

GLOCALIZATION

RESEARCH STUDY AND POLICY RECOMMENDATIONS

*Edited by CERFE in cooperation with the Glocal Forum
and the Think Tank on Glocalization*

DRAFT

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INTRODUCTION

The glocal vision

The purpose of this booklet is to define glocalization, outline its principles and propose a set of concrete policy recommendations that can be built on such principles.

This draft document will serve the purpose of stimulating discussion throughout the proceedings of the Second Annual Glocalization Conference and thereby facilitate the process leading to decision, commitment and implementation of glocalization.

The text is the first result of a cooperative effort that began in October 2002 between the Glocal Forum, World Bank Institute and CERFE, an international research organization based in Rome. Founded in 2001, the Glocal Forum is an NGO dedicated to creating a new balance between global and local forces in today's world through a process it defines as glocalization. The Forum launched this idea at its First Annual Glocalization Conference held in partnership with the Municipality of Rome in May 2002. The interest that this proposal elicited among the participants is well expressed in the words of the President of the World Bank, James D. Wolfensohn, who stated: «Glocalization is of enormous importance because it brings us from the global question down to issues at the human scale, and to issues of humanity and people». The Conference resulted in the creation of a diverse network of global and local actors committed to developing and implementing this new strategy of international cooperation.

This initiative was also prompted by the observation and research on some experiences, of a transnational nature, a few dating back to some decades, others more recent, all with the aim of enhancing local situations, with particular regard to cities. Consultations with local authorities' representatives, civil society leaders and international experts, also enabled the researchers to acquire a topical and up-to-date picture of prospects and expectations related both to a decentralized international cooperation based on relations between cities, and to the practice of innovative intervention sectors in development and peace-building projects.

The encounter with the Glocal Forum – and more specifically its Think Tank on Glocalization – led CERFE's researchers to the awareness of the unique character of the “vision” underpinning the Glocal Forum itself and advocated by its President, Ambassador Uri Savir, in the forums of global and local powers that govern the world and in addressing public opinion. As far as a study of political ideas is concerned, this vision avoids any form of utopian rhetoric, while still remaining open to the future. Its added value is its capacity to combine realism – by making glocalization a strategy that can engage and attract the “strong” powers – with idealism – by aiming at a democratically shared development. Glocalization requires developing an awareness that a meeting point can be found between the global and local, and working in order to make this relationship the driving force of a policy leading to peace and development.

The underlying, ambitious dream is a reform of globalization by tackling its effects (positive or negative) also from a “technical” standpoint – and fighting the socio-economic imbalances

which affect our planet starting from a new assessment of the resources available and identifying more rational ways to utilize them.

The political design of glocalization aims to integrate the strong powers of global governance, that largely fail to realize the importance of cultural diversity and the strength of the local dimension, with the powers of local governance, often dangerously left to their own devices; while complementing the policies of the states which, acting on their own, sometimes tend to avoid the problems and (real) responsibilities that globalization entails and find it difficult to properly deal with its negative effects. The ultimate aim of this design is to base international stability, not on a new warfare pattern but on a shared and general “peace-building” activity, seen as an indispensable precondition for economic and social development. In this way, a virtuous circle can be activated that will ultimately result in a realistic foundation for the sustainability of peace.

But this vision is realistic also in that it has identified cities – for their coordinated and networked way of acting, their capacity to relate with one another despite the differences between advanced and less developed countries, their ability to cope with global dynamics from a local standpoint – as frontline actors of glocalization and as a sort of political and social anchorage for the entire project.

Therefore, glocalization has all the requirements of what in public communication terms is currently called a “good cause” likely to involve a full range of local, national and international public, private, non-profit actors, while at the same time influence extensive strategic frameworks, such as international cooperation and peace policy.

How to begin implementing this vision is the theme of the text that follows this introduction. Here, on the other hand, it might be worth briefly focusing on some of the Glocal Forum’s features, which may provide helpful hints for an *ex ante* assessment of the prospects of success of its actions, as well as useful suggestions for a clearer understanding of what it can contribute to the broader design of glocalization. This may also be of relevance for the main subject of this booklet.

The Glocal Forum mainly uses three operational tools for its action: a Think Tank on Glocalization; pilot projects; awareness-raising and networking initiatives. The functions of these tools suggest a *modus operandi* that sheds light on the Glocal Forum’s specific features and the added value of its action.

The Think Tank on Glocalization is an initiative of the Glocal Forum and the World Bank Institute in order to strengthen the role of local needs and interests in global affairs. The Think Tank is composed of over fifty leading experts and practitioners – including scholars, Mayors, businessmen, NGO representatives and operators from different sectors – who serve on seven committees structured around the seven sectors of action-research: city diplomacy, socio-economic local development, culture, tourism, sport, youth empowerment and Information and Communication Technology (ICT). In particular, over the last year, the Think Tank has animated the policy research conducted by CERFE by offering periodic input regarding the research direction and content. The Chairs of the committees form the Steering Committee of the Think Tank, working closely with the Glocal Forum and WBI to shape the research process.

Assisted by specialist research organizations, the Think Tank plays the role of “knowledge” in today’s knowledge society. Here, the *modus operandi* has three clear features – a practical approach that tends to connect and enhance experiences that are in different ways related to

glocalization; a theoretical approach geared to developing a deeper understanding of the vision and to a better definition of its implications, in order to contribute innovative themes to the decision making agenda; a methodological approach embodying the first two and generally representative of the Glocal Forum style, and involving an ability to make different cultural worlds meet, to make apparently distant mindsets interact and to hybridize ideas developed in different contexts, such as State diplomacy and grassroots experiences.

The pilot projects suggest one of the Glocal Forum's basic attitudes, i.e., a willingness to try out innovative solutions, as is the case, for example, with the decentralized cooperation project between the Municipalities of Rome and Kigali, or with a cooperation project between Palestinian and Israeli Mayors. Experimentation is also an area which shows the Glocal Forum's ability to encourage and support actions by the various stakeholders, with no intention whatsoever of acting on their behalf. In this sense, the Glocal Forum acts as a catalyst for the energies available.

Probably the most complex challenge the Glocal Forum is facing is the dissemination of glocalization as a development cooperation practice or a new discipline of international relations. In this case, too, the Glocal Forum's function tends to be a link up with other international, national and local actors, acting jointly with existing partnerships and networks. Will glocalization ever be able to produce a movement, even if in the broadest sense of the term? Maybe it is too soon for an answer. For the moment, it may be worth considering a few actions carried out by the Glocal Forum as part of an awareness-raising policy of, such as:

- an advocacy of a glocal perspective among international organizations, governments, private enterprises, trade unions and financial institutions;
- spreading the vision and the approach of glocalization among local authorities and civil societies;
- promoting a pro-urban culture, while bearing in mind the serious problems affecting cities, and indeed trying to help solve them, as part of a process of integration between urban and rural areas;
- implementing a communication strategy, integrated with forms of networking, in order to bring various publics or targets such as youth, women, businessmen, professionals, members of volunteer organizations in touch with the glocalization project, while keeping to a wider action directed at the world public opinion, clearly in collaboration with the media.

Such actions do not necessarily entail a heavy bureaucratic structure or a movement in the strictest sense of the word. A movement however – if seen as a broad spiritual and cultural syntony between existing realities rather than a new organized actor – could be the natural outcome of the Glocal Forum's practice. The plant of a new and more positive approach to the question of world peace could thus sprout from the seed of glocalization.

Rome, May 10, 2003

GIANCARLO QUARANTA, *President, CERFE*

Methodological note

The purpose of this note is to briefly illustrate the main features of the research underlying the drafting of this booklet.

This research has had an eminently qualitative and deontic character, i.e. prevalently aimed at giving an account of a reality which lies between the domain of actuality and the domain of intents.

For this reason, the empirical basis is composed not only of successful and unsuccessful experiences, but also of representations, intents, expectations, planning orientations and so forth. Therefore, the focus of observation has been turned to the different kinds of actors already dealing with glocalization experiences or sharing some of their specific traits.

The booklet thus aims to put the research results at the service of a mainly practical and action-oriented setting out. This decision involves two basic needs related to the interpretation of the empirical basis. The first need is the social, cultural and political urgency that glocalization could become a reality. The second need is that of grasping a reality which is still to come, the truth of which is mainly that of being a project. Hence, the natural outlet of the whole work carried out up to now in terms of practical suggestions and policy recommendations for action.

After these preliminary remarks, here are some of the main features of the research.

OBJECTIVES

The research pursued the following objectives:

- accurately identifying the glocalization phenomenon;
- identifying of the **principles** regulating it and the **challenges** facing it;
- determining of the **added value** of the glocal approach in order to revamp international cooperation;
- evaluating the extent to which this approach can **raise interest** and **mobilize human energy and financial resources**;
- identifying of the **feasibility** and the best ways to implement the glocalization approach;
- developing **policy recommendations** on the different theoretical and practical aspects of glocalization, related in particular to the theoretical and practical experience of the **Glocal Forum**.

RESEARCH AREAS

The empirical basis of the research was composed of different entities, belonging to three areas (alpha, beta and gamma).

◆ **The alpha area: the Glocal Forum and its connected actors**

The Glocal Forum was taken into consideration as regards its main **sectors of activity**, including all the actors acting within such sectors:

- city diplomacy;
- socio-economic issues;
- culture;
- tourism;
- sport;
- youth;
- Information and Communication Technology (ICT).

◆ **The beta area: other actors involved in city-to-city cooperation**

The beta area saw the analysis of actors whose primary aim is connecting the global and the local dimensions, through the establishment of networks and the implementing of international city-to-city or decentralized cooperation programs (such as CityNet, Sister Cities International, IULA, etc.).

◆ **The gamma area: major global actors**

International organizations, national cooperation agencies, international non governmental organizations and international associations of private corporations were investigated in this area.

INVESTIGATED PHENOMENA

Each of the three research areas (alpha, beta and gamma) were investigated by focusing the attention on three sets of phenomena:

- **features of the actors** (understood as organized entities endowed with their own culture, *modus operandi*, specific mission and a system for controlling their own environment);
- **experience-related phenomena**, such as practices (with special, but not exclusive, reference to good practices), the (successful) solutions with respect to specific problems relevant for the glocal approach, and so forth;

→ **cognitive phenomena**, such as projects, positions with respect to the issue of glocalization, attitudes, expectations, aims, etc.

SOURCES

Still with reference to the three research areas (alpha, beta and gamma), two kinds of sources were used:

- living sources;
- documentary sources.

As regards **living sources**, a total of 113 key informants and experts were consulted; 43 of them filled out a questionnaire.

In addition, 191 documentary sources, referring to the seven areas of action previously identified as priority areas in relation to glocalization, were also consulted.

The following table shows the distribution of the living and the documentary sources per research area (see annexes one and two).

<i>Sources</i>	<i>Alfa*</i>	<i>Beta</i>	<i>Gamma</i>	<i>Other**</i>
Living sources	23	10	10	/
Documents	24	35	82	50

* *In this table the members of the Think Tank on Glocalization have been assigned to the beta and gamma areas in relation to the nature of the organization they belong to or their professional experience.*

** *The heading "other" includes mainly documents published by universities and research centers or national or local NGOs*

SOURCE SELECTION CRITERIA

The sources have been selected on the basis of the following criteria.

For the **alpha area**, an effort was made in order to interview the whole staff of the Glocal Forum, the chairs of the various sectors of the Think Tank and, at least, another Think Tank's member for each sector. Documents related to the research topic drawn from these same sources were also consulted.

For the **beta area**, organizations which can be considered as successful, *prima facie*, in terms of the four traditional evaluation criteria (efficiency, effectiveness, relevance and impact) were selected. By adapting these criteria to the reality of the glocalization actors, simple indicators were then considered, connected to the following areas:

- efficiency = access to financial resources;
- effectiveness = number of projects implemented per year;
- relevance = ability in attracting the attention of major actors;
- impact = main effects

For the **gamma area**, the interest shown so far by the consulted organizations as regards the glocalization issue, as well as their international weight, was taken into consideration.

With regard to the living sources, in particular for the beta and gamma areas, an *ex-post* selection criterion was added, i.e. the willingness to cooperate with the research.

TECHNICAL INSTRUMENTS

The following technical instruments were used in order to analyze the above-mentioned sources, according to the type of entity/source:

- **$\alpha 1$ questionnaire**, partially structured, for the chairs and the members of the Think Tank on Glocalization
- **$\alpha 2$ questionnaire**, partially structured, for those of the Glocal Forum staff who are in charge of a specific sector of the organization's activity;
- **$\alpha 3$ questionnaire**, partially structured, for the members of the Glocal Youth Parliament established by the Glocal Forum
- **β questionnaire**, partially structured, for beta actors
- **γ questionnaire**, partially structured, for gamma entities;
- **grid for reading the documentation**, articulated according to the seven sectors of activity.

MODALITIES OF IMPLEMENTATION

A CERFE permanent team – directed by Marina Cacace and made up of two senior researchers and two junior researchers – was set up in order to carry out the research. A 12-member workgroup supported the team and played a key role in interpreting the empirical research data.

An **operation room** was set up in order to continuously check the state of implementation of the research, to identify possible constraints, etc. For this purpose, research staff meetings were organized on average once a week, ensuring a continuous **monitoring** of activities.

