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**“ANALYSIS OF TWINNING AS A MANAGEMENT TOOL OF
DECENTRALIZED COOPERATION AND PARTICIPATION IN THE
INTERNATIONAL DYNAMIC. CASE OF STUDY OF THE CITY OF CUENCA-
ECUADOR”**

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ACRONYMS

AOP	Annual Operating Plan
CEMR	Council of European Municipalities and Regions
ECOSOC	Economic and Social Council
EU	European Union
GDFSL	General Directorate of Federal and State Link
GDPC	General Directorate of Political Coordination
GDPL	General Directorate of Political Liaison
IDB	Inter-American Development Bank
IULA	International Union of Local Authorities
SAIC	Spanish Agency for International Cooperation
LA	Latin-America
LFCMA	Latin-American federation of Cities, Municipalities and Associations of Local Governments
LGA	Local Governments Association
MPSCIPC	Mexican Program of Sister Cities and International Decentralized Cooperation
NPGL	National Plan of Good Living
NPSC	National Program of Sister Cities
OCTOAD	Organic Code of Territorial Organization, Autonomy and Decentralization
RBM	Results-based Management
SER	Secretariat of External Relations
SPC	Strategic Plan for Cuenca
UCLG	United Cities and Local Governments
UN	United Nations
UNDP	United Nations Development Program
UNESCO	United Nations Educational, Scientific and Cultural Organization
UTO	World federation of United Cities
WACLA	World Assembly of Cities and Local Authorities

ABSTRACT

In the current global scenario, the international projection proves to be an innovative tool of local management by which cities seek to become centers of development worldwide. In this way and ignoring the idea that only States are those who can perform an active role in the international community, sister-city agreements have become clear instruments of the involvement of cities in the field of international relations. An example of this is the city of Cuenca-Ecuador, which has implemented this method of town twinning relations since 1974, so as to become an epicenter of cooperation, development, and internationalization through the harmonization of international efforts based on local priorities. However, these treaties of town twinning have not shown to have achieved tangible results for the city because of mismanagement based on protocol aspects and not on operational conditions. Therefore, willing to sign sister-city agreements that promote results and thus overcome diplomatic protocol, this study will propose a guide to subscribe these kind of treaties based on parameters detected along this research and that will represent visible results for the city.

INTRODUCTION

“Municipal institutions constitute the strength of free nations...A nation may establish a free government, but without municipal institutions, it cannot have the spirit of freedom” (Tocqueville, 1835, p. 63).

The experimented dynamic of globalization since the early twentieth century has reoriented the nations towards an unprecedented economic, political, cultural and social interaction as well as has promoted a greater importance of cities and territories in the construction of a less unequal world, with less risk and less imbalances. In addition to this, there is the weakness of the State as a result of the devastating world wars and also of the new contexts that began experimenting in the field of international relations because of the same globalizing effect. In response to these processes, smaller government units like cities began to have access to sufficient tools in order to establish relationships with their counterparts from other meridian of the planet and thus participate in the international arena in order to meet the new demands of the world.

The emergence of the facts mentioned above has allowed new actors to participate internationally, promoting the creation of the movement known as "Sister Cities" or "Town Twinning." This movement was encouraged by the U.S. and Europe in the postwar period when the world society warned the rulers about the urgent need for a peaceful and cooperative method among cities and citizens of the world. Namely, the objective was to defuse violent relationships and then to engage in trust, solidarity and reconciliation as well as to cope with the new changes and challenges in the world.

With the passing of time and the end of the social phenomenon of postwar, the sister cities changed in nature, stimulating cooperation among cities in other fields of local action. After 70 years of the emergence of sister cities, they also encourage the opportunity to generate successful government experience exchanges in different fields.

In this context, there has been a substantial increase in the number of municipalities looking to interact with their counterparts with the intention of learning and teaching innovative experiences of management in areas such as government, culture, education, science and technology. Also, the objective of municipalities has been to share better practices in social areas such as social integration, inclusion of young people in public life, sustainable development, dialogue for peace, etc. All of these facts have been achieved through mutual visits, retreats, recognition and especially with the active participation of civil society. Consequently, these situations have encouraged the institutionalization of a kind of support among local authorities, which has been named as "International Decentralized Cooperation."

As a result, this research intends to prove that the global projection is an innovative tool of local management through which cities seek to become centers of development. As proof, it is possible to appreciate the increasing importance given to sister cities like an instrument of decentralized cooperation and participation of cities in the international dynamic. This importance is revealed in the valuable opportunity to generate sister-city agreements, offering a framework on different considerations such as social integration, youth participation in public life, sustainable development, economic, heritage, dialogue for peace and development aid. The idea mentioned before is precisely what will be analyzed along this research.

Similarly, with the development of this investigation, it will be possible to demonstrate through town twinning agreements that not only the States or international organizations

are the only ones capable of having an active international participation and interference. Instead, this research will prove that cities are emerging in a new paradigm, and as a result of this process, they are currently performing some of the functions formerly exercised by central governments. Thus, the world is currently being affected by the inclusion of new actors on the international scene, and the clear instruments of that issue are town twinning agreements. Therefore, several cases related to the movement of sister cities will be cited, which have been examples of global participation and contribution to the improvement of twinning relationships between cities.

In addition to the above, special importance will be given to the city of Cuenca-Ecuador. This city has not been resistant to the dynamic of town twinning relationships such as methods of management of decentralized cooperation as well as of economic, educational, commercial, political, and cultural projection. Since 1974, Cuenca has been working on its strengths and weaknesses through the help and support of other cities from around the world. As a result, Cuenca has signed up 28 sister-city agreements until the present, but the results achieved so far through these treaties have not been as successful as they have been expected. Consequently, the purpose of this investigation is to analyze the parameters used by the rulers of Cuenca to negotiate these agreements. The idea is to generate relevant information that will help to create a guiding framework for these alliances, determining certain conditions and future steps to be considered when signing relationships of sister cities. Also, the objective of this study is to align town twinning agreements to the Strategic Plan of the city in order to achieve objectives and concrete results in the field of decentralized cooperation and participation in the international dynamic.

Furthermore, in order to achieve the mentioned objectives, firstly, a scenario about the emergence of town twinning in the history will be explained. By doing this, it will be possible to introduce both the necessary terminology for this research as well as the institutional framework, which is of important influence for the proper management of

these agreements. Then, international success examples in the issue of town twinning management will be analyzed, establishing special emphasis on policy support and monitoring provided by the central government to the decentralized authorities. As a result, it will be possible to get essential features in order to propose a guiding framework of town twinning subscription for the city of Cuenca-Ecuador. Subsequently, the international participation of Cuenca will be also studied, highlighting the evaluation of sister-city agreements signed up to the present, so as to determine the positive and negative aspects that have promoted these agreements. Finally, with the conclusions drawn in the previous chapters and after an arduous research, a guiding framework for the subscription of town twinning agreements for the city of Cuenca will be presented.

Along this research, a deductive method of research will be conducted because the thesis will consider concepts, definitions and general information taken from the history as well as from specific cases of study. This method will be used in order to achieve a final conclusion in order to respond to a specific problem, which is to delete the subscription of sister-city agreements merely based on protocol aspects and to support treaties with specific purposes. This research method will be based on the use of several instruments such as reports issued by international organizations, specialized books on the subject, digital press articles, videos, interviews on digital media, interviews made to the leaders of the city of Cuenca and official bibliographic resources regarding town twinning and decentralized cooperation agreements.

CHAPTER I.
EMERGENCE OF SISTER CITIES IN THE INTERNATIONAL DYNAMICS

1.1 Antecedents

Through the history, the phenomenon of globalization has been the responsible for the weakness of the State due to its inability to cope with the diversity of needs and requirements surged in the world. As a result, the State is not anymore the only one capable to act on the international stage, affecting the idea about the international and diplomatic interference, which is no longer an exclusive prerogative of the States. In fact, the international politics have become much more complex, being impossible to understand the international relations as the result of a relationship exclusively among Nation States. Instead, the new world order has led to the creation of alternative spaces of interaction and the emergence of new actors in the international system such as cities or local governments, who despite not being subjects to public international law, demonstrate to possess great influence on certain behaviors or requirements.

However, why is the emergence of new actors necessary in the field of international relations? Why does the world face the new role adopted by cities in terms of diplomacy? The best answer to these questions becomes evident if one takes into account how the demands of the States, as subjects of public international law, often do not correspond to the needs of citizens for being distant to local requirements. Therefore, the need that the closest representatives to people and even the citizens themselves could ensure their demands internationally has become obvious. The reason for this is that at this level, it is possible to have direct knowledge of the challenges and opportunities that the society faces. This idea is suggested by The Foundation for Local Development and Municipal and Institutional Strengthening of Central America and the Caribbean and by

The Spanish Agency for International Cooperation (SAIC) in the article "*Las Relaciones Internacionales de los Municipios*," which mentions that:

“Local governments are now primarily responsible for generating development. The municipal level represents "the basic unit" because it is the political and administrative field closer to the demands of the community” (Ruiz, 2009, p. 267).

Likewise, the sociologist Manuel Castells has talked about the change that the international community has gradually warned, by giving to new actors the capacity to respond to new demands of the global society. He cites the following:

“We are experiencing a global change through two channels: 1) The decentralization of state structures: transferring powers to local governments (being municipal, provincial and / or regional structures) and strengthening the autonomy of their management. 2) Active participation of citizens not only allowing local governments to be elected directly, which democratizes and legitimizes their choice, but also promoting citizen participation in different activities” (1999, p. 83).

Therefore, the changes cited above, the new world order as well as the need of the cities to interfere in the global environment have led to the creation of the movement of "Sister Cities" over 70 years ago. This new movement has offered a privileged framework to the cities of different countries in social, cultural, economic and political areas, combining them with strong bonds of friendship and active citizen participation. For this reason, town twinning agreements have become the main tool in order to describe the special relationship that exists between two communities, and as result they have also become the ultimate expression of understanding, in which the citizens define the outcome of the relationship.

Moreover, it is worth mentioning how these sister-city agreements have contributed to the emergence of an important new phenomenon within the international relations theories, demonstrating thus the ability of local actors to influence politically in the international community. This refers to a parallel activity, coordinated or complemented to the activity performed by the State called as "Paradiplomacy." This term was introduced by Keating as: "...the expansion of the field of international affairs in which States are no longer the only actors" (Rodriguez, 2004, p. 5). With this new terminology of international relations, it is possible to interpret how the conventional diplomacy has changed, making way for the incorporation of other actors like civil society and their interests in the international stage.

In addition to contributing to the introduction of new theoretical thoughts, town twinning has also served as a tool for the creation of a new type of international cooperation where civil participation is overriding. This refers to the great contribution of sister cities to the management of "Decentralized Cooperation." This kind of cooperation seeks to redefine the paradigms of traditional cooperation, which considers a superficial idea of development, also proposes preconceived solutions to problems as well as is structured around the States without thinking about citizenship. Contrary to these ideas, with decentralized cooperation, there is a direct involvement of beneficiaries, becoming active agents of the process rather than just recipients of aid. In this sense, town twinning agreements, by being the main instruments of cooperation among localities, show the advantages of decentralized cooperation as a horizontal relationship between equals, in which both parties learn and enrich from each other.

Nevertheless, the transformation of the international relations not only ends with the introduction of new terms and concepts. It is also important to recognize how this new world order has promoted the creation of strong organizations worldwide, which have defended the ideals of the cities, their governments and people. These organizations

have been strengthened over the years just as an answer to the support emerged in favor of the decentralization of diplomatic activities.

Consequently, the international participation of cities reflects to be the result of a gradual development process, in which sister-city agreements, as management tools of decentralized cooperation and paradiplomacy, have been able to answer to the needs of the global society. Therefore, it will be then necessary to present a conceptual analysis of decentralized cooperation and paradiplomacy as reformed concepts in this new decentralized world. Subsequently, town twinning agreements will be studied as management tools of the two processes mentioned above in order to establish the relationship between these meanings in this first section. Consecutively, the sister-city movement will be analyzed from its origins in the international dynamic in order to understand its initial ideals and how it have changed over time, giving special consideration to the different organizations that have sought to support and strengthen not only the movement of twinning cities but also the international participation of cities in general.

1.1.1 Conceptual framework

1.1.1.1 Decentralized cooperation

The decentralized cooperation appears as an innovative process of cooperation both in its guidelines as well as in its manner of intervention, being part of a profound renewal of international relations. In order to understand this new notion of cooperation that has transformed the international community, it is indispensable to cite a historical framework so as to propose a concrete concept about the subject.

Initially, the decentralized cooperation historically emerged from town twinning relationships after the World War II. It was at this time when the original intentions of cooperation among decentralized actors came out in order to promote peace in times of war. Then, with the African Conference of Global Inter-communal Cooperation held in Dakar in 1964, sister-city agreements were recognized as instruments that encouraged international decentralized cooperation. Hereafter, the United Nations (UN) began to pronounce itself in a very motivating way about decentralized cooperation. Thus, the UN General Assembly adopted the resolution 2058 in order to promote town twinning relationships as a permanent means of cooperation. To this, many other resolutions that supported this theme could be added, which will be included in section 1.2 entitled "Institutional and legal framework of town twinnings." With these early pronouncements, it was already possible to appreciate a clear relationship between sister-city agreements and decentralized cooperation. This connection between these two concepts will be discussed in more detail in the section "Town Twinning."

Nonetheless, this type of international cooperation began to be recognized several years after the emergence of the sister-city movement. During the 70s and 80s, time of independence of the colonized territories and during the Cold War, decentralized cooperation agreements started to achieve the greatest recognition worldwide as a tool of two-way assistance (the beneficiaries are the two parts involved). Besides, it was at this time that cited cooperation began to be defined in a single field of action through the implementation of specific projects or activities. Hence, these years established a major milestone for decentralized cooperation because the international community initiated to deliberate about this kind of cooperation as an independent framework that did not necessarily require town twinning agreements to be managed. On the contrary, the international community began to consider these types of agreements between localities as precursors of the aforementioned town twinning agreements. This will be explained in more detail in section 1.1.1.3 called "Town twinning."

Focusing the investigation on the conceptualization, the historical stages mentioned above have marked the decentralized cooperation with different ambiguous conceptualizations due to the diverse contexts that this subject has had to experience throughout history. For that reason, first of all, this new type of cooperation should be considered as an epitome not to follow in order to have a better demarcation before defining the definitive conceptualization of this term. Thus, it is possible to conclude that the cooperation that has been discussed is neither managed centrally nor designed and implemented by the traditionally actors in the framework of cooperation like States and their central governments.

After defining the model not to follow, the term of decentralized cooperation should be considered as the cooperation carried out by sub-state or decentralized administrations. Other authors also include civil society actors as participants in the process of decentralized cooperation. Thus, to conclude with amplete picture that includes everything related to decentralized cooperation, the proposals of the European Union (EU), of the Observatory for Decentralized Cooperation EU-LA as well as of the European Commission will be cited in order to finalize with the conceptual analysis that summarizes the three contributions. At first, the concept proposed by the EU will be cited below:

“The decentralized cooperation is a cooperation managed by all the agents or institutions, both official and civil society, who are not part of the central government like the local authorities” (Observatorio de Cooperación Decentralizada UE-AL, 2010).

Additionally, the Observatory for Decentralized Cooperation EU-LA suggests the following regarding decentralized cooperation:

“This new idea of cooperation should be considered as Public Decentralized Cooperation because it is a set of international cooperation actions performed or promoted by local and regional governments” (2010).

Finally, the European Commission considers that:

“The decentralized cooperation is a new approach in the field of cooperative relations. This kind of cooperation seeks to establish direct relationships among local representative bodies as well as to stimulate their own abilities to plan and carry out development initiatives with the direct participation of the citizens” (Del Huerto, 2009, p. 40).

As a result, it is appropriated to conclude that decentralized cooperation is a set of reciprocal initiatives under the leadership of local authorities, seeking to stimulate more participatory development and also to consider citizens as indispensable in the process. This is precisely what makes of decentralized cooperation such a positive, innovative and revolutionary phenomenon in the field of international relations. In fact, decentralized cooperation sets out from the criticism of the inefficiency and bureaucracy of classical cooperation managed by central governments that are away from the groups where there are requirements. In response to this, decentralized cooperation suggests an approach of cooperation based on social participation, mutual understanding and solidarity among cooperating actors in order to transform the common relationship between donor and recipient to a relationship between equals.

Thus, the principle of equality is the condition that actually allows parties to achieve the objectives of decentralized cooperation. These objectives could be manifested through the exchange of knowledge and experiences, also through relationships in which municipalities are at the same level even when they have significant asymmetries among themselves as well as through agreements in which both parties have the same rights and obligations and the responsibility and benefits are shared. To conclude, an example of

decentralized cooperation that embraces the features highlighted above will be included below:

Table #1: Example of decentralized cooperation in the field of local environmental policies and the fight against climate change

NEJAPA PROJECT
<p>From the city of Vitoria (Spain), it was proposed a cooperation project with the municipality of Nejapa in El Salvador in order to establish a partnership related to water management.</p>
<p>The public company named “Municipal Water Company of Victoria” was chosen to be in charge of the design of the infrastructure of supply and distribution of water, in a joint effort with the municipality of Nejapa. Furthermore, this company installed counters in the houses allowing the billing system to work perfectly in order to get the amount of money needed to maintain the system.</p>
<p>Moreover, through this project, it was possible to assist the communities in the creation of a municipal water company and in a process by which the new ordinances related to water were established. During this project, local technicians were trained and also financial support was given for the creation of the municipal water system.</p>
<p>In this process were involved the municipality of Nejapa, the Municipal Water Company of Victoria, the city-council of Vitoria-Gasteiz and the Basque Fondoa.</p>
<p>Execution: 2005-2006</p>
<p>More Information: www.arnvisa.org</p>

Source: (Colomé, 2010, pág. 30)

Translation: (Lorena Guillén, 2013)

1.1.1.2 Paradiplomacy

Continuing with this research, it is necessary to refer the paradiplomacy term as the concept of international relations that includes the capacity of participation of local authorities and citizens in the international arena. This concept has revolutionized the traditional international relations as it will suggest later.

The paradiplomacy responds as a phenomenon of the process of globalization as well as of the change from the idea of Westphalian State to a world where local actors play an increasingly and significant role in the global scenario. Indeed, the new world situation, in which the limits of central State become visible, has been responsible for more active international actions of local governments. Justly, this global activity of non-state actors is what has been termed such as paradiplomacy, parallel diplomacy, micro-diplomacy, multilevel diplomacy or local diplomacy. All this concepts were suggested by Zidane, Doctor in Political Science from the Autonomous University of Mexico, in his bibliographic contribution "*Regionalización y Paradiplomacia*" (2011).

The term paradiplomacy emerged during the late 70's and early 80's in the United States as a result of the change in the traditional system of international relations. This change happened as a result of the participation of federal entities in the international scenario as consequence of the decentralization process fostered by the sister-city movement in 1945. In this sense, Yvo Duchacek and Panayotis Soldatos agreed in their texts "The Territorial Dimension of Politics: Within, Among and Across Nations and Federalism" and "International Relations: The Role of Subnational Units" respectively, in relation to the increasing international activity of non-centralized entities in the global dynamics. However and in spite of the ideas of Soldatos about the concept or paradiplomacy, Yvo Duchacek was the person who actually developed the concept. Below, the concept of paradiplomacy proposes by Duchacek will be cited, which was taken from the book of

Michael Keating and Francisco Adelcoa entitled "*Paradiplomacia: Las Relaciones Internacionales de las Regiones*":

“The paradiplomacy consists of contacts, activities, processes and external initiatives between non-central governments (federal states, provinces, cantons, etc.) and other international actors such as similar local governments, international organizations, among others” (2000, p. 223).

In the same way, there were notable contributions in Latin America (LA) to the term of paradiplomacy in the mid-nineties. This is the case of Argentina and its constitutional reform in 1994, which established the right of the provinces to sign international agreements insofar as they are compatible with the foreign policy of the nation. The same happened to Brazil in 1995 when politicians recognized federative diplomacy as the one related to subnational government. Thus, the government established in 1997 the counseling office for federative relations in order to assist the international actions of states and municipalities.

As a result of the process of gradual development of the concept and like the concept of decentralized cooperation, paradiplomacy provides various interpretations according to different points of views of theorists throughout history. For that reason, other concepts of different authors will be cited in addition to Duchacek Yvo's concept mentioned in a previous paragraph.

Vicente Torrijos, a Colombian political scientist and international analyst, suggests that paradiplomacy is, "[...] a diplomacy that is away from the Central State, and it could be defined like a set of external initiatives in fields such as politics, economy, culture, etc., designed, initiated, regulated and supported by local authorities (regions) which proclaim and display a capacity to act by themselves " (2000, p. 20-21).

Similarly, Maria del Huerto Romero, coordinator of the RED-7 (Control and Management of Urbanization) of the program of decentralized cooperation called URB-AL and developed between the EU and LA, cites that, "The paradiplomacy is the international activity performed by non-central governments, including in this category decentralized cooperation and town twinning agreements" (2004, p. 77).

Precisely, this previous concept allows international community to conclude about the close relationship among sister-city agreements, decentralized cooperation and paradiplomacy. In advance, it can be said that town twinning agreements constitute a clear and positive management tool of both decentralized cooperation and paradiplomatic activity, and that decentralized cooperation is also a parallel diplomatic activity. Despite of what has been said, this type of conclusions could be better understood once this research introduces twinning agreements as the central theme of study. For now, the investigation will continue with the conceptualization of paradiplomacy. Thus, bearing in mind the contributions of individual authors, paradiplomacy can be defined as the activity of local entities in the international arena through relationships established with similar institutions abroad in order to promote their own interests.

Now, the main idea is to conclude if paradiplomatic activities are carried out with the support of the Central State and its diplomatic deployment or if paradiplomacy is managed in conflict or competence with central government. International examples show results in the first sense, and it is the reason why paradiplomacy is recognized with different names but with the same meaning; for example, "Constituent Diplomacy" or "Federative Diplomacy." With these new ways of categorizing paradiplomacy, it can be said that States foreign policy is the result of a harmonized action between central and decentralized units of government and not under a sense of confrontation between powers. As a consequence, it is necessary to warn that paradiplomacy does not necessarily mean convergence between the State and the sub-state units, but it does not

also include the notion of confrontation. This issue will be discussed in more detail in the next chapter in which will be quoted to Mexico and the EU as examples of that kind of constitutive or federative diplomacy.

Besides the conceptualization, it is necessary to mention the effect of this kind of alternative diplomacy to the traditional conception of international relations. Therefore, the legal framework of public international law and the consequences arising from the emergence of paradiplomacy are indispensable for the analysis of this section. Initially, public international law can be interpreted as a set of rules that regulates the relations of the subjects of international law, and according to a lawyer and a well-known Mexican writer within the branch of international relations, the subjects of international law are, "[...] States, international organizations, organizations like micro states, people fighting for their liberation (insurgents) and individuals" (Becerra, 1991, p. 16). However, it was at the beginning of the previous century that the international community began to consider that in addition to the traditional subjects of international law mentioned in the previous quotation, there are other participants who are also holders of international rights and obligations like the cities represented by their municipal or autonomous governments.

All of the above has led to a discussion in the international community because many people do not consider cities and their governments as full subjects in the global legal order. Supporters of the previous idea suggest that cities, for example, do not emerge exactly under the framework of public international law. Instead, they consider that these subjects arise from a subsidiary emanation of the real subjects of the international community like States. Consequently, this subsidiary action is the complete responsible of promoting the participation of other entities besides States in the international scenario. This situation has been possible by sharing competencies from the subjects of international law to these other entities known as international actors.

In conclusion, the context of the international relations previously mentioned has led to an ambiguity among doctrinaires of international law, being part of a discussion about the existence of subjects and actors within the legal framework of the international scenario. However, this research will follow the currents that consider subjects of international law to those who exercise diplomatic activities with complete rights and obligations. Meanwhile, actors are those who perform or exercise paradiplomatic activities and have the ability to influence in the international system because of the existence of a subsidiarity principle. This principle will be discussed below to get a better idea of what this represents in the international dynamics and its contribution to the paradiplomatic activity of decentralized government units.

1.1.1.2.1 Principle of subsidiarity

Based on the idea that there are subjects of international law who act diplomatically and also actors who perform paradiplomatically due to a subsidiary emanation, this principle of subsidiarity will be defined below in order to understand how paradiplomacy appears in the context of international relations.

Etymologically, the subsidiarity term comes from the Latin word "*subsidium*" which proposes three ideas: secondary, supplementary and complementary. It also implies the existence of two levels: an upper and a lower. The idea of secondary is related to the idea of lower-level municipal actions regarding something as principal or higher-level actions like the ones performed by States. The supplementary and complementary become more important because they refer to the existence of the two levels as mentioned above, which are exemplified by the distribution of tasks and the relationship between the State and the municipality. Therefore, the concept of subsidiarity has two clear ideas: an action of a secondary or lower level (municipality) that can be complemented and supplemented by the activities of the top or main level (State). In this

sense, the Mexican writer Joel Mendoza, PhD in Political Science with an orientation on Public Administration, concluded that:

“[Subsidiarity means that] the issues that affects individuals should never be managed by a higher order if there is a lower level capable to do that more efficiently. This means that public policy should be managed as close as possible to where it is going to be applied” (2010, p. 40).

Similarly, the president of the Association "Local Project" of Barcelona-Spain, which promotes the "Guide for Global Cooperation for Development," cites the following in reference to the levels of governance:

“The so-called multi-level governance is a new paradigm and component of "good governance." It refers to the need to articulate different levels of governance in order to achieve a good public management and a positive relationship with the citizens from each of the territorial scales involved in the process” (Colomé, 2010, p. 8).

After analyzing the previous quotes, subsidiarity can be explained as the actions performed by smallest units of government and social representation in order to answer to global needs. In this way, the principle could be understood in the following term: the State should not assume what the individual, municipality or region can do by themselves. In this sense, the individual can be defined as the more immediate link to the principle of subsidiarity, but it doesn't mean that the individual precisely uses the subsidiarity by himself. On the contrary, the individual's political representatives are those who use this principle in a more active way, giving prominence to the subsidiarity related to municipalities or autonomous governments. Hence, Antonio Iglesias, PhD in law and writer and consultant in Spanish and German legal journals, suggests that, "...for that reason, it is essential that the State should assume a subsidiary position, considering the

municipality as an institution with particular interests that can no longer be assumed by the State” (2004, p. 267).

In order to have a more comprehensive idea of the subsidiarity term, it is necessary to study the history of this concept. The first echoes of this principle surged from classical and liberal thinkers. Among the classical thinkers are Aristotle and St. Thomas Aquinas. In the case of Aristotle, in his book titled "Politics" (2003), he cited the existing primacy of the individual against a powerful polis that should serve the individual. On the other hand, St. Thomas Aquinas introduced the term from a theological perspective, by mentioning that the perfection of a human or divine authority consists in allowing his subjects to develop their own duties as it is suggested in the "Law Magazine" of the Catholic University of Valparaíso (Loo, 2009). Regarding the liberal thinkers, a great example is the contribution of Alexis Tocqueville, who spoke about the division of powers among different levels of governance. However, the Catholic Church in 1931 gave a more specific meaning to subsidiarity through the encyclical "Quadragesimo Anno" written by a young Jesuit named B. von Nell-Breuning. He stipulated that the subsidiary function seeks to protect the autonomy and the responsibility, which are inherent to the human individual towards the society. This happened in order to combat the interventionist excesses of absolutist and totalitarian States at that time.

As a result of this historical influence and the diverse conceptualizations suggested above, it is possible to conclude that paradiplomacy is a clear sign of the role and achievement of the principle of subsidiarity, which seeks to establish democracy and decentralization through the participation of citizens in the management of their interests. In this way, it is obvious that paradiplomacy is based on the legal principle of subsidiarity.

1.1.1.3 Town twinning

After having a clear idea about paradiplomacy and decentralized cooperation, this investigation will be focused on town twinning agreements as the oldest and best known form of decentralized cooperation and paradiplomatic activity of cities. In order to present this new topic, a historical review, also a conceptualization as well as a recap of the relationship among the sister-city agreements, decentralized cooperation and paradiplomacy will be introduced.

Historically, town twinning emerged after World War II under the proposal of some mayors, who gathered convinced that friendship among European people was the first step towards the construction of a stable and peaceful continent. At first, the idea was to reconcile Germans and French, being in these two countries were the first outbreak of town twinning agreements took place.

Over the years, the formula of sister-city agreements has progressed and has been adapted to new requirements. In the 60s, in the context of African decolonization, town twinning reached a profile related to development aid, through which municipalities from Europe helped African municipalities by sending donations. Then, during the 70s and in the context of the Cold War, the movement of sister cities was an important bridge for communication and collaboration between eastern and western Europe. In the late 80s, the agreements of sister cities were no longer the only form of decentralized cooperation because new formulas of cooperation among decentralized units appeared. For example, the same decentralized cooperation began to be managed individually and as a preliminary step to formalizing sister-city relationships as it will be explained later. Finally, town twinning relationships have evolved to become one of the leading links not only culturally but also in different areas that are part of this increasingly globalized world.

After this historical introduction, the conceptualization of sister cities will be analyzed. In a simple way it can be cited that: "A twinning is the coming together of two communities seeking, in this way, to take action with a European perspective in the aim of facing their problems and developing between themselves closer and closer ties of friendship" (Council of European Municipalities and Regions, 2008, p. 1). This concept was proposed by Jean Bareth, one of the founders of the Council of European Municipalities and Regions (CEMR) created in 1951 with the aim of promoting town twinning as the most essential force of European integration. Additionally, Jean Bareth cited that town twinning agreements are: "Meetings of two municipalities that want to proclaim their association, resolve their problems and develop ever closer friendly relations" (Council of European Municipalities and Regions, 2008, p. 2). From these two ideas, inherent values of sister-city agreements are revealed: friendship which promotes understanding and cooperation among communities. In this way, town twinning relationships have become the starting point for exchanges of experience and enrichment among partners. Similarly, the Municipality of Rosario-Argentina in its webpage cites that:

"Town twinning are agreements of friendship and cooperation between cities that share historical links or common problems. The purpose of the relationship is to work on projects related to urban management areas such as culture, economy, public services and / or social policy" (2011).

The concepts and the ideas of the above paragraphs clearly demonstrate the need of the sister-city movement to seek agreements that promote not only friendship but also objectives to work on. In other words, the aim is to talk about town twinnings as instruments of friendship between local authorities, which seek to promote their capabilities in different work areas as it is suggested by the magazine of the General Direction for Education and Culture of the European Commission "The Magazine." The magazine cites that town twinning agreements include work areas such as:

1. Mutual understanding between citizens,
2. The exchange of experience on issues like local government,
3. The tolerance between different groups,
4. The research for common solutions to problems,
5. Increasing local autonomy,
6. The adoption of initiatives in areas of employment or conservation,
7. The estimation of diverse cultural heritages,
8. The attention and care of environmental and social problems,
9. The social involvement in international management” (2003, p. 4).

As an example of these different areas of work, the town twinning among Nancy (France), Karlsruhe (Germany) and Lublin (Poland) will be cited below. This relationship responds to the rescue of culture and to the necessity to work with people with disabilities. In this way, it is possible to show how sister-city relationship exceeds friendships, becoming an operational agreement that achieves concrete results.

Table #2: Town twinning among Nancy, Karlsruhe and Lublin

Art and culture

Tackling prejudice through theatre

The cities of Nancy (France), Karlsruhe (Germany) and Lublin (Poland) have set up a common project based on theatre. Joint workshops were set up by university theatre students from the three cities. The working themes focused on prejudices that can arise against other European peoples. Participants also learned about issues related to disabilities, working with deaf partners for one of the workshops. This project led to theatre productions that were put on in each of the partner cities.

The theatres of the French, German and Polish universities exchanged practices and developed solid relationships. This community project developed views on European identity, and facilitated the sharing of experiences gained with the general public thanks to the performances.



Project budget : 30 000 €

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Source: (Council of European Municipalities and Regions, 2008, p. 9)

From what was cited, it is possible to identify some defining characteristics of twinning. The first feature is that in principle, the sister-city relationship should arise for reasons of friendship between representatives of different towns, but it is necessary that this relationship could evolve in order to achieve concrete results. If it keeps only at the stage of declaration and friendship, the consequence of this agreement will be an inactive relationship and poor in results. Governments should look for agreements that may exceed the symbolic aspect and could evolve to establish a dynamic and ambitious work plan as well as a real and effective relationship between communities. Only when actions impact on different sectors of the population, sister cities surpass the traditional protocolary role and become a lively instrument of cooperation and solidarity that endures over time. An example of this is the twinning relationship between Leon-Nicaragua and Salzburg-Austria as the following table shows:

Table #3: Sister-city relationship between Leon-Nicaragua and Salzburg-Austria

	<p>Table 57 / Twins for more than twenty years Leon (Nicaragua) and Salzburg (Austria)</p>
<p>Nicaragua's town councils have been particularly active in regard to town-twinning relationships with their European peers. Most town-twinning originated in the 80's as a result of the solidarity movement following the beginning of Sandino's revolution.</p>	
<p>An example of the relationships established between both countries is the town-twinning between Salzburg, Austria, and León, Nicaragua, which has existed since 1984. This initiative began by groups of people of both cities, and ended up as an agreement between both local governments.</p>	
<p>The town twinning began as an association of base groups that made decisions on new projects and put both institutions in contact. The relation between public administrations was established by means of the direct participation of both majors, as well as of town council representatives in said association. Salzburg's town council financed the initiatives that were put into practice.</p>	
<p>This town-twinning has established contacts within different institutional environments and the civil society. For example, relationships have been created between associations of neighbours, groups of youngsters, kindergartens, day care centres for young children and universities.</p>	
<p>During this 22-year-old town twinning, a total of 17 initiatives have been implemented. One of them included an intervention in the sewerage system aimed at improving Leon's sanitary condition.</p>	
<p>Further information: <http://www.ibw.com.ni/~chica/espanol/paginas/Untitled-2.htm></p>	

Source: (Zapata, 2007, p. 105)

On the other hand, the penultimate point of the above table introduces the second characteristic of a good town twinning agreement, and this refers to the inclusion of citizens in the sister-city work plan. In this way, town twinning relationships can become promoters for long-term projects based directly on the needs expressed by people. As a result of that, sister-city agreements have emerged as a new form of citizen action in this globalized context. It is exactly what Marcela Petratonio expressed in her discourse presented at the "V National Seminar of Municipal Network." She mentioned that: "The challenge of local societies is to insert themselves actively and competitively in this globalized scenario, by capitalizing their local capacities and working in different strategies as twinning agreements" (2003).

To show how important is that sister-city agreements promote an active participation of citizens, the conclusions of the 2861 resolution of the UN General Assembly in 1971 can be analyzed. This resolution can be found in annex #3 with the title: "Town twinning as a mean of international cooperation," and this mentioned that, "[Town twinings are] a cooperative mechanism of exceptional value because they not only contact local leaders but also entire populations...international cooperation of localities can play an important role in the union of communities." This quote clearly reveals the support provided by the General Assembly regarding the participation of society in the process of sister cities. Despite being a process carried out usually by local governments, the end of town twinings evidently is to coordinate the social association and promote citizen action, and for this reason, they are recognized informally as international cooperation of collective localities. As an example, the program called as "Rosario Suma" and promoted by Urb-AI can be cited because this considers social participation as essential for the development of the project:

Table #4: Twinning of social inclusion and poverty alleviation

Rosario Suma Project
<p>The Rosario Suma project is part of the Urb-AI program in its network No. 7, and it is dedicated to the control and management of urbanization.</p>
<p>The objective of the project is to implement urban planning strategies that enable social integration and territorial coordination in order to integrate depressed and neglected sectors of the city. The partners participating in the project are the municipalities of Rosario (Argentina), Montevideo (Uruguay), Sao Paulo (Brazil) and Lleida (Spain) as well as the autonomous region of Sardinia in Italy.</p>
<p>By renewing areas that were abandoned, the urban regeneration of them and the conversion of other key sectors, the project pretends to create a space for social engagement and dialogue in order to promote cultural exchange and development activities.</p>
<p>Execution: 2003-2005</p>
<p>More Information: www.rosario.gov.ar/sitio/rrii/rosario_suma/suma1.jsp</p>

Source: (Colomé, 2010, p. 77)

Translation: (Lorena Guillén, 2013)

Continuing with the features of town twinning relationships, these agreements represent an instrument that stimulates awareness about cultural diversity by being an effective resource of contact, communication and exchange between different cultures. These facts clearly allow the enhancement and propagation of different cultural characteristics among communities, and they also encourage cultural preservation by letting citizens to become aware of the wonderful culture that their community has.

Another distinctive feature of twinning agreements is the territorial rootedness, which lies in local governments who are the administrative level closest to citizens and also the most sensitive to local needs. This idea is related to the relationship among sister cities, paradiplomacy and subsidiarity. Indeed, town twinning agreements are tools for paradiplomatic activities because they involve international participation of local governments. Besides, this international participation is clearly supported by the principle of subsidiarity, which responds to the idea that problems of citizens do not have to be solved from a higher order if there is a lower order able to manage them.

The horizontality is another peculiarity of twinning agreements. This concept refers to a relationship which is based on dialogue and collaboration and not on substitution, subordination or competition among local governments. In the same way, sister cities encourage reciprocity which means interest in cooperating and receiving mutual benefits as well as performing activities between equals. All these features summarize the positive conditions of a sister-city agreement.

After studying the characteristics of sister-city relationships and the reasons why it is positive to sign this kind of agreements, the relationship among town twinning treaties, decentralized cooperation and paradiplomacy will be considered below, even though this relationship has already been introduced progressively throughout this investigation.

1.1.1.3.1 Sister-city agreements and decentralized cooperation

In order to understand the relationship between decentralized cooperation and sister-city agreements, historical points need to be considered. Decentralized cooperation emerged from town twinning relationships after the World War II. At that time, decentralized actors started to show wishes of cooperation in order to promote peace in times of war. Then, in the African Conference on Global Inter-communal Cooperation held in Dakar

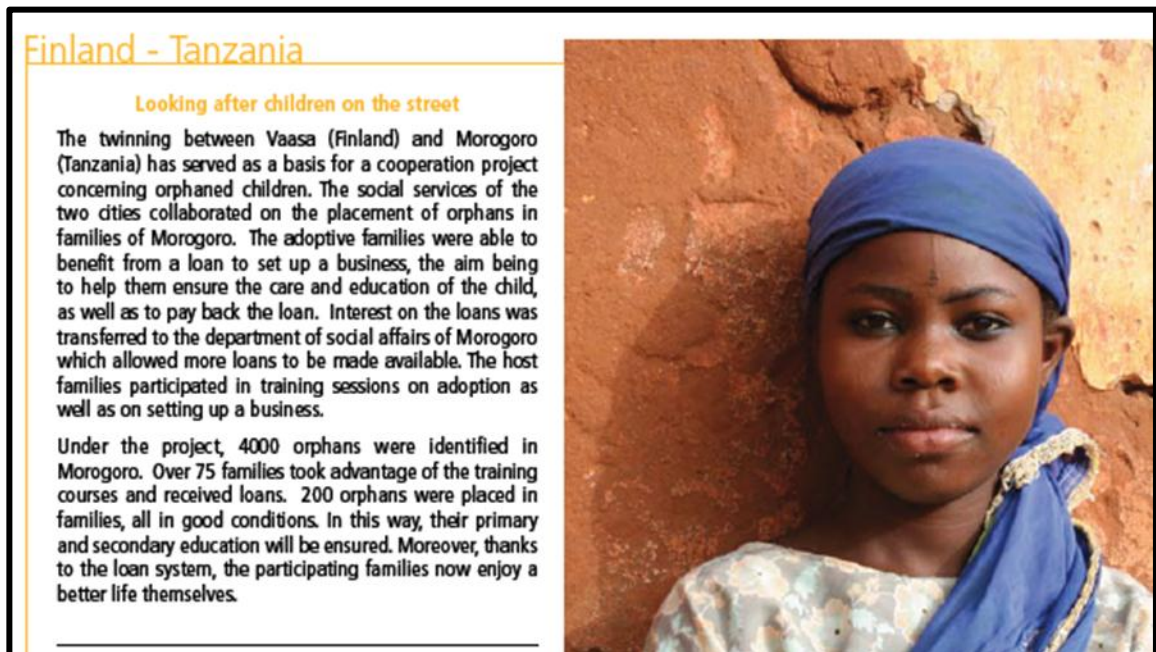
in 1964, sister-city agreements were recognized as instruments that commonly encourage international decentralized cooperation. Hereafter, the United Nations (UN) began to pronounce itself in a very motivating way about decentralized cooperation. In fact, in its twentieth General Assembly, the resolution 2058 was adopted to promote town twinning relationships like permanent means of cooperation. Therefore, all of these ideas evidently highlight the great contribution of the movement of sister cities to the development of decentralized cooperation throughout history.

