

**Description of four case studies based on  
field research in the Netherlands:  
Amsterdam- Kocaeli (Turkey),  
Haarlem- Emirdag (Turkey),  
Rotterdam – Casablanca (Morocco),  
Zeist – Berkane (Morocco)**

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## 1. Introduction

This report presents four case studies of municipal international cooperation (MIC) or city-to-city cooperation between Dutch municipalities and municipalities in the main countries of migration to the Netherlands. The research is exclusively based on field research in the Netherlands. The case studies include Amsterdam- Kocaeli (Turkey), Haarlem- Emirdag (Turkey), Rotterdam – Casablanca (Morocco), Zeist – Berkane (Morocco). The report is based on interviews with key individuals involved in cooperation with partner municipalities, as well as the study of policy documents. The research was carried out during the period May – September 2008 in The Netherlands. Additional information was gathered in the period prior to the research: between February 2007 and January 2008. The study is part of a PhD study of both sides of the C2C partnerships. This study identifies what kinds of knowledge are exchanged and how decentralised cooperation between Dutch municipalities and municipalities in migrant countries leads to (mutual) learning. The research focuses on partnerships between Dutch municipalities and municipalities in two main countries of immigration: Morocco and Turkey.

The report was compiled within the framework of co-operation between NCDO and the University of Amsterdam to support the PhD study mentioned above. The report is compiled for NCDO by Edith van Ewijk, the PhD researcher. The research is supervised by Prof. Dr. Isa Baud from the University of Amsterdam, Amsterdam Institute for Metropolitan and International Development Studies.

This report is the second such report prepared for the NCDO. The first report provided information on the main developments and theoretical debates about decentralized cooperation or municipal international cooperation, focusing on the cooperation between Dutch municipalities and municipalities in the main countries of immigration to the Netherlands.

### **Introducing Municipal International Cooperation**

Municipal International Cooperation (MIC) is known by different names, such as twinning, city-to-city cooperation, city link, jumelage, or decentralised cooperation. The most common form is based on an agreement between two local governments aiming to work together and encourage exchange of information and activities between their staff (a colleague-to-colleague approach). MIC has various objectives, of which the main one is to contribute to the local development and capacity building of local government bodies. Activities can range from cultural exchange programmes to support programmes on waste management, water and sanitation, housing and public administration. MIC distinguishes itself by the process of knowledge exchange between colleagues. Apart from the local government bodies other organisations, of the private sector and/or NGO's can be involved as well. A new focus is the growing interest of Dutch municipalities with large immigrant groups in establishing contacts with municipalities in the main migrant countries of origin (Morocco, Ghana and Cape Verde Islands in Africa, Suriname and the Netherlands Antilles in the Caribbean and Turkey in Europe/Asia). In addition to the general objectives of MIC, many of these new twinning arrangements seek to promote mutual understanding between migrant and host societies, social cohesion and integration of migrants through contacts and the exchange of information<sup>1</sup>. Economic development is another important motive for the exchange.

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<sup>1</sup> More information about MIC can be found in the first report prepared for NCDO 'Decentralized cooperation between Dutch municipalities and municipalities in migrant countries - Main developments and main theoretical debates - Illustrated by several case studies'. More information about the ties between Dutch municipalities and municipalities in migrant countries can be found in the report 'Municipal International Cooperation, Dutch Municipalities and Municipalities in Migrant Countries, First Inventory, Pre-research for PhD research February- June 2007, prepared for co-financing agency Cordaid. Both reports can be downloaded from the website of NCDO: <http://www.ncdo.nl/kenniscentrum>, onderzoek 2008, no. 32.

## 2. Describing contrasting cases

The increased focus on cooperation with municipalities in countries of migration implies a potential for mutual learning within partnerships as both partners generally want to learn something from the exchange. This also implies a wide variety of types of knowledge being exchanged and an increased potential for equal partnerships. Moreover, as transnational ties already exist, there is an increased potential to involve specific actors which can broaden and/ or facilitate the cooperation.

The research will look into both sides of the partnership; field research will be undertaken in the Dutch municipalities and their partner municipalities in Morocco and Turkey.

The core of the PhD research consists of an in-depth analysis of four strategically selected case studies<sup>2</sup>. The research focuses on two countries to allow for a meaningful analysis of the wider context relevant to the understanding of MIC. Turkey and Morocco have been selected as the main countries to focus the research for several reasons:

*First of all*, Morocco and Turkey are among the three main countries of origin of non western migrant groups currently living in the Netherlands. According to figures of the CBS (2007), 368 600 migrants originate from Turkey, 333 504 from Suriname and 329 493 from Morocco. A substantial number of all the links between Dutch municipalities and municipalities in the migrant countries are focusing on Morocco and Turkey. In August 2007 20 Dutch municipalities were involved in structured cooperation with municipalities in Turkey and Morocco. In total 39 municipalities were involved in cooperation with migrant countries (Turkey, Morocco, Suriname, the Netherlands Antilles, Ghana, Cape Verde and Indonesia).

*Secondly*, mutual learning is believed to play a more important role in cooperation with Turkey and Morocco than in cooperation with other migrant countries, as the integration of Turkish and Moroccan migrants in Dutch society is still a major issue on the agenda of the Dutch municipalities. Other possibilities for mutual learning can be connected to economic development, transnational linkages and strengthening local governance.

*Thirdly*, although Turkey and Morocco are in many aspects very different countries, they share some characteristics. E.g. both Turkey and Morocco were important sources of migrant workers, both countries fall under the category the 'new neighbour countries of Europe' and in both countries Islam is the dominant religion. As the first inventory has indicated, the context plays an important role in the process of cooperation between partner municipalities. It is expected that the choice of Turkey and Morocco will facilitate a better understanding of the context for C2C partnerships.

*Fourthly*, the relatively short distance between the Netherlands and Turkey and Morocco makes it possible to visit both countries for fieldwork on more than one occasion. Recurrent visits will make it possible to capture some of the developments over time and increases the opportunity to observe the process of exchange of knowledge between representatives of the two partner municipalities.

The choice of two cases per country is based on the idea that variety increases the chance on finding communalities and differences among the cases. Four cases are believed to be small enough to be able to deal with a large number of features and to study the process of knowledge exchange and learning in depth. The following cases Haarlem– Emirdag, (Turkey), Amsterdam – Koceali (Turkey), Zeist – Berkane (Morocco) and Rotterdam – Casablanca (Morocco) were selected. Both large (Amsterdam and Rotterdam) and medium size Dutch municipalities (Zeist and Haarlem) are included in the research<sup>3</sup>. The main selection criteria for the case studies included:

- Twinning relations with a focus on urban development (environment, housing and living, waste management, water and sanitation, liveability and integration).
- The link should have existed for at least 3 years.
- Mutual learning should be an objective for cooperation.
- The link should have the characteristics of a 'cooperation' or 'partnership'<sup>4</sup>

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<sup>2</sup> In depth research on city to city cooperation requires the use of case studies because the exchange process has to be studied over time. According to Robert Yin the case study "allows an investigation to retain the holistic and meaningful characteristics of real life events – such as individual life cycles, organizational and managerial processes, neighborhood change, international relations and the maturation of industries". (p 3). Following the categories Yin distinguishes, this research can be characterized as multiple embedded cases; the same case study may involve more than one unit of analysis. This occurs when within a single case attention is also given to subunits (e.g. individual projects within the program (Yin, 2003). Moreover, the existing ties of MIC focusing on migrant countries are limited which would make a quantitative approach based on a sample of all cases difficult.

<sup>3</sup> Hardly any small municipalities are involved in cooperation with municipalities in Morocco and Turkey.

<sup>4</sup> Several forms of international cooperation have been identified. These forms include *networks* (defined as a relatively loose form of co-operation, characterised by horizontal exchanges of information, lacking a hierarchy and a long-term commitment (De

Map 1 is a map of Turkey in which the municipalities of Kocaeli (former Izmit) and Emirdag are located. Map 2 shows the location of the municipalities of Casablanca and Berkane in Morocco. Table 1 provides an overview of the number of inhabitants for both the Dutch municipalities, as well as the municipalities in Turkey and Morocco.

**Map 1. Location municipalities Kocaeli and Emirdag in Turkey**



**Map 2. Location municipalities Casablanca and Berkane in Morocco**



**Table 1. Municipalities and number of inhabitants**

<b>C2C Partnership</b>	Amsterdam – Kocaeli (Turkey)		Haarlem – Emirdag (Turkey)		Rotterdam -Casablanca (Morocco)		Zeist – Berkane (Morocco)	
<b>Municipalities</b>	Amsterdam	Kocaeli	Haarlem	Emirdag	Rotterdam	Casablanca	Zeist	Berkane
<b>Inhabitants</b>	744.740	196.000 (City of Izmit 2000) 1.206.085 (province Kocaeli)	147.179	46.199 inwoners –district Emirdag (2007)	581.615	2.933.684 (census 2004)	60.273	80.012 inwoners (census 2004)

Figures the Netherlands: 1 juni 2007, CBS

la Rive Box, 2001)); *co-operation* (a form of organised interaction towards a common end for mutual benefit (De la Rive Box, 2001)); and *partnerships* (highly structured forms of co-operation, with long-term commitments, concrete activities, a form of contract, and participating partners able to operate autonomously (Baud et al., 2001)).

## **a. Amsterdam (The Netherlands) - Kocaeli (Turkey)**

### **Start of cooperation; earthquake of 1999**

Cooperation between Amsterdam and Kocaeli started in 1999, after the earthquake on 17<sup>th</sup> August 1999 in the Western Marmara region. In total nearly 18.000 people died in the region affected by the earthquake. The city of Kocaeli, called Izmit until 2004, was heavily affected. The city is situated at the gulf of Izmit at the Marmara sea approximately 150 kilometers east of Istanbul. The city lies right on the very active Northern Anatolian fault line which means a relatively high risk of earthquakes. Kocaeli is one of the largest industrialized areas in Turkey. The largest oil refinery Tüpras is located here. The industrialization was unplanned and unguided which has resulted in the current situation where a residential area for workers is situated close to the industrial sites. Moreover, the high earthquake risk was not taken into consideration during the establishment of industries. After the 1999 earthquake the Tüpras refinery burned for days. The effects on public health are still unclear.