A permanent “consultation table” with the Glocal Forum was also started up; five brainstorming meetings (October 14 and November 14 2002; March 19, March 28 and May 8, 2003) were held as well as other contacts (by e-mail, fax and phone) between CERFE and Glocal Forum many times a week and sometimes many times a day.

Collaboration was also established with the members of the Steering Committee of the Think Tank on Glocalization, namely:

- Dimitris L. Avramopoulos, President, World Institute of Glocal and Cities' Diplomacy
- Tim Campbell, Manager, Urban Development Program, World Bank Institute
- Anthony Harris, CEO, Hilton International
- Tom Hoog, Chairman, Hill & Knowlton USA
- James L. Koch, Director, Center for Science, Technology & Society, Santa Clara University
- Johan Olav Koss, President and CEO, Right to Play
- Olu Oguibe, Artist, Curator, and Cultural Critic

The following **missions** were organized:

- In December 2002, Marina Cacace and Gabriele Quinti (CERFE) participated in the World Bank Urban Research Symposium in Washington, making a presentation of the research; they also participated in some parallel events promoted by the Glocal Forum, including the meeting of the Think Tank on Glocalization Steering Committee, which provided useful information for the research project design;
- In March 2003, Alfonso Alfonsi (CERFE) visited Boston and Washington, within the framework of an initiative organized by the Glocal Youth Parliament; in this context, Alfonsi also met the mayors of the two cities, in order to discuss the prospects of glocalization and the role of youth.

PART ONE
**THE GLOCAL
APPROACH**

CHAPTER ONE

Glocalization: what it is and who promotes it

1. A neologism for a new perspective

In the present state of world affairs, which is characterized by a number of severe problems, but also, by certain positive signs, a different perspective is emerging – at present in the form of proposals rather than concrete initiatives – characterized by a greater balance between the global and local dimensions.

This perspective is referred to in the present work as “glocalization”. An examination of the texts that use this term throws light on the fact that, at times, it indicates a social **process**, while, on other occasions, it refers to a **project** or a policy and, in still other instances, to a **system of thought** or ideas.

For the purposes of the present work, a number of the current uses of “glocalization” should be discarded, given that they do not move in the direction intended herein but merely propose a “restyling” of globalization, essentially leaving its impoverishing effects on local subjects unchanged. This is the case with the concept adopted by theoreticians of **marketing**, who employ the term “glocalization” to emphasize the fact that the globalization of a product or service is more likely to succeed when the product or service is adapted specifically to each locality or culture it is marketed in.

For that matter, glocalization, in the proper sense of the word, cannot refer to a simple appeal for power and independence on the part of local communities (**localism**) or to the creation of partnerships or horizontal networks that link up exclusively local subjects (**multi-localism**). Without a doubt, glocalization is based on the actions of a number of different local actors (first and foremost, cities) that are interconnected in networks - at times of planetary dimensions - or connected in clusters or in pairs, often with the objective of creating bridges between north and south, or between countries that find themselves on opposing sides of a conflict. In any event, one fundamental element of the approach in question is the **ability to link and interact with global actors**, be they international organizations or, under certain conditions, the **global private sector**. It is this ability which makes it possible, in the interests of implementing concrete projects, to draw on resources which local communities, especially if they have already been impoverished or have suffered the consequences of war, would be hard pressed to procure on their own, even if they were to join their forces.

In short, the word "glocalization" is meant to point to a strategy involving a substantial reform of the different aspects of globalization, with the goal being both to **establish a link**

between the benefits of the global dimension - in terms of technology, information and economics – and local realities, while, at the same time, **establishing a bottom-up system for the governance of globalization**, based on greater equality in the distribution of the planet's resources and on an authentic social and cultural rebirth of disadvantaged populations.

Glocalization is therefore a project of great importance and broad scope which can be carried out only thanks to the contribution of concretely committed actors, even though very different from one another, ranging from individuals to NGOs, from large companies to international organizations, from local authorities to the media.

In order to be enacted in such a pluralistic perspective, this design assumes that a set of what might be considered distinctive traits of glocalization be shared by all the actually or potentially involved actors. **Some and, occasionally, all** of these traits can be presently traced to initiatives with different scope and aims which are being implemented or planned in many regions of the world. Interpreting these experiences, which can sometimes anticipate the future, allows us to acquire some elements confirming the general validity of the glocalization project as well as to, at the same time, envisage practical solutions (sometimes already put into practice) to specific problems, even within innovative sectors of international cooperation.

Moreover, looking for the diffusion of **specific features** of glocalization allows us to be fairly optimistic about the future of the glocalization project, since some of **these features** have already been found embedded in the *modus operandi* of actors of some weight as well as small but strongly charismatic actors.

Actually, the recommendations of the second part of the booklet have been developed also in the light of experiences, problems and solutions put into practice by actors sharing one or more **distinctive traits** of glocalization or envisaged by actors committed to searching for new forms of international balance consistent with the glocal approach.

This is the essence of the study which led to drafting this booklet. However, isolated traits of the glocalization's profile are not sufficient in themselves to entirely reconstruct the project. Hence the need for a synthesis as illustrated in the following pages which is mainly the fruit of the vision provided by the glocal approach.

In short, in order to turn this vision into an actual process, four requirements are to be fulfilled at once:

- identifying the **principles** through which glocalization can rise to the level of a wide-ranging cultural and political proposal;
- focusing on the **actors**, both those who are (or can be) key actors and counterparts in the historical project of glocalization and those who are sources of information on experiences, opinions and intuitions pertaining what it is to be done;
- practicing political and organizational innovation within unusual **sectors** of international cooperation;
- entering the practical dimension through **policy recommendations** that can drive the actions of different kinds of actors.

2. The principles

The identification of glocalization principles is another outcome of CERFE's study on the glocal approach. In particular they emerge from the analysis of the glocal vision in relation to other alternative visions. In this regard, some prominent differences among these positions can be identified, pertaining, for example, to the tendency shared by most international aid policies to keep development programs and peace-oriented initiatives separate. In the glocal approach, this separation is an anomaly to be rectified. Another difference concerns the widespread attitude to flatly oppose global to local. Different is also the role accorded by glocalization to the city, understood as a social and political bridge to bring together local initiatives and global dynamics. There are many diverging opinions on this issue since some experts continue to perceive the urban condition in a very negative way.

On the other hand, the glocal approach seems mainly to be in tune with those actors – as we already noticed – that are committed to a profound change of attitude to North-South relationships.

For these actors, glocalization could be a real, new prospect, being characterized by some **extrinsic features** – to be viewed as expressions and effects of the glocal vision – and namely:

- the **universal nature** of the glocal proposal, addressed to actors of both developed and developing countries, on the basis of equal and not conflicting relationships;
- its manifest **concreteness**, emerging from its rejection of any ideology and from its tendency to assess the results of policies and actions in relation to their effects on the stakeholders' lives;
- its capacity to **mobilize human energy**, above all within the local civil societies, but also by spurring de-bureaucratized public administrations, socially-oriented enterprises, volunteers and individuals towards glocal action;
- its natural tendency towards **sustainability**, owing to its double orientation to use both public and private resources and to exploit both local and global opportunities, also referring to powerful political and economic actors.

But the real strength of the glocal proposal and perhaps its very appeal lies in its **intrinsic and content-related features**. In order to account for this aspect, a “glocalization ideal map” has been developed through the research, from which a first set of principles – listed below – have been derived.

◆ The importance of local actors

The first element making up the glocalization vision is the full recognition that the actors and social relations at local level have acquired crucial importance for development and peace. Often it is the agency of the local actors, their assessment of local problems and needs, their knowledge, their attitude to exercise governance over issues that affect them directly that makes the difference in terms of success or failure in development programs. The same is true for the effects that the quality of social relations at the local level have on peace-building and pacification strategies. But the relevance of this kind of actors is no lon-

ger limited to the locality. They are, in fact, increasingly showing an unexpected capacity to interact with and influence actors of higher levels in the global arena, be they States, international agencies or even global corporations. It is this attitude of local actors that makes the glocalization approach realistic and able to provide unprecedented concreteness to peace and development strategies. Among the new actors, one should not underestimate the role of youth, whose contribution of imagination and orientation to the future is essential to the glocal vision

◆ **The war/poverty nexus**

At the core of the glocal approach there is the assumption that the most destabilizing factor of the current world crisis is the vicious circle poverty/endemic war, proliferation of conflicts and spread of violence. Situations of war and conflict, and the culture which derives from and fosters them, tend in fact to go beyond their place of origin and to attain global dimensions while threatening the overall stability of the international community. In this perspective the entry point of glocalization to tackle this circle is not so much the issue of conflict resolution (which is under state responsibility), but peace-building in connection with development.

◆ **Mainstreaming peace-building**

In the glocalization perspective, peace-building is no longer regarded as a sectorial policy, but is seen as a central axis of any development strategy. This entails the drive to give concreteness and content to peace, by making peace dividends take root at local level, while mobilizing local actors to take the new opportunities offered and build a social, economic and cultural regime that be as consistent and self sustaining as that of war.

◆ **The link between stability, poverty-reduction, and development**

It is now generally recognized that poverty reduction is not so much an outcome of, but a prerequisite for development. The glocal assumptions, however, bring us one step further in pointing out that no serious effort in fighting poverty and achieving sustainable development can ultimately succeed if an adequate degree of stability is not attained at all levels, from local, to global. It is the virtuous circle of stability, poverty reduction and development that in the long run can contrast the vicious one of poverty, war and conflict.

◆ **The role of the city**

Cities are the place where civil societies are emerging with more strength and where their relations with governing and administrative bodies are more direct. They are also engines of economic growth, centers of cultural and intellectual innovation and privileged arenas for social empathy and change as well as institutional reform. They can, thus, be considered as the most relevant social units for glocalization strategies – including people-to-people cooperation, preventive diplomacy and cross-border relationships – for the fight against poverty and in order to promote sustainable development and peace.

◆ Governance

The glocalization effect could ultimately contribute to a more pluralistic and integrated governance of globalization, striving to correct the shortcomings of market dynamics vis-à-vis social and economic inequalities. This entails a double movement: on the one hand, bringing the benefits of globalization to local levels; on the other supporting and empowering local realities so that they can contribute with their perspectives, options and demands to the global decision-making process.

◆ The use of global knowledge

The movement towards glocalization is strengthened by the characteristics of the knowledge society. These include increased circulation of knowledge, communication and peer-to-peer learning, and the possibility to insert local actors and organizations into global communication circuits. This can enhance the practice of a real multiculturalism, in which local players and their cultures, far from being depressed and nullified, can access the global arena and find ways of cross-fertilizing each other.

3. The actors

Most of the empirical basis of the research carried out by CERFE is made up of organizations and individuals committed to peace and development, sharing some of the traits of the glocal approach, such as, for example, the centrality of city-to-city cooperation. It is a galaxy of big and small actors, whose range of action varies from the local to the global level, while their commitment pertains to a large spectrum of domains of human action, from culture to politics, from economy to volunteerism.

The research looked at these actors through different perspectives, each one entailing a specific way of processing the information gathered. This information – taken from electronic archives, documents and open interviews – concerned good practices, projects, strategies, interpretations, opinions and other qualitative data capable of being confronted with the glocal perspective, also in view of the definition of the policy recommendations.

A first way for approaching these actors focused on their position with respect to the glocal proposal. In particular, there are some international bodies, such as UN agencies or development banks, which can be viewed as the priority target of the proposal as a whole and which will therefore be the preferential interlocutors. In fact, they are required to support glocalization through programs and funds, in exchange for an increase in effectiveness typically deriving from the glocal approach. It is worth noting that, for the research, international institutions were an important source of information on policies and practical programs close to the glocal approach and on strategies somehow relevant for glocalization.

It may be useful to recall some of the experiences - among those promoted by international organizations - that are relevant to our study and have been analyzed, such as the Cities Alliance Program, launched in 1999 by the **World Bank** and **UN-Habitat**, with a strong focus on the elaboration and implementation of cities' development strategies through a process by which local stakeholders define the vision for their city and establish clear priorities for action and investments.

UN-Habitat, who pioneered civil society involvement in the urban agenda setting in the 1990s, (this effort was particularly evident during the Habitat 2 City Summit, held in Istanbul in 1996) has also played an important role as a center for the collection and dissemination of urban management best practices and has strongly promoted city-to-city exchanges in this perspective, often in collaboration with local authorities' global networks.

The **United Nations Advisory Committee of Local Authorities (UNACLA)** was established by the UN-Habitat in January 2000 as an Advisory Committee to the UN-Habitat Executive Director, and acts as a focal point for local government links with the United Nations. The main objectives of the UNACLA are to offer a positive and innovative vision of the future of the world's cities, to contribute intellectually and substantively to the definition and implementation of global campaigns on urban governance, and to interact with other UN governing bodies to strengthen the global dialogue between central and local government.

Particularly relevant for a glocal strategy is also the approach of “decentralized” or “horizontal” cooperation that has been forwarded in the last decade by the UNDP, with a strong emphasis on multidimensional human development at the local level. Such a strategy has been promoted through the use of tools such as that of “linking”, that has been defined as a “long-term partnership” between different communities, allowing them to jointly work on issues of common interest.