As a result of the above idea, a town twinning relationship can obviously be considered as a management tool for decentralized cooperation because with the bonds of friendship of these agreements, it is possible to start a two-way assistance. In contrast, by subscribing a decentralized cooperation agreement does not imply that a twinning agreement has already been formalized. On the contrary, the mentioned process represents the first step to establish a relationship among local authorities, prior to the formal ratification of a town twinning arrangement. Similarly, while sister-city agreement includes multiple work areas, decentralized cooperation treaties are specialized in a specific area of collaboration. In addition, town twinning relationships are stable frameworks for cooperation with a vocation of continuity over time. Instead, decentralized cooperation agreements are reduced in the aspect of temporality because after achieving the objectives, these agreements finish or simply the town twinning agreement is signed if both parties agree, depending on the success of the job. As a result, many local representatives choose to sign decentralized cooperation agreements as a prerequisite in order to establish ongoing relationships like sister cities. Consequently, town twinnings are great tools for managing decentralized cooperation agreements while cooperative relations establish a starting point for closer bonds like sister cities.

As an example of the relationship between decentralized cooperation and the sister-city movement, the treaty between Vaasa (Finland) and Morogoro (Tanzania) established in

1991 can be mentioned. This agreement started as a town twinning relationship, but it was in 1995 when it became a management tool for decentralized cooperation through a program that helped children in Tanzania. This example is mentioned in the following table:

Table #5: Twinning agreements as an instrument of decentralized cooperation



Source: (Council of European Municipalities and Regions, 2008, p. 25)

1.1.1.3.2 Town twinning agreements and paradiplomacy

In one of the concepts covered in this investigation, paradiplomacy was considered a subject that involves all the international activities carried out by local governments. This idea precisely allows the international community to conclude about the close relationship between sister-city agreements and paradiplomacy because local actors are those who will manage the activities of town twinning agreements internationally.

In relation to the above and more specifically, paradiplomacy, which is based on the principle of subsidiarity, is the theory that supports town twinning agreements and its results like citizen participation, international representation through non-central governments, etc. Once again, it is clear the relationship between these concepts that have revolutionized the classical theories of international relations.

As an example of a sister-city relationship that is the exemplification of paradiplomacy, the twinning agreement between Pr  tzerdau (Luxembourg) and St. Augustine (El Salvador) signed in April 2004 will be cited below. The process of this agreement began when the political leaders of the municipalities defined work projects in order to demonstrate their permanent paradiplomatic interferences as it is detailed in the following table:

Table # 6: Twinning as instrument of paradiplomatic participation

Luxembourg - El Salvador	
<p>Water supply in El Salvador</p> <p>The cities of Pr��tzerdau (Luxembourg) and San Agust��n (El Salvador) signed a twinning agreement in April 2004. Pr��tzerdau decided to support the financing of a water network project for San Agust��n. This cooperation became a reality with the signing of a twinning charter in the presence of the Minister of Cooperation of Luxembourg. At this occasion, the political leaders of the two municipalities set out concrete projects in terms of education, health care and infrastructure. Following these official meetings, others were organised which involved the wider community in order to raise the awareness in Luxembourg citizens about the problems faced by a developing country.</p> <p>The twinning accompanied by a dedicated source of financial support helped the project for a water network in San Agust��n develop, and helped address the consequences of the 2001 earthquake. The project was financially supported by the Ministry of Cooperation in Luxembourg.</p>	<p>A delegation from Pr��tzerdau was able to travel to El Salvador and to witness for themselves the necessity and importance of decentralised aid in this country in general, and in San Agust��n in particular.</p> <hr/> <p>Project budget : around 16 500 �� per year (0,5% of the municipal budget of ordinary income)</p> <p>Person to be contacted for further information :</p> <p><i>Emile Calmes,</i> Deputy Mayor of Pr��tzerdau, ecalmes@chd.lu +352 021 199 333</p>

Source: (Council of European Municipalities and Regions, 2008, p. 23)

Finally, to end this section of definitions, sister cities can be considered as positive tools for the progress and development of different cities in the world because through friendship and trust, these agreements allow cities to experience wonderful results. On one hand, they constitute resources that encourage universal peace by joining communities never interrelated before. On the other hand, they become the starting point for the exchange of experiences and mutual enrichment in different fields as it can be seen in the various examples of twinning agreements cited throughout this first part of this research.

1.1.2 Emergence of town twinning relationships in the postwar era

After having a better idea of what sister cities mean, it is necessary to recapitulate that town twinning relationships emerged during World War II with the support and influence of two different streams: one motivated by European countries and the other promoted by the United States of America. These currents will be discussed below in order to determine the different parameters under which the first twinning agreements were signed and how these have influenced to the processes carried out at present.

1.1.2.1 American contribution to the conceptualization of twinning agreements

At the end of World War II, Dwight D. Eisenhower, President of the United States of America, supported and organized a conference with the theme "Citizen Diplomacy" in 1956. The conference encouraged international understandings among cities, by creating the program called "People to People" with the aim of establishing sister-city agreements. The purpose of the program was to help people from over the world to be close to the new changes of the world as well as to participate in solving some world problems in different areas. Likewise, he endorsed the creation of "Sister Cities International" in the same year as an organization that emerged to encourage prosperity

and development through the establishment of links between people from different parts of the world. According to the words of the President Eisenhower, "Being friends, people from different cultures can appreciate their differences instead of making fun of them" (Sister Cities International, 2001). He expressed these words as a rejection to the painful actions carried out by German Nazis against Jews, Gypsies, etc., who had to perish during World War II because of their cultural differences.

Accordingly to what has been said, the first town twinning agreements promoted by the U.S. through "Sister Cities International" performed a key role in the renewal of relations worldwide, which were previously devastated. An early association among Seattle, Washington and Tokyo (Japan) during the 60s is an example of a sister-city relationship established to overcome the tensions of World War II between the United States and Japan. In the 70s, many sister-city agreements were signed between the U.S. with Western Europe through the program of postwar reconstruction. In 1980, the town twinning agreements signed with cities of China can also be included as well as those established with cities of the Soviet Union in the 90's. These two regions were in constant conflict with America during the Cold War, but this situation could not avoid the cities to establish these kind of friendly relations.

Therefore, the great American contribution to the process of twinning agreements was based on the need to establish or rebuild relations between cities through the exchange of experiences in areas such as culture, education, communication, trade, creating lifelong friendships, etc. This was possible because the diplomacy of citizens performed through their nearest representatives became essential in the international community. Consequently, "Sister Cities International" clearly improved the diplomatic relations in decisive moments during the last 50 years.

1.1.2.2 European contribution to the conceptualization of twinning agreements

Despite the great American contribution, in Europe was where the first steps were taken in order to accomplish town twinning agreements. With a very different idea to the contribution of the U.S. and its President Eisenhower, the development of town twinning agreements in Europe emerged shortly after 1945 in order to create bonds of friendship and understanding among the countries affected by World War II. Thus, sister-city relations were confirmed especially between municipalities of France and Germany as an answer to the end of the war. This kind of new relations among cities was introduced with the name of "Town Twinning" to distinguish it from the American contribution title as "Sister Cities."

Since 1951, the year in which some European mayors founded the Council of European Municipalities and Regions (CEMR), twinning agreements began to be promoted widely and also became a priority for the institution. As a result, these agreements increased exponentially in number during the 50s and performed an important role in the process of EU enlargement because they favored the integration of new countries within the organization. For example, the fall of the communist regimes in Central Europe in 1989 led to a great wave of sister-city agreements in order to establish friendly relations between cities that were faced before.

In conclusion, the European contribution to the sister-city movement sought to improve the relations among communities who had faced each other during military conflicts. Thus, the first European town twinnings can be considered as the basis in the process of trust, solidarity and reconciliation among communities.

After introducing the two types of historic contributions to the sister-city movement, it is easy to conclude the differences between the American and European contribution. In the first case, history refers to sister-city agreements motivated by the need to establish relationships between cities based on work areas such as culture, education, communication, trade, creating lifelong friendships, etc. In the case of Europe, town twinning relations tried to create bonds of friendship between previously confronted communities in order to overcome the differences in times of war. In this sense, current twinning agreements really need of the two inputs to be formalized. On one hand, it is important to think about the bonds of friendship in order to join people as it is stated in the European contribution, but it is also important to consider the work plan in order to surpass the diplomatic aspect of twinning relationships and thus to become a tool of clear results for society as it is cited by the US contribution.

1.2 Institutional and legal framework of twinning relationships

Summing up, twinning agreements emerged at the end of the World War II in response to the need for peace in Europe and cooperation in U.S. Since then, sister-city agreements were strengthened little by little by the support and the statements of various movements and existing major organizations worldwide. In addition, many other organizations were created not only to demonstrate themselves in favor of the decentralization of diplomatic activities but also to become active managers of the transformation of the international arena. These two contexts have obviously promoted the creation of an institutional framework in order to support not only to the twinning relationships but also to the entire process of international participation of cities and societies.

Despite the idea proposed with what was mentioned above, not much progress has been made in international legal terms to recognize this new role of local authorities in the international stage. Thus, local governments do not already have legal personality in the

formal international public law. In fact, since the mid-twentieth century, States have recognized the ability of local governments to become part of sister-city agreements, but they have done only that. In this context, only several UN resolutions have considered to twinning relationships as an exceptional value for rapprochement between communities without constituting a legal regulatory framework that is able to govern this process.

For these reasons, the next section will be about the different organizations that have disposed their work for the proper management of town twinning agreements as tools of decentralized cooperation and international participation of communities. Also, the documents that have emerged within these organizations and which have promoted decentralized diplomacy will be evaluated. These documents have become examples of the progress that has occurred in relation to sister cities in spite of the lack of a formal regulatory framework.

1.2.1 First African conference of global intercommunal cooperation

After the World War II and the emergence of sister cities, the international community began to experience new situations that disturbed again the relations between communities from different nations. An example of this is the process of decolonization of Africa, and according to the article "Decolonization of Africa," this process arose by factors such as:

- “The World War II that increased tensions in the colonial world as well as the political weakness of the European powers.
- The human and economic contribution of the colonies to the European war effort. This promoted a profound change in individual and collective mentality in the colonies by encouraging the concept of nationality” (Martínez, 2010).

As a result of the previous facts, the Bandung Conference was held in 1955, joining 29 Afro-Asian countries as a consequence of the decolonization process and the resulting "Third World" conformed by the new decolonized countries. The objective of this conference was to lead a political movement in order to condemn the colonial system and to suggest the capacity of the Third World to have an active position in the international system. The results of the conference were both the proclamation of independence and equality among the recently formed countries as well as the emergence of an international movement of solidarity based on the active participation of society. At that time, it was completely necessary to promote solidarity because the new countries were unable to reach the demands of the world after the devastated decolonization process newly experienced.

As a result to the facts previously cited and also due to the positive results in terms of assistance that the twinning agreements had performed until that time, it was easy for Africa and its new independent countries to become motivated by sister cities. These agreements clearly responded to the need of solidarity recognized during the Bandung Conference in 1955. Accordingly, the "First African Conference of Global Intercommunal Cooperation" was held in 1964. In this conference, twinning agreements were recognized as instruments that promote international cooperation of decentralized authorities, as Leobardo Ruiz mentions in his article "The International Relations of Municipalities" (2009).

Therefore, the process of decolonization in Africa can be considered as the responsible of what sister-city agreements currently represents at the international level, even when the emergence of these agreements was due to Europe and the United State. Thus, this process held in Africa has been a starting point for multiple actions, which have been carried out in order to support twinned cities through the work performed by various international organizations. The subsequent sections will discuss about these organizations and movements.

1.2.2 Resolutions of the Economic and Social Council (ECOSOC) and the General Assembly of the UN that promote town twinning agreements.

Once the First African Conference of Global Inter-communal Cooperation already considered twinning relationships as instruments of cooperation, the Economic and Social Council (ECOSOC) of the United Nations published in the same year the resolution 1028 titled as "Town Twinning: Means of International Co-operation." This was the first resolution of the UN that cited twinning relationships with the purpose of emphasizing their importance. Thereby, the resolution suggested sister-city agreements as important facts of convergence of different objectives related to society and proposed the UNESCO to work using these instruments in order to achieve the goals of this UN body. For more reference about the resolution, please see annex #1.

A year later, the General Assembly adopted the resolution 2058 titled as "Town Twinning Relationships as Means of International Cooperation" during its twentieth session. In this resolution, the UN body suggested the need to encourage sister cities as permanent tools of cooperation. In fact, the General Assembly urged the ECOSOC to create a program with the support of UNESCO in order to promote a greater number of twinned cities as well as requested the Secretary-General to do the necessary to promote such agreements between cities. To analyze this resolution, please review annex #2.

The issue of sister cities was discussed again at the XXVI meeting of the General Assembly in 1971. In this session, the resolution 2861 was adopted with the title "Town Twinning agreements as Means of International Cooperation." Through this resolution, the UN body requested to renew the existing cooperation methods so as to facilitate the participation of local authorities in development processes. Furthermore, the General Assembly also demanded to consider inter-municipal participation as a natural method that complements the international action of States. This resolution can be verified in annex #3.

Consequently, it is clear the great support and contribution that the UN has provided to the sister-city movement through its specialized organs like the General Assembly and the ECOSOC. As a result of this contribution, twinning relationships have achieved a global influence that has remained for the last 50 years. This has allowed these agreements to have currently a very organized institutional framework, which will be explained below.

1.2.3 Town twinning agreements to the United Nations

After studying the pronouncements of the UN regarding the importance of twinning agreements and their contributions, it is important to mention that many organizations were created in order to provide guidance and support to the international performance of cities, local leaders and citizens. Below, some of these organizations will be detailed, which were created to promote paradiplomatic action. The analysis will start with the organization closest to the UN and will conclude with the organization nearest to the Ecuadorian society. The objective of this method of analysis is to introduce gradually the principal case of study of the investigation that is Cuenca-Ecuador and its twinning agreements.

1.2.3.1 United cities and local governments – UCLG

Additionally to the support provided by the UN to the active participation of local governments in the international arena, many organizations that also encouraged these objectives were created. In addition to them, other organizations previously formalized were added; in fact, these organizations had already been working to give a leading role to cities globally.

As a result of that extensive group of organizations related to the idea of paradiplomacy, the World Assembly of Cities and Local Authorities (WACLA) was held in Istanbul in 1996. Through this meeting, the international community decided to invite to all the international organizations of local governments in order to strengthen their coordination and to create a single organization. In response to this demand, the Organization of United Cities and Local Governments (UCLG) was created in 2004 as a result of the unification of the International Union of Local Authorities (IULA) and the World Federation of United Cities (UTO). Thus, the world gained over 100 years of experience in the area of local cooperation. The following sections will discuss about the organizations that conformed the UCLG in order to understand their contribution to the creation of a single organization. For now, this section is limited to refer to the UCLG.

The UCLG was instituted as the main representative of all types of local governments by defending their interests at the global level. According to the Council of European Municipalities and Regions, "The UCLG represents and defends the interests of local governments on the world stage in the best possible way" (2008, p. 26). In the same way, the official website of the organization mentions that the mission of the UCLG is: "To be the voice and overall representative of democratic and local governments by promoting their values, objectives, interests in the international community as well as cooperation between local governments" (United Cities and Local Governments, 1997). Therefore and in reference to an article cited in the official website of the "United Nations Entity for Gender Equality and Empowerment of Women," it can be specified that the UCLG's purpose is to accomplish democratization and decentralization of international actors through different tools as it can be seen in the following statement:

“[The UCLG tries] to promote international decentralized cooperation, twinning relationships and associations among local governments in order to achieve effective results in the international dynamic” (United Nations Entity for Gender Equality and Empowerment, 2010).

Therefore, it is clear that after the UN, the UCLG is the largest organization in the world which greatly supports sister cities as means of international participation of local governments. This characterization of the UCLG as the leading organization in supporting communities is sustained by the number of its members. The organization is conformed by cities and associations of local governments from 136 States of the 192 UN members, as it is suggested by the official webpage of the organization. Then, the organization involves a wide range of influence, which becomes evident especially when the international community thinks about the UCLG as a consultative and supportive organization. For example, the UN and the World Bank are used to consulting to the UCLG about facts related to decentralized cooperation and paradiplomacy. Hence, this extensive organization emerges as the main support structure for the movement of sister cities worldwide, and this can be confirmed on the UCLG's statute, which cites that:

“Stressing that...international municipal cooperation, collaborations, twinning relationships and linkages among cities are crucial contributions in order to construct a peaceful and sustainable development,...[The article 3 considers as very important] to promote sister cities as forms of mutual learning and friendship among communities” (Asamblea General Constitutiva-CGLU, 2004).

After mentioning what the UCLG implies and as cited at the beginning of this section, the UCLG emerged from the union of two organizations: the IULA and the UTO. Their influence on the development of international municipal relations has transcended since 1913 and 1957. These two organizations will be the theme of discussion below.

1.2.3.1.1 World federation of united cities – UTO

The UTO appeared in 1957 when the local government participation in the international arena was booming. Its headquarter was in France, and its main objective was to promote direct cooperation of local governments from different cities in the world as well as to assist them on international cooperation through different tools as twinning

agreements. Consequently, this organization had become the direct voice of different local governments in the diplomatic world system, which was beginning to experience changes due to the weakness of the State after the World War II.

In conclusion, the UTO, by having more than two thousand members worldwide, represented the interests of local leaders in organizations such as the UN, World Bank, EU and others. This was precisely a motivation for the organization in order to obtain a consultative status by the UNESCO, the ECOSOC of the UN as well as by the Council of Europe. This consultative status became part of the UCLG few years later.

1.2.3.1.2 International union of local authorities - IULA

The IULA was the first global organization that worked in order to support local governments. Although sister-city agreements began to interfere in the international diplomatic system at the end of World War II, the IULA had already promoted decentralized diplomacy since 1913. According to the "International Observatory on Citizenship and Sustainable Environment," "In 1913, the IULA already started to promote a new era in the international municipal relations and assumed the regularization and formalization of contacts among municipal associations. Its mission was focused on joining democratic local governments" (2012). Therefore, the IULA's members benefited themselves from the exchange of experience and information of activities related to government development in a regional and international level.

Even though this organization was oblivious about the benefits of twinning relationships because they appeared years later, the sister-city movement has always recognized IULA as the first step in the internationalization of local governments as well as the beginning of different joint efforts that sought to strength the decentralization of functions worldwide.

By being the first organization in the world that worked in the area of international decentralized relationships, the impact of IULA in the creation of UCLG was based on the contribution with nearly 100 years of experience in assisting local governments in the global dynamics. Also, this organization issued the "Worldwide Declaration on Local Self-Government", which can be evaluated in annex #4. This declaration introduced new concepts related to the autonomy of local governments and urged the central governments to include these concepts in their respective legal frameworks. In this manner, this statement became a guide not only for UCLG but also for many other institutions that defended the same ideal of paradiplomacy.

On the other hand, the UTO contributed to give the advisory status to the UCLG, becoming a great influence for other renowned organizations such as the UN or the World Bank. As a result, the concern of global participation of local authorities was included in the agendas of these international institutions.

In conclusion, the unification of these two organizations really pretended to join forces in order to form one organization called UCLG; the purpose was to support local governments by using exemplary tools of decentralized diplomacy like twinning agreements. In fact, this objective has been accomplished since 2004, as it can be noted on the status of this organization, which emphasizes the wonderful work done by the UCLG in this area of international relations.

1.2.3.2 Latin-American federation of cities, municipalities, and associations of local governments – LFCMA

As previously mentioned, many other regional and national organizations were created as a response to the incursion of local governments in the global diplomatic relations. In

this research, a special importance will be given to organizations representing Latin America and Ecuador.

Initially, The Latin American Federation of Cities, Municipalities and Associations of Local Governments (LFCMA) emerged as the representation of the IULA in LA. Its creation dates back to November 1981, and its headquarter was the city of Quito-Ecuador. Nowadays, this organization is the representation of LA in the UCLG, which seeks to strengthen and unify the municipal currents expressed in different organizations worldwide.

As the organizations cited before, the LFCMA performs its objectives in relation to the paradiplomatic activity of autonomous governments. According to the official website of the organization, "The LFCMA develops an intense job intended to represent the interests of local governments, cities and Local Government Associations (LGAs) as well as to establish partnerships" (FLACMA, 2005). Indeed, in order to respond to these ideals, the LFCMA considers to the "Worldwide Declaration on Local Self-Government" as a guide that will help the Latin-American organization to achieve its purposes. This declaration was a contribution of IULA, as manifested previously in this investigation, which can be analyzed in annex #4. In addition, the LFCMA also uses as reference to "Universal Declaration of Human Rights" and many other international declarations and agreements established to promote local development in LA.

Consequently, if the LFCMA is considered as the most important organization in LA in relation to the participation of cities worldwide, it is clear that it also works to favor sister-city agreements in the region. These agreements are included in LFCMA's objectives, as it is cited in the next quote: "To promote LA integration from the municipal level, by encouraging cooperation, twinned relationships, and solidarity among municipalities" (FLACMA, 2005). The organization also considers sister cities as

an important basis for its strategic vision to 2020, which stipulates that these agreements are an opportunity that should be supported due to the excellent results achieved.

In conclusion, the LFCMA consists of smaller organizations also seeking to support the paradiplomatic activity of cities. These smaller organizations represent sub regions of Latin America as it can be seen in Table #7. The Association of Ecuadorian Municipalities (AEM) represents Ecuadorian municipal governments inside the LFCMA as explained in the table. The AEM will be discussed in the next section.

Table #7: Sub regions that are part of LFCMA



Source: (FLACMA, 2005)

1.2.3.2.1 The association of Ecuadorian municipalities – AEM

The AEM is an instance of municipal association that promotes the construction of a decentralized and autonomous local management model through a great participation of the society and in coordination with the State. According to the official website, this organization was created during the First Congress of Municipalities of Ecuador that took place on October 10, 1941 in the city of Quito. In this event, the following resolution was approved:

“...the Association of Ecuadorian Municipalities is constituted on a permanent basis that works to maintain and promote cooperation among municipalities...to provide the means through which officials can exchange ideas and experiences...and to do whatever is necessary in order to support municipalities in the management of their affairs. Generally, it pretends to carry out the objectives of municipal cooperation...” (Asociación de Municipalidades Ecuatorianas, 2010).

Consequently, the AEM is the national benchmark in terms of structuring models of decentralized local management by using some legal support. As an example of the legal support used by this organizations, the Constitution of the Republic of Ecuador can be cited. It gives the autonomous local governments the ability to manage such international cooperation activities with the purpose of ensuring their competence. Similarly, the organization also considers as indispensable to the Organic Code of Territorial Organization, Autonomy and Decentralization which mentions that:

“...Subsidiarity: to privilege the management of services, competences and public policy by the levels of governance closest to the people in order to improve the quality and efficiency in these areas as well as to achieve greater democratization and social control” (Ministerio de Coordinación de la Política y Gobiernos Autónomos Descentralizados, 2011).

The previous paragraph can confirm the Ecuadorian ideal, which means to give a more active participation to non-central governments by allowing them to formalize some activities previously performed only by the central government. Then, under the influence of the aforesaid legal bodies, it is clear how the AEM promotes and supports town twinning processes as tools that respond to local needs, by working with other cities elsewhere on the planet. The previous idea can be confirmed in the AEM's Annual Operating Plan for 2011 in which town twinning relations are considered as a primary goal of performance. It can be seen in the table below:

Table # 8: Annual Operating Plan for 2011 of the AEM

INITIATIVES / PRODUCTS /PROJECTS	BENEFICIARY (Municipality / Other)	DRAG	COMPONENTS / ACTIVITIES
Program of Decentralized Cooperation	221 municipalities		To support to the National Strategy for Decentralized Cooperation.
			Representation of the AEM in international events about Decentralized Cooperation
			To establish minimum requirements for local governments that cooperate with Ecuador.
			To develop a strategy to formalize twinning processes.
			Implementation of decentralized cooperation projects
			Validation of methodologies based on the experience gained in the development of new projects
			To design and implement a training model for municipal officials on decentralized cooperation
			To study some cases regarding decentralized cooperation in Ecuador

Source: (Asociación de Municipalidades Ecuatorianas, 2010)

Translation: (Lorena Guillén, 2013)

Therefore, it is easy to assume how the paradiplomatic activity of cities, which has been performed through various means such as sister-city relationships, has been spread dramatically due to the hard job performed by several important organizations. In fact, these organizations were mentioned above and whose origins are due to the new international demands and challenges, such as the need to cooperate and establish a peaceful world. Accordingly, it is evident the great importance of the sister-city movement to these organizations as instruments that respond to all global needs.

Finally and in order to conclude this chapter, the traditional international dynamics, which has been characterized of States as the only active subjects of rights and obligations, has to be understood as a context that no longer exist. Now, it is possible to think about new actors such as cities and their decentralized governments performing in the international community. This new context has been developed precisely because the States have been unable to respond effectively to local needs. In addition, the weakness of the States after World War II and the globalizing effect of the XX century are also the responsible of this new context of the international dynamics. As a matter of fact, innovative concepts have currently begun to be part of the jargon of international relations, and a clear example of these new concepts is the town twinning relation as a tool that responds to the need of international cooperation between non-central governments. All these conditions have also predisposed the international community to the creation of international bodies of global, regional and local influence, which have served to support and guide this new global scenario.

To sum up, it is possible to conclude that today is not only necessary but also an obligation of every State to give importance and a participatory capacity to the government closest to people. By having a direct knowledge of the challenges and opportunities that the society faces, the international performance of cities becomes a wonderful way in order to make effective decisions regarding civilians. Indeed, States are no longer in the ability to focus on local needs as a result of the current context of

globalization and the new requirements that this new context promotes. Consequently, it becomes completely necessary that all local authorities are engaged in resolving smaller issues as tourism, cultural exchanges, development, and these facts are just what the movement of sister cities encourages. Therefore, this kind of relationship has become important because by signing twinning agreements, cities pretend to build sustainable communities through the performance of local governments in a global scope as agents of development, growth promoters and protectors of equity and social justice. As a result of what has been mentioned, there is a need to study twinning agreements as the first instrument of defense of decentralized diplomacy and cooperation, and this research is evidently an answer to this need.

CHAPTER II.
INTERNATIONAL EXPERIENCES OF TOWN TWINNING RELATIONSHIPS
AS POSITIVE MODELS OF MANAGEMENT OF DECENTRALIZED
COOPERATION AND PARTICIPATION OF CITIES IN THE
INTERNATIONAL SCENE.

2.1 Antecedents

After managing the necessary terminology about the movement of sister cities and understanding the international importance of these kind of agreements, it is necessary to introduce the analysis of positive international models regarding the management of town twinning agreements.

The town twinning relationships have become one of the most effective instruments for some cities in areas such as international involvement and the establishment of friendly relations and cooperation. Specifically, this effectiveness of the sister-city movement has been the result of three essential features of sister cities that were dealt within the previous chapter and that will be summarized in the following statements: firstly, direct involvement and active participation of citizens; secondly, progress from the signing or protocol phase of the agreement until becoming a deal that has concrete results; and thirdly, timely support and efficient regulation from the central authorities to the local governments in relation to the management of their interests in the international arena.

Although the three previously mentioned characteristics seem to be independent from each other, all are related, being the last one the basis for the other two characteristics. To understand in a better way this relationship and the reasons why the sister-city

movement has been immensely positive in certain cities, this introductory section will analysis the importance of the fact that the State or the higher level of governance can work jointly with non-central governments in order to achieve better results through the activity of cities in the international arena.

Initially, it should be noted that the major international examples of positive management of twinning agreements, like Mexico and the EU, agree that it is indispensable to establish a regulation and a substantial support from the central government to local administrations in the area of paradiplomacy. As a result, it is necessary to study the role of such regulation as well as of the joint performance and support that can be established between the central authority and local governments.

On the one hand, it is not possible to consider that the paradiplomatic activity of cities through twinning relations depends only on the intention of the decentralized governments to interfere in the international arena. Indeed, paradiplomatic activities, which deal with issues that States cannot manage anymore because of the new requirements of this changing context, require regulation or superior authorization in order to accomplish the requirements of both the State's foreign policy and law. In this regard, the words of Rafael Velazquez, Director of the Political Science and International Relations Center for Research and Teaching of the Autonomous University of Mexico, have to be highlighted. He considers that:

“Currently...the foreign policy of a country or organization is dedicated purely to themes of high politics like security issue..., while paradiplomacy is dedicated to low politics like tourism issue...Consequently, some support [and regulation] from the central government to the paradiplomatic actions of cities is indispensable because paradiplomacy does not refer to a competence of functions between the central and local governments. On the contrary, paradiplomatic activities are complementary or derived functions of central government actions” (2007, p. 3).

Furthermore, it is not only important to take into account the diversity of functions in order to have a regulation but also the framework of public international law. As a matter of that, the international performance of a non-central governmental entity represents obligations to the State. This idea is suggested by Jorge Palacios in his book titled as "Treaties. Law and Practice in Mexico" in which, he cites that:

“The law does not consider the lower units of governance like subjects of public international law. Instead, it gives them the power to agree or establish a relationship with their counterparts on behalf of their States. This happens because these lower governmental institutions cannot contract commitments of public international law independently or by themselves because they are not subjects in this legal order. For that reason, it is necessary to receive an authorization from the central government to proceed in this area of decentralized diplomacy. Consequently, if one of those units or decentralized organizations signs an agreement even limited to their attributions and for some reason cannot fulfill it, it will represent international responsibility for the State” (2001, p. 28).

Consequently, regulatory laws regarding the diplomatic activity of cities are absolutely necessary to avoid that the ideals of development of the State become affected due to paradiplomatic activities. For a better understanding, another scenario can be explained in which signing sister-city agreements without regulation can be the cause of a divergence between the activities performed by local governments and the objectives of development and international projection of the State or organization. To this, it has to be added the establishment of agreements of town twinning without an authority capable to audit these treaties, and as result local representatives can only accomplish agreements based on protocol aspects. Consequently, it is completely essential to establish a relationship between the central government and non-central governments so as to ensure the agreements in a legal field and also to suppress town twinning relations based only on protocol conditions.

In addition to this regulation, the international action of cities through twinning agreements also needs a work plan and support from all levels of government in order to respond effectively to the interests of the whole society. To understand this idea is necessary to remember that currently the diplomatic relations have been aimed towards an environment in which there is a concept of multilevel diplomacy due to the crisis of the Westphalian State, the globalization and the greatest democratization of the world. The multilevel diplomacy was mentioned in the first chapter as a concept that refers to the democratization of international actions, which is the sum of the diplomatic activity of all the levels of governance. This conclusion was established under the article "Diplomacy and Politics: The Logic of the Two Level Games" (Putnam, 1988, p. 427-460). Thus, it is possible to determine how necessary is to establish a work plan and an ongoing support among all levels of government with diplomatic action. The purpose of the pretended work plan and support process is to promote a specific ideal related to diplomatic performance within all the apparatus of governance in a country so as to achieve the best results that benefit not only to the State or organization but also to the cities and people.

To sum up, this chapter will focus on understanding the importance of the regulation and support that must be provide by the central government regarding the paradiplomatic action of local administrations. In fact, the EU and Mexico will be included as clear examples of this situation. Similarly, these cases will serve to illustrate how the partnership between all levels of governance is essential in the field of twinning relations because it permits not only to have direct involvement of citizens in the international arena through multilevel diplomacy but also to overcome protocol agreements by applying a constant regulation. In this way, it will be possible to fulfill the three main characteristics that describe twinings; characteristics that were cited in the initial part of this introduction.

2.2 Mexican case

In order to begin studying Mexico as an example of how important the support of the central government can be for the sister cities, it is essential to introduce in synthesis the political organization of the country. The purpose is to understand the whole system of work, support and regulation from the central government to the sister-city movement of Mexico. Finally, the cases of the Municipality of Leon and of the Municipality of San Luis Potosi will be discussed as exemplary models of proper management of the movement of sister cities thanks to the great support provided by the central authority.

Mexico is a representative, democratic and federal republic. As a federation, the country is divided into 31 states and one federal district. Each state or federal entity has a specific number of municipalities. Thus, in Mexico there are three levels of government: federal, state and municipal. The federal government is considered as the central entity that exists from the willingness of non-central entities to preserve the union of Mexico.

After having an idea of the political and administrative organization of Mexico, the issue of paradiplomacy becomes evident. It is necessary to remember what was said in chapter I, in which was suggested that the diplomatic activity of the non-central governments arose in the 70's in the United States due to the change in the traditional system of international relations. It occurred as a result of the international participation of the federal entities during the decentralization and the weakness processes of the central State. Therefore, Mexico, by having a federalist system and being very close to the United States of America, could not go against the paradiplomatic stream and during these years began experiencing international participation of the federal entities, as suggested by the book "*La Paradiplomacia y la Emergencia*" (Zeraoui, 2007).

Although paradiplomacy was at that time an issue that could not pass unnoticed, it was difficult for the SER to understand the international activism that decentralized governments started to perform. It was even more difficult in a time lapse that was still influenced by the realist theory of international relations, which stipulated that the only one permitted to participate in the international community was the central State. However, the SER understood little by little how the agenda of non-central governments was established, by including different topics related to migrant workers in the neighboring country, promotion of tourism and culture, productive projects, etc. As a result, one of the tools for the management of all the aforementioned interests known as town twinning arrangements was cemented inside the Mexican government apparatus.

With the emergence of this manner of establishing relationships with other cities in the world, some changes also began to emerge in the Mexican system of foreign policy. As a result, the Law to Celebrate Treaties was created in 1992 in order to regulate agreements between federal entities and their counterparts abroad. Within the law, the agreement is determined as:

“Article 2, frac. II-International Agreement: Agreement signed between any decentralized governments like state or municipal bodies and one or more foreign decentralized governments or international organizations, whatever their denomination and without giving importance if it arise from a previously approved treaty or not” (Cámara de Diputados de México, 1992, p. 1)

“Article 7:...the decentralized bodies of the Federal, State or Municipal Public Administration shall keep informed the Secretariat of External Relations about any settlement intended to be celebrated with other foreign government agencies. The Secretariat shall prepare the opinion of provenance about the subscription, and then it will enroll the agreements in the appropriate register” (Cámara de Diputados de México, 1992, p. 2).

Therefore, this law represented an important step in relation to the paradiplomatic activity of the federal entities. It clearly provided sureness and legal capacity to the local

authorities in order to develop their own schemes of cooperation with representatives of foreign governments. In addition, it also provided of a regulatory framework to the SER over the federal entities regarding the formulation of such agreements. This regulatory framework becomes evident, firstly, through the opinion of provenance, which has to be requested by the non-central government to the SER before signing the agreement as a mean of approval. Secondly, the regulatory framework is manifested through the request of registration of the agreement so as to legalize it after that the opinion of provenance is issued positively. A concrete example of the request for the opinion of provenance, the response to it as well as the application for registration of the agreement can be seen in annex #5, 6 and 7 respectively in their Spanish versions.

In this context, the Law to Celebrate Treaties became very promising. In spite of that, the Mexican authorities began to sign agreements without following the law in most of the cases. In this sense, almost all the signed agreements were based only on friendship, without establishing specific commitments or defined areas of cooperation. As a result, it became urgent a new restructuration in order to tackle two issues. Firstly, it was necessary to guide local governments by providing them the best possible advice so as to avoid signing agreements against the federal government diplomacy. Secondly, it was also indispensable not to forget the legality required in order to establish the important relationship between the federal and the local governments in a more strictly way.

As a result to the great challenge mentioned before, a profound reshaping of the SER of Mexico was proposed. This reshape started from the official recognition of the existence of a federative diplomacy conducted by federal entities in the international arena. This theme will be developed below, allowing this investigation to prove once again how necessary is to establish a relationship between the central government and the non-central government regarding the regulation and the joint work necessary to achieve the best results from town twinning agreements.

2.2.1 Secretariat of External Relations (SER) and the federative diplomacy

Initially, the responsibilities and the faculties of the SER will be mentioned so as to understand the context. According to the Organic Law of Federal Public Administration, the SER has the authority, "...to promote the coordination of the international actions of the government...to conduct foreign policy, so it will intervene in all treaties, agreements and conventions" (Cámara de Diputados de México, 1976, p. 9).

Thus, it is clear that the SER had been the responsible entity in charge of providing the necessary regulation to the foreign policy of the federal government in general. Therefore, the international action of local authorities was obviously the responsible of the changes inside the secretariat, which was used to give importance only to the diplomatic activity of the federal government. Indeed, on August 10, 2001 were published some changes in the bylaw of the SER that emphasized the creation of the General Directorate of Federal and State Link (GDFSL) as an effort to adapt the structure of the SER to the new reality of paradiplomacy. According to the Operative Manual to Internationalize a Mexican Local Government called as "Mexican Program of Town Twinning Relationships and International Decentralized Cooperation: The Federative Diplomacy in Action," the responsibility of GDFSL is:

"...to guide and support states and municipalities in the international participation,...to establish a coordination that would allow Mexican foreign policy to consider the current concerns and realities of the different federal entities of the nation" (Barba V., 2009, p. 28).

Moreover, the bylaw of the SER in the section VIII of the article 15 already treated about the responsibility of the GDFSL which was, "...to promote and monitor twinning arrangements subscribed by local governments" (Secretaría de Relaciones Exteriores, 2001, p. 14). This was the first time that the internal regulations of the SER addressed the issue of sister cities. Besides, it was also the first time that it was obvious the willing

to set strict guidelines in order to allow proper coordination between the federal government and the governments of the states and municipalities.

In addition to the creation of the GDFSL, the SER suffered other transformations due to the multilevel diplomacy. At the same time of the creation of the GDFSL in 2001, the General Directorate of Political Liaison (GDPL) was arisen in order to institute a close relationship between the federal government and the state and municipal governments. In the following year, this entity supplanted the GDFSL because the SER ordered this so as to eliminate duplication of functions. Thus, the GDPL was designated as the only responsible entity to care both the relationship among all the levels of governance and the international initiatives of the state and municipal governments. However, the changes continued to happen with the intention of formalizing the best regulatory and supportive framework for the state and municipal international actions. Thus, in 2004, the GDPL became the General Directorate of Political Coordination (GDPC), and some of the assigned functions were:

- “• To set guidelines so as to coordinate the relationship between the SER and the governments of states, municipalities and local associations.
- To promote good agreements among decentralized governments, by monitoring and supporting them until their implementation.
- To respond to requests for information about the Mexican foreign policy.
- To promote the participation of local governments in the formulation and negotiation of cooperation programs between Mexico and other nations.
- To encourage the realization of events in order to emphasize the dissemination and understanding of Mexican foreign policy.
- To support cities in the institution of town twinning agreements" (Barba V., 2009, p. 28).

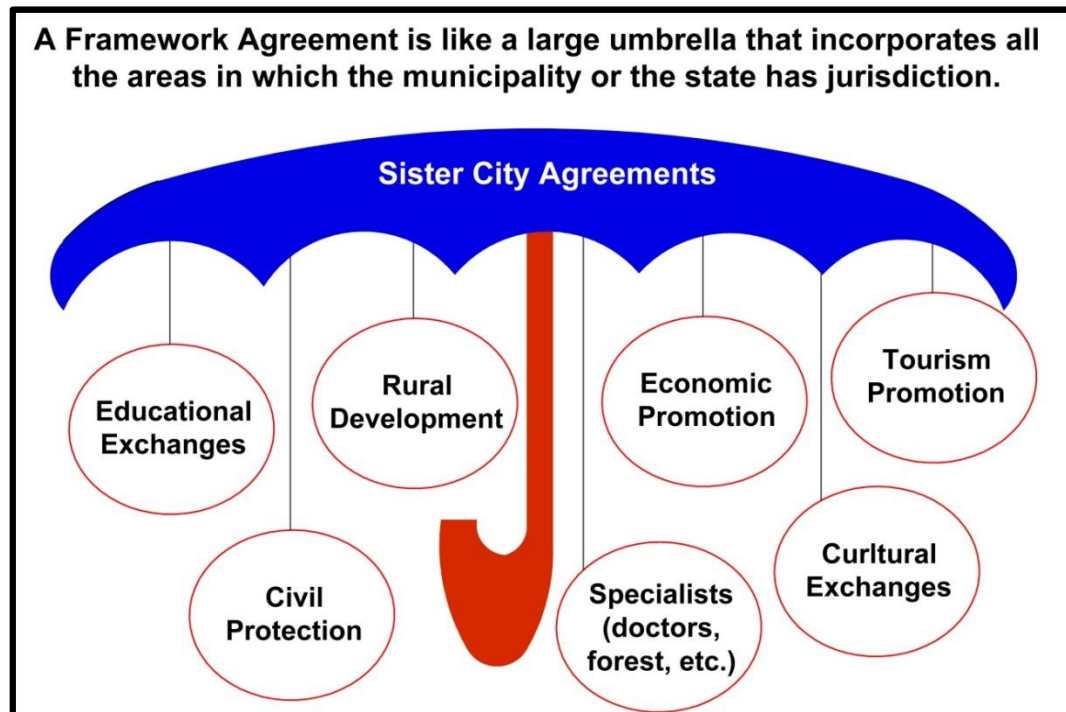
Through the analysis of the functions cited above, it can be concluded then that the main objective of the GDPC responds to the need for coordination between the central government and the local administrations in order to regulate the paradiplomatic activity, also to work together so as to get better results in relation to agreements as well

as to enforce and respect the foreign policy of the Federal State. All of this obviously refers to the “Constituent Diplomacy” cited in the chapter I of this investigation as the foreign policy of a nation that results of a harmonized action between the central and the decentralized units.

