



**URBAN
EU-CHINA**

Innovation Platform on
Sustainable Urbanisation

Cooperation Plans and Guidelines

Matching Cities



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EXECUTIVE SUMMARY

The Cooperation Plans and Guidelines report outlines the results of joint activities between European and Chinese cities. It talks about the process of selecting, facilitating and documenting the matching of European and Chinese cities and how they create joint urban sustainability projects. This report helps to achieve some of the objectives of URBAN-EU-CHINA project¹:

Create a more effective, productive, accessible and predictable stream of collaboration and innovation projects and initiatives, compared with the current manifold but fragmented landscape;

Create a critical mass of EU and Chinese cities cooperating with each other on urban innovation, sustainability and quality. Monitor and document cooperation processes and results to facilitate fast learning and a large experience base for replication towards other cities;

The Cooperation Plans and Guidelines report includes guidelines for cooperation and alignment between the matched cities, as well as inspiration for new initiatives. It contains results and guidelines regarding peer-to-peer learning activities (e.g., information exchange, shadowing activities, bilateral meetings, web conferences, study visits, and development of new projects), commitments in the form of a Memorandum of Understanding, and a model for the triple helix cooperation between city, industry and research partners.

The first version of this report documents the matching of 10+10 cities and will be scaled up with an additional 10 cities per continent per year in its next two versions (i.e., 10+10 cities in 2017, 20+20 in 2018, and 30+30 in 2019).

¹ <http://www.urban-eu-china.eu/en/>

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01

INTRO



Cities are viewed as engines of growth and innovation, often attracting large shares of R&D investment and an innovative service sector. However, rapid urban growth poses significant environmental and societal challenges. China's rapid urbanisation and the EU's vast experience as an urbanised continent offer a unique framework for tackling common challenges such as reducing greenhouse gas emissions, ensuring effective use of resources, and guaranteeing citizens' well-being and health. Thus, sustainable urbanisation has become central in the cooperation between the EU and China in recent years.

Exchange of knowledge, technologies and experiences regarding sustainable city services and infrastructures offers enormous prospects for addressing issues of urban planning, environment, health, water, transport, ICT, hazards, resilience and disaster risk reduction, and significantly improving the well-being of citizens. EU-China strategic cooperation will boost the development of smart and sustainable technologies in Chinese cities while promoting innovative, integrated and efficient technologies to roll out and enter European and Chinese markets.



EU policy strategies, bilateral agreements and joint statements between EU and China increasingly emphasise urbanisation issues, technology and innovation to achieve smart, sustainable, and inclusive growth. The New Normal introduces an era characterised by lower but more qualitative, efficient and innovative growth for China. The Chinese National New-Type Urbanisation Plan 2014-2020 and the 13th 5-year Plan 2015-2020, together with the outcomes of the 2015 Central Urban Work Conference, highlight the importance of improving the quality of urban planning, including environmental concerns and habitability. Other important frameworks are provided by The Shanghai Declaration Better City, Better Life, the Joint Programming Initiative Urban Europe's Strategic Research and Innovation Agenda (SRIA) and the European Innovation Programme Smart Cities and Communities' Strategic and Operational Implementation Plans. Despite these agreements, sustainable urbanisation partnerships between EU and China remain sparse, with existing initiatives and potential partners struggling to find a shared language of priorities and values, and opportunities for engagement with relevant stakeholders.



The ambitions of EU and China to cooperate are also supported by EU-China and national funding schemes targeting Sino-European cooperation to lower the threshold for stakeholders to get engaged in intercontinental cooperation. Many incentives and funding schemes are available at city and regional levels. However, these often remain difficult to identify and access for most city, industry, and research actors. To tap the full potential of cooperation and deliver tangible results, greater concerted actions between cities, industry, innovative SMEs, academic institutions and civil society actors are needed to accelerate implementation and execution.

02

URBAN- EU-CHINA PROJECT



URBAN-EU-CHINA is a Horizon 2020 project that aims for the creation of an EU-China innovation platform on sustainable urbanisation. The project develops a robust, evidence-driven bottom-up approach to complement the existing top-down EU-China strategic approach to sustainable urbanisation. This is accomplished via a coordinated series of actions including: a strategic research and innovation agenda, scoping and assessment, networking events, peer-to-peer exchanges, bench-marking and monitoring, and joint demonstration projects. By creating tighter coupling between city-level, national, and supra-national programmes, planning, policies, and projects, URBAN-EU-CHINA aspires to yield a significant increase in cooperative EU-CHINA research and innovation activities.



To deliver its objectives the project:

- Develops and promotes Joint Policy Strategies for EU-China cooperation on sustainable urbanisation;
- Creates a Nursery of Joint Projects, from a broad range of low-threshold to a few high-performance projects;
- Promotes Brokerage of City-Industry-Science Partnerships using virtual and face to face meeting places.

One of the project's work packages looks at the creation of a nursery of joint projects between EU and China. These projects will span the spectrum between low-threshold projects up to a few high-performance ones. URBAN-EU-CHINA is building a systematic approach that will help cities, industry and academia from Europe and China to connect and create new projects. Figure 1 depicts this approach.

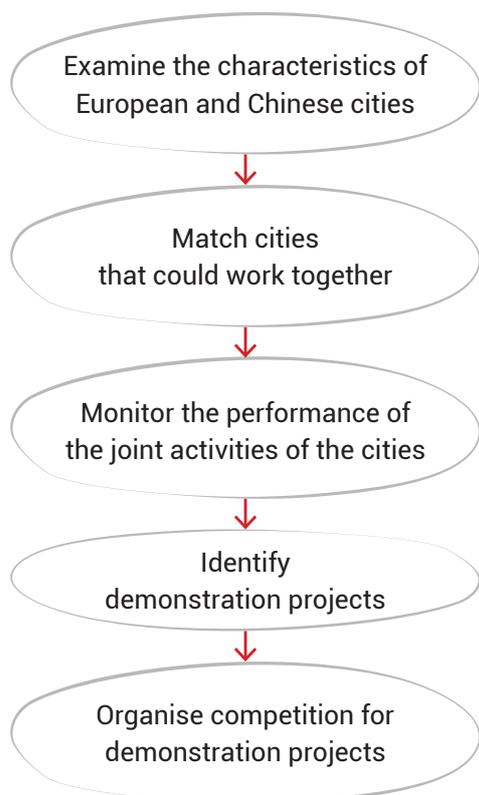
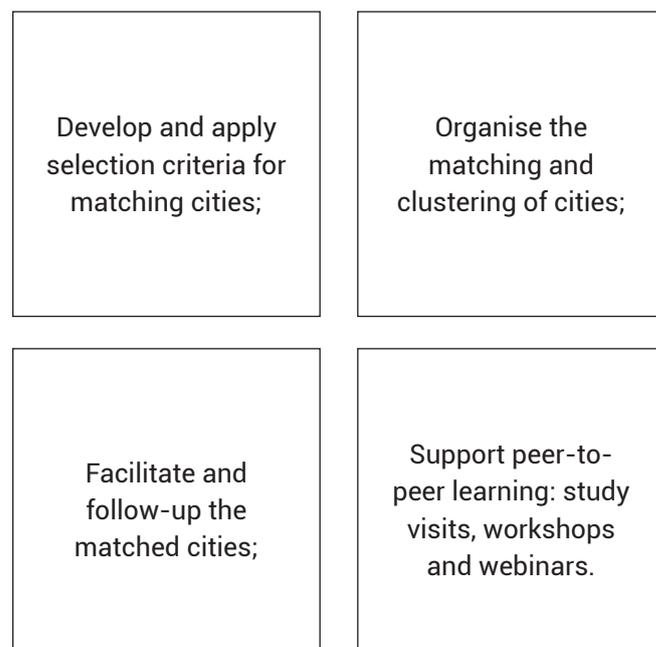


Figure 1: Encouraging the creation of joint projects in URBAN-EU-CHINA

One of the steps that are necessary for the creation of these projects is the matching of cities. The relevant methodology can be summarised as:



This Cooperation Plans and Guidelines report includes guidelines for cooperation and alignment between the matched cities, as well as inspiration for new initiatives.

03

CITIES WORKING TOGETHER

Cities have become key players in the partnership between China and the EU since many years now. Indicatively, the delegation of the European Union to China has kept track of more than 650 twinings between Chinese and European cities from 1979 to 2012².



EU-China Urbanisation Partnership & The Twelve Agreements of November 2013

In May 2012, the Chinese Vice-Premier Li Keqiang and the President of the European Commission José Manuel Barroso signed a joint declaration on the EU-China partnership on urbanisation³. The objective of the partnership is to provide an open political platform for European and Chinese stakeholders to cooperate and share experiences in addressing the economic, social and environmental challenges of urbanisation. Peer-to-peer learning mechanisms and cooperation projects were envisaged for the delivery of the partnership. In many cases, direct involvement and pairings between cities was foreseen as a tool to efficiently involve cities and their ecosystems and deliver joint, high-quality and impact urbanisation projects. In addition, annual high-level urbanisation forums were organised to bring together stakeholders from both Europe and China.

In this framework, it was decided to hold an annual EU-China Urbanisation Forum that convene leaders and stakeholders to exchange on major changes and achievements in sustainable urban development. At the EU-China Urbanisation Forum that was held in Beijing on 21 November 2013, 12 European and Chinese cities signed cooperation agreements on urban sustainable development, under the high patronage of Premier Li, President Barroso and President Van Rompuy.