Other international actors with a sectorial scope, such as the **World Health Organization (WHO)**, the **Food and Agricultural Organization (FAO)** and the **International Labour Organization (ILO)**, have over the last decade adopted an agenda in which local-to-local collaboration and exchanges have played an important role. In this regard, it is possible to refer to the Healthy Cities Network promoted by the WHO and the linking program among unions worldwide launched by the ILO.

The **European Commission** also adhered to the decentralized cooperation approach, by establishing – in the nineties – a line of financing dedicated to city-to-city and people-to-people cooperation, with a particular emphasis on the horizontal linkages between civil society groups.

A somewhat less pregnant point of view is expressed by **national governments**, which are anyway particularly interested in a deep reform of international public development aid. They must be carefully examined because of the relevant role played by national governments for the success of the glocal perspective. Many policy recommendations included in this text, actually, address national governments, concerning issues such as the establishment of institutional and legal frameworks supporting city diplomacy or the promotion of private/public funding mix mechanisms in order to financially support development aid policies.

Some national governments are becoming aware of the relevance of the city-to-city approach, at least as regards their international development cooperation initiatives. France, Italy and Spain have, for instance, been at the forefront of the decentralized cooperation revolution, both through multilateral and bilateral programs.

Even **private global actors**, such as large companies, have been a target of the research, because of their weight in the framework of glocal projects. It is worth mentioning that there are already examples showing how social responsibility efforts by private enterprises (and their networks) can be highly effective in the framework of globalization. In the ICT sector, for instance, awards are being issued by different institutions to enterprises committed to disseminate “technologies benefiting humanity” at the grassroots level, through exchanges between developed and develo-

ping countries, and between municipalities and businesses. The potential of such initiatives, aimed at supporting and replicating ICT grassroots projects having a promising impact on local communities, is impressive. But virtually every economic sector has professional and sectorial associations, both at the national and international level, and individual businesses trying to find ways to redress macroscopic imbalances, providing access to their technical and financial resources. Such efforts – that are still largely insufficient – should be encouraged and supported, and could find an excellent vehicle of diffusion in the glocalization approach.

The highly diversified universe of **non-governmental associations** provides many examples of practices bearing some resemblance with those forwarded according to the glocal perspective, especially as regards the promotion of people-to-people linkages, connecting civil society groups worldwide. Even though there are differences in the focus and *modus operandi*, non-governmental organizations are to be considered crucial interlocutors. Global networks, more or less structured, of urban women, slum dwellers or homeless people have for instance the capacity of linking local experiences, and thus to share resources and solutions, and are in some cases able to get in contact with powerful actors – international organizations in particular – to access global resources.

The closest group of actors to the glocalization approach is naturally that of **cities and local authorities**, observed with special attention within the research. Some meaningful examples of practices promoted by cities that connect with each other, encompassing North and South, West and East, can be provided. From the traditional institutional form of twinning of cities, generally with a “soft” cultural focus, practice has been greatly extended and now includes forms of bilateral (but also trilateral or multilateral) cooperation also dealing with “hard” social and economic problems, as well as with urban management in general.

Yet, in relation to the aims pursued by the research, what seems particularly interesting is the tendency of cities to establish **large city networks** from a more strategic perspective, also at the global level.

The most important networks of local authorities and initiatives are mentioned below in order to provide an overview of the major actors showing some distinctive traits with the closest resemblance to those envisaged in what we have called the glocal vision.

- The **International Union of Local Authorities (IULA)** is the oldest and largest global local government association (it was founded in 1913) and has local government members in over 100 countries across the globe in all regions of the world. It aims to be the worldwide source of key information and intelligence regarding democratic local government, and the worldwide source of learning, exchange and capacity building programs for democratic local government. The IULA plays an advocacy role, representing local government and promoting its interests with the United Nations and other key international agencies.
- Another important federation of municipalities, operating for 45 years, is the **World Federation of United Cities** (formerly known as the United Towns Organization - UTO). It is an organization of 1,400 local and regional governments that is present today in over 80 countries. Its main objectives include the recognition by States of the autonomy of management of local authorities and the assertion of their right to establish direct cooperation with each other at the international level. The organization also aims at obtaining international recognition of local authorities as partners of multilateral institutions.

- **Metropolis** is an international association of 80 global cities. It works towards developing solutions to issues affecting large cities such as urban planning and development, the economy, the environment, transport, infrastructure and communications. Metropolis' main goal is to better control the development process of the leading metropolitan areas, in order to enhance the well-being of their citizens. To do this, Metropolis is the organization representing regions and metropolitan areas at the worldwide level and is recognized as a major player by large international institutions such as the UN, the WHO, the World Bank and others.
- The **Summit Conference of Major Cities of the World** (“Major Cities' Summit”) is an association whose purpose is to deepen friendship and solidarity among the world's major cities and metropolitan areas and to contribute to the achievement of peace by regularly bringing together the chief executives of the largest urban areas, creating opportunities for an exchange of opinion regarding governing philosophies and policies of city management, and jointly examining measures for the solution of issues faced in common by large cities.
- These and other associations met in Paris, in September 1996, to form **WACLAC**, the world alliance of international associations of cities and local authorities committed to responsible and effective local self-government for sustainable development. WACLAC's mission is to represent the local government sector in the international arena and in particular with the United Nations. WACLAC seeks to negotiate with the international community the responsibilities, functions and resources that may be conferred on local authorities.
- To such entities a nonprofit international organization could be assimilated whose specific aim is promoting peace and international cultural understanding through the forging of city-to-city partnerships. **Sister Cities International (SCI)** is a nonprofit citizen diplomacy network creating and strengthening partnerships between the U.S. and international communities in an effort to increase global cooperation at the municipal level, to promote cultural understanding and to stimulate economic development. Currently, 2.200 communities throughout the world are active in Sister Cities International. The SCI's local programs include economic development, tourism, youth exchanges, cultural exchanges, humanitarian assistance, medical assistance and technical city-to-city cooperation.

4. Priority sectors in glocal action

It is possible to highlight some sectors of action that seem to be **attraction areas** for glocal projects, around which an international practice is being formed (the current “portfolio of actions” of glocalization). They do not represent a fixed or exclusive list of sectors, but rather the practice more frequently implemented in the framework of that system of objectives and principles which we call glocalization. These sectors form a first basis for experimenting glocal practices, and comprise also some non-traditional areas of intervention in the context of development cooperation, as they pertain to a greater participatory role of society.

The sectors are:

- city diplomacy
- socio-economic local development
- culture
- tourism
- sport
- youth
- information and communication technology.

The recommendations for these seven sectors form the subject of part two of the booklet.

CHAPTER TWO

Prerequisites for glocalization

The underlying principles of glocalization are not a sort of abstract list of ideas unrelated to reality. On the contrary, they have been drawn up from the study of an emerging practice and by comparing the points of view found on the boundaries separating experience from planning and the present from the future. Therefore, their usefulness depends upon the possibility they offer to go beyond the present, **drawing the features of a future and hopefully more widespread practice**, but mainly the possibility to successfully cope with the next challenges deriving from the present historical evolution of humankind.

Thus the process which has led to intuitively grasping some principles is only the first step. However, other steps must be taken so that the set of principles – once put into contact with the appalling problems of the world – can generate interpretations and assessments, strategic frameworks and **policy recommendations addressed to a wide range of actors**, from governments to international institutions, from local authorities to NGOs, from multinational companies to financial bodies; and this is precisely the subject dealt with in the following pages.

In particular, in this chapter, a group of what might be called **prerequisites are presented** that appear to be essential in order for the glocalization approach to actually be embodied in a consistent array of strategies and practices.

Some of the prerequisites have a close connection with glocalization's **contents** and principles; others are more related to those which can be referred to as the **practicability requirements** of glocalization. Furthermore, some of them – such as the reform of traditional diplomacy – are really specific and very innovative in character, while others, such as the centrality of civil society or partnerships, refer to what is already considered as standard practice, at least to a certain extent. We have also included the latter for two reasons. First of all, they appear so inherent in the glocalization approach that not mentioning them may have caused some distortion in the overall picture. On the other hand, the glocal point of view can even provide a fresh perspective for dealing with more traditional issues.

1. Reform of traditional diplomacy

RATIONALE

The tendency to maintain a separation between diplomatic activities meant to solve conflicts and considerations regarding the social, economic and cultural effects of peace on stakeholders weakens or, in some cases, nullifies the outcomes of many negotiations. And this becomes all the more evident when the task at hand is to prevent a war. Likewise, problems of decreased effectiveness are presented by a system of diplomacy that proves unable to renew its institutional channels and its set of instruments. Indeed, such a renewal is already taking place, at least in part. For some time now, in fact, the global scene has witnessed the emergence of actors such as international NGOs, religious communities and a number of cities that have positively supplemented national diplomatic efforts and those of international organizations.

The glocal approach entails **two challenges** for those in charge of international relations. The approach itself is based, at one and the same time, on an orientation towards combining practices of peace with those of development and on an ability to establish a point of encounter between global actors and local actors. The end goal is to create **a new international balance** based on a stability whose strong point is a greater degree of equity in the relations between developed and developing countries. For this to be achieved, it is necessary, especially in today's so-called information society, to gain the consensus of the populations affected by peace plans. It follows that the first challenge which must be faced by the traditional system of diplomacy, in professional terms and as regards its code of conduct, is to pursue the objective of **delivering the benefits – or, rather, the dividends – of peace to the individuals and communities directly involved**, doing so within the context of ordinary negotiations. The second challenge can be traced to the same ideal approach: transforming the peace process into a procedure in which a number of different actors participate, albeit with different functions. And this brings to light a further strong point of glocalization, which focuses attention on the potential of cities, of networks of cities and of forms of cooperation between cities in order to weave a web of peace. The idea is to bet, in a more systematic manner than is done at present, **on the diplomacy of cities and of their civil societies**.

STRATEGIC FRAMEWORK

The five strategic choices indicated below can be made on the basis of a glocal interpretation of diplomacy which aims to **rethink and reform diplomacy for a renewal of the practice of international relations**, with a shift in focus towards a new and more equitable balance between economically advanced countries and developing countries (to positively affect international relations, at least as regards peace efforts and development aid).

1. To expand the diplomatic efforts of nations and international organizations to include in peace negotiations, on a systematic basis, **items involving social and economic development**, as well as dialogue between different cultures, at the meeting point between local needs and global dynamics, so as to ensure that the populations involved partake in the dividends of peace.

2. To promote **capacity-building** initiatives in the relevant branches of public administration, both in order to heighten the awareness of the individual officers, and so as to enable the management of the knowledge needed to establish dialogues, in terms of social and cultural realities and relations between the global and the local, within the context of diplomatic activities.
3. To support and propagate **city diplomacy** in order to prevent conflicts, resolve war situations and intervene in peace-building efforts undertaken in post-conflict areas.
4. To promote an enabling environment for city diplomacy in terms of policy and culture, by favoring the **official participation of local authorities** in initiatives and programs on an international scale and supporting the direct inclusion of such efforts in the multilateral activities of international organizations.
5. To build, within the context of decentralization policies, **legal and institutional frameworks that make city diplomacy feasible**, especially as regards the role of Mayors and of the representatives of civil societies, with initiatives including the creation of special departments within the branches of local public administrations in order to provide for the participation of citizens and their organizations.

2. Peace and development

RATIONALE

The perspective of globalization brings to the fore the fact that the **separation between strategies of development and strategies of peace** is one of the primary factors of weakness of the entire system of development cooperation, as well as of the mechanisms through which international relations are maintained in equilibrium. All too often this separation is the reason for glaring failures on the part of development projects that do not take into account the contexts of conflict within which they are implemented. Furthermore, the results of complex negotiations on the part of state diplomatic corps tend to leave the civilian populations involved empty-handed, so to speak. In terms of the day-to-day life of common people, it is rare that they manage to enjoy the fruits of peace until a significant amount of time following the signing of the treaties.

On the other hand, the collective expressions of the local populations, such as municipal governments and civil societies, could be involved nearly “immediately” in the construction of peace, not only as beneficiaries but as actors as well, together with the diplomatic corps of the different nations and the representatives of international organizations. The goal would be not merely to have a larger number of parties sitting down at the negotiating table, but also to make the construction of peace a concrete practice that is closely tied to the demands and the opportunities of economic and social development.

In short, the objective would be that of implementing **policies of synthesis** (“peace plus development”) capable of changing existing thorny situations and of overcoming the ideologies and prejudices that often prove to be insurmountable obstacles for any form of diplomacy. Within this

context, horizontal diplomacy – promoted and carried out by the populations involved – takes on an increasingly relevant role when it comes to preventing conflicts and, in the case of post-conflict situations, to reconstructing social fabrics damaged by war.

In more general terms, the connection between peace-building and development policies can and must lead to a **new vision of international equilibria**.

STRATEGIC FRAMEWORK

Glocalization can make a significant contribution to the solution of this set of problems. A number of strategic choices could be implemented, that are reported below.