The municipality of Amsterdam was one of the foreign government organisations who, together with NGO's offered emergency help after the earthquake. In total 48 out of 483 Dutch municipalities donated money for the victims and five municipalities sent materials to the region. In addition, attention was paid to care for Dutch- Turkish citizens who lost relatives in the region (Nell, forthcoming)<sup>5</sup>.

First contacts between Amsterdam and Kocaeli were established by the World Bank<sup>6</sup>. The World Bank requested the department of Housing and Building Inspection of the Municipality (dienst Bouw- en Woning en toezicht) whether they could send some building inspectors to analyze the causes of the magnitude of the disaster – as a high number of buildings that collapsed during the earthquake. These inspectors looked at aspects as licenses, supervision of the building processes and the building method itself. At the same time the Turkish community represented at the Turkish Advisory Body and the Municipality joint forces to support and coordinate the help to the people in the affected area. This resulted in a fact finding mission to Kocaeli by the director of the Diversity Department and the political advisor of the Deputy Mayor of Amsterdam (a Dutch citizen of Turkish origin). As a result of that fact finding mission, the Amsterdam City Council agreed to cooperate with Izmit. The first agreement was signed in August 2000. The focus of cooperation is directly linked to the consequences of the earthquake, and concerns increasing habitat safety of living and control of disasters.

In 2004 major governmental changes took place in Izmit; the full area of the province of Kocaeli (3,578 km<sup>2</sup>) was assigned to the Izmit Metropolitan Municipality. From that moment, Izmit was named Kocaeli. The province includes 42 smaller municipalities and more than 250 villages at the moment. This implies important changes for the role of the local government in Kocaeli.

### **Policy on international cooperation**

The cooperation with Kocaeli fits within in the broader policy on international cooperation of the Municipality of Amsterdam. Amsterdam decided to focus its international cooperation on the main countries from which many citizens living in Amsterdam originate, as well on the new and candidate member states to the EU. Amsterdam is also involved in cooperation with Suriname, Casablanca (Morocco), Accra (Ghana), Netherlands Antilles and with Budapest (Hungary), Riga (Latvia) and Sofia (Bulgaria). As a result of the new focus, cooperation with Managua (Nicaragua) and Beira (Mozambique) has come to an end (2005).

Amsterdam joined NCDO and VNG International's millennium campaign, which started in 2007 and is a so-called 'millenniumgemeente' (millennium municipality) ([www.millenniumgemeente.nl](http://www.millenniumgemeente.nl)). This

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<sup>5</sup> Apart from Amsterdam, the municipality of Rotterdam established more structural cooperation with the municipality of Gölcük. However Rotterdam focuses on cooperation with Istanbul at the moment.

<sup>6</sup> The World Bank established contacts with the municipality of Amsterdam before the earthquake because of their expertise in the field of housing and urban planning, mainly in relation to water management. Amsterdam was involved in strengthening local governance in Kosovo as well, right after the conflicts (CHECK).

implies Amsterdam is committed to contribute to the millennium development goals which were set by the United Nations by contributing to poverty alleviation and sustainable development.

The Municipality of Amsterdam hosts an International Affairs Department that coordinates the cooperation with all partner municipalities. The desk is equipped with 3 fulltime employees. At the start of the cooperation with Izmit the Department for Housing and Building Inspection, the Health Department and the Amsterdam Fire Brigade were involved. Since September 2006, when the latest cooperation agreement was signed, 3 municipal departments in Amsterdam were involved in the cooperation: the Amsterdam Amstelland Fire brigade, The Health Department and the Department for Monuments and Architecture.

### **Initial projects**

As mentioned before the housing department of Amsterdam assisted Kocaeli in identifying the causes of the magnitude of the disaster with regard to the built area. A number of workshops and courses were given to building inspectors and Amsterdam provided advice on adjusting municipal laws to control policies on licenses. Although building regulations did exist on paper, most regulations were not adequately implemented and few municipal officers were aware of them. Amsterdam assisted mainly in knowledge exchanges in this area. Furthermore, Amsterdam donated 48 prefab houses for people who became homeless after the earthquake<sup>7</sup> and provided two trucks and several computers for another village affected by the earthquake.

Afterwards, other projects for cooperation were identified. The first of these cooperation projects was the establishment of a sheltered workshop for handicapped people (sociale werkplaats), the 'Smiling Faces project' which was supported financially by MATRA<sup>8</sup>. The concept of this facility was new to Turkey. As the earthquake left many people physically handicapped there was a clear need to offer opportunities for these people. The municipality of Amsterdam is not involved in the project any more although there are still some contacts on a personal level by the former head of the housing department of Amsterdam who has now retired.

### **Current projects for cooperation**

The two main projects for cooperation are an exchange programme between the fire agencies of Amsterdam and Kocaeli and a programme for cooperation between the Department of Monument Preservation.

#### *a. Exchange fire departments*

The fire agency of Kocaeli received financial support from the EU (€ 4.000.000) within the framework of the Marmara Earthquake Rehabilitation Programme (MERP) to be able to equip the fire department with new material. The fire department of Amsterdam-Amstelland assisted in the tendering for large equipment in Kocaeli. Two other cities also participated in this project: Adapazari (Turkey) and Delft (the Netherlands). Afterwards the fire department was involved in knowledge exchange to help their colleagues in Kocaeli work with the new equipment. This was necessary as only limited information was provided by the manufacturers. The first phase of this knowledge exchange was part of the LOGO East programme supported by VNG International. In 2008 a second programme was formulated; LOGO East II 'Risk reduction of dangerous industrial activities in residential areas'. The programme focuses on risk analysis, training firemen about industrial risks and a public awareness campaign. The programme started in August 2008 and will finish on 30<sup>th</sup> October 2009

#### *b. Exchange monument preservation*

Kocaeli's housing stock consists of a fair number of monuments, mostly build out of wood (approximately 500) which were damaged during the earthquake. Part of these buildings can be restored. Many owners live elsewhere as it is not possible to live in the damaged houses. The preservation of monuments was identified as one of the areas for exchange. This is related to the damage caused by the earthquake but also as a result of new central policies. In Kocaeli a new desk for monument care or urban aesthetics was set up (there was no organisation in place before) a digital database was set up (Kocaeli chose not to copy the database of Amsterdam but preferred a more

<sup>7</sup> The houses are of relatively good quality and are now occupied by students.

<sup>8</sup> MATRA stands for 'Maatschappelijke transformatie' (civil transformation). The program was initiated by the Ministry of Foreign Affairs in 1994 and aims to promote the construction and strengthening of civil society in the Middle and Eastern European countries. In 2006 it was decided to extend the MATRA program to the 'new neighbours of Europe'; all countries around the Mediterranean Sea were included.

advanced system) and information on monument restoration was made available to the owners. Several exchange missions have taken place. This exchange was part of a LOGO East programme. No new LOGO East programme was formulated as Amsterdam and Kocaeli felt the criteria set for the programme did not fit the current phase of the project.

### **Other organisations involved & public support**

The cooperation is clearly focused on the exchange between municipal departments/officers with the aim to strengthen local governance. Other organisations like migrant organisations or schools are not involved. Interestingly, in a policy document 'Notitie Internationale Samenwerking 2002 -2006', mention was made of the importance to involve NGO's in the relationships with Beira (Mozambique) and Managua (Nicaragua) Amsterdam was involved in at that time. "The board finds cooperation with NGO's very important. Not only because this is important for support and consciousness raising within the population, but also because they can execute projects through their own fund raising. As mentioned above, the policy has changed; the relationships with Beira and Managua came to an end. And in the same policy document, involving NGO's was not mentioned for the cooperation with municipalities in countries of migration.

### **Integration and social cohesion**

As mentioned above the municipality focuses on strengthening local governance in the partner municipality which implies integration and social cohesion are not the focus for cooperation and there are no specific projects on these issues related to international cooperation. However the municipality does inform citizens about the cooperation and considers the cooperation an important tool to bridge the gap between the municipality and its citizens (of migrant origin). For example, the visit of Mayor Cohen to Turkey in 2006 was broadcast for local television (AT5) in five editions of half an hour each.

After the murder of Dutch filmmaker Theo van Gogh in November 2004, the Municipality of Amsterdam formulated an action plan focusing on social cohesion 'We, people from Amsterdam' (Wij Amsterdammers). The action plan includes learning about the several countries of origin of 'new Amsterdammers' (Speech Mayor Cohen at the University of Kocaeli, 12<sup>th</sup> September 2006). Mayor Cohen mentioned that he is convinced that his visit to Turkey can provide a positive contribution to the strengthening of contacts between citizens and the municipal government in Amsterdam (Speech Mayor Cohen at the University of Kocaeli, 12<sup>th</sup> September 2006).

### **Financial support**

The total annual budget of the international relations office of the municipality of Amsterdam is approximately € 750 000. This amount is based on the ration of 1 euro per citizen in Amsterdam. This budget is reserved for cooperation with all municipalities/ other geographical entities mentioned above (Kocaeli (Turkey), Suriname, Casablanca (Morocco), Accra (Ghana), Curacao and Saint Martin (Netherlands Antilles), Beijing (China) and with Budapest (Hungary), Riga (Latvia) and Sofia (Bulgaria). The International Affairs Department of the municipality is equipped with 3 fulltime employees.

Both the Amsterdam Fire Department and the Monument and Archaeology Department were involved in LOGO East projects, financed by VNG International. The LOGO East I project for the project of the fire brigade was .... In 2008 LOGO East II started with a budget of ..... It is estimated that at the moment of research approximately 0.5% of the total workforce of the Amsterdam Fire Department was dedicated to international exchange; both for Turkey and Suriname. The fire department's budget for a three year programme (2008-2010) was € 95 000, consisting mainly of labour costs (€ 80 000). The budget for LOGO East I for the project on monument preservation was € 70 000. The department itself contributed mainly in labour to the cooperation. It was estimated that the department has dedicated 5 weeks of fulltime employees to the exchange with Kocaeli, over the last year. For the coming period no specific programs for exchange were identified. In case Kocaeli seeks support, Amsterdam is willing to support. It must be mentioned that the officers involved are also prepared to contribute several hours of their free time to the cooperation.