The twelve agreements to pave the way to a concrete and successful cooperation between the EU and China on sustainable urbanisation were the following:

| | | |
|-------------------------|--|---|
| Shenzen | Amsterdam, The Netherlands | Shenzen International Low-Carbon City |
| Shenyang | Le Havre, France | Sino-EU Cooperation of Investment and Trade |
| Xi'an | Chartres, France | Xi'an Qujiang-Chartres Comprehensive Development of Cultural Exploration |
| Guangzhou | Bristol, UK | Guangzhou International Innovation City |
| Chengdu | Bonn, Germany | Cooperation on Bonn-Chengdu Low-carbon sustainable development |
| Changsha | Sweden Embassy in China | Changsha-Sweden Cooperation in Planning & Construction of Ecological City |
| Tianjin (Hexi District) | Climate KIC | Neo-Meijiang Project, South Jiefang Road |
| Changzhou | Essen, North Rhine-Westphalia, Germany | Sino-German Innovation Park |
| Weifang | Freising in Bavaria, Germany | Industrial Cooperation between Weifang and Freising in Bavaria of Germany |
| Weihai | Ghent, Belgium | Sino-EU Industrial Cooperation Demonstration Zone |
| Luoyang | Turin, Italy | Turin Polytechnic University-Luoyang: China- Italy Research Institute |
| Haiyan County | Sonderborg City, Denmark | Nordic (Denmark) Industrial Park |

Table 1: Twelve agreements signed in November 2013 in Beijing

² http://eeas.europa.eu/archives/delegations/china/eu_china/sustainable_urbanisation/sustainable_urbanisation.htm

³ http://eeas.europa.eu/archives/delegations/china/eu_china/40th_anniversary_of_eu_china_relations/index_en.htm

EU-China Smart Cities

The EU-China Policy Dialogues Support Facility⁴ (PDSF) was an initiative co-funded by the European Union and China to facilitate and support current and future implementation of Policy Dialogues between the EU and China on a broad range of key sectors and issues, with the overall aim to strengthen strategic relations between the EU and China. The second phase of the EU-China Policy Dialogues Support Facility (PDSF II) started in March 2012 and ran for 4 years. It provided a unique and flexible mechanism to support a wide variety of activities in the context of Sectoral Dialogues between the European Commission's Directorates-General (DG) or European External Action Service (EEAS) and Chinese Ministries or State Agencies.

China and the EU attach great importance to the cooperation in the field of Smart Cities. At the end of 2011, in Chengdu and in the context of the 3rd ICT Dialogue Meeting between the Ministry of Industry and Information Technology (MIIT) and the European Commission's Information Society and Media Directorate-General (now DG CONNECT), Vice Minister Yang Xueshan and Deputy Director General Zoran Stančić jointly determined to develop "Green Smart City" cooperation, to establish an expert framework for promoting EU-China Smart Cities cooperation, to select pilot cities from China and the EU and establish a technical experts group to carry out related research and cooperation. EU and China selected 15 pilot smart cities to participate:

| | |
|-----------------------------|--|
| Amsterdam, The Netherlands | Beijing Haidian District |
| Barcelona, Spain | Tianjin Binhai New Area |
| Bristol, UK | Shanghai Pudong New Area |
| Copenhagen, Denmark | Yangzhou of Jiangsu Province |
| Florence, Italy | Nantong of Jiangsu Province |
| Frankfurt, Germany | Huai'an of Jiangsu Province |
| Issy-les-Moulineaux, France | Ningbo of Zhejiang Province |
| Lyons, France | Jiaxing of Zhejiang Province |
| Malmo, Sweden | Zhangzhou of Fujian Province |
| Manchester, UK | Yantai of Shandong Province |
| Riga, Latvia | Guangzhou Nansha District of Guangdong Province |
| Tallinn, Estonia | Authority of Qianhai Shenzhen-Hong Kong Modern Service Industry Cooperation Zone of Shenzhen, Guangdong province |
| Venice, Italy | Zhuhai Hengqin New Area of Guangdong Province |
| Vilnius, Lithuania | Chengdu of Sichuan Province |
| Zagreb, Croatia | Korla of Xinjiang Uygur Autonomous Region |

Table 2:Fifteen pairs of pilot cities for the EU-China smart cities dialogue

⁴ <http://www.eu-chinapdsf.org/EN/home.asp>

World Cities

World Cities⁵ is a project of the European Union managed by the Directorate General for Regional and Urban Policy (DG REGIO) of the European Commission. The project promotes the exchange of experience and best practice between the European Union and non-EU countries on the theme of territorial development with special reference to urban development, urban-rural partnership and urban cross-border cooperation. During 2015-2016, the World Cities project implemented urban and regional policy cooperation activities, among others, with China.

After the end of the 2015-2016 period, there were 24 pilot projects between European and Chinese cities in a wide range of areas including environmental technologies, urban development (smart-city), university & research cooperation, aerospace, health care, agribusiness, food certification, energy efficiency/low carbon development, etc. In addition, 14 Memorandums of Understanding (MoUs) (including B2B) between EU and China have been signed in the frame of the project (see Table 3).

| | | |
|-------------------------------------|---------------------|---|
| West Midlands, UK | Guangzhou / Tianjin | Green (Environmental) Technology Cooperation Infrastructure and Smart City Cooperation Health Care and BioTech – the Bridge model British Week in Tianjin |
| Barcelona, Spain | Wuhan / Chengdu | Smart City Cooperation Industrial cooperation Industrial cooperation |
| Dublin, Ireland | Wuhan / Chengdu | Smart City Development University and R&D cooperation Green Technology & Innovation cooperation Tourism cooperation between Fingal and Chengdu |
| Lyon, France | Guangzhou | Cooperation of Start-Ups / Clusters Smart City Technologies |
| Andalucía Smart City Cluster, Spain | Shantou | Smart City to Shantou Port Cooperation |
| Lazio, Italy | Tianjin | Italian Week in Tianjin Fiuggi – Tianjin vocational education cooperation Aerospace – Aeronautical cooperation Research & Development Cooperation Tourism cooperation |

Table 3: World cities, EU-China 2015-2016 activities

⁵ <http://world-cities.eu/>

International Urban Cooperation

The three-year International Urban Cooperation⁶ (IUC, 2016-2019) programme aims to enable cities to link up and share solutions to common problems. It is part of a long-term strategy by the European Union to foster sustainable urban development in cooperation with both the public and private sectors. IUC activities support Habitat III goals as well as the Paris COP 21 declaration and the Sustainable Development Goals. The IUC is separated into three distinct components:



In the frame of IUC, EU wants to stimulate joint city projects allowing cities from Europe and cities from non-European countries that participate in IUC to cooperate, build connections and share knowledge. A pool of five plus five cities has been created and each city can work with each or all its peers based on common priorities. For EU-China cooperation, the five and five cities that have been selected for 2017 are:

| European Cities | Chinese Cities |
|----------------------------------|----------------------------------|
| Agioi Anargyroi-Kamatero, Greece | Shantou |
| Mannheim, Germany | Zhengzhou |
| Burgas, Bulgaria | Changchun Jingyue High-tech Zone |
| Prague, Czech Republic | Chongqing |
| Malaga, Spain | Longyan |

Table 4: Selection of cities for IUC, EU-China

⁶ <http://www.iuc.eu/>



04

**MATCHING
CITIES IN
URBAN-
EU-CHINA**





Selection Criteria

When Chinese and European cities aspire to work with each other⁷, one important question is how to define a good match between them. How to make a match that will maximise the possibility of successful cooperation and the creation of joint projects between the cities and their triple helix stakeholders.

URBAN-EU-CHINA is proposing a set of selection criteria that cities or organisations that belong to those cities' triple helix ecosystems can use to determine good matching city to work with. Equivalently, the set of criteria can be used as a roadmap of steps that cities (or organisations / entities) from Europe or China need to take when they embark the EU-China cooperation.

Directly or, in general, with third organisations and entities that work with the cities

The proposed selection criteria are classified in four main categories:

The selection criteria will be tested, and (if needed) updated in the next versions of this report using real life examples of cities that work together.

Potential (working with triple helix stakeholders in the city);

The organisation/entity is the city itself or officially/sufficiently represents the city's interests;

The city works closely with triple helix stakeholders for joint projects;

The city's triple helix ecosystem has the critical mass (alone or through collaborations) to achieve and pushes for the desired aims and objectives;

Opportunity (INCO strategy, political commitment and/or any other reason);

The city has formulated an international cooperation strategy that includes EU-China cooperation;

There is historical basis for urban development cooperation between the two cities (e.g. an existing twin-cities status);

The two cities (or the organisations based on them) have signed, or have the intention of signing an MOU or other commitment for cooperation in specific areas;

Similarity / Commonality of aims and objectives;

Both cities and their triple helix ecosystems share common aims and objectives in specific areas of sustainable urban development;

These aims and objectives are part of the research and innovation agenda that URBAN-EU-CHINA is developing;

At least one of the two cities can be used for reference and learning in sustainable urban development;

Willingness to participate in peer-to-peer activities;

Both cities are available to participate in peer-to-peer activities;

At least one of the two cities wish to host a joint project related to sustainable urban development;

The city (organisation) is interested in joining the URBAN-EU-CHINA platform.