1. To favor the entry into the arena of peace-building of **new actors**, some of which would be traditional figures already engaged in emergency or development policies and projects, though the majority would have no previous experience in a strategic approach to the topic of peace; these actors would include municipal governments, organizations within civil society, business enterprises, religious communities, universities and research centers, labor unions and the media.
2. To promote **policies based on a double intersection**: between **peace and development**; between **national governments and global actors**, on the one hand, and **local actors**, on the other. As regards the first combination, the primary task is to make peace-building a concrete practice of economic, social and cultural development; the second combination calls for marked attention to be given to all forms of partnership and, on the whole, to governance mechanisms, which should function as productive meeting points between different perspectives and methods of operation rather than as sources of further tension.
3. To use policies of international cooperation, both bilateral and multilateral, in a more relevant manner for the **prevention of conflicts** between countries or within a single country, by involving new actors, such as cities or networks of cities, in the removal of the material and moral reasons for the potential conflicts, through the fight against poverty, the improvement of health, education, urban upgrading, job creation etc.
4. To intervene in **post-conflict situations** in order to reconstruct social and economic fabrics damaged by war through the promotion of projects of peace-building and development, including initiatives undertaken by cities, networks of cities, business enterprises and organizations originating from within the civil societies of the developed countries and capable of establishing with their local counterparts forms of collaboration that are not only effective but also carried out on an equal footing.
5. To orient, in the resolution of conflicts, **the activities of state diplomatic corps**, as well as multilateral activities, towards **an integration**, at least in part formal and institutional, **with the peace-building efforts of the local actors** involved.
6. To overcome the gap in economic resources that affects state budgets for development aid of rich countries, by focusing a serious political effort on both the **moral and material mobilization of the civil societies and on the capacity of local actors**, in both northern and southern hemispheres, to mobilize resources by exploiting the opportunities offered by globalization.

3. Centrality of cultural issues

RATIONALE

Over the last twenty years, the increase in the world population, especially in developing countries, has given rise to an equally large increase in human agency. A greater availability of information, a significant reduction in illiteracy, a revival of more traditional cultures, the emergence of aspects of a global culture and mass communications, as well as a greater awareness of individual rights and a spread of expectations for a resolution of conditions of poverty: this set of factors has given cultural topics a significant political weight, especially with regard to the major themes of peace and development.

Within the perspective of glocalization, no development policy can disregard **culture**, meaning the style of life of a specific human group. And this points to a dramatic node in the **relationship between local cultures and the process of globalization**. The fact is that globalization can pose a threat to cultural specificities, which are often the legacy of great civilizations, making it more difficult for many populations to find their own paths to development. Hence, what is needed is a new international balance based on a granting of equal dignity to all cultures. The **proposal of glocalization**, which is structured around cooperation between realities impregnated with local culture, such as civil societies and municipal governments, can represent an adequate and concrete response. In any event, policies of international cooperation at all levels should always begin by taking into consideration the cultural identity of the stakeholders, in order to use that identity as a factor of success and not merely as a condition to be tolerated.

But there is another aspect of cultural themes that proves particularly important within the context of the question of peace. In fact, all too often ethnic, social, cultural and national differences are not understood or accepted, or, in some cases, are even rejected. In a context of ignorance and prejudice, this triggers **mechanisms under which our shared human identity is denied**, and this in turn leads to indifference for the suffering of others or even to actual hate. It is the denial of cultural identities, coupled with an emergent **culture of war**, that fuels the countless conflicts afflicting entire countries, and that prepares and foments the conflicts of the future. This culture must be countered with a culture of peace whose central element is an in-depth understanding of the identities of others.

Culture, in its highest and most universal sense, is both a **factor of human growth** to which even the poor can gain access and, at the same time, an **irreplaceable tool for establishing dialogues** between different peoples and for constructing peace.

STRATEGIC FRAMEWORK

The guidelines that form the present strategic framework are as follows.

1. To make use, in the planning and implementation of policies for development and peace-building, and especially within the context of city-to-city cooperation, of **cultural specificities** as tools for interpreting reality, as paths for the mobilization of local actors; as venues for effective cooperation and exchanges on an equal footing between different human groups and as channels for attenuating the homogenizing effects of globalization.

2. To promote, through a glocal approach focused on the preeminent role of cities, **understanding** between different human groups within a single country, or between different countries, in terms of culture, as referring both to a way of living and to the activities of the human spirit, so as to prevent conflicts, reduce their effects and promote a widespread orientation towards peace.
3. To reconsider and reevaluate, in the framework of international relations and policies of national governments and multilateral organizations, the weight of cultural differences on the social fates of human groups, by promoting extensive networks of public, private and non-profit cultural agents capable of opening global channels, including those of the market, to grassroots cultural demands.
4. To favor access to culture, to communications and to artistic expression as a means of **fighting poverty and social exclusion**, making the best possible use, to this end, of the positive orientation of cities and networks of cities in order to overcome an exclusively material vision of poverty and lead the poor to a full recovery of their human dignity.

4. Municipal governance

RATIONALE

The international community has reached the point where it is well aware of the **limits and difficulties** encountered by **States** in terms of **governing societies**, supplying services to citizens, fighting social exclusion and poverty and formulating and implementing **development projects** at various levels.

In more general terms, the crisis involves what has been defined as the “**top-down**” **approach**, meaning the idea that the governing of a society, or of a development program, can be carried out from a **single central management point**, radiating out from there, based on a hierarchically structured chain of command, to the more peripheral levels of the public administration, or of local communities, which would be assigned tasks involving mere execution.

The serious limits of this approach, amply documented by the results of decades of evaluation and research activities, have led, on the one hand, to the proposal of **administrative decentralization** as one of the key strategies for a reform of the public administration on an international level. On the other hand, they have led to an acknowledgment of the **central role of local actors, both public and non-public** (local governments, civil society groups, the private sector, NGOs and CBOs) in the implementation of development programs and the management of services or, more in general, in the formulation of solutions for the social and environmental problems with which they are directly involved.

Both perspectives (the strategic importance of decentralization and the central role of local actors) lead to giving increasing importance to what is defined as “**urban governance**” or “**municipal governance**”, meaning the identification of the city level as the fundamental

level to which powers of administration and government should be **devolved** and at which meaningful **partnerships** should be forged between public and private actors (profit and non-profit).

It is mostly in urban settings – where municipal governments and civil societies interact to the greatest degree and operate in the closest proximity, but where the action of the forces of globalization is also the most intense – that it has been possible to establish, over the last few years, a sort of **social laboratory for reciprocal recognition and strategic collaboration** between different actors. If this recognition and collaboration are focused more closely on the sharing of a vision and a mission than on formal and legal issues, then the result can be the mobilization of noteworthy material, social and cultural energies which could not otherwise be brought into play by the individual actors.

Within the framework of glocalization, therefore, **cities** represent a key **point of encounter between the local and the global**. Moreover, cities can serve as the privileged site for the formulation and experimentation of a **new culture of development**, meaning one enriched by the knowledge and experience already found at the center of networks of collaboration and exchange on the transnational level.

Within the context of **municipal governance**, the **municipal governments** can become the “**orchestra conductors**”, so to speak, being capable of harmonizing different actors and needs, both within the individual urban fabrics and by linking the cities in **transnational networks and partnerships**, in what would represent a concrete contribution to global governance.

STRATEGIC FRAMEWORK

Municipal governance can be promoted by **recognizing to cities a fundamental role in meeting the challenges of peace-building and development**; and this can be done following at least three strategic guidelines.

1. To promote **decentralization and devolution**. The first precondition for municipal governance is that the municipalities possess effective powers for the procurement and management of resources, the management of services, and activities of planning and administration. In fact, without an authentic devolution of powers, a mere decentralization of functions often leads to nothing more than increased bureaucracy and institutional conflicts.
2. To establish city-level partnerships. The increase in the powers and functions assigned to the municipal governments must be reflected in a capacity to enact a **joint governance of the city** by establishing partnerships with public bodies and with the actors of civil society and of the private sector.
3. To forge partnerships and **networks between cities**. The concept of an inclusive, joint approach to urban governance is not only valid within the individual cities, but should also be applied to relations between cities, not only in the same territory or country, but on a transnational level as well. Networks and partnerships between cities, established at the various levels, represent a key tool when it comes to formulating, according to the glocal approach, concrete and realistic solutions to global problems whenever these should arise in the different local contexts.

5. Resource management

RATIONALE

In mobilizing resources, a fundamental factor is the availability of tools to keep donors informed about the final destination of funds and ensure their appropriate use. Also in the light of section 4, “Municipal governance”, resources should be managed as follows:

- in a **transparent** way, consistent with the aims and the objective of their allocation;
- **efficiently**, i.e., in a way that allows the maximization of the results pursued and to avoid squandering resources.

It is now clear that, within large administrations – notably public ones (including local authorities) – the principles of transparency and accountability are the most difficult to implement when resources destined for a specific project are managed using the organization's ordinary budget (that also includes, for example, operating costs), rather than an autonomous budget (the so-called “extra-budget” funds). The latter appears to be the most secure solution, although more expensive in terms of administrative costs, as it involves an overhead usually in the range of 6% to 13% of the cost of each individual project.

Earmarking funds for specific areas of intervention (such as glocalization) further fosters transparency and good management, as it helps to highlight the final destination of funds.

An efficient management is in turn helped by the introduction and implementation of **internal monitoring patterns** that allow a step-by-step supervision of the actual implementation of a project, and therefore a timely prevention or detection of delays and inefficiencies, the lack of an input/output correspondence, failure to comply with deadlines, or an inappropriate use of resources.

STRATEGIC FRAMEWORK

With a view to supporting an appropriate, efficient and transparent management of funds made available for projects based on a glocal approach, four priority policy lines can be identified.

1. To **promote a more general use of “extra-budget” accounting** for projects based on a glocal approach at the level of local authorities and other partners responsible for the management of these projects, with a view to tie up their planned destination making reference to management models developed along the lines of United Nations System Agencies;
2. To **ear-mark funds** allocated by donors for specific glocalization sectors (city diplomacy, local socio-economic development, culture, tourism, sport, youth empowerment, ICT) with a view to promoting their **diffusion**.
3. To encourage, as part of the glocal approach, **the practice of internal monitoring**, also by using simple and effective **protocols** specifically designed for this kind of projects that take into account their specific features, such as:
 - a. their limited financial scope;

- b. short implementation times (in most cases, less than two years);
 - c. their tendency towards an “institutional polymorphism”, i.e., the involvement, at the implementation stage, of a variety of different actors;
 - d. the manifold and diverse financial sources they have access to;
 - e. the often “intangible” nature of the results pursued, at least during the early stages of their attainment (such as, for example, city diplomacy initiatives).
4. To identify tools through which **mechanisms to check transparency and efficiency** in fund management **can be steadily improved**. In this context, efforts must be made to turn the monitoring protocols into specific guidelines to be tested. Such guidelines should then be used for capacity-building initiatives addressed to the actors responsible for project implementation.

6. Civil society and democratization

RATIONALE

The perspective of glocalization may provide the best interpretative context for understanding the reasons, and making the most effective use, of the recent emergence, at all levels, of civil society and its actors as protagonists in the promotion of peace and development.

In contrast to a number of current interpretations, which prove overly restrictive, when we use the term “actors of civil society” in this context, we are referring not only to the NGOs, but also to realities like the Community Based Organizations (CBOs), religious communities, labor unions, professional and industry associations, local media, academic and research institutions and small, medium and large-sized business enterprises.

From a glocal point of view, civil society may be considered as a set of collective actors – different from the State – which bear social responsibility and are capable of mobilizing their efforts on issues such as the fight against poverty and social exclusion, health, urban upgrading, education, environmental protection and business creation. These actors are able to lend concrete substance to the promotion of peace and development, thanks to their roots in specific territorial areas, as well as their openness towards global dynamics and their ability to join forces at a transnational level.

The glocal approach, therefore, can lead to the fulfillment of all the potential of the actors of civil society, highlighting the fact that they represent one of the fundamental junctures between the local and the global, in addition to serving as privileged contacts with municipal governments, which often represent their catalyzing and coordinating agent.

STRATEGIC FRAMEWORK

A strengthened role for civil society actors in the promotion of peace and development can be achieved by following at least five strategic guidelines.

1. To recognize the **plurality and diversity** of civil society actors, including those that are

less institutionalized (CBOs) or non-traditional (religious communities, for-profit businesses).

2. To implement initiatives designed to **involve the actors of civil society in glocal programs**, together with individual citizens inspired by a sense of social responsibility, considering them to be valuable human resources.
3. To focus, for the success of glocal initiatives, on the **integration** of the various actors of civil society among themselves and with the actors of public administration and of international agencies. In this respect, a fundamental role can be played by municipal governments.
4. To remove any **obstacles of a legal, administrative or bureaucratic nature** that limit the growth and activities of the actors of civil society.
5. To strengthen the actors of civil society by favoring their **access to the resources** and opportunities offered by globalization, and by supporting their tendency to **create transnational networks and ties**.

7. Public funds

RATIONALE

Available **resources for public aid to development** have by and large **decreased** over the last few years and now stand well below the threshold of 0.7% of GNP, that was established as the minimum target to be reached (Brandt report and UN Summits during the 1990s). It appears unlikely for this trend to reverse in the short term.

Moreover, most of the existing funds have been used in projects that have achieved much less than what was expected in terms of outcome and impact. In some cases, the impacts have even been negative.

Public resources to promote development will thus remain **largely insufficient** to pursue objectives such as those indicated in the Millennium Declaration in the year 2000 (see Millennium Summit, New York, 2000).

