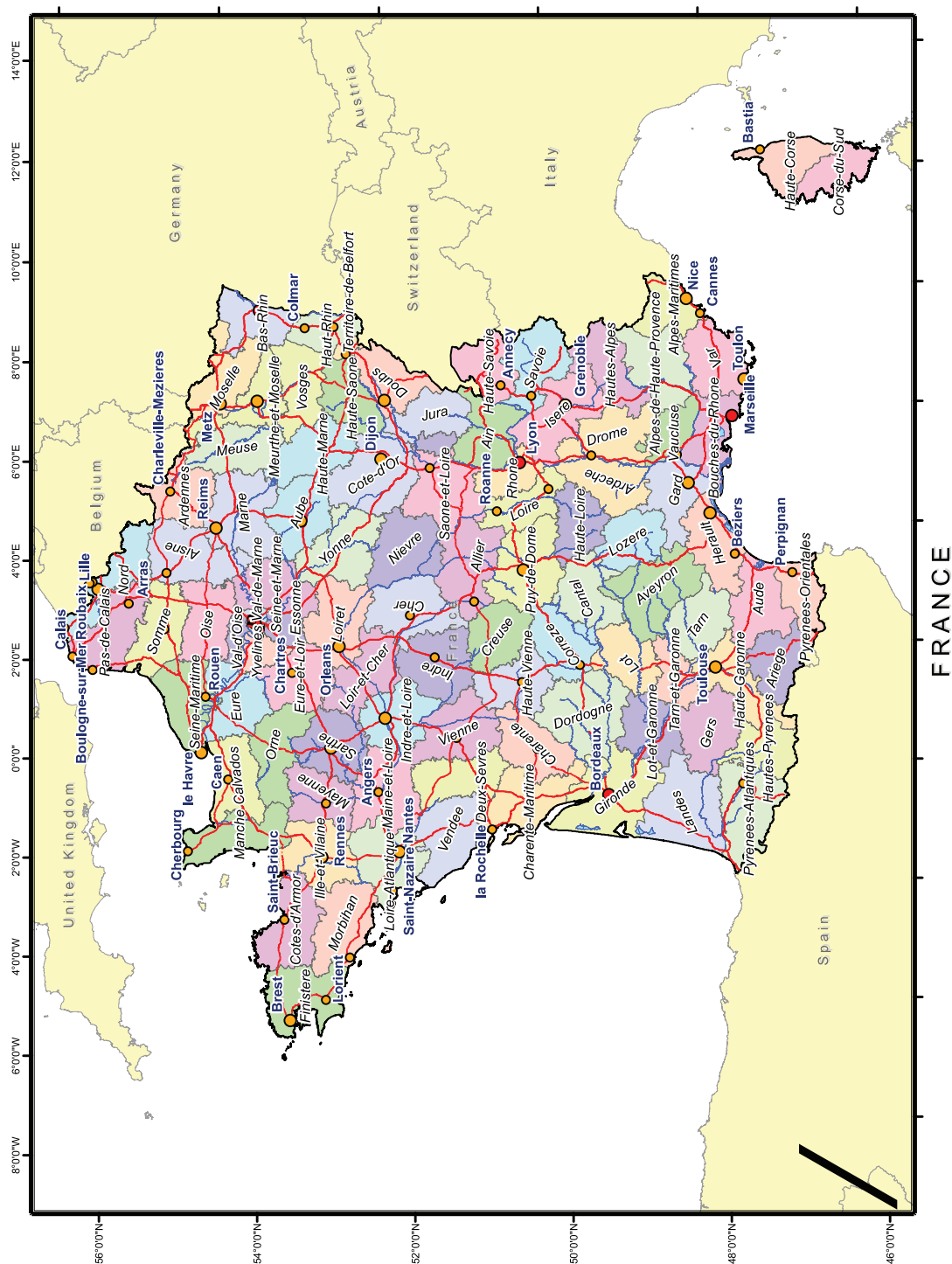
### ***Competences***

- Regional development and policy
- Regional planning
- Preparation and execution of programmes co-funded by the structural funds.



## 8.9 France





**Assembly of the Mayors of France**

41 Quai d'Orsay F-75343 PARIS CEDEX 07

E-mail: amf@amf.asso.fr

Web: <http://www.amf.asso.fr>**Assembly of French Départements**

6, rue Duguay Provin, 75006 Paris

E-mail: aff@departement.org

Web: <http://www.departement.org>**Association of French Regions**

278, Boulevard Saint-Germain, 75007 Paris

Web: <http://www.arf.asso.fr>

France is a unitary state, which is administratively composed of municipalities (communes), prefectures (départements) and regions (régions).

**Local level: 36,680 Municipalities (communes)<sup>96</sup>.*****Municipal Authorities***

The **municipal council** (conseil municipal) is composed of councillors elected by direct universal suffrage for a 6-year term. The Mayor heads this deliberative assembly.

The **Mayor** and his/her deputies represent the executive organ of the municipality. The mayor is elected by and within the council. He/she is in charge of the municipal administration.

***Competences***

Traditional competences

- Registry office
- Electoral functions
- Social policy
- Education
- Maintenance of municipal roads
- Land development and planning
- Public order

Delegated Competences

- Urban planning
- Education
- Economic development
- Housing
- Culture

**Intermediary level: 100 Prefectures (4 overseas)*****Prefectural Authorities***

The **general council** (conseil général) is the deliberative body of the prefecture. The council is composed of members elected by direct universal suffrage for a 6-year term, half of which are renewed every three years. The council appoints the president among its members. The sessions of the council take place in specialised committees.

<sup>96</sup>. Ibid, p. 18

The **president of the council** (président du conseil général) is the executive organ of the prefecture. He/she is elected by the council for a 3-year term and is assisted by a permanent committee within which vice-presidents are elected.

### ***Competences***

- Urban planning
- Education, culture
- Environment
- Management of European structural funds

## **Regional level: 26 Regions and 4 overseas regions (ROM)**

### ***Regional authorities***

The **regional council** (conseil régional) is the deliberative body of the regions. The council is composed of councillors elected by direct universal suffrage for a 6-year term. The council appoints the president of the region.

The **permanent committee** (commission permanente) is a deliberative board that assists the council in the exercise of some of its competences. It is composed of the deputy-presidents of the region.

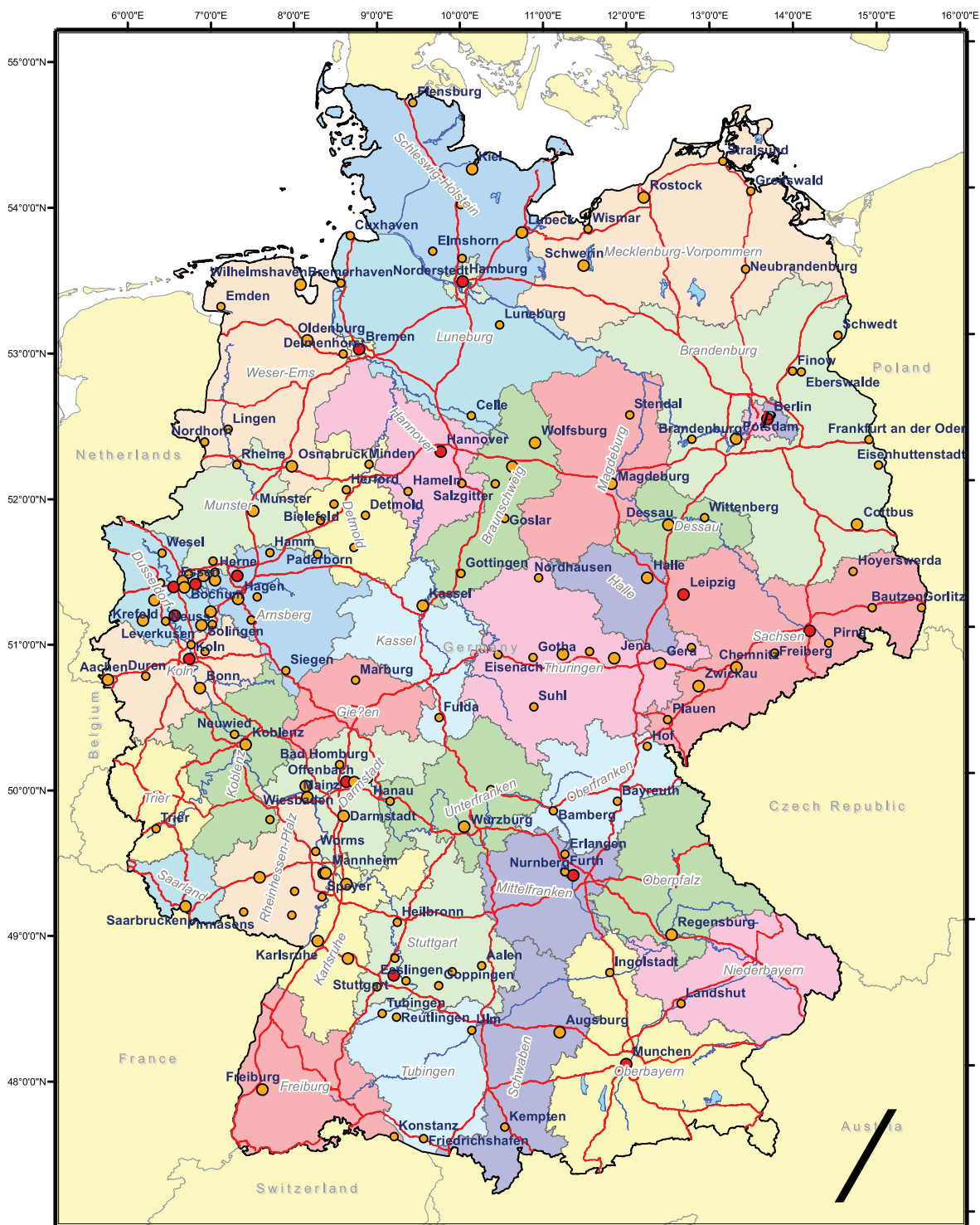
The **president** (président) is elected by the regional council for a 6-year term. He/she exercises executive powers and is the head of the regional administration. The president's functions are similar to those of the president of the prefecture.

### ***Competences***

- Economic development
- Transport
- Education, job training programmes and culture
- Health



## 8.10 Germany



# GERMANY

**German Association of Cities and Towns**

Lindenallee 13-17-Postfach D-50942 KÖLN

E-mail: [post@staedtetag.de](mailto:post@staedtetag.de)Web: <http://www.staedtetag.de>**German Association of Towns and Municipalities**

Marienstrasse 6 –D- 12207 BERLIN

E-mail: [dstgb@dstgb.de](mailto:dstgb@dstgb.de)Web: <http://www.dstgb.de>

Germany is a federal republic, which is administratively made up of municipalities (Gemeinden), districts (Kreise) and federal states (Länder).

### Local level: 12, 431 Municipalities and Cities (Gemeinden and Städte)<sup>97</sup>

There are two types of local structures depending on the legal status of each Land: The magistrate system (Magistrat-verfassung) and the council system (Süddeutsche Ratsverfassung).

-The **council system** exists in all German regions (Länder) except for Hessen. The council is elected by direct universal suffrage for a 5-year term while the mayor (Bürgermeister) is elected by direct universal suffrage for a term ranging from four to nine years. The mayor chairs the local council, heads the municipal administration and has all the executive competences.

-The **local council** (Gemeinderat) is the central body of the municipality. It is elected by direct universal suffrage for a term ranging from four to six years. This legislative body takes most decisions and exercises supervisory functions.

-In the **magistrate system**, the executive branch consists of the mayor and his deputies (Magistrate). The magistrate represents the municipality and runs the daily administration. He executes the decisions of the local council. In contrast to the council system, the executive competences are distributed between the mayor and his deputies. This system exists only in the region (Land) of Hessen.

#### **Compulsory Competences**

- Urban planning
- Water management
- Social welfare and youth
- Construction and maintenance of school buildings

#### **Delegated Competences**

- Energy
- Economic development
- Infrastructure
- Culture and sports

97. Ibid, p. 12

### Intermediary level: 439 districts (Kreise)

The **district assembly** (Kreistag) is elected by direct universal suffrage for a term ranging from four to six years. Its mandate varies from one Land to another. It is the legislative body of the district.

The **President of the district** (Landrat) is elected either by the assembly or by direct universal suffrage for a term ranging from five to eight years. As an elected civil servant, he/she chairs the district assembly.

The **district office** (Landratsamt) is the executive body consisting of civil servants recruited by the district itself or by the Land.

#### ***Compulsory Competences***

- Construction and maintenance of the road network
- Social services and youth
- Collection and management of waste

#### ***Delegated Competences***

- Culture
- Tourism
- Building and maintenance of libraries
- Management of universities

### Regional level: 16 Federal States (Länder)

The **parliament** (Landtag) is the legislative body consisting of members elected by direct universal suffrage for a 4-year term. It elects the minister-president of the Land.

The **government** (Landesregierung) is the executive body that is elected by the parliament for a 4-year term. It elects the minister-president.

The **minister-president** (Ministerpräsident) chairs the government. He/she may appoint or cease the ministers of the Land.

#### ***Exclusive competences***

- Culture
- Education
- Environment
- Police

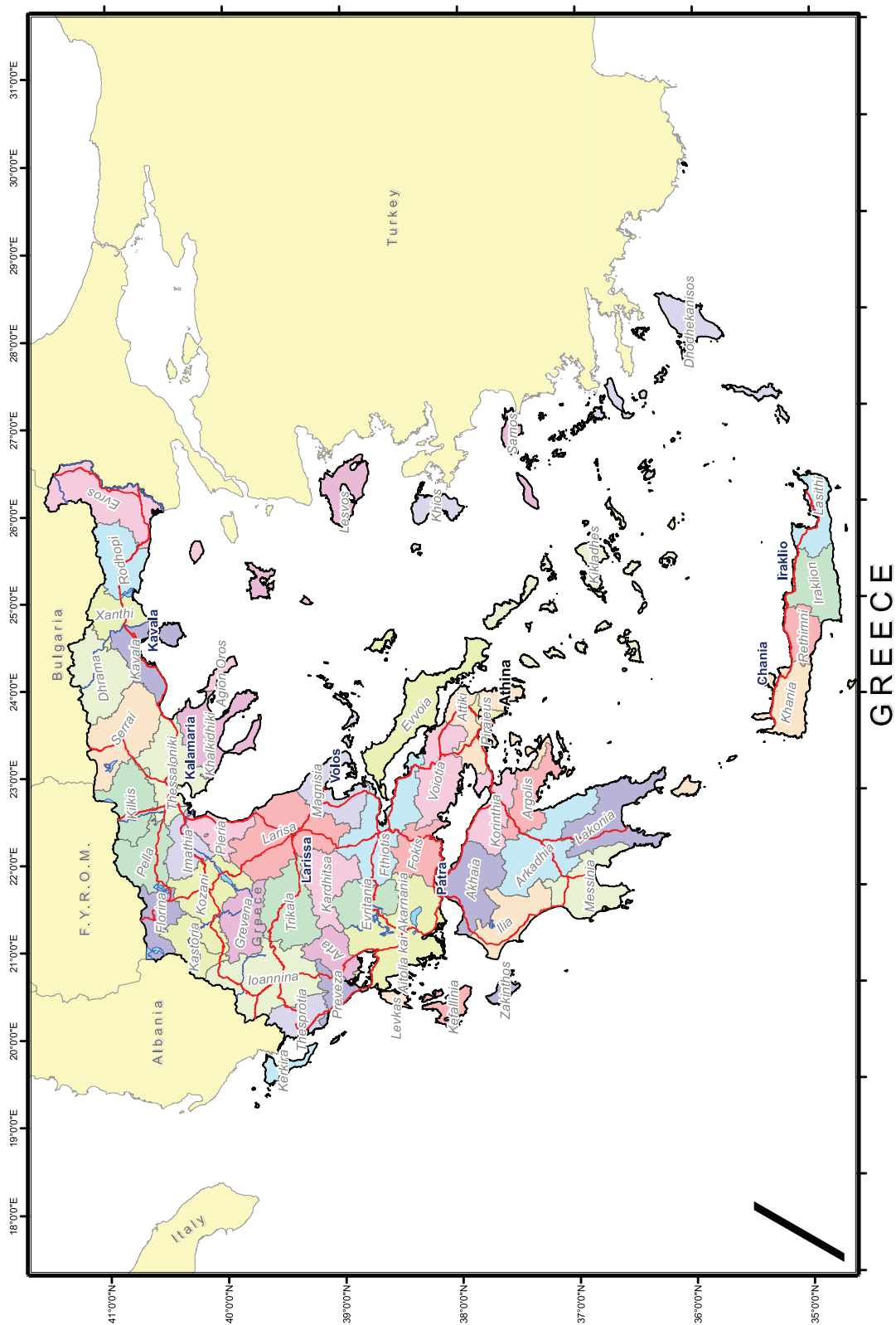
#### ***Competences shared with the Central Administration***

- Justice
- Social policy
- Civil law
- Penal law
- Labour law



## 8.11 Greece







Greece is a unitary state whose administration has been organized in accordance with the decentralised system. The regional bodies of the state have general decisive jurisdiction with respect to the affairs of their region. In terms of administration, the country is divided into Regions, Prefectural Local Government Agencies, Municipalities and Communities.

**Local level: 914 Municipalities and 120 Communities (First Level of Local Government) and 50 Prefectural Local Government Agencies (Second Level of Local Government).**

***Municipal authorities***

The **municipal council** is a deliberative body and decides on all matters concerning the municipality, except for those belonging to the jurisdiction of the Mayor or the municipal Committee. Its members are elected by direct universal suffrage for a 4-year-term.

In mayoral elections, an electoral list is considered successful if it has obtained at least forty-two (42%) of the total valid votes, and as runners-up, those lists that have received even one seat. 3/5 of the seats come from the majority list and the remaining 2/5 are shared proportionally between the runners-up.

The **municipal committee** is a deliberative and executive body whose members are elected for a 2-year term by the council. The municipal committee is, among other things, responsible for drawing up the budget of the Municipality. Chairman of the Committee is the Mayor or the deputy-mayor who is appointed by the Mayor.

The **Mayor** is the leader of the winning list. S/he is an executive organ that safeguards local interests and exercises his/her duties having as an objective to secure the unity of the local society. The mayor attends council meetings without being its member.

***Communal authorities***

The **community council** constitutes the deliberative and decisive body of the community whose members are elected by direct universal suffrage for a 4-year term. It decides on

**Central Union of Municipalities and Communities (KEDKE)**

65, Akadimias and Genadiou Street  
GR. ATHENS 10678  
E-mail: [info@kedke.gr](mailto:info@kedke.gr)  
Web: <http://www.kedke.gr>

**Union of Prefectural Local Government Agencies of Greece (ENAE)**

15, Mesogeion st.  
PC 11526 ATHENS  
Email: [enae@otenet.gr](mailto:enae@otenet.gr)  
Web: <http://www.enae.gr>

all matters concerning the Community with the exception of those belonging to the competence of the President of the Community.

The **President of the Community** is also the President of the Community Council. S/he is elected for a four-year term by direct universal suffrage. S/he is responsible for implementing the council's decisions and is the head of the Community's services.

### ***Competences of Municipalities and Communities***

- Development
- Environment
- Quality of Life
- Employment
- Social Protection and Solidarity
- Education, culture and sports
- Civil Protection.

### ***Prefectural authorities***

The **Prefectural Council** is the supreme body charged with the operation of Prefectural Self-Administration. It exercises all the jurisdictions of the Prefectural Self-Administration, except for those belonging to the Prefect or the Prefectural Committee. Its members are elected by direct universal suffrage for a four-year term. By its decision, it designates the number of prefectural committees, depending on the population of prefectural self-administrations and prefectural districts.

The **Prefectural Committee** is elected by the prefectural council and consists of the President, who is one of the deputy prefects who has been appointed by decision of the prefect, and a number of members depending on those comprising the prefectural council, of whom half belong to the minority of the prefectural council.

The **Prefect** implements the decisions reached by the prefectural council and the prefectural committees. He represents the Prefectural Self Administration and is in charge of all its services.

### ***Competences***

The management of local affairs, at a prefectural level, belongs to Prefectural Local Government Agencies. The competences of the prefectural local government agencies may be divided into three thematic categories: a) organizational – institutional and administrative matters, b) economic management and policy matters, c) matters pertaining to the execution of projects and planning.

## Regional level: 13 Regions

### *Regional authorities*

The **regional council** consists of the General Secretary of the Region as President, the Chairmen of the unitary Prefectural Local Government Agencies and the Prefects of the Region, a representative from each Local Union of Municipalities and Communities and a representative from the professional classes and chambers. It has decisive competences aimed at the democratic planning of regional development.