Matching of European and Chinese Cities

In the first year of URBAN-EU-CHINA, more than 20 European and 20 Chinese cities have started working with the project. Moreover, a small number of European and Chinese cities have already expressed their interest to use URBAN-EU-CHINA to find matching cities and develop joint projects.

To gather evidence, in the European side of the project, a questionnaire was developed and sent to more than 40 EURO CITIES members. Thirteen cities replied and provided evidence of what they are doing, planning or willing to do regarding the EU-China urbanisation partnership. The replies came from Almere and Groningen (Netherlands), Belfast, Leeds and Manchester (UK), Bonn, Dresden, Essen and Muenster (Germany), Gothenburg (Sweden), Milan (Italy), Nice (France) and Terrassa (Spain).



| European Cities | Chinese Cities |
|---|---|
| Almere, Netherlands | Shenzhen |
| Belfast, UK | Shenyang |
| Bonn, Germany | Chengdu |
| Dresden, Germany | Hangzhou |
| Essen, Germany | Changzhou |
| Gothenburg, Sweden | Shanghai |
| Groningen, Netherlands | Tianjin |
| Leeds, UK | Hangzhou |
| Manchester, UK | Wuhan |
| Manchester, UK | Tianjin |
| Milan, Italy | Shanghai |
| Nice, France | Zhanjiang |
| Sonderborg, Denmark | Haiyan |
| Turin, Italy | Luoyang |
| Chartres, France | Xi'an |
| Bristol, UK | Guangzhou |
| Ghent, Belgium | Weihai |
| Sabadell, Spain | Nanhu, Jiaxing |
| Aragon, Spain | Yiwu, Jinhua |
| Versailles, France | Ji'nan |
| Liverpool, UK | Kunming |
| Munster, Germany | <i>interested to find a matching city</i> |
| Terrassa, Spain | <i>interested to find a matching city</i> |
| <i>interested to find a matching city</i> | Foshan |
| <i>interested to find a matching city</i> | Binhai, Tianjin |
| <i>interested to find a matching city</i> | Deyang |

Table 5: City pairs identified for year 1 (2017) of URBAN-EU-CHINA

05

COOPERATION BETWEEN EUROPEAN AND CHINESE CITIES



One of the objectives of URBAN-EU-CHINA is to document cooperation between European and Chinese cities in a systematic way. This will help, on one hand, cities that are already work in the EU-China cooperation to improve their performance and bring

better results or become more efficient. On the other hand, it will help additional cities to approach the EU-China urbanisation cooperation in a systematic and hopefully efficient way.

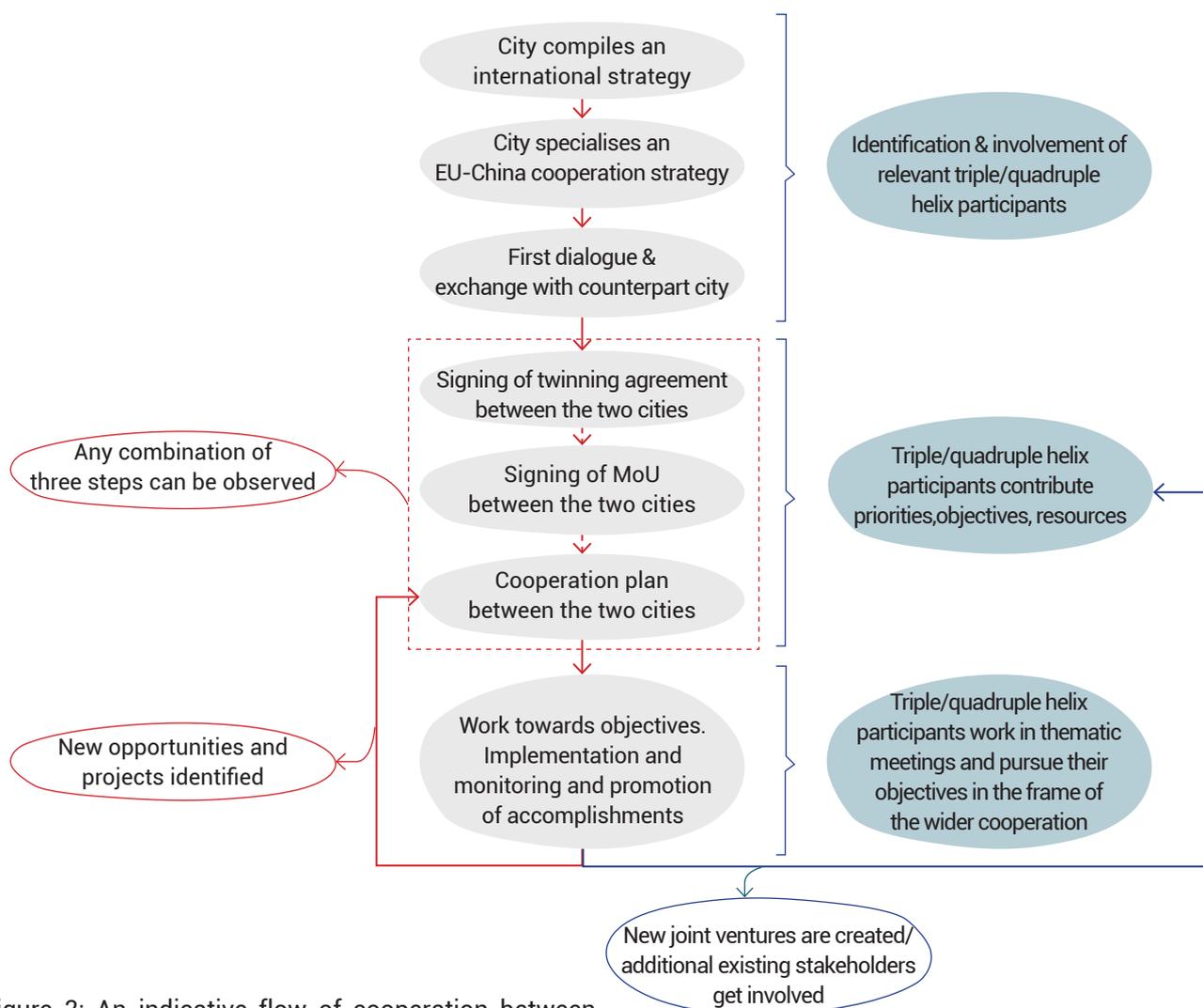


Figure 2: An indicative flow of cooperation between European and Chinese cities

A Cooperation Narrative

Figure 2 indicates a way to maximise the probability for a successful cooperation between a European and a Chinese city.

Three points to which special attention must be paid are:

- The establishment of a triple/quadruple helix model in each city;
- The signing of a Memorandum of Understanding between the involved cities;
- The compilation (and signing) of a Cooperation Plan between the involved cities.



A Necessary Ingredient: The Triple Helix Cooperation Model

The “triple helix” model of university, industry and local government relations has become one of the most popular innovation and cooperation models in the last two decades. The helix is used as an image to illustrate a complex network of relationships in which business, academia and local government fulfil their core traditional functions and collaborate dynamically at the same time. It's not just working together on an ad hoc or project basis: the cooperation is supposed to be more institutional, structured and strategic. And at times, they ‘take the role of the other’ by adopting new, non-traditional roles; for example, companies become educators, the university becomes more entrepreneurial and

the local government a business facilitator. In the triple helix model, knowledge does not only flow from university lab to the business (the traditional ‘linear’ model of innovation): there are multiple links, flows and backflows between multiple partners that make up a complex tissue of public, private and knowledge actors.

More recently, the term “quadruple helix” has been used, in which the fourth helix is represented as civil society, whereby the end user (which may be the citizen, the consumer, the patient, depending on the situation) enters the equation and becomes directly involved in the process as well.

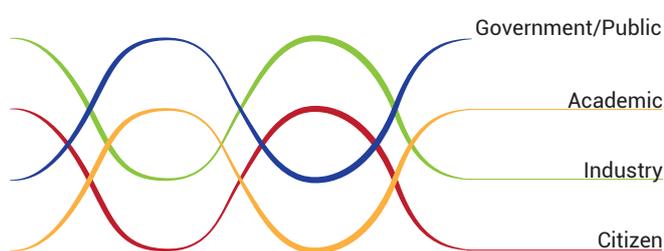


Figure 3: Quadruple helix model participants⁸

When it comes to EU-China cooperation, the use of a triple/quadruple helix model can make an important difference given the challenges as well as the time and resources needed before successful projects can be created. Evidence also suggests that the single most important factor for success in EU-China cooperation is the existence of a small group of persons or organisations that will persist in bringing results regardless of the challenges and obstacles. This group usually consists of a combination of stakeholders with complementary strengths⁹.