On the other hand, there has been a considerable increase in **private resources to promote development**, coming about through hundreds of different mechanisms from various sources: individual citizens, CBOs, NGOs, Small and Medium Enterprises (SMEs), religious communities, multinational companies, health companies, trade unions, corporate, cultural and sports associations etc. Although there are no specific figures, the general trend is evident. Actually, as opposed to what used to happen 20 years ago, nowadays there are thousands of development projects (including specific projects for peace development) which are funded entirely by private sources. Most of these projects are implemented at a local level.

In such a context it seems necessary not only to increase the available resources for peace and

development initiatives as much as possible, but also to target the use of public funds so that they can boost the impact produced by private resources through a more effective interaction between the global and local dimension.

STRATEGIC FRAMEWORK

There are five priority policy lines that can be identified in order to mobilize **a conspicuous amount of resources for the financial support of a glocal approach.**

1. To carry out an **awareness-raising campaign** in order to achieve a more substantial commitment of **resources from actors of the public sector** at all levels, that is:
 - a. at international organization level (Bretton Woods' Institutions, United Nations Agencies etc.);
 - b. at regional body level (Regional Banks, European Union, etc.);
 - c. at national government level (OECD, OPEC and developing countries);
 - d. at local authority level.
2. To **increase public resources** for glocal initiatives in order to build a critical mass that can face up to all the challenges created by peace and development promotion.
3. To make the most of public sector resources by using them not only as complete and direct funding of specific projects, but also as a **driving force to mobilize private resources** especially at local level (as seed money), also through the "framework programs" approach that gives space to privately funded projects.
4. To promote the "**funding mix**" practice, that is an effective **integration of public and private funds** to support glocal initiatives, by creating an enabling environment related to at least three aspects:
 - a. the **legal, institutional and administrative framework**, in order to simplify procedures for the integration of public and private funds and for making use of these **funds rapidly** and through easy procedures;
 - b. the **financial framework**, in order to boost cooperation between public and private actors on the funding of development initiatives, also by introducing economic incentives (tax incentives, bonuses, bank concessions etc.) and simplifying some key-procedures (i.e. the procedures concerning donations);
 - c. the **availability of information**, to enable all private and public individuals potentially interested in co-financing projects and development initiatives to obtain adequate information on existing opportunities, on any initiative promoted, on the rules to follow or the bodies to work with.
5. To **mainstream glocalization** in all the different sectors (geographical and thematic) of public bodies and by turning the glocal actors into co-promoters of the projects in which they are involved in order to avoid the risk of **being "ghettoized"** in a small sector with only in a small amount of funds to manage.

8. Private resources

RATIONALE

Private resources to promote peace and development have consistently increased over the last few years for several reasons, some of which are worth mentioning:

- the global **growth of civil society** which has led to an increase in the number of social responsibility-oriented actors of different kinds and nature (NGOs, CBOs, religious organizations, youth, cultural and trade unions movements, cultural associations etc.);
- the spreading of a wide-ranging deeper awareness of a **growing interdependence** between the various parts of our planet (also in relation to the increase in migration flows), within the common context of the globalization of social, economic, political and cultural processes;
- the phenomenon of “**distance suffering**”, namely the tendency to suffer psychologically from being aware of situations of pain occurring in places which are distant from one’s own living environment;
- the phenomenon of “**corporate citizenship**”, namely the wide spreading, within private companies (especially big companies, but lately also within the small and medium-sized ones), of socially responsible attitudes that lead them to invest part of their profits or of their available technical and human resources in socially-oriented projects, thus often gaining greater competitiveness in the market (e.g. thanks to an increase in their visibility, a strengthening of their reputation or the broadening of their cooperative relations);
- the **increase in the number of instruments** (e.g. credit cards or money transfer procedures via Internet) which makes it easier for anyone to hand over funds for social purposes without additional charges and without requiring an immediate money supply;
- the introduction of **rules and procedures fostering private donations** (i.e. tax abatements, simplification of donation procedures etc.) within a growing number of national legislation.

STRATEGIC FRAMEWORK

There are five policy lines that can be identified in order to further increase private resource availability for glocalization.

1. To define more specifically what could be considered – in public communication language – the “**good cause**” of **glocalization** (that is, its social, cultural and political value) and then introduce it on international, national and local policy agendas.
2. To support actions aimed at increasing the **private sector actors’ awareness** on any problem connected with peace and development promotion.
3. To reinforce initiatives aimed at increasing the awareness of **glocal actors** on the importan-

ce of private resources for the funding of initiatives to promote peace and development.

4. To encourage **greater involvement of all private sector actors**, both profit and non-profit ones, and of individual citizens, by orienting their social responsibility, in glocal initiatives.
5. To ensure the necessary juridical, technical and procedural conditions to create an effective **enabling environment** for the mobilization of private resources.

9. Financial mechanisms

RATIONALE

Besides increasing the number and types of donors and the amount of resources, it is also necessary to explore new financial paths to boost investments on glocal actions.

In this regard, it is worth mentioning that, over the last decades, several instruments have been devised and tested in order to **multiply the available resources**, such as guarantee and revolving funds promoted by different kinds of actors (local communities, groups of producers, civil society organizations, etc.) as well as new strategies and procedures that facilitate the constitution of new **forms of solidarity guarantee** involving a wider and varied number of actors and entities.

So far, however, these instruments have been used **only marginally and almost episodically** in the commercial banking sector, while they have, on the other hand, been adopted by entities that do not have a predominant financial character. This is even less justified if one considers that the adoption of these mechanisms and procedures is not only effective, but also enables banks to have **lower risk rates** compared to those of ordinary commercial credit, as proven by a number of case studies.

STRATEGIC FRAMEWORK

In such a context, two different policy lines can be adopted in order to establish an “alliance” between the financial world and the actors operating in the glocal dimension.

1. **To direct the financial community** (commercial banks in the first place) **towards a glocal approach**, by encouraging the introduction – not episodically, but as a routine procedure - of financial mechanisms such as guarantee and revolving funds and new procedures for the recognition of the solidarity guarantee.
2. **To draw the financial institutions closer to the actors** (ranging from neighborhoods to medium or large NGOs) that are involved at different levels **in projects and programs based on the glocal approach**, by removing any cultural, political or ideological prejudice, so that they can actually benefit from the support of this sector.

10. Innovative sectors

RATIONALE

International cooperation programs, development policies, and any peace-building actions are commonly related to a range of **sectors usually considered priority areas**, such as health, education, nutrition, local economic development (including business creation and micro-credit), environmental protection, the promotion and safeguard of human rights, and, more recently, a stronger civil society and the spread of ICT.

However, **other sectors** (such as sport, culture, tourism or youth empowerment), where fewer investments have been made, appear to have a strategic character as far as the promotion of peace and development are concerned, as clearly shown by the Glocal Forum's experience and that of other partners involved in glocalization. Their importance is probably due to the link existing between them and aspects such as the development of social networks, the enhancement of cultural interaction, and the production of social meanings, which, while being intangible and hardly quantifiable, often play a key role in reducing ongoing conflicts, preventing potential ones, and, more generally, in creating a social environment that may help the undertaking of collective development initiatives.

In consideration of the above, investments in these sectors are also likely to grow, and their relative “weight” in terms of fund allocation will tend to increase. Two examples can be made. In the early 1980s, very few bilateral or international agencies dealt with urban development, and then only on an occasional basis. The growth of the urbanization process, the increased number of megalopolises, the challenge posed by an unchecked growth of informal settlements, and an appropriate cultural policy in this respect have gradually led most cooperation organizations to fund and implement projects in urban areas on a more regular basis. More recently, the same has been the case for ICT in connection with technical improvements and a massive diffusion of this technology (although with a wide gap between different geographical areas).

This will hardly occur for the new sectors, however, until national and international cooperation entities, specific organizational, technical and financial resources are devoted to these sectors in a way that would obviously highlight their strategic import.

This is what happened recently to sectors such as urban development or ICT which did not receive the focus they deserve as long as they were merely seen as parts of broader sectors.

STRATEGIC FRAMEWORK

Four major policy lines will actually and effectively help strengthen sectors such as sport, culture, tourism or youth empowerment as part of international cooperation.

1. To promote the **institutionalization** of the new sectors. The major international organizations, cooperation agencies and other cooperation entities involved will need special institutional arrangements (departments, offices or other administrative units) designed for the development of actions and policies in the above sectors (individual facilities per sector) with specially dedicated human resources. This is what has recently happened in one of glocali-

zation's key sectors, i.e., ICT for which clear institutional areas (and funds) are destined within institutions such as the World Bank, IDB or UNDESA. The World Bank has also been acting along the same lines as far as tourism is concerned

2. The major international organizations, cooperation agencies and other cooperation entities involved will have to develop, in connection with each sector, their own action **policies and strategies** that should clearly be set out in specific aids (strategic documents, guidelines, action lists if any, etc).
3. To increase the **earmarking of financial resources for the new sectors**. The major international organizations, cooperation agencies and other cooperation entities involved will have to devote a proportion (even minimal) of their funds on an exclusive basis to each of these sectors. Something similar was done (or at least had been planned) with respect to environmental protection in the early 1990s.
4. To achieve a **mainstreaming** of the new sectors. The relevant structures (i.e., departments, offices or other) of the major international organizations, cooperation agencies and other cooperation entities concerning other subject areas will have to gradually "acknowledge" the relevance of the innovative sectors, also taking them into account in performing their activities.

11. Capacity building

RATIONALE

Peace and development promotion through programs and actions based on a glocal approach requires financial resources and appropriate institutional tools, but, above all, **competent human resources**.

In addition to specialist expertise (concerning, for example, ICT, sport promotion, promotion of culture or tourism or, to a greater extent, promotion of city diplomacy), these human resources should have **transversal competencies**, such as those relating to the planning and assessment of programs and projects, accounting or fund-raising.

Certainly, many organizations that promote the glocal approach have acquired previous experience in the area of international cooperation or in the implementation of development policies; they have therefore strengthened these skills within their own structure. Also, there is an increasing number of entities and individual professionals who could make various skills available to glocal actors.

However, an increasing number of actors involved in glocal activities have experiences other than professional or international cooperation ones; they lack appropriate organizational and management skills and require **empowerment** actions, on many occasions major and intensive ones.

In the prospect of a wider diffusion of glocalization-driven approaches, the insufficient presence of these transversal competencies is likely to become a risk factor requiring prompt action.

STRATEGIC FRAMEWORK

The empowerment of glocal actors can be more easily pursued through the following three policy lines set out here below.

1. To promote **awareness**. All glocal actors should be fully aware that the management of public and private funds and an effective implementation of projects involve compliance with a few “rules of the game” that necessarily require some competencies.
2. To **build the capacities of glocal actors**. Glocal actors need to gain all the competencies required in the following areas, unless they already have them:
 - a. planning and assessment of programs and projects;
 - b. management of programs and projects;
 - c. accounting;
 - d. human resource management;
 - e. fund raising;
 - f. knowledge management, information management and communication;
 - g. people raising.

It is worth stressing that the competencies required to implement glocal projects are continuously evolving. The capacity building policy line, therefore, concerns every glocal actor, even though to different degrees, including those who have greater operational and planning skills.

3. To perform **institutional building** actions. Glocal actors should, as far as possible, set up an internal organization that would allow the best implementation of the above mentioned competencies, by creating specific departments and task forces.

PART TWO

**RECOMMENDATIONS ON THE
SEVEN PRIORITY-SECTORS
OF GLOCALIZATION**

FOREWORD

Part two of the text follows a practical approach, even though it continues both to refer to the principles in analyzing the problems and to formulate strategic lines for coping with them. The part is, in fact, devoted to the seven priority-sectors that glocalization programs concentrate on.

Each sector is illustrated through a rationale (highlighting its specific aspects and the related thorny issues), an overall plan-oriented policy framework, and a set of more specific recommendations for action.

It must be noticed, however, that the suggestions addressing each sector are not to be considered as covering all the aspects that have to be taken into account for that area. It would be therefore advisable to consider the suggestions formulated also in the light of the prerequisites that can be relevant to complete the overall picture for each of the seven sectors.

The recommendations – presented here as a basis for discussion – couldn't adequately address the differences that do exist among localities. Such differences (large/small; urban/rural; developed/developing, etc.) are indeed important to be considered, as they deeply impact on local governments' material capacity to absorb and implement approaches such as those suggested here. Local circumstances' recognition needs therefore being more carefully incorporated in the final version of the booklet.

CHAPTER THREE

City diplomacy

RATIONALE

City diplomacy is **not presented here just as a specific sector of activity**, since its cross-sectorial nature affects all the activities that can be referred to the area of glocalization. Its very name suggests something different from both traditional approaches to development cooperation (because of “diplomacy”) and national diplomacy (because of “city”). To speak of city diplomacy makes it clear how glocalization tends to hybridize the two perspectives, trying to take the best out of them and to overcome some of the flaws that undermine their effectiveness.

In actual fact, in city diplomacy peace-building and diplomacy efforts are filled with **real-life economic and social problems**, while development cooperation comes to terms with the vast and in some cases underestimated issues of **stability and peace** as prerequisites for the activation of development processes, recognizing the crucial importance of cultural problems and psychological barriers to cooperation.