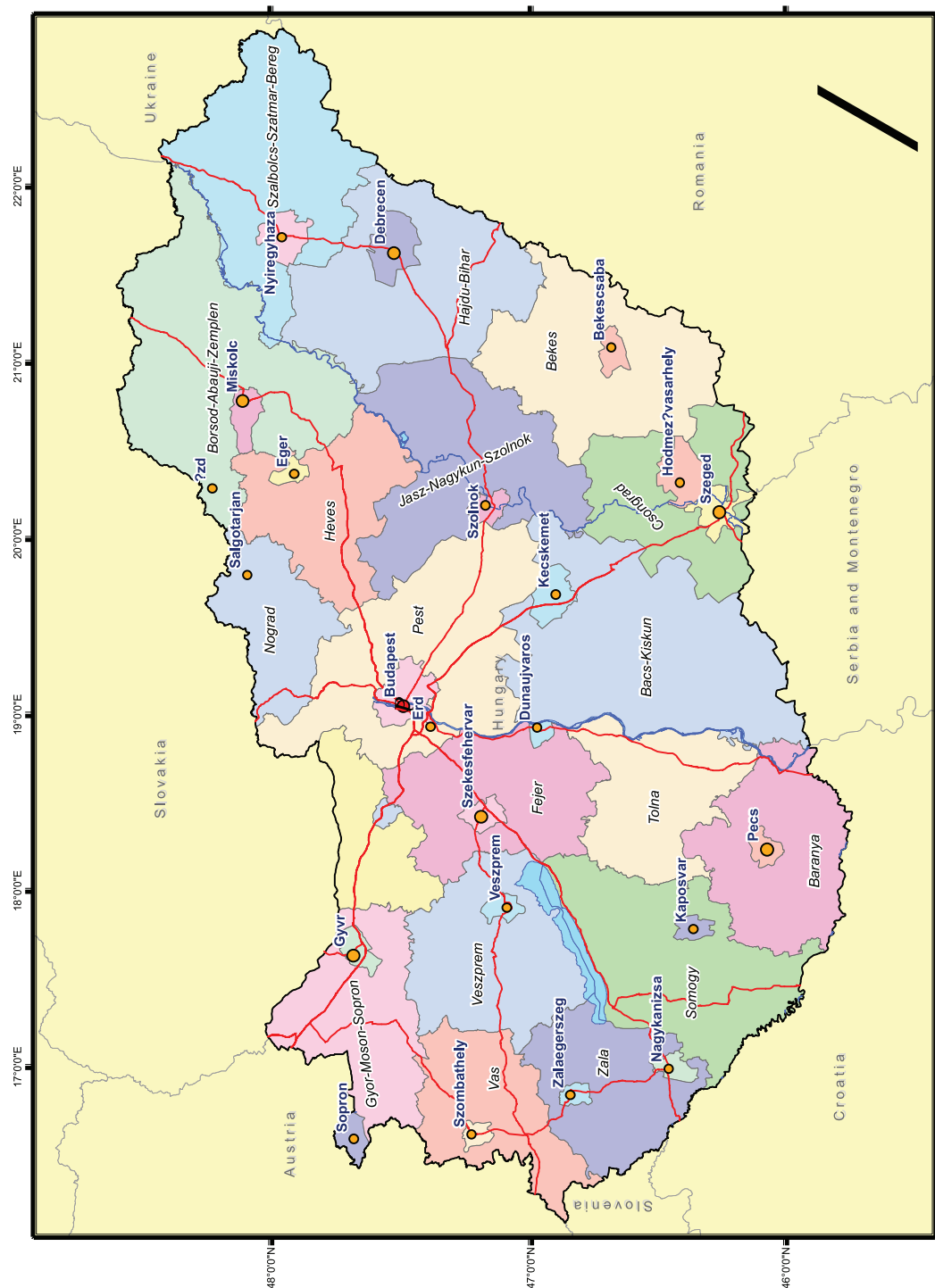
The **Secretary General of the Region** is appointed by the central government and plays the role that in the past was entrusted to the prefect. S/he is appointed at the recommendation of the Minister of Interior, Public Administration and Decentralization by an act of the Cabinet. His/her jurisdiction is to issue all individual or normative administrative acts. S/he heads and supervises the Local Government Corporations of his region and is the representative of Central Government in the region, that is, the person responsible for exercising governmental policy in the region.

### *Competences*

- Regional economic and social development
- Vertical coordination of economic policies



## 8.12 Hungary



# HUNGARY

### Association of Hungarian Local Government Agencies (TÖÖSZ)

(Települési Önkormányzatok Országos Szövetsége)  
 Eötvös u.10-1/28 H-1067 BUDAPEST  
 E-mail: toosz@toosz.hu  
 Web: <http://www.toosz.hu>

Hungary is a unitary state composed of municipalities (települések), counties (megyek) and regions (régiók)<sup>98</sup>.

### Local level: 3.145 Local Government Agencies<sup>99</sup>

#### **Municipal authorities<sup>100</sup>**

The **council** (képviseelő-testület) is the legislative board of the municipality. It is composed of members elected by direct universal suffrage. This board is responsible for the management and control of the municipality. Its decisions are presented in the form of decrees.

The **Mayor** (Polgarmester) is the head and member of the body of representatives and is elected by direct universal suffrage for a four-year term. On the proposal of the mayor, the body of representatives elects the deputy Mayor from within its ranks, through a secret ballot. Municipalities of more than 3.000 inhabitants have a full-time mayor.

The **Secretary** (Notary) is appointed by the body of representatives and is competent for the preparation and support of the councillors and the mayor as well as for the execution of its decisions.

#### **Competences**

- Local development
- Urban planning
- Protection of the Environment
- Housing
- Public Transport
- Social Services
- Primary Education
- Maintenance of roads and public areas
- Culture

### Intermediary level: 19 provinces or counties (Megyék)

#### **Provincial authorities**

The **provincial council** (Megyei Közgyűlés) is the deliberative body of the county. It is composed of members elected by direct universal suffrage for a four-year term. The county council provides public service tasks that municipalities are

98. Ibid, p.24

99. See CEMR, 89200.... p.2

100. Budapest is organized at two levels: the local self-government of the capital and the 23 regions. These levels are governed by autonomous local entities under a municipal authority regime. By and large, it must be stressed that a municipality can become a city with a special county status on the initiative of its council, depending on the level of development and regional impact.



unable to provide. However, on the basis of the principle of subsidiarity, the county authorities are not allowed to exercise the tasks that communes and towns wish to keep control of.

The **Chairman** is elected indirectly from within and by the members of the county council for a four-year term. S/he constitutes the executive arm of the provincial administration and represents the council. Every level of local self-government is considered as being of equal status and independent.

### ***Competences***

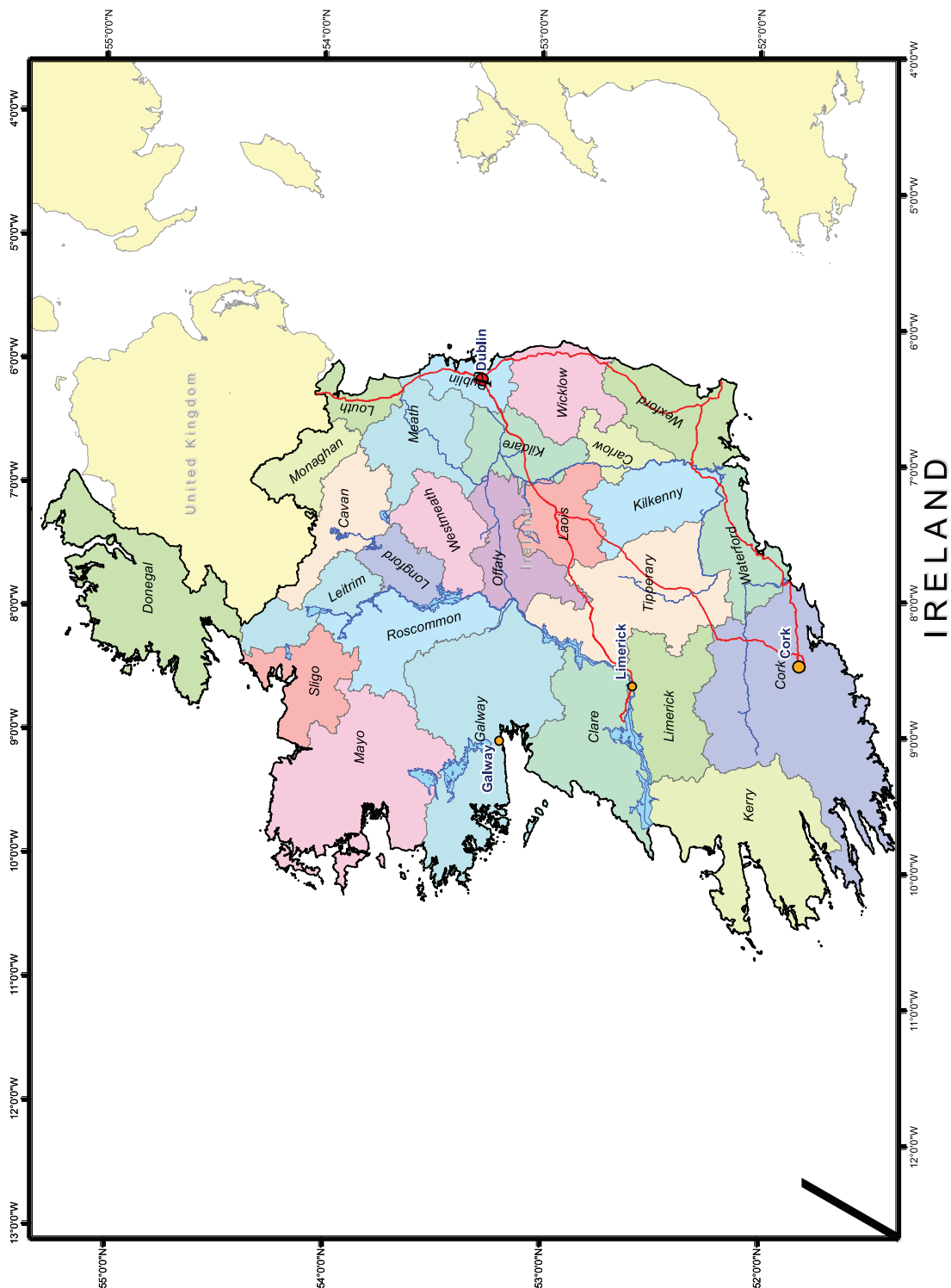
- Secondary education
- Cultural infrastructure (libraries, museums)
- Maintenance of retirement homes
- Tourism
- Land development

### **Regional level: 7 administrative regions**

The structure of the local and regional government in Hungary has been in a state of an ongoing process since the beginnings of the decade of the 1990s, responding positively to the developments taking place in the European space of administration. The new structure started operating in 1990 and underwent changes in 1994 and 1999 with the division of the state territory into 7 (statistical) regions (Legislative Act No XCII). These regions are managed by a regional development council made up of representatives of the central administration and local self-government. In 2004, the creation of 158 micro-regions alongside the 7 macro-regions, constitutes a reference point in the evolving administrative reform, which is gradually falling into step with the European standards of administration. If in 1996, by legislative act No XXI, which was amended in 1999, there were put the most key objectives and rules concerning regional development and planning, in 2002 the bet for administrative reform concerned improvement of the effectiveness of local services at a micro-regional level. The results arising from the voluntary amalgamation of municipal authorities in 158 micro-regions were rendered conspicuous in the sectors of public education, health and culture. The voluntary micro-regional agencies of the municipal authorities, for the upgrading of the quality of the local services, off-balance the structural weaknesses of the municipalities that are dependent economically on the central administration. Besides, the system of incentives, regarding the voluntary amalgamations of municipal authorities, is distinguished by transparency and accords opportunities for the development of local initiatives.



## 8.13 Ireland



**Association of Municipal Authorities**

Rathnaleen, Nenagh, Co.  
 Tipperary, NENAGH  
 E-mail: [director@amai.ie](mailto:director@amai.ie)

**Association of Country Councils**

Fitzmaurice Place Co.  
 Laois, PORTLAOISE  
 E-mail: [director@accc.ie](mailto:director@accc.ie)  
 Web: <http://www.councillors.ie>

Ireland is a unitary state, which is administratively composed of municipalities (towns and boroughs), counties and regions.

**Local level: 85 Municipalities**

The **town council** (or borough council) is elected by direct universal suffrage for a five-year term. The council appoints the mayor and is responsible for making development plans of the municipality.

The **town clerk** is appointed by the central government with executive jurisdictions and responsible for municipal administration.

The **Mayor** is elected every year by councillors from among the municipal council. Unlike the Mayor of London, his institutional role is not an executive but only a ceremonial one to represent the local authority.

**Competences**

- Construction and maintenance of the road network
- Housing
- Recreation
- Urban Planning

**Intermediary level: 29 county councils and 5 county municipalities****Local authorities**

The **county council** (or city council) is elected by direct universal suffrage for five years under the proportional representation system of the single transferable vote. The council elects the mayor/chairperson from amongst its members for one year. It is assisted by committees made up of both local elected members of the council as well as representatives of social and economic groups. The council exercises what are known as reserved (exclusive) functions, which include the adoption of the main policies of the local authority.

The **county or city manager** heads the administration of each local authority and oversees the activities and sessions of the council. He is elected by the council, following a recom-

mentation of an independent recruiting Committee (Local Appointments Commission). The manager is elected for a seven-year term and may lose his position after being voted down by the two-thirds (2/3) of the members of the council<sup>101</sup>.

The **mayor/chairperson** of the council, unlike the mayor of London, does not have executive but only ceremonial jurisdictions of representing the local authority. He is elected on a yearly basis by the members of the council.

### **Competences**

- Urban planning
- Road Network
- Water Supply
- Waste Management
- Housing
- Fire fighting
- Libraries

## **Regional level: 8 regional authorities and 2 regional assemblies**

### **Regional Authority**

The **regional authority** is composed of nominated members from the county and city councils composing the regional area. In January 1994, there were initiated 8 regional authorities whose task was to coordinate the activities of the local authorities, upgrade the quality of the provided public services at a national level and utilize the funding programmes of the European Union. Alongside these authorities, there were set up non-elected regional committees and councils vested with decisive jurisdictions (for example, Commissions on Fishery, Health, Regional Tourism, Vocational Training), the composition of which includes members from the counties and the municipal councils<sup>102</sup>.

The **Chairperson** is elected by and within the members of the regional assembly.

### **Regional Assembly**

In 1999, there were created two Regional Assemblies with a view to coordinating public services in the regions falling within their competences and managing the new programmes of the Community Support Framework. The assembly is assisted in its tasks by a committee consisting of members and county managers, as well as other local authority officials. The chairperson is elected by and within members of the regional assembly and presides over its meetings.

101. See Karvounis Ant., Kolyva Ath., Latsoudi G., Pitsoulis Ch., Triantafyllou Th. and Hajichristodoulou Pan. *Regional Administration and the Multi-Level Self-Administration in the Member-States of the European Community*, (unpublished study), National Centre of Public Administration, Athens 2003.

102. Ibid.



## 8.14 Italy



**National Association of Municipalities**

Via dei Prefetti 46  
00186 ROMA  
E-mail: [info@anci.it](mailto:info@anci.it)  
Web: <http://www.anci.it/anci.cfm>

**Conference of the Regions  
and Autonomous Provinces**

Via Parigi 11  
00185 ROMA  
E-mail: [conferenza@regioni.it](mailto:conferenza@regioni.it)  
Web: <http://www.regioni.it>

Italy is a decentralized unitary state composed of communes, provinces and regions<sup>103</sup>.

**Local Level: 8.101 Communes (Comuni)****Local authorities**

The **local council** (consiglio) is elected by direct universal suffrage for five years. It is the legislative and the main decision –making body of the communal authority.

The **executive committee** (giunta) is the executive arm. It implements the decisions taken by the council. Its members are designated by the mayor who delegates some of his/her competences to it.

The **mayor** (sindaco) is elected by direct universal suffrage for five years. S/he designates the deputies (assessori), who are the members of the executive committee. The mayor is the head of the local administration.

**Competences**

- Social services
- Urban planning
- Economic development
- Public services
- Environment
- Culture

**Intermediary level: 109 provinces (provincia)****Provincial authorities**

The **provincial council** (consiglio provinciale) is elected by direct universal suffrage for five years. It decides on the province's broad policy lines and votes the budget.

The **executive committee** (giunta provinciale) is designated by the president of the province. Its members cannot be members of the council. The executive committee implements the council's decisions.

The **president** (presidente) is elected by direct universal suffrage for five years. S/he designates the members of the executive committee.

**Competences**

- Environment

103. See CEMR, *Local and Regional...* p.26



- Culture
- Waste collection
- Education

### Regional level: 20 regions (*regione*)

According to article 15 of the post-war constitution, there are fifteen (15) “ordinary (common) Regions” and five having a “special status” Regions, enjoying broader regional, legislative and administrative powers than the common ones (Sicily, Sardinia, South Tyrole (Trentino – Alto Adige), val d’ Aosta and Friuli – Venezia Giulia. The “Common” Regions and mainly those of the Central and Northern Italy, have acquired a significant place in the Italian politico – administrative landscape.

#### ***Regional authorities***

The **regional council** (*consiglio regionale*) constitutes the legislative body; some members of the council are elected by direct universal suffrage, others are drawn from the president’s list. The council elects the president from within its ranks. It presents bills to the national government and can dismiss the president of the executive committee.

The **executive committee** (*giunta*) is the executive body. It is made of the president and the regional councillors. The councillors are designated, either by the council or the president for a five-year mandate. The giunta must resign if it loses the confidence of the council. The executive committee has overall administrative competences; it can propose regional bills. It prepares and implements the regional budget and implements the council’s decisions.

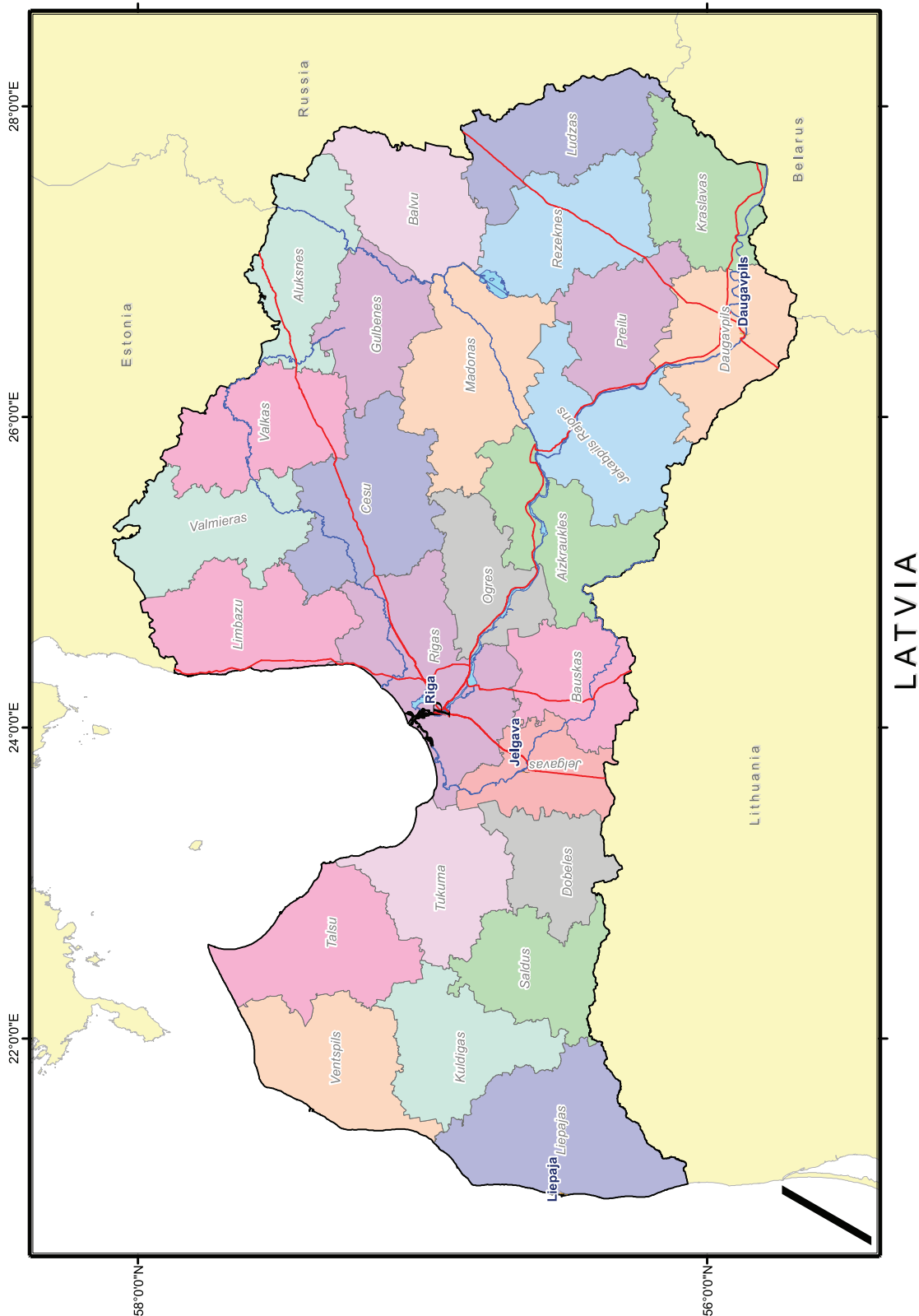
The **president** (*presidente*) is elected by direct universal suffrage for five years. S/he designates and dismisses the members of the giunta. The president represents the region and directs the region’s policies. The president enacts regional laws and regulations; s/he assumes the administrative functions that the state delegates to the regions and must, in this respect, follow the government’s policy directions.