Amsterdam set up an assistance fund for disasters with a total budget of € 4.5 million. This fund is not limited to countries of migration or the new and candidate member states to the EU. Out of this fund €

477 000 was allocated to assistance and projects for rebuilding the City of Izmit (Kocaeli) after the earthquake of August 1999<sup>9</sup>.

Funds were obtained from the World Bank, the European Union, MATRA (Ministry of Foreign Affairs), LOGO East (VNG International), for exchange programmes with Kocaeli.

The program of setting up a sheltered work place for handicapped people does not fit in the policy of the Municipality of Amsterdam any more. However, the example is an interesting illustration of how Amsterdam succeeded to attract other funds. The total budget of the sheltered work place (Smiling Faces Project) was € 830 000 of which the municipality of Amsterdam contributed € 92 500 distributed over several years. The Ministry of Foreign Affairs (Matra subsidy) contributed € 500 000, furthermore funds were required from the municipalities of Utrecht and Deventer, Cordaid/ Caritas, Kerken in actie, housing cooperation Ymere and the Association of Dutch municipalities. Lastly, a subsidy was obtained from the Turkish government, the municipality of Kocaeli/ Izmit and Sabanci Holding (one of the main Turkish companies).

## **b. Haarlem (The Netherlands) – Emirdag (Turkey)**

### **Start of the cooperation**

First contacts between Haarlem and Emirdag were established in 1995 through civil society organisations. In 2001 the municipalities started cooperation after civil society in Haarlem approached the municipality to start cooperation with Emirdag. In 2005 an official agreement for cooperation was signed by both municipalities. The cooperation focuses mainly on waste management. Schools are involved in a nature and environmental exchange project.

Interestingly two-thirds of citizens of Turkish origin living in Haarlem originate from Emirdag and the region around Emirdag. These people came to Haarlem in the 1960's and 70's to work in the industries in and around Haarlem (Iron industries (former Hoogovens), sock factory Hin, printing factory Enschede, coca factory Droste). These workers were believed to be temporary but the majority stayed in the Netherlands and the Turkish community in Haarlem increased as other family members joined the first generation migrants, and families were united.

### **Policy on international cooperation**

The municipality of Haarlem formulated local, regional and global policy. Global policy focuses on 'the consciousness-raising of citizens of Haarlem about global issues and on the position of cities and their citizens in Europe and other parts of the world' (Policy document budget programme 2009-2013, municipality of Haarlem, p.50, downloaded website Haarlem [www.haarlem.nl](http://www.haarlem.nl), September 2008). This is done by supporting organisations in Haarlem working on these issues and by cooperating with municipalities in other countries. This involves city links with Angers (France) and Osnabruck (Germany) and on activities which are related to support and develop in Mutare (Zimbabwe) and Emirdag (Turkey). Like Amsterdam Haarlem joined the millennium campaign for municipalities in the Netherlands and is a so-called 'millenniumgemeente' (millennium municipality) ([www.millenniumgemeente.nl](http://www.millenniumgemeente.nl))

Until 2008 an international coordinator based at the municipality was involved in the cooperation with Emirdag (as well as with other international contacts). The coordinator then started her own consultancy in international cooperation at the local level. At the moment of writing this report no new coordinator had been assigned. It is not clear yet whether or not a new coordinator will be involved. The coordinating activities have been taken over by a policy officer who has been involved in the waste project from the start of the programme. This officer is currently working as a director on neighbourhood management.

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<sup>9</sup> € 250 000,-- for the assistance and rebuilding of Al Hoceima (Morocco) that was affected in 2004 by an earthquake. € 129 000,-- was allocated to the rebuilding of the general office of the statistics of Suriname which was destroyed by a fire, which resulted in a loss of the results of the population census in 2003.

## **Current projects**

### *Waste management*

The first LOGO East programme (with financial support of VNG International) on waste management has resulted in the development of an integrated waste management plan for solid waste in Emirdag. The plan paid attention to local and regional infrastructure, in which the different government levels and stakeholders were represented. Furthermore, the programme focused on public awareness creation and education. Waste management was identified as an important subject for cooperation as the central government of Turkey imposed local governments to develop new waste management policies according to EU standards.

Interestingly, waste management is directly related to trans-national ties which exist between Haarlem and Emirdag. During the summer period Emirdag is confronted with a temporary doubling of the population; former inhabitants of Emirdag now living in the Netherlands and in other western European countries spend their holidays in the city from which they originated. As a consequence, the municipality of Emirdag experiences problems with regard to waste management. Another important reason to focus on waste management is related to the candidate membership status of Turkey to the EU. This means, among other issues, that waste collection and treatment has to meet EU standards. Turkish municipalities are interested to learn from the Dutch experience on waste management. (Article: Haarlem en Emirdag werken samen aan afvalbeleid, in Afval! 23-10-2007)

NV Spaarnelanden a privatised waste management and waste recycling company working in a public-private partnership are involved in the exchange programme.

### *Exchange schools*

An exchange project between the Piramide School in Haarlem and the Fatih School in Emirdag started in 2003. The project focuses on nature and the environment and includes a project on school gardens. Children exchange information about the area they live through internet. Ecokids, an organisation which promotes the involvement of children in the environment through exchange programmes is also involved in the exchange.

### *Other activities*

Hospital Kennemer Gasthuis has donated x-ray and MRI-scanning equipment. There have been visits by healthcare organisations where employees learned about living and housing in Turkey.

## **New projects for cooperation**

In 2008 a second programme on waste management was started; LOGO East II; Controlling hazardous and oil waste. The Turkish national government has issued a law which forces Municipalities to deal with oil waste (both household and industrial) at the local level. The law is directly linked to the adaptation process for the EU. There is no specific policy plan for this type of waste present in Turkey and there is no specific organisational infrastructure to deal with hazardous waste. Furthermore, awareness on separate collection and treatment of solid waste needs to be raised among citizens and companies. Stakeholders identified include citizens and business companies. NGO's (especially an environmental NGO called TEMA), the University of Afyonkarahisar, other local governments and regional government bodies, the provincial Environmental Union of Municipalities in Afyonkarahisar (which coordinates the provincial waste treatment and manages the landfill near the provincial capital Afyonkarahisar), the Provincial Environment and Forestation Department, Union of Municipalities in Turkey (UMT) and the International co-operation agency of the Association of Netherlands Municipalities (VNG-International).

## **Other organisations involved & public support**

Several non governmental organisations participate in the cooperation between Haarlem and Emirdag; the Foundation Haarlem Emirdag, two primary schools, a hospital, privatised company NV Spaarnelanden and Ecokids. The Haarlem – Emirdag foundation fulfils a key role in the cooperation. They have been involved in the exchange right from the start and function as a broker between organisation in Haarlem and Emirdag which are involved in the programme. The chair of the organisation originated from a small village in the Emirdag-region. He is currently working for the municipality of Haarlem and coordinates the maintenance of the public space.

The municipality occasionally informs the citizens about the cooperation with Emirdag (mainly in 'Stadskrant') but the efforts to inform and involve the citizens are limited. In fact this was mentioned as one of the weaknesses of the cooperation (interview policy officer Haarlem).

At the opening of the annual cartoon festival in Haarlem a comic book (published by stichting Multiplex) was presented in which four younger people Emirdag, Nador, Mutare (Zimbabwe) and Haarlem are central characters, in order to address the multicultural society in Haarlem. No research has been done on the extent of public support for international cooperation (Interview Els Besse).

### **Integration and social cohesion**

The Haarlem – Emirdag foundation regularly (approximately once a year) organises cultural activities for the citizens of Haarlem; so called 'Haarlem- Emirdag evenings'. These evenings are visited by approximately 1000 people and the number increases. One of the objectives is to decrease the distance between different groups in the society in Haarlem. On a project level the exchange between Haarlem and Emirdag can also facilitate contacts. According to a teacher from the Pirmade School in Haarlem her visit to the Fatih School in Emirdag has resulted in less distance between herself and her pupils and the parents of the pupils. Both pupils and parents highly appreciated her interest in the region they originated from. This facilitates the communication; for instance parents find it easier to approach the teacher now than before.

### **Financial support**

For 2007 the municipal budget on waste management was € 11 000 and there was an additional budget for the educative part of the waste project of € 10 000. The support to the cooperation of the LOGO East I project, financed through VNG International was € 65 000, this covered a period of 1 year. For LOGO East II a similar budget is available, however the period is 1.5 years. Time spent on the cooperation varies considerably over the course of a year but on average it is estimated that 6 hours per week are spent on the coordination, while municipal departments spent an additional 7 hours. The privatized waste management organisation NV Spaarnlanden spends on average approximately 2 hours per week on the cooperation, labour is provided free of charge. Furthermore the company has reserved a budget of € 5 000 on an annual base.

Volunteers related to the Haarlem Emirdag foundation spent a lot of time on the exchange, but the amount of time differs significantly per period. For organising Haarlem- Emirdag evenings a working group works for half a year intensively on the cooperation 'sometimes day and night'. In other periods the board of the foundation only meet once a month.

The municipality of Haarlem contributed a small amount of money to the establishment of a housing project for the elderly in Emirdag. The project was supported by the Turkish community living in Belgium and the Netherlands, as well as some large companies based in Emirdag. The housing project was not fully operational at the time of writing this report, as the costs of running the housing project had not yet been established (interview chair Foundation Haarlem - Emirdag).

## **c. Rotterdam (The Netherlands) – Casablanca (Morocco)**

### **Start of the cooperation**

Cooperation between the municipalities of Rotterdam and Casablanca started in 2000 based on initiative of the municipality of Rotterdam, although first contacts were established several years before.