City diplomacy and city-to-city cooperation (which is its most important operational tool) may be considered as a form of decentralization of international relations management, choosing local authorities as the key actors. Such an approach results from at least four elements:

- **critical evaluation of the adequacy of traditional diplomatic tools** (both national and international) to build and maintain peace in the long run;
- a **critical evaluation of the traditional separation**, in international cooperation, **between development and peace-building**;
- the **acknowledgment of the extensive practice of city-to-city linkages** already carried out by large transnational networks, matching the global and the local dimensions;
- the **awareness of the social and political transformation affecting cities** that, quite paradoxically, represent **key political actors** in the globalization era, and this owing to different causes, such as demographic trends (half of the world population is currently living in cities), decentralization policies, and their being the closest administrative apparatus to civil societies, involved in the daily life of local communities, with an in-depth understanding of the issues most directly affecting them.

The glocal perspective on city diplomacy builds on this basis and identifies the city as the most effective meeting point between local and global interests. Moreover, this view states that cities can successfully perform their role if they link up in **broad networks** and connect themselves

to other **public, non profit and private global actors**, thus overcoming their limits in terms of financial resources and capacity building.

These characteristics of city diplomacy, at the intersection of peace-building and development, make it particularly useful in **conflict and post-conflict situations**, where the two requirements are clearly correlated and the need for economic and social **peace dividends** is strong. The very feature of city diplomacy also makes it particularly effective – especially with the support of a third party – in addressing civil conflicts having both an ethnic or identity origin.

City-to-city cooperation in conflict and post-conflict regions (the “glocalization of diplomacy”) brings to development efforts new actors, new resources and new areas of intervention, thus representing driving force for the reform of international aid methodologies.

ELEMENTS FOR A POLICY FRAMEWORK FOR CITY DIPLOMACY

A policy framework to advance the city diplomacy concept could be composed of **eight strategic choices**.

A. Cross-fertilize peace and development in city-to-city programs

It is important to integrate the promotion of a culture of peace and understanding between cultures with the practices typical of development-related interventions. To this end, traditional and non traditional sectors of activity could be jointly implemented, in order to eliminate the usual separation between peace and development in international cooperation. This becomes feasible within a city-to-city framework.

B. Apply city-to-city approach and principles in conflict and post-conflict situations and in peace treaties

Recent dramatic failures in peace-building efforts highlight the need to renovate the traditional tools of national-level diplomacy, with the recognition of the crucial role local authorities and communities play in peace-building, manifesting the benefits of peace in their day-to-day experience and specifically also in the implementation of peace treaties. City-to-city cooperation could therefore be inserted in post-war aid programs and peace treaties, geared to dealing with cultural and socio-economic problems, in order to foster mutual understanding, on the one hand, and the production and distribution of peace dividends, on the other.

C. Build institutional frameworks to recognize the new role of cities

Both states and international institutions should acknowledge cities as key actors for social development and peace. An adequate institutional, juridical and political framework for city action should therefore be provided, both at the national and international levels, recognizing their capacity to act as autonomous actors and their right to participate in national bodies and in the international arena through their national and global networks or, on certain occasions, in their own capacity.

D. Support local administrators' capacity-building through city-to-city initiatives

If cities are to successfully deal with increased responsibilities, the qualification of local officials becomes a priority. Multilateral city networks or bilateral city-to-city relations are invaluable tools for the exchange of knowledge, expertise and best practices, as well as to facilitate city access to technical or financial support from global actors. Building competencies on how to promote governance processes and partnerships among different urban actors should also be a priority, especially in post-conflict situations, where there is the need to establish inter-community and cross-sectorial relations to offset feelings of hostility and mistrust.

E. Pursue a third party involvement strategy

The “glocalization of diplomacy” entails a connection between local and global actors. The role of global actors, that can be private, non profit or public in nature (multinational corporations, international NGOs or networks, and regional or international institutions) is that of extending their support – in terms of financial and technical resources – on specific projects, thus contributing to overcome the limited availability of such resources for local actors, while respecting their aims, strategies, and frameworks for action.

F. Mobilize local human resources for city-to-city programs

Municipal administrations should consider their role in promoting city-to-city relations and programs as something akin to orchestra conductors. Municipal initiatives do not just link up two municipal staffs, but also two entire civil societies are to be connected (people-to-people cooperation), including their community groups, NGOs, professional associations, private sector, mass media, universities and research institutions, etc. Governance structures and broad partnerships are effective tools to accomplish the catalytic role municipalities need to take on.

G. Mobilize financial resources for city-to-city cooperation

The catalytic role of municipalities is even more important as regards financial resources. Cities do have to directly contribute with their own budgets to city-to-city initiatives. Apart from other considerations, such a contribution also has the advantage of fostering a sense of ownership of the program. A percentage varying from 0.5 and 1% of municipal budgets could thus be devoted to decentralized cooperation programs. In addition to mobilizing local resources, of course, cities could also play an essential role in conveying as much resources as possible from supporting third parties, such as public and private, national and global actors.

H. Communicate

City-to-city programs have to be communicated, if human and financial resources are to be raised. A strategy for communication could pursue three objectives: increasing visibility, mobilizing resources, disseminating a positive image of the city and its role. By no means

less important is the function of communication for legitimizing city-to-city initiatives and their benefits with public opinion.

RECOMMENDATIONS FOR ACTION

Recommendations for action are divided into four areas, which collect examples of practices to be implemented in order to make the most of the potential of city-to-city relations. The areas are:

- a. city diplomacy for peace-building and cultural understanding
- b. city activism in national and international arenas
- c. city-to-city linkages and the transfer of knowledge
- d. city diplomacy and mobilization of financial resources.

a. City diplomacy for peace-building and cultural understanding

1. Agreements between Mayors of conflicting parties

Mayors all over the world have in common a great number of problems and challenges to be tackled on a daily basis. This circumstance makes it easier for them to sit around a table with their counterparts of an enemy (or former enemy) country and to discuss, not just national politics but, above of all, practical solutions to practical problems. With the support of a third party (a municipality of a non-involved country, for instance, or an international organization or NGO), meetings can be organized in a neutral place and statements of understanding can be drafted as a basis for collaboration in areas such as socio-economic cooperation, cultural exchanges, tourism promotion, sport, youth, etc. Development banks and international or regional institutions can sustain projects – by providing financial or technical support – that are jointly promoted by the Mayors of the two parties in the different areas. Individual projects can also be endorsed by private sector organizations lending their specialized expertise.

2. Linkages between cities living in war and peace, in prosperity and deprivation

For cities that live in peace and prosperity to effectively partner with cities living in conflict and/or deprivation requires the forging of wide-range horizontal linkages between the two municipalities, addressing the critical areas of institution-building, local economic development, education, health, environmental protection, tourism, cultural heritage, information and communication technology. Tools needed to overcome the psychological ailments and scars brought by war have also to be employed, and among them are the programs aimed at youth, sports and culture. Municipal officials of the two parties should act as leading focal points, involving civil society and private sector. International organizations and global enterprises could support those programs that are relevant to their area of expertise.

b. City activism in national and international arenas

3. Cities lobbying to implement decentralized funding mechanisms

It is important for Mayors to come together to lobby their respective national governments to implement decentralized funding mechanisms that could adequately sustain and recognize their international status. These mechanisms should envisage the financing of city-to-city decentralized cooperation, either through the ear-marking of a fixed percentage of international cooperation funds or directly allocating funds to municipalities for decentralized cooperation activities. National associations of municipalities could conduct public communication campaigns to raise the awareness of decision-makers and the public opinion on this issue.

4. International Relations Departments

Specialized municipal departments for international relations could be of great usefulness in order to assert the new international role of cities. These departments would be transversal by nature and should coordinate all the city's programs and activities carried out at the international level. Another important function of these departments could be that of activating citizens' and civil societies' participation in decentralized cooperation programs, thus developing the citizen diplomacy concept.

5. Cities' inclusion in major global institutions

Through their transnational links and associations, municipalities could be admitted - with a special status - to the most important global institutions as actors capable of bringing to the discussion the direct contribution of the majority of the world's population, now living in cities. Cities could for instance assume the consultative status at the Economic and Social Council of the United Nations (ECOSOC), or participate on a regular basis in the works of the G8 and the World Trade Organization (WTO), perhaps in the framework of special sessions. Regional or global conferences of Mayors, such as the recently founded International Institute for City Diplomacy, could help the process of creating a cohesive force to counterbalance the exclusive presence of national institutions in international decision-making.

6. City diplomacy as an academic discipline

The legitimization of cities' political subjectivity can also be promoted through the insertion of the new paradigm of city diplomacy in academic curricula for international affairs. To concretely affect and shape international relations practice, in fact, it is important that city diplomacy becomes a part of the training that diplomats and international affairs practitioners receive, thus suggesting that relations between global actors could include cities in a much stronger and more systematic way than is done at present.

7. International City Foundation

Beside the implementation of decentralized funding mechanisms (see above, n. 3), an International City Foundation could be established to finance city-to-city decentralized

cooperation activities. International organizations, States and private sector companies alike could contribute to the fund and grants could be disbursed by a board of leading international personalities representing the different regions of the world and the different sectors of city-to-city projects. Contributions could also come in the form of technical expertise and goods.

c. City-to-city linkages and the transfer of knowledge

8. Peer-to-peer learning and exchanging best practices

Peer-to-peer learning – occurring in multilateral city networks or in bilateral partnerships between cities – is a highly effective form of experiential hands-on learning, bearing benefits for all the parties involved, and could be encouraged in all forms of city-to-city initiatives. For best practice transfer to happen and be successful, some principles have to be followed, such as that of defining the scope of the transfer, adapting the practice to local conditions and constantly evaluating the transfer. To this end, it is important that a third party (international urban networks often play this role) assists the transfer process, providing access to resources (such as directories and databases), technical support and monitoring and evaluation procedures.

9. Media exchange

In addition to knowledge, exchanging information can be an effective way to affect media culture and foster mutual curiosity and understanding in the general public, thus putting a strategy of preventive diplomacy into effect. The media could establish procedures to exchange journalists, local news or TV and radio programs, and twin programs and columns could be jointly launched on local media. Initiatives of this nature would also have important side-effects for the training they would provide and the new public they could in some cases bring, broadening the media's perspectives, both in developing and developed countries. Local and international NGOs could act as mediating agencies.

d. City diplomacy and mobilization of financial resources

10. 10% of public resources for development to city diplomacy and city-to-city cooperation

The investment of public resources for developing city diplomacy and city-to-city co-operation initiatives is often able to trigger a further broader resource mobilization at the local level, acting as a catalyst for new investments, with multiplying effects. On the other hand, public investments are also necessary in order to fund directly-managed projects (such as emergency aid programs and public infrastructure projects), to support NGO-promoted initiatives, to establish untied trust funds with international agencies, and so forth. Therefore, a balance is to be reached. A percentage of 10% of public funds devoted to city-to-city cooperation programs seems to be an acceptable threshold, since, on the one hand, it does not entail

radical changes in the usual fund allocation schemes and, on the other hand, it is a percentage relevant enough to actually trigger the above mentioned “virtuous mechanisms”.

11. The social responsibility of individuals and of profit and non-profit enterprises

Private funds addressed to development aid programs have, for various reasons, significantly increased over the last few years (see prerequisite No. 8). These funds could be increasingly allocated for developing city-to-city cooperation programs as long as these programs are fully perceived as good social investments. This implies the starting up of a whole series of activities, also through the media, aimed at informing and making individual citizens, leaders of the civil society and private sector managers aware of global problems and opportunities, as well as of the relevance of social mobilization on glocal issues. In this context fund raising campaigns for the promotion of glocal initiatives on a large scale can have a major impact also by appealing to the media and to the new technologies.

12. Financial community commitment

Financial bodies (commercial banks, insurance institutions, etc.) have been already involved for various reasons in funding development aid – even though in a very limited number of cases – mainly at the local level, through the adoption of innovative risk management schemes and procedures. These experiences could be applied to city-to-city co-operation, by identifying the specific support that financial institutions can provide in the framework of the glocal approach. Moreover, it is necessary to start up activities specifically addressed to banks and insurance companies and aimed at making them aware of the nature of glocalization, not only by stressing the importance of its intrinsic value, but also by highlighting the opportunities that this kind of approach provides for the growth of the banking and insurance system itself. Furthermore, national governments should commit themselves to introducing legislative regulations and administrative provisions facilitating their enforcement and management and/or a series of fiscal benefits.

13. Financial procedures to increase glocal funds

It would be appropriate to take action so as to make the organizations operating in city-to-city cooperation (or, more generally, those supporting a glocal approach), more open towards financial institutions, in both cultural and practical terms. Nowadays, there is still the tendency, even if it is not as strong as in the past, among these actors to perceive commercial credit institutions as rival institutions and not as possible partners. In this regard, it would be useful to set up round tables, like the ones set up in Italy and in other European countries to draft the “Patti territoriali” (Territorial agreements) and, where possible and appropriate, to formalize agreement protocols between financial institutions on one side and international organizations, cooperation agencies, national governments, local authorities and other city-to-city cooperation actors, on the other.

14. Funding mix systems

The sustainability of the city-to-city cooperation will have to be based on a plurality of financial sources. At the present state, hypotheses on how this funding mix will be made

up (whath percentage of funds should come from public sources; how much from private sources; the amount to be generated through risk management-based financial mechanisms, etc.) can be hardly formulated. Nevertheless, this question is to be brought to the notice of the involved actors (banks and insurance companies included) and experts. It is advisable that, in the second year of work of the Think Tank on Glocalization, a mature proposal on this issue could be developed, also through the organization of *ad hoc* working seminars.