While peer-to-peer relationships for the time being remain the norm in cooperation between European and Chinese cities (local authorities talking with local authorities, universities talking with universities, etc.), a triple/quadruple helix model would add many positive qualities to the cooperation process:

- Better objectives and opportunities: Working with different stakeholders brings a variety of ideas and work approaches around the table. It also allows for the enrichment of the cooperation

opportunities as more areas of cooperation can be discussed or combined. The possibility for a successful cooperation in one or more areas is thus increased. Even more, each side can better adapt the cooperation output to its needs or capacities. For example, a city can seek for technology investment while offering tourism knowledge;

- Flexibility for the stakeholders: In a triple/quadruple helix model the different organisations play overlapping roles. This way, a degree of joint representation can be created. For example, it is not necessary for a city administration to participate in all delegations if the local university or chamber can represent the interests of the whole city. Flexibility in participation and use of resources by all partners is a direct result of this way of working;
- Sustainability of the cooperation: One of the usual challenges in EU-China cooperation is the lengthy discussions and exchanges that are necessary before a new project or activity can start. Involvement of different stakeholders that bring different ideas and objectives around the table can benefit the whole cooperation. Even if at a specific time only few ideas or activities move forward, the whole helix partnership benefits. In addition, these shared achievements create a feeling of accomplishment and can keep all stakeholders around the table even if some of them have at the time no direct gains or objectives met.

⁸ Source: <https://www.slideshare.net/DCSF/open-innovation-20-charlie-sheridan-vinny-cahill-plenary-4-final>

⁹ For example, city administration and local business, academia and city administration the whole helix, etc.



Example

Almere and Shenzhen: Apart from the cities' cooperation, the International New Town Institute in Almere works with Shenzhen Centre for Design, and Aeres University of Almere with Shenzhen Polytechnic College;

Dresden and Hangzhou: The Office for Foreign Affairs of the city of Dresden works closely with many partners for the implementation of cooperation activities with China, including the Technische Universität Dresden (TUD), the Dresden University of Applied Sciences, the Dresden Marketing Board, the Dresden Economic Development Office and the "Dresden Chinese Pavilion", an association dedicated to the cultivation of Chinese culture;

Gothenburg and Shanghai: The city of Gothenburg has created a quadruple helix for its cooperation with Shanghai. This includes stakeholders like the Traffic and Public Transport Authority (local authority), the Chalmers University of Technology (academia), the Business Region Gothenburg (business) and the Social Fund (citizens);

Groningen and Tianjin: The city of Groningen has established a triple helix to work with Tianjin including the Hanze University of Applied Sciences, the University Medical Centre Groningen, the RuG University Groningen and the HANN Healthy Ageing Network Northern Netherlands;

Leeds and Hangzhou: The city of Leeds has created a quadruple helix scheme involving, among others, three local universities, the Leeds City Region Local Enterprise Partnership but also local businesses, schools, cultural organisations and citizens;

Milan and Shanghai: Many Milanese stakeholders, besides the Municipality, are involved in the EU-China activities: academic (such as the Politecnico di Milano), associations (such as Fondazione Italia-Cina), the business world (e.g. the Milanese Chamber of Commerce) but also citizens, who are becoming more and more interested in the Chinese culture and actively participate in various Italian-Chinese initiatives;

Nice and Zhanjiang: Both cities work with various stakeholders in the frame of their cooperation. The city of Nice involves also the Nice Riviera Metropolis, the Region Provence-Alpes-Côte d'Azur, the Nice University, centres of research and small enterprises specialized in architectural renovation. The city of Zhanjiang brings together the Guangdong Province, the Zhanjiang and Guangzhou Sun Yat Sen University and the Zhanjiang Tourism Office.

Challenges and Obstacles

Cities face a lot of challenges and obstacles in EU-China partnerships. Some of them are objective (e.g. the distance between Europe and China), some might be inherent to the structure of cities (e.g. not adequate personnel for international cooperation) and some might result from a combination of other reasons (e.g. reactions from citizens to a high-cost, long-term cooperation).

Using the evidence gathered from European and Chinese cities an indicative list of challenges and obstacles has been compiled. This list can help in designing new policy tools or funding and cooperation instruments that mitigate or offset some of them.

| | |
|--------------------|--|
| Objective | <ul style="list-style-type: none"> • Cultural differences • Language barrier • Distance between Europe and China • Cost and time to travel from one area to the other • Connectivity: Medium or small cities are harder to reach |
| Operational | <ul style="list-style-type: none"> • Differences in negotiation, decision-making, project design and management cultures in Europe and China • Lack of adequate human and economic resources for international cooperation • Cities usually lack the experience to run large international projects • Measuring output: cities act as facilitators/enablers and cannot document the positive impact their activities brought • Large size and departmentalisation of Chinese and "international" European cities make it difficult to achieve strategic pro-activity, structured implementation and methodical learning |
| Strategic | <ul style="list-style-type: none"> • Changing political priorities in cities affect or even hinder long-term activities • Shifting realities and balances in national or international levels (e.g. Brexit for UK cities) |

Table 6: List of challenges and obstacles in designing new policy tools and cooperation instruments.

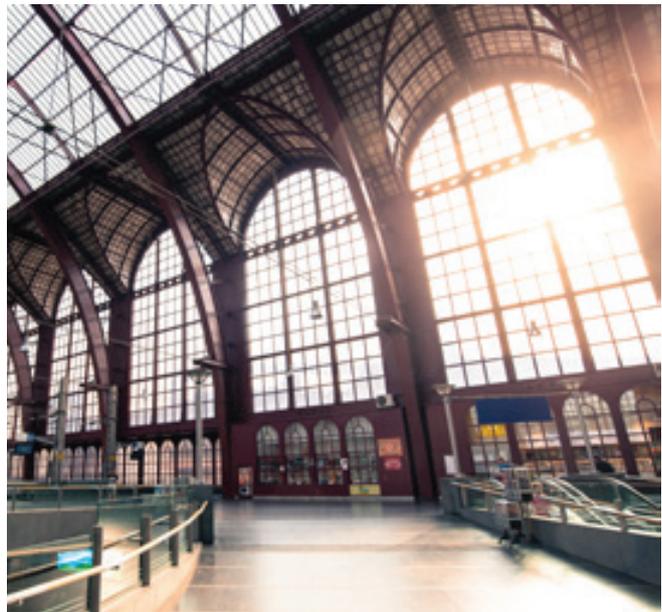
Priorities, Objectives, and Expectations

There are multiple reasons why cities network and cooperate with international peers. According to Rogier van der Pluijm¹⁰, there are six basic dimensions in city diplomacy and the “foreign policy of cities”, a classification scheme that can offer valuable insights and help systematise the cooperation efforts between European and Chinese cities. According to this scheme, the six dimensions are:

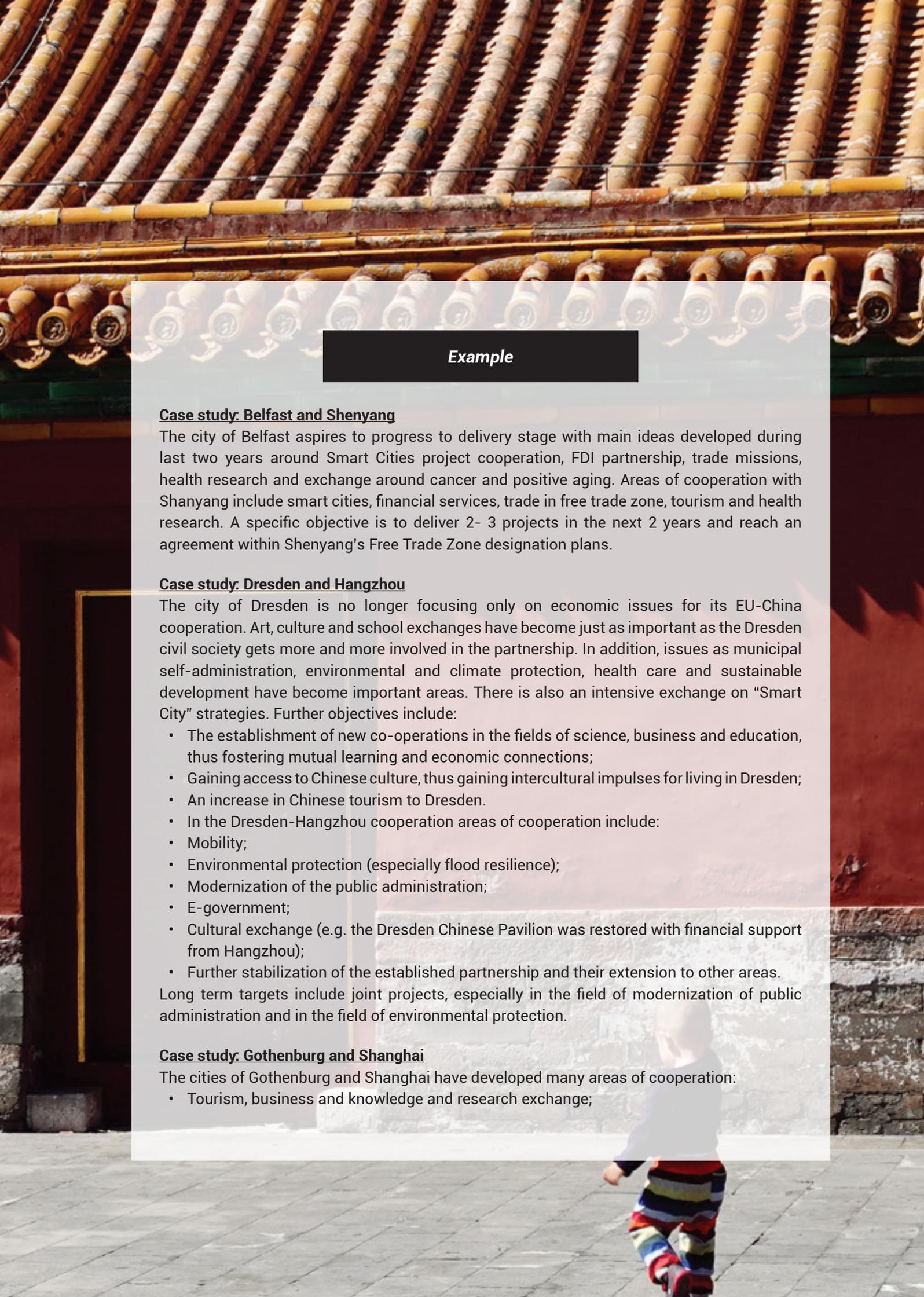
1. Security (conflict prevention and resolution, mediation and peace-making, improving conflict aftermath);
2. Development (humanitarian and emergency development assistance);
3. Economy (economic-pull activities, export of goods, knowledge and services);
4. Culture;
5. Networking (creation of horizontal networking structures for cities and their ecosystems);
6. Representation (representation of all local stakeholders in the international arena).