#### ***Competences***

- International relations with other regions and with the EU
- External trade
- Health
- Transport
- Production and delivery of energy
- Agriculture



## 8.15 Latvia





Latvia is a unitary state composed of local authorities (pasvaldība) and provinces (rajons)<sup>104</sup>.

### Local level: 527 Local Government organizations<sup>105</sup>.

#### **Local authorities**

The **local council** (dome) is the legislative body of the local authority. Its members are elected by direct universal suffrage for four years. The council elects the chairperson from within the councillors and the standing committees.

The **committees** prepare draft decisions for the council. The chairman of the council/mayor (mers) is elected by the council for four years. He/she chairs the local council and the finance committee.

#### **Competences**

- Provision of utilities
- Public services
- Primary and secondary education
- Health care
- Social care
- Housing
- Public order
- Child protection

### Regional level: 26 districts (rajons)

#### **Regional authorities (district authorities)**

The **district council** is the decision-making body consisting of the chairpersons of municipal councils of the respective districts. The chairperson of the council is elected among its members by secret ballot.

#### **Competences**

- Public transport
- Education
- Representation of local governments in the regional health insurance fund.

#### Latvian Association of Local and Regional Authorities

(Latvijas Pasvaldību Savenība)

1 Mazā Pils Str.-LV-1050 RIGA

E-mail: lps@lps.lv

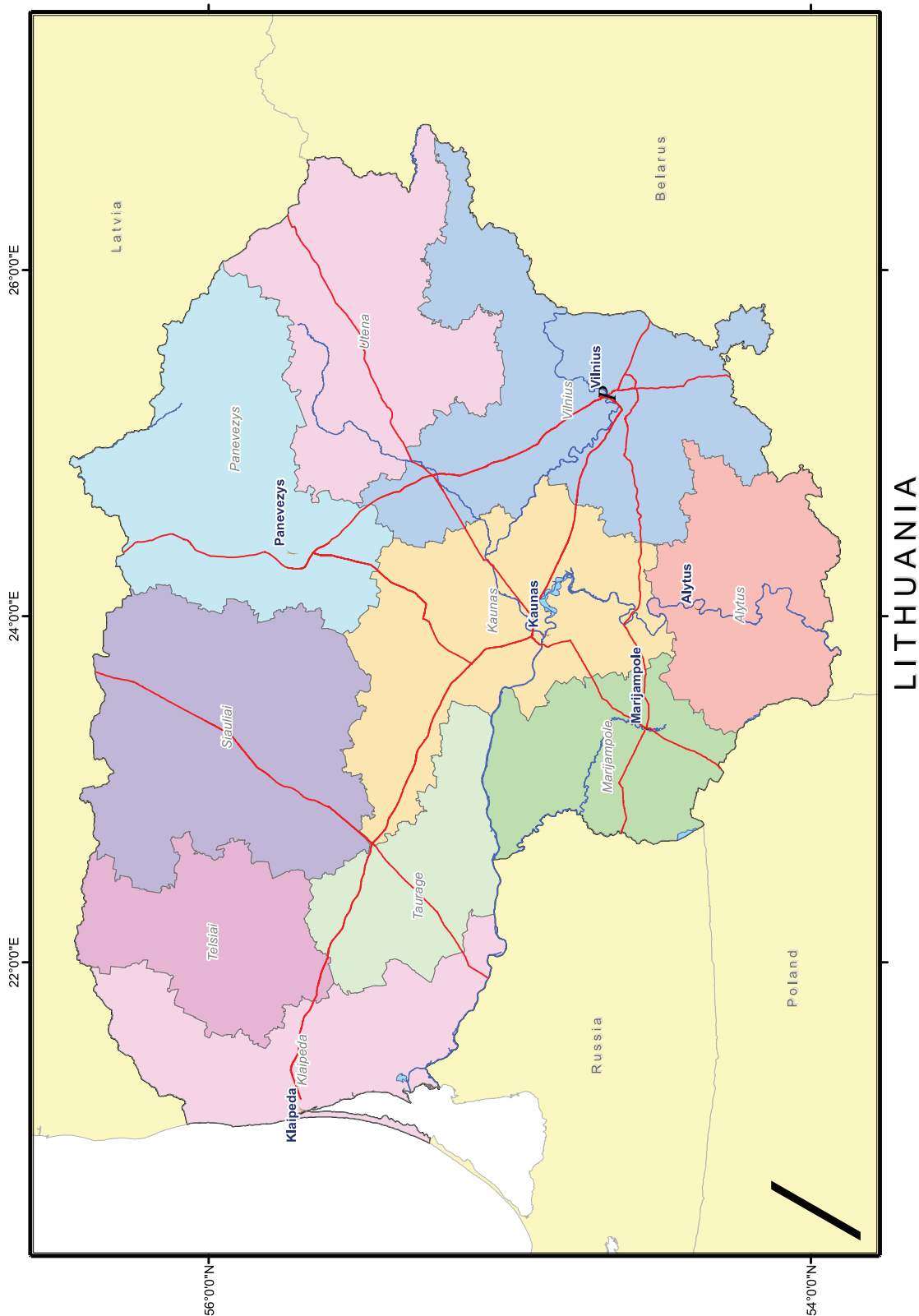
Web: <http://www.lps.lv>

104. Ibid, p.32

105. The 527 Local authority organizations include 441 rural municipalities (pagasts), 53 cities (pilseta), 7 large cities (republikas pilsera) and 26 amalgamated municipalities (novads)



## 8.16 Lithuania







Lithuania is a unitary state composed of municipalities and counties<sup>106</sup>.

### Local level: 60 Municipalities<sup>107</sup>

#### **Local authorities**

The **municipal council** (savivaldybės taryba) is elected by direct universal suffrage for a four-year term. It is the legislative and decision-making body of the local authority; it adopts the budget and may establish lower territorial units (wards).

The **director of administration** (administracijos direktorius) is the executive body of the municipal authority. The director is nominated by the municipal council and is directly and personally responsible for the implementation of the laws and the government and municipal council decisions in the municipality.

#### **Competences**

- Education, pre-school, primary and secondary
- Culture
- Sports
- Tourism
- Environmental protection

### Regional level: 10 counties (apskritis)

#### **Regional authorities**

The **regional development council** (regiono plėtros taryba) sets out development policies' guidelines and consults the central government on regional development issues. It is composed of the representatives of county's municipalities and the county governor.

The **county governor** (apskritis viršininkas) is nominated by the government with the task of exercising central government's functions at the local level.

#### **Competences**

- Implementation of state policies at a regional level.
- Setting out general regional development guidelines.

#### **Association of Local Authorities**

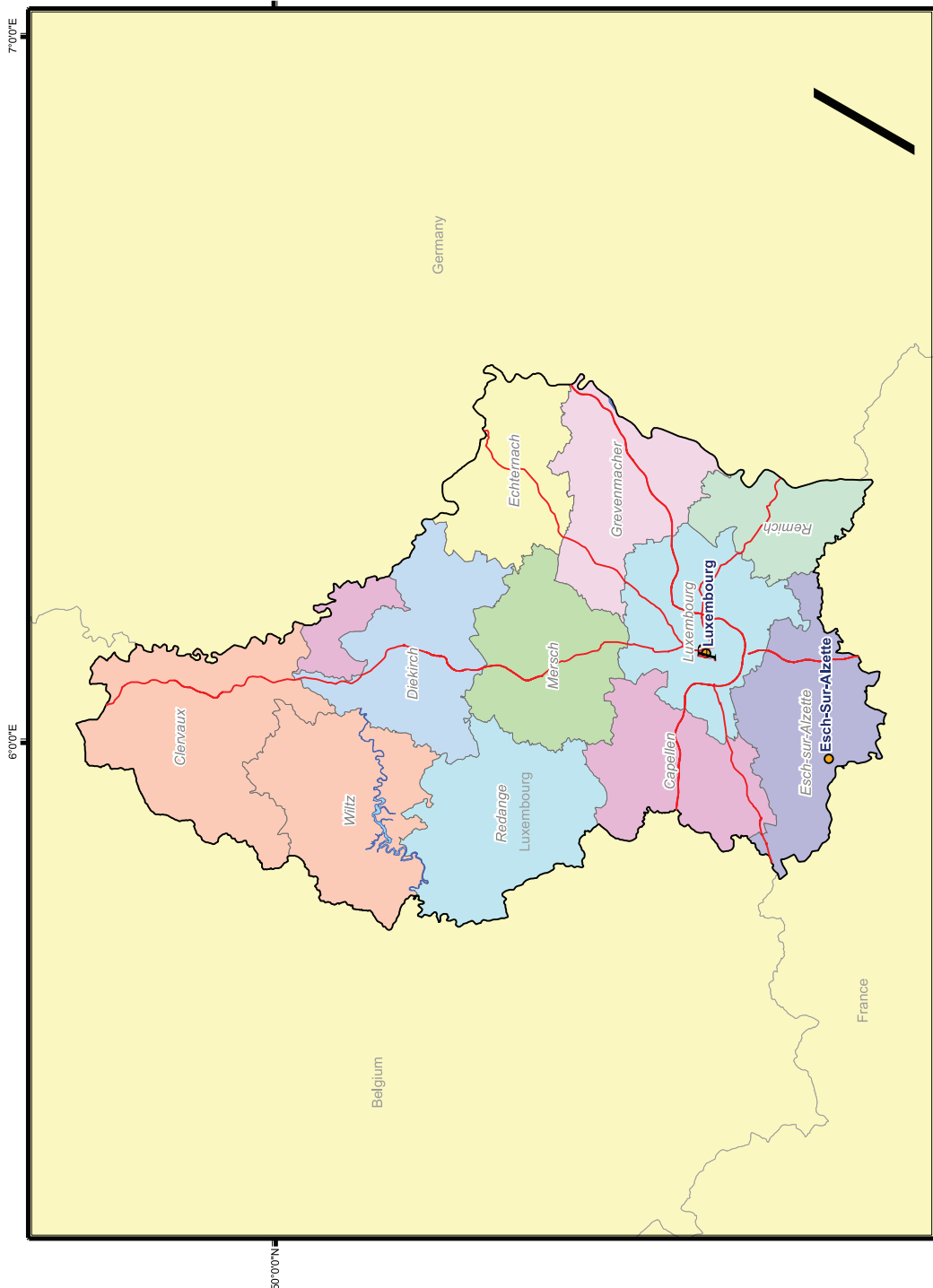
(Lietuvos savivaldybių asociacija)  
T.Vrublevskio str. 6, LT-01100 VILNIUS  
E-mail: vytautas.kvietkauskas@lsa.lt  
Web: <http://www.lsa.lt>

106. See CEMR, *Local and Regional...* p.30

107. See CEMR, *89200...* p.2



## 8.17 Luxembourg





Luxembourg is a unitary state composed of municipalities.

### Local level: 116 communes<sup>108</sup>

#### **Communal authorities**

The **communal council** is the legislative body. It is composed of councillors elected under the proportional or first-past-the-post system depending on the size of the municipality. The council is represented by the mayor who chairs its meetings.

The **executive board** is made of the mayor and aldermen. Aldermen (councillors) in cities are designated by the Grand-Duke, while their counterparts in the other cities are designated by the Home Secretary. In reality, the majority of the communal council puts forward names for the posts of the Mayor and aldermen and the central administration appoints them. The board operates, both on behalf of the municipal authority, as well as in the interests of the State (implementation of laws, regulations and decrees by the Grand Duke and the Ministers).

The **Mayor** is appointed by the Grand-Duke from within the members of the Council for a six-year mandate. The mayor chairs both the board of the mayor and aldermen and the council. The mayor can act both as a body of the communal authority as well as of the central administration.

#### **Competences**

- Social assistance
- Culture and sports
- Pre-primary and primary education
- Environment
- Water management
- Waste management
- Policing
- Emergency services
- Road maintenance and traffic management

#### Association of Luxembourg towns and municipalities

3, rue Guido Oppenheim, 4970 LUXEMBOURG

E-mail: [syvicol@pt.lu](mailto:syvicol@pt.lu)

Web: <http://www.syvicol.lu>

108. See CEMR, *Local and Regional...*, p.32



## 8.18 Malta

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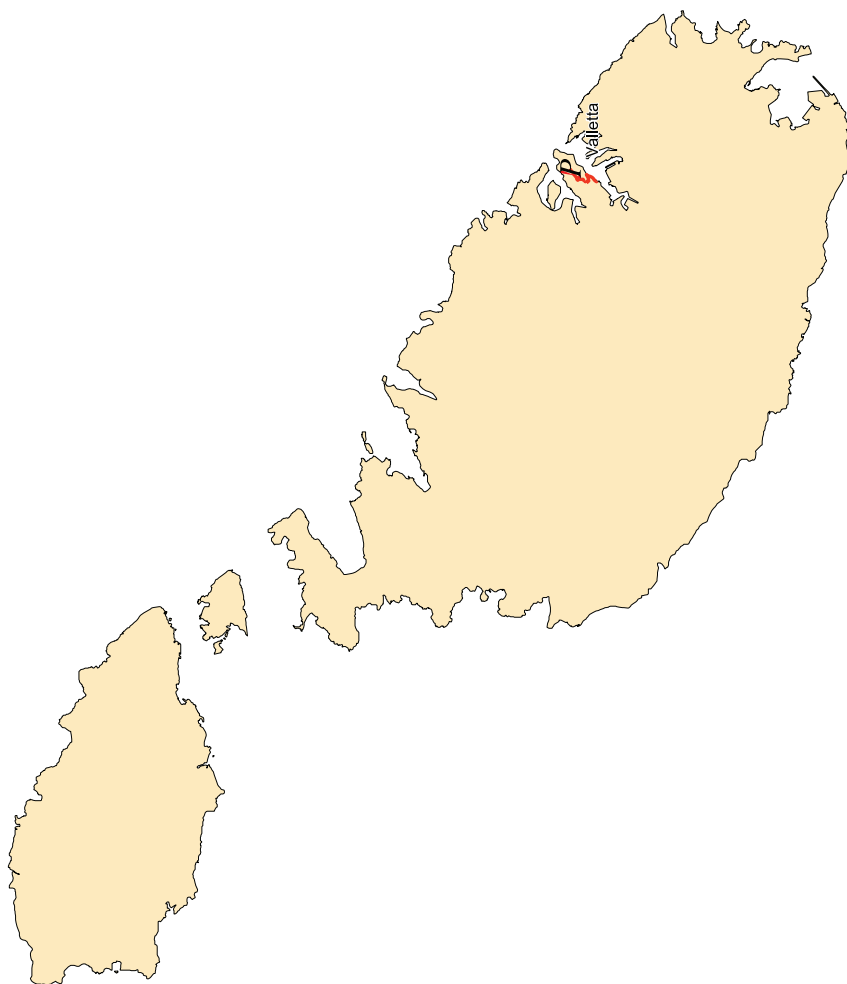
14°20'0"E

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36°00'0"N

35°50'0"N

MALTA







Malta is a unitary state composed of communes and regions<sup>109</sup>. The introduction of the institution of local government in Malta took place in 1993, with the enactment of the legal framework for the creation of local councils. The country was divided into three geographical regions in which 68 local authorities were included.

### Local level: 68 communes

#### *Local authorities*

The **local council** is elected by direct universal suffrage under the proportional representation system for a three-year mandate. The number of councillors varies according to the size of the commune.

The **executive secretary** is designated by the council for a three-year period. S/he is the executive, administrative and financial head of the commune. The local council can designate other staff members to assist the secretary in his functions.

The **mayor** is the councillor who obtained the highest number of votes within the political party that got the overall majority at the local election. S/he is elected for a three-year mandate and chairs the local council's meetings.

#### *Competences*

- Maintenance of public spaces (parks, sports centres, leisure centres)
- Maintenance of road infrastructure
- Education
- Health
- Preservation of public order
- Administrative functions

### Regional level: 3 regions

The three regions of Malta include several municipalities: GÖZO (14), Malta Majjistral (29) and Malta Xlokk (25).

#### Association of Local Councils

(Assocjazzjoni Tal-Kunsilli Lokali)  
153 Main Street-MT-BALZAN BZN.06  
E-mail: lca@lca.org.mt  
Web: <http://www.lca.org.mt>

109. Ibid,... p.34



## 8.19 Netherlands



# NETHERLANDS

**Association of Netherlands Municipalities**

Postbus 30435,  
Nassaulaan 12  
2500 6K The Hague  
E-mail: [frontoffice@vng.nl](mailto:frontoffice@vng.nl)  
Web: <http://www.vng.nl>

**Association of Netherlands Provinces**

Postbus 16107  
2500 BC DENHAAG  
E-mail: [info@ipo.nl](mailto:info@ipo.nl)  
Web: <http://www.ipo.nl>

The Netherlands is a decentralized unitary state composed of municipalities and provinces.

**Local level: 458 municipalities (gemmenten)<sup>110</sup>****Local authorities**

The **municipal council** (gemmenterad) is the deliberative body of the municipal authority. The councillors are elected by direct universal suffrage under the proportional representation system. The council takes the main decisions in the municipality and has the power to pass byelaws. The council is chaired by the mayor, who cannot take part in any vote.

The **municipal committee** (the college of mayor and aldermen) (burgermeester en wethouders) is the executive body of the municipal authority, composed of the mayor, as president and the councillors who are elected indirectly by the council for a 4-year term.

The **Mayor** (Burgemeester) chairs the committee (college) and has the right to vote in its decisions. He/she is formally appointed by the government on proposal by the local council and has a six-year mandate.

**Competences**

- Urban planning
- Housing
- Tourism
- Public works
- Transport
- Health
- Primary Education
- Social Welfare
- Law and order
- Culture and Sports

**Intermediary level: 12 provinces (provincies)****Provincial authorities**

The **provincial states** (provinciale staten) are the legislative body of the province. They are chaired by the queen's commissioner (who cannot take part in a vote). Their members

110. See CEMR, 89, 200 *Subnational...* p.2

are elected by direct universal suffrage for four (4) years. The provincial states have the power to pass byelaws.

The **provincial executive** committee (gedeputeerde staten) is elected by the provincial council headed by the queen's commissioner (with a right to vote). It is charged with the management of the current affairs of the province and with the drawing up of the decisions taken by the council.