All these changes and the progress experienced by the SER in relation to town twinning agreements allowed the secretariat to endorse the development of the "First International Forum on International Affairs of Local Governments" in 2006. During this forum, the term of federative diplomacy was introduced by the Minister of Foreign Affairs at the opening of the event as, "... the international activity performed by state and municipal entities" (Espinosa, 2006). Since then, all the activities performed by decentralized governments internationally have been named as federative diplomacy.

From that standpoint, the SER started to implement several strategies in order to divulge the Law to Celebrate Treaties as well as to teach decentralized governments about both how to fulfill that law and how to accomplish the approval prior to signing the agreement. Also, other strategies were implemented, which were seeking to establish a culture of execution of twinning agreements based on objectives and results. All of these purposes were possible to be reached thanks to the "National Program of Sister Cities" (NPSC), which promoted town twinning agreements between Mexican states and municipalities with their foreign counterparts by working in a professional scheme based on measurable results. With this idea, it was possible to promote not only friendly cities but also partner cities with the intention to bring benefits to communities. As a matter of fact, town twinning relations clearly became tools that favored local development. Below, it will be included a table that shows the different work areas of a sister-city agreement according to the NPSC:

Table # 9: The great umbrella of a sister-city relationship



Source: (Barba V., 2009, p. 119)

Translation: (Lorena Guillén, 2013)

Therefore, the NPSC made the difference in the procedure to approach the sister-city relationships. The performance areas of this program were:

1. "Local Government in the spotlight: to assist them in their international participation strategies
2. Model of town twinning agreements: to recognize the agreement not as a statement of goodwill but as a mean that includes areas and modalities of cooperation, executor areas and professionalism in the signing of the agreements. Check the model of a town twinning agreement in annex # 8.
3. Sister Cities as development tools: to work on development processes so as to discourage the signature of several agreements.
4. Institutional strengthening: through an Annual Operating Plan (AOP) that seeks to avoid the lack of continuity of international agreements from one administration to another" (Barba V., 2009, p. 35-36).

Notwithstanding the provisions of this program, it became obvious the need of new changes inside the SER. In 2005, the NPSC was renamed as the "Mexican Program of Sister Cities and International Decentralized Cooperation" (MPSCIDC), seeking to include decentralized cooperation agreements tailored to specific projects and for less time. As a result, cities stopped thinking that decentralized cooperation should be managed only through town twinning relationships. Hence, the program was not only limited to the agreements title as sister cities but also to those that addressed specific issues of cooperation. Below, there is a table that summarizes the features that show the differences between the sister cities and cooperation agreements:

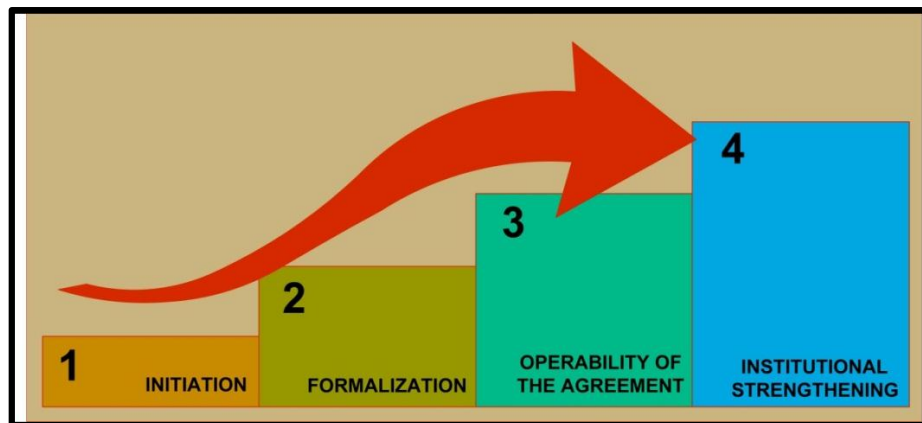
Table #10: Inter-institutional agreements under the "Mexican Program of Sister Cities and International Decentralized Cooperation"

Typology of interinstitutional agreements in the framework of the Mexican program of Twinning and International Decentralized Cooperation	
AGREEMENTS OF COOPERATION IN SPECIFIC AREAS	<ul style="list-style-type: none"> • They are instruments generally subscribed between decentralized public agencies of state or municipalities with counterparts in other countries. • They use a format of professional cooperation agreement. However, their range of action is limited to the area or project by which they were signed such as education, culture, agriculture, etc. • They are signed by the head of the agency or entity involved or by the head of local executive when it is decided or when the law considers it. • It is indispensable to designate a coordinating office within the department or agency concerned which function is to act as liaison with the foreign counterpart and coordinate their activities so as to generate and implement activities and collaborative projects. • Generally, they have a limited shelf life. • They are usually titled as "Cooperation agreements in the area of... (culture, education, agriculture, etc.)." But also acquire other denominations: memoranda, agreements, etc.
AGREEMENTS OF SISTER CITIES	<ul style="list-style-type: none"> • They are tools which are subscribed between similar institutions. For example, an agreement subscribed between a Mexican state and a state, province or region of another country, or between a Mexican municipality and the municipality of another country. • It uses a format of professional cooperation agreement which indicates: areas of cooperation in various themes and sectors (tourism, economic development, education, culture, etc.), modes of operation, commitment to develop an Annual Operational Plan (AOP), among others. • For their multi-thematic and multi-sectoral dimension, they are considered "framework agreements" because their collaborative areas allow the participation of decentralized bodies of the state or municipal structure. • By engaging the entire state apparatus of the state or municipality, it is recommended that the Governor or the Mayor signs the agreement by informing to the foreign counterpart about the responsible to sign it. • An office is designated to act as liaison with the foreign counterpart and coordinate their activities so as to generate and implement activities and collaborative projects. • They can have a determinate or indeterminate validity. • They are regularly titled as "Twinning Agreement", although they can also be named as "Decentralized Cooperation Agreement."

Source: (Barba V., 2009, p. 58)
Translation: (Lorena Guillén, 2013)

In addition to differentiating sister-city agreements and the international cooperation agreements, the MPSCIDC terminated with the constant changes experimented by the SER due to the international activism of municipalities and states. It was possible through the implementation of a strategy which has been developed until the present with the intention of managing both sister cities and decentralized cooperation agreements. The strategy consists of four steps, as described in the following table:

Table #11: Stages of operation of sister-city relationships



Source: (Barba V., 2009, p. 83)
Translation: (Lorena Guillén, 2013)

In a simple way, the “initiation step” of the strategy is related to the search of a location abroad in order to establish a joint collaborative project. This step involves the creation of the city’s profile and the establishment of a friendly relationship with the counterpart while the involved parties wait for the signature of the sister-city agreement. The stage of “formalization” refers to the advice given by the SER to the rulers of the city in order to provide the legal formality of the sister-city agreements. This is possible through the opinion of provenance and its response as well as through the registration of the agreement which can be seen in annex # 5, 6 and 7 respectively. Once the legal status of the agreement has been standardized, it is necessary to advise the local government about generating projects or activities through formal mechanisms that promote an

adequate monitoring, the definition of needs and the distribution of responsibilities between the parties; this is possible through the stage of “operability.” Finally, in order for the stage of “institutional strengthening” to be accomplished, it is necessary that the new local government could incorporate in its work plan what was done by the previous administration. This situation represents a key challenge due to the difficulty that a new government becomes interested in the work performed by the previous political administration. Therefore, different mechanisms have to be designed in order to promote both the professionalization of public administration and the participation of citizens. The idea is to support the federal entity with the objective of continuing working on its own foreign policy.

Thus, the MPSCIDC can be considered as the program that concludes with the consecutive modifications that the SER has had to experience. Thanks to this evolutionary process, the MPSCIDC has been enriched as never before in order to get the greatest possible coordination in relation to the international activity of Mexican states and municipalities. Consequently, a great project has been instituted with the purpose that both twinning agreements and decentralized cooperation could be managed under the influence of a framework, which includes an approval process as well as stages of regulation and monitoring.

Finally, it is obvious how the intervention of the SER in the management of these kind of processes has had more than one positive effect for Mexico. The SER has known how to be sensitive to the need of listening, supporting and strengthening the projects and initiatives arisen from the main cores of the federalist structure (states and municipalities). That sensibility has been manifested through the control of the international decentralized activities in order to insert them in the context of the foreign policy of Mexico as well as through the guidance provided to the cities’ projects in order to achieve their expected results. Under these arguments, this program has obviously become a successful mediator, which has provided clear objectives for the sister-city

movement as well as has promoted the participation of citizens in all the twinning agreements. Therefore, it is unquestionable the purposes achieved by the program, which are: to respond to the natural inertia of the external action of local governments and also to join efforts for an active, inclusive and responsible foreign policy. In this way, this program should serve as a clear example for other countries that seek to support the international activities of their cities through town twinning agreements.

For this reason, it is essential to study two concrete examples associated with the accomplishment of the sister cities' objectives as a result of the wonderful performed job of the Mexican Ministry of Foreign Affairs. Then, the cases of the municipality of Leon and of San Luis Potosi will be detailed below.

2.2.2 Sister cities council – Municipality of Leon

After having understood the process of regulation, support and monitoring established by the Mexican Federal State in relation to the international performance of the states and municipalities, it is time to introduce an analysis of the municipality of Leon to exemplify the accomplishment of the goals set by the SER.

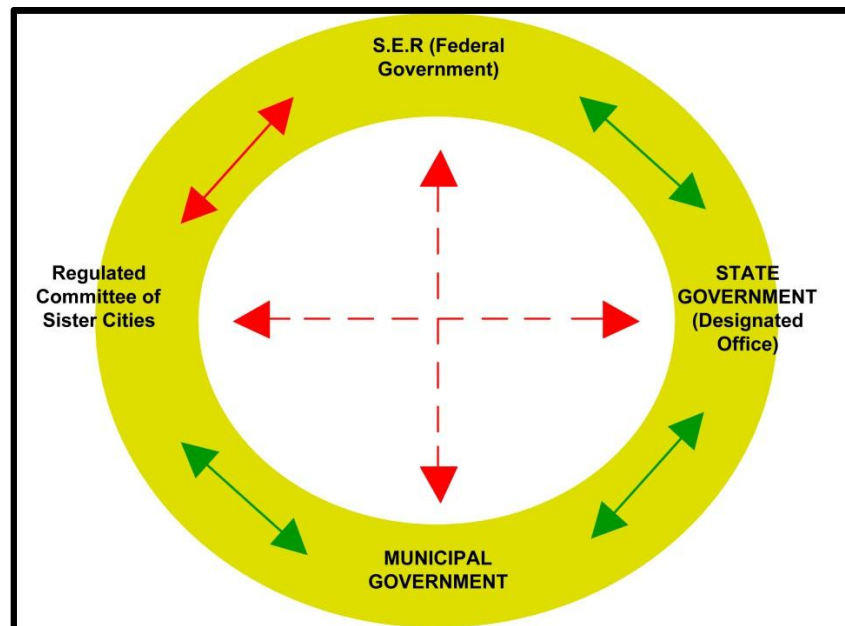
In 2008, the municipality of Leon figured out the need to get involved in the Mexican program which supports the movement of sister cities and was created by the SER some years ago. Until then, the municipality had signed several town twinning agreements which didn't respected the Law to Celebrate Treaties because they did not get neither the opinion of provenance nor the registration endorsement. For that reason, the Bylaw for the Sister Cities Council of the Municipality of Leon was created, which considered that:

“...the objective is to promote the municipal development in areas such as economic, cultural, sports, tourism, educational, scientific, technological,

environmental and in any other areas of collaboration through the establishment of inter-institutional agreements” (Guerrero R., 2008, p. 2).

Consequently, the bylaw was instituted with the intention of signing, evaluating, coordinating and implementing the agreements in accordance with the Law to Celebrate Treaties. In addition, it is important to remember that the MPSCIDC stipulated among its functions the need to establish the Sister-City Councils in order to promote the institutional strengthening as it can be seen in the following table:

Table #12: Circle of linkage in the Mexican Program of Sister Cities and International Decentralized Cooperation



Source: (Barba V., 2009, p. 72)

Translation: (Lorena Guillén, 2013)

Thus, the bylaw of the municipality of Leon could not set aside this figure of Sister-City Council in order to support this regulatory system. As a result, the bylaw included in its article #6 the following:

“...the Sister-City Council is created as a permanent body of consultation and management. It is in charge of celebrating, evaluating, coordinating and executing inter-institutional agreements concluded by the Municipality of Leon, in accordance with the Law to Celebrate Treaties” (Guerrero R., 2008, p. 4).

In this way, the council constituted the first instance of control and regulation of the agreements. In this sense, the council’s work on behalf of the municipality clearly established the relationship with the Mexican Ministry of Foreign Affairs, which was considered as the second and final instance of regulation. Below, a summary of the procedure to be carried out will be presented in order to sign both the town twinning and the decentralized cooperation agreements. This summary has been developed from the analysis of the bylaw of the municipality:

1. The representatives of the municipality have to show to the Council the proposal of the agreement of decentralized cooperation or sister-city that they want to subscribe.
2. The council is responsible for establishing contact with the city of another country through the SER in order to confirm the interest on the proposal. This is possible through a letter of intent that describes the purpose of the agreement and to which is attached a profile of the municipality. An example of a letter of intent can be analyzed in annex #9 in a Spanish version.
3. After that, the letter of intent is formalized by stating explicitly the interest of starting the process. The letter of intent must be signed by the Mayor of the municipality.
4. Once the letter is signed, the mayor has to send a draft of the agreement to the SER in order to obtain the opinion of provenance about signing the agreement,
5. Once they have the opinion of provenance, the council proceeds to approve the agreement.

From this point, the council is responsible for following the MPSCIDC by ensuring the conditions for the implementation of the agreement and by adopting the policies and the necessary criteria to achieve the objectives and commitments of the same agreements.

Thus, the creation of the council and the bylaw manifestly respond to the need to promote and encourage actions of goodwill between the municipality of Leon and other cities worldwide. Also, they respond to the need of strengthening and harmonization of interests in order to exchange experiences and to assist the counterpart in commercial, cultural, tourist, educational, scientific, environmental and social areas.

Consequently, it is obvious that the municipality of Leon exemplifies the great work performed by the Mexican authorities in order to discipline the formalization of agreements of sister cities or decentralized cooperation. The objective of this process has been to care for the federative diplomacy in order to perform it according to the principles of the foreign policy of the Federal State.

2.2.3 Sister Cities Relationships – San Luis Potosi

San Luis Potosi, another example of a positive management of sister-city agreements, is characterized as a city with an ancient practice of the federative diplomacy. For over 40 years, the city began to formalize sister-city agreements with a diversity of objectives in areas such as social, cultural, sporting, economic, among others. Currently, the city has 17 town twinning agreements signed according to its official website.

Like the city of Leon, San Luis Potosi joined the MPSCIDC in 2009 in order to have the support and guidance of the SER in aspects such as international relations, strengthen of the local government and legal issues. As an example of this last point, the town twinning agreement between San Luis Potosi (Mexico) and Tulsa (USA) can be cited. According to the official newspaper of the city named as "*El Sol de San Luis*”:

“This is the second time in signing a town twinning agreement between Tulsa and San Luis Potosi. In 1980, their representatives signed the agreement for first

time, which had to be repealed because the lack of legality [for the SER]. For this reason, the municipal president Amparo Victoria Labastida gave a recognition to Nancy and Raymond Feldman, representatives of the delegation of Tulsa, due to the 30 years of relationship that has permitted to close ties of friendship” (Cardenas, 2010).

As a result of the integration of San Luis Potosi in the MPSCIDC, an internal regulation about sister-city agreements was created. This bylaw mentions several transcendental considerations in the field of federative diplomacy such as to promote the participation of citizens in projects developed under town twinning relations, to advertise the municipality in other cities by emphasizing its potential, to submit the draft of the agreement of sister-city to the SER prior to the signature, to constitute the Sister Cities Council that seeks to develop an agenda based on international activities, etc.

Thus, the sister-city relationships have become the main instruments for San Luis Potosi in relation to the international cooperation and the participation of the city in the international arena. It was suggested by the Mayor of San Luis Potosi through the following words:

“To the extent we could be able to understand our towns as cities of the world, it will be possible to generate the basis in order to create and ensure best standards and quality of life for the society. Furthermore, it will also be possible to promote a scenario for the imagination and creativity of our people with the purpose of achieving their development and growth within the framework of town twinning agreements” (Labastida, 2009, p. 2).

In conclusion, it is an indisputable fact to talk about the growing activity of states and municipalities internationally. The study shows cities and their states seeking to use the platform that the new Mexican reality gives them, in which the involvement of the SER is quite timely because the phenomenon evidently requires guidelines in order to regulate and stimulate the act of federal entities abroad. Thus, it is unquestionable that

the Mexico's foreign ministry has become a guiding instrument for Mexican localities through town twinning projects. Beyond expressions of friendship, Mexican sister cities have intended to become real tools of exchange and cooperation thanks to the coordinated work between the central government (SER) and the non-central governments.

2.3 European case

In this section, Europe will be studied as another example of how town twinning agreements constitute positive instruments of paradiplomacy if there is a harmonized work among all levels of authority in the government system. To start with this case of study, the EU will be introduced as the major European government entity that supports the management of town twinning agreements. Then, the Council of European Municipalities and Regions (CEMR) will be cited as a regional organization created under the influence of the EU and as the main support organization for the movement of sister cities on the continent. Finally, this section will also analyze the program "Europe for Citizens" established by the European Commission and supported by the CEMR. This program has permitted not only to bring together people of different cultures but also to create a twinning system that is woven throughout Europe with the support of the principal authorities of governance.

Primarily, the EU emerged with the purpose of ending the frequent and the bloody wars between neighbors, which took place during the World War II. Thus, the European Community of Coal and Steel, which was established as the first step for the European integration, appeared to encourage peace between warring communities during the war through an economic integration. According to the official website of the EU, "The European Community was founded after World War II...[to] promote economic cooperation among countries in order to diminish the conflict" (Unión Europea, 2011).

Subsequently and thanks to a process of improvement through the years, the EU was created in 1993 as an association of European countries not only economically but also politically. The objectives of this association have been so far the establishment of a common foreign and security policy, a closer cooperation in the areas of justice, an economic and a monetary union as well as the creation of a European citizenship in order to strengthen and enhance the identity of people as well as the integration process. Thus, the EU can be understood as a complex mesh of governance that constitutes a single international governmental organization.

As a result of the preceding ideas associated to town twinning agreements and Europe, it is possible to understand how the World War II became the main platform for several processes of global integration (sister cities and EU), which were both different and similar at the same time. Firstly, these processes were different because on the one hand it referred to integration strategies between cities through sister cities, and on the other hand it referred to the integration of the countries as it is exemplified by the EU. Secondly, the integration processes were similar because both were forged under the ideals of peace, friendship and cooperation. Thus, it is undisputed how the creation of the EU were influenced by the same precepts promulgated by town twinning agreements, and for that reason the EU has considered so far the sister-city relationships as useful tools to achieve its goals.

In this sense, it is obvious that the EU has not been against the actions of the European cities in the international scenario, and for that reason its activities have evidently supported so far the sister-city movement. In this way, with "The European Charter of Local Self-Government" adopted in 1985 by the Council of Europe, the political, administrative and financial independence of the local governments were recognized through Europe as well as the ability of the cities to engage themselves in international cooperation and participation. Then, in 1989 with the excellent work performed by the Parliament and the European Commission, a financial support program for sister-city

agreements was established. It has become the most important source of funding as it is explained by the webpage twinning.org which cites that, "The help established for sister cities is the main measure in budgetary terms: it represents 11 to 14 million euros per year" (Council of European Municipalities and Regions, 2008).

In spite of what was discussed above, the European action for the period 2007-2023 goes beyond a mere allocation of funds. In fact, the program called as "Europe for Citizens" was created for the period previously mentioned. This program seeks to promote an active European citizenship through sister-city relations, by considering them as useful tools to strengthen the sense of identity of all the European people. Finally, the prize "Golden Stars" was also created in 1993 by the European Commission in order to recognize the greatest projects of sister cities funded by the EU. The objective of the prize was disposed to prove once again how important these agreements are in the process of joining the communities of Europe.

Nevertheless, the overwhelming support of the EU to the sister-city movement not only depends on the operational programs accomplished within the supranational organization. It is important to remember that the EU responds to a legal framework and to a complex mesh of governance that formalizes a single international governmental organization. Therefore, the inter-institutional, intergovernmental and multi-level coordination of all the States that are part of the organization are essential in order to understand the support given to town twinning relations. Thus, it is necessary not only to know the legal aspect regarding the support offered from the EU to the international participation of non-central governments but also to recognize the crucial role performed by the legal regulations of each State in relation to the sister cities as tools of paradiplomacy.

Talking about the legal framework of the EU, the sister-city agreements are supported by the Council of Europe through the Protocol No. 2 of the "Convention on Trans-frontier Cooperation." In its article 1, the cooperation between local authorities is defined as, "...any agreement aimed to support any kind of relations among authorities of two or more parties, including the agreements between communities and authorities of other States" (Council of Europe, 1992). Furthermore, it determines in its article 2.1 that States have to recognize the right of local authorities to accomplish decentralized cooperation agreements like town twinnings.

In the case of the States, Belgium, by being a federation, is one of the forerunners in granting privileges for the activities of their cities beyond its borders. The articles 67 and 167 of its national regulatory apparatus give the "*Länder*" or autonomous states the ability to be part of agreements or treaties based on their exclusive competence and with other international decentralized governments. Similarly, Austria recognizes in the article 9 and 16 of its Constitution the possibility of the states to sign agreements and treaties with neighboring or foreign states after an authorization of the Federation. Italy has also established in the article 117 of its Constitution that, "In the matter of their competences, the regions may celebrate agreements with internal territorial entities of another State or even with other States in the forms and in the cases that are allowed by the law" (Marcelli, 2003, p. 57). Another good example is Spain; according to the article 2.1 of its Regulating Law of the Local Regime issued in 1985, it is possible to give autonomy to local authorities in order to intervene in all matters that are related to their interests. In summary, these are just few of the many examples of national legal regulations of the States that are part of the EU and which promote town twinning projects in a legal way.

Besides all the support provided by the EU and by its States to town twinning relationships, Europe has another organization that also oversees sister-city agreements and represents a model of support to paradiplomatic activities. This regional

organization is called as “The Council of European Municipalities and Regions” (CEMR), which was created in 1951 in response to the World War II. Since its creation, the CEMR started to work dramatically in order to sponsor town twinning arrangements in the continent. According to its official website, the CEMR was created to, "...promote a united Europe based on local and regional self-government and democracy" (Council of European Municipalities and Regions, 2010). For this reason, the town twinning agreements have been considered so far as part of the core activities of the council. Since its origins, the CEMR has worked to promote sister cities as the motor of the European integration, reaffirming the sister-city movement as an instrument of peace, cooperation and European identity.

However, the most significant in the case of Europe and the sister-city agreements is that both the EU and CEMR not only work to promote these agreements as an instrument of European identity in an independent way. It is important to know that they are complemented in order to achieve better results in the field of paradiplomacy. On the one hand, the European Commission, which oversees the program called Europe for Citizens, regularly consults to the CEMR so as to discuss about granting projects or to receive information about future proposals related to these agreements. Furthermore, the CEMR is based on the support that the EU gives it in the legal aspect, especially when it wants to implement new ways to promote sister-city relations. The CEMR can also influence the EU to ensure that the interests of local authorities are taken into account in the legislative process as it is suggested by the official webpage of the CEMR (2011). In addition, a very important relationship is the explained by twinning.org, which mentions that, "Thanks to its privileged relations with institutions such as the European Commission and the European Parliament, the CEMR ensures that town twinning projects could enjoy of an adequate funding" (2008).

Consequently, both the EU and the CEMR have contributed to founding an institutional environment for local participation in the international arena. Thereby, the CEMR and

the program Europe for Citizens will be studied below to check how important is that organizations like the aforementioned could ensure sister-city relations by providing them a supportive and regulatory framework.

2.3.1 Council of European Municipalities and Regions – CEMR

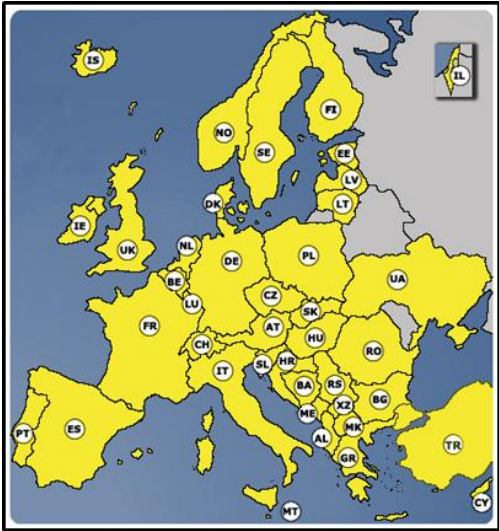
As it was mentioned above, the CEMR was created in 1951 "to promote not only a strong and united Europe based on local self-government and democracy but also a Europe where decisions are taken as closely as possible to its citizens" (Council of European Municipalities and Regions, 2008, p. 42). Nowadays, the CEMR is composed by representatives from 40 European countries, and as a result it is the largest association of local and regional authorities in Europe.

In the section titled as "European contribution to the conceptualization of twinning agreements," it was cited that sister-city movement in Europe emerged from the union of different local authorities in the CEMR. This is just what the twinnig.org webpage mentions by citing that, "The Council of European Municipalities and Regions (CEMR) created the movement of town twinning in the early 50s. Since then, the CEMR has become the standard bearer of the sister-city movement" (2008). Evidences of this relationship between town twinings and the CEMR are the functions of the council. According to the CEMR's official website:

“The activities of the CEMR cover a wide range of activities such as those related to utilities, transport, regional policy, environment, equal opportunities, town twinning relations...this last issue has become the main aim of work. Therefore, the principal task is to help the local authorities during the different stages of sister-city agreements in order to find a sister city and to implement the projects emerged from these agreements” (Council of European Municipalities and Regions, 2011).

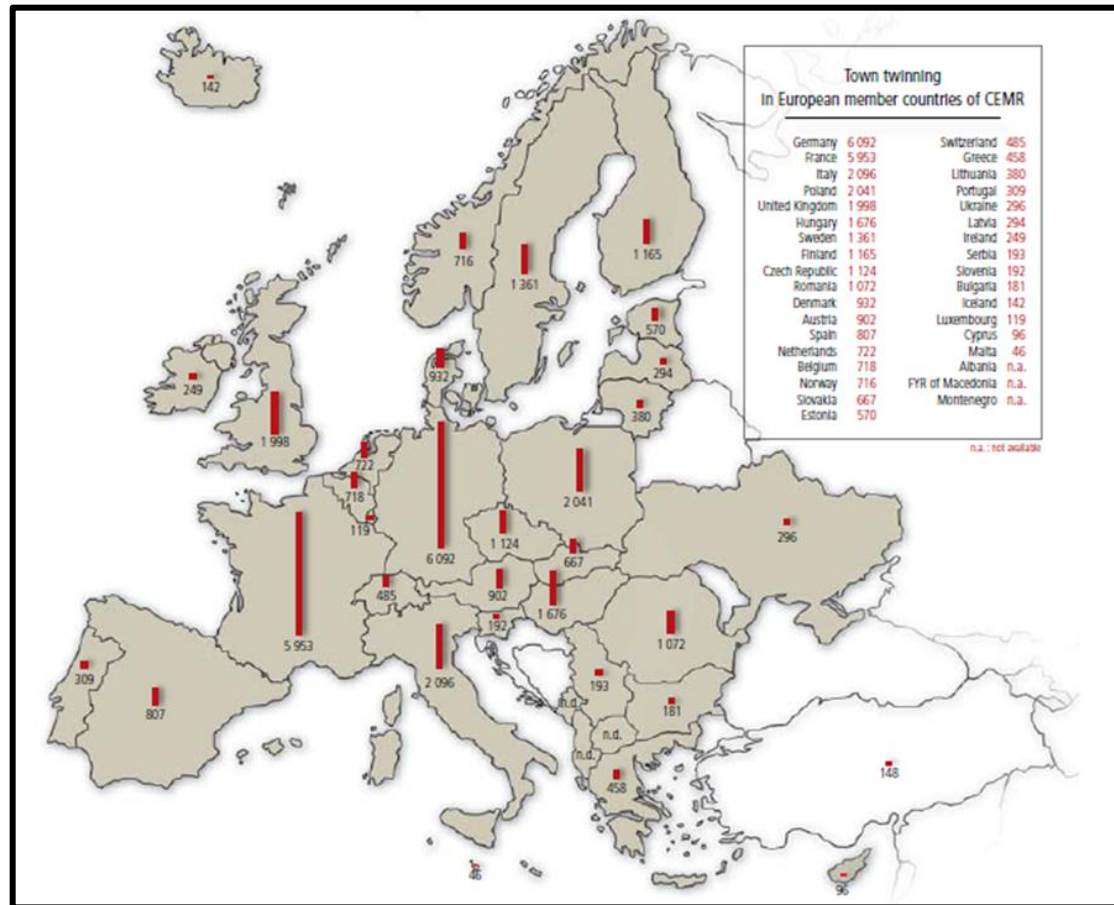
As a result of this work carried out by the council, the CEMR has also become one of the most important organizations for Europe in the field of sister cities. On the one hand, it has become the European section of the UCLG, which has been the prolocutor of all types of local governments as well as the most important global institution that supports sister cities after the UN. On the other hand, it has been the most proactive mesh of town twinning agreements worldwide. The CEMR compress more than 20,000 agreements recorded until 2008 and with 40 country members, who meet regularly to discuss issues related to these kind of agreements. In the following tables, it will be possible to determine the distribution of the mesh of sister cities and the number of these agreements by country:

Table #13: Mesh of sister cities in Europe



Source: (Council of European Municipalities and Regions, 2010)

Table #14: Number of town twinning agreements signed by each country member of the CEMR



Source: (Council of European Municipalities and Regions, 2008, p. 3)

In addition to the above, the CEMR plays a significant role in this investigation because it symbolizes a model to follow in relation to the support, guidance and monitoring provided to local authorities in the field of sisters city agreements. Below, the two main strategies used by the Council in order to promote town twinnings will be detailed.

Normally, the CEMR organizes events in the field of sister cities as seminars and conferences and also publishes studies and practical guides. In this sense, one of the most important conferences in recent years is the conference held in Rhodes-Greece in

2007 titled as "Twinning for Tomorrow's World." It was organized in close cooperation with the European Commission and according to the report of the CEMR, "This Conference gathered more than 500 participants from 29 European and Mediterranean countries. Their rulers debated about the areas of action that town twinnings should perform in the coming years" (2008, p. 34). Therefore, this event of wide significance due to the number of participants was developed in order to group its ideals in three major themes. The conclusions of the themes have been debated until the present and have served as guides for sister cities. These conclusions are presented below.

The first topic discussed at the conference was "European Citizenship in order to Live Together in Europe." The theme included ideals about the insertion of sectors previously relegated from the international activity of their cities. In this way, the town twinning relationships were considered as wonderful tools to include the different population stripes in the international sphere. According to representatives of CEMR during the conference:

"Town twinnings agreements can act as facilitators of long-term projects based on the needs expressed by the citizens through their direct involvement in this process ... [Also,] it is very important to give responsibilities to young people within the twinning link in order to enable them to feel more involved in the projects and their town's political life" (Council of European Municipalities and Regions, 2008, p. 35).

A second issue discussed during the conference includes the challenges that Europe will have in the future. In this sense, the conference established the need to promote a European cultural diversity as well as a continent able to face a sustainable economic and social development. Thus, the conference considered that:

"Town twinnings are also great tools for promoting European heritage. These agreements will help to increase the awareness about the close relationship of the

European communities even when there is a cultural diversity...Town twinnings are also indispensable in the areas such as the creation of businesses, the development of a sustainable agriculture, the research and innovation” (Council of European Municipalities and Regions, 2008, p. 36).

Finally, the third theme discussed about the role of Europe in the world and the positive characteristics that European countries can reflect in the world. In this manner, town twinning agreements were considered as great instruments of cooperation not only between European local authorities but also between European cities and the decentralized authorities of other countries in the world. As a result, these agreements have also become active and important part of the development aid.

At the end of the conference, the participants adopted a final declaration which established commitments from all the European communities in order to create a strong and united continent through the sister-city movement. This statement can be found in annex #10 where is possible to see how sister-city agreements have become an indispensable instrument for the European future.

To sum up, the conference of Rhodes has been qualified, together with the program "Europe for Citizens," as one of the most effective activity related to the issue of town twinning agreements in Europe. Notably, during the conference of Rhodes, the program of Europe for Citizens was also promoted through a videoconference that connected Brussels and Rhodes, reaffirming once again the complementarity between the EU and CEMR in the subject of twinning relations.

Nevertheless, the aforementioned conference has been neither the end nor the beginning of the work of the CEMR in reference to twinning agreements. On the contrary, this has been one more step in relation to the support offered to the sister-city movement. The conference itself was the reason to develop a practical guide about town twinning

relations, which was published on October, 2008 with the same name of the conference of Rhodes. The intention of this guide has been so far to offer to the board members an outline of what sister cities mean at the European level, examples of good practices of town twinning relations, a model of oath that can be analyzed in annex #11 of this thesis as well as a checklist in order to achieve a good twinning relationship. According to the handout titled as "Twinning for Tomorrow's World":

"A twinning agreement is not something to be improvised. It must be carefully prepared, and this is one of the keys in order to have a successful twinning. To help you cover all the bases, we have prepared a checklist which should help you to ensure that you have taken into account all the important steps with the purpose of creating a dynamic and efficient project – a partnership that will be able to withstand the test of time" (Council of European Municipalities and Regions, 2008, p. 28).

On the other hand, the website or "Twinning Market" is the second most important strategy used by the CEMR to support the movement of sister cities. The webpage has the name of twinning.org and was developed with the support of the European Commission with the purpose of providing the necessary legal aspect to this instrument. According to this webpage:

“The CEMR has created this site for two specific purposes. First, it was created to gather useful information of town twinning agreements in a single place. Second, the idea is to help the authorities in Europe and other countries to find a partner with the purpose of working together and of improving the lives of people” (Council of European Municipalities and Regions, 2008).

In this website, people can also find recommendations that must be considered when they want to establish an agreement with a local authority of another city. These recommendations are summarized in the following paragraph:

- | | |
|----------------------------------|---|
| 1. Find a partner | 6. Work with schools and high schools |
| 2. Involve people | 7. Address the challenges of the current time |
| 3. Give it a European dimension | 8. Establish a long-term work plan |
| 4. Define common objectives | 9. Create a database for future exchanges |
| 5. Create a supportive structure | 10. Think about the budget "(Council of European Municipalities and Regions, 2008). |

In conclusion, the CEMR is an active organization, which is related to the issue of town twinning relations. Its contributions to the movement of sister cities in terms of guidance, support, information or regularization are examples for other countries and organizations in the international scenario. For this reason, the CEMR is part of IULA as an example of all the activities that can be developed around local governments.

2.3.2 Europe for citizens.

To end with the study of Europe and its involvement in the sister-city movement, it is essential not to neglect the program "Europe for Citizens." The program was proposed for the period 2007-2013 with the intention of creating a legal and financial framework in order to support a wide variety of activities and organizations which work in favor of the process of European integration. According to the General Directorate of Communication of the European Union, five permanent priorities or objectives are defined for the program. These priorities are:

- Active European Citizenship: participation and democracy in Europe
- The future of the European Union and its basic values
- The intercultural dialogue
- The welfare of Europe: social cohesion and sustainable development
- The impact of EU policies in societies" (2011, p. 4).

In general, the previous paragraph clearly suggests the recognition of citizens as the most important part of sister-city relationships. Since the creation of the EU, people have

been considered as responsible of protecting and strengthening the integration process in Europe. Consequently, the relationship between the program and the sister-city agreements becomes obvious. In fact, the main objective of town twinning relationships is the involvement of local citizens in the management of their interests internationally. This relationship can be understood by specifying the four actions of the program “Europe for Citizens.” These four actions are:

Action 1: Active citizens for Europe (meetings of citizens which support town twinning relations, networks of twinned towns, projects of citizens, etc).

Action 2: Active civil society in Europe (supportive projects initiated by civil society organizations and structural support for think tanks organizations)

Action 3: Together for Europe (highly visible events, tools of study, information and dissemination)

Action 4: Active historical memory in Europe (Dirección General de Comunicación de la UE, 2011, p. 8).

As it can be seen in the preceding paragraph, the program is focused on different actions, and sister cities represent only one type of management. In spite of that, supporting the actions of the sister-city movement is the main measure in terms of the program’s financial plan. The budget for town twinning relations represents 11 to 14 million euros per year. This money is part of the overall budget of the program, which represents 215 million distributed during seven years. Thus, it is unquestionable the importance that both the program and the EU give to these kind of agreements between cities.

Providing this financial assistance and the legal aspect to town twinings are exactly the purposes of the program. Basically, the objective of the program refers to the desire of working on agreements that involve not only direct exchanges among European citizens through their active participation but also the establishment of a networking among the sister cities. This is suggested in the program’s guide, which cites:

"The meetings of citizens in the framework of town twinnings consist in bringing together a wide range of citizens and taking advantage of the partnership of the municipalities in order to strengthen knowledge and understanding among people and cultures. This is exactly what the European Union needs" (Dirección General de Comunicación de la UE, 2011, p. 36).

In this sense, the experience of the EU shows that sister cities are the best instrument to strengthen the city, country, region and finally the continent. It is clear that the construction of networks of regional and local governments favors the integration process, provides legitimacy to the decisions and includes citizens as major actors in the development of communitarian policies. Thus, after more than a half of a century that the European construction began, the sister cities still remain as the best resources of social participation in the project of European integration. In fact, by promoting mutual understanding, acceptance of diversity and dialogue, town twinning relationships certainly reinforce the sense of belonging.

In conclusion, the sister-city relationships have certainly become the main activity of cooperation and development for different countries and their cities. Despite of that, it is also undeniable that their management in an informal and unregulated way has not presented favorable results for the society. For this reason, it is necessary to understand that the international participation of cities not only depends on the decision of local authorities in order to manage a paradiplomatic activity. On the contrary, the international intervention of localities depends on a framework, funding and regulation organized through the involvement of all levels of governance. It is also important to remember that local authorities have an economic and legal structure limited to their functions to be performed. Although international action is an innovative activity and usually goes beyond that limited structure, it is clear the need to establish a framework and a legal system that mitigates the structure aforementioned with the purpose of supporting the international performance of localities.

Reminding the Mexican case, the federal government's involvement in the international action of its states and municipalities has resulted in a federative diplomacy. This kind of diplomacy has respected not only the guidelines of the Federal State's foreign policy but also the interests of citizens, by engaging them in activities and in decision-making processes. Also, this Mexican federative diplomacy has supported a work scheme based not only on an undefined time but also on defined objectives, professionalizing in this way the governance. Referring to the European case, both the administrations of the EU and the CEMR have promoted strategies of support and guidance to the international engagement of cities, by strengthening regional integration and recognizing the citizen as the main active participants of paradiplomacy process. In both cases, sister cities have responded to the purposes of the international action of local authorities as long as they have worked with all levels of governance. Thus, the strategies of control and support assumed by the authorities of Mexico and the EU have been accurate in order to establish objectives, a work plan and especially the regulation of the involvement of citizens in all those agreements that decentralized governments are willing to sign.

Therefore, a relationship between the central government and the decentralized administration has to be established in order to encourage international activities of cities not merely focus on protocol aspects. Also, paradiplomatic activity can carry out great benefits to the society if it is recognized under regulative, supportive and monitoring parameters. In the same way, the coordination and synergy among the different international actors of a country can be used to generate several fronts of action and to give more flexibility to the international reply capacity of national governments. To accomplish this, the involvement of all levels of governance is needed, as it has occurred in the EU and Mexico, and this is precisely what the authorities of different countries would have to take into account in order to have the best results in their projects related to the international participation of cities.

CHAPTER III.
CUENCA AND ITS PARTICIPATION IN THE GLOBAL DYNAMICS IN
ORDER TO MANAGE DECENTRALIZED COOPERATION BETWEEN
SISTER CITIES.

3.1 Antecedents

Once the parameters managed by Mexico and the EU have been effectively studied and after considering that these parameters have successfully supported the process of paradiplomacy in these places, the city of Cuenca will be introduced below as the principal case of study of this thesis.