CHAPTER FOUR

Socio-economic local development

RATIONALE

An **appropriate and well-balanced management of relations between the local and global dimension** is a key factor to economic development and the reduction of social exclusion and poverty, which are at the same time a result of and a pre-condition for a better stability and peace.

Today, **top-down approaches** to local development turn out to be a **failure** in several parts of the world, notably in developing countries. Relying on excessively optimistic assumptions based on experiences occurring in different contexts, these approaches have in many cases failed to fulfill their promises. Sometimes, local areas have been exposed to globalizing policies and initiatives although lacking the resources and means required to secure the benefits of globalization and gain control over its economic, social and environmental implications. On the other hand, **thoroughly bottom-up approaches** appear obsolete since they rely on the use of endogenous resources, with no link with the economic dynamics triggered by the internationalization of production, trade, and finance or with societal transnational dynamics (such as migrations or more widespread communications).

In this context, it would be appropriate to conclude that the specific nature of a glocal approach to socio-economic development is the result of **five major coordinates**.

In the first place, this approach is based on the identification and enhancement of both **local and global actors** who have recently appeared on the stage of local socio-economic development (for example, local governments), of actors who have started playing totally new roles (such as business enterprises), and newly-emerging ones as a result of the experimentation of innovative strategies (for example, partnerships and local development agencies).

Secondly, in a glocal approach, special importance is given to the actors' tendency to **network with one another**, as this allows them to develop their capacity to better control global dynamics and act at a local level, with a maximum value added where subjects from both the Northern and Southern parts of the globe are involved.

Thirdly, a glocal approach focuses on the urgent requirement to **introduce in local areas the benefits of globalization**, thus increasing the degree of **control** over that process by local authorities and communities.

Fourthly, the use of cooperation and initiatives designed for socio-economic development with a view to encourage **peace-building** and **post-conflict reconstruction** is an integral part of the approach proposed here.

Fifthly, because of the above mentioned link between stability and peace on the one hand, and the reduction of deprivation, on the other, a glocal approach also involves the acknowledgement that **poverty** is not automatically reduced by economic growth. Acknowledging this therefore requires the implementation of appropriate measures for an inclusive and pro-poor local economic development.

Last but not least, the glocal approach can be particularly suitable to manage urbanization processes in order to have **cities** that realize their full potential of “**engines of growth**” and **help redistributing the benefits of such growth in an equitable way** among their inhabitants, while at the same time accommodating the demands for **welcoming, full settling, and servicing of newcomers**.

ELEMENTS FOR A POLICY FRAMEWORK FOR SOCIO-ECONOMIC LOCAL DEVELOPMENT

The policy framework suggested here hinges on **seven major strategic options**.

A. Encourage the international dimension of cities in the area of economic and social development

Today, cities are required to project themselves into an international dimension, and this trend could be reinforced by encouraging city-to-city cooperation programs in the area of socio-economic development. The city-to-city approach is particularly suitable in order to more effectively and efficiently manage development aid funds; on the other hand, socio-economic cooperation can give a more substantial meaning and impact to city twinning arrangements.

B. Support local communities' efforts aimed at benefiting from the internationalization of their economy

Overall, local authorities' capabilities to market their own territory globally with a view to attracting inward investment and promoting their exports should be increased. In particular, in developing countries and transition economies, the adoption of a selective, negotiating and high-profile approach to identify their competitive advantage to attract investments from large enterprises should be encouraged. Local authorities could be supported in managing incentives and other facilitations in a way that benefits the local economy and social life rather than competing in offering the lowest-cost labor possible, low-priced planning permissions or tax relief with no setoff for the local community. The establishment of those companies should be facilitated which are willing to upgrade and conduct higher added value activities locally, transfer technologies and skills to local partners and staff, and which have a sound human resources development policy (including the application of basic labor standards).

C. Promote the networking of town and local socio-economic development experiences

Over the last decades, a number of local authorities in various parts of the world have acquired considerable experience in the implementation of new institutional mechanisms

and strategies that foster local economic development. It would therefore be advisable to network these experiences and make sure that this kind of connections win support and assistance from international cooperation and global private actors.

D. Make enterprises aware of their responsibilities in handling social and environmental implications of local development

An important local policy strategy is making large, medium and small-sized enterprises aware of their responsibilities in handling the impact of their activity on the surrounding natural and social environment. As corporate citizens, private enterprises, along with civil society actors, may also be regarded as full partners in the regeneration of towns, industrial districts, and other local areas.

E. Encourage global actors to support local economic actors' networks in tackling poverty

As part of international anti-poverty strategies underpinned by a growing recognition of the agency of the poor, support should be given, also by public and private global actors, to the networks that are recently being established between micro-enterprises, collective savings and credit systems, manufacturers' associations, slum dwellers' associations, and other grassroots socio-economic initiatives.

F. Link economic development with peace-building

Cooperation initiatives in the area of local economic development could also be used as a way to promote links between cities which were on opposite fronts during armed conflicts, or to promote reconciliation between different population groups in the same area.

G. Empower local authorities in post-conflict reconstruction processes

Post-conflict reconstruction programs sponsored by international cooperation should include a universally accepted and enhanced role for local authorities in identifying action priorities, and also in developing institutional mechanisms to manage projects, including partnerships with civil society organizations and private enterprises which the catalytic role of local governments can help implement. Local authorities could also have representatives in the national committees set up to manage reconstruction processes in post-conflict countries and in the relevant outside assistance.

RECOMMENDATIONS FOR ACTION

The above strategic options have produced fourteen recommendations for possible lines of action to turn these options into practice. These recommendations are grouped into three major subject areas:

- a. local economic development also aiming to control global investments

- b. global support for the fight against poverty
- c. decentralized socio-economic cooperation to promote peace

a. Local economic development and global investments control

1. Territorial marketing

Cities, provinces and regions should receive support in their efforts to market their own exports and advertise what makes them attractive for inward investment. This support could come from international and supranational organizations, as well as in conventional forms (such as, for example, trade fairs, the arrangement of business meetings), also via innovative ways (for example, through an increased use of the internet). In this context, it is also important to correct distortions in the international image of certain areas and regions excessively linked to situations of uncertainty, crime and corruption; there is a role to play in this both for public authorities and the media.

2. Local economic development agencies

Local authorities could be helped by international institutions to develop and implement local development strategies, also by creating specific local development agencies (LEDAs). The capacity building of public administrators and professional operators involved in LEDAs should include: training initiatives and forms of exchange and networking with other similar agencies already in place, and constancy on studies designed to test the possibility to apply experiences from elsewhere to a specific local situation.

3. Support to local governments' capacity to design and implement urban development programs

Local government administrations in medium and large cities might be supported by international institutions in planning urban regeneration and development projects concerning, for example, the revitalization of urban blight, the upgrading of peri-urban areas, the promotion of urban agriculture and other food safety reinforcement systems and the development of innovative business initiatives. Practical forms of support could include the sponsorship of decentralized cooperation projects between local government administrations with the support of international organizations, and the establishment of networks of experts, policy-makers and senior officials. Special attention should be given to the improvement of the capability of local governments to develop sound municipal finance mechanisms, by using the various instruments at their disposal (from taxation to access to capital markets).

4. Participatory assessment to reinforce local competitive advantage

Groups of enterprises operating in the same territorial areas and local public actors supporting their development could be helped by global actors to encourage local competitiveness, on the basis of a thorough analysis of strengths and weaknesses, opportunities and

“threats” for the local economy. The use of participatory assessment of competitive advantage would be advisable, as this would help mobilize local actors. The outcome of such assessments could include, among other things, the definition of the needs for public investment in micro-infrastructure, training, business plan development, and especially risk management (political and commercial), to encourage private sector investment.

5. Involvement of the diaspora in local economic development

An effective way to develop linkages between international firms and local areas could be through an involvement of the diaspora. Expatriate leaders within international corporations of the “North” and other qualified personnel could be engaged with the efforts of civil society and enterprise development in their “homelands”. This process could be started through a bilateral cooperation between global enterprises and public authorities and/or local private actors; through the creation of local mailing lists and websites for a better communication with native qualified staff; through the creation of international networks of firms and/or local authorities, and so forth.

6. Monitoring of the impact of inward investment

With a view to maximizing positive spin-offs of external investments, local authorities should be enabled to monitor these spin-offs, from the economic, social and environmental point of view, and implement adjustments in the event of negative or poor spin-offs within the local community. This capability could be reinforced through training and technical assistance activities for local administrators and officials, to be sponsored by relevant international agencies, as well as through the testing of pilot projects. Local authorities could also be helped in their efforts to make firms operating in their area aware of their responsibilities towards environmental protection, basic labor standards and development of human capital and involve them in the negotiation of local codes of conduct. This could also happen by promoting dialogue between networks of municipalities and international business councils, to encourage the latter to adopt standards of good practice, also with the help of international pressure mechanisms. Measures should be adopted that link facilitation for industrial investment to the adoption of international environmental and labor standards.

b. Global support for the fight against poverty

7. Invest in the capabilities of grassroots actors in local economic development programs

Local economic development plans adopted by local authorities should also include financial and credit measures to enhance the productive capability of people living in a state of poverty who, while lacking resources, still retain their original capacity to overcome their state of deprivation, e.g. by starting up micro entrepreneurial activities. Encouragement and support could also be given by technical and financial development cooperation institutions and international firms, also by encouraging e-commerce initiatives likely to strengthen the activity of micro-entrepreneurs, notably in developing countries.

8. Use positive economic spin-offs of basic infrastructure investments for poor communities' households

The provision of power, water and sanitation services to households has in some cases proved to encourage the immediate creation of micro-enterprises in the poorest communities where business activities often occur in private households. Therefore, these actions could be included in full among those designed to encourage economic development, rather than merely considering them as anti-social exclusion measures.

9. Local government administrations' capacity building for a better targeting of anti-poverty programs

Local authorities' officials and experts should be trained to use data gathering methods on poverty and social exclusion allowing them to map the various social risk factors that trigger impoverishment and the different forms of poverty (i.e., intermittent, overall, extreme) existing in the area, as well as the individuals and groups exposed to poverty and their distinguishing features. Also, local government administrations could receive support in developing targeted intervention strategies that take into account the specific pattern of social risks and the most common forms of poverty in different areas.

c. Decentralized socio-economic cooperation to promote peace

10. Prevention of disputes over scarce resources through cooperation programs

Cooperation programs should be developed between different parts of countries sharing access to the same scarce resources – for example, water resources – also in order to prevent disputes. In this case, too, it may be useful to involve a public organization and/or an international NGO as a mediator and guarantor, as well as a technical and financial adviser. The city-to-city approach, which involves the level of government that is closer to citizens, could also help in ensuring that resource management problems are tackled in a concrete and pragmatic manner and in the interest of the involved concerned.

11. Joint economic activities in post conflict areas

As part of the peace-building process, international support could be given to socio-economic micro-projects having the purpose to strengthen social cohesion; such projects would be developed by local NGOs, faith-based organizations, women's associations and other civil societies actors. Also projects aiming at promoting the cooperation between areas of countries in conflict, or between population groups in conflict within the same country should be supported. Particularly relevant could be cross-border projects to enhance the agricultural profitability through the introduction of advanced technologies in one or both areas. The upgrading and development of peri-urban areas might be another important area for cross-border cooperation, since disordered, impoverished and degraded peri-urban settlements are often the result of the massive influx of internally displaced people or refugees whose demands for housing and services cannot be easily accommodated by

local authorities.

13. Local concentration bodies to manage the post-conflict phase

Especially in areas lacking any robust administrative decentralization, it would be advisable to develop locally specific concentration bodies for an integrated management of post-conflict reconstruction and development processes. These bodies must necessarily be representative of every sector (public, private, civil society) and of the population segments, with particular regard to women and the young, whose views about action priorities are usually disregarded by governments and international organizations. Networking and experience exchanges between bodies operating in different situations is likely to be a further source of legitimization and strengthening for them. In this framework programs could be developed for the socio-professional reintegration of demobilized soldiers, or the safeguard and reception of child soldiers.

14. Cross-border investment and free trade areas

Developing investment areas for economic activities (e.g. in the realm of tourism) and free trade areas along the borders, in consideration of the intense movement of people and goods characterizing them, could be a way to prevent fresh outbreaks of recently ended conflicts, and to encourage at the same time economic recovery. In this case as well, the presence of “third parties” is essential; these could include international organizations, businesses and non-governmental organizations.

CHAPTER FIVE

Culture

RATIONALE

The process by which, in the globalized world, **individual cultures relentlessly tend to decrease in importance or to be overwhelmed by giving room to a single global culture**, is often source of concern. The resulting bewilderment materializes in one of two ways: exaggerated devotion to the past, often a reinvented past, in the name of tradition and the opposite tendency, namely the non-critical adoption of any cultural input coming from the outside.

Instead of these two extreme, equally losing attitudes, the glocal approach suggests that **local cultures be valorized and revitalized** through the means and opportunities offered by globalization in order to make them a source of enrichment for all the individuals involved.

In this regard, the **knowledge society** and the **information revolution** set challenges but also offer a number of opportunities.