This list is not homogenous as dimensions (5) and (6) refer to the process of city-to-city cooperation and dimensions (1) – (4) to its content. Also, while dimensions (1) and (2) imply a rather unidirectional relationship, dimensions (3) and (4) result in benefits for both sides of the cooperation.

Some real-life examples of the priorities, objectives and expectations cities have from their EU-China cooperation strategies and activities can shed some light on these ideas.



¹⁰ Rogier van der Pluijm, Jan Melissen, “City diplomacy: The expanding role of cities in international politics”, Netherlands Institute of International Relations Clingendael, April 2007



Example

Case study: Belfast and Shenyang

The city of Belfast aspires to progress to delivery stage with main ideas developed during last two years around Smart Cities project cooperation, FDI partnership, trade missions, health research and exchange around cancer and positive aging. Areas of cooperation with Shenyang include smart cities, financial services, trade in free trade zone, tourism and health research. A specific objective is to deliver 2- 3 projects in the next 2 years and reach an agreement within Shenyang's Free Trade Zone designation plans.

Case study: Dresden and Hangzhou

The city of Dresden is no longer focusing only on economic issues for its EU-China cooperation. Art, culture and school exchanges have become just as important as the Dresden civil society gets more and more involved in the partnership. In addition, issues as municipal self-administration, environmental and climate protection, health care and sustainable development have become important areas. There is also an intensive exchange on "Smart City" strategies. Further objectives include:

- The establishment of new co-operations in the fields of science, business and education, thus fostering mutual learning and economic connections;
- Gaining access to Chinese culture, thus gaining intercultural impulses for living in Dresden;
- An increase in Chinese tourism to Dresden.
- In the Dresden-Hangzhou cooperation areas of cooperation include:
- Mobility;
- Environmental protection (especially flood resilience);
- Modernization of the public administration;
- E-government;
- Cultural exchange (e.g. the Dresden Chinese Pavilion was restored with financial support from Hangzhou);
- Further stabilization of the established partnership and their extension to other areas.

Long term targets include joint projects, especially in the field of modernization of public administration and in the field of environmental protection.

Case study: Gothenburg and Shanghai

The cities of Gothenburg and Shanghai have developed many areas of cooperation:

- Tourism, business and knowledge and research exchange;

- Göteborg & Co (tourism and visitor company owned by city of Gothenburg) has strategies and activities in cooperation with Visit Sweden China and Chinavia. Göteborg & Co for example work with PR, Press, Social Media, Campaigns and Travel Trade;
- The port of Gothenburg has an agreement with the port of Shanghai;
- The University of Gothenburg have exchange agreements with Fudan University in Shanghai, and Chalmers University of Technology with Tongji University in Shanghai;

Moreover, car manufacturer Volvo is owned by the Chinese company Geely/ CEVT (China Euro Vehicle Technology AB) and, therefore, Gothenburg sees an increase in visitor and business interest from China. Also, the life-science industry is attracting investments from China. The new MoU between Gothenburg and Shanghai covers culture, social affairs, technology and innovation, research and education, staff exchange programmes, energy and environment, business and trade, port cooperation and tourism.

Case study: Leeds andn Hangzhou

The city of Leeds has put three priorities in its cooperation with Chinese cities: trade, inward investments and cultural exchanges. It also aims to attract significant investment in the city's infrastructure as well as business opportunities with Chinese companies. In its cooperation with Hangzhou, Leeds has put a priority with culture, education, air quality, water quality and urban transport with the objectives of:

- Increased trade and inward investment opportunities;
- Student recruitment;
- Global citizenship.

Case study: Milan and Shanghai

For the city of Milan, working and having mutual exchanges with Chinese cities is a tool in driving sustainable economic and social growth. Attracting investments, tourists and students from China is a key objective. Milan expects an increase in the exchanges between itself and Chinese cities and partners.

Milan and Shanghai work together in culture, education, tourism, design, fashion and food policy/food safety. Especially the last topic is the one in which Milan would like to strengthen its cooperation with Shanghai.

Case study: Nice and Zhanjiang

The city of Nice has a long tradition of working with international partners and twinning cities (over 30 in total). Its EU-China cooperation strategy includes the following areas of cooperation:

- Tourism;
- Cultural & Economic exchanges;
- Education.

In working with Zhanjiang, Nice wants to offer new opportunities to local SMEs and architects that specialise in building restoration but also prove that EU-China cooperation and practical projects and delivery between the two areas are possible, feasible and efficient.



Monitoring the Progress

Monitoring the progress of the cooperation activities requires sufficient attention. In most cases, cities lack a dedicated measurement system including key performance indicators and reporting. Usually, the standard (annual or more frequent) reporting of the international cooperation department is used. Some cities use a small number of indicators like “number

of (European/Chinese) students that study in our universities” or “number of (European/Chinese) tourists that visited the city”, etc.

The examples below can serve as a basis for the development of a more robust performance measurement system for cities involved in EU-China cooperation.

Example

Case study. Dresden

The Office for European and International Affairs continuously examines the coherence of the international measures taken and offers continuous consultation. In addition, the office collects the key figures on exchanges, delegations, international projects and conferences for the entire city administration. These activities are compiled once a year in the “Dresdner Europabericht” (Dresden European report) and submitted to the city council for examination.

Case study. Manchester

The Greater Manchester Internationalisation Strategy¹¹ is owned by the new Greater Manchester Authority and extends to 2030. The long-term vision is to become a top 20 global city by 2035 measured by:

- Attractiveness to international investors, visitors, business and academic talent and students;
- International cultural and place offer and the propensity of our business base to trade internationally;
- Success as a key international gateway to the UK – and a gateway to the world for our UK businesses and communities;
- The quality and ease of access and interconnectivity to all places across the city region to maximise the local benefits of Internationalisation across Greater Manchester communities. The target of £2.2bn to our economy will be monitored.

¹¹ <http://www.marketingmanchester.com/wp-content/uploads/2017/02/Internationalisation-Report.pdf>

In order to determine progress towards the achievement of their vision they have identified a range of City indexes that measure performance across economic and social criteria. Individually, none of these indexes is a perfect measure of their strategic ambition. They vary in terms of the number of cities assessed and how performance is measured. However, collectively this does enable them to understand their relative performance currently and the cities they should aspire to be clustered with to achieve their top 20 global city vision.

They will undertake further work to determine their progress relative to competing cities. This will provide a framework within which they can identify key essential assets and attributes needed to be considered to be a top 20 Global City and measure progress. This is likely to include the extent to which their visitor cultural offer is internationally orientated; the propensity of their business base to trade internationally; the international travel horizons of their local communities; the extent to which their hospitality services and organisations are internationally focused and having an international brand recognition and reputation that builds on existing our assets, including football.

Their current position and current peer cities under each index is shown in the table below. Their aspiration for 2035 is also indicated together with the Cities currently clustered in that position.

| Index | Measures | Current Position | Peer Cities | 2035 Aspiration | Aspirant Cities |
|--|--|------------------|-------------------------------------|------------------|----------------------------------|
| Anholt City Brands Index 2015 (analyses 50 cities) | Presence, Place, Amenities, People, Pulse, Potential. | 27 th | Philadelphia Prague Hong Kong | 19 th | Milan Munich Barcelona |
| IESE Cities in Motion 2016 (181 cities) | Economy, People, Urban Planning, Environment, Technology, Governance, Social Cohesion, Mobility & Transport. | 43 rd | Phoenix Hamburg Basel | 19 th | Melbourne Baltimore Dallas |
| Global Metro Monitor 2014 (300 cities) | Compares growth performance of world's 300 largest city economies on growth rate of GDP and growth rate of employment. | 60 th | Singapore Calgary Edmonton | 29 th | Austin Houston Jakarta |
| QS Best Student Cities Index 2016 (75 cities) | University Ranking, Student Mix, Desirability, Graduate Employer Activity, Affordability. | 36 th | Edinburgh Helsinki Perth | 19 th | Canberra Auckland Brisbane |
| UN City Prosperity index | Productivity, Infrastructure, Water, quality of life, equity and social inclusion, environmental sustainability, governance. | 16 th | Amsterdam Brussels Tokyo | 9 th | Melbourne Montreal Toronto |
| IBM Top Global Investment Location Index 2016 | Number and value of investment projects; mergers and acquisitions & joint ventures. | 9 th | Brussels Frankfurt Munich | 5 th | Dubai Amsterdam Singapore |



06

JOINT PROJECTS OF EUROPEAN AND CHINESE CITIES

URBAN-EU-CHINA aspires to help European and Chinese cities create joint projects. These could range from low-threshold to high-performance ones. For the first year of the project, a number of existing partnerships between European and Chinese cities were identified, analysed and presented.