The cooperation started with a project to transfer a park into a botanical garden. For several reasons the project was not finished at the time of research. Between 2000 and 2008 the general policy of the municipality of Rotterdam towards international cooperation changed and the programme no longer fitted in the new focus for cooperation. However both municipalities decided at the beginning of 2008 to finalize the project and to connect the project to a new theme for cooperation; environmental protection and climatic change. The main programme for exchange is the exchange between the police departments. Economic development is another, overall objective for cooperation.

### **Policy on international cooperation**

The city formulated new policies for international cooperation; a precondition for international exchange is that the cooperation should be beneficial for Rotterdam in terms of economic development or through gaining of knowledge. International cooperation focusing only on the partner municipality and on international solidarity no longer fits in this policy and consequently Rotterdam is

not part of the Municipal millennium campaign ([www.millenniumgemeente.nl](http://www.millenniumgemeente.nl)). However the municipality started the Rotterdam climate initiative which is part of the international Clinton climate initiative (CCI) ([www.rotterdamclimateinitiative.nl](http://www.rotterdamclimateinitiative.nl)).

Rotterdam focuses on Western European city networks, cities in the main countries of migration and economically important relations ([www.rotterdam.nl](http://www.rotterdam.nl)). The municipality is engaged in cooperation with the following municipalities/migrant countries; Suriname, Casablanca and Nador (Morocco), Istanbul (Turkey)<sup>10</sup>, Curacao (Netherlands Antilles) and Praia (Cape Verde). Part of the council of the municipality of Rotterdam is critical about the international activities of the municipality. In particular the local right wing political party Leefbaar Rotterdam argues the municipality should focus on issues within the municipal borders of Rotterdam, as tax payer's money is involved. A policy officer involved in international affairs stresses the focus is on a minimal form of knowledge exchange and the budget involved is limited. "We remain a municipality focusing on the inhabitants of Rotterdam" (Interview policy officer municipality of Rotterdam).

In the new policy on international affairs there will be no specific distinction for cooperation with migrant countries. Cooperation with these municipalities will continue, but under the umbrella of international affairs. The purpose is to equally value all ties and their opportunities for exchange. This provides a more equal base for cooperation (Interview policy officer Municipality of Rotterdam). The economical value of the international activities has gained more significance.

Two people at the international desk of the municipality are involved in the international activities with migrant countries, as well as with cooperation with some other countries like Russia and Brazil.

### **Completed Projects**

Rotterdam has been involved in the support of rebuilding houses in Al Hoceima after the Al Hoceima earthquake in 2004.

### **Current projects for cooperation**

#### *Botanical garden project*

In February 2006 the mayors of Casablanca and Rotterdam signed a cooperation agreement to transform a park into a botanical garden. The project was delayed for several reasons. According to new plans the garden should be finished by April 2009. In Morocco, the Foundation 'Mohammed VI' is involved in the project.

#### *Cooperation between police forces*

Cooperation between the police departments is relatively new; it started in February 2008 when a delegation of Rotterdam visited Casablanca. Topics for cooperation were identified in a first exchange visit from the police of Casablanca to Rotterdam. The main purpose of the Rotterdam-Rijnmond police exchange is learning how to fight crime by citizens with a Moroccan background, as well as reaching out to and building a network within these groups. Another reason to be involved in exchange with Casablanca is the internationalization of crime; increasingly crime is crossing borders. The Moroccan police organisation is interested to learn more technical knowledge, like automatic license plate registration, camera-supervision, computer crime and the functioning of a special room for the registration of events. Furthermore, identifying and preventing radicalism and youth crime and crime in the public space are identified as important subjects for exchange. The police organization in Rotterdam formed an expert group consisting of police officers with a Moroccan background. Cooperation with Morocco fits into a broader policy framework; the Rotterdam-Rijnmond police also cooperate with police organisations in other countries of origin (Suriname, Turkey, Netherlands Antilles and Cape Verde). The first successes of the project were the tracking of criminals who committed crimes in Rotterdam and then moved to Morocco. Due to the exchange with Casablanca, the department Rotterdam-Rijnmond learnt how to navigate the Moroccan bureaucracy (interview policy officer Police Rotterdam-Rijnmond).

#### *Economic focal point HIC*

Rotterdam established an economic focal point in Nador (Morocco); in the Rif area from which most Moroccan migrants originate to strengthen economical ties between Rotterdam and Morocco. The Rotterdam Development Corporation (Ontwikkelingsbedrijf Rotterdam) and the Chamber of Commerce are involved in this centre. The centre focuses on the promotion of trade and investment to, from and in Morocco. Therefore, the centre has a broader scope than the municipal link Rotterdam-

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<sup>10</sup> After the earthquake in 1999 in the Marmara region, Rotterdam assisted the city of Gölcük (Turkey).

Casablanca and cannot be seen as a part of the exchange between Rotterdam – Casablanca. However several initiatives are directed to Casablanca as the city is the economic centre of Morocco (Interview director HIC).

### **New possibilities for exchange**

#### *Cooperation Port Authorities*

During the visit of a delegation of Rotterdam to Casablanca, in which a representative of the port authority (Havenbedrijf) participated, Casablanca expressed its interest to learn from expertise from Rotterdam. This might lead to an exchange programme. The Port Authority of Rotterdam, however, has many international contacts and Casablanca does not get priority.

#### *Energy, water and climate change*

Casablanca and Rotterdam are exploring possibilities to cooperate in the field of energy, water and climate change. On 28<sup>th</sup> of May 2008, a meeting about opportunities to invest in the water sector in Morocco was organised by the Trade and Investment Centre for Morocco (HIC), the World Trade Centre (WTC) and the Centre for Development Cooperation in the region Rijnmond & Midden Holland (COS Rijnmond & Midden Holland).

### **Other organisations involved & public support**

The focus is on cooperation at a municipal level. A specialised service desk is involved in the assistance of NGO's (servicebureau migranten en vluchtelingen organisaties). In the past, the municipality had a special subsidy program for initiatives for migrants and refugees (coordinated by COS Rijnmond and Midden Holland). However, the municipality no longer provides subsidies for international cooperation.

### **Integration and social cohesion**

The motive to start cooperation with Casablanca was primarily related to the fact that Casablanca is the economic centre of Morocco and the main port, and not so much to linking international relations to integration and social cohesion. At the same time Rotterdam does seek to learn from the exchange about issues related to social cohesion, mainly on a project level. However, the majority of Dutch citizens of Moroccan origin derive from the Rif area in the North of Morocco.

Although Rotterdam established official links with Casablanca, in February 2008 Mayor Opstelten also visited several places in the North of Morocco<sup>11</sup>. Furthermore, the economical focal point was established in Nador (in the North of Morocco). It can be concluded that there is some contradiction in the choice for cooperation with Casablanca and the choice for cooperation with migrant countries.

The visit of Mayor Opstelten to the centre of remigration in Berkane in the North of Morocco resulted in a letter to the Dutch Secretary of State Finances in which he requested attention to the situation of people who remigrated and were still requested to pay additional charges for care (zorgtoeslag) as a result of administrative chaos at inland revenue organisation (belastingdienst) in the Netherlands.

A policy officer from the municipality of Rotterdam mentioned that the cooperation of Rotterdam with several municipalities in migrant countries is also symbolic and political in the sense that it is regarded as a "positive gesture" to the citizens of Rotterdam, especially by migrants living in Rotterdam. After the visit of Mayor Opstelten to Casablanca the municipality organised a meeting in the municipal hall in which he informed the audience (consisting mainly of citizens with a Moroccan background) on his visit to Casablanca. In the past the Moroccan community had requested the Mayor several times to pay a visit to their mother country. (Press release 30 01 2008, source bestuursdienst website [www.rotterdam.nl](http://www.rotterdam.nl))

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<sup>11</sup> Visits were paid to;

- Police department in Nador,
- A dialysis centre in Midar,
- Several project in Al Hoceima (rebuilding houses after earthquake with support Rotterdam, a volunteer organisation for deaf and handicapped children ( famous Dutch citizens with a Moroccan background collected money to support these initiatives), a sport facility Cruyff Court supported by football player Affelay) ,
- The University in Selouan,
- The opening of a library in Aklim (Dutch citizens with Moroccan background and Wilde Ganzen contributed in realisation) and
- The centre for remigration in Berkane.

### **Financial support**

The budget of the municipality of Rotterdam is limited and covers travel and accommodation costs. The police department Rotterdam - Rijnmond set aside € 25 000 per year for cooperation with Casablanca (estimation International Relations officer Rotterdam-Rijnmond).

## **c. Zeist (The Netherlands) – Berkane (Morocco)**

### **Start of cooperation**

Cooperation between the municipalities of Zeist and Berkane was born out of the Morocco platform in which Moroccan and Dutch municipalities cooperate. First contacts were established in spring 2003 when a delegation from Berkane followed a week long practical training course in the municipality of Zeist. In February 2004 the aldermen of education and multicultural policy and the policy advisor (concerning staff and international cooperation) from Zeist participated in a conference on youth and citizenship in Al Hoceima (Morocco). During this conference the delegations of Zeist and Berkane had intensive contact. After the conference the delegation of Zeist visited Berkane (the visit was planned in advance) and the first official contacts were established. The fact that most of the Moroccan population in Zeist came from the area around Berkane and the fact that the SSR (Stichting Steun Remigranten) has an office in Berkane were important factors in the decision to start the cooperation (interview policy officer municipality of Zeist). The cooperation mainly focuses on waste management and youth participation.

### **Policy on international cooperation**

The municipality of Zeist has formulated the condition that an adequate subsidy programme from national government has to be available and that the cooperation implies a win-win situation (with regard to knowledge exchange) for both municipalities. Activities are directed to the improvement of democratic administration in Berkane and to improving contacts between the municipality of Zeist and the citizens of Moroccan descent as well as the 'import of modern developments in Morocco to Zeist' (Document on international policy 2006-2010 of the municipality of Zeist - Nota international beleid 2006-2010).