For many years, Santa Ana de los Ríos de Cuenca has forged an important influence in both the national and international context. This influence can be recapped from the recognition of the city as Tomebamba, which was considered as an important place for trade and political relations of the Inca Empire. Then in the colonial era, the city was a notable center of liaison between the Viceroyalty of Peru and the Audience of Quito as well as an important commercial zone due to the development of products such as husks and toquilla. Since then, Cuenca started its intermatonalization process in a successful way. The rest of the history experienced the influence of the Republican lifespan of Ecuador, in which the leading role of the city in the national and international scenario is exemplified by the declaration on the one hand as "Cultural Heritage of Humanity" by the UNESCO in 1999 and on the other hand as a "Healthy City" by the Pan-American Health Organization in 2007. Moreover, Cuenca was also recognized as the permanent headquarter of the International Painting Biennial and had a nomination as "University City" within the National Assembly in 2011. Now, there is also the intention of appointing Cuenca as the "City of Science and Knowledge" in 2020.

As a result of what was mentioned above, it is obvious that Cuenca has been projected internally and externally due to its wonderful peculiarities. For this reason, the municipality of Cuenca has proposed to continue with the promotion of its attributes with the objective of continuing in a place of great importance especially in the external field. The Strategic Plan for Cuenca for 2020 (SPC) refers exactly to the idea aforementioned by citing the following:

"Cuenca is a human, socially equitable, decentralized, supportive and participatory regional center...The city is positioned competitively in the national and international scene by using its productive and artisanal vocation. Cuenca also strengthens its cultural tradition as a campus-city based on knowledge society. In fact, Cuenca preserves its identity as Cultural Heritage of Humanity" (Ilustre Municipalidad de Cuenca, 2010, p. 10).

To achieve the international recognition of the qualities mentioned above, many proposals previously unavailable or inconclusive have been established and developed. For example, the creation of an external-relations department, which should be responsible for the presence of the city in the world, has been one of the many proposals developed. Also, the establishment of an Annual Operating Plan with a great impact on international participation as well as the SPC seeking to promote the city internationally are other important proposals established for Cuenca. These examples are evidently illustrations of the strategies that look for the recognition of the city in the international arena, and they have been developed through different tools among which the paradiplomatic method of sister cities is the most significant. This tool has become not only transcendental instruments in achieving important results and objectives for the city but also critical point because Cuenca's sister-city agreements have generally been examples of treaties based only on protocol aspects. These two conditions related to the city of Cuenca and its sister-city agreements will be discussed along this chapter.

Nevertheless, why is it so important to study sister-city treaties managed by Cuenca as an instrument of national and international projection? The answer is undeniable if the following announcements are taken into account: firstly, the historical influence that shows clearly the prolonged activity of the city in the context of paradiplomacy that started in the early 70's, when the city signed the first twinning agreement with Pahuca-USA. Since then, the different administrations of the city have not been able to confront the dynamics of town twinning arrangements as methods of cooperation and economic, educational and cultural development, etc. Secondly, the forward-looking statements that unquestionably propose international projection of the city through decentralized cooperation and harmonization of international efforts based on local priorities.

As noted, Cuenca has indubitably sought to get the support of other cities through the sister-city movement. However, it should also be noted that not all the results achieved through twinning agreements have been as successful as the community has expected. A proof of this fact is the huge group of sister-city agreements signed by the city, which is composed by 28 agreements, and only few of them have achieved valuable results. The remainder agreements are examples of protocol treaties as suggested before. To them, 8 town twinning agreements under negotiation and 4 intentions of sister cities have to be added.

Consequently, the deficiency of Cuenca not only in the administration of sister-city agreements but also in the process of control and monitoring these instruments is unquestionable. As a result, there have been many town twinning relationships that have not presented any satisfactory results for the society. Thus, the critical analysis to be developed throughout this chapter will be related to the level of local government, which is responsible for the administration of these kinds of agreements. Also, this investigation will include the central government as the regulator of the fulfillment of the international acquired obligations through these agreements. In consequence, the history of Cuenca in relation to its participation in the international projection through

twinning agreements will be studied, firstly, in order to highlight the conditions of success or failure of these agreements; thus some examples will be analyzed. In addition, a study of future plans of the city in this area will be included. Finally, the regulatory framework of Ecuador in the aspect of international projection of cities will be considered in order to conclude whether is sufficient the control, support and guidance provided by the State to these international actions. In this aspect, it is important to remember that although twinning agreements are formalized by autonomous governments (AGs), a watcher process from the central State is imperative as it was concluded in the analysis of Mexico and the EU in the previous chapter.

3.1.1 International projection of Cuenca through the paradiplomatic exercise of town twinning agreements- Local government intervention

As suggested initially, the importance of Cuenca in the national and international context has been a consequence of historical passages. Cuenca has been the center of resources and the core of regional institutions such as those related to the education sector, in which the universities highlight. In this sense, the vision of declaring Cuenca as the City of Science and Knowledge is based precisely on the idea of turning the city into a center of specialized services and development of knowledge. Moreover, Cuenca was declared as Cultural Heritage of Humanity in relation to the built and natural heritage as well as the people who inhabit the canton. Similarly, in the health area, the city has been named as a Healthy City. In the environmental side, the water quality index of Cuenca can be emphasized, which is among the highest in the region. Also, the positive index of environmental quality of the urban area can be mentioned as well as the efficient management of solid waste that has been recognized through international certifications. Finally, the Cajas National Park, a protected area with international importance due to the bird conservation, is also imposed as decentralized management benchmark and as an example for other municipalities.

All these features have enabled Cuenca to be considered not only as a city of great potential but also as an international benchmark by being a model of management and good practices. For this reason, many of the work plans in Cuenca have been focused on internationalizing the city through the projection of its peculiarities through the use of different instruments like sister-city agreements. As an example of that, the sister-city relationship with Cien Fuegos-Cuba can be cited. This agreement has served to project the city externally in the competitive industry of health as a result of the recognition of both cities as Healthy Cities and also has led to a scenario that allows the cities to share strategies in order to improve the industry. This agreement in a Spanish version can be seen in annex #12. Also, there is the agreement between Cajamarca-Peru and Cuenca-Ecuador, which is based on the recognition of the cities as Cultural Heritage of Humanity in order to share strategies for historic preservation. This agreement can be seen in annex #13 also in its Spanish version.

However, not all the scenarios related to sister cities are positive for Cuenca. Despite all the intentions developed in relation to an active international participation of the city, Cuenca has not had the necessary resources in order to develop a concrete strategy related to a paradiplomatic activity through the movement of sister cities. Moreover, the government's action, mostly ceremonial and based on protocol aspects, has also harmed the city and as a result there are numerous agreements that have not presented any result for the city. Cuenca has recorded 28 twinning agreements since 1974 until the present, and only some of them have responded to the purpose of their signature. Besides, there are 8 negotiations of sister cities and 4 intentions, as it can be seen in the section 3.1.1.1.

Consequently, since 2004, some renewing processes were put in practice in the Municipality of Cuenca with the purpose of exploiting the potential of the city through efficient sister-city relations. The beginning of these processes occurred as a result of the development of the strategic plan for Cuenca in 2004, which aimed to be achieved until 2020 by identifying needs, setting objectives, developing functional strategies,

evaluating actions, etc. Also, the development of the annual operating plan is another process which has also been established to help the city in its internationalization objective. About these instruments will be discussed in a more detailed way in section 3.1.1.2, but it is important to cite them in this section because they are evidence of a clear effort aimed to counteract such declaratory actions through specific operational steps. This is suggested by the SPC, which mentions that:

“The international projection is an innovative tool of local management by which cities seek to become poles of development and more competitive globally. In this sense, the vision of Cuenca as the city of science involves becoming a city-region and an epicenter of development in the world through operative programs and activities as well as the use of specific qualities” (Ilustre Municipalidad de Cuenca, 2010, p. 4).

In addition to the SPC, the impulse given by the External Relations Directorate of Cuenca (ERD) to the formal negotiations of agreements between cities has also to be cited. This directorate was established thanks to the interest of the Mayor of the city in strengthening Cuenca’s international cooperation and paradiplomatic action in the world. Previously, the city did not have a planned vision in this department that helped the government to guide its participation abroad. This was one of the major reasons of the problems experienced in the area of paradiplomacy because there were processes based only on personal criteria and not on priorities. As a result, the city has had many inactive agreements due to protocol considerations. The mission of the ERD suggests that:

“...to contribute to the development and internationalization of Cuenca through the correct management of cooperation, the coordination of external relations in a positive way and the harmonization of international efforts based on local and national priorities” (I. Municipalidad de Cuenca, 2009)

However, the improvement proposals developed in the area of sister cities, by being so recent, still have inaccuracies. As a result, it has still been impossible to confront protocolary agreements, the lack of concrete strategies and the scarcity of resources of all kinds. In this regard, Mr. Danny Jara, Director of the ERD, cited the next paragraph in his report on the first 100 days of work in this directorate. He considered:

“The beginning of the management within the ERD was an exciting challenge. Starting a process of transformation from a purely diplomatic department to an articulator of procedures has not been easy, especially when there has been a relative lack of resources and a limited record of earlier activities...As in all areas of the municipal corporation, there are challenges to face and which will be essential in order to become a city region” (2009, p. 1).

For the reasons previously cited, it is still possible to find twinning agreements without any registration of activities. As a result, these sister cities have promoted a nullity of the potential of Cuenca, which could be exploited through efficient agreements. This context is the reason of this research, so the purpose is to suggest a guide that allows the municipality of Cuenca to establish objective guidelines in order to formalize sister cities, which will not be based on good intentions. To reach this goal, it is necessary to study the paradiplomatic action at the local government level. Thus, Cuenca and its involvement in the issue of town twinning along the history will be studied below. In this sense, a survey of the current performance of the city in this area as well as the future projection regarding sister cities according to the SPC for 2020 and its AOP for 2013 will be included below.

3.1.1.1 History of the paradiplomacy formalized by the city of Cuenca through town twinning relations

Throughout this investigation, the role played by the local governments in their area of influence has been suggested as crucial in order to link international efforts with the

local environment. For this reason, the job of local rulers has become critical for the cities, and the deficiency in their performance obviously generates bewilderment as that related to sister-city agreements. Nowadays, sister cities are commonly considered as only declarative or protocol agreements because they have been managed under the influence of diplomacy and the lack of concrete strategies of activity, of monitoring and of commitment of the authorities to carry out a performance based on concrete results.

In the case of the city of Cuenca, the autonomous government and its representatives have historically established relations with various international partners in order to magnify their efforts to develop the city. This has become particularly evident since 1974, when the city started to formalize town twinning agreements with the purpose of taking advantage of the many benefits promoted by these types of decentralized agreements. However and with the passing of time, the number of sister-city relationships established by Cuenca has been indiscriminately increased. This is precisely the cause of criticism that is analyzed throughout this chapter due to three causes preliminarily identified:

1. The rulers have not taken advantage of the relationships that the autonomous government has established internationally throughout the history. It has happened due to the lack of continuity or thoughtfulness given to these agreements.
2. There is no a strategy related to the correct management of the relationships of the autonomous government with international cooperative organizations, also with networks of cities as well as with other cities worldwide.
3. The autonomous government has signed town twinning agreements that have remained as diplomatic declarations.

In relation to what was described above, the sister-city agreements signed by Cuenca along the history will be analyzed. Cuenca has recorded 28 agreements of sister cities

since 1974 until the present, and only few of them have responded to the purpose of their signature. Additionally, there are 8 negotiations and 4 intentions of town twinning relations that have to be added. Therefore, the study of this section will be based on all the signed agreements, negotiations and intentions through analytical tables, which will highlight the strengths and weaknesses of each agreement or proposal. It will obviously help to identify areas that need restructuration or recognition:

Table #15: Town twinning agreements formalized by Cuenca

COUNTRY, CITY	DATE	CONDITION	COMMENTS
Argentina, Rosario	24/02/2011	Active	<ul style="list-style-type: none"> - Actions and evaluative tools are established. - Its objective is to include society. - This city has become a priority city for Cuenca because it is a model in governmental management.
Belgium, Bruges	08/10/2003 16/04/2004 2005	Inactive	<ul style="list-style-type: none"> - Operational relation. - System of activities, evaluation and social involvement. - Actions and objectives achieved. - Reactivation of the process according to a temporality (2003-2004). - Lack of formality in actions and responsibilities by Cuenca. - There is a lack of continuity in the relation despite the proposal of Belgium in 2005.
Brazil, Belo Horizonte	11/08/2004	Inactive	<ul style="list-style-type: none"> - Declarative agreement. - There is no method of action, evaluation, monitoring and social involvement.
Brazil, Porto Alegre	10/02/2006	Inactive / Finished	<ul style="list-style-type: none"> - Cooperative agreement prior to signing the agreement of sister cities. - Being a specific project, it seeks to achieve specific objectives through a process based on results.
Brazil, Guarulhos	12/04/2007	Inactive	<ul style="list-style-type: none"> - Declarative agreement based on good intentions. - There is no method of evaluation,

			monitoring and operation.
Brazil, Olinda	12/04/2007	Active	<ul style="list-style-type: none"> - Town twinning established according to the Network of Healthy, University and Patrimonial Cities. - Operational relation based on a strategic plan. - This city has become a priority city for Cuenca in the area of health and management of wastewater.
China, Huai'an	20/04/1993	Inactive	<ul style="list-style-type: none"> - Declarative agreement only with good intentions. - It is based on diplomatic visits: visit of the Mayor of Cuenca to Huai'an, then the invitation to the representative of Huai'an to visit Cuenca in November 2005.
China, Xi'an	13/04/2007 01/09/2010	Inactive Active	<ul style="list-style-type: none"> - The first agreement is based on protocol aspects (journeys, visits). - The second agreement is signed as a result of an official visit of the Mayor of Cuenca to China. Despite it was based on actions (operational agreement), it seems to be only declarative. There are still no results.
Colombia, Carmen del Viboral	13/12/2005	Inactive	<ul style="list-style-type: none"> - The sister-city relationship is established within the convention of cooperation and technical assistance between the Antioch Technology Park, UNESCO and the towns of Cuenca and Carmen de Viboral. - The convention proposed functional strategies but not the town twinning agreement by itself. - The sister-city agreement is signed as a formality of the convention.
Colombia, Medellin	06/05/2011	Active	<ul style="list-style-type: none"> - Functional sister-city relationship. - Specific areas of cooperation, work done through AOPs, annual reports and monitoring mechanisms. - Priority city for Cuenca because it has become a model in relation to governmental management.
Colombia, Pasto	1997	Inactive	<ul style="list-style-type: none"> - It is declarative. - It does not have an evaluative system and seeks to engage personnel only from municipal entities.
Colombia,	30/11/1989	Inactive	- It is a declarative agreement and not an

Popayan			operational one. - It does not have a monitoring and evaluative system. - Its signature is based on diplomatic events like visits, trips, etc.
Cuba, Cien Fuegos	18/10/2001	Inactive	- There is a registration of unsigned files. - Declarative agreement. - Specific actions, means of evaluation and society involvement are not set.
Cuba, La Havana	17/03/2000	Inactive	- Declarative agreement as a result of the visit of the representative of Havana to Cuenca. This visit was held due to the declaration of Cuenca as Cultural Heritage of Humanity. - The agreement does not have the signature of the counterparty.
Ecuador, Chone	07/01/2011	Active	- Exchange of experiences in municipal management with emphasis on: urban planning, solid waste management, drinking water supplies and public company formation.
Ecuador, Loja	08/09/2000	Finished	- A good example of a town twinning agreement because of its concrete activities. - Temporality for the fulfillment of the objectives
Ecuador, Machala	22/09/1999	Inactive	- Declarative convention of cooperation, - It was not operational.
United States, Paducah	1974/1982/ 1989/2003/ 2007	Inactive	-There is no information recorded
United States, Tempe	11/2008	Active	- Functional agreement. - Specific work areas are raised. - There are already visible results. - The enthusiasm and commitment have allowed both parties to continue working in order to achieve strategic objectives.
Spain, Cuenca	17/03/2000 12/04/2007	Inactive	- The first agreement was merely a declaration. - It was renewed with the purpose of achieving concrete results. - Despite the good intentions and social involvement, the goals are not achieved. - The aim is to carry out only visits.
Italy, Campiglia	NO HAY FECHA	Inactive	- Protocol agreement with good intentions. As a result, it can be

Marittima			considered as a declarative agreement.
Italy, Follonica			
Italy, Scarlino			
Italy, Suvereto			
Morocco, Marrakech	17/03/2000	Inactive	- Declarative agreement as result of the visit of the representative of Marrakech to Cuenca. This visit was held due to the declaration of Cuenca as Cultural Heritage of Humanity. - The agreement does not have the signature of the counterparty.
Mexico, Puebla	12/04/2003 28/04/2006	Inactive	- The two agreements are almost similar. - It proposed society involvement and evaluative systems, but there is no record of activities.
Mexico, Guanajuato	12/04/2007	Inactive	- Declarative. - Purpose or possible areas of cooperation are not set. - The agreement itself mentioned that the goal is simply friendship.
Peru, Cajamarca	16/06/2000 12/04/2004 16/02/2012	Inactive	- Declarative agreement. - Two agreements and only one proposal for revival in 2012 due to an unofficial visit of the personnel of the municipality of Cajamarca to Cuenca.
Peru, Cusco	17/03/2000	Inactive	- Declarative Agreement. - There is no evidence of specific actions reached by the agreement.

Source: (Dirección de Relaciones Externas, 2012)

Update: Lorena Guillén

Table #16: Negotiations to establish sister-city relations by Cuenca

COUNTRY, CITY	YEAR	COMMENTS
Angola, Luanda	2009	Unanswered. Interest of the municipality of Cuenca.
Colombia, Cartagena	2007	Cartagena took the initiative. The proposal was answered, but Cartagena did not materialize any action.
Chile, Concepcion	2006	Initiative of the Ad'honorem Consul of Ecuador in Concepcion. The signature was postponed for various reasons including the change of the municipal

		administration of Cuenca. The process is resumed in 2009, but there is no answer from Concepción.
Philippines, Taguig	2009	Initiative of Cuenca. The parties concluded that a concrete agreement involves a large sum of money.
Guatemala, Antigua Guatemala	2007-2009	Initiative of Cuenca based on the declarations of the cities as Cultural Heritage of Humanity. The signature is proposed to April, 2007, but it was postponed to 2009. Then, there was a change in the staff of the municipality of Cuenca, and Antigua Guatemala proposed to continue the process. No answer from Cuenca.
Italy, Genova	2009	Proposal emerged from the Ministry of International Relations of Ecuador. There was no response.
Italy, Spoleto	2008	Motion generated by the efforts of the Embassy of Ecuador in Italy with the purpose of developing cultural exchange and promoting training in historic preservation.
Venezuela, Santa Ana de Coro	2011	Initiative generated by the Ecuadorian Ambassador in Venezuela. The proposal is based on the declarations of the cities as Cultural Heritage of Humanity.

Source: (Dirección de Relaciones Externas, 2012)

Update: Lorena Guillén

Table #17: Intentions of sister cities

COUNTRY, CITY	SUSCRIBE BY	COMMENTS
Turkey	Augusto Saá Corriere – Ambassador of Ecuador in Turkey - 2011	Town twinning relationships with industrial and touristic cities: Bursa, Konya and Eskisehir.
China, Hangzhou	Leonardo Arízaga, Ecuador's Ambassador in the Republic of China - 2011	The Ambassador sent the proposal of the agreement.
Mexico, Ziracuaretiro	2009	Mexican initiative to start a relation of sister cities. There is not a response from Cuenca.
Venezuela, Merida	Ramón Torres Galarza, Ambassador of Ecuador in Venezuela - 2011	It was proposed to establish a sister-city relationship, but the process does not progress.

Source: (Dirección de Relaciones Externas, 2012)

Update: Lorena Guillén

After analyzing the sister-city agreements of Cuenca as well as its negotiations and intentions of twinning relations, it is possible to confirm the extended list of agreements and proposals of sister cities that the city has had so far. As mentioned previously, this extended list responds to three conditions preliminarily identified. Nevertheless, other conclusions have to be added to them, which have been generated after the careful study previously done. Hence, the following paragraphs will present the conclusions achieved after the analysis of the preceding tables:

- It is evident that Cuenca has not taken full advantage of the opportunities that the signed sister-city agreements have presented. A clear example of this is the town twinning agreement signed with Bruges-Belgium. This agreement, by proposing clear actions and concrete results for the benefit of the society, should have been longer in operation. Nonetheless, the municipality of Cuenca did not have the initiative to continue this project, so it failed to respond to the proposal of Bruges to renew the agreement in 2005. The relationship between Cuenca and Bruges can be analyzed in annex #14, which includes the original documents of the agreement.

- To the example previously suggested, the lack of interest of Cuenca to promote two-way assistance or horizontal cooperation has to be added. Therefore, the town twinning agreement between Bruges and Cuenca illustrates not only the lack of interest in taking advantage of a positive and beneficial agreement but also the little or no interest from Cuenca to cooperate with its counterpart. Thus, Cuenca has often become only a receiver of assistance and not a provider of it.

- Undoubtedly, the lack of strategies and commitments has undermined the functionality of some signed agreements. In fact, the sister-city relationship between Guarulhos-Brazil and Cuenca-Ecuador is a good example of this. This agreement only highlights the good intentions of the relationship but not includes an operational plan that encourages

concrete results. The same can be seen in the case of the agreements signed with Guanajuato-Mexico or Cusco-Peru. As an example, the original town twinning agreement with Guarulhos can be analyzed in annex #15.

- Almost all the signed agreements are the result of diplomatic actions or acts of goodwill performed by local authorities. As examples of the preceding idea, the agreements signed with Havana-Cuba or Marrakech-Morocco can be mentioned. These agreements were signed as a formality with the representatives of the cities that were visiting Cuenca due to the recognition of this city as Cultural Heritage of Humanity. In this manner, the original agreement established with Marrakech can be deliberated in annex #16. In the opposite direction, there is the case of the agreement with Huai'an-China due to the visit of the mayor of Cuenca to this Asian country, as it can be verified in the original documents included in annex #17.

- There are a lot of town twinning agreements that have been handled in an informal way. An example of this situation is the lack of signatures or dates in these agreements. It is the case of the agreement between Marrakech and Cuenca, which does not have signatures in its original version as revealed in annex #16. Also, the agreement between Cuenca and the cities of Campiglia, Marittima, Follonica, Scarlino and Suvereto of Italy, which does not have the date of its signature as it can be seen in annex #18.

- It is also possible to conclude that there is a lack of commitment of the government of the city to institute valuable opportunities of agreements. It is the case of the agreement of sister cities negotiated with Antigua Guatemala-Guatemala, which can be found in table #16. This has been not materialized because of carelessness of Cuenca in the process. Also, the temporality of the government is another situation that has not allowed the city to achieve objectives established by previous administrations. According to the case of Mexico, the process of change of the government is known as

deskilling of public administration and evidently does not permit the new regimen to conclude the processes initiated during the performance of the preceding administration.

- On the other hand, some town twinning agreements have also been negotiated and signed in several times without achieving any satisfactory result in any of their signed versions; it represents expenditure of resources and efforts. Furthermore, it also demonstrates that the level of bureaucracy and protocol has been presided over the issue of twinning arrangements between cities. A case of this is the agreement between Puebla-Mexico and Cuenca-Ecuador, which was signed twice: on 12/04/2003 and on 28/04/2006. The two versions of this sister-city relationship do not register any kind of activity.

- Finally, it is important to remember that a good sister-city relationship involves civil society, thus they are recognized as international cooperation of communities. In this sense, it is indisputable the inconsistency of twinning agreements signed by Cuenca in relation to the involvement of society. The agreement with Pasto-Colombia, included in annex #19 in its original version, is a good example of an agreement that does not suggest a direct involvement of society in any of its sections.

According to what has been cited, the movement of sister cities evidently exemplifies the work performed in the area of external relations in Cuenca. Initially, due to the lack of a specific work plan in areas like paradiplomacy and decentralized cooperation, the signature of a lot of agreements of sister cities has been conducted without any effort by the administrations. In fact, there has never been a reference point in terms of results. Furthermore, the diplomatic action of the administrative section has also predisposed the local representatives to sign protocol agreements; as result, it has contributed to the large number of signed agreements without any results. These ideas can be corroborated in a phrase included in the logical framework of the AOP for 2013 and developed by the

ERD equipment, which already recognizes the problems that the direction faces in this area:

“Historically, the autonomous government of Cuenca has not had the political will to include international affairs as an important component of municipal planning. Also, there has been a lack of human and financial resources to strength the international relations. Besides, the processes of negotiation have been influenced by bureaucracy. Finally, the failure to implement commitments in the agreements already signed has been a traditional pathway for Cuenca” (2012).

Based on the above statements, it is possible to conclude that sister cities have been mostly used as diplomatic instruments rather than as operational agreements. This situation has evidently resulted in the generation of skepticism in relation to the functionality of these kind of agreements.

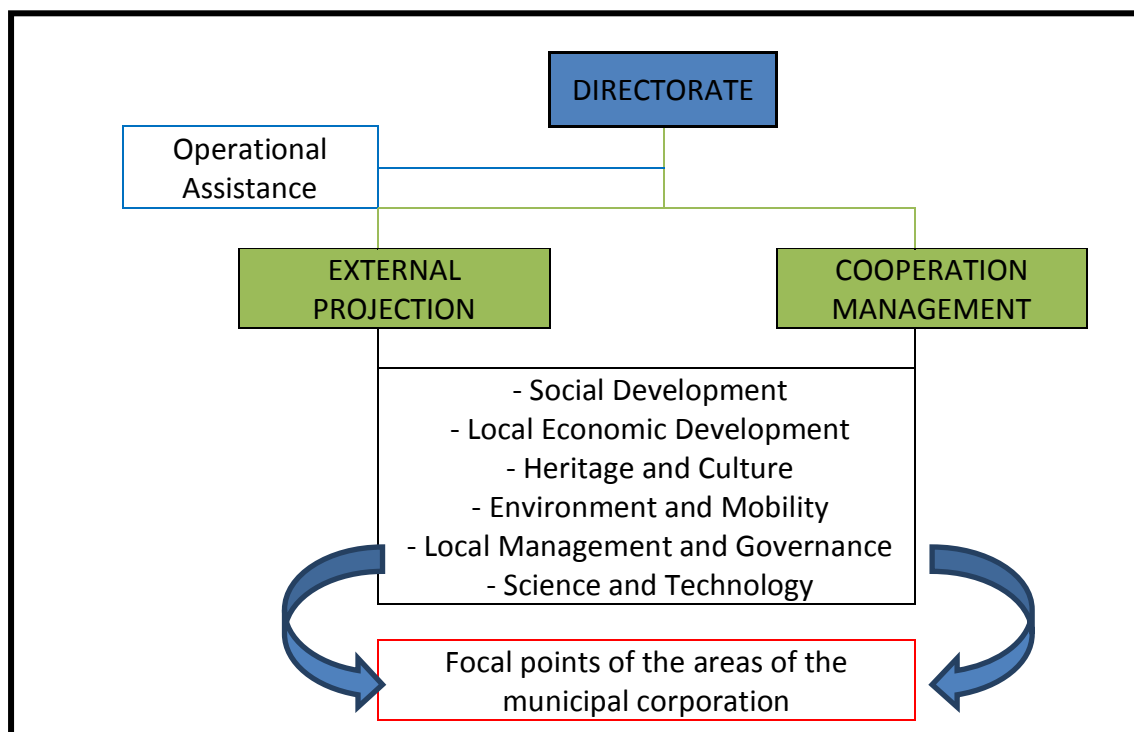
Nevertheless, not all the scene is deficient for Cuenca in this topic. It is also possible to appreciate on the aforementioned analytical tables that there are different sister-city agreements which revealed favorable results for the society. This fact has served to confirm once again that such agreements are great tools in order to link international efforts with the territory if the manner in which they are managed is based on operational strategies, commitment, formality, interest and proactivity. To confirm what is said, it is necessary to cite the words mentioned by the director of the ERD during a conversation established with the purpose of initiating this research. He mentioned that:

“Cuenca has a lot of town twinning agreements, but only few of them are able to respond to the purpose of their signature. However, despite being a little skeptical about the results achieved through these agreements because of the lack of a monitoring system, the ERD still appreciates the benefits that can be achieved through such instruments in areas like decentralized cooperation and international relations. They continue being a great tool for promoting the qualities and peculiarities of the city, which can be interesting in other parts of

the world. For that reason, our currently work is based on town twinning agreements with Tempe-US or Olinda-Brazil like examples” (Jara, 2012).

Justly, this change of thought about sister cities reflects the strategy of the current administration of the city, which looks for restructuring the functionality of the direction of external affairs. To contextualize, the words of Danny Jara, Director of the ERD, have to be quoted. He mentioned, "The beginning of the management within the ERD was an exciting challenge. Starting a process of transformation from a purely diplomatic department in order to end up in an articulator of process has not been easy" (2009). But to understand the effort done by the ERD in the issue of sister cities, it is important to suggest that the functional axes of the ERD consist in institutionalizing decentralized cooperation and external projection, as it is shown in the following diagram:

Table #18: Functional structure of the ERD



Fuente: (Dirección de Relaciones Externas, w/d)

Translation: (Lorena Guillén, 2013)

In this context, it is indispensable to remember that town twinning arrangements are tools of both international projection and decentralized international cooperation. Consequently, it is evident that sister-city agreements are very important for the ERD because these agreements respond to the two functional areas of the direction as mentioned earlier. This is recognized by the members of the direction through a written report made during a meeting held within the ERD. In this report, the administration recognized the importance and the different forms of the international involvement of the city. Among these forms, town twinning agreements are mentioned as the main tools for the achievement of the axes of the direction. According to that document:

“The internationalization of the city involves having a new role in a scenario in which the State was the only player worldwide. That internationalization means for the ERD an involvement of the city in urban networks, development of city marketing, presence in international events, participation in associations of cities such as town twinning agreements, among others” (Internacionalización de la Ciudad, w/d).

Accordingly, it is undeniable that part of the work done in this section of the municipality is directed to the management of sister-city agreements. For this reason, several town twinning relationships listed in table #15 have been restructured or stimulated so as to achieve results in the area of international projection and decentralized cooperation. This situation has become a clear sign that indicates that this agreements can be operational and functional and not only diplomatic and friendly events. Therefore, some goals set in the statute of the ERD will be cited below with the objective of demonstrating that they have been achieved through strategic and operational work plans. Examples of these operational work plans are the agreements of sister cities signed with Olinda-Brazil, Rosario-Argentina, Tempe-EEU and Medellin-Colombia, which will help to exemplify the achievement of the goals of the organic statute of the ERD in the area of paradiplomacy. The organic statute of the ERD can be completely analyzed in the annex #20 in its Spanish version.

- To facilitate the process of proposition, design and definition of strategies related to the internationalization of Cuenca. To propose new challenges of international cooperation in areas of potential development for the benefit of Cuenca: These two objectives have been achieved thanks to the town twinning agreements signed with the cities of Medellin and Rosario.

In the case of Rosario, the agreement of sister cities was signed in 2011 so as to obtain technical assistance for the development of a model of paradiplomacy for Cuenca. Also, there is the purpose of exchanging information and assistance in areas where both municipalities are good models. In this sense, Cuenca is planning some activities related to areas in which Rosario has done an excellent work such as strategic planning, municipal urban guard, transport joint venture, digital city and participatory budgeting of the society. In the case of Rosario, its administration planned to receive assistance from Cuenca in the area of managing solid waste as well as in the area of environment. This agreement can be analyzed in annex #21, which presents the Spanish version of the agreement.

In the case of the sister-city agreements with Medellin, the exchange of information and strategies concerning municipal practices were the facts that prompted the signature of this agreement in 2011, and which can be seen in annex #22. Moreover, this agreement represents a great instrument for Cuenca in order to improve the process of internationalization of the city. In fact, the administration of Cuenca is already studying and learning from the "city marketing" strategy of Medellin. In addition, this relationship is promising because these two cities have instituted several actions based on better practices like urban regeneration, transportation and mobility, management of public companies, etc., which undoubtedly are areas of potential development for both cities.

Therefore, the agreements signed with Medellin and with Rosario are exemplary sister-city relationships not only because they contribute to the strategy of internationalization and development of Cuenca as well as of the counterparty but also because they counteract critical conditions related to other agreements aforementioned. As it can be seen in the annexes, these two agreements include mechanisms of supervision and coordination, specific areas of cooperation, an operational framework, involvement of both parties, etc. These conditions evidently magnify the potential of the sister-city movement, so it is indispensable to take them into account.

- **To Identify, analyze and propose strategies and cooperative mechanisms that fulfill local priorities. To promote the development of prioritized programs and projects susceptible of cooperation:** As it was cited at the beginning of this chapter, the SPC defined as priorities for the city to the international projection area, which tries to promote Cuenca as a city-region by being a model in areas like education, health, cultural heritage management, best practices, services, etc.

Based on these ideas, the two objectives of the organic statute of the ERD mentioned initially have been achieved through the town twinning agreement signed with Olinda-Brazil. This agreement reaches the needs of areas such as health and education, which evidently are priority areas for Cuenca.

This agreement has been active since 2007 under the guidance of the program "Healthy, University and Patrimonial Cities" in which both cities participate actively. Since then, several activities have been carried out among which are the diagnosis of healthy environments and conditions that facilitate improving the quality of life of citizens. In response to this diagnosis, reformative actions in areas such as infrastructure, security, lighting, transportation, etc., have been executed. Also, forums in universities related to

the issue of health and cultural heritage have been managed with the purpose of sharing experiences between the two cities regarding these axes.

However, the most important point about this agreement is that the process has not yet concluded. In view that the agreement is promising in both the purposes and results, a protocol of action for the period 2012-2013 was formalized. The intention of this protocol was to continue working on the diagnosis of the conditions that facilitate the improvement of the quality of life of the citizens, the exchange between Cuenca and Olinda in the area of health, the involvement of universities to generate research in this area and so on.

In addition to responding to the priorities of Cuenca, this agreement is an example of the favorable results that can be achieved if there is not only a defined action plan but also a formal commitment of the authorities. This commitment is exemplified through this agreement when the authorities take advantage of the opportunities presented within the program "Healthy, University and Patrimonial Cities." Also, this commitment is exemplified when the administrative section responds to the responsibilities generated by the agreement and also when the agreement involves citizens in the process, resulting in a democratization of the local governance. To corroborate what was suggested, the agreement and the protocol of action that were signed in Spanish can be consulted in annex #23.

- To articulate the efforts of internationalizing Cuenca with the development strategy of the city. To promote an international cooperation agenda supported by the actors of the canton. To encourage citizen diplomacy as a mechanism of strategic insertion of Cuenca in the world: To analyze how these three objectives have been achieved, two important considerations have to be evaluated. On the one hand,

there is the development strategy for Cuenca, which is based on the peculiarities of the city as suggested by the SPC:

“The development strategy for Cuenca is focused on the tradition of the city as a provider of regional services of high added value and related to areas like science and knowledge” (Ilustre Municipalidad de Cuenca, 2010, p. 11).

On the other hand, as it was already proposed in the first chapter of this research, a good town twinning agreement seeks to include people from all the spheres of society. As a result, these agreements have emerged as one of the different tactics of citizen diplomacy in the international context.

With these two considerations discussed above, the agreement of sister cities between Cuenca and Tempe will be then studied. This agreement was signed in 2008 and has allowed the city to achieve the objectives initially indicated. It has been possible through its protocols of action, which are based on the development strategy for Cuenca and the involvement of the citizens in the world.

In fact, this agreement has permitted Cuenca to be promoted internationally through the development of programs based on priority areas of the city such as education and culture. Student exchanges as well as the participation of musical groups from Cuenca in the Tempe's event called as "Oktoberfest" are examples of these programs, which have allowed the city to encourage an active participation of the society abroad. Additionally, there is a protocol of action for the period of 2012-2013, which has the purpose of enhancing cooperation in the framework of the agreement of 2008. This protocol of action is already working on areas such as health, education, culture, risk management, tourism, cultural exchanges, trainings, grants, etc. All this activities have helped to respond to the development strategy of the city and to the need of involving people from

both cities in the process of town twinning. The documents related to this agreement and written in Spanish can be found in annex #24.

Therefore, it can be reaffirmed again how positive a twinning arrangement can be if it takes into account three realities: firstly, the operational feature through an action scenario; secondly, the principle of horizontality that highlights the idea that both cities have to obtain a benefit from the agreement; and finally, the involvement of citizens in the process of co-development. Consequently, an agreement of sister cities can obviously overcome its original function and become a lively tool of cooperation and solidarity.

In conclusion, town twinning agreements undeniably constitute a fundamental field of performance of the ERD in which the ideals, commitment, formality, principle of horizontality and social involvement have become effective guidelines for some agreements. For this reason, several projects have been proposed for the future not only with the intention of improving the negative conditions that these diplomatic tools have faced but also to continue working on those agreements that have revealed good results for Cuenca. Consequently, the following section shall examine the AOP of the ERD for 2013 and the EPC to be reached until 2020 as instruments that promote a new scenario for the sister-city movement in Cuenca.

3.1.1.2 Town twinning agreements in the future - Strategic Plan for Cuenca (SPC) until 2020 and the Annual Operating Plan (AOP) for 2013

As already stated, the work performed by the ERD since 2009 has sought to confront the bureaucracy as well as the diplomatic and declaratory actions inside the direction of international affairs of the city. Therefore, the establishment of mechanisms of change

from an only diplomatic entity to an operational one has represented a challenge for the administration; thus several strategies have been arranged to respond to this need. One of these strategies is the SPC, but in order to understand its significance is important to know the meaning of this instrument. According to Raul Jurado Ovando, consultant in planning and projects of development:

“A strategic plan is a guide and the basic input for preparing the AOPs for each of the tactical-operational levels of the local governmental institution. The starting point is the operational objectives contained in the strategic plan. These objectives should become activities. Then, the sequence of execution, the quantification and the allocation of resources (human, physical, institutional, financial, etc) have to be established through the AOP” (2011).

Consequently, the SPC attempts to describe objectives, projects as well as goals in order to transform the city into a possible and promising scenario in 2020, by having as a fundamental pillar to the AOPs. Thus, the SPC as well as the AOP for 2013 will be studied in relation to the paradiplomatic activity of Cuenca.

Initially, the SPC, developed in 2004 and updated in 2010, responds to the dynamic of progress that Cuenca and the country has faced in recent years with a perspective that involves all the areas of the society. Thus, the vision and the strategy of development that the SPC proposes can be mentioned in order to highlight the purpose of promoting Cuenca in the national and international scenario. According to the SPC:

“Cuenca is a human, socially equitable, decentralized, supportive and participatory regional center...The city is positioned competitively in the national and international scene...” (Ilustre Municipalidad de Cuenca, 2010, p. 10).

“The development strategy for Cuenca is focused on its tradition as a provider of regional services of high added value and related to areas like science and knowledge” (Ilustre Municipalidad de Cuenca, 2010, p. 11).

Focusing the study of the SPC on the issue of the external projection of the city based on the priorities as indicated by the two paragraphs cited above, the transversal strategy #3 of the SPC includes the following:

“The internationalization of Cuenca has been proposed to be achieved through the coordination of its external relations, the management of cooperation and the harmonization of international efforts based on local priorities...the vision of "Cuenca, City of Science" involves becoming a city-region and a new epicenter of development in Ecuador and even in Latin America and the world” (Ilustre Municipalidad de Cuenca, 2010, p. 86).

With the perspective surged from the strategy previously mentioned, it is undeniable the connection of the strategic plan of city with the issue of sister-city agreements through two scenarios. Firstly, it is indispensable to remember again that a town twinning represents a tool of paradiplomacy and decentralized cooperation. In this sense, sister-city arrangements may contribute to the achievement of the transversal strategy of the SPC because the goals proposed by the transversal strategy correspond to functional areas of a sister-city relationship, as it is mentioned below:

- 1 “Decentralized cooperation aligned to the strategy of cantonal development.
- 2 Internationalization strategy of Cuenca in order to attract investment, tourism, international trade and cooperation.
- 3 Strengthen technical cooperation by:
 - Learning from success example of other cities.
 - Promoting Cuenca as a city that encourages development by teaching good practices” (Ilustre Municipalidad de Cuenca, 2010, p. 87).