Example

Case study. Bonn and Chengdu

The objective of the “Bonn-Chengdu Partnership for Sustainable Low-Carbon Development” was to strengthen cooperation in low carbon development and to foster and accelerate a low carbon development path in both cities. Furthermore, the partnership aims to provide a framework to share relevant knowledge, experience and good practices on effective and efficient low carbon city strategies. The programme contributed to the goal of creating a low-carbon partnership by initiating and supporting

- Mutual learning and exchange of experience and expertise on low carbon development through a dialogue programme and expert workshops in Bonn and Chengdu;
- The development of trusting relationships between the cities and different stakeholders;
- The implementation of small scale demonstration projects for low carbon development by the initiative and participating partner organisations.

The dialogue forum took place in January and October 2013 and built the basis to identify key challenges and opportunities for cooperation that both cities face in the different fields of low carbon development. Green buildings, e-mobility and energy efficiency in industry are examples where both cities can develop interesting cooperation projects. Furthermore, a stronger “department-to-department” exchange and collaboration in relevant areas was emphasised from the outset in order to foster a long-lasting bond not only between leaders but also civil servants. Trajectories and potential lessons for the transition towards a low carbon future were explored. Additional engagement cooperation of different local stakeholders from business, academia and civil society of the cities have been assessed and promoted. Existing institutional links and communication channels have been used and further developed.



Figure 3: Launch event for the Bonn-Chengdu climate partnership¹²

¹² Source: <http://low-carbon-partnerships.org/en/download/7087.pdf>

Case study: Essen and Changzhou, Nanjing

As part of their multi-sector cooperation, in November 2016 Essen and Changzhou organised the 1st Sino-German Geriatric Conference in Essen. The conference was organised by the German-Chinese Economic Association (DCW), together with the Essen Economic Development Agency (EEC). The participants exchanged about caregiving, geriatric care and care facilities and training in China and Germany from the perspective of demographic development. Attention was drawn to the acute need for cooperation projects between Germany and China in the area of geriatrics. The conference was followed by a day of study visits geriatric clinics and institutions in Essen.



Figure 4: 1st Sino-German Geriatric Conference¹³



Figure 5: Signing of the Joint Venture Contract between China Design Group and Koschany + Zimmer Architekten¹⁴

In March 2017 Koschany + Zimmer Architekten KZA and China Design Group (CDG) from the city of Nanjing founded the SINO.GERMAN.DESIGN.STUDIO joint venture. The cooperation between them results from the urbanization partnership between China and the European Union, which was agreed in 2012 and is intended to provide solutions for the rapid growth of Chinese cities.

¹³ Source: www.dcw-ev.de/de/veranstaltungen/4029

¹⁴ Source: China Europe Urbanization Cooperation Partnership Essen – Changzhou, Objectives & results, city of Essen (internal report)

Case study. Groningen and Tianjin

In April 2017, an official delegation from Groningen visited Tianjin for the opening of Sino-Dutch Healthy Ageing Innovator, a living lab on the Wuqing Campus. At the Campus, Dutch and Chinese companies and knowledge institutes will be cooperating in the process of collecting, applying and sharing knowledge. This will lead to product development and innovations.

The Wuqing Campus layout will be based on the Health Hub Roden example. The management of both organisations are to work together to get the Dutch-Chinese projects off the ground. Ever since the initial plans 12 months ago, three Chinese and the Dutch company, Lode Holding, have already located on the Campus to work on synergies in the field of medicine. These companies will provide the equipment to be used by the Chinese and Dutch students in their research. Apart from the Wuqing Campus Innovator, the two cities developed more synergies:

- Tianjin University of Traditional Chinese Medicine (TUTCM) and the Academy for Health Studies at the Hanze University of Applied Sciences initiated their collaboration in education;
- TUTCM will join forces with the Healthy Ageing Allied Health Care and Nursing (LAHC) lectorate and work for the prevention, healthcare and rehabilitation for the vulnerable elderly based on the Joint Assessment and Intervention for Frailty (JASMIN) programme developed by LAHC;
- The Biobased Economy knowledge centre at Hanze UAS and the Beijing Technology and Business University (BTBU) worked closer on studies about the uses of potato;
- A Chinese-Dutch Business Summit took place at the Tianjin Jinghai Health Industrial Park;
- Groningen has been authorised to appoint a permanent municipal representative in Tianjin.



Figure 6: Hanze UAS Opens Healthy Ageing Innovator in China¹⁵



Figure 7: Visit of the Mayor of Groningen to Tianjin¹⁶

¹⁵ Source: <https://www.hanze.nl/eng/organisation/overviews/news/hanze-uas-opens-sino-dutch-healthy-ageing-innovator-china>

¹⁶ Source: <http://www.healthhub-roden.nl/nieuws/resultaten-van-het-bezoek-van-de-hanzehogeschool-aan-tianjin-chin>

Case study: Manchester and Shanghai

An agreement was signed between several organisations involved in the UK-China Smartcities initiative to develop a Joint Smart Cities Laboratory, co-located in Shanghai and Manchester.

Digital China are funding the Shanghai Jiao Tang University to establish a smart cities laboratory in Shanghai, whilst the agreement calls for a similar initiative to be set up in Manchester to foster deeper collaboration around current and future best practice in smart city design and technologies. The three universities of Manchester, Manchester Metropolitan and Salford along with eForum form the basis for the UK side of the Joint Laboratory.

The Laboratory will support and strengthen collaboration on urbanisation between China and the European Union, and to explore the solutions to the challenges faced by the partners. It falls within the work of the China-EU Urbanisation Partnership Management Committee, which is made up of China National Development & Reform Commission and the European Commission. The partnership focuses on co-creating an equal, mutually benefiting, and collaborative principle to enhance the development of the China-EU collaboration. The project evolved from two UK-FCO funded, China Smart cities initiatives involving eForum, Manchester City Council and Digital China.

The partners agreed to

- deploy their respective expertise in scientific research to support the development of projects, including but not exclusive to Digital China's Smart City strategy and the Horizon-2020-funded Triangulum Smart City Lighthouse Project (with Tianjin an observer city);
- conduct basic research and application development on the fields of smart cities, citizen service, interoperability, electronic certification, city operation analytics & management, smart home appliances, green transportation, smart grid, Internet of Things technology, energy saving and environmental protection;
- strengthen cooperation on personnel training and student internship, joint courses to enhance dissemination, revenue earning and wider take-up;
- improve the levels of innovation amongst smaller businesses and start-up companies and therefore achieving mutual benefits and make greater contribution to the information communication technology industry in China and in the EU.

Case study: Nice and Zhanjiang

Nice works with Zhanjiang for the restoration of its remaining French architectural heritage. The city of Zhanjiang was a French concession from 1898 to 1945 and today struggles to restore the last of its French style buildings. A citizens' delegation of Nice visited Zhanjiang in April 2017. An official delegation from Zhanjiang visited Nice in September 2017. A delegation of European specialists to Zhanjiang is planned for 2018. The project budget will be covered by the Chinese side (95%) with the help of some European seed-funding (5%) to help launch the project and organize the first technical visit to China.

From the European side participants include the city of Nice, Nice Riviera Metropolis, Region Provence-Alpes-Côte d'Azur, the European Union in synergy with universities, centres of research and small enterprises specialized in architectural renovation. From the Chinese side participants include the city of Zhanjiang, Guangdong Province, Zhanjiang and Guangzhou Sun Yat Sen University and Zhanjiang Tourism Office.



Figure 8: Typical French-style building in Zhanjiang¹⁷

Figure 9: Typical French-style building in Zhanjiang¹⁸



¹⁷ <http://emsique.blogspot.be/2013/04/french-colonial-zhanjiang.html>

¹⁸ <http://emsique.blogspot.be/2013/04/french-colonial-zhanjiang.html>

07

PEER- TO-PEER LEARNING ACTIVITIES



There are many ways in which cities and other stakeholders can get involved in peer-to-peer learning activities between Europe and China. Many of these learning activities can be part of a more general programme organised by the involved cities (i.e. official visits, exchange of delegations; industry fairs, etc.) including a learning dimension. The latter can range from soft learning, like familiarisation with the peer city culture, ecosystem of stakeholders and way of thinking up to carefully designed and executed activities like long-term training and academic collaboration, multi-stakeholder events, etc.