Zeist has a city to city relationship with Yamada in Japan, as well and a historical twinning with the town Slavkov u Brna (Austerlitz) in the Czech Republic. The municipality does not join the municipal millennium campaign ([www.millenniumgemeente.nl](http://www.millenniumgemeente.nl)) and the Fair Trade campaign.

One coordinator, working there plays a central role in the cooperation. Coordinating the international activities is one of his activities, others include; the role of advisor to the administration, secretary to the management team, events organization, etc.

### **Current projects**

#### *Waste management*

In January 2007 a contract for cooperation was signed for an environmental and waste project. For a first pilot for the waste management program, funds from the MATRA program of the Ministry of Foreign Affairs were acquired. Several experts joined the project; an expert from the province of Utrecht (who happened to be a citizen of Zeist), a waste management expert from the privatised waste processing agency Afvalzorg (situated in Assendelft – Province Noord-Holland) and the environmental department Southeast Utrecht are involved. Furthermore, the environmental officer of Zeist is involved. These people provide expertise free of charge<sup>12</sup>. The involvement of Afvalzorg fits into their policy on corporate social responsibility.

#### *Youth participation*

The municipalities are also involved in a broader exchange programme to support the involvement of younger people in local governance. These activities are linked to the Morocco platform in which several municipalities in the Netherlands and Morocco exchange experiences. In the Netherlands the municipalities of Gouda, Meppel and Zeist are specifically involved. Young people living in these municipalities train other young people in Morocco to become trainers themselves to strengthen youth participation in society and local politics. The programme also leads to a higher involvement of young people in the Netherlands. In March 2007 and May 2008 training programmes for youth took place in Morocco.

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<sup>12</sup> Only travel, accommodation and research equipment are paid for.

The Dutch organisation IKV (cooperation between different churches promoting peace) took the initiative to start an exchange between schools through internet. The municipality of Zeist facilitated the contacts between schools in Zeist and Berkane. The exchange ended when the coordinators of the schools in Zeist left the schools.

### **New initiatives**

Currently plans are formulated for an environmental youth project which should take place in the summer of 2009 in Berkane. Furthermore, plans are formulated to set up a women business centre in Berkane.

### **Other activities**

The municipality of Zeist is an active member of the Municipal platform Morocco<sup>13</sup>. Several joint activities are taking place within the framework of the municipal platform Morocco. One of these activities was a visit by several aldermen from various Moroccan municipalities to the Netherlands.

### **Other organisations involved & public support**

As mentioned before, waste company Afvalzorg, the province Utrecht and the environmental department Southeast Utrecht are involved in the exchange programme on waste management. Youth organization Meander-Omnium and Empowerment Team, a project to stimulate participation of young women of migrant origin, are involved in the youth participation programme and the plans to set up a women business centre.

Depending on the type of projects several other organisations are more or less involved in the exchange programme; the Mosque, the Protestant Church Zeist-West, Rotary, organization for Elderly care, Tangram Media, Christian College Zeist and joint public schools (Openbare Scholengemeenschap) Schoonoord. Stichting Steunpunt Remigratie Migranten (SSR Maroc) and the Association l'Homme et Environnement are involved as important counterparts in Berkane.

The first two years of cooperation, in 2003 and 2004 the platform Zeist - Morocco was operational in which schools, social and cultural organisations, the Mosque and co-financing agency ICCO<sup>14</sup> cooperated. The platform functioned as an advisory body to the municipality of Zeist and was also actively involved in projects for international cooperation. The municipality of Zeist, however, felt it had to pull too much to involve other organisations and therefore the platform came to an end. (Interview policy advisor Municipality of Zeist, 11<sup>th</sup> June 2007).

According to the coordinator and Municipal officer of Zeist efforts to increase public support are limited, basically because no funds are available. The municipality does, however, provide information on the cooperation with Berkane by means of press releases, website, local newspapers etc.

### **Integration and social cohesion**

Several programs were formulated by the Netherlands based on the former Zeist – Morocco platform. An interactive CD-rom, including the views of younger people from Berkane, was developed to stimulate the contacts and discussion between younger people of Dutch and Moroccan descent ('Bekend maakt bemind' – 'to get to know someone is to like them'). In addition, young people from Zeist travelled to Berkane to learn about Morocco.

According to the policy officer from Zeist, the link with Berkane had an important effect on trust building between the municipalities, migrant groups, and organisations in the Netherlands. The cooperation has bridged gaps between the municipality and the migrant groups in Zeist. When a board member of a mosque was killed in 2005, the Moroccan community approached the municipality to discuss the event and the tensions within society which occurred as a result of the murder. Before the cooperation between Zeist and Berkane, this would not have happened (interview policy officer Zeist).

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<sup>13</sup> Municipalities in the Netherlands and in Morocco are joining forces in the Morocco Platform. The Platform was created in 2000 as a vehicle for Dutch municipalities interested in exchange with Moroccan ones. This interest is born out of the great societal and political changes of Morocco during the reign of King Mohamed VI, the many citizens of Moroccan descent in Dutch cities and towns, and the economic and political impact of migration from one of Europe's southern neighbours. (Municipal International Cooperation Dutch Municipalities and Municipalities in Migrant Countries, First Inventory, Pre-research PhD research February – June 2007)t .

<sup>14</sup> At that time they were situated in Zeist, they moved to Utrecht later on.

**Financial support**

The municipal budget for international exchange with Berkane is € 3 500 annually.

The costs of waste management programme are covered by MATRA programme; € 20 000 per year. Advisors of waste company Afvalzorg involved volunteer, only receiving travel and accommodation costs. They committed approximately 18 days annually to the Berkane exchange programme. The coordinator estimated he spent approximately 6 hours of working time and another six hours in his free time per week on the cooperation. The municipal department spent an additional hour per week on the cooperation.

Costs of the youth conference were covered by all municipalities (Zeist, Meppel, Gouda (The Netherlands), Imzouren, Al Hoceima and Berkane (Morocco) involved, VNG International, the Ministry of Foreign Affairs (through Matra-programme).

### 3. Analyzing the cases

#### **A wide variety of projects**

Under the umbrella of the four municipal partnerships a wide variety of projects are taking place. The subjects, the organization of international cooperation and the actors involved vary considerably. In general, nearly all concrete projects are situated in Turkey and Morocco. Learning from Dutch experiences in the field of local governance is central to the cooperation. Whereas the learning by Dutch municipalities is more abstract and generally not clearly laid down in projects. Central is facilitating contacts between the municipalities (or municipal services) and the citizens.

The funding program managed by VNG International fulfils a key role in the cooperation between Dutch and Turkish municipalities. Not only are the funds available important conditions for projects taking place (as the municipal budget is limited), but they also provide some direction to the partnership. For the cooperation with Morocco, the MATRA programme of the Ministry of Foreign Affairs is important. They funded a programme on waste management and a programme on youth participation and gave an important direction to themes addressed.

For the cases studied, only the partnership between Zeist and Berkane made use of this programme. Rotterdam, the second large municipality followed its own direction; first in facilitating programs in Casablanca, later on the policy changed and the benefits for Rotterdam became more important. In general initial programs and spin off programs can be identified.

This chapter analyses the main differences and communalities. First some key findings are presented with regard to the objectives for cooperation and the actors involved. Secondly, different types of cooperation are identified under the wider umbrella of the city-to-city partnerships. Thirdly, different types of knowledge are identified in order to better understand the process of knowledge exchange. Fourthly, it analyses learning by the Dutch actors involved and finally the main obstacles for cooperation are identified.

Table 2 presents an overview of the key characteristics of the partnerships included in this research.

**Table 2 Overview of the start of the cooperation, projects and actors involved for four cases selected**

Country	Turkey		Morocco	
C2C Partnership	Amsterdam – Kocaeli	Haarlem – Emirdag	Rotterdam - Casablanca	Zeist – Berkane
Start of cooperation	1999 (in 2000 formalized)	1995 first contacts 2005 formal agreement	2000	2003
Initiative by	Amsterdam World Bank	NGO Haarlem – Emirdag	Municipality of Rotterdam	Municipality of Zeist
Cause choice partner municipality	Natural disaster: earthquake 1999 + policy Amsterdam cooperation countries of migrant origin	Direct link Majority Dutch citizens Turkish background originate from Emirdag and surrounding area	Policy Rotterdam: Casablanca economic centre, presence harbour size municipality (Majority migrants originate from the North of Morocco)	Both municipalities involved in Morocco platform. Berkane willing to host first delegation Zeist. Presence centre remigration in Berkane
Projects finalized	Prefab Housing project Social work project	Housing project elderly  Waste management plan	Botanical garden (nearly)	
Ongoing projects	Exchange Fire departments Preservation monuments	Exchange schools	Botanical garden	Participation youngsters  Waste management
New projects (2008 onwards)	Exchange fire agencies Hazardous materials	Waste managements Hazardous waste	Exchange police  Climate/energy saving	
Municipal departments involved	Fire brigade Monument preservation	Neighbourhood issues (formerly environmental department)	Police	Environment
Private organizations and NGO's involved	Present: None.  Before: Social services Thuiszorg	Stichting Haarlem Emirdag  Spaarnlanden (waste management)  Schools (Piramide school Haarlem &  Ecokids  Environmental NGO ...  Fatih school in Emirdag	HIC (Trade & investment centre)  COS Rijnmond	Afvalzorg Assendelft (waste management)  Reinigingsdienst Midden Nederland  Milieudienst Zuid-Oost Utrecht.  Youth organization

## A. Key findings on objectives for cooperation and actors involved

### Objectives

The objectives of international exchanges with partner municipalities held by Dutch municipalities, municipal departments and NGO's differ considerably. Generally Dutch organisations want to learn and/ or benefit from international exchange themselves. Benefits can involve economic development (Rotterdam), building bridges towards citizens of migrant origin, learning through the exchange to reach certain focus groups, and public relations. In practice emphasis is on knowledge transfer from the Netherlands to Morocco and Turkey.