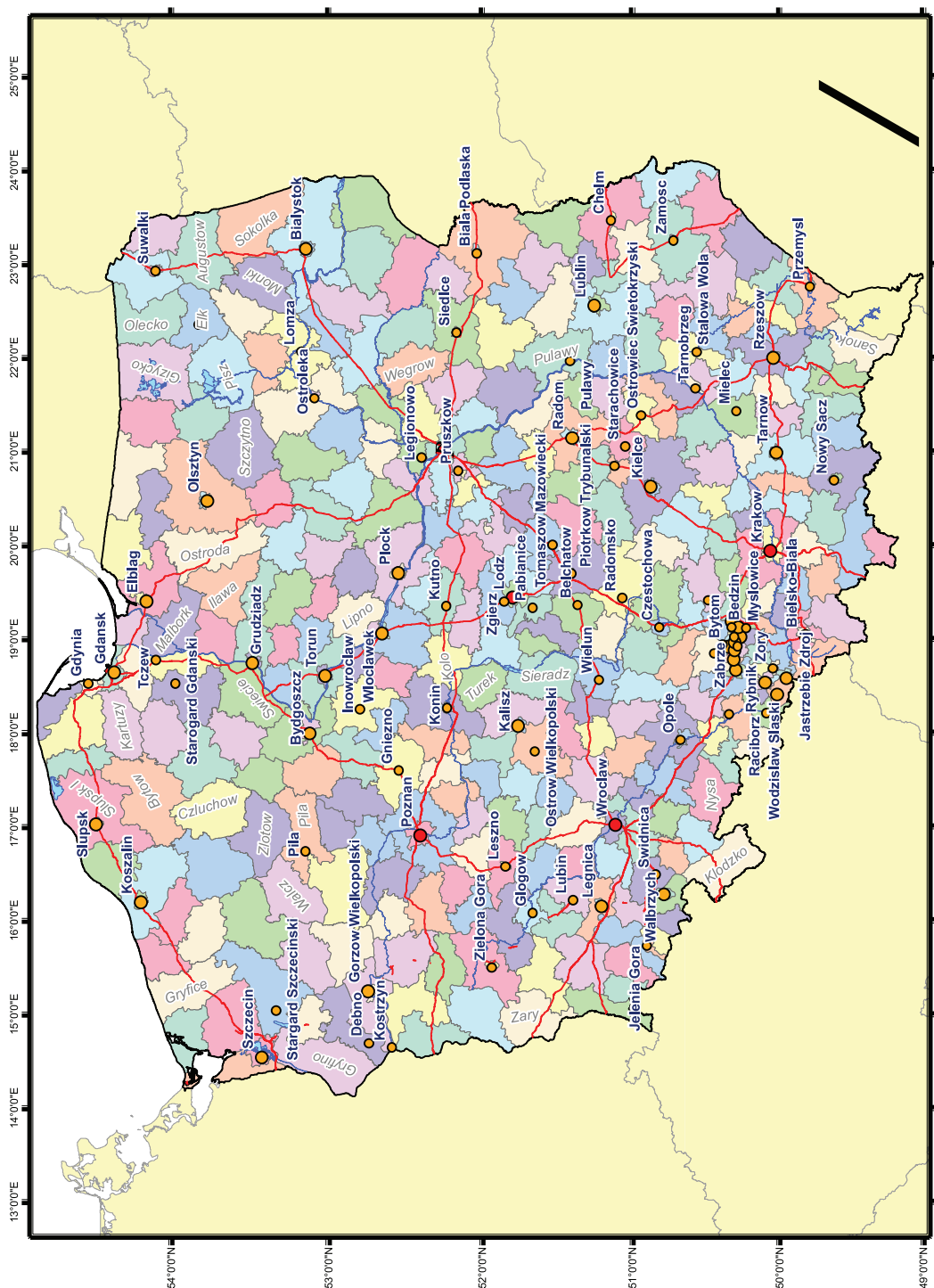
The **queen's commissioner** (commissaris van de Koningin) chairs the executive committee and the council; he is appointed by the Queen on the proposal of the government for a six-year mandate.

***Competences (mostly shared with the national government)***

- Regional planning
- Environmental protection
- Culture
- Sports and Leisure
- Transport
- Energy
- Tourism



## 8.20 Poland



**Association of Polish Cities**

[Związek Miast Polskich]

ul. Robocza 46A-PL-61-517-POZNAN

E-mail: [biuro@zgwrp.org.pl](mailto:biuro@zgwrp.org.pl)Web: <http://www.zgwrp.org.pl>**Association of Polish Counties**

[Związek Powiatów Polskich]

Plac Defilad 1 – PL – 00-901 WARSZAWA

E-mail: [rb@zpp.pl](mailto:rb@zpp.pl)Web: <http://www.zpp.pl>

Poland is a unitary State composed of municipalities, counties and regions<sup>111</sup>.

**Local level: 2,478 municipalities (gminy)****Municipal authorities**

The **municipal council** (rada gminy) is composed of members elected by direct universal suffrage for a four-year term. Apart from its legislative powers, the council votes the budget and determines local taxes. The council appoints members of commissions from among the councillors. These commissions are responsible for the preparation of decisions taken by the council and for the supervision of their implementation.

The **executive board** (zarząd gminy) is composed of the mayor and his deputies. It implements the decisions taken by the council.

The **mayor** (wojt, burmistrz, prezydent miasta) is elected by direct universal suffrage for a four-year term. S/he is the official representative of the municipality and is assisted by deputies elected by the council.

The **head of the municipal administration** (sekretarz gminy) is appointed by the council, upon the mayor's proposal.

**Competences**

- Public transport
- Social services
- Housing
- Environment
- Culture
- Health
- Pre-primary and primary education

**Intermediary level: 314 counties (powiaty)****County authorities**

The **county council** (rada powiatu) is composed of members elected by direct universal suffrage for a four-year term. This deliberative assembly appoints the members of the executive committee as well as the president of the county.

111. See CEMR, *Local and Regional...*, p.40



The **executive board** (zarząd powiatu) consists of the president and his deputies elected by and within the members of the council for four years. This body is in charge of implementing the council's decisions.

The **president/head of the county** (starosta) is elected for a four-year term by the council. (S)he is the official representative of the county and is assisted by deputies.

### **Competences**

- Road building and maintenance
- Secondary education
- Environment
- Employment

## **Regional level: 16 regions (voivodies-województwo)**

### **Regional authorities**

The **regional council** (sejmik województwa) is composed of members elected by direct universal suffrage for a four-year term. This deliberative assembly elects the president of the regional executive committee.

The **executive board** (zarząd województwa) is composed of the president and the members who are elected by the council for four years. It implements the decisions taken by the regional council.

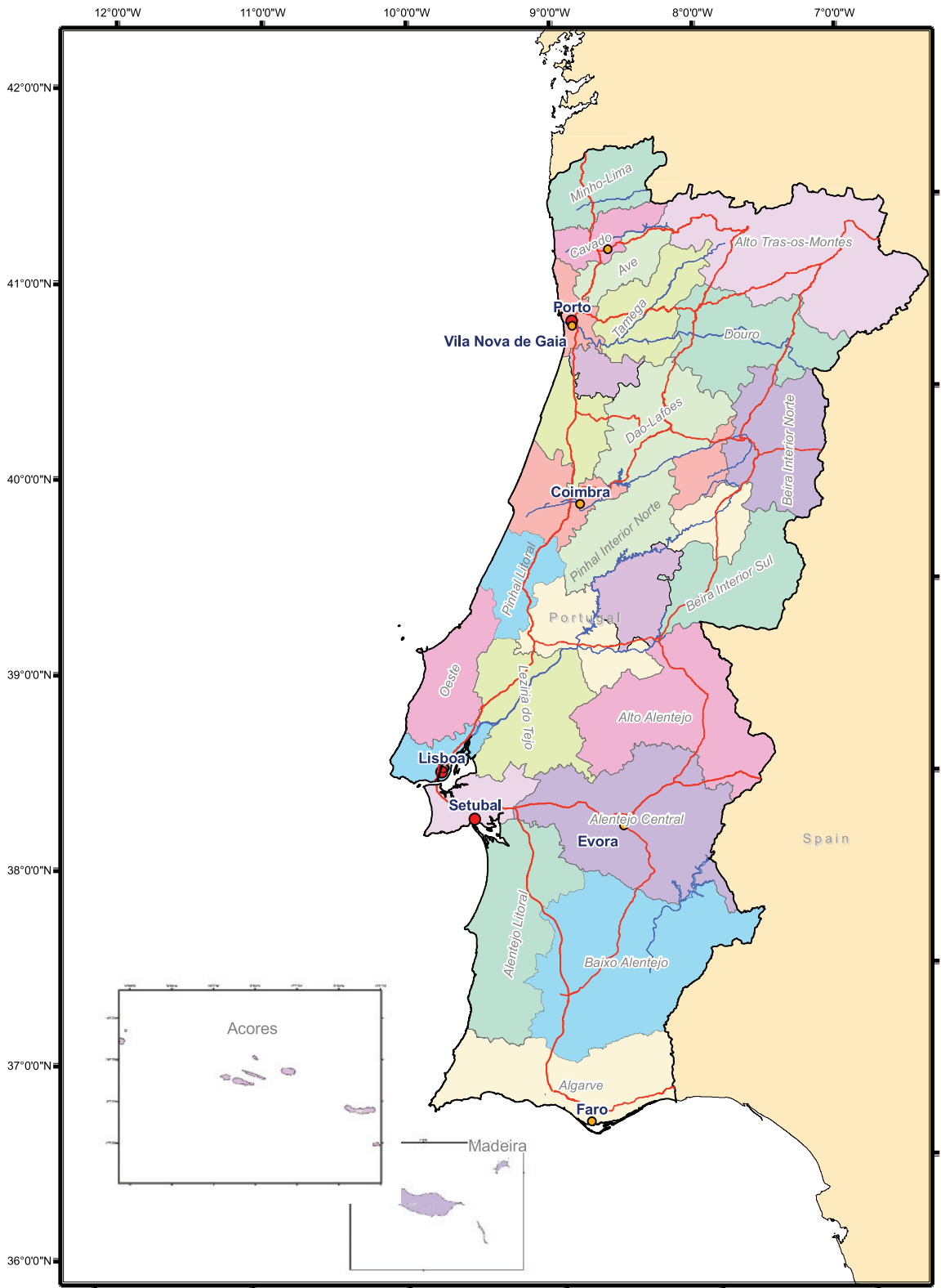
The **governor** (wojewoda) is appointed by the prime minister on the proposal of the minister responsible for public administration. The governor represents the prime minister as well as the central government at a regional level. He also supervises the activities of the regional administration.

### **Competences**

- Economic development
- Higher education
- Environment
- Employment
- Social policy
- Regional Road management



## 8.21 Portugal



# PORTUGAL

A Practical Guide to the International Partnerships of Local Authorities

**National Association  
of Portuguese Municipalities**

(Associação Nacional de Municípios Portugueses)

Av. Marnoco e Sousa, 52-P-3004-511 COIMBRA

E-mail: [anmp@anmp.pt](mailto:anmp@anmp.pt)

Web: <http://www.anmp.pt>

Portugal is a unitary state composed of parishes, municipalities, districts and regions.

**Local level: 4241 parishes (freguesias) and 308 municipalities (municípios)<sup>112</sup>**

***Parish authorities***

The **parish assembly** (assembleia de freguesia) is the deliberative body of the parish. The assembly is composed of councillors elected for a four-year term by direct universal suffrage under a proportional representation system.

The **executive committee** (junta de freguesia) is the executive body of the parish. Its members are elected by and within the assembly. They are responsible for the preparation and implementation of decisions of the assembly.

The **president** is the candidate heading the list with the most votes at the local elections. (S)he is elected for four years.

***Competences***

- Education
- Culture
- Environment
- Health

***Municipal authorities***

The **municipal assembly** (assembleia municipal) is composed of members elected by direct universal suffrage for a four-year term. The presidents of the parishes are also members of the assembly. The assembly, the deliberative body of the municipality, also monitors the acts of the executive council.

The **executive council** (câmara municipal) is a collegial body composed of members elected by direct universal suffrage for four years. Its members have a right of participation and vote in the meetings of the assembly. The board is competent for the organization and functioning of the municipality's services, more specifically in urban and public works.

112. See National Association of Portuguese Municipalities, Official Website of the NAPM, (<http://www.anmp.pt>); CEMR, *Local and Regional...*, p.38.

The **mayor** is the head of the list with the most votes at the time of the assembly election. S/he is elected for four years.

### **Competences**

- Health
- Environment
- Culture
- Management of municipal assets
- Public works
- Urban planning

Alongside the municipalities and the parishes, the Portuguese local administration includes the intermunicipal authorities, the association of municipalities with a specific mission, large metropolitan areas (17) and urban communities. These entities aim mainly at:

- coordinating the municipal investments of supra-municipal interest
- coordinating the relations between the municipalities and the central administration services
- the planning and strategic, economic and social management

### **Intermediary level: 18 districts (divisão distrital)**

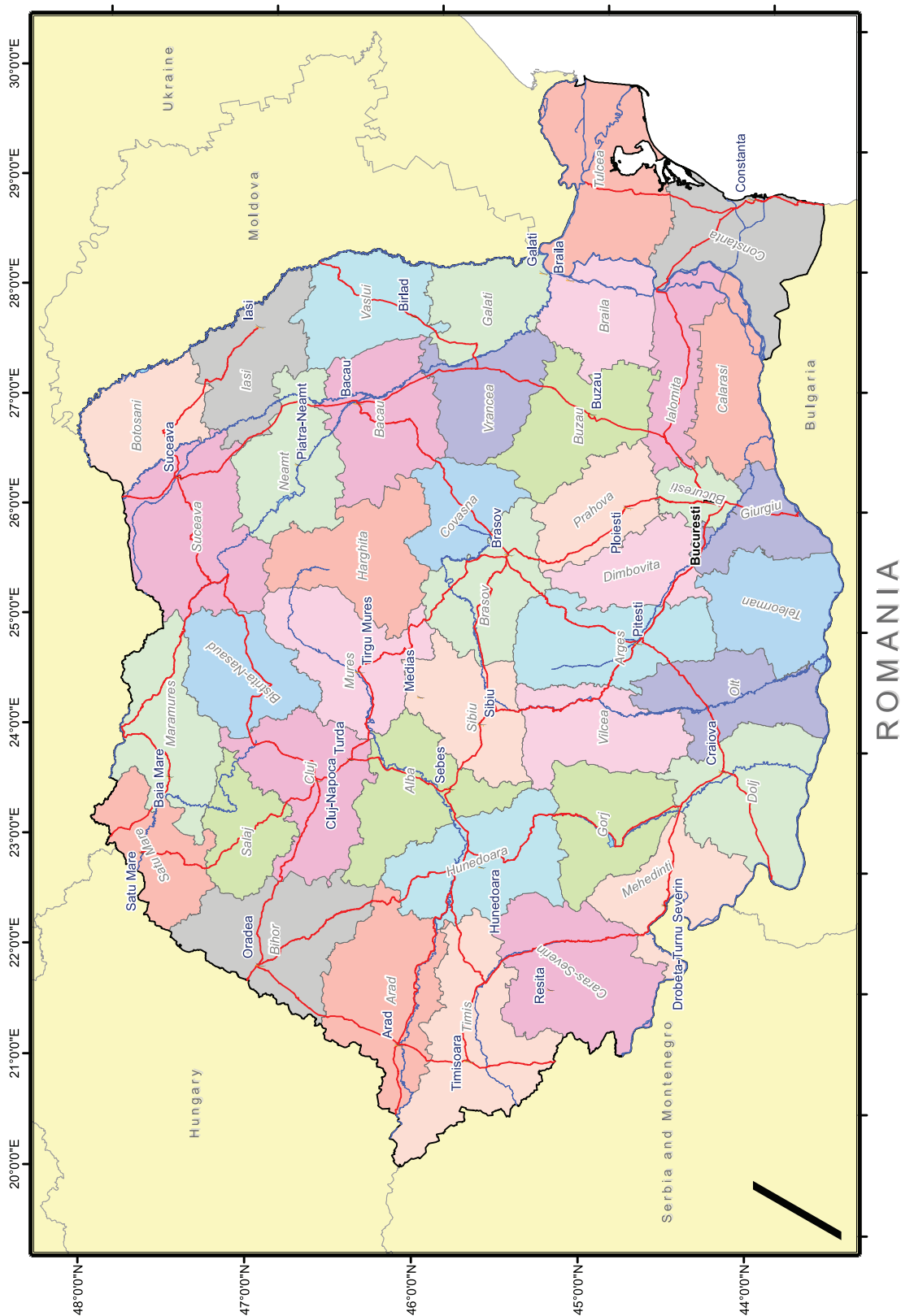
The **civil governor** (governador civil) is appointed by the central administration. The governor represents the government in the district. His/her competences are determined and delegated by the Home Affairs Minister.

### **Regional level: 2 autonomous regions (Açores and Madeira)**

These two regions have a **legislative assembly** elected by direct and universal suffrage, a **regional government** headed by the region's **president** and a **minister of the republic**. The minister is the national government's representative in the region, has the right of a legislative veto concerning decrees of the assembly, and appoints the president of the regional government.



## 8.22 Romania



**National Union of County Councils of Romania**

(Uniunea Nationala a Consiliilor Judetene din Romania)

Strada Dunarii nr 178, ALEXANDRIA 140047

E-mail: dragnea@cjteleorman.ro

Web: <http://www.uncjr.ro>

**Association of Romanian Communes**

(Asociatia Comunelor din Romania)

Str. Vlad Tepes nr.18,

Vulcana Bai, 137535

JUDETUL DAMBOVITA

E-mail: acor@acor.ro

Web: <http://www.acor.ro>

**Romanian Municipalities Association**

(Asocitia Municipiilor din Romania)

Str.Academiei nr.3-5, Etaj 1, sector 3, 030011

Bucharest

E-mail: amr@amr.ro

Web: <http://www.amr.ro>

**Association of Romanian Towns**

(Asociatia Oraelor din Romania)

Harsova Piatal Decembrie

1918 nr.1, Judetul Constanta

3047 Bucharest

E-mail: aor\_aor@ns.fair.ro

Web: <http://www.aor.ro>

Romania is a unitary state composed of communes, towns, municipalities, counties and development regions<sup>113</sup>.

**Local level: 686 rural localities (commune), 268 towns (orase) and 103 municipalities (municipii).**

**Local authorities**

The **local council** (consiliul local) is the deliberative assembly of the local authority. It is composed of councillors elected by universal direct suffrage for a four-year term. It is responsible for voting the budget of the local authority.

The **mayor** (primarul) is elected by universal direct suffrage for a four-year term. He/she is the executive body, and leads the local public administration. The mayor may delegate some responsibilities to the deputy-mayor (who is appointed by members of the local council from within its ranks). The mayor is the main budget coordinator and is responsible for budgetary execution. He/she also coordinates the sound functioning of the local social services.

**Competences**

- Housing
- Urban planning
- Environmental protection
- Transport infrastructure
- Water supply
- Education
- Administration of the local heritage
- Public order
- Administration of parks and public gardens.

**Departmental level: 41 counties (judete)**

**County authorities**

The **county council** (consiliul judetean) is composed of members elected by direct universal suffrage for a four-year term. It monitors the legality of administrative acts. It is responsible for the distribution of public funds among the local authorities. There is no subordination relationship between the county and the local authority.

113. Ibid, p. 43



The **president** (presedinte) is appointed by the county council. He has executive jurisdictions and may delegate responsibilities to the two vice-presidents who are appointed by the county council.

The **prefect** (prefect) is appointed by the government. The prefect exercises control of the legality of administrative acts of the local and the county authority. He ensures the implementation of governmental policy and programme at a local and county level and represents the government in each county and in the municipality of Bucharest.

### ***Competences***

- County development
- Water supply
- Sewage
- Public transport
- County network
- Social assistance to children
- Education

## **Regional level: 8 development regions**

### ***Regional authorities***

The regional development process is coordinated by the national council and is implemented through the regional development agencies. These are non-governmental, public, non-profit bodies in the framework of the voluntary association of neighboring counties. The president and the vice-president are elected for a one-year term by the regional development council.

### ***Competences for the agencies of regional development***

- Drawing up regional development strategies and programmes.
- Implementation of regional development programmes and management of the economic funds.
- Submission of proposals to the Ministry for European Integration for the financing of development programmes.
- Invitation for financial contribution to the regional development fund.



## 8.23 Slovakia



**Association of Towns and Communities  
of Slovakia**

(Združenie Miest A Obcí Slovenska)

Bezručova 9 – SK – 811 09 BRATISLAVA

E-mail: [centr@zmos.sk](mailto:centr@zmos.sk), [balogh@zmos.sk](mailto:balogh@zmos.sk)

Web: <http://www.zmos.sk>

Slovakia is a unitary state composed of regions, municipalities and districts<sup>114</sup>.

### **Local level: 2883 municipalities (obec)**

#### ***Local/Municipal authorities***

The **municipal committee** (obecné zastupiteľstvo) is composed of members elected for four years by universal direct suffrage. It constitutes the consultative body of the municipal authority.

The **mayor** (starosta/primátor) is elected for four years by universal direct suffrage. The mayor holds and exercises the main executive power and chairs the municipality committee and municipal council.

The **municipal council** (obecná rada) may be established by the municipality committee. Its members are elected by the committee for a four-year term. It functions as the executive and auditing body of the committee and is the consultative body of the mayor.

#### ***Competences***

- Local road network
- Public transport
- Environment
- Water supply
- Sewage network
- Local development
- Housing
- Educational, social and health-care facilities
- Culture
- Participation in the drawing up of regional plans
- State jurisdictions (Registry Office)

### **Regional level: 8 regions**

#### ***Regional authorities***

The **regional council** (zastupiteľstvo) is a consultative body whose members are elected for four years by universal, direct suffrage.

The **chairman** (predseda) is elected by universal, direct

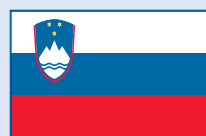
114. Ibid, p. 48

suffrage. S/he represents the region and is assisted in his tasks by an official who is responsible for the management of administrative services and for the organization of the regions.