A non-exhaustive list of activities includes:

- **City administration**
 - Exchanges of delegations of city politicians—combined with discussion and/or agreements on future cooperation
 - Exchanges of delegations of city practitioners—combined with study visits in sites and projects of interest and potential cooperation
 - Staff exchanges (short visits) between cities
 - Work shadowing (long visits) of city employees
 - Short trainings by host city in topics of interest for the visitor city
- Invitation of peer city to participate in projects where joint learning can be achieved (as observer city, follower city, learning city, etc.)
- **Academic stakeholders**
 - Exchange of delegations of academia officials—combined with discussion and/or agreements on future cooperation, research activities, joint projects, etc.
 - Students' exchanges (short visits) between universities
 - Staff exchanges (short visits) between universities
 - Joint students' projects focusing Europe-China cooperation topics
 - Industry stakeholders
 - Exchange of business delegations to discuss potential projects combined with discussion and/or agreements about future cooperation, projects, investments or trade between the two areas
 - Study visits in sites and projects of interest and potential cooperation
- **Cross-sectoral activities**
 - Special trainings on how Europe-China cooperation can be designed, managed and implemented; tackling the cultural, economic and political differences and obstacles
 - Support for internships of young professionals in peer city
 - Organisation of academic or business events (e.g. policy conferences, scientific conferences, fairs, etc.) in thematic areas of common interest and cooperation.

Example

Case study: Leeds and Hangzhou

Leeds and Hangzhou started working together back in 1987. In the next decades, the two cities worked together including several learning activities:

- Visits and knowledge exchange between the city administrations;
- Study visits organised between the two cities;
- Under cooperation agreements, Zhejiang University works with the University of Leeds and Zhejiang University of Technology with the Leeds Beckett University.

Case study: Belfast and Shenyang

Belfast and Shenyang started working together in 2015. In the next two years, the two cities worked together with their universities to deliver several learning activities including:

- Visits and knowledge exchange between the city administrations;
- Staff exchanges between the two cities' universities;
- Queens University of Belfast and China Medical University have a jointly built pharmacy campus to implement learning activities.

Case study: Essen and Changzhou

Essen and Changzhou started working together in 2013. In the following years, the two cities worked together to organise several learning activities including:

- Exchanges of technical and political delegations to learn and discuss areas of cooperation;
- Several special trainings with Chinese partners on how to organise cooperation;
- Organisation of an Essen investment seminar in Changzhou;
- Visit of Changzhou citizens delegation to Essen;
- Organisation of the 1st Sino-German Geriatric conference;
- "Learning Cities" Sino-German summer studio on sustainable urban development, student project.



Figure 10: First visit of an Essen Delegation to Changzhou¹⁹



Figure 11: Signing Ceremony Learning City²⁰

¹⁹ Source: China Europe Urbanization Cooperation Partnership Essen – Changzhou, Objectives & results, city of Essen (internal report)

²⁰ Source: China Europe Urbanization Cooperation Partnership Essen – Changzhou, Objectives & results, city of Essen (internal report)

08

**WHERE
SHOULD A
CITY START?**





Guidelines and Recommendations

Summing the evidence gathered from European and Chinese cities, URBAN-EU-CHINA will support cities with a recommended flow to start successful cooperation, as illustrated in Figure 12.

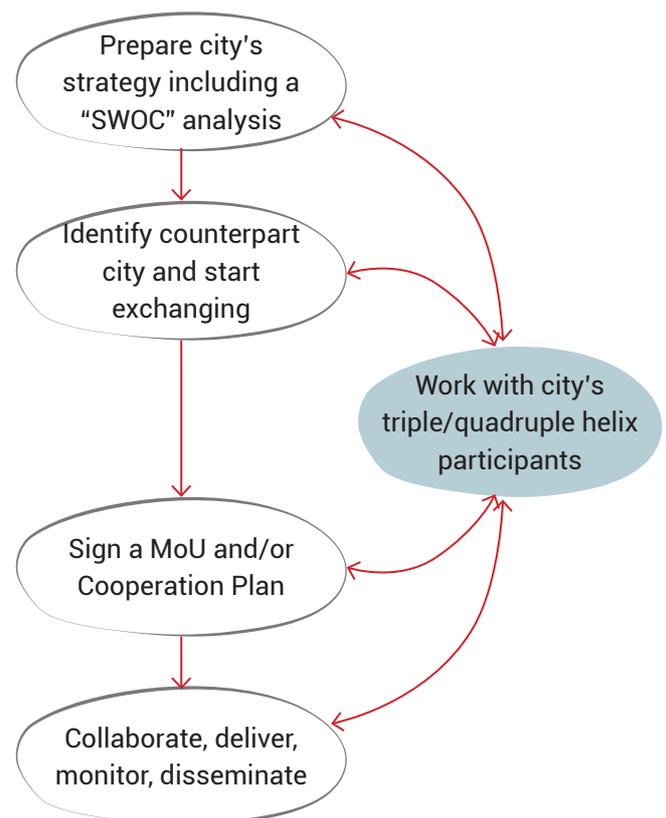


Figure 12: URBAN-EU-CHINA support for European and Chinese cities that wish to cooperate with each other

The flow includes four main steps:

1. Prepare city's strategy including a "SWOC" analysis: A solid strategic orientation is very important for cities that want to start or get more involved in international cooperation activities. This step can start from a general strategy which will then be translated in area-specific strategies. Aim and objectives, expected outcomes, foreseen available resources, monitoring and reporting of these activities should be defined

at this stage. A SWOC analysis of the city should be performed in this stage as well. SWOC is a neologism that stands for Strengths, Weaknesses, Opportunities and Challenges, a process similar to the ordinary SWOT analysis but with Threats substituted for Challenges²¹.

A city should run such an exercise so that it can put on paper all these decision-making issues and

STRENGTHS

points related to the foreseen EU-China cooperation:
What are the strengths of the city in terms of organisation, culture, background, capabilities? What are

WEAKNESSES

the strengths or priorities of the local triple/quadruple helix stakeholders?
What are the weak points of the city in terms of organisation, capabilities,

OPPORTUNITIES

strategy? What are the shortcomings of the local triple/quadruple helix?
What are the positive results that the city expect to get out of the cooperation? How will the local stakeholders benefit? What are the areas of cooperation that the city would like or is able to work with? Does a specific peer city have standard²² or special²³ opportunities

CHALLENGES

that make it a good match with the city that runs the SWOC exercise?
What challenges and obstacles does the city have or will face? Examples, include language and culture barriers, lack of resources, lack of experience,

²¹ A city is not expected to face Threats from an international cooperation effort. Nevertheless, it is expected to face several Challenges for the successful implementation of such an effort.

Thus, Challenges is more appropriate for the specific use by cities and the context of URBAN-EU-CHINA recommendations.

²² For example, the peer city has excellent and famous universities, or an industrial sector of interest, similar environmental, social or economic characteristics, etc.

²³ For example, the peer city faces a humanitarian or natural disaster crisis, a pressing challenge for which it welcomes help from abroad, etc.

challenges and problems with the local triple/quadruple helix scheme, etc.

2. Identify peer city and start exchanging: Matching of cities for international cooperation activities should be ideally based on criteria that maximise the compatibility of the cities and their mutual benefit. However, many times pairs of cities are formed based on political or historical reasons. In both cases, after the matching has taken place exchange between the two cities' ecosystems (cities + helixes) starts taking place. This exchange has both the form of discussions, arguments and documents as well as of people, delegations, experts, politicians, etc. The objective of this step is twofold. On one hand to build trust and familiarity and on the other hand to the better understanding and agreement regarding priorities and future activities.
3. Sign a MoU and/or a Cooperation Plan : As explained in detail below²⁴, the signing of a MoU and/or a Cooperation Plan serves many objectives. Especially in the frame of EU-China cooperation this step is necessary before any detailed or committing discussions take place.
4. Collaborate, deliver, monitor, and disseminate : The fourth step is the actual project cycle for any activity that the two cities or stakeholders from their helixes want to accomplish; discussion, negotiation, agreement, project execution, monitoring, dissemination. URBAN-EU-CHINA will be able to document in more details this phase

of activities in project years 2 and 3 and provide examples and recommendations.

And one horizontal support action:

5. Work with city's triple/quadruple helix participants: As explained before, the success and long-lasting positive results of any international cooperation activities are very strongly correlated with the ability of a city to mobilise, coordinate and bring together the stakeholders of its triple/quadruple helix. As the material gathered from European and Chinese cities proves, all important projects between European and Chinese cities involve local universities and/or local industry and/or the civil society and cultural organisations of the city.

²⁴Paragraphs "Commitment in the form of a MoU" & Commitment in the form of a Cooperation Plan"

Example

Case study: Belfast²⁵

To objectively assess whether proposed cities/regions represent appropriate opportunities for Belfast City Council resource investment, an assessment tool that delivers the capability to evaluate such locations has been developed. This Excel based tool assesses locations across 8 criteria, to be used whenever a new international relationship/link is proposed. The tool is designed to be used as input to the Council's decision-making process, rather than as a replacement to existing processes.