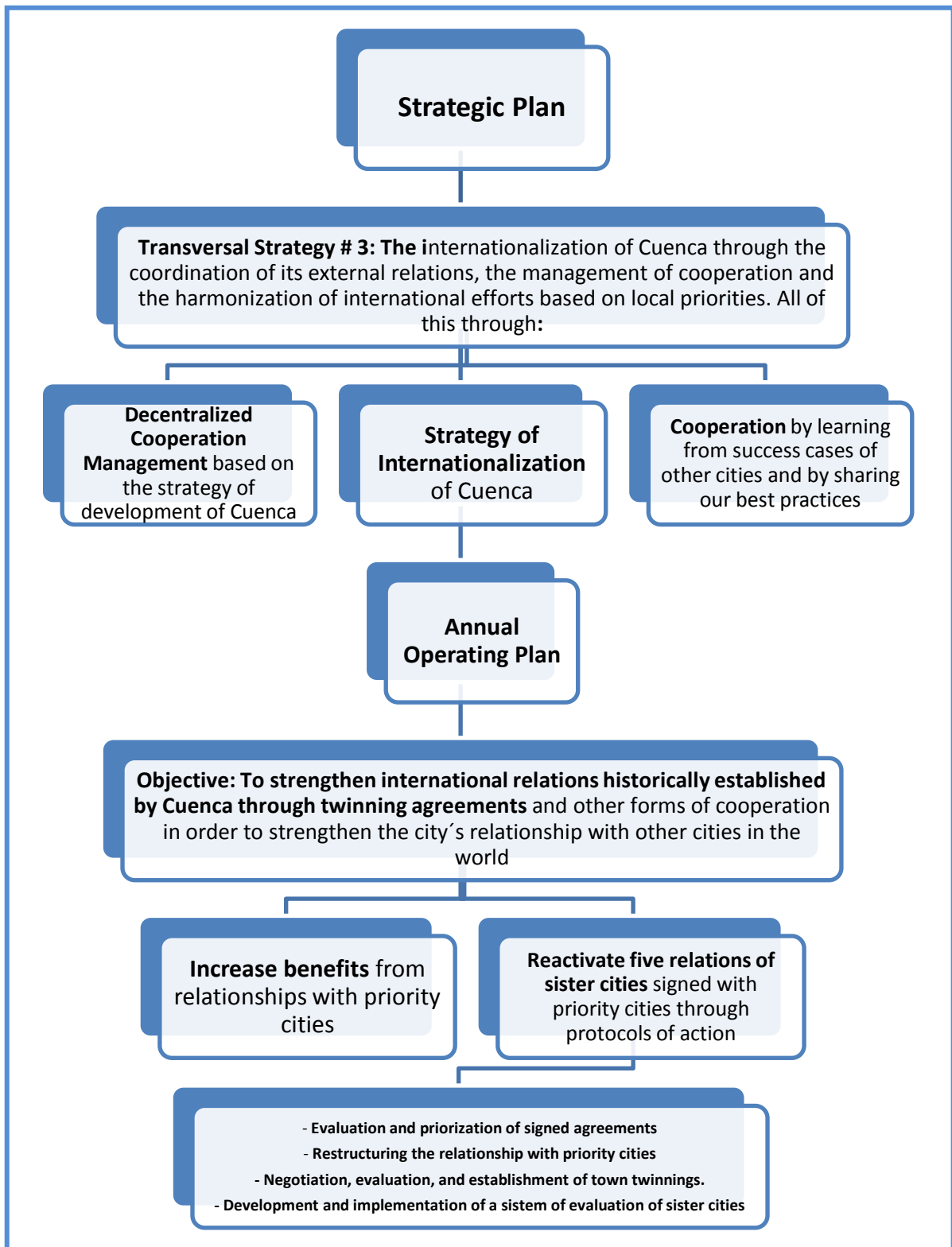
Secondly, it is important to mention again the words of Raul Jurado Ovando regarding the achievement of the strategic plan of the city. According to him, the strategic plan of the city will depend on if the AOP promotes viable actions. In this sense, the Cuenca’s AOP for 2013 and developed in the context of the ERD is focused strictly on town twinnings, considering necessary for city to take advantage and to optimize these kind of relationships with other cities in order to maximize the benefits from international

participation and cooperation. Therefore, it is clear the relationship established among twinnings, the AOP and the SPC. In this sense, it is evident that the international participation of Cuenca, proposed by the SPC in its transversal strategy #3, can be fulfilled through the objectives and the activities of the AOP, which refer to:

- “ To increase the benefits from relationships with prioritized cities through twinning.
- To reactivate five town winning agreements with prioritized cities through protocols of action. In this sense, it is important to:
 - Evaluate and prioritize signed agreements
 - Restore relations with prioritized cities
 - Negotiate, sign and perform protocols of action
 - Develop and implement a monitoring and an evaluative system of town twinning agreements” (Dirección de Relaciones Exteriores, 2012).

To understand in a better way this correlation, a diagram that mentions the relationship among the SPC, AOP and sister cities will be cited below:

Table # 19: The SPC, the AOP, and twinnings



Source: Lorena Guillén, 2012.

Consequently, there is no doubt about the ideal of improving the issue of sister cities for the future of the city. The AOP, with the intention of enhancing the signing process of the agreements and responding at the same time to the transversal strategy #3 of the SPC, aims to work hard in the area of town twinnings signed with priority cities. These cities have been selected according to the development strategy of the city that seeks to promote Cuenca as a city-region based on science and knowledge. According to Greicy Cuello, coordinator of the international section of the ERD, priority cities have been chosen according to the following conditions:

- **“Rosario-Argentina:** To provide technical assistance for the internationalization of Cuenca based on the previous experience of Rosario. To expand institutional dialogue at the level of local governments. To exchange experiences in local development, public services, environment, tourism and culture. To strengthen the willingness to integrate networks by starting with the Educating Cities Network and others of future interest.
- **Tempe-US:** To cooperate in priority areas such as health, education, culture, risk management, international relations and tourism.
- **Olinda-Brazil:** To take advantage of the benefits of a sister city relationships under the influence of the Healthy Cities Program. The cooperation between these two cities will be done in priority areas such as health and education.
- **Barcelona-Spain:** Important in the issue of mobility and transport.
- **Medellin:** To establish horizontal cooperation based on the best municipal practices, such as security and management of public enterprises” (2012).

Therefore, the SPC has become an important tool for town twinnings because it has permitted to institute a direct evolution in the meaning of these agreements for the authorities. In fact, Cuenca’s administrative personnel have stopped thinking about twinning agreements as purely diplomatic instruments and have started to promote a conception of sister cities as objective, operational and functional treaties.

In conclusion, the analysis of Cuenca and the involvement of its local government in the international community clearly evidence the negative arguments that have been

generated around town twinning agreements. These arguments can be summarized as: the mismanagement of these kind of agreements, the informality of their developed processes, the lack of interest in establishing operational projects, etc.

Despite the Cuenca's long list of town twinning agreements administered under the conditions cited above, there is still the perception that these agreements are more than simply protocol instruments. Some people still think about sister cities as tools of opportunities, municipal development and support for cities, which seek to confront the challenge of participating in the global dynamics. But to achieve that, it is essential that the authorities remember that a sister city relationship is effective only if it overcomes its symbolic nature; this is possible if twinning arrangements are based on effective and committed relationships between communities. Indeed, it is necessary that the sister cities relationship does not remain as a mere rhetoric based on official visits. On the contrary, it is indispensable that it becomes as an example of concrete and operational relationships.

In spite of what was concluded, it is also important to keep in mind that the deficiencies or the favorable conditions related to town twinning are not only the result of their positive or mismanagement by the local government. It is also necessary to analyze the involvement of the central government in the issue of sister cities as mentioned earlier in this chapter. The reader must remember the policies and programs of support as well as the guides generated by the Mexican Federal Government or the EU, which were studied in the previous chapter. These policies, programs and guides have greatly facilitated the positive function of sister city agreements in these parts of the world. Consequently and after analyzing the context of the local government in the case of the city of Cuenca and its town twinning arrangements, it is also necessary to do a detailed study of the relationship between the central government of Ecuador and the paradiplomatic activity of the city through twinnings.

3.1.2 Ecuador's legal framework in the field of paradiplomatic exercise of cities through twinning agreements – Intervention of the National Government

The new global dynamic, which was discussed in the first chapter, has allowed the international community to experience an interference of autonomous or decentralized governments in the international arena. Many activities previously managed by the central governments are now implicit responsibilities of local administrations. As a result, these decentralized governments have gained greater autonomy in relation to their interference in the external field and in many other areas.

Despite that autonomy and independence achieved by the local administration, it is essential to remember the importance of the regulation, support and guidance that the central government should implement with the purpose of achieving an adequate local government intervention abroad. This argument is suggested by Jorge Palacios, Doctor of Law from the Autonomous University of Mexico and a member of the Mexican Foreign Service for 40 years, who proposes the need for a strict control of the central government to the paradiplomatic activity of the autonomous government because:

“...if an autonomous government signs an intergovernmental agreement even limited to its attribution and for some reason cannot fulfill it, this situation will represent a responsibility for its State in the international scenario” (2001, p. 28)

Consequently, the need of a legal guide from the State to control the international performance of local governments is indisputable so as to achieve effective results in the process. However, it is also essential to understand that this procedure should not be only limited to the creation of laws but also to the establishment of an operational process through functional programs. This was confirmed in the chapter II, in which

both Mexico and the EU revealed the importance of the legal and the operational areas if sister-city agreements intend to fulfill the international legal aspect.

In the case of Cuenca, the management of decentralized cooperation and international projection through sister cities has depended directly on the legal basis established in Ecuador. The next step will be an analysis of the legal framework related to the paradiplomatic action of the autonomous governments of Ecuador. The intention of this analysis will be to detect if such a conglomeration of laws proposes an optimal international performance of Ecuadorian decentralized governments.

To initiate this analysis, it should be noticed that the national regulatory framework mentions the paradiplomatic action of cities as the activity related to the management of decentralized cooperation. Handling decentralized cooperation by the local administration represents not only to search for support from other international entities but also to perform global diplomatic initiatives. Hence, no legal basis of Ecuador will be detailed in relation to the international involvement of local government. Instead, the legal framework will be detailed in terms of the management of decentralized cooperation. With this contextualization, the Ecuadorian legal framework regarding international decentralized cooperation is composed of the following elements:

1) General legal basis founded in the legal valid references:

- **Constitution of 2008:** Supreme law of Ecuador that establishes the decentralization process and the components of the different territorial levels.
- **Organic Code of Territorial Organization, Autonomy and Decentralization (ODTOAD):** It is composed of regulations regarding autonomous governments. It also develops the legal provisions of the constitution.
- **Code of Planning and Public Finance:** Its aim is to regulate the function of the different levels of the public sector.

- **Decree No. 699 of 2007 (amended by Decree No. 429 of 2010 and Decree 812 of 2011):** They have endorsed the creation of the Ecuadorian System of International Cooperation (ESIC) with the purpose of creating a public and institutional structure that could plan, regulate and manage not refundable international cooperation.

2) National Plan for Good Living in Ecuador (NPGL), which despite having no legal status, contains guiding principles of international cooperation.

3) Resolution No. 0009-CNC-2011 of September 29, 2011 and promoted by the National Council of Competencies. This transfers the responsibility of the management of the international cooperation and participation to the autonomous governments.

After analyzing the previous legal basis, the relevant articles related to the support provided to the paradiplomatic actions of the cities will be evaluated through the following analytical table:

Table #20: National legal framework related to the international decentralized cooperation

Municipal Government in International Decentralized Cooperation	Competence	Normative
	<ul style="list-style-type: none"> - The autonomous governments will enjoy of political, administrative and financial autonomy. They will be governed by the principles of solidarity, subsidiarity, equity, integration, complementarity, decentralization and citizen participation. - The autonomous governments have as an exclusive competence the ability to manage international cooperation in order to fulfill their responsibilities. 	<p>Constitution Art: 238, 263, 264 y 267.</p>
	<p>The autonomous government is able to manage any strategy of international cooperation and technical assistance so as to fulfill their responsibilities. It has to be done within the framework of the national objectives, their development plans and the principles of equity, solidarity, intercultural, subsidiarity, timeliness and relevance. A record of these activities have be maintained in the National System of International Cooperation (NSIC)</p>	<p>OCTOAD Art: 131.</p>
	<p>The approval of the programs and projects of international cooperation will be made by the National Ministry of Planning and Development, except those managed by universities, polytechnic schools, autonomous governments and social security. In these cases, the programs and projects will be approved by the highest authorities of such entities. Public sector entities, which carry out actions supported with resources from international cooperation, are required to register those activities in the competent technical body: Technical Secretariat of International Cooperation (TESEIC). This body will be responsible of both evaluating the international cooperation relation and implementing the corresponding information system.</p>	<p>Code of Planning and Public Finance Art: 69</p>
	<p>The TESEIC is created as a decentralized public entity in order to implement the strategies of international cooperation, policies and regulations as well as to develop and use the tools of management of the NSIC.</p>	<p>Decree N° 699 de 2007 (amended by Decree N° 429 of 2010 and by Decree 812 of 2011)</p>
	<p>“Strategic and sovereign insertion in the world and Latin American integration” are particularly important for the management of international cooperation. It is necessary to boost strategic local insertion in the international scenario.</p>	<p>National Plan for Good Living in Ecuador (NPGL) Objetivo: 5</p>
	<p>The management of the international cooperation by the autonomous governments shall be exercised in the scope of their powers and territorial constituency. Moreover it must be also implemented in coordination with their respective territorial development plans as well as with the national development plan and national public policies.</p>	<p>Resolution No. 009-CNC-2011 of the National Council of Competencies</p>

Source: (Dirección de Relaciones Externas, 2012)

Updated: Lorena Guillén

To the table cited above, the following statements must be included, which are related to town twinning agreements. The objective 10.1 of the NPGL is indispensable to cite because it considers Ecuador as a facilitator of free association and collective organization of civil society through town twinning agreements. The OCTOAD has also to be mentioned through its article 239 and 314. The first article refers to the support given to the autonomous government so as to promote sister cities with other decentralized governments. The second article suggests that the autonomous governments are responsible of promoting the participation and representation of their societies in the national and international scenario through sister cities relationships.

Based on the evaluation of the legal basis suggested in both the analytical table #20 and the preceding paragraph, it is possible to conclude that there are several positive and negative aspects in relation to the support given by the central government to the international projection of the autonomous governments through sister cities. Among the positive aspects, there is the decentralization process that the country is currently experiencing. The Constitution of 2008 promotes a new governmental structure, which supports the capacity of local governments to intervene in areas previously restricted to them, as the participation in the international community as well as the management of decentralized cooperation. Although the Constitution of 1998 had already treated the decentralization of functions, there was a lack of obligatoriness while giving the local governments the option to take advantage or not of the decentralization process. The Constitution of 2008 creates favorable conditions to progress in this process through the implementation of a mandatory national system.

Another positive aspect is the incentive that was given to the principles of subsidiarity, autonomy and participation. These principles, which are contained in the Constitution of Ecuador and in the OCTOAD, have help to demonstrate the importance of town twinning relationships for cities in their decentralization and internationalization processes. As it was mentioned in the first chapter, the paradiplomatic action of cities

through town twinning agreements initiated under the influence of the principle of subsidiarity so as to ensure that the decisions are taken as closely as possible to the citizens. On the issue of autonomy, the autonomous governments have the chance to manage international cooperation in order to achieve their development plans exemplified by the SPC or the AOPs, which clearly support sister cities. The principle of public participation goes hand in hand with town twinnings because their purpose is the active participation of the population in the formulation, implementation, evaluation and control of the tools of external participation.

Similarly and in response to the process of decentralization, it is appropriate to recognize the capability of the autonomous governments to manage such twinning arrangements. In this sense, the autonomous governments are able to accomplish decentralized agreements without any supervision, just with the approval that comes from the highest authority of their governments. This obviously reduces the seasonality in signing these agreements and the bureaucracy in the process. Additionally, despite it is not necessary an authorization from a higher authority, there is an obligation to register the agreement within the TESEIC with control purposes. Thus and even when the Code of Planning and Public Finance determines an independent management of these agreements by the local government, the compendium of laws also regulates these processes through the obligatory registration of the agreement. The intention of these laws is to promote efficient intervention of the decentralized government abroad.

Despite the positive considerations detected within the Ecuadorian normative, the legal basis has many weaknesses in this area. This legal basis, which proposes to give the responsibility to the autonomous governments to manage their international participation, clearly does not determine the tools and resources that the central government should provide to the autonomous administrations. The purpose of these tools and resources should be to achieve a correct transition of powers as well as an accurate exercise of paradiplomacy, something that has not happened until today. The

different articles, goals and decrees cited in the table #20 and in the previous paragraphs only propose a registration of the agreement in the TESEIC, but they do not propose any operational method of joint work among the different levels of government in order to achieve the international objectives of the decentralized governments.

Also, there is a gap created between the central and local governments on the issue of the international projection. The intention of sister cities with Merida-Venezuela can be cited as an example of the gap previously cited. In this intention, the Ministry of Foreign Affairs has failed to respond to the process of the twinning and has only performed administrative actions like sending reports. Also, there is a statement of the Coordinator of the Cooperation with Asia, who confirms the lack of an operational program that supports the performance of the decentralized governments in the international arena; it only refers to the rhetoric of the legal rules by saying:

“THE TESEIC is preparing a proposal to work with the autonomous governments, but there is nothing in particular. Meanwhile, there are two ways in which the decentralized governments can work together and joint effort with the central government:

- 1) Technical assistance and support in management processes.
- 2) Necessary registration of the cooperation agreements on the System of Cooperation of the TESEIC, as it is stipulated in the Code of Planning and Public Finance, Section 69” (Gutierrez, 2012).

To this situation, the temporal aspect in terms of decentralization of functions and thus the ability to manage an international engagement of cities has to be included. Despite the intention of decentralizing functions from the central government since 2008, only just on September 29, 2011 was issued the resolution No. 009-CNC-2011 of the National Council of Competencies. This resolution ultimately transferred the capacity to manage the international cooperation and participation from the central State to the

autonomous governments of Ecuador. Thus, this process apparently has not yet had the required time to consolidate its transformation.

According to the aforementioned, there is no doubt that Ecuador is yet undergoing a process of change. The definition of the legal field regarding the foreign participation of cities has been more persuasive than the clarification of the methods of paradiplomatic activities. Hence, many adjustments have to be implemented as strategies of joint work between the central government and the local authorities through two possible mechanisms. On the one hand, it is important to work jointly with the TESEIC, which has the capacity to interfere in the process of monitoring and evaluating the international interventions of local governments. On the other hand, there is the Ministry of Foreign Affairs, which interferes in the diplomatic side. Indeed, it is important to transform the relationship between this central government's representative and the autonomous governments if the local rules appreciate sister cities as important diplomatic tools. In the same way, a cantonal strategy related to the international participation of cities is completely necessary as well as a guide, which could enclose the capacities and responsibilities of local governments in the area of international relations.

Finally, through this chapter, it has been possible to conclude once again that town twinning agreements unquestionably symbolize the capacity to promote and attract benefits for the city as well as to analyze what can be offered and also received. In the case of Cuenca, it is irrefutably the great number of doors that have been opened with the subscription of sister-city agreements. This situation has permitted Cuenca not only to show itself in places where there was little or no idea about the potential of the city but also to manage benefits that have projected the development of the community. However, it has also been possible to conclude that the innumerable benefits achievable through sister cities have been wasted due to their poor management. Indeed, the involvement of Cuenca in the international arena through twinning agreements has meant to exemplify the constant criticism that sister cities have always faced. Cuenca

has evidently managed protocolary agreements, instruments of only friendship between cities, agreements without benefit, etc.

These unfavorable contexts concerning sister-city agreements signed by Cuenca have been set down due to their mismanagement throughout time, the little formality, the lack of interest and commitment with these agreements, the lack of responsibility to respond to the obligations and liabilities incurred, the use of these tools as protocol instruments and finally the lack of support of the central government to these kind of relationships in terms of attendance, monitoring and evaluation.

In consequence, it is necessary to support the process of restructuring the external projection of Cuenca, by strengthening the relations that the city has encouraged historically through sister-city agreements. It is also important to support the creation of an Ecuadorian system of real and operating decentralized cooperation, which could serve to support the decentralized governments in the exercise of their insertion into the international dynamics. It is also necessary to understand that the Ecuadorian diplomacy needs to expand its strategies so as to support advocacy efforts of local actors and to convert the Foreign Ministry into an international sponsor of the intentions and projects of the cities of Ecuador.

Many new actions have to be implemented in order to improve the context in which town twinning agreements are signed. The objective of the new actions should be not to sing agreements that do not represent a response to the priorities of the city. Therefore, this monograph is importance because the purpose is to work with sister cities that counteract the earlier negative scenarios. In this sense, it is imperative to have a guide based on parameters that do not allow the agreements of sister cities to witness the past unfavorable situations. Consequently, the next chapter will propose this guide which will optimize the context of sister-city agreements.

CHAPTER IV.
PROPOSAL OF A GUIDE FOR THE SUBSCRIPTION OF TWINNINGS BY
CUENCA THAT LEADS POSITIVE RESULTS FOR THE CITY.

4.1 Antecedents

As a result of the previous analysis regarding the case of Cuenca-Ecuador on the issue of sister-city agreements, it has been possible to discover the unfavorable circumstances that have negatively influenced the process of signing these agreements. Many of these facts have become evident because the rulers of Cuenca have not considered one of the secrets to achieve a good result in any procedure, which is to prepare the process strategically in order to achieve the desired results.

In the case of a prototypical town twinning agreement, the friendly relationship between cities is the result of a process in which the different variables have to be arranged as perfect as possible so as to respond effectively to the interests of its management. Thus, strengthening ties of friendship between cities are presented as long planning processes according to a guide. This guide should determine the steps to be followed and the purposes to be achieved. Similarly, a good sister city relationship needs of the support provided by the staff (administrative and political) of the local and central government as well as by the citizens of the municipality in order to be executed in the best way possible. Moreover, the experience shows that the process of selecting the partner is essential for the proper functioning of sister cities. Indeed, many of the difficulties within the town twinning agreement, once the relationship is established, happen as a result of the selection process. To these conditions, many other should be mentioned, which have to be taken into account if the city and its rulers want to manage a positive twinning agreement for the society.

For all the reasons mentioned before, this chapter will preliminarily introduce the conditions that town twinning agreements should consider in order to accomplish a good sister city relationship. Consequently, a guide for the subscription of twinings will be proposed for Cuenca. This guide will be based on the need to work according to the steps to be followed and to the objectives to be achieved. It will also propose the involvement not only of a committed team of governance but also of the society. Moreover, the priorities of the city will be considered by this guide as the main facts to concrete a sister-city relationship.

The result of this section will serve to promote a new context for Cuenca in the subject of sister cities. This new context will not only allow the city to counter the unfavorable conditions related to the movement of sister cities, but also empower the city on this issue as it is proposed by the city's Strategic Plan for 2020. The idea is to internationalize Cuenca positively as the examples cited in Chapter II.

4.2 A good twinning

As it has been suggested, town twinning agreements constitute potential tools for urban development if they are identified as a stable framework over time as well as a framework based on commitments and results. Hence, a good twinning can be very beneficial because by establishing close ties between two different cities, the communities will benefit themselves by sharing problems, exchanging views, discovering different ideas on issues of common interest, managing decentralized cooperation as well as by promoting aware citizens about the world's cultural diversity.

Nevertheless, in order to have successful twinning agreements and thus to accomplish the purposes of their management, these relations must reach several conditions before, during and after signing the agreement. Moreover, in order to achieve the objectives of

these agreements and thus to have good twinings, it is also necessary that the sister cities could be reinforced by real and effective relationships and also that both institutions become committed to develop workable programs. In fact, this research has already shown that excessive voluntarism and protocol have not favored the development and effectiveness of sister cities; situations proved in the previous chapter that treated the case of Cuenca and its many town twinings based on acts of goodwill.

Consequently, there are many considerations to highlight and to think about when signing a twinning agreement. It is necessary not only to participate in the formal process but also to work previously so as to achieve a partnership that projects feasible and good results for the involved parties. For this reason, all the characteristics that must be studied before establishing a sister-city relationship will be mentioned below. The purpose of the next analysis is to illustrate all the characteristics needed in order to formalize an agreement that could meet the objectives and become a positive instrument of internationalization of the city.

4.2.1 Characteristics of a good twinning

To start with this subsection, it is necessary to recapitulate that the main criticism of sister-city agreements is that they have generally responded to political and diplomatic interests; in doing this, they have become declarative or goodwill agreements. In this sense, it is clear the need that these agreements could meet certain conditions to counter the protocol aspect and thus to meet the objectives established during their subscription.

Although several of these conditions or characteristics have already been discussed in the section 1.1.1.3 titled as “Twinings,” it is necessary to study them again in order to understand their importance and how they conduct a positive twinning. Consequently,

the following subsections will detail each of the characteristics to be accomplished by sister-city agreements so as to become a positive twinning relationship.

4.2.1.1 Selection of the partner

An accurate twinning agreement starts from the search of a suitable partner. This search involves defining consistent criteria related to the kind of relationship that the municipal administration seeks to establish. The objective is not to associate the city with a similar according to the criteria used in the traditional relations of cooperation. Instead, the idea is to look for partners based on themes of common interest, possible projects to carry out together, similarities, etc.

As mentioned, the development of the profile of the city and the selection of the sister city from the respective study of the profile of the counterpart are tasks that require diligence. The purpose of analyzing the profiles of the municipalities is to detect their features and strengths such as the number of citizens, some special features (port, university, historical links), etc. As a result, the process of matching that follows is more effective; in spite of that, it is not a guarantee for the agreement to become effective. However, twinning agreements with too different profiles confirmed the elements of a potential failure.

On the other hand, it is necessary to be aware that establishing a sister-city relationship based on the analysis of profiles will allow the rulers to consider benefits and results of the agreement. In fact, if this happens, the decentralized government will be able to avoid responding to a formal ceremony of goodwill, which will surely promote declarative and non-operating agreements. Therefore, a good twinning ignores protocol criteria and consequently bases its process on functional criteria. Accordingly, to promote a meaningful twinning, the relationship must avoid to become reduced to

merely symbolic condition; on the contrary, it is imperative to endorse benefits for the involved parties.

4.2.1.2 Operational objectives

A good twinning has to be instituted under the intention to fulfill certain goals or objectives. This condition is related to the selection of the partner and as mentioned, it is essential to choose the sister city by speculating the areas in which will be possible to work together and thus to achieve results. Therefore, to suggest objectives and an operational manner for the agreement, it is necessary to put aside the symbolic nature of the agreement and creates a mutual framework.

4.2.1.3 Not only to favor the transfer of resources but also technical assistance, knowledge of cultural diversity, etc.

A positive twinning must overcome the vision merely financial and become an occasion for bringing people in other areas such as cultural, education, social exchange, etc. Thus, a partnership based on a solid friendship can also be the ideal framework for technical cooperation, exchange of experiences and best practices as well as the pooling of efforts to promote the development of the territory in areas such as transport, waste management and social services.

Furthermore, the effort required to find another city and to be sensitive to their problems is a step that helps to develop a sense of tolerance, spirit of welcome and work for peace within pragmatic guidelines. On a positive twinning, there is a willingness to learn more about each other's culture. This situation clearly allows people to respond to the new dynamics of interdependence that exists in the world.

4.2.1.4 Horizontal cooperation model

Another important element is the specific role of municipal international cooperation. This is a different kind of cooperation to others that are more traditional and related to welfare. However, there is still a charitable mentality related to sister-city agreements and to evolve towards a horizontal intervention represents a constant challenge. A good twinning cannot be reduced to a vertical relationship, and thus the approaches of a partnership, which are equality and reciprocity, must continually be repeated to both partners of the twinning

4.2.1.5 To establish and maintain effective communication time to time that could propitiate a feedback

It is necessary to define a communication mode and the frequency of contact between the partners of the twinning. Additionally, it is essential to be careful not to disrupt this contact and to meet the established deadlines for information delivery. In this regard, it is also important not to forget the reporting and evaluation processes because through them, it will be possible to monitor the twinning agreement and thereby to prevent its decay. It is also very important to communicate the positive experiences and/or difficulties. This process can be very helpful in future making decisions.

4.2.1.6 Active participation of citizens

A good twinning involves the participation of as many citizens as possible, of all ages and from both municipal partners. Thus, a twinning arrangement should encourage a commitment not only of the authorities but also of the citizens of the associated towns. The municipal staff should be the engines of the projects, but they should never be the only ones involved. Therefore, this feature is one of the most important of these

agreements because it permits to create frameworks for citizens' intervention in processes previously restricted to them such as international participation.

4.2.1.7 A lasting relationship

An exemplar twinning should last over time and not be linked to political changes inside the autonomous governments. As quoted in the case of Mexico in chapter II, it is necessary an institutional strengthening through the design of mechanisms that promote the professionalization of the public administration. That professionalization of the staff is revealed when a new local government continues performing the work plan established by the previous administration. This is very important in the case of twinning agreements because it will allow the municipality to continue with an important cooperative job as well as to reaffirm the bonds of friendship between cities.

In addition, although twinning agreements are justified in a permanent relationship between the signatories, the approach related to positive twinings refers to the establishment of objectives as already suggested, which must be defined in time so as to be reached. It does not mean to apply a temporality to the relationship of sister cities; rather than, it means to propose an evaluation and operational processes to twinings.

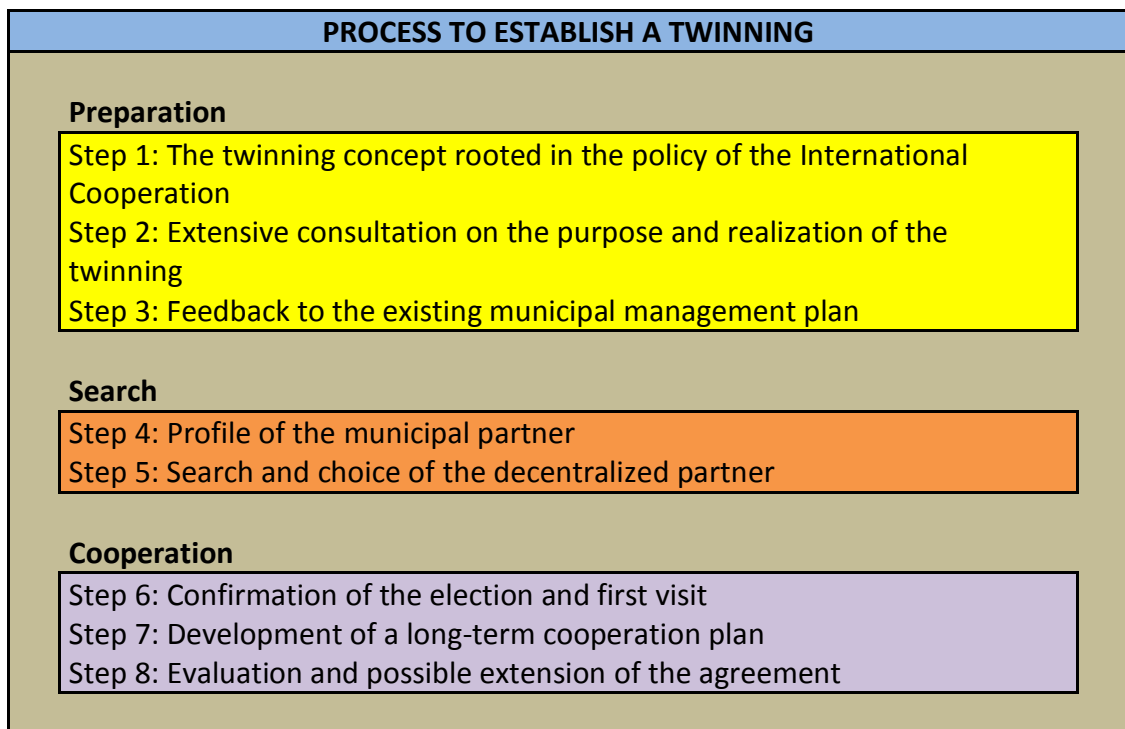
4.2.1.8 Working together with the central government

Even though managing twinings is part of the decentralization of functions from the central government to local administrations, it is important to maintain a working relationship between the two levels of government as evidenced in the examples of Mexico and EU cited in chapter II. This partnership becomes obvious through the implementation of budgets by the central government in order to finance the local governments performance through sister-city relationships. Also, this relationship

between central and non-central governments can be exemplified through regulatory programs proposed within the central government to promote compliance with the obligations arisen in the context of the relations between cities, etc. This partnership will allow the cities to establish a greater commitment to work with such instruments as well as greater efficiency and effectiveness in the twinning process.

Besides these features, the development process of a twinning arrangement is also essential in order to achieve an exemplary sister-city relationship. This process may include various steps according to the guidelines of each local government, but the proposal of Janssens Bert, representative of the government of Flanders in Belgium, can be cited in a simplified way. He proposes the following method, in which the characteristics of a positive twinning are achieved.

Table #21: Process for establishing a twinning agreement



Source: (Janssens, 2011)

Translation: (Lorena Guillén, 2013)

Briefly, it is necessary to consider twinnings as strategic relationships between cities that arise from a previous reflection, are inserted in municipal planning, identify interests as well as set objectives and areas of cooperation. The evolution of town winning agreements in this direction is precisely the challenge that many local governments have to face if they want to use this form of cooperation to link itself with the international community. This is exactly what the city of Cuenca needs to experience.

In this sense and in order to transform the twinning projects of Cuenca into effective activities, a guiding framework that includes all the features regarding a good twinning arrangement should be taken into consideration. In response to this, this guiding framework will be proposed in the subsequent section so as to direct not only the performance of the current administration of Cuenca but also of the future governments in relation to the paradiplomatic action of the city.

4.3 Proposal of a guide to be considered for the subscription of twinning agreements by the city of Cuenca

With the intention of establishing a more coherent, effective and durable process of paradiplomacy through twinnings, it is indispensable to create a guiding framework for Cuenca in order to determine the steps to be followed and the objectives to be achieved. The idea is to propose a preliminary reflection preceding the action as a result of the lack of commitments and outcomes in most of the twinning agreements signed by the city.

There is a proverb used in Latin America that states: “if you do not know where you are going, any path will take you.” In this sense, the case of Cuenca can be referred, which has not set any parameters to follow in the context of sister cities, so the process has not had good results. Consequently, it is indispensable to put emphasis on the need to clarify the horizon of the decentralized governments through a process of strategic planning. If

a local government is involved in a sister city agreement in a reactive and intermittent way and does not have a clear idea of the objectives of this relationship, it is almost certain that the effort will not bring the desired results, the resources and the opportunities will be wasted, and also the agreement will lose effectiveness, impact and credibility.

Therefore, the local governments should debate about the development of a guide that strategically determines the process to carry out in relation to the sister-city movement, even though it often involves effort and time. In fact, local authorities have to be able to construct and implement a guiding framework that takes into account the reality of their territory and population as well as the reality of the foreign environment. The idea is to overcome the culture of isolated actions or projects so as to build a more comprehensive approach through the articulation of a long-term strategy.

Accordingly, a proposal of a guide for the subscription of twinnings by the city of Cuenca will be projected in this section with the purpose of establishing a strategy to sign good agreements. The proposal will be based on sister cities that include a forethought of what is expected, that determine clear objectives and achievable goals, that project real and feasible actions and finally that justify not only the friendship with the colleague but also the benefits that this synergy can make for the society. To formalize this proposal, the features detected along all the chapters of this research will be considered. As a result, the guide will include specific guidelines, and each of them will be discussed in each subsection to be developed below.

4.3.1 Strategic selection of the partner

By studying the case of Cuenca and its town twinning relationships, it was possible to reveal that one of the biggest problems of the city regarding sister cities has been the

signature of these agreements. Indeed, signing these agreements has signified to achieve instruments of protocol or goodwill, which have not presented any objectives and compromises. It has happened due to the partner selection process, which has not responded to a particular strategy or the interest in formalizing operational agreements. Consequently, the best way to reach a positive agreement of sister cities for Cuenca is to take the necessary time so as to select the right partner. This cautious selection can be possible not only analyzing the potential candidate's profile but also presenting the profile of the Cuenca to the counterpart.

It is important that the profile of the city includes information such as territory, population, business, logistics, transportation, attractions, cultural events, educational offerings, international relations, health, living standards, factors of great interest as the historical and cultural links, dimension and range of the administrative staff, socio-economic characteristics, political orientation of the local administration, etc. These facts will be decisive when presenting the city as a possible candidate for a twinning agreement as well as when selecting a partner for the sister-city relationship. To these factors, the political will and the tradition in local governance have to be included as scenarios that reflect the performance of the city in different areas as in town twinning agreements.

Consequently, the creation of the profile of Cuenca and the study of the profile of the possible partner will permit to have a clearer picture of the areas in which to create a framework for cooperation. As a result, the relationship will be conditioned from the beginning towards the achievement of goals and results. Also, this situation will provide a better picture of what to expect from the partner and what the city can offer in the sister-city relationship. Finally, this method will be used to restrict signing agreements that do not involve a preliminary study and thus respond only to acts of goodwill as it has usually been done within the administration of Cuenca. The idea is to consider whether or not it is optimal to formalize the agreement with a certain candidate.

4.3.2 Territorial and institutional legitimacy

Once justified that twinning agreements have to be based on the analysis of the potential partner, it is also important to consider that a good twinning must be negotiated and signed by local authorities elected by the citizenry. Moreover, the territorial dimension should be taken into account so as to achieve a good sister-city relationship. These two conditions are part of the different keys in order to succeed or fail in the internationalization and collaboration processes of cities.

As already suggested, one of the main specificities of a sister-city relationship is based on the characteristics of its actors which are local governments. They are the administrative level closest to the people and thus more sensitive to the needs of local development. In this sense, these local governments should be the responsible of negotiating and signing twinning agreements because they know the potentialities, needs and possible areas of cooperation of their communities. If someone outside the governments has the opportunity to negotiate an agreement, it is essential a posterior direct involvement of the local authority. The reason for this is to provide legitimacy to the negotiation through the knowledge that the local ruler has about the city.

In the case of Cuenca, it is obvious that several proposals of sister cities have emerged from individuals, who have been different from those included in the staff of the municipal administration. For example, there are twinning arrangements managed by ambassadors or consuls, who have proposed to sign an agreement only as a symbol of goodwill and protocol. This situation confirms the lack of a direct involvement of the local government in the process, also the deficient evaluation of the partner and of the possible contributions to the relationship as well as the absence of objectives to be achieved. Additionally, the most important fact is that through goodwill processes, the needs of the society are not analyzed, so they are not surely mitigated. As a result, resources, time and money are wasted.

Consequently, by having a good sister-city relationship, the negotiation and signature of twinnings will be determined as exclusive roles of local governments. Thus, the local authority progresses from a passive to a co-star role in twinning processes. In this sense, the impacts are better suited to the goals and needs of the communities as well as they are more effective and lasting.

Moreover, as another characteristic of twinnings, these agreements should be assumed as tools of close cooperation that not only encourage links between territories but also benefit to the entire social structure of a defined territory. As a matter of fact, the local action supported by a delimited territorial dimension is undoubtedly one of the most valuable ingredients of twinnings. It ensures a greater local ownership and sustainability of actions as well as a more democratic characterization to these agreements. Therefore, in addition to determining the performance of local governments as the only actors in the context of twinnings, it is also important to recognize the need to negotiate sister cities so as to benefit the largest amount of territory and not only a portion of it.

These two specifications finally confer legitimacy to the relationship between cities and also support the democratic characteristic of twinnings. Therefore, this ensures a proximity to the territory's population and gives to the local government the ability to design the relationship according to the specific needs of their societies.

4.3.3 Institutional framework

In the previous chapter, some concerns regarding sister cities were established. For example, there has been a lack of commitment of the government of the city to meet the responsibilities arisen within the sister-city agreement. Also, these agreements have been seriously undermined because of their informal subscriptions by omitting dates, signatures, objectives or evaluative processes. In addition, the administration has not

worked effectively to accomplish great opportunities of cooperation with exemplary partners. These facts have happened because of the poor institutional framework implemented in the administration of the city as a result of the lack of resources and motivation, the existing negative perception about twinning, etc.

In order to confront these circumstances, the local institutions must forge a highly motivated political-administrative staff with the purpose of promoting the idea of twinnings as useful and beneficial instruments. This condition will succeed if twinning processes involve a negotiation based on mutual compatible objectives as well as a strategy for achieving them. Thus, this scenario, which forces sister-city relationships to institute clear goals and strategic plans, is essential because only through this, the cities will consider the agreements as instruments through which everyone wins. The purpose is to prevent signing twinnings based on protocol aspects and that do not include measurable actions.

In addition to the objectives and the strategies previously cited, it is essential that the new institutional framework could include a major political leadership and commitment of all the concerned parties of the sister-city relationship. For example, it is necessary to analyze periodically if the objectives and strategies are being reached by the political actors, who will have a stronger performance in the relationship between cities. In this sense, it was already analyzed in the case of Cuenca that the representatives of the local government have not usually well performed their functions on the issue of twinning. As result of this lack of motivation, there are many unfulfilled responsibilities within the framework of the agreement, incomplete agreements because of the lack of seriousness or twinnings without any achieved goals due to the lack of commitment and mismanagement. This will be deleted if the negotiation includes a method called results-based management (RBM), which permits to analyze the performance of each partner and their political and administrative representatives in the process of sister cities. To understand what this method means, a conceptualization of the RBM instrument will be

included. According to Albert Serra, consultant of the Inter-American Development Bank (IDB) and of the Latin American Center for Managing Development (LACMD), the following is suggested:

“The RBM is a conceptual framework. The purpose of this method is to facilitate to the local organizations the effective and integrated management of the public processes by maximizing their effectiveness and efficiency in relation to the performance, achievement of the government's objectives and continuous improvement of the institutions” (2007, p. 12).