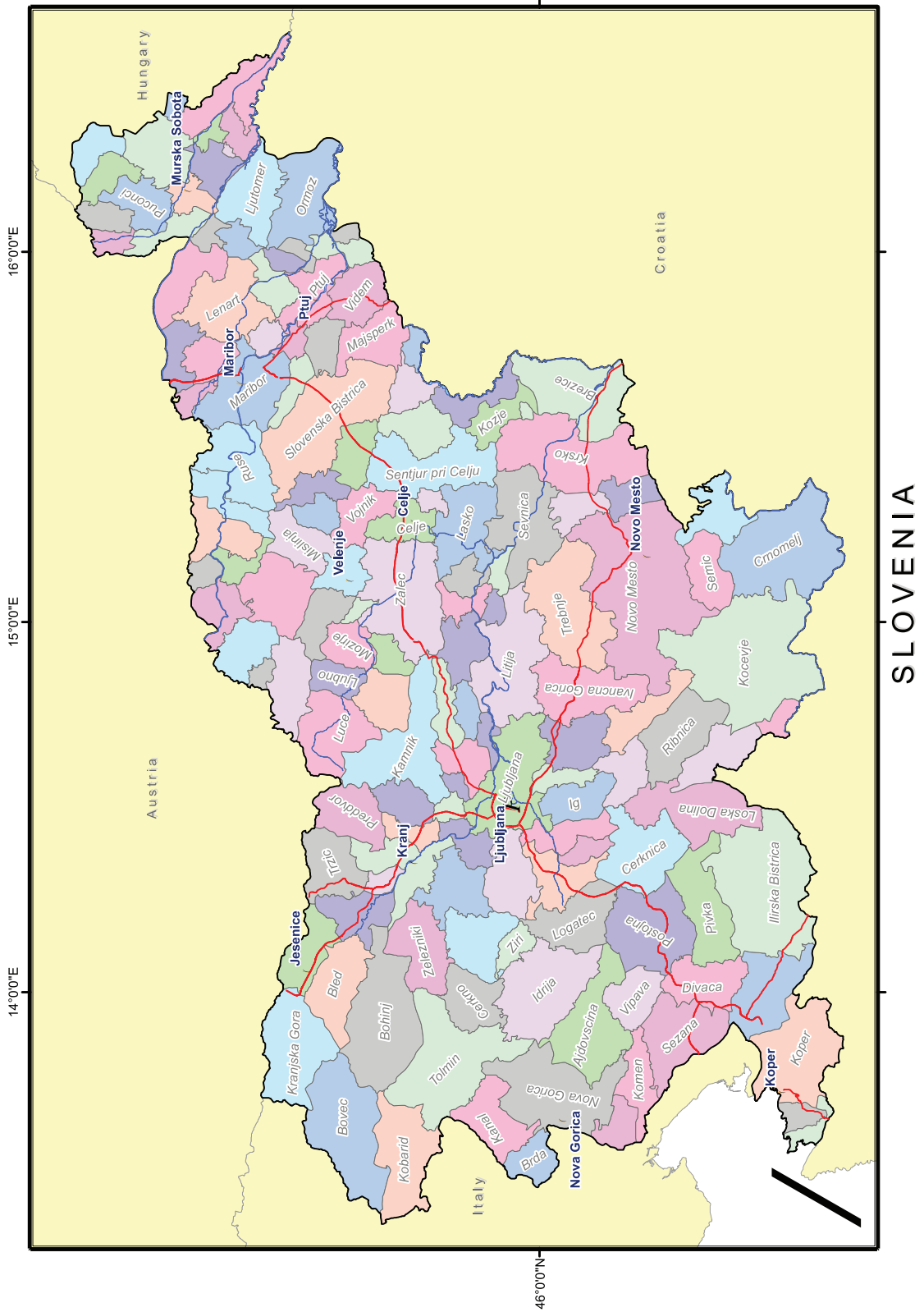
The **commission** (komisia) is established by the council and its members come from the elected representatives of the region and from other persons proposed by the council.

### ***Competences***

- Road network
- Spatial planning
- Regional development
- Secondary Education
- Hospitals
- Social services
- Culture
- Licensing of pharmacies
- State competences (some competences in the sectors of education, health and transport).



## 8.24 Slovenia







Slovenia is a unitary state composed of municipalities and 58 state administrations at a regional level<sup>115</sup>.

## Local level: 210 municipalities

### *Municipal authorities*

The **municipal council** (obcinski svet) is composed of members elected by direct universal suffrage for a four-year term. This deliberative body of the municipality appoints deputy mayors at the recommendation of the mayor. The council is the competent organ for making the most fundamental decisions in a municipality.

The **mayor** (zupan) is elected by direct universal suffrage for a four-year mandate. He/she is the executive body of the municipality and heads its administration services.

### *Competences*

- Urban planning
- Trade
- Industry
- Road network
- Transport
- Primary education
- Social security

#### Association of Municipalities and Towns of Slovenia

(Skupnost Obcin Slovenije)  
Partizanska 1 – SI – 2000 MARIBOR  
E-mail: [sasa@skupnostobcin.si](mailto:sasa@skupnostobcin.si)  
Web: <http://www.skupnostobcin.si>

#### Association of Municipalities of Slovenia

(Zdruzenje obcin Slovenije)  
Zrinjskega 9, p.p.2011-SI-1001 Ljubljana  
E-mail: [info@zdruzenjeobcin.si](mailto:info@zdruzenjeobcin.si)  
Web: <http://www.zdruzenjeobcin.si>

115. Ibid, p. 47



8.25 Spain



### Spanish Federation of Municipalities and Provinces

(Federación Española de Municipios y Provincias-FEMP)

Calle del Nuncio, 8-E-28005 MADRID

E-mail: femp@femp.es

Web: <http://www.femp.es>

Spain is a decentralized unitarian state composed of municipalities (Municipios), provinces (provincias) and autonomous communities (Comunidades Autonomas)

### Local level: 8111 municipalities (municipios, diputaciones, cabildos, consejos insulares)<sup>116</sup>

#### Local authorities

The **municipal council** (pleno) constitutes the deliberative assembly of the municipality. It is composed of councillors (concejales) elected by direct universal suffrage for a 4-year term. This assembly approves the budget, urban planning and issues municipal by-laws.

The **local government council** (Junta de gobierno local) is the main executive body. It is composed of elected municipal councillors appointed by the mayor. It assists the mayor in the exercise of his jurisdictions, but also assumes competences assigned to it by the mayor and the municipal council.

The **mayor** (Alcalde) is elected by the municipal council for a 4-year term and constitutes the executive body of the municipality<sup>117</sup>. The Mayor is assisted in his tasks by councillors that he nominates and can dismiss. The Mayor chairs the municipal council.

#### Competences

- In every municipality: water supply, street lighting, urban traffic control, street cleaning
- In municipalities of over 50.000 inhabitants: in addition to the above, public libraries, and municipal police.
- In municipalities with a population of over 20.000 inhabitants: social services, fire prevention, sporting facilities.
- In municipalities of over 50.000 inhabitants (all the above), public transport and protection of the environment.

### Intermediary level (second level of self-administration): 50 Provinces (Provincias)

#### Provincial authorities

The **provincial council** (Diputación Provincial) is composed of members elected by indirect universal suffrage, by and

116. See CEMR, *Local and Regional*, p.15; Instituto Nacional de Estadística ([www.ine.es](http://www.ine.es)).

117. The Mayors, however, may, by virtue of the provision of article 140 of the Constitution, be elected by the electorate body by direct and universal suffrage. To this day, direct election of the mayor existed only for municipalities with a population of up to 100 inhabitants.

from among the province municipal councillors (Concejales) for a four-year term. The provincial councils elect the President.

The **provincial government council** (Comisión de Gobierno) constitutes the government of the province. This body is composed of the president and the deputies designated by her/him.

### **Competences**

- Coordination of municipal services
- Legal, economic and technical aid to municipalities
- Provision of supra-municipal services.
- Development and administration of the province.

### **Regional level: 17 Autonomous Communities (Comunidades Autonomas) and 2 Autonomous Cities (Crudades Autonomas).**

#### **Regional authorities**

The **assembly** (Parlamento, Juntas, Cortes, Asamblea regional, Deputies) is the deliberative body of the community. Its members are elected by direct universal suffrage for a four-year term. They exercise devolved legislative power.

The **regional government council** (consejo de Gobierno) is the executive body of the community. It is headed by the president who is appointed by its members.

The **president** is elected by the assembly. The president manages and coordinates the work of the council. He also represents the autonomous community to the central administration (state).

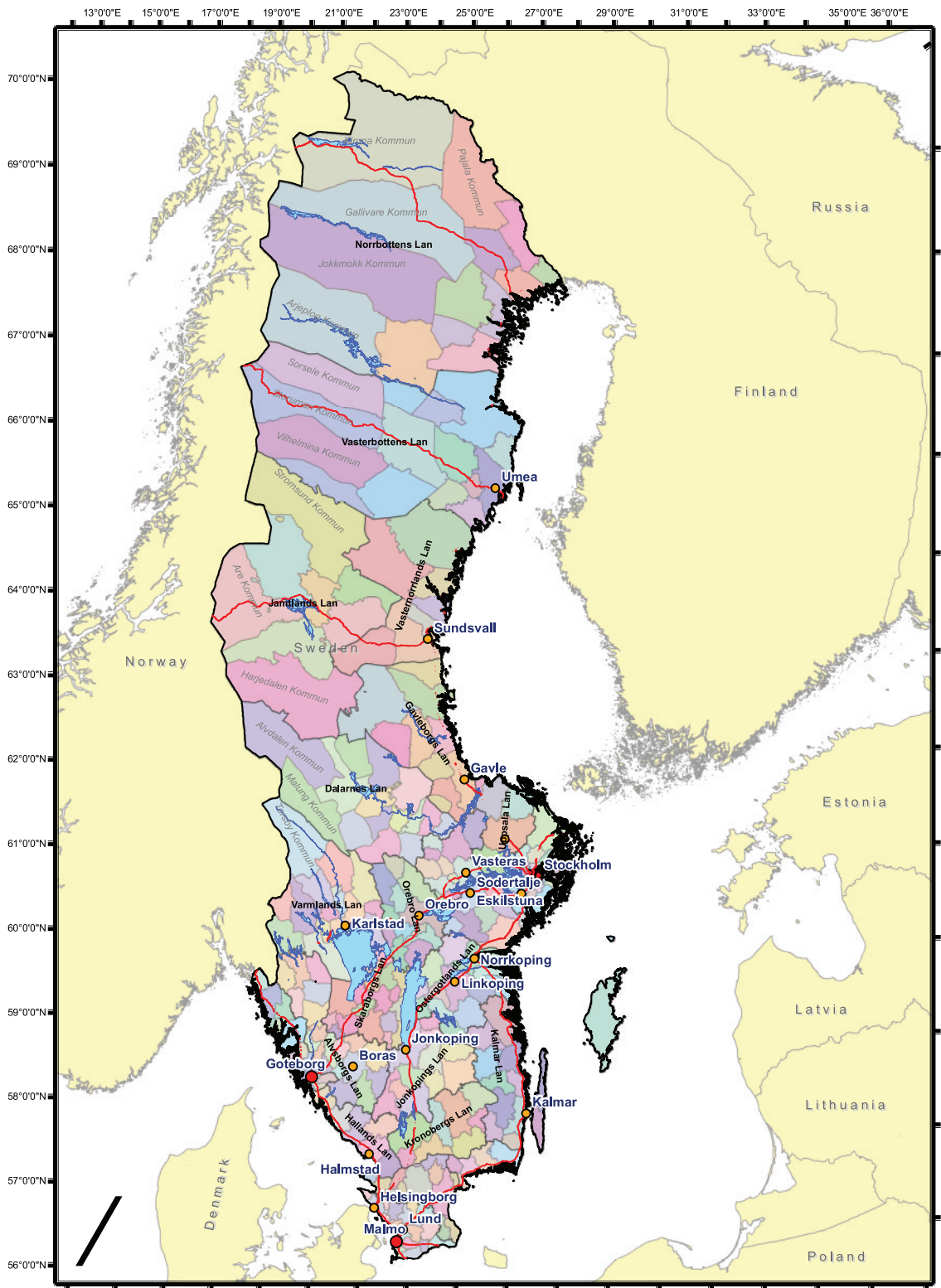
### **Competences**

- Public works
- Economy
- Agriculture
- Culture
- Social policies
- Environmental Management
- Development of economic activities
- Health
- Education

The two autonomous cities (Centa and Melilla) constitute special administrative units, halfway between a municipality and an autonomous community. Unlike the independent community, they do not have their own legislative assembly.



## 8.26 Sweden



## SWEEDEN

**Swedish Association of Local Authorities  
and Regions**

Hornsgatan 20, SE-188 82 Stockholm

E-mail: info@skl.se

Web: <http://www.skl.se>

Sweden is a unitary state composed of municipalities, counties and regions<sup>118</sup>.

### **Local level: 290 municipalities (kommuner)**

#### ***Municipal authorities***

The **municipal council** (communfullmäktige) is composed of members elected by direct universal suffrage for a four-year term. This assembly takes every important decision in the municipality, levies local taxes and adopts the budget. The council can delegate important decision-making powers to its executive committee and to other committees.

The **municipal executive committee** (communstyrelsen) is composed of members elected by the council. The committee prepares and implements decisions taken by the council. It exercises executive and coordinating functions and monitors the activities of the other committees. It drafts the budget of the municipality. The specialized committees (nämnd) are composed of members elected by the council. They are responsible for the preparation and implementation of the decisions taken by the council.

#### ***Competences***

##### **Mandatory**

- Education
- Care for the elderly
- Social services
- Health and environmental protection
- Spatial planning
- Public transport
- Civil protection
- Water supply and sewerage

##### **Voluntary**

- Culture
- Housing
- Energy
- Employment

118. Ibid, p.45



## Regional level: 21 counties (Landsting) and 2 regions (Skane et Västra Götaland)

### *Regional authorities*

The **county/regional council** (landstingsfullmäktige/ regionfullmäktige) is elected by direct universal suffrage for a four-year term. This assembly takes decisions on matters of principle or major importance. It approves the budget and the level of local taxation. The council can delegate important decision-making power to its executive committee and to other committees.

The **executive committee** of the county/regional council (landsting styrelsen/regionstyrelsen) is composed of members elected by the council. It prepares and implements decisions taken by the council. It exercises executive and coordinating functions and monitors the activities of the other committees. It drafts the budget of the municipality.

The **specialized committees** (nämnd) are composed of members elected by the council. The committees are responsible for the preparation and implementation of decisions taken by the council.

### *Competences*

#### Mandatory

- Health care
- Dental care

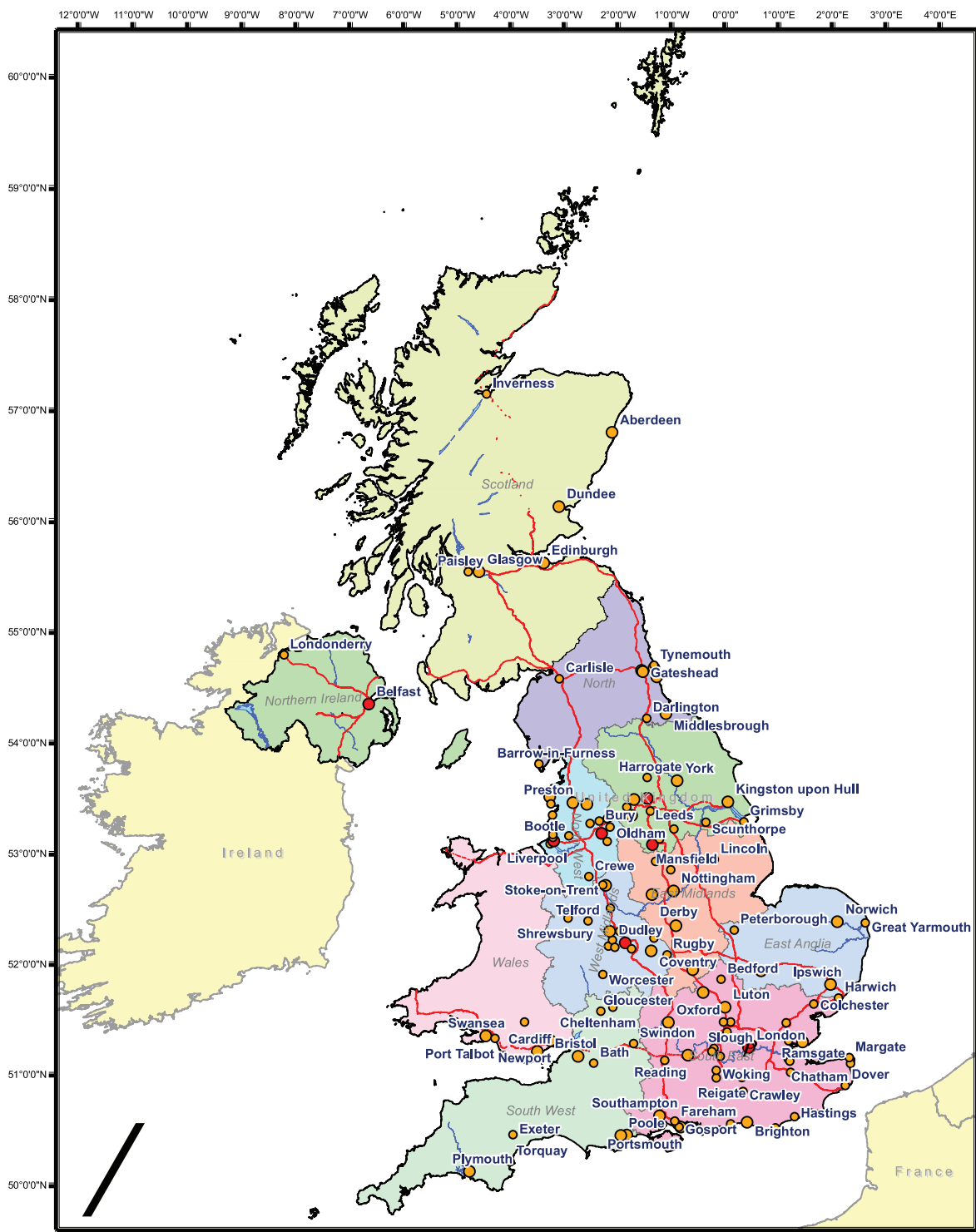
#### Voluntary

- Regional development
- Culture
- Transport
- Tourism

The regions have additional responsibilities with respect to the sector of regional growth and development.



## 8.27 United Kingdom



## UNITED KINGDOM

A Practical Guide to the International Partnerships of Local Authorities



The United Kingdom has been characterized as a “unified” state and not as a “unitary” state due to the way that it has been historically developed into four nations: Great Britain (England, Wales, Scotland) and Northern Ireland.

## Local Government<sup>119</sup>

### Local Authorities

Local government in the United Kingdom is characterized as a form of government and not simply a level of local administration. The institutional life of the system of local government in the United Kingdom, whose beginnings can be traced back to the Middle Ages, proves, if anything else, that local societies and authorities have the ability to adapt themselves to the changes occurring at a macrosocio-economic level. The decades of the 1960s and 1970s marked the rescheduling of the system of self-administration in the United Kingdom and Northern Ireland with the establishment of the multi-level (multi-tier) system. The second stage of the reforms was under way during the 1990s and in particular materialized in 1996 when several unitary authorities were created, by replacing the two-tier system.

By the Local Government Act (2000), the Blair administration distinguished two kinds of functions for most councils: the executive, performed by its executive body, and the normative ones. Alongside them there was added the auditing one (carried out in respect of the acts of the executive body). In respect to the executive functions, the councils have already been given the possibility to alter-if they so wish- the form of their executive body, by choosing between “three types of government”<sup>120</sup>: a directly elected mayor; a president (Leader), appointed by the municipal council and the administrative council; a directly elected mayor assisted by a council manager. In about twelve councils, the system of elected mayor has been adopted. In many other councils, the office of the mayor is an honorary position, for a 1-year term, with the mayor chairing the meetings of the council.

#### Local Government Association - European and International Unit

Local Government House, Smith Square  
UK-LONDON SW1P 3HZ

E-mail: [enquiries@gib.gov.uk](mailto:enquiries@gib.gov.uk)

Web: <http://international.lga.gov.uk>

**Table 7: The Local Government in the United Kingdom**

NATIONS	Unitary Authorities	Counties	Districts
ENGLAND	116	34	238
SCOTLAND	32	-	-
WALES	22	-	-
N. IRELAND	-	-	26

119. See McNaughton, N., *Local and Regional Government in Britain*, Hodder and Stoughton, London 2001.

120. See R. Fenney, *Essential Local Government*, LGC Information, London 2000.

### **Competences:**

- Counties: education, social services, firefighting, libraries, transport network.
- Districts: local planning, housing, environment, collection of waste, recreation.
- Unitary authorities: they exercise the jurisdictions of counties and districts.

Apart from the aforementioned local authorities, there are about 12.000 parish or community councils engaged in the local affairs of their rural regions.