### *Solidarity... still important*

In the past 'solidarity' was widely acknowledged as an important motive for involvement in international exchange. Although several municipalities avoid using the term nowadays, it still is an important motive for several actors to be involved in international exchange with Morocco and Turkey (interviews former policy officer Housing department Amsterdam, officers fire department Amsterdam, policy officer municipality Haarlem, policy officer municipality Zeist.....). In this case solidarity is related to projects strengthening local governance. Especially in the case of natural disasters, solidarity was an important reason why many people were engaged. For example, four staff members of the housing department were immediately willing to travel to Kocaeli right after the earthquake. The department received a call from the World Bank on Monday and on Friday the staff left for a stay of 3 weeks in Kocaeli. At that time the conditions were still insecure, as the consequences of the earthquake were not clear and chances of aftershocks were relatively high. Moreover, the working conditions were harsh, as many victims were still trapped under the collapsed buildings. The same applies to the fire brigade who was very eager to 'start digging and saving people' (officer fire department Amsterdam) when they saw what had happened in Kocaeli. Solidarity in other areas was mentioned, although not always in these words, as an important trigger to get involved in international exchange. For instance, the director of the privatized company for waste management Spaarnelanden described the living conditions of people, including children living on the waste disposal site in Emirdag and the dangerous situations which occur as hospital waste is not disposed of in a safe manner, as motivation for the cooperation.

This kind of solidarity is not directly related to countries of origin. In fact respondents mention that it could also have been cooperation with other countries. However, the cooperation did fit into a wider political framework; for the administration it did matter that they involved countries where many Dutch citizens have their roots. The earthquake in the Marmar region in Turkey accelerated the involvement of Amsterdam in strengthening local governance in Turkey.

### *Objectives related to building bridges and social cohesion*

As mentioned before projects related to strengthening local governance in partner municipalities are central to cooperation. Social cohesion is more generally an overall objective for cooperation; no specific programs are formulated and departments working on social cohesion are not or limited involved. Through the cooperation with Morocco and Turkey, Dutch municipalities try to decrease the distance between municipal departments or organisations and citizens of migrant origin. On a project level, social cohesion is more clearly an objective to get involved in international exchange. Generally other non-governmental organisations are involved like health, welfare and youth organisations and schools. Informing citizens and particularly migrant groups is generally the most important component in trying to reach groups. In particular Haarlem and Zeist communicate about the cooperation through local newspapers etc. Rotterdam organised a meeting for people with a Moroccan background in the city hall where mayor Opstelten spoke about his visit to Morocco. The local television broadcasting company of Amsterdam (AT5) broadcast parts of Mayor Cohen's visit to Turkey in 5 continuous days, right after the visit of Mayor Cohen to Turkey<sup>15</sup>. These visits are important for both sides of the partnership; for projects for cooperation in Turkey and Morocco and for building bridges between the mayors' office and the citizens of migrant origin. According to respondents these kinds of visits are highly appreciated<sup>16</sup>.

Respondents generally do not mention public support or awareness creation for international cooperation as a motive or as an important part of the cooperation. No research was done on public

<sup>15</sup> The visit of Cohen took place in the period 11-15 September 2006, At5 broadcasted items in the period 18-22 September 2006.

<sup>16</sup> It must be stressed that at this stage of the research, views of citizens were not yet included in the research.

support. The percentage of citizens aware of the cooperation is therefore not available at the time of writing this report. The PhD research will study public support.

### **Actors involved**

One of the characteristics and strengths of municipal international cooperation, according to the literature, is the involvement of a wide variety of actors under the umbrella of the municipal partnerships. However, for the case studies analysed, the number of NGO's involved is limited. Amsterdam's policy is clearly to focus on cooperation at a municipal level as this is regarded the strength of the municipal organisation (interview policy officer Amsterdam). In contrast, NGO Foundation Haarlem Emirdag plays a key role in the municipal partnership between Haarlem and Emirdag. According to the former policy advisor international cooperation of Haarlem the relationship between municipality and NGO is an important precondition for success. She feels the strength of municipal partnerships is related to this type of cooperation. The foundation plays an important role in networking, providing knowledge, and building bridges (e.g. when there is a disruption in the communication, the foundation can mediate). (Interview former coordinator international cooperation Haarlem).

In several projects employees of migrant origin or migrant organizations fulfil a key role in the cooperation (Fire department Amsterdam – Kocaeli, Foundation Haarlem –Emirdag, waste management Haarlem, police departments Rotterdam and Casablanca). These people provide general knowledge on Turkey and Morocco, facilitate in the communication and in social networks. This generally facilitates the contacts between Dutch municipalities and municipalities in Morocco and Turkey to a large extent. In some specific cases the project would not have been possible without these officers. For instance, an officer of the fire department of Amsterdam who was born in Turkey fulfils a key role in a new programme on hazardous material. This specific topic involves information which is not easily translated by non-experts.

The involvement of members of the administration, especially the mayors, is considered to be important for the validation of the municipal partnerships. In all cases mayors visited their partner municipality on one or more occasions.

Whereas municipalities clearly formulate policies on cooperation with migrant countries, motives for municipal departments or other organisations are not always related to the fact Morocco and Turkey are migrant countries. For instance, Afvalzorg is involved because the cooperation fitted in their policy on corporate social responsibility. The fact that many citizens have their roots in Morocco did not contribute to the choice to be involved ("it might have well been another country" environmental expert Afvalzorg).

## **B. Different types of cooperation identified**

On the basis of the first inventory research, four main types of cooperation within city-to-city partnerships between Dutch municipalities and municipalities in migrant countries were identified which are useful in analyzing the cases described in chapter 2 <sup>17</sup>(van Ewijk, 2008; see also van Ewijk & Baud forthcoming).

Cooperation related to:

1. Strengthening local governance (service delivery, public administration, participation)
2. Economic development
3. Transnational linkages and mobility
4. Social cohesion (Integration of migrant groups in the Dutch society)

Table 3 presents an overview of the municipal partnerships and types of cooperation.

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<sup>17</sup> This classification is not exclusive: city-to-city partnerships can include projects of different types and projects can be interlinked.

**Table 3 Municipal partnerships and type of cooperation**

Municipal partnerships		Cooperation related to strengthening local governance	Cooperation related to Economic development projects	Cooperation related to transnational linkages and mobility	Cooperation related to social cohesion integration (integration migrant groups in the Dutch society)
Turkey	Amsterdam – Kocaeli	Mainly related to housing (finalized) Fire agencies Monuments			Passive: Building bridges and gaining knowledge
	Haarlem – Emirdag	Mainly related to waste management		Related to Health care + Waste management	Active Involving NGO's Organising events
Morocco	Rotterdam – Casablanca	Mainly related to police	Overall objective Trade and investment Centre in Nador	Police	Passive Building bridges and gaining knowledge
	Zeist – Berkane	Mainly related to (youth) participation + Waste management			Active, especially related to youth participation

On the basis of the four case studies selected, it can be concluded that projects related to strengthening local governance are central in the cooperation. These projects are the most concrete and external funds are available (VNG International, MATRA – Ministry of Foreign Affairs). For all other types of cooperation, no specific funds are available. The municipality of Rotterdam is the only municipality which clearly wants to stimulate economic development through the cooperation with Casablanca (as well with other partner municipalities).

Cooperation related to transnational linkages is most clearly found in the link Haarlem – Emirdag and Rotterdam- Casablanca. The fact that criminal activities are not bound to borders was an important motive for the municipality of Rotterdam to get involved in the exchange. The fact that most citizens of Haarlem of Turkish origin have their roots in Emirdag (and the area around Emirdag) implies more transnational linkages between Haarlem and Emidag in general; however currently there are no active programmes for exchange

The objective to connect international cooperation to integration is present in all the cases selected, but this does not necessarily lead to active and specific projects for cooperation. Rather, stimulating social cohesion is a more abstract and overall objective. The active engagement of migrant communities is hardly mentioned. However several respondents do mention that it is an area where they see important potential and they acknowledge this doesn't get enough attention (Policy officer Haarlem, Policy officer Rotterdam, director Trade and Investment Centre).

## C. Knowledge exchange

### Types of knowledge exchanged – theoretical notions

In analysing knowledge exchange, different types of knowledge and different models in which knowledge is produced and disseminated can be identified (van Ewijk & Baud, forthcoming). With regard to the different types of knowledge, a distinction is often made between codified and tacit knowledge. Tacit knowledge refers to that 'which is understood internally by an individual but which has not been systemically expressed, while codified knowledge is that which has been explicitly and systematically expressed' (King and McGrath, 2004: 6). Tacit knowledge refers to knowledge which is based on personal experiences. Ways of transferring tacit knowledge include direct interaction, personal observation or shared experience, like accompanying an experienced colleague during a field visit (Smith 2006: 12 in Verkoren, 2008: 79). An often distinguished third category is 'implicit knowledge'; knowledge that takes into account what is socially and culturally appropriate in a given circumstance. "It represents implicit codes of behaviour that are often not universal but culturally specific - whether to an organisational culture or a national or regional one" (Verkoren, 2008: 80). Within the framework of MIC the different kinds of knowledge all play a role although individuals involved in the exchange process might not be aware of these different types and different characteristics of types of knowledge.

The scope of knowledge ranges from local, craft and practice-based knowledge (Chambers, 1997; Rip, 2001) to the more generalised, 'cosmopolitan' knowledge produced by the scientific community (cf. Rip, 2001). Baud adds the 'middle range' of locally embedded knowledge to this distinction, built up and circulated at the level of cities and their regions (Baud, 2002; e.g. Van Westen, 2001; Helmsing, 2000). Knowledge exchanged within the framework of MIC involves both practice-based knowledge as well as middle-range or locally embedded knowledge. Craft and practice-based knowledge is often tacit and '...is understood internally by an individual but has not been systemically expressed' (King & McGrath, 2004:6). This implies that access to this type of knowledge is personalised, and depends on face-to-face contact. In contrast, codified knowledge 'has been explicitly and systematically expressed' (op.cit); i.e. laid down in more widely accessible means of learning. Cultural knowledge can be considered 'implicit knowledge', i.e. knowledge that takes into account what is socially and culturally appropriate in a given circumstance. "It represents implicit codes of behaviour that are often not universal but culturally specific - whether to an organisational culture or a national or regional one." (Verkoren, 2008:80). This type of knowledge ranges from tacit to more codified and learning can occur in varied ways. Embedded knowledge is similar; it is implicit knowledge, learned through practice. It may be partly codified for training purposes within a sector specific context<sup>18</sup>. (For more information on theories on knowledge and learning see also van Ewijk, 2008).