At the same time, it is important not to forget the dimension of learning and adaptability that should be presented in any collaborative process. Twinning should not only be focused exclusively on the achievement of the initial requirements but also on the accomplishment of new needs and potentialities for the future. Thus, a possible partner should be considered not only through a study of its current situation, structure and capabilities but also through a study of its future potentials and its ability to become adapted to new contexts. In fact, the twinning agreement signed by Cuenca and Bruges is an example of this situation. Despite the initiative of Bruges to renew the twinning agreement, the administration of Cuenca did not permit that this renewal process become effective, even when the twinning relationship already presented visible results for the society. Consequently, it is necessary to institute as mandatory not only the capacity to respond analytically to a renewal offer of a previous agreement but also the capacity to offer an amendment of the agreement by making reference to the current demands of the society. The purpose is to create a flexible sister-city relationship in order to correct its course without departing from the guidelines established in the long-term vision.

Additionally, although the continuity is an important element of twinning through renewal and adaptability processes, the established relationships does not have to be eternal. It is essential that the local authority responsible of these agreements do not get afraid to recognize when a sister-city relationship is not functioning as desired. Also, the

local rulers should recognize when the expected results have not been reached or when the agreement has no longer responded to the interests of the government. In these cases, it is better to say no to the purpose of the agreement, also to terminate the relationship with the objective of orienting the effort to other more productive relationships and not to continue wasting resources on a process that does not work either.

Therefore, the new institutional framework will delimitate new standards of work, performance and commitment of the authorities involved in twinings. These facts will permit to project a new scenario for the development of the agreements as well as will promote a new context so as to give continuity or not to the agreement. This will improve the way in which the results are achieved in a sister-city relationship as well as will optimize the performance of the political and administrative staff of the local government.

4.3.4 Communication and evaluation

According to the characteristics of a good twinning initially studied, a sister-city relationship should be based on a shared vision of the agreement by all parties involved in the process. This can be achieved through an effective and efficient communication that permits to show what is proposed and what to expect from the twinning. Furthermore, it is also necessary to have a common understanding of the collaboration based on an evaluative process in addition to the established responsibilities of each participating location in the agreement. Thus, communicating the processes to be performed and evaluating these processes will provide security to the performance of the sister-city relationship. Hence, it is necessary the rigorous implementation of an effective and efficient communication and evaluation processes in the collaborative agreement between two cities through multiple different strategies as it will be explained below.

Firstly, it is essential to promote exchange of experiences, ideas and information as part of a good collaboration. In this sense, a constant communication between actors through the development of a common language as well as the delivery of reports regarding the scope and achievements of the agreement are completely necessary. As an example, to make an annual report, which relates all the international action through objectives, results, resources, conclusions, lessons learned, correction processes and future prospects, is completely recommended. This annual report is essential because the communication of the progresses emerged in twinning relationships implies transparency about the actions and will boost confidence in the foreign partners.

On the other hand, the responsible representatives for the managing the twinning agreements of Cuenca should also inform about their performance in relation to the sister-city relationship as well as should request the counterpart to apply the same procedure. Furthermore, establishing an individual and collective informative system as well as periodic evaluative mechanisms become two of the most important appliances to take into account. The experience shows that an effective monitoring and a systematic evaluation of the results since the beginning can foster a results-oriented culture, a loyal commitment and thus a subsequent effective and efficient job without the need of an exhaustive. In addition, the evolution of the agreement in this direction will allow it to confront effectively relevant adjustments, providing a true learning from problems and errors.

In the case of an evaluative process, it is important, first of all, to have the tools to measure the progress or regression of the agreement based preferably on indicators that contrasts the previous and the current situation. This evaluation should cover both the internal aspects of local governments (organization of the office, decision making, staff that manage twinings) and external aspects (nature of relationships with partners abroad, communication system with the partner). The purpose is to learn from the

positive and negative experiences and to take corrective actions so as to capitalize the results. Thus, the principal authority of the decentralized government should be the person in charge of taking corrective actions so as to improve what is not working and to consolidate what is already functioning.

Consequently, the agreements to be managed under the framework, which is proposed in this chapter, will evidently function under the influence of a communicative, evaluative and effective strategy. In fact, this strategy will facilitate the deployment of actions based on transparency, commitment and results.

4.3.5 Partnership

To start this subsection, firstly, it is necessary to introduce a concept of partnership. According to the United Nations Development Program (UNDP), "The partnership is a form of horizontal collaboration between two institutions that favors dialogue and cooperation. Without discarding the money flows in certain conditions, a partnership mobilizes and transforms the government more deeply than simple financial transfers" (2010). What is pretended by the partnership is to eliminate the welfare-financial concept so as to give twinings a more strategic nature. In this sense, the agreement becomes a more durable and horizontal partnership and not a simple gesture of financial aid. Maria del Huerto, member of the Observatory for Decentralized Cooperation EU-LA, mentions the following regarding a partnership:

“A twinning settles on the principles of partnership and the promotion of horizontal exchange between actors. As a result, the relationship put aside the classic idea related to a relationship between donors and recipients of money. This new kind of relationship promotes better adaptation initiatives or projects to the needs and thus a sustainability action” (2006, p. 99).

Accordingly, under the proposal of promoting twinnings based on partnership for Cuenca, it is important to train and motivate the staff that negotiates these agreements. By doing so, the staff will be aware that a good twinning does not require the transfer of funds but rather of technical experiences as institutional strengthening, training and assistance in administration and management, improvement in human and technical resources and municipal services (urban infrastructure, land use, water supply, waste collection and treatment) as well as in culture and sports activities, legal and political support to local partnerships, etc. It is important that the partner could teach us of its experiences through contact with the various sectors that are part of the society of Cuenca. Also, Cuenca has to engage itself in sister-city relationships that require the experience that Cuenca has forged in important areas of local management.

4.3.6 Cooperation from territory to territory

In addition to considering the partnership as the horizontal relation, it is necessary that the sister-city agreement responds to a specific project of collaboration and that presents positive results for both partners. Thus, the concept of reciprocity can demonstrate its significance because twinnings must reside in the mutual interest of cooperation and the possibility of obtaining benefits in both territories.

It is necessary that the members of a sister-city relationship began to question among themselves about their request for establishing a twinning relationship and their contribution to the agreement because each of them becomes a contributor to the development of the other party in a positive twinning. Therefore, it is necessary that each of the institutions involved maximize their strengths for the benefit of the collaboration between territories. Specifically, one of the keys to a good cooperation supported by the sister-city movement is the identification of viable and feasible projects to be undertaken for the benefit of the counterparty in accordance with the strengths that each sister-city has.

In the case of Cuenca, it is important not to subscribe twinings that only identify the cooperation activities that the colleague can perform or agreements in which the only party that proposes potential areas of collaboration is Cuenca. This context only affects the movement of sister cities by supporting the traditional cooperative model in situations where one party acts and the other receives as well as where there is a relationship of benefactor and assisted as has happened in some twinning signed by Cuenca, which have been evidently against the principle of partnership.

To avoid the above procedures, it is necessary to continue working on projects that promote Cuenca in areas in which there is potential such as health, education, municipal technical assistance, etc. This process will consolidate the city by highlighting what the city can provide in benefit of the partner within a twinning. In addition, projecting Cuenca in these areas, it will be possible to give a more defined structure to the agreement in relation to the objectives to be achieved, by defining responsibilities so as to provide a more active and realistic participation to the city. Furthermore, it is also necessary to request and consider the potential areas of cooperation proposed by the counterparty. This situation will provide an overview of the possible results to be achieved as well as will establish a parameter to consider when making evaluations to the functionality of the agreement.

In addition to what was proposed and trying that the cooperation of experiences from territory to territory become truly useful, this process must be supported by audit tools in order to evaluate the objectives and commitments accomplished by the authorities of the local governments involved in the agreement, as was proposed in section 4.2.3. This is proposed so as to analyze the impact that must coexist in cooperation between territories.

Therefore, delimiting the agreement to what can be offered and received between localities and also providing the sister-city relationship an operational nature, it will be possible to generate interest in the twinnings. Moreover, these two facts will permit to supply the agreement of compromise so as to achieve its compliance.

4.3.7 Social Participation

Additionally, in order to let the twinning work as a great tool of cooperation and internationalization of cities, it is essential to promote participation of citizens of the involved territories. Besides, it is indispensable to bear in mind that all the society is obviously indispensable throughout the planning process, performance and evaluation of this kind of agreements.

According to the section titled as Features of a Positive Twinning, it is important to consider all the actors of a society as a goal and a tool at the same time in a good partnership. In fact, they are considered as a goal because they will be the principal beneficiaries with these agreements, and they are a tool because they are the only ones that give legitimacy and effectiveness to the sister-city relationship as well as they are the best auditors for these agreements. Therefore, the responsible of managing a formalized agreement must reflect seriously on the need of giving citizens a voice and space to actively participate in the various moments associated with the internationalization of the city and decentralized cooperation promoted by the movement of sister cities.

Thus, it is imperative that Cuenca stops spending resources and efforts on agreements in which an active participation of the society is not considered as a major issue, as it can be confirmed in many agreements listed in the previous chapter. It is significant thus to work on a program that democratizes the opportunities arisen in twinnings so as to

extend their benefits to the larger amount of citizens and thus motivate the social conglomerate to participate actively in the course of the relationship with the other city. In this sense, it could raise an informatic platform that allows the public administration to publicize the opportunities, to call the citizens to participate in the various development options, to show the achieved results of the processes. This can also be done through publications in newspapers of the city.

Despite the above, it is necessary to reflect the international experience of local governments. Many decentralized governments promote only informational programs such as those proposed in the preceding paragraph so as to include participation of citizens in twinning. As a result, they considered that an important condition for a good twinning has already been accomplished. However, this fact obviously limits the agreement to a mere communication policy without analyzing that citizen participation is strengthened only when the decentralized government establishes a real dialogue with society. Consequently, to propose an inclusion model for Cuenca, which is not only communicational, it is important to work on a regulation or law regarding the public participation through forums, tips, social platforms or other ways that collaborate in creating a participatory agenda. This is proposed in order to include in the agreement a process of feedback or active control from the subsequent beneficiaries.

Nevertheless, the most transcendental feature in the issue of sister cities is the need to establish a partnerships between local governments and the different social actors, by respecting their respective missions and enhancing complementarity between them. Then, some proposals will be explained so as to carry out a strategic relationship between the autonomous government and civil society, the education sector and the business sector, which are considered as the more representative sectors of Cuenca.

- **Civil Society:** Any strategy of international insertion and cooperation promoted by the local government will not go far if it does not have the approval of the population. However, it is not enough to invite citizens to join themselves in the process of development of the twinning. It is essential to have a strong public awareness component. This allows to strengthen citizenry and democracy as well as to increase the responsibility and solidarity of the society with global problems through a practical way.

For example, the cultural associations and artists can introduce important elements in municipal politics of twinnings. They are actors within municipalities that help to spread lifestyles and traditions as well as to increase global awareness. Including them in programs within the framework of a twinning will undoubtedly promote mutual understanding between the people involved in the relationship of sister-city.

Encouraging awareness in civil society not only on external action of local governments but also on the problems of the world in general could be possible through conferences, lectures, trainings, exchanges and other ways. Those activities can be obviously sponsored by twinnings on issues such as human rights, cultural diversity, aid in case of natural disasters, culture of peace, global economy more fair and inclusive, among others. The goal is to train people so as to understand the structural causes of global inequality and then to encourage their involvement and commitment to transform the inadequate development models.

- **Education Sector:** The universities or educational institutions of all levels play a dominant role in the structure of international politics related to the city. This sector can be very active in twinnings if they are included in processes such as receiving foreign students, exchange of teachers, language exchanges between language schools, technical assistance, etc.

- **Business Sector:** The private sector and companies can also be important partners for the strategy of internationalization of the city through town twinning agreements. In fact, the so-called public-private partnership must become a priority for the local government. Before signing a sister-city agreement, it is important to think about campaigns where companies can benefit the society and themselves from the exchange of experience and knowledge in areas such as environmental protection, improvement of quality of life, the fight against poverty, education, sports, culture, among others. These new guidelines will encourage a change in the public image and the role of the private sector in relation to the construction of a particular social order, giving them an appearance of cooperation between them that has been little set.

The aim of this proposal is to set aside the common practice in the administration in which twinning arrangements benefit the municipal institution and rarely the social conglomerate or the social benefit is distributed through a selective process and not through a democratic one.

4.3.8 Relationship between the central government and the decentralized ones

From the analysis of the chapter II of this investigation, it was possible to conclude that on the issue of international foray of cities is important to have a fundamental support from the central government to local authorities. The importance of such support clearly converts into an effective participation of localities in the international arena and the total use of the opportunities that this activity provides for societies. However, it was also found that such support should not only be limited to a few simple laws and government regulations but also to a work plan that goes beyond the legal aspect.

In this regard, it is important that the local government of Cuenca continues working associatively with both national authorities responsible for the external projection of

Ecuador (Secretaries of Foreign Affairs) and the country's representative offices abroad (embassies). This joint work should not be confined to receive proposals of sister-city agreements in response to a protocol act which emerged in the hands of representatives of the country, as it has been happening. Rather than, it must be based on a coordinated effort to investigate possible cities that can help Cuenca to solve its priorities, to promote the qualities and potentials of the city through its profile as well as to support communication and evaluative processes within an active twinning. Thus, the participation of Chancellery is quite timely because this phenomenon requires guidelines to stimulate decentralized entities in order to act internationally. Through this proposal, it is intended to transform the Foreign Ministry, as far as possible, in an instrument that support the internationalization process of the cities of Ecuador.

Furthermore, the AEM should encourage a joint work among local authorities so as to propose the central government a system of support, guidance, monitoring and regulation of the processes of internationalization and of the management of decentralized cooperation through twinings. Indeed, international examples of good sister-city relationships, which have been studied in this investigation, clearly demonstrate that the sister-city movement thrives only if there is a direct involvement of the central authorities in the process through economic backgrounds, surveys or methods that clarify the way in which international activities should be formalized. In the case of Ecuador, it is necessary to remember the words of the Coordinator of the Cooperation with Asia of the TESEIC, who confirms the lack of operational program created by the central government so as to support decentralized entities. According to Andres Gutierrez, "The TESEIC is currently developing a proposal to work jointly with decentralized units, even though there is nothing in concrete" (2012).

Consequently, it is necessary that local authorities take the lead in designing a joint work program between the State and municipalities. What is needed is that the program promotes advice to municipalities on the rules that are applied in the field of the

agreements of sister cities, guidance on the development of projects of cooperation with foreign entities as well as logistical support so as to achieve more profitable agreements.

The aim in this subsection is to promote the idea of complementarity that should arise between the different levels of governance not only on the issue of twinning but also on all areas of internationalization of decentralized governments. It is necessary to remember that the decentralization process in Ecuador is an issue that just boomed with the constitution of 2008. Being a new theme, it needs a supportive process so as to achieve the expected results. Thus, it is indispensable to have a direct involvement of the central government if there is the will to condition the sister-city movement towards positive consequences.

4.3.9 Twinning oath

To conclude this proposed guide that will serve to accomplish good twinings for Cuenca, it is important to notice how indispensable is to formalize sister-city agreements that reflect the essence of collaboration and that clearly describe the most relevant aspects of them. In order to give a clearer idea about what this chapter proposes for the city of Cuenca, the different sections that a twinning should include will be listed:

- Background of the relationship.
- Motivations of the parties.
- Inscription of the respective municipal development plans.
- Actors involved.
- Objectives of the partnership.
- Rights and obligations of the parties as well as projects and activities.
- Responsibilities of each of the member cities.
- Mechanisms for its management.

- Communication and evaluation methods.
- Conditions.

Thus, through these considerations, twinings conditioned to achieve obvious and positive consequences for the society will be reached. The idea is not to continue working on simply diplomatic relationships, which are manifestations of goodwill with the counterparty and not of viable projects that benefit society.

In order to complete this chapter, the twinning relationship must necessarily reach the objective of working together between partners in order to achieve a specific result. Hence, the relationship cannot be established only as part of a fleeting desire of the parties. It is imperative to take into account all the different sections cited before to serve effectively to the purposes of the subscription. However, when the above specifications are not met, there will be a weak agreement in structure and poor in results.

Studying the case of Cuenca and its foray into the issue of twinning, it was possible to detect that most of the agreements signed by the city have been a response to that aforementioned fleeting desire. Therefore, these agreements have become an example of a poor context around these relationships between cities. Hence, the approach of proposing a guide to subscribe twinning agreements by Cuenca surges under the necessity to eliminate this unfavorable context that affects twinning agreements. The idea is to propose a structure that should be accomplished if the city and its administrations want to achieve favorable results from these kind of relationships.

The conditions of this proposed framework have been disposed after the analysis of international cases of twinings as well as of the weak points of the agreements signed

by Cuenca. Below, some of the considerations that are suggested in the proposal guide will be summarized:

Table # 22: Conditions to establish collaboration between two locations

1. There has to be a real need of cooperation by both parties, and the result of this collaboration has to be the creation of public value.
2. There has to be the willingness by the policy makers and technicians on both sides of the relationship to work together.
3. There has to be a mutual understanding between collaborating institutions (on the limitations of each of them, their expectations, etc.), and the establishment of personal relationships has to be based on transparency, flexibility and respect.
4. Common goals have to be set, which consider the impact on improving the quality of life of people
5. It is important to consider that the proper conduct of the relationship is a shared responsibility. There has to be a plan and resources to carry out the collaboration, and also there have to be transparent mechanisms of control and evaluation of the collaboration.
6. The barriers for the collaboration have to be prevented. Then, it is necessary to work on alternative solutions as well as on a joint and continued assessment of the outcomes.
7. It is important to establish legitimized interlocutors by both parties and to give them some stability.
8. It is important to establish responsables of the collaboration with the capacity to create new possibilities of cooperation and with a global view.
9. It is indispensable to establish good mechanisms of formal and informal communication and to treat in a very respectful way all the information generated in the relationship.
10. People have to use their imagination and creativity in order to progress in the collaboration process. In this sense, they also have to consider new collaborative structures or to develop the existing ones in a new innovative way.

Source: (Sanz, 2008, p. 105)

Translation: (Lorena Guillèn, 2013)

Consequently, the guide proposed in this section responds to two basic needs. On the one hand, it is essential to give a new context to twinning within the municipality of Cuenca by considering them as indispensable tools in the manage of decentralized cooperation and the internationalization process of the city. The purpose is to stop with these agreements as means of voluntarism. On the other hand, it is important to respond to the Strategic Plan of Cuenca for 2020. One of the main purposes of this strategic plan is to internationalize the city through a formal and an efficient work using feasible tools. These two needs can be obviously solved by using twinnings based on objectives and transparent results, as proposed by the guide. Hence, it is noticeable the importance of applying this proposal surged through this research.

CONCLUSIONS

The world is facing a new dynamic in which there are unquestionably interdependence between the different locations of the world, a major weakness of the State previously considered as the sole reference of the international community, a decentralization process inside the State as well as an increasing diplomatic activity of decentralized governments. All these facts have led the global structure towards an unprecedented scenario in which new players and instruments of worldwide participation have gained impetus.

A clear indicator of this new context aforementioned is the international activism of decentralized governments. This activism has been called as “Paradiplomacy” and has started to be performed through instruments such as town twinning agreements, which favors cooperation and local development. The origin of twinnings is the respond to the need for cooperation between non-central governments and for an active global participation of cities. These conditions have also influenced in the creation of international organizations of global, regional and local levels such as UCLG, LFCMA, AEM, etc., which were studied in chapter I as organizations that have guided the actions of cities in this new scenario of the international community.

However and additionally to what was suggested above, it is important to emphasize that the support given to these new methods, which favor the participation of cities in the global dynamics, has not pretended to endorse a foreign policy of cities. As a foreign policy is obviously a proper attribution of the Central State, the support given to the participation of cities worldwide has only pretended to promote an active involvement of cities in the world, to boost the means at their disposal, to increase their international presence, to be part of the decision making process related to global affairs as well as to manage cooperation in order to fulfill the demands of the current environment.

Nevertheless, the most important issue to highlight is that the town twinning agreements and the international projection of the cities have arisen because the same local governments have proved to be the best sponsors regarding an effective decision making process, which is based on social development priorities. In fact, it is necessary to remember that the central government is no longer capable to respond to the entire range of demands in a greatly polarized society, which is part of an ever larger and demanding planet. In this sense, being the political and administrative level closest to people and thus having a direct knowledge of the challenges and opportunities of the society, local governments have become the actors who have helped to transform their cities into sustainable communities with a privileged international position.

Clear models of the sustainable communities abovementioned are Mexico and the EU, which have encouraged a favorable environment for the paradiplomatic activity of cities through twinings and thus for a true local intervention worldwide. These two cases have been considered as prototypes regarding the support given for the international participation of localities because their central governments have allowed cities to operate as agents of development globally, as facilitators for economic growth as well as supporters for equity and social justice through an ongoing support for an active participation of the communities worldwide.

In spite of what was mentioned, the idea illustrated above does not mean to be a simple answer to the changing context that the planet faces. Mexico and the EU have become models to follow because their governments have become concentrated on the paradiplomatic issue through a framework based not only on an effective decentralization but also on a clear specification of competences. Also, these two examples have been established as models to be followed because they have recognized the importance of transferring resources to the local governments in order to give them the chance to perform their responsibilities effectively and efficiently in the international scenario. Finally, a strong leadership in order to build consensus about a paradiplomatic

activity as well as a strong capacity to manage, support and guide the decentralized diplomacy have been important parameters that the EU and Mexico have also taken into account. It is obvious that the purposes of Mexico and the EU have been to provide the decentralized governments of a degree of predictability, transparency and accountability in the performance of their duties. Therefore, these examples clearly show how important is that the central government could support local authorities to take advantage of the benefits offered by the new international context. Consequently, these examples should be considered by the authorities of other countries and cities as models to follow in an effort to interfere in the activities of the international community.

In this sense, Cuenca and its paradiplomatic involvement through twinning has not represented an exemplary model as the above cases. Focusing this research on the case of the city of Cuenca, it was possible to conclude the weakness of the local government in the management of a positive internationalization strategy for the city through its involvement in the movement of sister cities. A clear sign of the situation previously mentioned are the 28 agreements of twinning that the city has; only few of them have responded to the objectives established in their subscription, while most of them have symbolized paradiplomatic activity of goodwill. Additionally, 8 negotiations of sister cities and 4 intentions have to be added. This issue confirms the lack of commitment to work on projects or agreements based on the achievement of results and benefits. Instead of that, the administration of Cuenca has based its paradiplomatic effort on protocol criteria almost all the time.

Many causes and conditions are responsible for this unfavorable passage in the city on the issue of twinings as paradiplomatic instruments. There is a lack of commitment of local authorities to promote a results-based work through effective and efficient informative and evaluative methods, also an excessive effort to work on agreements that have not projected any benefit for the city as well as a lack of monitoring of promising projects. Another issues have also influenced this negative context of Cuenca regarding

sister cities as the informality used during the signature of the agreements, also a common idea of town twinnings as relationships based on an economic assistance and not on a two-way cooperation as well as a little interference not only of the society but also of the central government in order to support this type of decentralized initiatives.

Despite the facts previously mentioned, it is also possible to find in the case of Cuenca some intentions of transformation in the area of international projection of the city. For example, there is the Strategic Plan of Cuenca for 2020 and its Annual Operating Plan for 2013, which propose a transformation of the scenario of paradiplomacy. Based on this perspective, this thesis proposes a total restructuring in the management process of the paradiplomatic instruments of twinnings, seeking to transform this complicated scenario into a promising approach. It is necessary to begin formalizing agreements based on the analysis of the prospective member, of the scheme of work to be performed according to targets to be achieved, of the formal communicative and evaluative process, of the work to be accomplished in relation to commitments and responsibilities, of the participation and involvement of citizens in the agreement and finally of a harmonized work between the different levels of government in order to achieve the necessary support and guidance from the central government.

All previously suggested is what has been proposed in the last chapter of this study. The purpose is that the enormous possibilities raised within this new international scenario could be based on a democratic decentralized system that is currently being experienced by the municipal globalization.

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ANNEXES

Annex #1: Resolution 1028 (XXVIII) the Economic and Social Council of the United Nations. Town Twinning: Means of International Co-operation

The Economic and Social Council,

Considering that experience in recent years has shown the great value of town-twinning practised without any discrimination and especially between States Members of the United Nations,

Considering that many town-twinning arrangements under the auspices of the United Towns Organization and other similar organizations promote the realization of the lofty ideals enshrined in the United Nations Charter, the constitution of the United Nations Educational, Scientific and Cultural Organization and the resolutions of the great international conferences,

Considering that the first African Conference of World-Wide Inter-community Co-operation, meeting at Dakar on 1, 2 and 3 April 1964 and attended by 148 participants from 41 countries, laid special emphasis on "town-twinning co-operation" as a means of establishing positive mutual assistance between equal partners, permitting vocational and domestic training, the training of key municipal administrative personnel and skilled workers and adapting vocational and domestic training to local needs through appropriate periods of instruction,

Considering that the General Assembly decided in its resolution 1907 (XVIII), dated 21 November 1963, to designate 1965 as International Co-operation Year,

Considering therefore that it is desirable that such a direct form of co-operation as town-twinning should be put into practice,

1. *Considers* town-twinning as one of the means of co-operation that should be encouraged by the international Organization both in connexion with International Co-operation Year and on a permanent basis;

2. *Recommends* the United Nations and the United Nations Educational, Scientific and Cultural Organization to encourage during 1965, within the limits of their resources, the largest possible number of town-twinning arrangements with the collaboration of competent non-governmental organizations;

3. *Invites* the Council Committee on Non-Governmental Organizations to give all due consideration, as soon as possible and in accordance with established procedures, to the request that the United Towns Organization should be given category A consultative status;

4. *Requests* the Secretary-General to transmit this resolution to the General Assembly committee responsible for the preparation of International Co-operation Year.

*1348th plenary meeting,
13 August 1964.*

Source: (Naciones Unidas, 1964)

**Annex #2: Resolution 2058 (XX) General Assembly-United Nations: Town twinning
as a means of international co-operation**

2058 (XX). Town twinning as a means of international co-operation

The General Assembly,

Recalling Economic and Social Council resolution 1028 (XXXVII) of 13 August 1964,

Considering that experience in recent years has shown the great value of town twinning, practised without any discrimination,

Considering that town twinning promotes the achievement of the great ideals enshrined in the Charter of the United Nations and in the Constitution of the United Nations Educational, Scientific and Cultural Organization,

Considering that the first African Conference of World-wide Inter-Community Co-operation, held at Dakar from 1 to 3 April 1964, laid special emphasis on "twinning co-operation",

1. *Considers* town twinning to be one of the means of co-operation which the United Nations should encourage, both in connexion with the International Co-operation Year and on a permanent basis;

2. *Requests* the Economic and Social Council, in collaboration with the appropriate non-governmental organizations in consultative status and taking into consideration the decisions of the United Nations Educational, Scientific and Cultural Organization on town twinning, to prepare a programme of measures through which the United Nations and the United Nations Educational, Scientific and Cultural Organization might take concrete steps to encourage further the achievement of the largest possible number of twinned towns;

3. *Requests* the Economic and Social Council to submit to the General Assembly at its twenty-second session a report on the programmes of action that have been taken to comply with the present resolution;

4. *Requests* the Secretary-General to take, through his offices, all suitable measures to encourage this form of co-operation.

*1397th plenary meeting,
16 December 1965.*

Source: (Naciones Unidas, 1965)

Annex #3: Resolution 2861 (XXVI) General Assembly- United Nations: Town twinning as a means of cooperation

<p>2861 (XXVI). Town twinning as a means of international co-operation</p> <p><i>The General Assembly,</i> <i>Considering that:</i></p> <p>(a) It is a function of the United Nations to serve as the nodal point of the efforts of all peoples to achieve peace and international co-operation,</p> <p>(b) It is necessary therefore to establish active co-operation between the Secretariat and collaborating local and regional bodies whose objectives are the same as those of the Organization,</p> <p><i>Convinced that:</i></p> <p>(a) Town twinning is an exceptionally valuable means of co-operation in that, between countries, it brings into contact not only local leaders but also whole populations,</p> <p>(b) If carried out between towns in industrialized countries and those in developing countries, twinning affords, in addition to the intellectual and spiritual enrichment of those parties to it, technical and material support for growing towns which is sometimes considerable and can be brought to bear directly without administrative expenditure and without detriment to the sense of equality existing between the partners,</p> <p>(c) The international co-operation of local bodies can play an important role in bringing peoples together,</p> <p><i>Recalling:</i></p> <p>(a) Economic and Social Council resolution 1028 (XXXVII) of 13 August 1964, in which the Council considered town twinning as one of the means of co-</p>	<p>operation that should be encouraged by the international Organization,</p> <p>(b) General Assembly resolution 2058 (XX) of 16 December 1965, in which the Assembly requested the Economic and Social Council, in collaboration with the appropriate non-governmental organizations in consultative status, to prepare a programme of measures through which the United Nations and the United Nations Educational, Scientific and Cultural Organization might take concrete steps to encourage further the achievement of the largest possible number of twinned towns,</p> <p>(c) Economic and Social Council resolution 1217 (XLII) of 1 June 1967, in which the Council considered that there are non-governmental organizations in consultative status which can assist in promoting town twinning as a means of co-operation and recommended that the United Nations Development Programme bear in mind the experience of those non-governmental organizations when arranging for the implementation of such projects,</p> <p><i>Noting that:</i></p> <p>(a) Member States support the principle of international co-operation between local bodies, and that the twinning already undertaken throughout the world has had positive results,</p> <p>(b) The United Nations Organization, a non-governmental organization in consultative status, in category I, with the Economic and Social Council and in consultative status, in category A, with the United Nations Educational, Scientific and Cultural Organization, has acquired unquestionable competence in the field of twinning co-operation, was expressly described by the</p>	<p>Fifteenth General Conference of the United Nations Educational, Scientific and Cultural Organization, in its resolution 9.11 of 15 November 1968 on peace, as an instrumentality which mobilizes public support in communes for understanding and international co-operation, and has been recognized by a number of States as serving the public interest,</p> <p>(c) The resources available to the United Nations Organization for the implementation of such twinning are not commensurate with the corresponding needs,</p> <p>1. <i>Considers</i> that world co-operation between municipalities is a natural complement to co-operation between States and intergovernmental organizations;</p> <p>2. <i>Invites</i> the Secretary-General:</p> <p>(a) To study, in liaison with the United Nations Organization and those non-governmental organizations whose orientation is essentially communal and municipal with the same universalist character and having the same objectives, the means by which the United Nations and its specialized agencies can contribute effectively to the development of international co-operation between municipalities;</p> <p>(b) To study any suggestions for world co-operation between municipalities;</p> <p>3. <i>Requests</i> the Secretary-General to report to the Economic and Social Council at its fifty-fourth session on the results of the measures taken by him, pursuant to the present resolution, to revitalize methods of co-operation and to facilitate the participation of local and regional bodies in development.</p>	<p align="right">2027th plenary meeting, 20 December 1971.</p>
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Source: (Naciones Unidas, 1971)

Annex #4: Worldwide Declaration on Local Self-Government

The International Union of Local Authorities (IULA), the worldwide association of local governments, meeting in its 31st World Congress in Toronto on 13-17 June, 1993,

Recalling the Worldwide Declaration of Local Self-Government it adopted and proclaimed at its 27th World Congress in September, 1985, in Rio de Janeiro;

Aware of the tremendous changes in the world's social, political and economic situation since 1985, including the collapse of totalitarian regimes in many parts of the globe and the growing trend toward free and democratic societies in countries long repressed;

In view of the recognition that many global problems, as evidenced in the United Nations Conference on Environment and Development and its follow-up Agenda 21, must be dealt with at the local level; and in light of the growing trend among international bodies to regard local government as effective partners in social and economic development programmes and activities;

Determined that there must be a renewed campaign to promote and promulgate the essential nature of democratic local self-government and its critical role in securing social, economic and political justice for all citizens of every community in the world;

Considering that local government, as an integral part of the national structure, is the level of government closest to the citizens and therefore in the best position both to involve them in the making of decisions concerning their living conditions and to make use of their knowledge and capabilities in the promotion of development;

Recalling the principle, recognised in Article 21 of the Universal Declaration of Human Rights, that the will of the people is the basis of the authority of government;

Welcoming the fact that to date, 19 European Governments have signed, and 15 European Governments have ratified, the European Charter of Local Self-Government which was adopted as a Council of Europe Convention in 1985, and that this charter has been used by several governments of Central and Eastern Europe as a major guideline in the preparation of their new local government legislation;

Considering that it is at the local level that the conditions can best be provided for the creation of a harmonious community to which citizens feel they belong and for which they assume responsibility;

Emphasising that strengthening local government strengthens the entire nation by ensuring more effective and democratic public policies;

Proclaims the following renewed Worldwide Declaration of Local Self-Government to serve as a standard to which all nations should aspire in their efforts to achieve a more effective democratic process, thereby improving the social and economic well-being of their populations.

Principles of Local Self-Government

Article 1: Constitutional foundation for local self-government

The principle of local self-government shall be recognised in the constitution or in the basic legislation concerning the governmental structures of the country.

Article 2: Concept of local self-government

1. Local self-government denotes the right and the duty of local authorities to regulate and manage public affairs under their own responsibility and in the interests of the local population.
2. This right shall be exercised by individuals and representative bodies freely elected on a periodical basis by equal, universal suffrage, and their chief executives shall be so elected or shall be appointed with the participation of the elected body.

Article 3: The scope of local self-government

1. Public responsibilities shall be exercised by those basic units of local government which are closest to the citizen. They may also be exercised by territorial units at an intermediate or regional level, in accordance with the practice in each country.
2. Local authorities shall have a general right to act on their own initiative with regard to any matter which is not exclusively assigned to any other authority nor specifically excluded from the competence of local government.
3. The basic responsibilities of local authorities as well as the procedures for changing these responsibilities shall be prescribed by the constitution or by statute.
4. Powers given to local authorities shall normally be full and exclusive. In so far as a central or regional authority is empowered by the constitution or by statute to intervene in matters for which responsibility is shared with local authorities, the latter shall retain the right to take initiatives and make decisions.
5. Where powers are delegated to them by a central or regional authority, local authorities shall be given discretion to adapt the implementation of legislation to local conditions.
6. Local authorities shall have a reasonable and effective share in decision-making by other levels of government which has local implications.

Article 4: Protection of existing local authorities

1. If the constitution or national law permits the suspension or dissolution of local councils or the suspension or dismissal of local executives, this shall be done in accordance with due process of law. Their functioning shall be restored within as short a period of time as possible which shall be prescribed by law.
2. Changes in local authority boundaries shall only be made by law and after consultation of the local community or communities concerned, including by means of a referendum where this is permitted by statute.

Article 5: Adequate organisational structures for local government

1. Local authorities shall determine their own internal administrative structures in order to adapt them to local needs and ensure effective management.
2. Conditions of employment and training opportunities for local government employees shall be such as to permit attractive career prospects. Central and/or other higher levels of government shall encourage and facilitate the introduction of career and merit systems in local government.

Article 6: Conditions of office of local elected representatives

1. The conditions of office of local elected representatives must guarantee them the free exercise of their functions.
2. These conditions must provide in particular for appropriate compensation and social welfare protection.
3. Any functions and activities which are deemed incompatible with the holding of local elective office shall be determined by statute only.

Article 7: Supervision of local authorities activities

1. Procedures for the supervision of local authorities shall be instituted only by the constitution or by statute.
2. The supervision of local authorities shall normally aim only at ensuring compliance with the law.

Article 8: The resources of local authorities 1. Local authorities shall be entitled to adequate financial resources of their own, distinct from those of other levels of government and to dispose freely of such revenue within the framework of their powers.

2. The allocation of resources to local authorities shall be in reasonable proportion to the tasks assumed by them. These resources shall be of a regular and recurring nature so as to permit uninterrupted public services and adequate financial planning. Any transfer of new responsibilities shall be accompanied by an allocation of the financial resources required for their fulfilment.

3. A reasonable proportion of financial resources of local authorities shall derive from local taxes, fees and charges of which they shall have the power to determine the rate.

4. Taxes which local authorities shall be entitled to levy, or of which they receive a guaranteed share, shall be of a sufficiently general, buoyant and flexible nature to enable them to keep pace with their responsibilities.
5. The autonomy of financially weaker local authorities requires a system of financial equalisation.
6. The right of local authorities to participate, in an appropriate manner, in framing the rules governing the general apportionment of redistributed resources shall be expressly recognised.
7. The provision of block grants, which are not earmarked for the financing of specific projects or services, shall be promoted. The provision of grants shall not justify any undue intervention in the policies pursued by local authorities within their own jurisdiction.

Article 9: Associations of local authorities

1. Local authorities shall be entitled, in exercising their powers, to form associations for the defence and promotion of their common interests as well as in order to provide certain services to their members.
2. Other levels of government shall consult associations of local authorities when passing legislation affecting local government.

Article 10: International links

1. Local authorities right of association shall include that of belonging to an international association of local authorities.
2. Local authorities shall also be entitled to maintain links with their counterparts in other countries for the purpose of interchange and cooperation and promoting international understanding.



Article 11: Legal protection of local authorities and their autonomy

Local authorities shall have the right of recourse to a judicial remedy in order to safeguard their autonomy and to ensure compliance with the laws which determine their functions and protect their interests.

Source: (International Union of Local Authorities, 1998)

Translation: (Lorena Guillèn, 2013)

Annex #5: Example of a certificate in Spanish through which it is requested to the SER the opinion of provenance of the Twinning Agreement



Chihuahua, Chih. al 18 de Febrero del 2008.

Lic. Betina Chávez Soriano.
Directora General de Coordinación Política.
Secretaría de Relaciones Exteriores.
PRESENTE.-

Por medio de la presente me permito remitirle el Proyecto de Acuerdo de Hermanamiento entre la Ciudad de Chihuahua, Chihuahua México y la Ciudad de Albuquerque, Nuevo México, en los Estados Unidos de América; solicitando a usted se someta el documento a Dictamen de Procedencia conforme a lo estipulado en el artículo VII sobre la Ley de Celebración de Tratados.

Agradeciendo de antemano las atenciones que sirva dar a la presente, quedo a sus órdenes.

ATENTAMENTE



Lic. Carlos Barba Velasco.
Presidente Municipal de Chihuahua, Chih.

c.c.p.- Ministro Eduardo Martínez Curiel, SRE.
c.c.p.- Lic. Roberto Braham Velasco, DFEM

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edad joven, nació de la gloria del trabajo, su decoro es fruto de un trabajo infinito, y las ciudades y pueblos así formados, jamás envejecen.

Source: (Barba V., 2009, p. 89)


Annex #6: Example of a certificate in Spanish through which the opinion of provenance related to the twinning agreement is given by the SER

DIRECCIÓN GENERAL DE COORDINACIÓN POLÍTICA
DIRECCIÓN DE GOBIERNOS LOCALES

Número: DEP-0466/08
Referencia: _____

Asunto: Dictamen de Acuerdo de Hermanamiento de Amplio Alcance

SECRETARÍA DE RELACIONES EXTERIORES



"2008. Año de la Educación Física y el Deporte"
Ciudad de México, a 5 de marzo de 2008.

SR. CARLOS M. BORRUEL BAQUERA
PRESIDENTE MUNICIPAL
H. AYUNTAMIENTO DE CHIHUAHUA, CHIHUAHUA
P R E S E N T E .


Me permito hacer referencia a la amable petición de fecha 18 de febrero del año en curso dirigida a esta Secretaría, para emitir el dictamen de procedencia del proyecto de **"Acuerdo de Hermanamiento entre la Ciudad de Chihuahua, del Estado de Chihuahua de los Estados Unidos Mexicanos y la Ciudad de Albuquerque, del Estado de Nuevo México de los Estados Unidos de América"**, que pretenden ambas partes suscribir en fecha próxima.

Al respecto, en anexo sírvase encontrar el proyecto revisado, a cuyo contenido se incorporaron las modificaciones de forma que se estimaron pertinentes, resaltadas en negritas para su pronta localización, con la finalidad de hacer congruentes las versiones en español e inglés.

Asimismo, mucho agradeceré que una vez que sea suscrito el citado Acuerdo de Hermanamiento, se remita copia a esta Secretaría, en sus versiones en español e inglés, a fin de estar en posibilidad de inscribirlo en el Registro de Acuerdos Interinstitucionales, en apego a lo dispuesto en el artículo 7º de la Ley sobre Celebración de Tratados.

En caso de que surgiera alguna duda sobre el procedimiento a seguir, el Lic. Andrés Barba Vargas, Director de Gobiernos Locales en esta oficina a mi cargo, estará en la mejor disposición para la atención del asunto que nos ocupa, en los teléfonos (55) 3686-6091 de la ciudad de México; y al c.e. abarba@sre.gob.mx.

Sin otro particular, me es grato enviarle un cordial saludo.