### **Regional Administration**

In 1999, the establishment of the first Parliament in Scotland, the creation of the National Assembly in Wales and the emergence of a new constitutional regime in Northern Ireland, changed the balance of power between the main actors of power in Britain<sup>121</sup>.

- Scotland: The Parliament of Scotland elects 129 members. 73 of the deputies are elected under the majority system, while 56 under the system of simple representation. The parliamentary work is carried out in the framework of 18 committees made of 5-15 deputies each, with a view to securing the greatest possible public deliberation. The party or parties having the majority in Parliament form a government (Scottish Executive). Parliament has primary legislative powers over a wide range of matters concerning self-administration: health, education, taxes, housing, economic development, transport, environment, agriculture, and sports.
- Wales: The Cardiff Assembly elects 60 members for a four-year term. 40 are elected by the electoral regions and 20 out of 5 regions. The members of the executive power derive from the latter. The National Assembly of Wales has only delegated (secondary) legislative powers, while it has no powers at all on local taxation. The task of the Assembly is supported by the subject committees and the regional committees. Its competences include housing, economic development, transport, environment, agriculture, sports and culture.
- N. Ireland: The "New Northern Ireland Assembly" which came into existence as a result of the "Good Friday Agreement" (10 April 1998), consists of 108 members, 6 from each one of the 18 electoral regions. The North-South Cabinet consists of members of the Northern Ireland Assembly and the Republic of Ireland. Apart from its legislative work, its role consists in checking and taking decisions on the work of the ministries.

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121. See HMSO Scotland Act 1998, *The Stationary Office Home Page*, (<http://www.hmso.gov.uk/acts/1998/80046-c.htm>); HMSO, Government of Wales Act 1998, *The Stationary Office Home Page*, (<http://www.Hms0.gov.uk/acts/acts/1998/19980038.htm>).

Its function has been suspended many times due to difficulties arising from the complex political situation.

- England: the only directly elected regional authority is the Greater London Authority. Its main competences include transport planning, economic development, environmental matters, policing, fire brigade, culture matters, mass media, sports and health. The new Authority constitutes a unique institution in the realm of local self-government in Britain, marked by separation of powers between its executive body (directly elected mayor) and an elected Assembly consisting of 24-32 members. The Mayor is entrusted with five strategic roles: representing the city of London; tabling the budget; filling top positions with persons of his own choice; drawing up strategic action plans; coordinating separate activities with a view to implementing action plans.

In 8 English regions, the setting up of 10 offices of central administration (Government Offices for the Regions) in 1994 and the creation of 8 Regional Development Agencies<sup>122</sup> in April 1999, constituted the harbinger for the setting up of an elected regional authority. In the aftermath of the elections of June 2001, the Blair administration published the White Paper *Your Region, Your Choice; Revitalizing the English Regions* (May 2002)<sup>123</sup> concerning the introduction of elected regional assemblies in those regions where there was a popular demand for those. In the aftermath of the sole referendum that was held in the Northeast region in November 2004, such a prospect was turned down by a whopping majority of 77,93%.<sup>124</sup>

122. The primary objective of the above development agencies (RDAs) is "the coordination of regional economic development, the attraction of local investments and the support of small and medium-sized enterprises". See DETR (Department of the Environment, Transport and the Regions), *Partnerships for Prosperity*, HMSO, London 1998.

123. See DETR (Department of the Environment, Transport and the Regions), *Your Region, Your Choice: Revitalizing the English Regions*, HMSO, London, 2002.

124. See H. Mulholland, "North East voters reject Regional Assembly", *The Guardian*, 5 November 2004.





## CHAPTER 9

## Chapter 9

### Useful addresses of organizations, associations and networks



## 9.1 European Union

Gateway to the European Union

<http://europa.eu>

Questions about the EU

<http://ec.europa.eu/europedirect...>

Debate for Europe

<http://europa.eu.int/regional...htm>

Characteristics of the Regions of EU

<http://www.europa.eu.int/regional...htm>

## 9.2 Institutions of the European Union

European Parliament

<http://www.europarl.europa.eu/>

Council of European Union

<http://www.consilium.europa.eu>

European Commission

<http://ec.europa.eu/>

European Court of Justice

<http://curia.eu.int/el/index.htm>

European Court of Auditors

<http://www.eca.eu.int>

European Economic and Social Committee

<http://www.eesc.europa.eu>

European Union – Committee of the Regions

<http://www.cor.europe.eu>

The European Investment Bank (EIB)

<http://bei.eu.int/>

Other Agencies/Organizations

<http://europa.eu.int/agencies>

## 9.3 General Addresses of the EU and other Services

General Addresses and Services of the European Commission

[http://ec.europa.eu/dgs\\_el.htm](http://ec.europa.eu/dgs_el.htm)

Secretariat – General of the European Commission

<http://ec.europa.eu/.../secretariat>

The European Commission Eurostat

<http://epp.eurostat.ec.europa.eu/...>

Europe-Press room

<http://europa.eu/pressroom...>

The Office for the Official Publications of the European Union (OPOCE)

<http://publications.eu.int/i...>

European Union – External Relations (RELEX)

<http://ec.europa.eu/...external...>

European Commission Humanitarian Aid (ECHO)

<http://ec.europa.eu/...humanitarian>

European Commission's Directorate General for Interpretation (SCIC)

<http://ec.europa.eu/comm/scic...>

The Directorate General for Translation of the European Commission (DGT)

<http://ec.europa.eu/.../translation/>

European Commission-Legal Service (SJ)

[http://ec.europa.eu/.../legal\\_service...](http://ec.europa.eu/.../legal_service...)

European Commission-Personnel and Administration DG (ADMIN)

<http://ec.europa.eu/...administration>

European Commission-Directorate-General for Budget (BUDG)

<http://ec.europa.eu/dgs/budget/...>

European Commission-European Anti-Fraud Office (OLAF)

<http://ec.europa.eu/.../olaf/...>

European Commission-General Directorate for Fisheries and Maritime Affairs (FISH)

<http://ec.europa.eu/.../fisheries...>

European Commission-Competition DG (COMP)

<http://ec.europa.eu/.../competition...>

European Commission, DG Employment, social Affairs and Equal Opportunities (EMPL)

<http://ec.europa.eu/.../employment...>

European Commission, DG Justice, Freedom and Security (JLS)

<http://ec.europa.eu/dgs/justice...>

European Commission, DG Agriculture and Rural Development (AGRI)

<http://ec.europa.eu/dgs/agriculture/>

European Commission-Directorate-General for Education and Culture (EAC)

<http://ec.europa.eu/dgs/education...>

European Commission – Directorate – General for Energy and Transport (TREN)

[http://ec.europa.eu/.../energy\\_transport...](http://ec.europa.eu/.../energy_transport...)

European Commission-Enterprise Directorate-General (ENTR)

<http://ec.europa.eu/dgs/enterprise/>

European Commission- Directorate General for Research (RTD)

<http://ec.europa.eu/dgs/research/>

European Commission-Internal Market Directorate General (MARKT)

<http://ec.europa.eu/dgs/internal....>

European Commission-Directorate General Joint Research Center (JRC)

<http://www.jrc.cec.eu.int/>

European Commission: Information Society and Media Directorate-General (INESO)

<http://ec.europa.eu/.../information....>

European Commission-Economic and Financial Affairs Directorate-General (ECFIN)

<http://ec.europa.eu/dgs/economy...>

European Commission-Directorate General for Environment (ENV)

<http://ec.europa.eu/.../environment/...>

European Commission-Directorate General for Regional Policy (REGIO)

<http://ec.europa.eu/dgs/regional...>

European Commission-Health and Consumer Protection Directorate-General (SANCO)

<http://ec.europa.eu/dgs/health...>

European Commission: Taxation and Customs Union General Directorate (TAXUD)

<http://ec.europa.eu/.../taxation...>

European Commission-Directorate General for Development (DEV)

<http://ec.europa.eu/.../development...>

European Commission – Enlargement Directorate General (ELARG)

<http://ec.europa.eu/enlargement...>

European Commission-Directorate General for Trade Policy (TRADE)

<http://ec.europa.eu/.../trade...>

European Commission-Directorate General Communication (COMM)

<http://ec.europa.eu/.../communication...>

#### 9.4 Council of Europe

General information

<http://www.coe.int/>

Conference of European Ministers responsible for Local and Regional Government

[http://www.coe.int/t/e/legal\\_affairs/local\\_and\\_regional\\_democracy/Main\\_Bodies/Conference\\_Specialized\\_Ministers/](http://www.coe.int/t/e/legal_affairs/local_and_regional_democracy/Main_Bodies/Conference_Specialized_Ministers/)

Congress of Local and Regional Authorities (CLRA)

<http://www.coe.int/T/Congress>

Steering Committee on Local and Regional Democracy (CDLR)

[http://www.coe.int/t/e/legal\\_affairs/local\\_and\\_regional\\_democracy/Main\\_Bodies/Steering\\_Committee](http://www.coe.int/t/e/legal_affairs/local_and_regional_democracy/Main_Bodies/Steering_Committee)

##### *Sub-committees of CDLR*

Committee of Experts on Democratic Participation at Local and Regional Level (LR-DP)

[http://www.coe.int/t/e/legal\\_affairs/local\\_and\\_regional\\_democracy/main\\_bodies/sub-committees\(LR\\_DP\)default.asp#TopOfPage](http://www.coe.int/t/e/legal_affairs/local_and_regional_democracy/main_bodies/sub-committees(LR_DP)default.asp#TopOfPage)

Committee of Experts on Transfrontier Cooperation (LR-CT)

[http://www.coe.int/t/e/legal\\_affairs/local\\_and\\_regional\\_democracy/main\\_bodies/sub\\_committees/LR-CT](http://www.coe.int/t/e/legal_affairs/local_and_regional_democracy/main_bodies/sub_committees/LR-CT)

Committee of Experts on Local Finance (LR-FL)

[http://www.coe.int/t/e/legal\\_affairs/local\\_and\\_regional\\_democracy/main\\_bodies/sub\\_committees/LR-FL](http://www.coe.int/t/e/legal_affairs/local_and_regional_democracy/main_bodies/sub_committees/LR-FL)

Committee of experts on the Legal Framework and Institutional Structure of Local and Regional Government (LR-FS)

[http://www.coe.int/t/e/legal\\_affairs/local\\_and\\_regional\\_democracy/main\\_bodies/sub\\_committees/LR-FS](http://www.coe.int/t/e/legal_affairs/local_and_regional_democracy/main_bodies/sub_committees/LR-FS)

Council of Europe-Electronic Library of official documents on Local and Regional Democracy

<http://www.loreg.coe.int/en/start.html>

Centre of Expertise for Local Government Reform

[http://www.coe.int/t/e/legal\\_affairs/local\\_and\\_regional\\_democracy/Main\\_Bodies/CentreExpertise/](http://www.coe.int/t/e/legal_affairs/local_and_regional_democracy/Main_Bodies/CentreExpertise/)

#### 9.5 European and International Networks of Local and Regional Authorities

International Council for Local Environmental Initiatives (ICLEI)

<http://www.iclei.org>

International Union of Local Authorities

<http://www.iula.org>

Douzelage

<http://www.douzelage.org/>

EUREGIO

<http://www.euregio.de/>

Euromontana

<http://www.euromontana.org/>

Association of European Border Regions

<http://www.aebr.net>

European Metropolitan Regions and Areas (EUROMETREX)

<http://www.eurometrex.org>

The European New Towns Platform (ENTP)

<http://www.newtowns.net/>

European Islands Network on Energy and Environment (ISLENET)

<http://www.islenet.net/>

Eurocities

<http://www.eurocities.org>

European Network of Wine Cities (RECEVIN)

<http://www.recevin.net/>

FEDARENE

<http://www.fedarene.org>

Megapoles

<http://www.megapoles.com/>

Metropolis

<http://www.metropolis.org>

Conference of Peripheral Maritime Regions of Europe Network

<http://www.crpm.org/>

Polis

<http://www.polis-online.org>

The Culture in the Neighbourhood

<http://www.portal.unesco.org/culture>

The "Banlieues d' Europe"

<http://www.banlieues-europe.com/>

## Q-CITIES

<http://www.q-cities.net/>

European Local Authorities Cooperation Network (PARTENALIA)

<http://www.partenalia.net>

Local Governments Network of Central and Eastern European Countries (CEEC-LOGON)

<http://www.ceec-logon-net/>

"Energies-Cities"

<http://www.energie-cities.org>

United Cities and local Governments

<http://www.cities-localgovernments.org>

The Alliance of Maritime Regional Interests in Europe

<http://www.amrie.org>

Union of the Baltic Cities (UBC)

<http://www.ubc.net>

Regioeuropa

<http://www.regioeuropa.net/>

Association of the Latin Area Local and Regional Authorities (ARCOLATINO)

<http://www.acrolatino.org/>

Association of Local Democracy Agencies (ALDAs)

<http://www.daaonline.org/>

European Capitals of Culture (ECoC)

[http://ec.europa.eu/culture/eac/ecocs/cap\\_en.html](http://ec.europa.eu/culture/eac/ecocs/cap_en.html)

European Energy Network (ENR)

[http://www.enr\\_network.org/](http://www.enr_network.org/)

European Network of Cities and Regions for the Social Economy (REVES)

<http://www.revesnetwork.net>

European Association of Mountainous Regions

<http://www.promonte-aem.net>

European Forum for Urban Safety (EFUS)

<http://www.efus.org>

United Cities and Local Governments (UCLG)

<http://www.cities-localgovernments.org>



Institute of European-Partnerships and International Cooperation (IPZ)

<http://www.ipz.bonn.de>

World Health Organization (WHO)/Healthy Cities

<http://www.who.dk/healthy-cities>

Organization of World Heritage Cities

<http://www.ovpm.org/>

World Federation of United Cities (FMCU)

<http://www.fmcu-uto.org>

Conference of Peripheral Maritime Regions of Europe

<http://www.crpm.org>

World Network of Local Authorities (ALM-WLA)

<http://www.almwla.org/>

Cultural villages of Europe

<http://www.cultural-village.com>

The Council of European Municipalities and Regions (CEMR)

<http://www.ccre.org>

Airport Regions Conference (AER)

<http://www.a-e-r.org/>

Balkan Cities Network (BALCINET)

<http://www.balcinet.org>



## ANNEXES

## Annexes



## Annex 1

### The town-twinning oath

The form of words for the oath which the CEMR suggests that its members use in their twinning ceremonies is set out below. Whatever version is eventually used must make clear that European unification is the primary aim of, and reason for, the twinning .

*We the mayors of...,*

*freely elected by vote of our fellow citizens,*

*confident that we are responding to the deeply felt aspirations and real needs of our townspeople,*

*aware that our age-old urban communities were the cradle of Western civilization and that the spirit of freedom first took root in the freedoms they contrived to win,*

*believing that the work of history must be carried forward in a larger world, but that this world can only be on a truly human scale if its people live their lives freely in free towns and cities,*

*on this day, give*

*a solemn pledge*

*to maintain permanent ties between the town councils of our two communities, to foster exchanges between their inhabitants in every area of life so as to develop a living sense of European kinship through better mutual understanding,*

and to join forces to help secure, to the utmost of our abilities, a successful outcome to this vital venture of peace and prosperity: European Union.

## Annex 2

### An example of a founding declaration of a network of cities

Establishing a network "IOANNIS KAPODISTRIAS"

STATEMENT-DECLARATION OF CORFU

We, the representatives of the following cities:

Municipality of Corfu

Municipality of Nafplia

Municipality of Aegina

Municipality of Koper-Capodistria

Municipality of Ammochostos

#### ***Considering:***

- that Ioannis Kapodistrias has been acknowledged as one of the most influential political personalities of the modern European history and that his contribution to the shaping of the European identity is deemed profound;
- that strengthening the links between European municipalities is a task of highest importance;
- the need for our citizens' active involvement in relation to cultural, socio-political and economic issues of key interest;
- that the experience of establishing a network of twinned towns provides a transparent and appropriate framework for closer cooperation at cultural, social and economic level;
- that the challenges in a rapidly changing international environment require their coordinated endeavours to enhance their local and national identities;
- their expressed desire to cement a new multifunctional and advanced role for local government in the international arena;
- their manifested adherence to human values as such stated in UN Charter and other international texts on which intercultural dialogue relies;

Decide to establish a network of cities titled  
"Ioannis Kapodistrias"

and the Municipality of Corfu as the first seat, with an emblem that portray the network's name in Greek and in English, the names of the participating municipalities, the year of its foundation and the portrait of Ioannis Kapodistrias. Therefore, we, the representatives of the above cities are committed to pursue the following objectives:

1. To disseminate and promote in a coordinated way among our European partners and in the wider world scale historical studies and findings on the multidimensional work of Ioannis Kapodistrias
2. To promote unity and constructive cooperation with each other on cultural, social and economic issues through a wide mobilization and exchange of human resources, information, ideas and concrete projects that would lead to the dissemination of the knowledge about the personality and values of Ioannis Kapodistrias in the Greek, European and international community.
3. To be the European and worldwide source of key information and intelligence regarding Ioannis Kapodistrias
4. To engage actively in lobbying and advocacy work to influence international policy making within international organizations and for a
5. To pool and exchange experience in the planning of effective, efficient and qualitative administrative practices that will lead to the improvement of bilateral communication with citizens and organizations of civil society and the upgrade of provided municipal services
6. To apply for programmes and initiatives that enlarge the impact of the networks' activities and values

The network will assume a coordinating role whereas its members retain their autonomy as agencies of local government within and without their nation states. Membership is open to other municipalities and institutions who have rendered distinguished service to the cause and adhere to the network's mission, objectives and constitution of the network.

Corfu, Saturday 24 February 2007  
THE FOUNDING MEMBERS OF THE NETWORK

## Annex 3

### An example of an organisational charter of a network of subnational authorities

#### THE CONSTITUTION OF THE WORLD ORGANISATION OF UNITED CITIES AND LOCAL GOVERNMENTS (the World Organisation)

##### **PREAMBLE**

We, representatives of local governments the world over, serving the populations of rural and urban communities; small, medium and large towns, metropolises and regions; gathered in Paris, France on 5 May 2004 to create a new unified world organisation of local governments;

##### **Recalling:**

the Universal Declaration of Human Rights, and particularly the principle recognised in Article 21, that the will of the people is the basis of the authority of government;

the considerable work achieved by the International Union of Local Authorities (IULA) since 1913 and the World Federation of United Towns and Cities (UTO) since 1957 in developing municipal international relations and strengthening local government worldwide;

the United Towns Charter adopted by UTO in 1957;

the IULA Worldwide Declaration of Local Self-Government, adopted by IULA in 1985 and amended in 1993, and ratified by the UTO in 1994;

the Final Declaration of the World Assembly of Cities and Local Authorities adopted in Istanbul in 1996;

the Habitat Agenda and the Declaration on Cities and other Human Settlements in the New Millennium, Agenda 21 and the Political Declaration of the World Summit on Sustainable Development, and the Millennium Declaration and Millennium Development Goals

##### **Considering:**

that the world is being reshaped by changing economic, technological, demographic, environmental and social forces;

that the traditional role of the State is profoundly affected by the above trends and that States cannot centrally manage and control the complex integrated cities and towns of today and tomorrow;



that population growth and the continuing process of urbanisation makes the task of local governments, both rural and urban, more complex but all the more essential;

that in this changing world, the essential value of democracy, grounding government's legitimacy in the people, remains stronger than ever;

that local government is one of the main foundations of any democratic society, being the level of government closest to the people;

***Recognising:***

the vital role of local government as a force for sustainable development, good governance, sustainable urbanisation and promotion of the rights of the citizen;

the vital role of local government as a force for promoting Human Rights - civil and political, social and economic - as recognised, codified and endorsed by the United Nations;

local government's responsibility to take an active role in responding to the challenges facing humanity; to fight strongly against poverty, ignorance, intolerance, discrimination, exclusion, insecurity, environmental degradation and cultural levelling;

the vital role of local government as a force for peace and solidarity between peoples;

the diversity of democratic ways and means by which local communities can achieve these objectives;

that local democracy is not just a formal value but must be continuously updated and revised, ensuring genuine equality and participation open to all, men and women.

***Emphasising:***

that strengthening local government in any country strengthens the entire nation and the world community by ensuring more effective and democratic public policies;

that Municipal International Cooperation and decentralised cooperation, partnership, twinning, international local government diplomacy, sister city links, and mutual assistance through capacity-building programmes and international municipal solidarity initiatives, are a vital contribution to the construction of a peaceful and sustainably developed world;

that the more united local governments are, at national, regional and world level, the stronger they are in voicing the will of the communities they serve.

