

Memorandum of Understanding

Held between the cities of Swansea (United Kingdom), Toulon (France), Windsor (Canada), Berlin-Charlottenburg-Wilmersdorf (Germany), Riesa (Germany), Bydgoszcz (Poland), Klaipeda (Lithuania), Qingdao (China), Zhenjiang (China), Haifa (Israel), Beyoğlu (Turkey) and Mannheim (Germany) on the basis of the following considerations:

I. Recognising the relevance of international relations and the value of strengthening the bonds between cities both on a national and international level;

II. Realising that the exchange of ideas, experiences and methods between cities not only enables them to improve their productivity but also establishes bridges of understanding between different nations and cultures;

III. With the intention that the efforts towards the exchange of experiences and increased international cooperation developed during the conference of twin and befriended cities held in Mannheim from July 12th to July 15th 2011 shall continue for the benefit of the participating cities and their citizens;

The signing parties commit themselves to cooperate on the following topics:

1. Start-Up Centres

The cities of Swansea (United Kingdom), Toulon (France), Berlin-Charlottenburg-Wilmersdorf (Germany), Riesa (Germany), Bydgoszcz (Poland), Klaipeda (Lithuania), Qingdao (China), Zhenjiang (China), Haifa (Israel), Beyoğlu (Turkey) and Mannheim (Germany) agree to set up an “International Desk” as part of an exchange programme between twin and befriended towns of the city of Mannheim, including the relevant support and consultation services.

The programme shall provide office space within the start-up centres or structurally equivalent facilities of the partner institutions, together with the technical infrastructure for small and medium-sized enterprises (see SME criteria of the EU Commission) of the twin and befriended towns for a period of up to three months. The local partners shall support the “guest

companies” in their search for contacts and networking within the local structures and in overcoming administrative hurdles to make it easier to enter the international market. This cooperation should be implemented in the good spirit of mutual understanding and cooperative action, against a background of economic cooperation.

2. City Branding

The cities of Swansea (United Kingdom), Riesa (Germany), Bydgoszcz (Poland), Haifa (Israel), Beyoğlu (Turkey) and Mannheim (Germany) have come to the following agreement: To create a network dealing with the topic of city branding. The goal of that network is to create a platform for the exchange of city branding strategies, best practices and to generate innovative ideas. The network will consist of three working groups that will deal with the following topics:

- The external perception of the respective cities and how each of the cities are viewed through the eyes of their partners.
- An exchange of information regarding the role of sports, leisure, culture and the value of the existing waterways in relation to improving the quality of life in the respective cities.
- The creation of monitoring instruments to evaluate the success of the individual strategies of the network partners’ city brands.
- The integration of citizens as ambassadors and stakeholders in working towards the improvement of the city brand.

The city of Riesa has agreed to host the kick-off event of the network in the form of a video conference scheduled to take place in November 2011. Riesa will present its best practices in relation to the importance of sports and leisure as a significant aspect of its city brand. Beyoğlu will present examples of its best practices with regard to culture.

Berlin-Charlottenburg-Wilmersdorf has agreed to assume an accompanying role due to its position as a district of the city of Berlin.

3. Change Management

The cities of Swansea (United Kingdom), Windsor (Canada), Berlin-Charlottenburg-Wilmersdorf (Germany), Riesa (Germany), Klaipeda (Lithuania), Beyoğlu (Turkey) and

Mannheim (Germany) jointly recognize the need for a continuous improvement of their administrative organisations in relation to service-quality, cost-efficiency and the participation of citizens about the priorities of public services. In this context, cities often need to safeguard and develop their capacity for independent action towards superior levels of administration or government.

In order to further develop their organisations, leadership and management systems within public administration, the participating cities assert the special role of a comprehensive and professional change management. Special consideration must be given to the communication towards employees, the development of municipal leaders, the alignment between political leaders and senior administrative management as well as the involvement of citizens.

The participating cities agree on a continuing exchange of information and experience about concrete instruments of change management. For this, best-practice summaries will be posted and exchanged on a joint Internet platform. The best-practice summaries form a basis for an ongoing information exchange, for dialogue via the Internet or within bilateral visits and co-operation agreements. Every participating city can adopt ownership for one or more best-practice summaries and name a corresponding best-practice expert. The named best-practice expert serves as a go-to-person for further information and development.

Within the workshop, the participating cities identified the following three challenges for successful change management:

- (1) Manage the balance between municipal resources and public expectations
- (2) Change-management: strategies, success-factors, instruments
- (3) Communication and motivation for change

Concrete Instruments for Best-Practice-Summaries and Best-Practice-Experts

- (1) Manage the balance between municipal resources and public expectations
 - Focus Group of 1000 (→ Swansea)
 - Product catalogue and product comparison (→ Berlin-Charlottenburg-Wilmersdorf)
 - Introduction of private-sector-type accounting standard (→ Riesa)
 - Definition and prioritization of a service-catalogue (→ Windsor)

- Digitization and electronic citizen service (→ Beyoglu)
- (2) Change-management: strategies, success-factors, instruments
- Citizen surveys (→ Windsor)
 - Master-Plan and city strategy (→ Mannheim)
 - Quality Management / priMA (→ Mannheim)
 - Guidelines for leadership and communication / Quarterly „Climate-Survey“ (→ Mannheim)
- (3) Communication and motivation for change
- Leadership and dialogue formats of the Lord Mayor (→ Mannheim)
 - Decentralised „Change-Agents“ among city staff (→ Swansea)

4. Creative Cities

The cities of Swansea (United Kingdom), Berlin-Charlottenburg-Wilmersdorf (Germany), Riesa (Germany), Klaipeda (Lithuania), Qingdao (China), Zhenjiang (China), Beyoğlu (Turkey) and Mannheim (Germany) agreed

- to support the application of the city of Mannheim to win the title “European Capital of Culture”;
- to make use of the existing active network and to develop international projects;
- to organize a talent campus in Mannheim (and further cities) where young talents from different creative areas are encouraged to exchange experiences and to develop joint projects;
- to stage a short film festival in Mannheim in 2012 where young talents from the partner cities have the opportunity to present their films. A workshop programme will be offered during the festival for further qualification of the participants;
- to create opportunities of exchange for creative people (e. g. architects and artists) as well as to consider a possible scholarship programme (especially with the purpose of acquiring a foreign language).

5. Cities for better life

The cities of Windsor (Canada), Bydgoszcz (Poland), Qingdao (China), Haifa (Israel), Be-yoğlu (Turkey) and Mannheim (Germany) decided to examine the possibilities of expanding the cooperation between themselves and their respective twin cities. For that purpose the cities will appoint a group of representatives to prepare a draft of basic agreements of cooperation between cities. The chairman of the committee will be Dr. Peter Kurz, Mayor of Mannheim and Secretary General will be Eli Kulas, City Councillor of Haifa. Executive Secretary will be Mr. Christian Sommer and Executive Advisor for fund raising will be Yael Mittelman.