A T E N T A M E N T E

BETINA C. CHÁVEZ SORIANO
DIRECTORA GENERAL

C.c.p. Dirección General para América del Norte. Para su conocimiento.
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Source: (Barba V., 2009, p. 92)

**Annex #7: Example of a certificate in Spanish through which it is requested to the
SER the registration of the Twinning Agreement**

CARLOS BORRUEL BAQUERA PRESIDENTE MUNICIPAL	
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Chihuahua, Chih. a 31 de julio del 2008

Lic. Betina Chávez Soriano
Directora General de Coordinación Política
Secretaría de Relaciones Exteriores
PRESENTE.-

Por medio de la presente, me permito remitir copia del "Acuerdo de Hermanamiento entre la Ciudad de Chihuahua, Chihuahua de los Estados Unidos Mexicanos y la Ciudad de Albuquerque, Nuevo México de los Estados Unidos de América" suscrito por ambos Alcaldes, el día 10 de marzo de 2008 en la ciudad de Chihuahua, Chihuahua, México.

Lo anterior, solicitando su valiosa intervención para que se inscriba el instrumento en mención en el Registro de Acuerdos Interinstitucionales conforme a lo estipulado en el artículo 7º de la Ley sobre Celebración de Tratados.

Agradeciendo de antemano las atenciones que sirva dar a la presente, quedo a sus órdenes.

ATENTAMENTE

Lic. Carlos Borruel Baquera
Presidente Municipal de Chihuahua, Chih.

c.c.p.- Ministro Eduardo Martínez Curiel, SRE.
c.c.p.- Lic. Roberto Braham Velasco, DFEM

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Chihuahua, Chih. México www.municipiochihuahua.gob.mx

Chihuahua es ciudad joven, nació de la gloria del trabajo, su decoro es fruto de un trabajo infatigable, y las ciudades y pueblos así formados, jamás envejecen.

Source: (Barba V., 2009, p. 95)

Annex #8: Model of a Twinning Agreement of Great Scope

Preamble: It includes political statements. It also cites previously signed documents or makes references to other international instruments.

Purpose: It indicates the purpose of signing the agreement.

Areas of Cooperation: It indicates which areas or issues will be driven with the Agreement.

Modalities of Cooperation: It indicates how will be instrumented the areas of cooperation.

Annual Operating Plans: They establish the commitment of the two cities to develop AOPs, which are generated according to the activities of cooperation and exchange that both parties have planned.

Supervision and Coordination Mechanisms: It includes areas or offices of liaison so as to coordinate the actions within each local government as well as to organize working groups.

Funding: This indicates the ways in which the collaborative activities will be financed.

Information, material and protected equipment: It indicates the measures agreed by the two parties to protect certain information, reports or materials, which are considered of sensitive or restricted use because of their nature.

Intellectual property: It specifies the provisions for protecting the studies or materials that are generated in the context of collaborative activities.

Designated staff: It indicates the provisions governing the exchange of workers from each local government so as to develop training exercises and other collaborative activities.

Validity: It indicates the period in which the agreement is effective.

Modification of the content: It designates the provisions so as to add or alter the contents of the agreement.


Conclusion of the agreement: It designates the provisions so as to terminate early the agreement.

Source: (Barba V., 2009, p. 120)

Translation: (Lorena Guillèn, 2013)

Annex #9: Standard Letter of Intent in a Spanish Version

Modelo de Carta de Intención Individual

 SELLO OFICIAL DEL MUNICIPIO/EDO

Zacatecas, Zac., 1 de mayo de 2005

Se indica la fecha

Sr. Lubomyr Bunyak
Alcalde de Lviv, Región de Lviv, Ucrania
Presente

Al enviar a usted un cordial saludo, me es grato externar el interés de un grupo de pobladores y del gobierno municipal de Zacatecas por hermanarse con la ciudad que dignamente preside.

Se indica el interés para hermanarse o establecer relación de cooperación

Los avances informáticos vuelven cada vez más sencillo el acercamiento de las comunidades en todo el mundo, de ahí el interés de nuestra ciudad por conocer la experiencia de Lviv en materia cultural, económica, turística, etc., en proyectos que hayan sido benéficos para sus habitantes.

Anexo sírvase encontrar el Perfil Municipal del Municipio de Zacatecas, así como los proyectos de colaboración que proponemos impulsar. De merecer su amable aprobación, quedaremos muy agradecidos si pudiéramos conocer la misma información sobre la ciudad de Lviv.

Se anexa el Perfil Municipal de la ciudad y los proyectos de colaboración

A la espera de su cordial respuesta, quedo a sus apreciables órdenes.

Atentamente

La comunicación la firma el Alcalde

Nombre
Presidente Municipal de Zacatecas

Héroes de Chapultepec # 1110, Col. Lázaro Cárdenas, C. P. 98040
ZACATECAS, ZAC. MÉXICO. www.capitalzacatecas.gob.mx

Se incluye domicilio, teléfonos, e-mail, sitio web, etc.

Fuente: Secretaría de Relaciones Exteriores. Dirección General de Coordinación Política

Source: (Barba V., 2009, p. 132)

Annex #10: Declaration of Rhodes: “Twinning for Tomorrow’s World”

Conference "Twinning for Tomorrow's World"

FINAL DECLARATION - RHODES 10 - 12 MAY 2007

Fifty years ago, with the Treaty of Rome, the Heads of State and Government began laying the foundations for a Europe of peace, democracy and prosperity.

They had been preceded by Mayors who, refusing to accept the inevitability of war, had decided to take action at their own level, undertaking the reconciliation of the European family. Twinning thus aimed to help mutual understanding grow between peoples, and to contribute to the creation of a European spirit.

Twinning has played an essential role at every step in the development and growth of Europe. We, alongside the Council of European Municipalities and Regions, are proud to have actively participated in this process.

With over seventeen thousand twinning linking European local authorities and communities, this movement is today the largest citizen network of our continent.

The European Parliament and the European Commission have been pleased to recognise this movement, and have contributed to its development through the community aid to twinning, and now with the new programme, "Europe for Citizens." We wish to highlight this invaluable contribution.

Now Europe and the World are undergoing a profound crisis; a crisis marked by difficulties in the relations between the States and the citizens, a crisis of identity which is in part caused by negative aspects of globalisation which can risk provoking the resurgence of nationalisms and fundamentalisms.

These must always be fought energetically. The European Union must contribute to facilitating progress towards peace and meetings between peoples and civilisations.

We therefore wish for the European Union to have an international role and identity clearly visible and shared by the European citizens.

We, local and regional elected representatives, and activists of the twinning movement, gathered together in Rhodes from 10 to 12 May 2007 on the occasion of the conference "Twinning for Tomorrow's World":

- 1. Reaffirm our conviction as to the strength and vitality of the twinning movement, in that it facilitates the involvement of the citizens in direct exchanges, thereby giving Europe a day-to-day, human dimension;*
- Re-state our commitment to ensure that twinning are instruments for the inclusion of all of our citizens, reflecting their diversity and their cultures;*
- Emphasise that twinning can play a particular role in relations with countries that are potential candidates for accession to the Union, in particular in South-East Europe, but also with all of our Union's neighbouring countries;*
- Remain convinced that twinning can and must help to build bridges between towns and communities around the Mediterranean and serve as instruments for reconciliation and*

foundations for peace in the region, also encouraging the active participation of citizens whose origins lie in these countries who now live in our towns and regions;

- Underline, moreover, that twinning can contribute to policies for development cooperation, and help to achieve the Millennium Development Goals; from a wider perspective, they can also serve, in this age of globalisation, to bring together citizens from all our different continents and all our diverse cultures;*
- Reaffirm the importance of the political dimension of twinning as proclaimed by the Congresses of Twinned Towns of Bordeaux (1987), Ferrara (1999), Antwerp (2002), and our commitment for a stronger European Union – in accordance with CEMR's Statutes – which is transparent and close to its citizens.*

Twinning allows citizens to meet and learn about each other, to be enriched by their diversity. These links thus contribute to raising awareness of a common identity and sense of belonging with an ability to be open and creative, and to the development of a European citizenship based on the values of democracy, freedom, tolerance, solidarity, justice and openness to dialogue.

For these reasons, we would like to reaffirm to the European Parliament, the European Commission and to the Congress of Local and Regional Authorities of the Council of Europe our commitment to our partnership work, undertaken over many years, for the promotion and support of twinning, and underline the value of a strong financial and programmatic commitment from the Union, which should take into account the necessary involvement of all types of local authorities supporting through their twinning the objectives of the Europe for Citizens programme.

To this end, we call on the Council of European Municipalities and Regions to play a proactive role as interface and co-ordinator between our local governments and the European institutions, and to develop practical tools in support of the twinning movement and to cooperate with all networks of municipalities and regions working to promote peace.

Above all, we therefore commit ourselves to working so that twinning may continue to develop as spaces for dialogue and debate between the citizens of Europe, across all geographical and cultural boundaries, on the issues and challenges of the Union which concern us all, and for which we need common and positive solutions.

In particular, twinning can help with the deepening of dialogue and debate concerning the adoption, before the elections of the European Parliament in 2009, of a Treaty in relation to the fundamental principles on which the Union must be based, to its institutions, and most importantly to the fundamental rights of the citizens and to European citizenship.

By emphasising once again our commitment to the concept of twinning, coupled with our will to see twinning adapt to the realities of the 21st century, we believe that we remain loyal to our founding values: to build for our citizens a stronger Europe and a better world, based on our common values.

Source: (Council of European Municipalities and Regions, 2008, p. 28)

**Annex #11: Model of a Twinning Oath According to the Practical Guide Proposed
by the Council of Europe of Municipalities and Regions**

TWINNING OATH

We, (name) and (name),

Mayors of (country) and of (country)

*Freely elected representatives of our fellow-citizens,
Certain that we act on behalf of the sincere wishes and real needs of our populations,
Aware that our civilisations and peoples found their origins in our ancient free local communities, that the spirit of liberty was first recorded in the freedom won by them, and later, in the local self-governments they were able to found,
Considering that history shall continue in a wider world, but that this world will be truly humane only in so far as men live freely in free cities,
Convinced of the necessity of respecting the principle of subsidiarity,
Affirming our value of respecting human rights, which we hold as inviolable and inalienable.
Recognizing that the growing interdependence of different national societies necessitates an international, global democratic order, the foundation for a real peace
Convinced that the ties that bind the towns of our continent constitute a fundamental element upon the path towards developing European citizenship and thus promote a Europe of human dimensions.*

DO TAKE, ON THIS DAY, A SOLEMN OATH

*According to the relationships established between our two countries,
To maintain permanent ties between the governments of our municipalities in order to promote our dialogue, to exchange our experiences and to implement all joint activities which may foster mutual improvement in all domains that fall within our competences,
To encourage and support exchanges between our fellow citizens in order to ensure, through greater mutual understanding and efficient cooperation, the true spirit of European brotherhood for our now common destiny,
To act according to the rules of hospitality, with respect for our diversities, in an atmosphere of trust and in a spirit of solidarity,
To guarantee for all people the possibility of participating in the exchanges between our two communities without discrimination of any form,
To promote the universal values of liberty, democracy, equality and the rule of Law, through our exchanges and cooperation,
Focus our efforts using all the means at our disposal to supporting the success of this essential undertaking for peace, progress and prosperity, which is :*

EUROPEAN POLITICAL UNITY.

Source: (Council of European Municipalities and Regions, 2008, p. 38)

PROTOCOLO DE HERMANDAD

LOS ALCALDES DE:

**SANTA ANA DE LOS RÍOS DE CUENCA, DE LA REPÚBLICA
DEL ECUADOR,
DRA. FLOR MARÍA SALAZAR GONZÁLES
Y
CIENFUEGOS, DE LA REPÚBLICA DE CUBA,
LCDO. REMBERTO LA HOZ**

CONSIDERANDO:

Que, la ciudad de Cienfuegos de la República de Cuba, declarada por la Organización Panamericana de la Salud y Organización Mundial de la Salud, como Ciudad Saludable, ha implementado un sistema de salud integral que garantiza la atención primaria de la salud de la población tanto en los aspectos promocionales, preventivos y de atención a los enfermos, cuanto en labores ambientales y sanitarias;

Que, el sistema de salud de la ciudad de Cienfuegos ha desarrollado la atención familiar ligada a un proceso permanente de formación de recursos humanos, garantizando de esta manera su sustentabilidad futura;

Que, la propuesta de la ciudad de Cienfuegos se ha fortalecido sobre la base de impulsar procesos de descentralización de la salud y fortalecimiento de formas de gobierno local;

Que, la ciudad de Santa Ana de los Ríos de Cuenca, ha impulsado la creación y funcionamiento del Consejo de Salud de Cuenca, como experiencia pionera en la gestión y atención descentralizada de la salud en el Ecuador;

Que, Cuenca con el trabajo de su Empresa Municipal de Telecomunicaciones, Agua Potable y Alcantarillado, ETAPA, ha logrado alcanzar los mayores indicadores del país en cobertura y calidad en la prestación de estos servicios;

Que, Cienfuegos de Cuba y Cuenca del Ecuador, a pesar de la distancia geográfica, están solidariamente unidas en sus anhelos de alcanzar un espacio saludable;

Expresan su intención y,

CIUDADES HERMANAS A CIENFUEGOS DE CUBA Y SANTA ANA DE LOS RÍOS DE CUENCA DEL ECUADOR

Con fines de unidad y cooperación en todos los ámbitos del quehacer social, cultural y de salud.

Al amparo de esta declaración se suscribirán convenios y acuerdos de cooperación indispensables al desarrollo común.

La Asamblea Municipal del Poder Popular de Cienfuegos de Cuba y el I. Concejo Cantonal de Cuenca del Ecuador, ratifican la presente Declaración en demostración de la voluntad de unión, colaboración y reconocimiento de la identidad que hermana a las dos ciudades.

Para constancia y fe de lo anterior, los señores alcaldes de Cienfuegos de Cuba y de Santa Ana de los Ríos de Cuenca del Ecuador, con la complacencia que esto significa para los pueblos de ambas ciudades, suscriben este instrumento en la ciudad de Cuenca del Ecuador, a los dieciocho días del mes de octubre de dos mil uno.

Lcdo. Remberto la Hoz
**PRESIDENTE DE LA ASAMBLEA
MUNICIPAL DE CIENFUEGOS**

Dra. Flor María Salazar
**ALCALDESA DE CUENCA
ENCARGADA**

Source: (Dirección de Relaciones Externas, 2001)

Annex #13: Twinning between Cajamarca-Peru and Cuenca-Ecuador

CONVENIO DE COOPERACION Y HERMANDAD ENTRE LAS CIUDADES DE CAJAMARCA, EN LA REPUBLICA DEL PERU, Y DE SANTA ANA DE LOS CUATRO RIOS DE CUENCA, EN LA REPUBLICA DEL ECUADOR

Los Gobiernos Locales de las ciudades de Cajamarca y de Santa Ana de los Cuatro Ríos de Cuenca, representados por sus respectivos Alcaldes General (r) Jorge Hoyos Rubio y doctor Fernando Cordero, convencidos de la importancia y necesidad de fortalecer e intensificar los lazos de amistad y cooperación entre los vecinos de ambas ciudades;

Conscientes de la necesidad de intercambiar experiencias y aunar esfuerzos que contribuyan al progreso de las dos ciudades y al mejoramiento de las condiciones de vida de sus habitantes;

Animados por el deseo de auspiciar el conocimiento mutuo y el intercambio cultural;

Tomando en cuenta el proceso de recuperación y conservación de los centros históricos de ambas ciudades, declaradas por la UNESCO como Patrimonio Cultural de la Humanidad,

RESUELVEN:

Suscribir un Convenio de Cooperación y Hermandad en los términos que constan a continuación:

CLAUSULA I: DE LOS FINES, OBJETIVOS Y ALCANCES.

El presente convenio tiene por objeto:

1.- Declarar a las ciudades de Cuenca y de Cajamarca como

CIUDADES HERMANAS,

con el propósito de estrechar los lazos de amistad y solidaridad entre sus habitantes.

2.- Identificar áreas de trabajo común y de intercambio de experiencias, con el fin de lograr el más amplio conocimiento recíproco que sea fundamento de cooperación e intercambios en lo social, cultural, económico y técnico.

3.- Declarar que las políticas de preservación y rehabilitación de los centros históricos de ambas ciudades deben asegurar su mantenimiento como unidades físicas y como organismos sociales activos, proporcionando la revitalización de sus estructuras edilicias de valor cultural, inmortalizando los valores heredados, creando las condiciones de ente urbano vivo y propiciando la participación vecinal para brindar un nivel de vida digno para sus habitantes.

4.- Establecer entre las Municipalidades de Cajamarca y de Cuenca acciones concretas que permitan instrumentar la cooperación recíproca en las áreas cultural, turística y de preservación de centros históricos.

5.- Intercambiar y difundir entre las comunidades de ambas ciudades la información sobre las obras sociales, culturales, artísticas y de desarrollo local que ejecuten las respectivas administraciones municipales.

6.- Identificar y ejecutar actividades conjuntas de capacitación en aspectos relacionados con la gerencia, movilización de recursos, renovación urbana y tecnología en los distintos ámbitos de cooperación contemplados en el Convenio.

7.- Desarrollar acciones de cooperación en cualesquiera otras áreas que de común acuerdo definan las Municipalidades de Cuenca y de Cajamarca.

CLAUSULA II: DE LA EJECUCION.

Para la ejecución del presente Convenio, cada Administración Municipal designará a un funcionario que se encargue de atender y coordinar los asuntos relacionados con las acciones que las Alcaldías de Cuenca y de Cajamarca ejecuten en el marco del Convenio.

CLAUSULA III: DEL FINANCIAMIENTO.

Las Municipalidades de Cuenca y de Cajamarca se comprometen a incluir en sus respectivos presupuestos las partidas que permitan ejecutar las acciones que se emprendan en virtud del presente Convenio, así como a realizar solicitudes conjuntas de financiamiento a organismos internacionales con el mismo fin.


En los casos de visitas y viajes de personeros de ambas Municipalidades y de personalidades de una y otra ciudad, que se efectúen en el marco de la ejecución del presente Convenio, se procurará que en lo posible, la administración municipal de la ciudad anfitriona financie los gastos de estadía, mientras que la otra asuma los de viaje.

CLAUSULA IV: DE LA VIGENCIA, REVISION Y CONCLUSIONES

El presente Convenio tendrá una duración indefinida y, a través de los canales diplomáticos, podrá ser modificado de común acuerdo entre las Partes y denunciado por cualquiera de ellas, previa notificación por escrito, presentada por lo menos con noventa días de anticipación.

En este último caso y de existir un programa en ejecución, las Partes contratantes procurarán que la finalización del Convenio se verifique luego de concluido el programa de que se trate.

Firmado en la ciudad de Cajamarca, a los dieciséis días del mes de junio del año dos mil, en idioma castellano y en dos ejemplares de idéntico tenor.


General (r) **JORGE HOYOS RUBIO,**
Alcalde de Cajamarca


Doctor **FERNANDO CORDERO,**
Alcalde de Santa Ana de los Cuatro
Ríos de Cuenca

Source: (Dirección de Relaciones Externas, 2000)

Annex #14: Twinning between Bruges-Belgium and Cuenca-Ecuador

Propuesta de PROTOCOLO

Protocolo entre las ciudades de Brujas (Bélgica) y la de Cuenca (Ecuador) en el marco de la cooperación descentralizada dentro de la política de convenio de las Autoridades de la Comunidad Flamenca.

Entre las dos ciudades

Brujas
Representada por el Sr. Patrick Moenaert, Alcalde, y el Sr. Devriese, Secretario Municipal

Cuenca
Representada por el Sr. Fernando Cordero, Alcalde

se formula este protocolo para elaborar su hermanamiento.

Conscientes del papel jugado por las comunidades locales y las organizaciones en las relaciones entre los pueblos y la promoción de la paz, la ciudad de Brujas y la de Cuenca se comprometen para desarrollar un hermanamiento que se define como sigue:

Principios básicos

- Intercambio basado en igualdad y equidad
- Una cooperación duradera alrededor de acciones concretas para bien de ambas ciudades y su población
- Transparencia completa en todas las acciones conjuntas
- Evaluación anual de su relación
- La participación de las organizaciones y de las entidades asesoras de ambas ciudades
- Solidaridad entre diversas ciudades en el mundo que comparten este punto de vista

Finalidad y actividades

Artículo 1. Finalidad
La finalidad de este hermanamiento está orientada en:

- la cooperación descentralizada entre dos ciudades
- el fortalecimiento de las capacidades de gobierno, de servicios, de entidades asesoras y de organizaciones en su territorio
- el apoyo a grupos meta en ambas ciudades

Artículo 2. Las acciones conjuntas son aprobadas por las autoridades de ambas ciudades y recién después serán acogidas en el Plan de Acciones de Brujas para la Comunidad Flamenca.

Modalidades

Artículo 3. Las acciones realizadas por ambas ciudades serán acogidas anualmente en un informe que precise todas las modalidades administrativas, técnicas y financieras. Este informe es juntado cada año a este protocolo como suplemento.

Artículo 4. El hermanamiento es evaluado periódicamente por ambas partes, aparte de una evaluación local (tanto en Cuenca como en Brujas), que también se realizará anualmente. Esto sucede en el momento de visitas en Brujas y en Cuenca.

Artículo 5. El presupuesto de cada acción en el Norte y en el Sur está claro para ambas partes (véase los presupuestos convenidos en el mismo texto del convenio) y se asegura en el momento de ejecución de las acciones.

Artículo 6. Ambas ciudades están de acuerdo sobre la participación de la sociedad en el hermanamiento.

Artículo 7. Las partes establecen un comité paritario para que éste siga las acciones. Este comité se compone de los diversos actores que están comprometidos en este hermanamiento.

Disposiciones excepcionales

Artículo 8. Una copia de este protocolo será entregada a las autoridades y eso según las costumbres de cada país.

Artículo 9. Cada conflicto de resultados de este protocolo llegará a un acuerdo amistoso. En caso de desacuerdo se tratará dicha disputa en las competencias jurídicas de ambos países.

Artículo 10. Este protocolo, para una duración de tres años, empieza en el momento de firmarlo.

Artículo 11. Ambas partes aceptan todos los acuerdos hechos en este protocolo.

Artículo 12. Este protocolo está redactado en neerlandés y en español y es firmado por ambas por duplicado.

Ambas partes se comprometen para hacer todo lo posible para el buen éxito de este hermanamiento para bien mutuo de su población.

Hecho en

Leído y aprobado
Para la Ciudad de Brujas

El Alcalde
El Señor Patrick Moenaert

El Secretario Municipal
El Señor Devriese

Para la Ciudad de Cuenca



El Alcalde
El Señor Fernando Cordero

El Procurador Sindico Municipal
El Dr. Tarquino Orellana Serrano

COPIA: que la fotocopia que se encuentra en... es igual al original que se presentó en Cuenca y Brujas.

Cuenca, a... de 2007

Dr. Tarquino Orellana Serrano
Procurador Sindico Municipal del Cantón Cuenca

Source: (Dirección de Relaciones Externas, 2003)

CUENCA-BRUGGE

Cuenca-Brujas

De steden Brugge-België en Cuenca-Ecuador, beide UNESCO WERELDERFGOED, maken een formele afsprakennota op die door beide stadsbesturen ondertekend wordt om de stedenband voort te zetten. Die bevat volgende bepalingen :

Las ciudades de Brujas-Bélgica y Cuenca-Ecuador , declaradas PATRIMONIO CULTURAL DE LA HUMANIDAD, a través de sus Gobiernos Locales representados por sus Alcaldes PATRICK MOENAERT y Arquitecto FERNANDO CORDERO CUEVA respectivamente, manifiestan su compromiso para dar continuidad e impulso al HERMANAMIENTO entre estas dos ciudades, ratificando con la firma de los siguientes acuerdos:

- 1) De opmaak van een afsprakennota, opgesteld door de stad, en ondertekend door de stad en de lokale civiele maatschappij: De nota wordt op het politieke niveau bekrachtigd. De eindverantwoordelijke is de stad.**

Cada Municipio elaborará un convenio con la sociedad civil.

El responsable Legal del hermanamiento son los respectivos municipios.

- 2) de communicatie tussen de steden verloopt via 1 persoon die door de stad wordt aangeduid: Deze krijgt voldoende ruimte om zich op de stedenband toe te leggen en houdt zijn/haar bestuur op de hoogte:**

La comunicación se canalizará a través de una persona designada por el Municipio, la misma que contará con las facilidades logísticas necesarias para cumplir esta función. . A esa persona se le facilitará suficiente espacio para trabajar en el hermanamiento. Esa persona informa a su gobierno local.

- 3) per actie wordt een overeenkomst opgemaakt met een gedetailleerde inhoudelijke beschrijving van de actie en een gedetailleerd overzicht van de financiële implicaties:**

Cada proyecto debe ser formalizada por escrito con el detalle de sus contenidos y su presupuesto financiero.

- 4) In overleg met beide steden worden thema's bepaald waarrond wordt uitgewisseld**

Se establecerá los temas de intercambio en consenso entre ambos Municipios.

- 5) Bij werkbezoeken stelt elke stad haar eigen delegatie samen. Deze wordt vooraf voorgelegd aan de Vlaamse gemeenschap. De delegatie past binnen de afgesproken thema's**

Cada ciudad decide sobre la composición de sus delegaciones en las visitas de trabajo. Esa misma se propone primero ante de la Comunidad Flamenca y se enmarca en los temas acordados.

- 6) De convenant, die afgesloten wordt tussen Brugge en de Vlaamse gemeenschap, legt aan de steden een verplichte co-financiering op. Voor Brugge is dat 40% voor de stad en 60% voor de Vlaamse gemeenschap. Voor Cuenca is dat 20% voor de stad en 80% voor de Vlaamse gemeenschap. Overnachtingen vallen volledig ten laste van de Vlaamse gemeenschap, maaltijden van de bezoekende delegatie worden bij uitwisseling volledig betaald door de stad die de delegatie uitstuurt. Elke stad staat in voor haar eigen pre-financiering. Pre-financiering door de Vlaamse gemeenschap is niet mogelijk.

El convenio, establecido entre el Municipio de Brujas y la Comunidad Flamenca, obliga a los Municipios un cofinanciamiento. En Brujas el 40% de los gastos serán asumidos por parte del Municipio y el 60% será asumido por la Comunidad Flamenca. En Cuenca el 20% de los gastos serán asumidos por parte del Municipio y el 80% será asumido por la Comunidad Flamenca.

Alojamiento está completamente pagado por parte de la Comunidad Flamenca, alimentación de la delegación visitante está completamente pagado por parte del Municipio que viaja.

Cada Municipio se responsabiliza de su propio prefinanciamiento. Prefinanciamiento por parte de la Comunidad Flamenca no es posible legalmente.

Voor akkoord

Por acuerdo



Arq. FERNANDO CORDERO CUEVA,
Alcalde de Cuenca



PATRICK MOENAERT,
Burgemeester van Brugge

Source: (Dirección de Relaciones Externas, 2004)



REPUBLICA DEL ECUADOR

1709



Ilustre Municipalidad de Cuenca

SECRETARÍA GENERAL
DE PLANIFICACION
Teléfono: 2 831353

ILUSTRE MUNICIPIO DE CUENCA RECEPCION DE DOCUMENTOS
Trámite N°: 20381
Fecha: 14.01.05 Hora: 17:10
Carpeta: Segeplan

piof@cuenca.gov.ec
Teléfono: 2 825011

Cuenca, 14 de enero de 2005

Oficio No. PIO-012

Economista
Alejandro Guillén García
DIRECTOR DE SEGEPLAN
Su despacho

De mi consideración:

El motivo de la presente es informarle sobre el convenio de hermanamiento entre la Municipalidad de Brujas-Bélgica y la Municipalidad de Cuenca-Ecuador, suscrito en el año 2003. Cabe mencionar que las actividades de coordinación y ejecución se realizaron desde el 2001.

En el año 2002 – 2003 en el marco de este convenio se desarrollan una serie de actividades por un monto de \$17.472.64 de las cuales el Municipio de Brujas reembolsó el 80% equivalente a \$13.978.11.

En abril del 2004 se recibió la visita de una delegación de Brujas, encabezada por el Alcalde Sr. Patrick Moenaert, con el objetivo de mejorar la relación de cooperación; como resultado los Alcaldes de Brujas y Cuenca, suscribieron un adendum al convenio para facilitar el manejo de los fondos anticipados que debe hacer el Municipio de Cuenca.

En el transcurso de estos años se ha mantenido la voluntad política del Alcalde para el desarrollo de este convenio; sin embargo administrativamente hubo dificultades para realizar los gastos que generan las diferentes actividades, pues son fondos reembolsables. Esta situación se profundizó en el 2004 dificultando realizar actividad alguna para ese período.

Por otro lado, quisiera informarle que el 23 de Enero del presente año, viajará una delegación de la Ciudad de Cuenca a Brujas (no en el marco de este convenio), considero salvo su mejor criterio, enviar con estas personas una carta suscrita por el Alcalde en la que se manifieste la voluntad de continuar con este convenio, así como los lineamientos de trabajo para el 2005; a fin de darle continuidad a este convenio.

Es necesario indicarle para su conocimiento que la Licenciada Lucía Mora, Directora Ejecutiva del MIT, estuvo a cargo del Comité Cuenca desde la sociedad civil y mi persona desde la Municipalidad de Cuenca.

Con estos antecedentes, adjuntamos a usted copia del convenio suscrito, adendum al convenio, informe de actividades 2002 – 2003, cuadro de actividades 2003 – 2004, evaluación del convenio Cuenca – Brujas 2004 y la propuesta de trabajo para el 2005.

Dispuesta a brindarle la información adicional que requiera, me suscribo de Usted.

Atentamente

Carmela Bardález Céliz

**DEPARTAMENTO DE PLANIFICACIÓN Y GESTION
POR LA EQUIDAD SOCIAL Y DE GÉNERO**

Source: (Dirección de Relaciones Externas, 2005)

Propuesta 2005
“Fortalecimiento al Hermanamiento Cuenca-Brujas”

I.- Antecedentes

El comité Cuenca – Brujas, formado inicialmente desde organizaciones sociales de Cuenca año 2000, promovió desde el 2001 la integración y coordinación con el Municipio de Cuenca este intercambio basado en el hecho de que las políticas públicas en el nivel local se gestan en esta instancia.

En este contexto, el Comité de Brujas también consideró una oportunidad de afianzar el intercambio previsto, a través de un convenio que otorgaría financiamiento por parte del Ministerio de Cultura de Bélgica, involucrando a la Municipalidad de Brujas y su respectivo Comité.

En octubre de 2001, en el marco de una visita que el Alcalde de Cuenca hiciera a la ciudad de Brujas, mantuvo una reunión con el Alcalde de Brujas y la Concejala de Cooperación y el tema de posibilidad fue tratada como un tema de interés mutuo y se trabajó en el contenido del Proyecto de Convenio con las propuestas de ambas partes – ciudades y comités.

En el mes de agosto de 2003, las ciudades de Cuenca y Brujas, suscribieron el convenio de hermanamiento que tiene como finalidad:

- La cooperación descentralizada entre dos ciudades.
- El fortalecimiento de las capacidades de gobierno, de servicios, de entidades asesoras y organizaciones en su territorio.
- El apoyo a grupos meta en ambas ciudades.

Los principios básicos en los que se sustenta la propuesta son:

- Intercambio basado en igualdad y equidad.
- Una cooperación duradera alrededor de acciones concretas para el bien de las dos ciudades y su población.
- Transparencia en todas las acciones conjuntas.
- La participación de las entidades asesoras de ambas ciudades.
- Solidaridad entre diversas ciudades en el mundo que comparten este punto de vista.

Con el objetivo de fortalecer la propuesta de hermanamiento, en el mes de abril de 2004 una delegación de Brujas presidida por el Alcalde Señor Patrick Moenaert visitó la ciudad de Cuenca. En el marco de esta actividad se realizaron una serie de visitas a los proyectos que se ven impulsando desde Cuenca y también se llevaron a cabo reuniones de trabajo, lográndose firmar un Acuerdo que se adjunta al convenio.

Los puntos básicos que refuerza este Acuerdo son:

- El compromiso de los Alcaldes de Brujas y Cuenca para dar continuidad e impulso al Hermanamiento.
- Cada Municipio elaborará los proyectos con la participación de la sociedad civil, siendo responsables legales los Municipios.
- La comunicación se canalizará a través de una persona designada por el Municipio.
- Los temas de consenso serán consensuados entre ambos Municipios.
- Cada ciudad decide sobre la composición de sus delegaciones en visitas de trabajo.

II.- Objetivos

Objetivo General

- Impulsar el desarrollo local sustentable de las ciudades de Cuenca y Brujas a través del intercambio sostenido de experiencias y prácticas culturales que fortalezcan los procesos de participación ciudadana y permitan la eficiencia en la gestión administrativa del gobierno local

Objetivos Específicos

- Fortalecer el papel de los gobiernos locales como entes rectores de políticas ciudadanas para lograr el desarrollo sustentable.
- Potenciar las relaciones, el intercambio y la cooperación entre las dos ciudades declaradas Patrimonio Cultural de la Humanidad con la participación activa de la sociedad civil

III.- Estrategias

3.1. TRABAJO CON JÓVENES

Justificación

La participación de los y las jóvenes, se expresa de diversas formas, que en ocasiones desafían los parámetros pre establecidos socialmente, ante lo cual nos interrogamos sobre la importancia de realizar o emprender un trabajo específico para la población juvenil y la acogida que cualquier programa tendría sobre esta población.

Al investigar las estadísticas encontramos que la respuesta, es bastante evidente pues nunca en la historia de la humanidad ha tenido tantos jóvenes como ahora; a nivel mundial *mil setecientos millones de personas pertenecen a la población joven entre 10 a 24 años; esta población vive en un 86% en los países en desarrollo es decir Latinoamérica, África y Asia*¹

La generación actual vive de manera más cercana a la pobreza, el desempleo, el subempleo, el alcoholismo, la drogadicción, las depresiones, el analfabetismo, la insalubridad, el VIH SIDA, también enfrentan problemas de enfermedades sexualmente transmisibles, contaminación ambiental, y además viven en un mundo con brechas muy profundas de inequidad y aunque parezca contradictorio sus expectativas de vida son mejores que las de tres generaciones anteriores.

A pesar de toda su problemática los jóvenes se alían y buscan mejorar sus condiciones de vida a través de la participación, que se expresa de diferente manera que la tradicional, crean movimientos juveniles que giran en torno a la música, al baile, al arte, al deporte, a la religión (cualquiera que fuere su religión), a la junta parroquial e incluso aunque nos sea difícil de entender en torno a la violencia (pandillas), pero esta participación necesita de acciones inmediatas y opciones de participación, de políticas a su favor que puedan encauzar de mejor manera la participación juvenil.

Convirtiéndose las acciones culturales y las acciones de prevención generadas entre pares la opción para promover la participación de este grupo etareo.

A. PROYECTO: JUVENTUD, PARTICIPACION Y CULTURA

Objetivos

- Establecer puntos de encuentro e intercambio de experiencias de participación entre los jóvenes de Brujas y Cuenca.
- Generar conductas responsables en los jóvenes entre 13 a 25 años del cantón Cuenca e prevención de consumo excesivo de alcohol.

Actividades

- Involucrar a jóvenes de Brujas y Cuenca en la campaña Chupa Suave para prevenir el consumo de Alcohol.
- Estrechar comunicación entre los departamentos de Juventud de los Municipios de Brujas y Cuenca, para coordinar actividades anuales
- Organización de dos eventos culturales (música y teatro), que promuevan nuevas formas de participación juvenil, simultáneos.
- Intercambiar información sobre campañas y estrategias aplicadas para el consumo responsable de alcohol en Brujas
- Publicación de una investigación sobre jóvenes y alcohol en Cuenca.

B. PROYECTO: DIÁLOGO CULTURAL ENTRE JÓVENES DE CUENCA Y BRUJAS

Objetivo

- Intercambio cultural entre jóvenes de Cuenca y Brujas.

Actividades

- Jóvenes estudiantes del sector social o artístico planifican hacer sus prácticas en instituciones sociales/artísticas cuencanas y se preparan en Bélgica para el viaje (clases de español, información sobre la situación socio-económica de Cuenca, buscar fondos para pagar su viaje, etc.)
- A través de convenios con instituciones cuencanas, los y las jóvenes se integran a la vida laboral por un periodo determinado. El trabajo es voluntario, pero habrá oportunidad de recibir alojamiento con una familia.

C. PROYECTO: MIRADA JOVEN

El Hermanamiento Cuenca-Brujas busca generar una nueva experiencia de intercambio tanto en relación a espacios de equidad entre Sur y Norte en un mutuo enriquecimiento en la diversidad como en cuanto a la participación de la sociedad civil y sus gobiernos locales.

En este contexto, la experiencia emprendida por el concurso de video colegial “Mirada Joven” abre un espacio de jóvenes y cultura apropiado para un intercambio que nos enriquezca en un proceso de descubrirnos y descubrir a los otros y las otras jóvenes.

Objetivos

- Intercambio de la producción amateur de vídeo colegial entre jóvenes de Cuenca y Brujas, en las diferentes modalidades que convoca el concurso, en calidad de invitados.

Actividades

- Desarrollar la producción audiovisual en la ciudad de Cuenca y entre los jóvenes
- Incentivar a la realización de videos como expresión artística
- Institucionalizar a nivel local el concurso como aporte en el medio educativo

- Incorporar al Hermanamiento Cuenca – Brujas como Auspiciante del Concurso de Primer Premio: viaje, como embajador del concurso, a presentar la muestra ganada en Brujas.
- Participación en el evento de Premiación, en calidad de Invitados, de la muestra de jóvenes colegiales de Brujas.

El comité de Brujas decidirá los mecanismos pertinentes para crear espacios de participación de JÓVENES COLEGIALES de Brujas y definir la muestra y las personas que participen en el Evento de Premiación.

Consideramos que de esta manera iniciaríamos un proceso que, en cada nueva edición, permita afinar los espacios y las características del intercambio.

3.2. PATRIMONIO CULTURAL DE LA HUMANIDAD

Justificación

Considerando que las ciudades de Cuenca – Ecuador y Brujas – Bélgica; fueron nominadas por UNESCO como Patrimonio Cultural de la Humanidad y, ahora las mismas forman parte del convenio de Hermanamiento; es de gran importancia fortalecer los procesos dirigidos a potenciar la cultura y el patrimonio de ambos pueblos. En este sentido Cuenca propone lo siguiente:

Objetivo

Desarrollar acciones dirigidas a fortalecer las capacidades técnicas y administrativas municipales con el fin de potenciar la gestión y el liderazgo del gobierno local para lograr el desarrollo sustentable.

Actividades

- Intercambio y asesoramiento de Municipio a Municipio sobre la gestión, administración y conservación de nuestros Centros Históricos, reconocidos por la UNESCO como Patrimonio Cultural de la Humanidad
- Asesoramiento por parte del Municipio de Brujas en el manejo del tránsito en el Centro Histórico, por cuanto éste constituye uno de los problemas más álgidos que afectan a la ciudad de Cuenca
- Intercambio de legislación vinculada a los Centros Históricos de Brujas y Cuenca
- Asesoramiento del Municipio de Brujas para la realización del Plan Maestro del Centro Histórico de Cuenca y otros proyectos puntuales
- Asesoramiento del Municipio de Brujas en el manejo del problema de la vivienda en el Centro Histórico

3.3. DESARROLLO SUSTENTABLE CON EQUIDAD

Justificación

En los últimos años se viene hablando de reformar, cambiar y modernizar el Estado para volverlo más eficiente, de tal manera que pueda responder a las necesidades de los amplios sectores de la población. En esta perspectiva se hace necesario incluir en nuestras agendas locales el trabajo en áreas nuevas que requieren una atención inmediata como son: la pobreza, el desempleo, las inequidades sociales y de género, la violencia e inseguridad ciudadana entre otros.

Para lograr nuestros objetivos de desarrollo es de vital importancia el trabajo conjunto entre el gobierno y la sociedad civil; para lo cual los gobiernos deben tener la apertura, voluntad política y creatividad para incentivar la participación ciudadana y comprometerse a combatir los pro-

equidad. Lo cual le ha permitido el reconocimiento a nivel nacional e internacional, al ganar el Primer Premio del Concurso “Acciones Afirmativas promotoras de la Participación de las Mujeres en el Poder Local”.

Desde esta perspectiva en este ámbito se propone:

Objetivo

- Intercambiar experiencias y metodología apropiada para impulsar el desarrollo sostenible con equidad desde los gobiernos locales.

Actividades

- Desarrollo de foros para analizar la situación de las mujeres (del Norte y del Sur) en el actual contexto de globalización
- Intercambio de metodología para promover la participación de las mujeres en el desarrollo local sustentable (encuentros, envíos, en las dos ciudades).

3.4. SISTEMA VERDE DE CUENCA

Objetivo

- Establecer el Jardín Botánico Ciudad de Cuenca en la unión de los ríos Yanuncay y Tarqui en una superficie de 14 hectáreas e propiedad municipal.

Actividades

- Realizar un diagnóstico físico-conservacionista
- Levantamiento topográfico y taquimétrico completos de la vegetación, bellezas escénicas, elementos naturales, puntos de observación, otros.
- Estudio de Impacto Ambiental

Para concretar un intercambio en este proyecto es necesario conocer más profundamente las experiencias de Brujas en esta área para identificar los puntos de interés.