***Committed to:***

local democracy and autonomy, i.e. to the principles of democratic decentralisation and subsidiarity in the spirit of inter-connecting spheres of government;

citizen-centred, participative local governance within the principles of decentralisation and subsidiarity;

high ethical standards of public service, efficiency, effectiveness and transparency;

partnership with the international community and other spheres of government, civil society and other key actors; Ordain and establish the Constitution of the World Organisation of United Cities and Local Governments as follows:

## **NAME, HEADQUARTERS AND LEGAL STATUS**

### **Article 1**

By the present constitution, a non-profit association, with full legal and operational capacities, governed by Spanish law is formed. Its name shall be the World Organisation of United Cities and Local Governments, [from here onwards referred to as 'the World Organisation']. Its legal seat shall be based at 15 Carrer Avinyó in Barcelona, Spain. The World Organisation shall be a non-profit international organisation with no affiliation to any political party or religion. The association will be established for an indefinite period and its coverage will be worldwide.

## **OBJECTIVES**

### **Article 2 Mission**

The mission of the World Organisation is: To be the united voice and world advocate of democratic local self-government, promoting its values, objectives and interests, through cooperation between local governments, and within the wider international community.

### **Article 3 Objectives**

To achieve this mission, the World Organisation shall pursue the following objectives: a. To promote strong and effective democratic local self-government throughout the world; b. To promote unity and cooperation amongst members; c. To ensure the effective political representation of local government to the international community, in particular the United Nations and its agencies; d. To be the worldwide source of key information and intelligence regarding local government; e. To be the worldwide source of learning, exchange and capacity-building, supporting the establishment and strengthening of free and autonomous local governments and their national associations; f. To promote economic, social, cultural, vocational and environmental development and service to the population based on the principles of good governance, sustainability and social inclusion; g. To promote race and gender equality, and to combat all forms of discrimination that are illegal with regard to international law, and/or illegitimate in relation to the values and policies of the organisation; h. To be a strong democratic organisation, reflecting in its composition and functioning the diversity of the local spheres of governance; i. To promote decentralised cooperation and international cooperation between local governments and their associations; j. To promote twinning and partnerships as a means for mutual learning and friendship between peoples; k. To develop policies, programmes and initiatives within the framework of the World Organisation's mission, values and objectives, which implies seeking appropriate means to implement them, within the internal rules of the organisation.

### **Article 4 Tasks**

In pursuance of these objectives, the World Organisation shall undertake such tasks and enterprises as may be determined appropriate and desirable in order to achieve its missions and objectives, including in particular:

- a. Engaging actively in lobbying and advocacy work to promote the role and status of local government in the international arena and to influence international policy making;

- b. Developing and promoting policies and positions on issues of key interest and importance to local government before the international community;
- c. Collaborating actively with the United Nations and its agencies, and other relevant international organisations;
- d. Developing initiatives and action programmes based on the principles of local self-government and international cooperation, particularly through decentralised cooperation/development projects between local governments and associations of local governments, seeking funding and the creation of financial tools to support these projects;
- e. Building an international platform of exchanges and partnerships, in order to strengthen the capacities of local governments and their associations;
- f. Supporting a strong network of local government members and developing services and global products to meet their needs and demands;
- g. Becoming a major world source of information on local self-government, local authorities, international solidarity and the exchange of know-how;
- h. Disseminating information amongst its members, through publications, seminars and new information technologies, on the situation and the evolution of local government all over the world;
- i. Organising congresses, other events and activities, and increasing the number of members, in order to reinforce the World Organisation's political influence and its financial autonomy.

#### **Article 5 Adherence to the principles of international law and United Nations decisions**

In pursuing its mission, objectives and tasks, and in dealing with issues of membership and other decisions under this constitution, the World Organisation shall act in accordance with, and be guided by, the principles of international law and relevant decisions of the United Nations on recognition of states and other related matters.

### **MEMBERSHIP**

#### **Article 6 Categories of membership**

The World Organisation consists of the following categories of members: a. Local government members; b. Regional sections; c. International organisation members; d. Associate members; e. Honorary members.

#### **Article 7 Local government members**

Local government membership of the World Organisation shall be open to: a. Individual cities and local governments; b. National associations of local government.

#### **Article 8 Regional sections**

Regional sections of the World Organisation, recognised in accordance with the provisions of this constitution, are members as of right.

#### **Article 9 International organisation members**

International organisation membership of the World Organisation shall be open to international local government organisations which represent specific categories of local governments, and/or whose purposes relate to specific sectoral or thematic issues.

#### **Article 10 Associate members**

Associate membership of the World Organisation shall be open to organizations which, though not themselves local government organizations, are strongly concerned with or involved in local government matters.

#### **Article 11 Honorary members**

Honorary membership may be granted to individuals or institutions who have rendered distinguished service to the association or to the cause of democratic local government. Nominations for Honorary membership shall be made by the Executive Bureau and approved by the World Council.

### **RIGHTS AND OBLIGATIONS OF MEMBERS**

#### **Article 12**

Members may participate in the various activities and programmes of the organisation and have equal access to information, data and documentation on local government matters and the activities and decisions of the organisation.

#### **Article 13**

Members undertake to support, promote and adhere to the World Organisation's mission, values and objectives.

#### **Article 14 Membership fees**

Local government members, international organisation members and associate members shall pay an annual membership fee. The World Council, upon proposal of the Executive Bureau, shall decide on the amount of the respective membership fees. The membership fees for local government members shall take the following into consideration: a. the number of inhabitants represented by the member; b. the state of the country's economic development. The formula for membership fees shall be included in the General Rules of Procedure.

#### **Article 15**

Membership fees shall be paid in accordance with the General Rules of Procedure. Membership shall become effective upon receipt of the new member's first payment.

#### **Article 16**

Any member may resign at any time by giving a minimum of six months written notice to the Secretariat as specified in the General Rules of Procedure, provided that such a member shall remain liable to pay any outstanding membership dues, including any appropriate pro rata share.

### **ADMISSION**

#### **Article 17**

Applications for local government, international organisation and associate membership shall be decided by the Executive Bureau, whose task is to ensure that applicants meet the relevant requirement for membership. All applicants for membership must undertake to support, promote and adhere to the World Organisation's mission, values and objectives.

### **Article 18**

An applicant complying with the relevant requirements for membership has a right to apply for membership in the World Organisation, directly at world level. For the sake of good coordination however, the relevant regional section shall be consulted on applications coming from their geographical area. Simultaneous membership shall be encouraged within the World Organisation and its regional sections.

### **Article 19 Special Membership Committee**

A Special Membership Committee shall be appointed by the Executive Bureau to consider and advise on special issues that may arise in relation to membership questions.

## **EXCLUSION**

### **Article 20**

A member is liable to exclusion or suspension: a. if it breaches the obligations and principles set out in this Constitution; b. if, without the consent of the Executive Bureau, membership fees are more than one year in arrears; c. if it no longer fulfils other conditions of membership set out in this Constitution.

### **Article 21**

The decision to exclude or suspend a member shall rest, on the recommendation of the Executive Bureau, with the World Council, which shall decide by a two-thirds majority of the votes cast by World Council members in attendance.

### **Article 22**

A member whose exclusion is proposed shall be given at least two months written notice of the relevant World Council meeting. The member shall be invited to make his written observations known before the World Council and shall be entitled to attend and speak at the meeting of the World Council dealing with the question.

### **Article 23**

The same procedure shall apply to a member whose suspension is proposed. The suspension shall apply for the period until the next World Council where the decision will be taken whether to lift the sanction or, on the contrary, exclude the member.

## **METROPOLITAN SECTION**

### **Article 24**

The World Organisation shall have a Metropolitan Section, whose membership shall be open to large metropolitan governments, as defined in the Rules of Procedure. The Metropolitan Section shall promote the specific policies of, and deal with matters of concern to, its members and promote the membership of metropolitan cities in the World Organisation.

## **REGIONAL SECTIONS**

### **Article 25**

Regional sections shall establish their own constitution and governing bodies and are established as independent legal entities. They set their own policies and administer their own affairs, provided these are not contrary to this Constitution.

**Article 26**

Regional sections are part of the World Organisation's operating structure. They do not preclude direct membership in the World Organisation, but provide the World Organisation with institutional support within their agreed geographical area in pursuing its mission and objectives.

**Article 27**

Regional sections co-ordinate and facilitate membership in their geographical area. With their members, they provide support to the policies and activities decided by the governing bodies of the World Organisation. They perform a policy, programming and administrative role within the World Organisation, and a co-ordinating role in relation to the electoral process, within the framework of this Constitution.

**Article 28**

The formal establishment of a regional section shall be approved by the World Council, taking into account the existing situation and after full consultation with local government members affected by the establishment of the section.

**Article 29**

There shall be a written agreement between the World Organisation and each regional section, in which the division of tasks and mutual responsibilities shall be defined and agreed. The conclusion of such an agreement shall be a pre-condition for the establishment of a regional section. These agreements shall take into account the diversity and specific needs of each regional section, in relation to its context and the characteristics of its membership and area.

**Article 30**

With the exception of particular conditions (if any) set out in such agreements, the World Organisation is not liable for debts and liabilities of the regional sections, nor shall regional sections have liability for debts and liabilities of the World Organisation.

**Article 31**

The World Organisation shall coordinate, at world level, the multilateral activities of its members for which it has received a mandate.

**GOVERNANCE STRUCTURE****Article 32**

The governance of the World Organisation is executed by: a. the General Assembly; b. the World Council; c. the Executive Bureau; d. the Presidency, composed of the President, two Senior Vice-Presidents, and Vice-Presidents; e. the Treasurer; f. the Secretary General.

**THE GENERAL ASSEMBLY****Article 33 Role**

The General Assembly is the supreme organ of the World Organisation. It has responsibility for the overall policy, direction and oversight of the organisation. In particular, the General Assembly shall: a. give guidance on the general policy direction of the organisation; b. receive the report of activities and financial report submitted by the World Council; c. appoint members of the World Council from among the local government members, after considering a report from the Electoral

Commission in relation to the validity of elections for this purpose to be duly held within each world region, as set out in the Electoral Procedure Rules; d. deal with all matters placed on its agenda by the World Council; e. adopt any revisions to the Constitution; f. decide on the dissolution and the liquidation of the World Organisation.

#### **Article 34 Composition**

The General Assembly shall comprise all members of the World Organisation, through their duly appointed representatives.

#### **Article 35 Sessions**

The General Assembly shall be convened by the World Council, normally at the time of the World Congress to which both the World Organisation members and non-members are invited. The World Council may convene extraordinary sessions in between ordinary meetings, in the conditions described in the General Rules of Procedure. The announcement of ordinary and extraordinary meetings must be sent to members at least one month in advance, indicating the agenda items. The World Council may invite persons and entities which are not members of the World Organisation to attend the General Assembly as observers. The session will be chaired by the President of the World Organisation who will direct the discussions and give attendees a chance to speak. The Secretary General will act as the Secretary of the Assembly, noting the resolutions passed in the meeting minutes.

#### **Article 36 Participation and Voting**

Each member shall assign a delegate to represent it at the General Assembly and may also assign a substitute. The latter may only participate in the meeting if the named delegate is absent. All members are entitled to participate in the sessions and to express their opinions and proposals publicly. If there are numerous requests to participate, the Chairman may moderate their length. The Chairman may also grant participating members the right to respond. Local Government members who are up to date in payments of their membership fees, up until the year preceding the meeting, shall have voting rights in the General Assembly. The President of each regional section or his/her mandated representative shall have one vote, and the same applies in relation to international organisation members. Associate members and honorary members shall not have voting rights in the General Assembly of the World Organisation.

#### **Article 37**

Each voting member of the General Assembly shall have an equal vote.

#### **Article 38**

Except in special cases provided for in the Constitution, decisions of the General Assembly shall be taken by a simple majority of the votes cast. THE WORLD COUNCIL

#### **Article 39 Role**

The World Council is the principal policy-making body of the World Organisation. It decides the World Organisation's policies and ensures that general policies decided by the General Assembly are implemented.

**Article 40**

The World Council shall conduct its activities in accordance with this Constitution and the decisions of the General Assembly.

**Article 41**

The World Council shall in particular: a. elect the President, the Senior Vice-Presidents and the Treasurer of the World Organisation and ratify nominations for the Vice-Presidents; b. appoint members of the Executive Bureau from among its members, after considering a report from the Electoral Commission in relation to the validity of elections for this purpose to be duly held within each world region, as set out in the Electoral Procedure Rules; c. approve the annual budget and accounts submitted by the Executive Bureau; d. decide on applications, suspensions and cancellations of membership; e. decide on the level of membership fees; f. appoint any committee to consider particular problems and issues concerning the World Organisation, or to deal with any matters or issues it deems appropriate, and delegate tasks accordingly. It may delegate this function to the Executive Bureau.

**Article 42 Composition**

The World Council shall comprise the following members: a. the President, the Senior Vice-Presidents and the Treasurer; b. the Vice-Presidents; c. 318 local government members appointed by the General Assembly, after elections held in each region on the basis of two colleges representing the two types of local government members, for the term between two ordinary sessions of the General Assembly; d. the Secretary General (non voting and ex officio); e. designated representatives of international local government organisations and associate members (both non-voting). The members of the World Council fulfil their function without remuneration.

**Article 43**

Representatives in the World Council must hold a political mandate from a local government.

**Article 44 Substitutes**

Each member of the World Council may have one duly appointed standing substitute. The latter may only attend meetings in the absence of the full member.

**Article 45 Sessions**

The World Council shall meet at least once a year, as convened by the President or at the request of at least one third of its members. The announcement of ordinary and extraordinary meetings must be sent to members of the World Council at least one month in advance, indicating the agenda items. The session will be chaired by the President of the World Organisation who will direct the discussions and give attendees a chance to speak. The Secretary General will act as the Secretary of the World Council, noting the resolutions passed in the meeting minutes. All members of the World Council are entitled to participate in the sessions and to express their opinions and proposals publicly. If there are numerous requests to participate, the Chairman may moderate their length. The Chairman may also grant participating members the right to respond.



### Article 46 Voting

Each member of the World Council has one vote.

### Article 47

Except in special cases provided for in the Constitution, decisions of the World Council shall be carried by a simple majority of the votes cast. In case of equal voting, the President of the session shall have a casting vote.

## THE EXECUTIVE BUREAU

### Article 48 Role

The Executive Bureau is responsible for initiating proposals and carrying out the decisions of the World Council and for any other matter delegated to it by the World Council. It is in charge of the World Organisation's administrative and financial management. It prepares the meetings of the World Council and of the General Assembly.

### Article 49

The Executive Bureau shall in particular: a. approve and submit the annual budget, accounts and reports to the World Council; b. appoint the Electoral Commission; c. appoint the Special Membership Committee; d. appoint the Financial Management Committee; e. appoint the independent external auditors for the organisation; f. be empowered to enter into agreements for the acquisition, alienation and encumbering of property, the creation or transfer of interests in which require public registration and to enter into agreements whereby the Association acts as surety or undertakes to be severally liable as co-debtor, agrees to answer for another party or provides security for any debt of another party.

### Article 50

The Executive Bureau shall be entitled to make policy decisions between meetings of the World Council within existing policy guidelines on matters that cannot reasonably await the next meeting of the World Council.

### Article 51

The Executive Bureau shall exercise all other powers that are not reserved to the General Assembly and the World Council. The President or the Secretary General, under the terms set out herein, shall act as the legal representative of the World Organisation.

### Article 52 Composition

The Executive Bureau shall comprise the following membership: a. the President, the Senior Vice-Presidents and the Treasurer; b. the Vice-Presidents (non-voting); c. 106 members elected by the World Council from among its members, following the same proportion between the two types of local government member as in the World Council, for the term between two ordinary sessions of the General Assembly; d. the Secretary General (non voting and ex officio); e. designated representatives of international organisation members (non-voting). The Executive Bureau may

co-opt up to 3 non-voting members for different purposes, which may include the representative of the host of the next congress of the World Organisation. The members of the Executive Bureau fulfil their function without remuneration.

#### **Article 53**

Representatives in the Executive Bureau must hold a political mandate from a local government.

#### **Article 54 Substitutes**

Each member of the Executive Bureau may have one duly appointed standing substitute. The latter may only attend meetings in the absence of the full member.

#### **Article 55 Sessions**

The Executive Bureau shall meet at least twice a year, as convened by the President or at the request of at least one third of its members. The announcement of ordinary and extraordinary meetings must be sent to members of the Executive Bureau at least one month in advance, indicating the agenda items. The session will be chaired by the President of the World Organisation who will direct the discussions and give attendees a chance to speak. The Secretary General will act as the Secretary of the Executive Bureau, noting the resolutions passed in the meeting minutes. All members of the Executive Bureau are entitled to participate in the sessions and to express their opinions and proposals publicly. If there are numerous requests to participate, the Chairman may moderate their length. The Chairman may also grant participating members the right to respond.

#### **Article 56 Voting**

Each voting member of the Executive Bureau has one vote. Article 57 Except in special cases provided for in the Constitution, decisions of the Executive Bureau shall be taken by a simple majority of the votes cast. In case of equal voting, the President of the session shall have a casting vote.

### **THE PRESIDENCY**

#### **Article 58**

The Presidency, comprising the President and the two Senior Vice-Presidents, is elected by the World Council from among local government members for a renewable term between two ordinary sessions of the General Assembly. At least one of the above office-holders must represent an individual local government member, and at least one must represent a national association. Each of the members of the Presidency shall act as President for a term of one year (or as near as practicable to one year, taking into account the dates of the relevant meetings of the General Assembly), and shall act as Senior Vice-President for the remaining two years of the relevant term. The members of the Presidency fulfil their function without remuneration.

**Article 59**

Candidacies for the President and Senior Vice-Presidents may be presented by: a. the Executive Bureau; or b. at least 6 Local Government members from different countries and at least two different world regions.

**Article 60 President**

The President is the principal representative of the World Organisation and chairs the meetings of the General Assembly, the World Council and the Executive Bureau. She/He shall ensure the continuity of the policies of the organisation between meetings of the Executive Bureau.

**Article 61 Senior Vice-Presidents**

The Senior Vice-Presidents assist the President in carrying out her/his responsibilities and when necessary assume the role of President.

**Article 62**

The World Organisation has Vice-Presidents, one being nominated by each of its sections. Vice-Presidents shall also represent the World Organisation when appropriate and so mandated, and carry out other responsibilities as necessary. The Vice-Presidents fulfil their function without remuneration.

**Article 63**

Members of the Presidency hold an elected mandate from a local government.

**Article 64**

The President, the Senior Vice-Presidents and the Vice-Presidents have the right to resign.

**FINANCES****Article 65**

The World Organisation shall derive its finances from membership fees, income from activities, grants and other sources.

**Article 66**

The operational and financial year will coincide with the calendar year and will be closed on 31 December each year. The accounts should be closed on 31 December each year.

**Article 67**

The Treasurer The Treasurer is responsible for the oversight of the financial strategy, accounting and management of the World Organisation's finances. Every year, she/he shall present to the Executive Bureau: a. the accounts of the previous financial year, certified by an independent external auditor appointed by the Executive Bureau which shall be submitted to the World Council for final approval; b. the budget for the next financial year; c. other significant financial reports. The Treasurer fulfils his/her functions without remuneration.

### **Article 68 The Financial Management Committee**

The Financial Management Committee shall be appointed by the Executive Bureau, chaired by the Treasurer and composed of representatives of the 6 members paying the highest membership fees and 6 elected representatives of other members, taking into account the geographical diversity and representation of the local government membership. The members of the Financial Management Committee fulfil their function without financial remuneration.

### **Article 69**

The Financial Management Committee's role is to advise the Treasurer and the Executive Bureau on financial matters. The Committee shall be consulted on the preparation and execution of the budget, and may propose a mechanism for internal audit to the Executive Bureau.

## **THE SECRETARY GENERAL**

### **Article 70**

The Secretary General is the chief executive officer of the World Organisation. She/he directs the daily activities of the World Organisation and carries out the decisions of the General Assembly, the World Council and the Executive Bureau. The Secretary General manages the General Secretariat and the activities, programmes and finances of the organisation under the guidance of the Presidency and the responsibility of the Executive Bureau.

### **Article 71**

The Secretary General is appointed by the Executive Bureau and may be dismissed by the Executive Bureau.

### **Article 72**

The Secretary General is responsible for the employment of the General Secretariat's personnel.

### **Article 73**

In his/her daily activities, the Secretary General has a general authorization to represent the World Organisation on behalf of the Executive Bureau.

### **Article 74**

The Secretary General, as the duly authorised representative of the World Organisation, is authorised to work with banks and other credit institutions, to order payments and execute all kinds of contracts as allowed under civil, mercantile and administrative law. The Secretary General may also represent the World Organisation before public administrations and courts, and have power to appoint legal counsel and court attorneys.

## **CONDUCT OF ELECTIONS**

### **Article 75**

The Electoral Procedure Rules, annexed to this constitution, shall have effect for regulating the conduct of elections to the World Council and Executive Bureau, and for defining the role of the Electoral Commission.