In analysing the process of knowledge exchange between Dutch municipalities and municipalities in Morocco and Turkey a distinction is made in the following section between tacit knowledge, contextual/embedded knowledge: both technical and cultural in nature and generalised knowledge (written, analytical). Moreover a distinction is made in factual knowledge on certain specific issues (e.g. environmental legislation), more general knowledge on use of computers or policy making, knowledge on processes like cooperating, more abstract knowledge on attitudes and values and knowledge which goes beyond the cooperation. This distinction is made based on the work of Mündel and Schugurensky (Mündel and Schugurensky, 2005:188). See also van Ewijk, 2008)

#### **Cooperation related to strengthening local governance**

For projects related to strengthening local governance in the partner municipalities, the emphasis was on factual knowledge concerning specific issues (like recycling or working with fire equipment) and on knowledge related to processes (like cooperating with other organisations). According to respondents both types of knowledge were important. They involved tacit, as well as contextual/ embedded knowledge. Some respondents mentioned they felt their contribution to the processes was most important of all (municipal officer Haarlem). For instance in Emirdag, organisations at several levels which were all involved in waste management were brought together. These organisations did not have contact with each other before the waste management programme.

More general knowledge on setting up policies was also mentioned by several respondents. For instance, generalised knowledge in the form of manuals is translated from Dutch into Turkish so the partner organisation can learn from the Dutch experience. However respondents stress the importance of 'face to face' contact and exchanging knowledge in person to spread this knowledge. An example is the project of the fire agencies where new material was purchased. The material included manuals, but on the basis of the manuals only, staff in Kocaeli was not able to use the new equipment. A programme for knowledge exchange in the form of exchange visits and workshops was organised.

A policy advisor of the Monument Department of Amsterdam felt they more or less fulfilled the role of coach and assisted in unforeseen knowledge exchanges (like giving presentations). This concerned more general knowledge and skills which were not directly related to preservation of monuments.

Interestingly the cooperation has wider effects as municipalities in Turkey exchange information on programmes formulated in the context of municipal international cooperation. In some cases contacts are also used in attempts to change policies and legislation at a central governance level. (Chief of

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<sup>18</sup> Knowledge production systems consist of the constant interaction and translation between the three different types of knowledge, mediated through the institutions that structure such knowledge collection and dissemination. Based on this, three modes of knowledge production are distinguished: (1) the exchange/circulation of knowledge from local practices, which helps define research problems; (2) the 'embedded knowledge' exchange, which is becomes more encoded and generally used through its spread within networks of practising professionals (engineers and technicians, entrepreneurs), and (3) the 'generalised' knowledge produced in 'controlled settings' (laboratories, experimental); i.e. academic knowledge.

corps fire agency Kocaeli). VNG International occasionally organises seminars on specific subjects (like waste management) in order to facilitate dissemination between municipalities in Turkey.

Knowledge transfer from the Netherlands to Morocco and Turkey is still the central focus despite the objective of Dutch municipalities to learn from the exchange. As expressed in the policy document of the Amsterdam fire department and the regions; "By 2007 the fire department Amsterdam – Amstelland has developed a large expertise on different subjects. Examples include fire safety, prevention, terrorism and repression. Why should this knowledge not be shared in a structured way?" Afvalzorg also mentioned their eagerness to share their knowledge. They have attempted to disseminate their knowledge to several countries in Africa and Middle and Eastern Europe.

#### **Cooperation related to economic development**

Not much can be said at this stage about the process of knowledge exchange in the context of cooperation related to economic development. As mentioned before only the link between Rotterdam and Casablanca clearly focuses on economic development. The Trade and Investment Centre Morocco mainly provides information on processes, regulations, cultural issues and customs in Morocco for Dutch people interested in getting involved in economic activities in Morocco. This concerns mostly contextual embedded knowledge which can be both technical as well as cultural in nature.

#### **Cooperation related to transnational linkages**

As mentioned before, transnational linkages are important in the exchange between the Rotterdam and Casablanca police departments. In general more abstract knowledge about attitudes and values is exchanged. Knowledge mostly included tacit and contextual/ embedded knowledge, mainly related to cultural issues. In the transnational linkages in the exchange of care for elderly, contextual/ embedded cultural knowledge has been exchanged.

#### **Cooperation related to social cohesion**

As mentioned social cohesion is mostly a more general objective of the cooperation and not central to cooperation. Generally, more abstract knowledge about attitudes and values is exchanged. Knowledge mostly included tacit and contextual/ embedded knowledge, mainly related to cultural issues.

#### **General cooperation**

Apart from knowledge exchanged in the context of the projects, the relations are also utilized to gain more general knowledge about Turkey. Working visits of members of the administration generally include visits to social projects (e.g. care for elder people, women projects) and visits to universities..., in the partner municipality but also in other municipalities. For instance, Mayor Cohen of Amsterdam visited the university of Kocaeli and several projects in Istanbul (September 2006). Mayor Opstelten of Rotterdam visited partner municipality Casablanca in February 2008, but also several municipalities in the North of Morocco.

Table 4 presents a model for actors involved and process of knowledge exchange for the four different projects which were identified. The model is based on an article by Edith van Ewijk and Isa Baud prepared for Habitat International (van Ewijk & Baud, forthcoming).

**Table 4 Actors involved and process of knowledge exchange by types of projects within Dutch city to city cooperation with migrant countries.**

Types of project/ Actors and process of knowledge exchange		Cooperation related to strengthening local governance	Cooperation related to economic development projects	Cooperation related to transnational linkages and mobility	Cooperation related to social cohesion
<b>Actors</b>	<b>Actors involved</b>	Municipal departments working on service delivery, communication  Private sector organizations (often)  NGO's (sometimes)	Municipal departments working on economic development  Private sector organizations  Chambers of commerce	Municipal departments working on registration, safety (police)  Organisations working on health and care  NGO's like Vocational training schools, Health organisations (often)	Municipal departments working on integration/ social cohesion  NGO's like Migrant organisations, schools, Welfare organisations, cultural organisations (often)
<b>Process knowledge exchange</b>	<b>Extent of knowledge exchange</b>	Strong	Weak	Medium	Medium
	<b>Main type of knowledge<sup>19</sup></b>	Tacit  Contextual/embedded knowledge: mainly technical  Generalised (specific issues)	Tacit  Contextual/embedded knowledge: mainly technical	Tacit  Contextual/embedded knowledge: mainly Cultural	Tacit  Contextual/embedded knowledge: mainly Cultural
	<b>Sector of knowledge to which it would apply</b>	Organisational  Service delivery (esp. waste management)  Human resource development	Trade  Small businesses	Health sector  Education  Police/ safety	Health sector  Education  Social security  Work and income  Safety
	<b>Type of knowledge exchange recognized by partners?</b>	Recognised by both partners from the onset	Recognised by Dutch municipality from the onset, for partner municipality not clear	Recognised by both partners, in most cases emerging during course of project	Recognised by Dutch municipality from the onset, for partner municipality not clear (some examples of recognition by partner municipality)

<sup>19</sup> Different types of knowledge identified include; Tacit knowledge, Contextual/embedded knowledge: technical, Contextual/embedded knowledge: cultural, Generalised knowledge (written; analytical)

## **D. Learning by Dutch actors involved in international exchange**

Learning is directly connected to knowledge exchange; learning can take place if the process of knowledge exchange is truly connected to the objectives of actors to be engaged in the exchange process, and if the process of knowledge exchange in itself is successful. From the perspective of Argyris et al., learning has not occurred until a match or a mismatch is produced. This means that 'learning may not occur if someone (acting for an organisation) discovers a new problem or invents a solution to a problem. Learning occurs when the invented solution is actually produced'. Argyris argues it is important to make this distinction because 'it implies that discovering problems and inventing solutions are necessary but not sufficient conditions, for (organisational) learning' (Argyris, 1999: 68).

On the basis of existing theories about practitioner to practitioner partnerships, Wilson and Johnson (2007) conclude that "learning is not simply a matter of linear knowledge transfer from one party to another, but a process of joint knowledge construction through interaction and conscious reflection." Furthermore, it is useful to distinguish between different types of learning benefits. Learning benefits might include 'soft ones' (cultural awareness, mutual understanding and learning) and more 'concrete ones' related to issues like adapting participation processes, innovations decentralized government in the South (Rossiter, 2000). Both types occur within the framework of MIC; however, the more concrete ones are usually directly related to the objective of MIC. The 'soft ones' generally don't get recognition as an important effect of the relationship (see also van Ewijk, 2008).

Learning by Dutch actors involved in international exchange can occur at different levels and lessons can be related to the types of cooperation identified before. The following section focuses on the Dutch side of the partnership as no research at the side of Morocco and Turkey have been done yet.

### **Learning on issues related to strengthening local governance**

#### *Too structured and little room for creativity*

Several respondents mentioned that they have learned a lot from the exchange with Turkey and Morocco. Interestingly they all mention that the Netherlands has become too bureaucratic, too structured and too planned, leaving little room for creativity and room to manoeuvre. Moreover, it can negatively influence processes. An example was mentioned by an officer of the fire agency in Amsterdam; in case of an accident or disaster in which dangerous material is involved, several actors should be in place and discuss the situation before starting to act, according to the procedures. This might cost precious time. One of the respondents mentioned that due to the international exchange, he was strengthened and motivated in his belief that things can be achieved without being limited too much by procedures and regulations. Interestingly, the ability to put in perspective the most important issues in work and life was also frequently mentioned. Some respondents mentioned that the cooperation has changed their work attitude in this sense (not in the sense of working less hard but more towards working with less stress and setting priorities).