3.5. SEGUIMIENTO Y ACOMPAÑAMIENTO AL PROCESO DE HERMANAMIENTO Y SUS ACTIVIDADES EN LA CIUDAD DE CUENCA

Justificación

Consideramos que un convenio de hermanamiento en el cual participan actores de la sociedad civil y el Municipio requiere del adiestramiento de un grupo de personas de éstas dos instancias que promuevan y faciliten el desarrollo eficiente de las acciones por lo que se propone:

Objetivos



- Fortalecer las relaciones entre los diferentes actores del hermanamiento en Cuenca, tanto del municipio como de la sociedad civil.
- Fortalecer las capacidades organizacionales de los departamentos del Municipio de Cuenca, participantes en el hermanamiento y las relaciones de hermanamiento entre las ciudades de Cuenca y Brujas.

Actividades

- 6 Talleres de seguimiento y de reflexión para conducir los proyectos y actividades en dirección de un mismo objetivo de acuerdo a la visión compartida por los participantes incorporando procesos de comunicación sostenidos y fluidos, que permitan fortalecer la

Source: (Dirección de Relaciones Externas, 2005)

Annex #15: Twinning between Guarulhos-Brazil and Cuenca-Ecuador



ACUERDO DE COOPERACIÓN ENTRE LAS CIUDADES DE GUARULHOS DE LA REPUBLICA FEDERATIVA DE BRASIL Y CUENCA DE LA REPUBLICA DEL ECUADOR

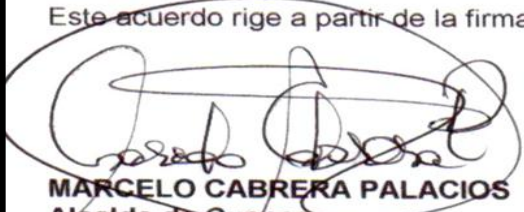
La Ciudad de CUENCA de la Republica del Ecuador, debidamente representada por su Alcalde, Ing. Marcelo Cabrera Palacios y la Ciudad del Guarulhos de la República Federativa de Brasil, debidamente representada por su Alcalde el Señor Elói Pietá, de acuerdo con los principios básicos que condujeron al feliz establecimiento de las relaciones diplomáticas entre los dos Países y el deseo común de incrementar la amistad y cooperación entre los pueblos de las DOS CIUDADES, resuelven establecer el presente acuerdo de cooperación sobre la base del respeto común, igualdad y beneficio solidario; al tener de las siguientes cláusulas:

Las dos Ciudades poseen experticia en diversas materias, conocimientos que han ido acumulando a lo largo de los años, capacitando a técnicos y funcionarios de las Municipalidades; por lo cual harán esfuerzos mancomunados de manera diversificada para promover intercambios y cooperación en las áreas de salud, transporte y cultura de manera inicial, así como de cualquier otra rama que cualquiera de las ciudades estime convenientes, lo que deberá hacerse conocer mediante nota escrita a la otra parte.

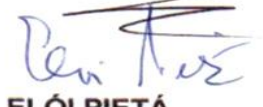
Se comprometen a que cada ciudad anfitriona cubra los gastos de hospedaje y alimentación de los funcionarios de la Municipalidad de la ciudad visitante.

El presente ACUERDO firmado el día 12 de abril del año dos mil siete en la Ciudad de Cuenca.

Este acuerdo rige a partir de la firma oficial de los Alcaldes de las ciudades.



MARCELO CABRERA PALACIOS
Alcalde de Cuenca



ELÓI PIETÁ
Alcalde de Guarulhos

Source: (Dirección de Relaciones Externas, 2002)

PROTOCOLO DE HERMANDAD

LOS ALCALDES DE:

**SANTA ANA DE LOS RIOS DE CUENCA DE LA
REPUBLICA DEL ECUADOR,
ARQ. FERNANDO CORDERO CUEVA
Y
MARRAKECH DE MARRUECOS,
OMAR EL JAZOULI**

CONSIDERANDO:

Que, las ciudades de Santa Ana de los Ríos de Cuenca de la República del Ecuador y Marrakech de Marruecos, están animadas por el deseo común de incrementar la amistad y cooperación entre los pueblos de las dos ciudades;

Que, a pesar de la distancia geográfica existente entre ambas ciudades, están unidas por sólidos lazos de tradición e identidad que las vinculan;

Que, ambas han sido declaradas por la UNESCO ciudades Patrimonio Cultural de la Humanidad.

ACUERDAN:

HERMANAR A LAS CIUDADES DE CUENCA DEL ECUADOR Y DE MARRAKECH DE MARRUECOS, sobre la base del respeto mutuo, igualdad y beneficio solidario.

Esta declaratoria tiene el propósito de fortalecer la unidad y cooperación en el ámbito cultural, científico, administrativo y en todas la áreas que al amparo de esta declaración formalicen mediante convenios específicos, de acuerdo a los objetivos de interés común.

Para constancia y fe de lo anterior, los señores Alcaldes de Santa Ana de los Ríos de Cuenca del Ecuador y Marrakech de Marruecos, suscriben este instrumento en la ciudad de Cuenca a los diez y siete días del mes de marzo de dos mil.

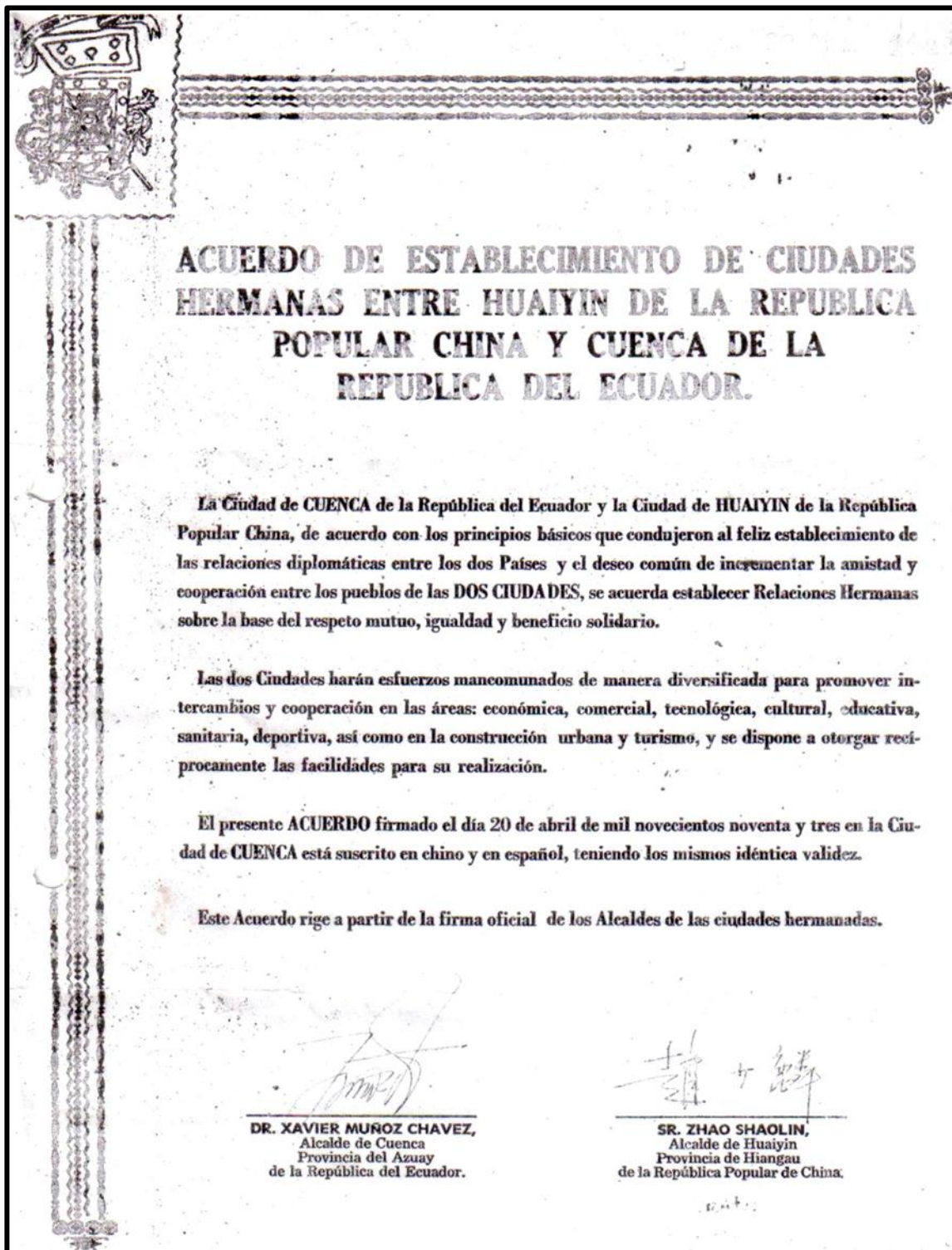
ARQ. FERNANDO CORDERO CUEVA.
ALCALDE DE SANTA ANA DE
LOS RÍOS DE CUENCA ECUADOR

SR. OMAR EL JAZOULI
ALCALDE DE MARRAKECH
MARRUECOS



Source: (Dirección de Relaciones Externas, 2000)

Annex #17: Twinning between Huai'an-China and Cuenca-Ecuador



Source: (Dirección de Relaciones Externas, 1993)

Annexo #18: Twinning among Campiglia, Marittima, Follonica, Scarlino, Suvereto- Italy and Cuenca-Ecuador

INTESA PER LA PROMOZIONE E LO SCAMBIO DI PRATICHE PARTECIPATIVE

La Municipalità di Cuenca (Equador), il Comune di Campiglia Marittima, il Comune di Follonica, il Comune di Scarlino ed il Comune di Suvereto (Italia), riuniti in data odierna presso la Sala del Casello Idraulico di Follonica, con la presenza del coordinatore regionale toscano della Rete del Nuovo Municipio sottoscrivono il seguente protocollo di intesa:

Considerato che la Municipalità di Cuenca ha attivato metodologie stabili di partecipazione democratica, in particolare in relazione al cosiddetto "preventivo partecipativo", con il coinvolgimento delle collettività locali per la scelta e la realizzazione di importanti opere pubbliche

Considerato altresì che i Comuni di Campiglia M., Follonica, Scarlino e Suvereto sono soci della Rete del Nuovo Municipio ed intendono compiere nuovi percorsi partecipativi in grado di integrare le tradizionali forme di democrazia rappresentativa per la produzione delle scelte

I Comuni di Campiglia M., Follonica, Scarlino e Suvereto e la Municipalità di Cuenca si impegnano ad attivare forme di scambio reciproco su tutto ciò che riguarda le pratiche di democrazia partecipativa nel governo locale

Concordano inoltre di:

- 1) Assicurare un regolare e periodico scambio di materiale (documenti, ecc.) sui rispettivi ambiti di intervento (lavori pubblici, bilancio, urbanistica, ambiente, servizi sociali);
- 2) organizzare eventuali incontri per la formazione, anche a distanza, su temi di interesse reciproco in relazione alle finalità del presente protocollo d'intesa;
- 3) progettare azioni e strategie per la promozione dello sviluppo locale sostenibile a partire dalla valorizzazione delle risorse endogene;
- 4) stimolare la partecipazione e il senso civico degli abitanti tramite la definizione di percorsi strutturati di partecipazione, con sedi e momenti di effettivo potere deliberativo dei cittadini
- 5) invitare le autorità del governo locale a visitare le rispettive città coinvolte

Ciascun soggetto firmatario si impegna a portare il presente documento all'attenzione dei rispettivi sindaci e dei consigli comunali e degli organi di informazione locali.

I risultati della presente intesa saranno valutati annualmente, in modo da aggiornare gli obiettivi e le modalità dello scambio avviato

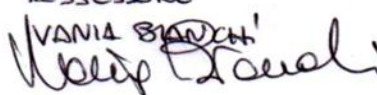

IL SINDACO DI CUENCA
Marcelo Cabrera Palacios

IL SINDACO DI CAMPIGLIA MARITTIMA
Silvia Velo

IL SINDACO DI FOLLONICA
Claudio Saragosa

IL SINDACO DI SCARLINO
Matteo Bizzarri

IL SINDACO DI SUVERETO
Paolo Pioli

ASSESSORE
VANIA BIANCHI


Source: (Dirección de Relaciones Externas, s/f)

Annex #19: Twinning between Pasto-Colombia and Cuenca-Ecuador

CONVENIO DE HERMANAMIENTO QUE CELEBRAN LA ILUSTRE MUNICIPALIDAD DE CUENCA-ECUADOR Y LA ILUSTRE MUNICIPALIDAD DE PASTO-COLOMBIA.

La ciudad de Cuenca, República del Ecuador, a los días del mes de comparecen a la celebración del presente convenio las Ilustres Municipalidades de Cuenca del Ecuador y de Pasto de Colombia, representados por los señores: Arquitecto Juan Cordero Cueva y Antonio Navarro Wolff, Alcaldes de las ciudades de Cuenca y Pasto, respectivamente, acompañados por los señores: Tarquino Orellana Serrano, Procurador síndico Municipal de Cuenca, con el objeto de celebrar el presente convenio de hermanamiento.

RAZÓN DE HECHOS: ANTECEDENTES.- Al compartir un origen étnico y una historia común, que se ha traducido en un ideal asimismo afín, los habitantes de Cuenca y Pasto están interesados en consolidar esa unión verdadera hermanamiento que permita a sus habitantes adquirir experiencias que les permita desarrollarse en todos los aspectos de la vida que los enlaza. A este efecto, se ha considerado de gran importancia formalizar un convenio de hermanamiento que permita un adelanto de los Entes más representativos de cada una de las ciudades: las Municipalidades.

RAZÓN DE HECHOS: OBJETO DEL CONVENIO.- Con estos antecedentes, los representantes de las Municipalidades de Cuenca y Pasto, al amparo de este instrumento convienen en crear los mecanismos que permitan un verdadero hermanamiento, no simplemente diplomático, sino activo, que genere un adelanto en las esferas de la administración de las ciudades.

RAZÓN DE HECHOS: OBLIGACIONES DE LAS PARTES.- Para el cumplimiento de los objetivos tratados, las partes se obligan y comprometen a lo siguiente:

ILUSTRE MUNICIPALIDAD DE PASTO

El aporte de su personal técnico cooperará con la Ilustre Municipalidad de Cuenca mediante foros, conferencias, seminarios, etc., en el intercambio de experiencias sobre la población de Pasto a la Comunidad, así como se fortalecerán servicios que a raíz de la descentralización deberán ser asumidos por la Ilustre Municipalidad cuencana, como son: educación, salud, transporte, cultura, participación ciudadana y demás áreas de la administración municipal.

ILUSTRE MUNICIPALIDAD DE CUENCA

Reciprocidad a la colaboración que prestará la Ilustre Municipalidad de Pasto, la Ilustre Municipalidad de Cuenca prestará todo su contingente de personal técnico y profesional en las áreas que a su vez le pida la hermana Municipalidad de Pasto.

Adj. lo indicado.

CONDICIONES COMUNES:

En caso de traslado de un funcionario de la I. Municipalidad de Cuenca a la I. Municipalidad de Pasto, los gastos de traslado serán asumidos por la Municipalidad de Pasto, si el funcionario de la I. Municipalidad de Cuenca debiera trasladarse a Pasto, los gastos se harán con sujeción a las normas de la I. Municipalidad de Pasto.

En caso de pasantías de funcionarios municipales de las dos municipalidades, los gastos serán asumidos por la Municipalidad que ha el beneficio de la pasantía.

En este instrumento integralmente a las partes, éstas se afirman y ratifican el contenido, firmando para constancia en la ciudad de Cuenca, en el mismo día de su celebración.

En fe de lo cual se otorgó copia a los señores de los oficios N.ºs 3126, 3464 de 10 y 24 de agosto; 4164 y 4165 de 21 de noviembre de 1997. Firmado por el señor Secretario General, Fernando Gordero Cordero, y el señor Alcalde de Pasto, Antonio Navarro Wolff.

ALCALDE DE CUENCA, ALCALDE DE PASTO, SINDICO MUNICIPAL, etc.

Servicio que se presta para los fines respectivos.

Atentamente,
DICE, PASTO Y CUENCA.

[Firma]
DICE, PASTO Y CUENCA.

Adj. lo indicado.

Annex #20: Organic Statute of the External Relations Directorate of Cuenca

Misión

Contribuir al desarrollo e internacionalización de Cuenca, a través de la gestión de cooperación, la coordinación de sus relaciones externas y la armonización de esfuerzos internacionales en base a las prioridades locales y nacionales.

Atribuciones y responsabilidades

- a) Facilitar el proceso de proposición, diseño y definición de políticas y estrategias de vinculación, fomento y desarrollo de internacionalización de Cuenca.
- b) Identificar, analizar y proponer estrategias y mecanismos de cooperación, en todas sus formas, que contribuyan al cumplimiento de las prioridades territoriales.
- c) Coordinar y desarrollar la gestión y negociación de recursos técnicos y financieros reembolsables y no reembolsables de la Corporación Municipal de Cuenca (CMC) para apoyar la estrategia cantonal de desarrollo.
- d) Articular los diferentes esfuerzos de internacionalización de Cuenca con la estrategia de desarrollo de ciudad.
- e) Atraer sistemáticamente eventos estratégicos que contribuyan al posicionamiento internacional de Cuenca.
- f) Impulsar una agenda de cooperación internacional articulada con los actores del cantón Cuenca.
- g) Acompañar en la formulación de programas y proyectos prioritarios de la Corporación Municipal susceptibles de cooperación.
- h) Realizar el seguimiento y evaluación de los proyectos de cooperación internacional, así como la aprobación de los informes presentados a los cooperantes.
- i) Fomentar y coordinar la participación internacional de la CMC en espacios (políticos, diplomáticos, de cooperación, económicos, formación, etc.) en base a las prioridades de Cuenca.
- j) Promover la diplomacia ciudadana, como mecanismo de inserción estratégica de Cuenca en el Mundo.
- k) Coordinar con las dependencias municipales respectivas la preparación y difusión de la participación estratégica del Alcalde en eventos realizados en el exterior.
- l) Plantear nuevos retos de cooperación externa en áreas de potencial desarrollo para beneficio de Cuenca, de conformidad con las disponibilidades de los organismos cooperantes y las prioridades de las dependencias municipales, respetando los principios de eficacia de la ayuda al desarrollo.

- m) Desarrollar estrategias de proyección externa de buenas prácticas de la gestión municipal de Cuenca.
- n) Representar y participar a nombre del gobierno municipal de Cuenca en espacios y foros internacionales.
- o) Coordinar con el Ministerio de Relaciones Exteriores, la Secretaría Técnica de Cooperación Internacional, SENPLADES y demás organismos competentes del Gobierno Nacional, los mecanismos de cooperación necesarios para el cumplimiento de las prioridades de Cuenca.
- p) Asesorar a las autoridades y funcionarios municipales en su relación con entidades extranjeras.
- q) Sistematizar la información relacionada con la gestión internacional de la CMC.
- r) Establecer y ejecutar planes y presupuestos operativos anuales para el cumplimiento de las metas y objetivos relacionados con las relaciones externas.
- s) Ejercer las demás atribuciones, delegaciones y responsabilidades en el ámbito de su rol estratégico le sea designadas por la autoridad correspondiente; y, las establecidas en la normativa vigente.

Source: (I. Municipalidad de Cuenca, 2009)

Annex #21: Twinning between Rosario-Argentina and Cuenca-Ecuador

TEMA:	Reactivación y generación de un protocolo de actuación 2012-2013 entre las ciudades de Rosario- Argentina
ENTIDADES RESPONSABLES:	Direcciones encargadas de la cooperación y proyección internacional de los Municipios de Cuenca- Ecuador y Rosario- Argentina lideradas por sus directores: Lic. Sergio Barrios y Ing. Danny Jara.
ANTECEDENTES:	<p>25 de febrero del 2011 en la ciudad de Rosario se firma un convenio de hermanamiento. Convenio a reactivar.</p> <p>Los objetivos principales del convenio son:</p> <ul style="list-style-type: none"> • Promocionar acciones y proyectos locales en el ámbito socio-económico. • Intercambiar experiencias en áreas de trabajo común. • Enfatizar vínculos históricos de las ciudades con los proyectos respectivos. • Enfocar áreas de trabajo con objetivos afines. • Ampliar el diálogo en temas socio-económicos de interés común. <p>En posteriores conversaciones se destaca los siguientes objetivos o acciones:</p> <ul style="list-style-type: none"> - Asistencia técnica para la internacionalización de Cuenca basada en la experiencia previa de la Municipalidad de Rosario. - Ampliar el diálogo institucional a nivel de los gobiernos locales. - Intercambiar experiencias en materia de desarrollo local, servicios públicos, medio ambiente, turismo y cultura. - Fortalecer la voluntad de integrar redes de trabajo partiendo con la Red de Ciudades Educadoras y otras de futuro interés. <p>Prioridades del Sr. Alcalde Paúl Granda en la visita a Rosario:</p> <ul style="list-style-type: none"> - Plan estratégico Rosario Metropolitana - Guardia Urbana Municipal - Empresa Mixta de Transporte Rosario

	<ul style="list-style-type: none"> - Juventud - Gestión: ciudad digital y Presupuestos participativos urbanos - Internacionalización y cooperación. <p>La ciudad de Rosario participó en el Seminario Internacional sobre presupuestos participativos realizado por la Alcaldía de Cuenca</p> <p>Funcionarios de la Municipalidad de Cuenca han participado en Rosario en ambientes de aprendizaje sobre Desarrollo Sostenible y Mujer (abril 2012) y Agricultura Urbana.</p>
<p>SITUACIÓN ACTUAL:</p>	<p>Se realizó una videoconferencia con los directores de Relaciones Internacionales de las ciudades.</p>
<p>INFORMACIÓN IMPORTANTE:</p>	<p>Demanda de cooperación del Municipio de Rosario:</p> <p>Innovaciones en gestión local.</p> <p>Demanda de cooperación del Municipio de Cuenca</p> <ol style="list-style-type: none"> 1. Embarazo precoce en la adolescencia 2. Salud sexual 3. Institucionalización (mecanismos, ejecución, etc) 4. Pobreza de las mujeres <p>presupuestos participativos para temas de género</p> <ul style="list-style-type: none"> - de participación de mujeres en las áreas rurales, <p>Oferta de cooperación del Municipio de Cuenca</p>

Source: (Dirección de Relaciones Externas, 2011)

Annex #22: Twinning between Medellin-Colombia and Cuenca-Ecuador



Alcaldía de Medellín

ACUERDO MARCO DE COOPERACION INTERNACIONAL

Acuerdo de Cooperación entre **ILUSTRE MUNICIPALIDAD DE CUENCA** de la República del Ecuador, y la **ALCALDÍA DEL MUNICIPIO DE MEDELLÍN**, República de Colombia.

Ilustre Municipalidad de Cuenca, representado en este acto por su Alcalde, PAÚL GRANDA LÓPEZ y la Alcaldía del Municipio de Medellín, de la República de Colombia, representado en este acto por su Alcalde, ALONSO SALAZAR JARAMILLO, en adelante denominadas "las Partes";

CONSIDERANDO el interés en profundizar los lazos de amistad y cooperación que unen a ambas ciudades,

RECONOCIENDO que la cooperación internacional es uno de los factores que incide favorablemente en la solución de problemas que afectan a sus respectivas comunidades,

MANIFESTANDO su decisión de profundizar sus relaciones de colaboración a través de un marco jurídico adecuado;

CONVENCIDAS de la importancia de establecer mecanismos que contribuyan al desarrollo y fortalecimiento del marco de cooperación bilateral, así como de la necesidad de ejecutar proyectos y acciones que tengan efectiva incidencia en el avance económico, social y cultural de las partes,

Han acordado lo siguiente:

ARTICULO I **Objetivo**

El presente Acuerdo tiene como objetivo formalizar Convenio de cooperación entre la Alcaldía de la ciudad de Medellín de la República de Colombia y la Ilustre Municipalidad de Cuenca de Ecuador, con el propósito de estrechar los lazos de amistad entre sus habitantes y fortalecer la cooperación y el intercambio de información y buenas prácticas.

ARTICULO II **Convenios Específicos**

Para el desarrollo del presente Acuerdo Marco de cooperación internacional las partes suscribirán posteriormente convenios específicos (POA'S) que definirán claramente las actividades que se desarrollarán, sus características, términos, aspectos financieros, compromisos presupuestales si a ello hubiere lugar y los demás que sean pertinentes.



Alcaldía de Medellín

Tales acuerdos se celebraran de conformidad con las normas y competencias internas de cada una de las partes y en ellos se determinarán las obligaciones y responsabilidades adicionales de cada una de ellas.

El presente Acuerdo Marco de Cooperación Internacional hará parte integral de cada uno de los Convenios Específicos que se suscriban en desarrollo del mismo, siendo de obligatorio cumplimiento todas y cada una de las estipulaciones, por ello, las disposiciones que le sean contrarias, se entenderán por no escritas.

ARTICULO III Áreas de cooperación

Para alcanzar el objetivo del presente Acuerdo, las Partes se comprometen a desarrollar acciones de cooperación especialmente dirigidas, pero no limitadas a las siguientes áreas:

- a) Desarrollo y Regeneración Urbana – Urbanismo Social y Planificación
- b) Movilidad y Transporte
- c) Seguridad
- d) Gestión de Empresas Públicas
- e) Internacionalización y City Marketing – Agencia de Cooperación e Inversión de Medellín y el Área Metropolitana
- f) Cualquier otra que las partes convengan.

ARTICULO IV Modalidades de cooperación

Las Partes acuerdan que las acciones de cooperación a que se refiere el presente Acuerdo se llevarán a cabo a través de las modalidades siguientes:

- a) Asesoría técnica;
- b) Capacitación de personal;
- c) Intercambio de información;
- d) Transferencia e intercambio de experiencias



ARTICULO V Competencia

Las Partes se comprometen a llevar a cabo las modalidades de cooperación a que se refiere el Artículo IV del presente Acuerdo, con absoluto respeto a sus respectivas competencias, normativas y directivas político-económicas de su respectivo Gobierno.

ARTICULO VI Programas Operativos Anuales

Para la consecución de los objetivos del acuerdo, las Partes convienen, tal y como se indicó en el artículo II del presente Acuerdo Marco de Cooperación Internacional, formular, previa consulta de las Secretarías competentes, Programas Operativos Anuales (POA's) o convenios específicos, los que una vez formalizados formarán parte integrante del presente Acuerdo.

Los POA's se integrarán con los proyectos o actividades específicas, debiendo precisar para cada uno los aspectos siguientes:

- a) Objetivos y actividades a desarrollar;
- b) Calendario de trabajo;
- c) Perfil, número y estadía del personal asignado;
- d) Responsabilidad de cada Parte;
- e) Asignación de recursos humanos, materiales y financieros;
- f) Mecanismo de evaluación
- g) Compromisos presupuestales; y
- h) Cualquier otra información que se considere necesaria.

La operación de este Acuerdo no estará condicionada a que las Partes firmantes establezcan proyectos en todas las modalidades de cooperación, ni estarán obligadas a colaborar en aquellas actividades respecto de las cuales exista prohibición interna o bien derivada de una ley, normativa institucional o costumbre.

Las Partes se reunirán de manera anual a fin de evaluar los aspectos derivados de la aplicación del presente Acuerdo y proponer nuevas directrices para el desarrollo de proyectos de interés mutuo.

Las Partes elaborarán informes sobre el desarrollo y logros alcanzados con base en el presente Acuerdo y lo comunicarán a su respectiva Secretaría, así como a las instancias bilaterales que fijen de común acuerdo.

Ambas Partes se comprometen a formular el primer Programa Operativo, dentro de los noventa (60) días siguientes a la fecha de firma del presente Acuerdo.



Alcaldía de Medellín

ARTICULO VII **Propuestas adicionales de colaboración**

No obstante la formulación del Programa Operativo Anual a que se refiere el artículo VI del presente Acuerdo, cada Parte podrá formular propuestas de colaboración que surjan en el transcurso de la instrumentación de las actividades de cooperación.

ARTICULO VIII **Mecanismo de supervisión y coordinación**

Con el fin de contar con un adecuado mecanismo de supervisión y coordinación de las actividades que se realicen al amparo del presente Acuerdo, así como para asegurar las mejores condiciones para su ejecución, se establecerá un Grupo de Trabajo integrado por representantes de ambas Partes.

El Grupo de Trabajo se reunirá con la periodicidad y en el lugar que acuerden las Partes, a fin de evaluar los aspectos derivados de la aplicación del presente Acuerdo y tendrá a su cargo las funciones siguientes:

- a) Adoptar las decisiones necesarias, a fin de cumplir con los objetivos del presente Acuerdo;
- b) Identificar las áreas de interés común para elaborar y formular los convenios específicos de cooperación;
- c) Orientar, organizar y formular las recomendaciones pertinentes para la ejecución de las actividades del presente Acuerdo;
- d) Recibir, revisar y aprobar en su caso los informes sobre avances de las áreas de cooperación del presente Acuerdo; y
- e) Cualquier otra función que las Partes convengan.

ARTICULO IX **Financiamiento**

El presente Acuerdo de Cooperación Internacional es sin cuantía, toda vez que de él no se generan erogaciones a cargo de las partes, sino que con ocasión del mismo se efectuarán convenios específicos o POA'S en los cuales se harán las apropiaciones presupuestales que correspondan, si a ellas hubiere lugar, de conformidad con la disponibilidad de los mismos.

ARTICULO X **Personal designado**

El personal comisionado por cada una de las Partes para la ejecución de las actividades de cooperación al amparo del presente Acuerdo continuará bajo la dirección y dependencia de la institución a la que pertenezca, por lo que no se crearán relaciones de carácter laboral con la otra Parte, a la que en ningún caso se le considerará como patrón sustituto.



Alcaldía de Medellín

Las Partes realizarán las gestiones necesarias ante las autoridades competentes a fin de que se otorguen todas las facilidades necesarias para la entrada y salida de los participantes que en forma oficial intervengan en los proyectos de cooperación que se deriven del presente Acuerdo. Estos participantes se someterán a las disposiciones migratorias, fiscales, aduaneras, sanitarias y de seguridad nacional vigentes en el país receptor y no podrán dedicarse a ninguna actividad ajena a sus funciones sin la previa autorización de las autoridades competentes en la materia.

ARTICULO XI Solución de controversias

Cualquier diferencia o divergencia derivada de la interpretación o aplicación del presente Instrumento será resuelta por las Partes de común acuerdo.

ARTICULO XII Disposiciones finales

El presente Acuerdo entrará en vigor a partir de la fecha de su firma y tendrá una duración de 3 años, prorrogables por periodos de igual duración, previa evaluación de las Partes, mediante comunicación escrita.

El presente Acuerdo podrá ser modificado por mutuo consentimiento de las Partes, formalizado a través de comunicaciones escritas, en las que se especifique la fecha de su entrada en vigor.

Cualquiera de las Partes podrá, en cualquier momento, dar por terminado el presente Acuerdo, mediante notificación escrita dirigida a la otra, con 45 días de antelación.

La terminación anticipada del presente Acuerdo no afectará la conclusión de las actividades de cooperación que hubieren sido formalizados durante su vigencia.

Firmado en la ciudad de Medellín, Colombia, a los 6 días del mes de Mayo del año 2011

**ALONSO SALAZAR JARAMILLO
ALCALDE DE LA CIUDAD DE
MEDELLIN, DEL DEPARTAMENTO
DE ANTIOQUIA, DE LA REPUBLICA
DE COLOMBIA**

**PAÚL GRANDA LÓPEZ
ALCALDE
ILUSTRE MUNICIPALIDAD DE CUENCA**

Annex #23: Twinning between Olinda-Brazil and Cuenca-Ecuador



M. MUNICIPALIDAD



Prefeitura Municipal de Olinda

Encuentro entre autoridades y personal técnico de cuenca en el marco del convenio de hermanamiento entre Cuenca–Ecuador y Olinda–Brasil

CONCLUSIONES Y ACUERDOS

El Director Ejecutivo del Consejo de Salud de Cuenca, los técnicos y autoridades de las dos ciudades, y representantes de la Organización Panamericana de la Salud, OPS acuerdan:

- 1) Continuar por parte de Olinda el trabajo iniciado en el “estudio diagnóstico sobre las localidades saludables y las condiciones que faciliten mejorar la calidad de vida de sus habitantes”, mismo que utiliza la metodología “Heart Urbana” y que se incluyó como primer punto en los acuerdos asumidos en la primera reunión en el 2008, y apoyar a Cuenca en la realización del mismo.
- 2) Realizar un intercambio técnico y detallado entre Cuenca y Olinda sobre sus prácticas exitosas en materia de Salud.

Por un lado Cuenca transferirá su experiencia en el tratamiento de residuos sólidos y en el manejo integral de aguas residuales. Por su lado Olinda transmitirá su conocimiento en el campo de la educación popular en salud y la gestión de su sistema de atención primaria de salud.

- 3) Promover un esfuerzo coordinado entre las municipalidades de cada una de las dos ciudades y sus universidades, para generar procesos de investigación que sirvan de suministro en la planificación de sus acciones.
- 4) Desarrollar un estudio diagnóstico sobre la vulnerabilidad de las dos ciudades en materia de salud y sus sistemas en este campo en relación a los efectos del cambio climático.
- 5) Realizar propuestas conjuntas para ser lanzadas en las fechas conmemorativas de la salud.
- 6) Cumplir con las actualizaciones constantes de la página web de la Red Iberoamericana de Ciudades Patrimonio Cultural de la Humanidad, Universitarias y Saludables, con la información que se genere de la interacción y los esfuerzos conjuntos de sus miembros.
- 7) Remitir a la Organización Panamericana de la Salud hasta el 15 de diciembre del presente año un resumen del informe de avance del proyecto de cooperación entre Cuenca y Olinda.

Dado en la Ciudad de Santa Ana de los Ríos de Cuenca a los ocho días del mes de diciembre de 2009.

Source: (Dirección de Relaciones Externas, 2007)

PROTOCOL OF ACTION 2012-2013 OF THE TWINNING BETWEEN CUENCA- ECUADOR AND OLINDA - BRAZIL

Entre la Ilustre Municipalidad de Cuenca, Ecuador, representada por el Alcalde, Dr. Paúl Granda López, y el Municipio de OLINDA, representada por su Alcalde, Sr. Renildo Calheiros, se conviene acordar conjuntamente el presente Protocolo de Actuación para el periodo 2012, que tiene como objetivo potenciar la cooperación internacional descentralizada entre las ciudades de Cuenca – Ecuador y OLINDA – BRASIL, en el marco de la Red Iberoamericana de Ciudades Saludables, Universitarias y Patrimoniales.

Las Alcaldías que forman parte de este Protocolo de Actuación acuerdan realizar actividades de cooperación internacional entre ambas ciudades para el período 2012. Se desea dar continuidad al intercambio de conocimientos técnicos y así reactivar la cooperación técnica en el eje de salud y manejo de residuos sólidos y de aguas residuales.

Para lograr este objetivo el Alcalde de Cuenca, Paúl Granda López, se compromete a solicitar recursos a la OPS, durante su visita a Estados Unidos a finales del mes de mayo del 2012, para así lograr financiar la cooperación técnica. En caso que la solicitud no sea aprobada, se espera ejecutar la cooperación a través de medios virtuales y de comunicación.

En los encuentros de autoridades y personal técnico en el marco del convenio entre Cuenca-Ecuador y Olinda-Brasil, auspiciados por la Organización Panamericana de Salud -OPS, fue acordado las siguientes actividades:

1) Continuar por parte de Olinda el trabajo iniciado en el “estudio diagnóstico sobre las localidades saludables y las condiciones que faciliten mejorar la calidad de vida de sus habitantes”, mismo que utiliza la metodología “Heart Urbana” y que se incluyó como primer punto en los acuerdos asumidos en la primera reunión en el 2008, y apoyar a Cuenca en la realización del mismo.

2) Realizar un intercambio técnico y detallado entre Cuenca y Olinda sobre sus prácticas exitosas en materia de Salud.

Por un lado Cuenca transferirá su experiencia en el tratamiento de residuos sólidos y en el manejo integral de aguas residuales. Por su lado Olinda transmitirá su conocimiento en el campo de la educación popular en salud y la gestión de su sistema de atención primaria de salud.

3) Promover un esfuerzo coordinado entre las municipalidades de cada una de las dos ciudades y sus universidades, para generar procesos de investigación que sirvan de suministro en la planificación de sus acciones.

- 4) Desarrollar un estudio diagnóstico sobre la vulnerabilidad de las dos ciudades en materia de salud y sus sistemas en este campo en relación a los efectos del cambio climático.
- 5) Realizar propuestas conjuntas para ser lanzadas en las fechas conmemorativas de la salud.
- 6) Promover la divulgación de la información que se genere de la interacción y los esfuerzos conjuntos de sus miembros.

Se desea que esta cooperación se refleje en un beneficio mutuo para ambas ciudades y sus ciudadanos.

Entregado en Olinda-Brasil, el día __ del mes de mayo del 2012

Source: (Dirección de Relaciones Externas, 2012)

Annex #24: Twinning between Tempe-USA and Cuenca-Ecuador

PROTOCOLO DE ACTUACIÓN 2012 – 2013 ENTRE LAS CIUDADES HERMANAS DE CUENCA – ECUADOR Y TEMPE - EEUU

Entre la Ilustre Municipalidad de Cuenca, Ecuador, representada por el Alcalde, Dr. Paúl Granda López, y la Corporación Tempe Sister Cities, representada por su Presidente, Sr. Richard Gerald Neuheisel, se conviene acordar conjuntamente la firma del presente Protocolo de Actuación para el periodo 2012-2013, que tiene como objetivo potenciar la cooperación internacional descentralizada en el marco del Acuerdo de Hermanamiento suscrito entre las ciudades de Cuenca – Ecuador y Tempe – EEUU.

Las instituciones que forman parte de este Protocolo de Actuación, acuerdan identificar áreas de interés común para realizar actividades de cooperación internacional entre ambas ciudades, para este efecto para el período 2012-2013 se han definido 5 ejes de trabajo: Salud, Cultura, Educación, Manejo de Riesgos, Relaciones Internacionales y Turismo.

Dentro de los ejes de trabajo definidos para el período en mención se han coordinado las siguientes actividades:

1. Salud:

- a) La I. Municipalidad de Cuenca y Tempe Sister Cities se comprometen a apoyar y facilitar la ejecución de la donación para la ciudad de Cuenca a través de Project C.U.R.E. para el Hospital Municipal de la Mujer y el Niño y a la Fundación Cinterandes en insumos y equipos médicos. El monto aproximado de esta donación sería de \$500.000 dólares, y los costos de traslado de estos insumos y equipos serán gestionados por representantes y entidades de Tempe por un valor aproximado de USD 25000.

2. Cultura:

- a) Impulsar y favorecer la cooperación intercultural entre las dos ciudades, promoviendo el intercambio de grupos musicales y folclóricos; colaborando en la gestión logística para las presentaciones y para su promoción.

- b) Promover y promocionar la presentación de un grupo artístico de Cuenca en el evento “Oktober Fest” a realizarse en octubre de 2012 en Tempe.

3. Educación:

- a) Estimular y apoyar el desarrollo de Proyectos Educativos entre la Universidad Estatal de Arizona y las universidades localizadas en la ciudad de Cuenca.
- b) Promover y apoyar el intercambio estudiantil entre las dos ciudades.
- c) Fomentar la realización de iniciativas artísticas que puedan desarrollarse con la Escuela de Música de la Universidad Estatal de Arizona.

4. Manejo de Riesgos:

- a) Impulsar el intercambio de conocimientos, capacitación y entrenamientos operativos en diferentes áreas bomberiles, incluido prevención de desastres para la comunidad del cantón Cuenca.

5. Relaciones Internacionales y Turismo:

- a) Gestionar el intercambio de experiencias y/o profesionales entre la Municipalidad de Cuenca y la Fundación Municipal Turismo para Cuenca con el Bureau de Convenciones y Visitantes de Tempe.
- b) Promover la visita de técnicos que trabajen en Operadoras de Turismo en Tempe a Tour Operadoras Turísticas de Cuenca con el objeto de intercambiar experiencias en el marco de la tecnología utilizada.
- c) Gestionar la Promoción de Cuenca y Tempe como destinos turísticos mediante los organismos encargados del Turismo en las dos ciudades.

En caso de que la Ilustre Municipalidad de Cuenca deba destinar recursos públicos, los mismos se efectuarán previa a la firma de un acuerdo específico y cumpliendo con la exigencia de contar con la certificación de una partida presupuestaria y disponibilidad de fondos para el ejercicio anual vigente.

Para constancia de lo establecido, firman este documento en original y tres copias en los idiomas español e inglés, en el lugar y fecha indicados.

En Cuenca a los 16 días del mes de marzo de 2012.

Firman

POR LA ILUSTRE MUNICIPALIDAD
DE CUENCA

POR TEMPE SISTER CITIES

PAÚL GRANDA LÓPEZ
ALCALDE DE CUENCA

RICHARD GERALD NEUHEISEL
PRESIDENTE

Source: (Dirección de Relaciones Externas, 2012)