**Article 76**

The Electoral Procedure Rules may be amended by the World Council, by a majority of not less than two-thirds of those voting, upon a resolution of the Executive Bureau recommending such amendment. All members of the World Organisation shall have at least two month's written notice of the meeting of the World Council at which any proposed amendment to the Electoral Procedure Rules is to be voted on.

**LIABILITY****Article 77**

The World Organisation is liable as a legal entity only to the extent of its assets; members are not individually liable for such corporate debts and liabilities.

**GENERAL RULES OF PROCEDURE****Article 78**

The Executive Bureau approves the General Rules of Procedure, which shall deal with details concerning the internal operation and regulation of the World Organisation. They shall be ratified by the World Council.

**Article 79**

Any point which is not dealt with in these statutes shall be ruled by the law of Spain.

**AMENDMENTS TO THE CONSTITUTION, MERGER, DISSOLUTION AND LIQUIDATION OF THE WORLD ORGANISATION****Article 80**

Any proposal for a revision of the Constitution or the merger, dissolution or liquidation of the World Organisation shall emanate from the Executive Bureau or from six or more local government members from different countries.

**Article 81**

The members of the World Organisation shall be notified in writing of the proposals at least two months before the meeting of the General Assembly at which they shall be considered.

**Article 82**

No decision on amendments to the Constitution or merger, dissolution or liquidation of the World Organisation shall be adopted unless two-thirds of the Local Government members are represented and it is approved by a two-thirds majority of the valid votes cast.

**Article 83**

If less than two-thirds of the local government members were represented at the first meeting, the General Assembly shall at the subsequent meeting be entitled to make a binding decision irrespective of the number of the local government members represented.

**Article 84**

In the event of a dissolution, the General Assembly shall make the necessary and adequate arrangements to determine the destination of the goods and rights of the Association. The Assembly will also make arrangements related to the ending, winding down and liquidation of any pending activity of the Association. The net residues resulting from the liquidation will be given directly to a non-profit public or private entity in the same territory, and active in a similar field, to the Association, or dedicated to charity. The Association will be dissolved by decision of its members explicitly expressed in a special session of the General Assembly called to this effect. At least two thirds of the local government members need to be in agreement, and express their consent with two-thirds of the valid votes, as established in article 82 of this constitution and according to the causes contained in article 39 of the Civil Code and by Court Order.

**OFFICIAL LANGUAGES****Article 85**

The initial official languages of the World Organisation shall be English, French and Spanish. The World Council may make subsequent decisions on official and working languages, taking into account the development of membership and resources available.

## Annex 4

### Regulation (EC) No 1082/2006 of the European Parliament and of the Council of 5 July 2006 on a European grouping of territorial cooperation (EGTC)

***Official Journal L 210, 31/07/2006 P. 0019 - 0024***

Regulation (EC) No 1082/2006 of the European Parliament and of the Council of 5 July 2006

on a European grouping of territorial cooperation (EGTC)

THE EUROPEAN PARLIAMENT AND THE COUNCIL OF THE EUROPEAN UNION,

Having regard to the Treaty establishing the European Community, and in particular the third subparagraph of Article 159 thereof,

Having regard to the proposal from the Commission,

Having regard to the opinion of the European Economic and Social Committee<sup>[1]</sup>,

Having regard to the opinion of the Committee of the Regions<sup>[2]</sup>,

Acting in accordance with the procedure laid down in Article 251 of the Treaty<sup>[3]</sup>,

Whereas:

- (1) The third subparagraph of Article 159 of the Treaty provides for specific actions to be decided upon outside the Funds which are the subject of the first subparagraph of that Article, in order to achieve the objective of social and economic cohesion envisaged by the Treaty. The harmonious development of the entire Community territory and greater economic, social and territorial cohesion imply the strengthening of territorial cooperation. To this end it is appropriate to adopt the measures necessary to improve the implementation conditions for actions of territorial cooperation.

[1] OJ C 255, 14.10.2005, p. 76.

[2] OJ C 71, 22.3.2005, p. 46.

[3] Opinion of the European Parliament of 6 July 2005 (not yet published in the Official Journal), Council Common Position of 12 June 2006 (not yet published in the Official Journal) and Position of the European Parliament of 4 July 2006 (not yet published in the Official Journal).

- [2] Measures are necessary to reduce the significant difficulties encountered by Member States and, in particular, by regional and local authorities in implementing and managing actions of territorial cooperation within the framework of differing national laws and procedures.
- [3] Taking into account notably the increase in the number of land and maritime borders in the Community following its enlargement, it is necessary to facilitate the reinforcement of territorial cooperation in the Community.
- [4] The existing instruments, such as the European economic interest grouping, have proven ill-adapted to organising structured cooperation under the INTERREG initiative during the 2000-2006 programming period.
- [5] The Council of Europe acquis provides different opportunities and frameworks within which regional and local authorities can cooperate across borders. This instrument is not intended to circumvent those frameworks or provide a set of specific common rules which would uniformly govern all such arrangements throughout the Community.
- [6] Council Regulation (EC) No 1083/2006 of 11 July 2006 laying down general provisions on the European Regional Development Fund, the European Social Fund and the Cohesion Fund<sup>[4]</sup> increases the means in support of European territorial cooperation.
- [7] It is likewise necessary to facilitate and follow up the implementation of territorial cooperation actions without a financial contribution from the Community.
- [8] In order to overcome the obstacles hindering territorial cooperation, it is necessary to institute a cooperation instrument at Community level for the creation of cooperative groupings in Community territory, invested with legal personality, called "European groupings of territorial cooperation" (EGTC). Recourse to an EGTC should be optional.
- [9] It is appropriate for an EGTC to be given the capacity to act on behalf of its members, and notably the regional and local authorities of which it is composed.
- [10] The tasks and competencies of an EGTC are to be set out in a convention.
- [11] An EGTC should be able to act, either for the purpose of implementing territorial cooperation programmes or projects co-financed by the Community, notably under the Structural Funds in conformity with Regulation (EC) No 1083/2006 and Regulation (EC) No 1080/2006 of the European Parliament and of the Council of 5 July 2006 on the European Regional Development Fund<sup>[5]</sup>, or for the purpose

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[4] See page 25 of this Official Journal.

[5] See page 1 of this Official Journal.



of carrying out actions of territorial cooperation which are at the sole initiative of the Member States and their regional and local authorities with or without a financial contribution from the Community.

- [12] It should be specified that the financial responsibility of regional and local authorities, as well as that of Member States, with regard to the management of both Community funds and national funds, is not affected by the formation of an EGTC.
- [13] It should be specified that the powers exercised by regional and local authorities as public authorities, notably police and regulatory powers, cannot be the subject of a convention.
- [14] It is necessary for an EGTC to establish its statutes and equip itself with its own organs, as well as rules for its budget and for the exercise of its financial responsibility.
- [15] The conditions for territorial cooperation should be created in accordance with the subsidiarity principle enshrined in Article 5 of the Treaty. In accordance with the principle of proportionality, as set out in that Article, this Regulation does not go beyond what is necessary in order to achieve its objectives, recourse to an EGTC being optional, in accordance with the constitutional system of each Member State.
- [16] The third subparagraph of Article 159 of the Treaty does not allow the inclusion of entities from third countries in legislation based on that provision. The adoption of a Community measure allowing the creation of an EGTC should not, however, exclude the possibility of entities from third countries participating in an EGTC formed in accordance with this Regulation where the legislation of a third country or agreements between Member States and third countries so allow,

#### **HAVE ADOPTED THIS REGULATION:**

#### **Article 1: *Nature of an EGTC***

1. A European grouping of territorial cooperation, hereinafter referred to as "EGTC", may be established on Community territory under the conditions and subject to the arrangements provided for by this Regulation.
2. The objective of an EGTC shall be to facilitate and promote cross-border, transnational and/or interregional cooperation, hereinafter referred to as "territorial cooperation", between its members as set out in Article 3(1), with the exclusive aim of strengthening economic and social cohesion.
3. An EGTC shall have legal personality.

4. An EGTC shall have in each Member State the most extensive legal capacity accorded to legal persons under that Member State's national law. It may, in particular, acquire or dispose of movable and immovable property and employ staff and may be a party to legal proceedings.

#### **Article 2: *Applicable law***

1. An EGTC shall be governed by the following:
  - (a) this Regulation;
  - (b) where expressly authorised by this Regulation, the provisions of the convention and the statutes referred to in Articles 8 and 9;
  - (c) in the case of matters not, or only partly, regulated by this Regulation, the laws of the Member State where the EGTC has its registered office.

Where it is necessary under Community or international private law to establish the choice of law which governs an EGTC's acts, an EGTC shall be treated as an entity of the Member State where it has its registered office.
2. Where a Member State comprises several territorial entities which have their own rules of applicable law, the reference to the law applicable under paragraph 1(c) shall include the law of those entities, taking into account the constitutional structure of the Member State concerned.

#### **Article 3: *Composition of an EGTC***

1. An EGTC shall be made up of members, within the limits of their competences under national law, belonging to one or more of the following categories:
  - (a) Member States;
  - (b) regional authorities;
  - (c) local authorities;
  - (d) bodies governed by public law within the meaning of the second subparagraph of Article 1(9) of Directive 2004/18/EC of the European Parliament and of the Council of 31 March 2004 on the coordination of procedures for the award of public works contracts, public supply contracts and public service contracts<sup>[6]</sup>.

Associations consisting of bodies belonging to one or more of these categories may also be members.

[6] OJ L 134, 30.4.2004, p. 114. Directive as last amended by Commission Regulation (EC) No 2083/2005 [OJ L 333, 20.12.2005, p. 28].

2. An EGTC shall be made up of members located on the territory of at least two Member States.

#### **Article 4: *Establishment of an EGTC***

1. The decision to establish an EGTC shall be taken at the initiative of its prospective members.
2. Each prospective member shall:
  - (a) notify the Member State under whose law it has been formed of its intention to participate in an EGTC; and
  - (b) send that Member State a copy of the proposed convention and statutes referred to in Articles 8 and 9.

3. Following notification under paragraph 2 by a prospective member, the Member State concerned shall, taking into account its constitutional structure, approve the prospective member's participation in the EGTC, unless it considers that such participation is not in conformity with this Regulation or national law, including the prospective member's powers and duties, or that such participation is not justified for reasons of public interest or of public policy of that Member State. In such a case, the Member State shall give a statement of its reasons for withholding approval.

The Member State shall, as a general rule, reach its decision within a deadline of three months from the date of receipt of an admissible application in accordance with paragraph 2.

In deciding on the prospective member's participation in the EGTC, Member States may apply the national rules.

4. Member States shall designate the competent authorities to receive the notifications and documents as set out in paragraph 2.
5. The members shall agree on the convention referred to in Article 8 and the statutes referred to in Article 9 ensuring consistency with the approval of the Member States in accordance with paragraph 3 of this Article.
6. Any amendment to the convention and any substantial amendment to the statutes shall be approved by the Member States according to the procedure set out in this Article. Substantial amendments to the statutes shall be those entailing, directly or indirectly, an amendment to the convention.

#### **Article 5: *Acquisition of legal personality and publication in the Official Journal***

1. The statutes referred to in Article 9 and any subsequent amendments thereto shall be registered and/or published in accordance with the applicable national

law in the Member State where the EGTC concerned has its registered office. The EGTC shall acquire legal personality on the day of registration or publication, whichever occurs first. The members shall inform the Member States concerned and the Committee of the Regions of the convention and the registration and/or publication of the statutes.

2. The EGTC shall ensure that, within 10 working days from registration and/or publication of the statutes, a request is sent to the Office for Official Publications of the European Communities for publication of a notice in the Official Journal of the European Union announcing the establishment of the EGTC, with details of its name, objectives, members and registered office.

#### **Article 6: *Control of management of public funds***

1. Control of an EGTC's management of public funds shall be organised by the competent authorities of the Member State where the EGTC has its registered office. The Member State where the EGTC has its registered office shall designate the competent authority for this task before giving its approval to participation in the EGTC under Article 4.
2. Where required under the national legislation of the other Member States concerned, the authorities of the Member State where an EGTC has its registered office shall make arrangements for the appropriate authorities in the other Member States concerned to carry out controls on their territory for those acts of the EGTC which are performed in those Member States and to exchange all appropriate information.
3. All controls shall be carried out according to internationally accepted audit standards.
4. Notwithstanding paragraphs 1, 2 and 3, where the tasks of an EGTC mentioned under the first or second subparagraph of Article 7(3) include actions which are co-financed by the Community, the relevant legislation concerning the control of funds provided by the Community shall apply.
5. The Member State where an EGTC has its registered office shall inform the other Member States concerned of any difficulties encountered during the controls.

#### **Article 7: *Tasks***

1. An EGTC shall carry out the tasks given to it by its members in accordance with this Regulation. Its tasks shall be defined by the convention agreed by its members, in conformity with Articles 4 and 8.

2. An EGTC shall act within the confines of the tasks given to it, which shall be limited to the facilitation and promotion of territorial cooperation to strengthen economic and social cohesion and be determined by its members on the basis that they all fall within the competence of every member under its national law.
3. Specifically, the tasks of an EGTC shall be limited primarily to the implementation of territorial cooperation programmes or projects co-financed by the Community through the European Regional Development Fund, the European Social Fund and/or the Cohesion Fund.

An EGTC may carry out other specific actions of territorial cooperation between its members in pursuit of the objective referred to in Article 1(2), with or without a financial contribution from the Community.

Member States may limit the tasks that EGTCs may carry out without a Community financial contribution. However, those tasks shall include at least the cooperation actions listed under Article 6 of Regulation (EC) No 1080/2006.

4. The tasks given to an EGTC by its members shall not concern the exercise of powers conferred by public law or of duties whose object is to safeguard the general interests of the State or of other public authorities, such as police and regulatory powers, justice and foreign policy.
5. The members of an EGTC may decide by unanimity to empower one of the members to execute its tasks.

#### Article 8: *Convention*

1. An EGTC shall be governed by a convention concluded unanimously by its members in accordance with Article 4.
2. The convention shall specify:
  - (a) the name of the EGTC and its registered office, which shall be located in a Member State under whose laws at least one of the members is formed;
  - (b) the extent of the territory in which the EGTC may execute its tasks;
  - (c) the specific objective and tasks of the EGTC, its duration and the conditions governing its dissolution;
  - (d) the list of the EGTC's members;
  - (e) the law applicable to the interpretation and enforcement of the convention, which shall be the law of the Member State where the EGTC has its registered office;
  - (f) the appropriate arrangements for mutual recognition, including for the purposes of financial control; and

- (g) the procedures for amending the convention, which shall comply with the obligations set out in Articles 4 and 5.

#### **Article 9: Statutes**

1. The statutes of an EGTC shall be adopted on the basis of the convention by its members acting unanimously.
2. The statutes of an EGTC shall contain, as a minimum, all the provisions of the convention together with the following:
  - (a) the operating provisions of the EGTC's organs and their competencies, as well as the number of representatives of the members in the relevant organs;
  - (b) the decision-making procedures of the EGTC;
  - (c) the working language or languages;
  - (d) the arrangements for its functioning, notably concerning personnel management, recruitment procedures and the nature of personnel contracts;
  - (e) the arrangements for the members' financial contributions and the applicable accounting and budgetary rules, including on financial issues, of each of the members of the EGTC with respect to it;
  - (f) the arrangements for members' liability in accordance with Article 12(2);
  - (g) the authorities responsible for the designation of independent external auditors; and
  - (h) the procedures for amending the statutes, which shall comply with the obligations set out in Articles 4 and 5.

#### **Article 10: Organisation of an EGTC**

1. An EGTC shall have at least the following organs:
  - (a) an assembly, which is made up of representatives of its members;
  - (b) a director, who represents the EGTC and acts on its behalf.
2. The statutes may provide for additional organs with clearly defined powers.
3. An EGTC shall be liable for the acts of its organs as regards third parties, even where such acts do not fall within the tasks of the EGTC.

#### **Article 11: Budget**

1. An EGTC shall establish an annual budget which shall be adopted by the assembly, containing, in particular, a component on running costs and, if necessary, an operational component.

2. The preparation of its accounts including, where required, the accompanying annual report, and the auditing and publication of those accounts, shall be governed as provided for by Article 2(1)(c).

#### **Article 12: Liquidation, insolvency, cessation of payments and liability**

1. As regards liquidation, insolvency, cessation of payments and similar procedures, an EGTC shall be governed by the laws of the Member State where it has its registered office, unless otherwise provided in paragraphs 2 and 3.
2. An EGTC shall be liable for its debts whatever their nature.

To the extent that the assets of an EGTC are insufficient to meet its liabilities, its members shall be liable for the EGTC's debts whatever their nature, each member's share being fixed in proportion to its contribution, unless the national law under which a member is formed excludes or limits the liability of that member. The arrangements for contributions shall be fixed in the statutes.

If the liability of at least one member of an EGTC is limited as a result of the national law under which it is formed, the other members may also limit their liability in the statutes.

The members may provide in the statutes that they will be liable, after they have ceased to be members of an EGTC, for obligations arising out of activities of the EGTC during their membership.

The name of an EGTC whose members have limited liability shall include the word "limited".

Publication of the convention, statutes and accounts of an EGTC whose members have limited liability shall be at least equal to that required for other kinds of legal entity whose members have limited liability, formed under the laws of the Member State where that EGTC has its registered office.

A Member State may prohibit the registration on its territory of an EGTC whose members have limited liability.

3. Without prejudice to the financial responsibility of Member States in relation to any funding from the Structural and/or Cohesion Funds provided to an EGTC, no financial liability shall arise for Member States on account of this Regulation in relation to an EGTC of which they are not a member.

#### **Article 13: Public interest**

Where an EGTC carries out any activity in contravention of a Member State's provisions on public policy, public security, public health or public morality, or in contravention of the public interest of a Member State, a competent body of that Member State

may prohibit that activity on its territory or require those members which have been formed under its law to withdraw from the EGTC unless the EGTC ceases the activity in question.

Such prohibitions shall not constitute a means of arbitrary or disguised restriction on territorial cooperation between the EGTC's members. Review of the competent body's decision by a judicial authority shall be possible.

#### **Article 14: Dissolution**

1. Notwithstanding the provisions on dissolution contained in the convention, on an application by any competent authority with a legitimate interest, the competent court or authority of the Member State where an EGTC has its registered office shall order the EGTC to be wound up if it finds that the EGTC no longer complies with the requirements laid down in Articles 1(2) or 7 or, in particular, that the EGTC is acting outside the confines of the tasks laid down in Article 7. The competent court or authority shall inform all the Member States under whose law the members have been formed of any application to dissolve an EGTC.
2. The competent court or authority may allow the EGTC time to rectify the situation. If the EGTC fails to do so within the time allowed, the competent court or authority shall order it to be wound up.

#### **Article 15: Jurisdiction**

1. Third parties who consider themselves wronged by the acts or omissions of an EGTC shall be entitled to pursue their claims by judicial process.
2. Except where otherwise provided for in this Regulation, Community legislation on jurisdiction shall apply to disputes involving an EGTC. In any case which is not provided for in such Community legislation, the competent courts for the resolution of disputes shall be the courts of the Member State where the EGTC has its registered office.

The competent courts for the resolution of disputes under Article 4(3) or (6) or under Article 13 shall be the courts of the Member State whose decision is challenged.

3. Nothing in this Regulation shall deprive citizens from exercising their national constitutional rights of appeal against public bodies which are members of an EGTC in respect of:
  - (a) administrative decisions in respect of activities which are being carried out by the EGTC;



- (b) access to services in their own language; and
- (c) access to information.

In these cases the competent courts shall be those of the Member State under whose constitution the rights of appeal arise.

#### **Article 16: *Final provisions***

1. Member States shall make such provisions as are appropriate to ensure the effective application of this Regulation.

Where required under the terms of that Member State's national law, a Member State may establish a comprehensive list of the tasks which the members of an EGTC within the meaning of Article 3(1) formed under its laws already have, as far as territorial cooperation within that Member State is concerned.

The Member State shall inform the Commission and the other Member States accordingly of any provisions adopted under this Article.

2. Member States may provide for the payment of fees in connection with the registration of the convention and statutes. Those fees may not, however, exceed the administrative cost thereof.

#### **Article 17: *Report and review clause***

By 1 August 2011, the Commission shall forward to the European Parliament and the Council a report on the application of this Regulation and proposals for amendments, where appropriate.

#### **Article 18: *Entry into force***

This Regulation shall enter into force on the day following its publication in the Official Journal of the European Union.

It shall apply by 1 August 2007, with the exception of Article 16, which shall apply from 1 August 2006.

This Regulation shall be binding in its entirety and directly applicable in all Member States.

Done at Strasbourg, 5 July 2006.

For the European Parliament

The President

**J. Borrell Fontelles**

For the Council

The President

**P. Lehtomäki**





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