Data sources are included in the tool and each criterion is scored on a scale of 1-3, based on individual guidance provided for each. A total score is delivered as a percentage. Scoring is weighted to reflect the rationale for the proposed partnership/link - there is little merit, for example, in scoring FDI potential if the rationale for the partnership is cultural. A score of over 70% suggests a 'good fit' for Belfast. A score of 50% to 70% suggests the case for partnership is unconvincing but may have potential, and a score below 50% suggests a 'poor fit' for Belfast.

| | |
|--|--|
| Export Potential | <ul style="list-style-type: none"> • Trade Intensity: The trade intensity index (T) is used to determine whether the value of trade between two countries is greater or smaller than would be expected on the basis of their importance in world trade. It is defined as the share of one country's exports going to a partner divided by the share of world exports going to the partner. • Priority Sector Match |
| Investment Potential | <ul style="list-style-type: none"> • FDI flows from destination • Sovereign Wealth Fund/Pension Fund Potential for Regeneration Funding |
| Student/Education links Potential | <ul style="list-style-type: none"> • How many students from source market come to Belfast? • How many students from source market come to UK/Ireland? |
| Tourism Potential | <ul style="list-style-type: none"> • How many visitors come from source market to Belfast? • How many visitors come from source market to UK/Ireland? |
| Cultural Links | <ul style="list-style-type: none"> • How many residents in Belfast are from source market? • Does Belfast have a cultural link or shared experiences from which to share learning (e.g. emerging from conflict, waterfront regeneration, port city regeneration, etc.)? |
| Ease of doing business | <ul style="list-style-type: none"> • Doing business' rating • Free Trade Agreement with destination? • Business Language used • Direct flights from Ireland to destination |
| Partner Priorities | <ul style="list-style-type: none"> • How many sister city agreements does the destination already have? • Do any of Belfast's City Partners have links to the destination? |
| Cost | <ul style="list-style-type: none"> • Is there a cost involved? |

²⁵ <http://www.belfastcity.gov.uk/business/internationalrelations/internationalrelations.aspx>

²⁶ <http://www.marketingmanchester.com/wp-content/uploads/2017/02/Internationalisation-Report.pdf>

Case study: Groningen and Yantai

In its international affairs webpage²⁷, city of Groningen describes the international work of Groningen in innovation and trade but first of all, describes itself as a City of Knowledge. The strong research and higher education ecosystem of the city works closely with the city administration and shares a large part of its efforts when it comes to international cooperation. As an example, the city has worked with the local universities to compile documents like the "International Groningen"²⁸.

An example that demonstrates all the points raised in this paragraph is the cooperation between Groningen and Yantai so that the University of Groningen opens a branch campus in Yantai. All recommendations made appear in this joint project:

1. City of Groningen has an international cooperation strategy²⁹ that defines priorities, strengths and opportunities as well as the city's quadruple helix scheme;
2. The two cities cooperated in an area that was considered a priority for both (higher education);
3. There was a good match between the two cities: Groningen wanted to help its university open a campus in China and Yantai wanted to cooperate with a strong European university;
4. Both Groningen and Yantai worked very close with their local stakeholders to achieve the desired results;
5. A number of memoranda and agreements were signed among all involved parts to ensure the step-by-step negotiation and implementation of the project:
 - Tripartite agreement³⁰ among China Agricultural University, University of Groningen and the city of Yantai;
 - Agreement³¹ on establishing University of Groningen Yantai among China Agricultural University, University of Groningen and the city of Yantai;
 - Agreement³² between China Agricultural University and University of Groningen on Establishment of Yantai Groningen University;
 - Teaching and diploma agreement³³ between University of Groningen, China Agricultural University and Yantai Groningen University.

Case study: Manchester²⁶

In July 2017, leaders from across the public and private sector have joined together for the official launch of the Greater Manchester (GM) Internationalisation Strategy, a three-year framework for action that aims to take the city-region at the global scale. The strategy identifies eight key priorities which frame the region's ambitions. These are:

1. A global gateway for the UK and the North
2. A world centre for trade across the region's prime and enabling sectors
3. UK Magnet for Foreign Direct Investment in key growth sectors and specialisms
4. A strong portfolio of prime foreign capital investment opportunities promoted globally
5. Strengthened world leading international research capabilities and entrepreneurial talent
6. The best UK destination for international students
7. A world class visitor hub
8. Building the Manchester brand and reputation by telling our story brilliantly to the global audience

Of great interest to this case study is the analysis that GM performed regarding the global market opportunities for the 2017-2020 and how GM (as a triple helix) matches each one of them.

²⁷ <https://gemeente.groningen.nl/international-affairs>

²⁸ <https://gemeente.groningen.nl/sites/default/files/Welkomstbeleid%20International%20Groningen.pdf>

²⁹ <https://gemeente.groningen.nl/sites/default/files/Internationaliseringsbeleid%20Groningen%202017%20-%202020.pdf>

³⁰ <http://www.rug.nl/about-us/internationalization/bijlage1-tripartite-memorandum-of-agreement.pdf>

³¹ <http://www.rug.nl/about-us/internationalization/bijlage2-agreement-on-establishing-yantai-groningen-university.pdf>

³² <http://www.rug.nl/about-us/internationalization/bijlage3-yantai-memorandum-of-understanding.pdf>

³³ <http://www.rug.nl/about-us/internationalization/bijlage-4-eng-onderwijsvereenkomst-incl-addendum-may-2017.pdf>

| Level of Activity | GM INTERNATIONALISATION ACTIVITIES/ THEMES & TARGET MARKETS | | | | | | | MANUFAC | |
|---|--|--------|--------|-------------------|------------------------|----------------------|--------------------------------|--------------------|-------------------------------------|
| | FDI | FCI | Trade | Academic Research | International Students | International Voices | International Air Connectivity | Advanced Materials | Automotive Transport Infrastructure |
| High | | | | | | | | | |
| Medium | | | | | | | | | |
| Low | | | | | | | | | |
| Prime Markets | | | | | | | | | |
| EU (Germany, France, Italy, Netherland focus) | High | High | High | High | High | Medium | High | ● ● ● | ● ● ● |
| USA | High | High | High | High | Medium | Medium | High | ● ● ● | ● ● ● |
| Opportunity Markets | | | | | | | | | |
| China | Medium | Medium | Medium | Medium | High | High | Medium | ● ● ● | ● ● |
| India | Medium | Medium | Medium | Medium | Low | Low | Medium | ● ● ● | ● ● |
| Japan | High | Low | Medium | Medium | Low | Low | Low | ● ● ● | ● ● |
| UAE | Low | Medium | Low | Low | Low | Medium | Medium | | |
| Monitor Markets | | | | | | | | | |
| Australia | Low | Low | Low | Low | Low | High | Low | ● | |
| Canada | Low | Low | Low | Low | Low | Low | Low | ● | |
| Taiwan | Low | Low | Low | Low | Low | Low | Low | | |
| Saudi Arabia | Low | Low | Low | Low | Low | Low | Low | | |
| Singapore | Low | Low | Low | Low | Low | Low | High | ● | |
| South Korea | Low | Low | Low | Low | Low | Low | Low | ● | |
| Malaysia | Low | Low | Low | Low | Low | Low | Low | ● | |
| Mexico | Low | Low | Low | Low | Low | Low | Low | | |
| South Africa | Low | Low | Low | Low | Low | Low | Low | | |
| Turkey | Low | Low | Low | Low | Low | Low | Low | | |
| Nigeria, Brazil | Low | Low | Low | Low | Low | Low | Low | | |

- Foreign Direct Investment
- Trade
- Academic Research

Commitment in the form of a MoU

A Memorandum of Understanding is a usual and recommended tool to signal the beginning of the cooperation between two or more stakeholders. This is especially true when organisations from China start discussing about potential projects with European peers. In the European business culture, discussions and negotiations give shape to a contract that defines all parameters and details of a project. However, in the Chinese business culture, these same discussions can only start after some kind of formal commitment for good cooperation has been signed; usually in the form of a MoU.

To cater for both approaches, URBAN-EU-CHINA will support European and Chinese cities to start their cooperation by signing a MoU in which they define the areas in which they want to cooperate, the first actions they intend to take and how they foresee to discuss concrete ideas for joint projects and activities.

The URBAN-EU-CHINA Memorandum of Understanding will consist of the following parts:

Aim and objectives;

- Scope and areas of cooperation;
- Activities that will be used to meet these objectives;
- Duration of the MoU;
- Definition of the signing persons and the persons responsible to follow/communicate the MoU;
- Optional parts for specific issues like possible intellectual property rights or ownership of background information that will be used, etc.





Commitment in the form of a Cooperation Plan

A Cooperation Plan is a tool that details the cooperation between two or more stakeholders. It usually defines key areas and specific measures for the overall cooperation, the timeline of cooperation and the agreed outcomes. The Cooperation Plan is discussed, agreed and signed by all stakeholders. Drawing from successful examples of EU-China cooperation, URBAN-EU-CHINA has drafted a template of a cooperation plan that can be used to describe the cooperation between a Chinese and a European city. In every case, the signees will receive help to adapt this template: define the level of the signing persons; describe the key areas of cooperation; define the outcomes; describe the activities and working groups/stakeholders that will work for these outcomes; define a timeline for the activities and delivery of the outcomes.

In terms of commitment, a Cooperation Plan is stronger than an MoU. As explained before, an MoU makes official the beginning of a cooperation. A Cooperation Plan details the outcomes of this cooperation and, more importantly, puts a date next to each of the deliverables or results.

The URBAN-EU-CHINA Cooperation Plan will consist of three parts:

1. A preamble that describes the framework and/or the aim of the Cooperation Plan;
2. A description of the priority areas for cooperation and/or a table where the activities and timelines for each priority area are presented;
3. A closing part about the operationalisation of the plan, possible future meetings and activities among the stakeholders (next steps) and any disclaimers or reservations that need to be included in the Plan.

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For further information, kindly check
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Innovation Platform on
Sustainable Urbanisation