#### *Citizen participation in the Netherlands; a limited example*

Through the international contacts with the partner municipality some respondents mentioned they realized citizen participation and service of local government towards citizens is generally not well organised in the Netherlands. Dutch municipalities and organisations can learn from their partner municipalities. For instance, in Turkey house owners of monuments were actively informed by the municipality of Kocaeli on the policies with regard to monument preservation. Information meetings were organised and owners received several advantages, like paying no sales taxes on labour and material and no legal municipal charges to restore monuments. According to a policy officer working on monument preservation, this does not happen in Amsterdam. Generally preservation of monuments is considered to be important but there are hardly measures to facilitate ownership of monuments and they are not approached actively by the municipality.

### **Learning on issues related to social cohesion**

#### *Building bridges*

Several respondents mention the cooperation with their partner municipality or partner organisation is important in the sense that it decreases distances. This can not be considered as real learning but it is an important benefit. On a municipal level the cooperation decreases the distance between the municipality and its citizens. Respondents affiliated to all four Dutch municipalities Amsterdam, Rotterdam, Haarlem and Zeist mention this as an important effect of the links. But this was also

mentioned on a project level; for instance a teacher of a primary school in Haarlem mentioned that her visit to a school in Emirdag facilitated an improved relationship between her and her pupils, as well as the parents of the pupils. They appreciated the interest of the teacher in their region of origin and started to approach the teacher actively; it decreased a certain barrier between the teacher and the pupils and their parents.

#### *Getting to know their own municipality in a better way*

Work visit of delegations of the partner municipality to the Dutch municipalities often include visits to specific programs, organisations (like mosques etc).and neighbourhoods. These delegations are guided by their Dutch hosts, which gives them an opportunity to visit places they might have not visited before. (Interview municipal officer Amsterdam, officer fire agency). Although delegation visit are not a necessary condition to explore these places, they might not have seen/ visited these places without the international contacts.

### **More general lessons**

#### *Human resource development*

International cooperation can be used as a tool for human resource development. It can make work more interesting, improve capabilities of officers and attach them to the organisation (policy officer Fire Department Amsterdam-Amstelland).

...

#### *Hospitality*

With regard to the partnership with the partner municipality several respondents mentioned they learned that it is importance to make time available for exchange visits and to be a good, hospitable host (policy officer Zeist, Police Rotterdam). This might include involving the mayor intensively in the exchange programme instead of just a short visit of an hour. Partner municipalities in Morocco and Turkey generally make more time available for their guests.

#### *"It is just very nice to do" – the importance of enjoying international work*

Several respondents indicated that they enjoy working internationally (Policy officer Haarlem, former officer housing department, officer fire agency Rotterdam). They enjoy the contact with colleagues overseas, travel to other areas etc. Municipal International Cooperation has, more or less, an image of 'fun trips being made by mayor and other people of the administration'. This generally is linked to the perception of activities which are not useful and are more ceremonial. However, in this case the fact that people enjoy working internationally is directly linked to their enthusiasm and being motivated to make the cooperation successful. The 'fun part' could even be regarded as a precondition for success as the international work is generally additional to the daily workload and most people devote free time to the corporation. They are involved because it is something different, an additional challenge to their normal work.

It can be concluded that despite the objective of Dutch municipalities to learn from the cooperation, knowledge transfer from the Netherlands to Morocco and Turkey is still central. However Dutch municipalities and other organisations do indicate they do learn from the exchange but more about general issues which are more or less regarded as side effects to the cooperation.

## 4. Conclusions

Projects related to strengthening local governance in municipalities in Turkey and Morocco are central to most municipal partnerships studied. The main subjects for cooperation are waste management (Haarlem – Emirdag and Zeist – Berkane), exchange between police departments (Rotterdam – Casablanca), exchange between fire departments (Amsterdam – Kocaeli), monuments preservation (Amsterdam – Kocaeli) and youth participation (Zeist-Berkane). The fact that funds available focus on strengthening local governments in Morocco and Turkey is an important aspect in this focus.

Economic development was only mentioned as an important motive for cooperation in the partnership between Rotterdam and Casablanca. Transnational linkages are most important in the exchange between the police (Rotterdam – Casablanca). Efforts were made to exchange experiences on care for elder people (Haarlem – Emirdag). Social cohesion and stimulating the integration of Dutch citizens of migrant origin in society is a more overall objective for exchange. Dutch municipal seem to use it mainly as a tool to built bridges towards citizens of migrant origin. Several respondents stated that efforts to inform and involve these groups are minimal, partly due to time constraints.

On the basis of the findings of this research it can be concluded that there is much more potential but that this is not fully utilitised. Interestingly, departments dealing with social affairs, social cohesion and integration are not or limited involved. In general municipalities do inform the wider public mainly by publishing small articles in local newspapers. Efforts to create awareness creation and stimulate public support for the cooperation are limited. Respondents mention constraints in time and lack of available funds to work on these issues.

The medium sized municipalities of Zeist and Haarlem do actively involve NGO's including migrant organisations, while both Amsterdam and Rotterdam, the two largest cities in the Netherlands, focus on exchange between local government bodies itself. In four of the 6 projects related to strengthening local governance, citizens with a migrant background fulfil an important role in facilitating the cooperation, through communication but also in bridging gaps as they have more knowledge on Morocco and Turkey.

The next phase of the PhD research will further analyse the process of knowledge exchange and learning from both the Dutch municipalities and the Turkish and Moroccan municipalities involved in the cooperation.

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Erik Jan Hertogs, VNG International 8 February 2008

### Turkey

Malinda Twaalfhoven (Turkije) 24 May 2007,  
6 December 2007

### Amsterdam - Kocaeli:

#### Amsterdam

International Affairs Amsterdam  
Marleen de Groot, policy advisor 22 May 2007  
29 May 2008

#### Fire agency

Jan Dirk van de Ven 22 May 2008  
6 June 2008

Nihat Malkoç 16 June 2008

#### Desk Archaeology and monuments

Hester Aardse 11 June 2008

#### PAS

Joris Rijbroek 11 June 2008

#### Housing department (Dienst wonen)

Egbert Ottens 4 September 2008

### Kocaeli

Fire and Rescue Department Kocaeli Metropolitan Municipality  
Dipl. Eng. Emin Pehlivan, director 22 May 2008

### Haarlem – Emirdag

Former coordinator international development municipality Haarlem / consultant Inter Lokaal  
Els Besse 23 June 2008

#### Municipality Haarlem

Rien Boterman 7 July 2008

#### Spaarnelanden (privatized company waste management)

Rinus Haas, director, 28 July 2008

#### Stichting Haarlem Emirdag

Suleyman Akin Chair  
+ Hugo Belloni member board 15 July 2008

#### School de Piramide

Denise Weijers (teacher) 15 September 2008

### Morocco

VNG International  
Arne Musch 14 May 2007  
Neila Akrimi 6 December 2007

### Rotterdam – Casablanca

#### Rotterdam

Municipality Rotterdam  
Gilles Oudeman, 23 May 2008

#### Police Rotterdam Rijnmond

Vincent Vleesenbeek, 26 June 2008

#### Cos Rijnmond & Midden Holland

Huub Severiens 23 May 2007

#### Municipal Department Noord (Deelgemeente Noord)

Ahmed Harika, vice-voorzitter Portefeuillehouder buitenruimte, economie en participatie,  
14 July 2008

Handels en InvesteringsCentrum (HIC) Marokko & Trade and Investment Center (TIC) Turkey Hans Krielen, Managing director	24 July 2008
Police municipal department Noord (deelgemeente Noord) Simone Steendijk	28 August 2008
<b>Zeist - Berkane</b> Municipality Zeist Ronald van Gemeren Policy officer Zeist,	11 June 2007 12 June 2008
Afvalzorg (Assendelft) - Company waste management Heijo Scharff,	17 July 2008

**Berkane**  
Abdelhamid Ouaj – Chargé de communication  
municipality of Berkane (Morocco) by e-mail 29 June 2007

**Participation in exchange programmes**  
Fire agency Kocaeli to fire agency Amsterdam 22 May 2008 (Visit 20 -23 th May 2008)

**Participation in Conferences and Meetings:**

**General**

- Conference: "Wethouder, waarom doen we dit?" – publieke betrokkenheid bij de Millenniumdoelen en gemeentelijke internationale samenwerking, 11th April 2007.
- Meeting advice committee PhD research Edith van Ewijk, 11 January 2008

**Turkey**

- Meeting Municipal Platform Turkey (gemeentelijke landengroep Turkije) 7 juni, Utrecht, policy officers from the municipalities of Deventer, Zoetermeer, Alkmaar, Haarlem, Nijmegen and Utrecht

**Morocco**

- Meeting Morocco platform 10 September 2008
- First day of training week – Meeting on youth participation and local governance, VNG International, 6 October 2008.

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### General

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### Amsterdam – Kocaeli

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Inzet gemeente Izmit, gemeente Amsterdam en PIU in het kader van de samenwerking tussen Izmit en Amsterdam, Gemeente Amsterdam, Stedelijke Woningdienst, augustus 2000.

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Speech Mayor Cohen University of Kocaeli, 12<sup>th</sup> September 2006

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Article: Haarlem en Emirdag werken samen aan afvalbeleid, in Afval! 23-10-2007

Policy document budget programme 2009-2013, municipality of Haarlem

**Rotterdam – Casablanca**

Several informal documents on cooperation Rotterdam – Casablanca –preparation work visit mayor Opstelten to Casablanca February 2008.

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**Zeist – Berkane**

Document Policy International cooperation 2006 - 2010

Nieuwsbrief platform gemeentelijke samenwerking Nederland - Marokko 3 april 2007

Plan waste management Berkane – Afvalzorg.

**Websites****General Information:**

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**Amsterdam – Kocaeli:**

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