Current trends such as technological convergence, free movement of goods, services and capital, as well as market mergers and acquisitions, often **jeopardize the potential growth of local cultures**, particularly in developing countries and in transition countries. Cultural industries are increasingly concentrated in the hands of a few players who have advanced technical capacities for producing and distributing creative products.

On the other hand, in order to flourish, what **local cultures** need is not to be preserved unchanged, like insects in amber, but to live and develop in their own way, as they themselves choose. And in this, they **can benefit from the use of the new tools of information, knowledge and communication** which they can obtain only by increasing their connections to the larger world.

Cultural exchange is also a key factor in breaking down the barriers to good relations between peoples and human groups and a powerful instrument of “preventive diplomacy”. Cultural works talk directly to the hearts and spirits of people, having an effective impact on a large scale. Through culture, bridges can be built across religious, and across national and ideological divides. Art is a medium for crossing geographic boundaries; hearing unique cultural voices; communicating complex points of view; inviting collaborations; providing spaces for new visions to grow. Literature and the arts are, thus, a powerful instrument for promoting **peace-building and international understanding**.

Instead of a superficial interest for local habits and folklore, globalization involves the belief in an **active multiculturalism** based on the acknowledgement and valorization of differences between

cultures, and on the promotion of cultural exchanges whereby people from diverse societies can express and communicate to each other their visions, values and traditions to one another.

Worldwide, cultural enterprises and creative industries are also becoming increasingly important as **sources of employment** and **wealth creation**. **Cultural heritage**, in all its diversity, is an **instrument for the sustainable development** of all societies. Also **local knowledge and know-how**, which is part of the “intangible culture” of a place, can become a valuable resource for combating **impoverishment** and for initiating **development** processes, especially when it is coupled with **global knowledge and know-how**.

The city is the best actor for international cooperation in the cultural field, especially between the north and south of the world. Actually, establishing equal relationships between urban partners is easier and the risk of viewing cooperation as a possible interference in a field considered to be a prerogative of individual States (because of its crucial role in forging national identities) is also reduced.

ELEMENTS FOR A POLICY FRAMEWORK FOR CULTURE

In the light of the above, **seven strategic options** in the field of cultural policies can be proposed.

A. Enhance the role of municipal government in promoting cultural activities and city heritage

The municipalities should be attributed a key role in promoting cultural activities as well as in protecting and developing the local cultural heritage. This means that even the international cooperation institutions could consider the cities as direct and primary interlocutors of their activities to support the protection and promotion of the artistic and cultural heritage.

B. Use technology to preserve and develop local cultures and languages

The use of new technologies at local community level should be encouraged and supported by private and public global actors so that communities may promote cultural production in a dynamic and active manner rather than following a static and conservative approach. In this framework, special attention should be paid to the promotion of language pluralism on the Internet.

C. Enable local communities to use their indigenous knowledge for development

Local or indigenous knowledge concerning agriculture, food, medicines, and the crafts as well as in any other field where local peoples have throughout the centuries refined their abilities and skills in controlling the environment, should be fully enhanced in the framework of the development projects promoted by international cooperation.

D. Strike a balance between local culture and global culture in education

Schools and other educational agencies operating at the local level play an important role

in promoting a harmonious interaction between the specificities of local cultures and of the global culture. In particular, educators and teachers, who have to face the effects of globalization at the practical level every day (for instance, teaching in culturally diverse classes) must be enabled to work these two dimensions into their teaching practice. In addition, not only school children, but also adult people could be involved in local initiatives aimed at improving their knowledge of different cultures in all their richness and liveliness.

E. Promote adequate representations of the local life and culture in global mass communication

Action needs to be taken so that the daily life of cities and local communities in some areas of the world, especially those in developing countries, are given more space and are correctly represented, on radio and television programs – both in the news and in entertainment – in movies and in all the other sectors of the global cultural industry.

F. Use literature and the arts to promote peace and disseminate the globalization concept

It is important to promote the use of literature and the arts to prevent conflicts and to promote peace-building, both directly, by disseminating peaceful messages and contents, and indirectly, as instruments for mutual exchange and knowledge between peoples and human groups that are, or could find themselves, in opposing camps in a conflict. Moreover, by embodying the memory of the peoples, the arts can serve to transfer past experiences and the deriving lessons to young people, also with regard to peace and war, and this can lead to what is called “generational learning”. The very concept of globalization, as a whole, lends itself to be diffused by means of the literature and the arts that often, more than any other instrument, succeed in representing the possibility of valorizing the richness and diversity of local cultures at the global level.

G. Strengthen local cultural industries

In order to develop local cultural industries capable of competing in today’s global markets, or simply to better serve local demands, global public and private cultural industry actors should be encouraged to put their know-how, competence and technology at the disposal of local cultural entrepreneurs and professionals.

RECOMMENDATIONS FOR ACTION

Some suggestions illustrating possible actions to be taken in order to implement the above-mentioned policies are given below. The three main domains concern:

- a. cultural heritage and local knowledge for development
- b. support to local cultural production
- c. culture and arts for preventive diplomacy and peace-building.

a. Cultural heritage and local knowledge for development

1. Networking among historic cities

It is desirable to promote the development of partnerships, networks and associations among cities that are rich in historic and artistic heritage. These forms of association may be instrumental to accumulating and exchanging information and knowledge, for city managers and technical experts, as well as for lobbying and fund-raising. These networks could always include cities that are in the vanguard in this field, or international bodies endowed with expertise so as to facilitate the transfer of skills and technologies. In this field, international and city-to-city cooperation could offer opportunities for benchmarking, for setting standards in the management and maintenance of the historic and artistic heritage and for working out forms of concrete cooperation.

2. Introducing cultural components in urban upgrading programs

Creating cultural centers, installing works of art, promoting initiatives that attract people in the theatrical, cinema and musical fields should be included as a specific component of urban upgrading programs, promoted with the support of international cooperation and/or private enterprises. Indeed, such activities increase local social cohesion and contribute to removing the stigma that often weighs on disadvantaged areas thus making it easier to attract investments.

3. Networking and updating traditional practitioners

Projects could be promoted aimed at encouraging integration between local knowledge and the technical expertise available at international level on certain subjects (medicine, agriculture, the crafts etc.). To this end, with the help of NGOs or companies, networks of traditional practitioners can be set up at the local level, or even on a broader scale, that may become the point of reference for cultural exchanges and training and updating activities, also with the assistance of international experts.

b. Support to local cultural production

4. Incubation activities for the cultural enterprises of developing countries

New or already existing enterprises established in developing countries to produce local artists and musicians could be encouraged by companies, agencies and other actors of the global cultural industry to develop their activity with the introduction of new technologies, the creation of distribution channels, the improvement of product marketing, and so on. Forms of training workshops and other initiatives could be organized for the professional development of local cultural operators. These activities could also be supported also by international institutions and NGOs working in the field of cultural development.

5. Use of linkages through migrants for the establishment of community cultural centers

North-South twinning programs in cultural matters could be promoted between cities or neighborhoods, using the links created by the presence of immigrant communities. In particular, besides mutually hosting artistic and musical events, the cities involved in such twinning programs could in parallel carry out experiments on the use of participatory methods for creating cultural community centers, especially in disadvantaged suburban areas.

6. Internet multicultural radios

Through the creation of ad hoc websites on the Internet, local radios broadcasting from cities of the North and the South of the world could be helped to reach a broader audience, since the broadcasting would occur in different languages. This would contribute to an even greater presence of minority languages in global communication. Young technicians and professionals in the diaspora could become the cultural entrepreneurs of this type of projects, possibly with the help of international institutions, companies and NGOs.

c. Culture and arts for preventive diplomacy and peace-building

7. Events and exhibitions between cities in conflicts and co-productions to promote mutual understanding

Artistic and literary festivals and exhibitions can be organized with the exchange of works and performers between countries that are traditionally in conflict; organizing such initiatives within the framework of an agreement between the cities, involving also the respective local authorities, may be a way to enhance the political and social impact of the cultural initiatives proposed. Cooperation can be set up between cities also to create “peace museums” (also itinerant) and, more in general, for the co-production of books, movies and theatrical plays, involving artists with different cultural backgrounds. These initiatives could be encouraged and supported by international institutions as a concrete manner to promote mutual understanding between peoples and dispel stereotypes.

8. Networks of schools for peace education

Creating networks among schools is part and parcel of a policy for disseminating the culture of peace in which educational initiatives can be tested out at the same time in several places on issues such as peaceful resolution of conflicts, human rights and democracy, intercultural learning and any other issue related to local needs. Traditional ways of involving teenagers and children on social issues like drawings and compositions, may be enhanced by using the Internet for simultaneous knowledge and communication among school children of different cities. Also forms of twinning between schools from different places can be accomplished, in particular between a school in the North and one in the South, or between two schools of conflicting countries.

CHAPTER SIX

Tourism

RATIONALE

Tourism represents a **crucial force for social development**, fostering job creation, income redistribution and poverty alleviation. It is actually considered, by many observers as the most effective economic contributor to developing countries. Moreover, tourism has the potential to be a **key instrument for peace**, by promoting mutual understanding and by building bridges between peoples and cultures and – more concretely – providing **tangible peace dividends** that make it more difficult to former enemies to turn back to discord and hate. In the same way, tourism strengthens communities and reinforces their sense of pride and cultural identity. **Facilities** developed for tourism can also benefit residents (upgraded infrastructures, health improvements, new facilities and public spaces). Tourism can boost the preservation and transmission of cultural traditions and provide increased resources for protection and conservation of **natural and cultural heritage** resources.

Development cooperation programs, however, do not always make the most of the opportunities offered by tourism. Tourism actually needs to be integrated in a more systematic way into strategies for economic and social development and in post-conflict interventions. The frequent exclusion of tourism considerations from **city planning** priorities is another crucial factor that hinders the possibility of taking full advantage of tourism to promote development processes. Moreover, if the potential of tourism is to be realized in development efforts, it is important that awareness is raised on the need to **empower local communities** to be at the center of the tourism development process, thus avoiding the risk of the leakage of tourism's benefits from the community. Empowerment of local actors also reduces the risk of abandoning communities to the environmental and social decay tourism can bring when it is left without control, as in the case of sexual tourism.

In this framework **glocal tourism** – by promoting partnerships and common investments between cross-border cities and their joint access to public and private global resources – is a powerful tool in the hands of local administrators to reach important social, economic, and peace-related goals. The glocal approach to tourism, with its emphasis on the **connection of global resources with local actors and their networks**, offers a unique perspective for local leadership and control over tourism development policies and to orient them in a sustainable, peace-oriented, culturally-sensitive direction.

ELEMENTS FOR A POLICY FRAMEWORK FOR GLOCAL TOURISM

The proposed policy framework is made up of **seven strategic choices**.

A. Promote peace through city-to-city tourism

Tourism can be a benign agent and a promulgator of peace if local cultures are respected and protected; local-to-local contacts, such as sister city agreements, besides encouraging trips and visits between partner cities, greatly enhance the peace-building potential of tourism.

B. Promote culturally-sensitive tourism

Benefits of culturally-sensitive tourism initiatives consist of the protection and enhancement of local cultures and diversity, the restoration and conservation of cultural heritage, and the promotion of deeper intercultural contacts that foster communication and mutual understanding between peoples as a basis for peace.

C. Promote community-based tourism

Establishing institutional mechanisms to involve stakeholders at all levels of decision-making in tourism development processes is important in order to address the negative consequences tourism may have on local communities, but also to make the most of the resources tourism investments bring, by spreading their benefits widely.

D. Include sustainable tourism within broader poverty alleviation and development strategies

International organizations, development cooperation agencies, national and local authorities, as well as NGOs operating at different levels, should include tourism promotion in the mainstream of their poverty alleviation and development strategies, to be coordinated with all other activities.

E. Include tourism in city planning

Given the economic importance of tourism, city planning needs to seriously take tourism priorities into account by incorporating them into the planning process from the beginning, much like what is usually done with other industrial or commercial activities. Infrastructural investments should be privileged that benefit not only the tourism industry, but the entire community.

F. Gear tourism development processes to social and environmental sustainability

Tourism is sustainable when it makes use of local resources and services, thus fostering job creation and the creation of new businesses; it is sustainable when it builds its profits protecting the environment rather than spoiling it.

G. Stop leakage of tourism benefits

Investors often do not approach the local communities, preferring to purchase most of their inputs in their country of origin. The result is that host countries and communities do not have the possibility to control their own tourist industry. Local actors, both public and private, and

the civil society, should on the contrary take the lead in tourism development processes, and use tourism as a tool for development. Training and capacity building to local human resources are necessary to mitigate leakage, providing investors with trained local personnel.

RECOMMENDATIONS FOR ACTION

The recommendations are organized in four areas, in which the different elements of the policy framework are integrated and implemented. The areas are:

- a. glocal tourism investment zones
- b. city-to-city tourism and peace-building
- c. city-to-city tourism and economic development
- d. culturally-sensitive glocal tourism

a. Glocal tourism investment zones

1. Investment zones for city-to-city tourism

Special “glocal tourism investment zones” could be established between municipalities, with the financial and technical support of international institutions and cooperation agencies and the involvement of cities’ networks and associations. In glocal tourism investment zones, the cooperating municipalities could agreed special benefits (tax incentives, special interest bank loans and support for infrastructure development) to be reserved for tourism programs by private investors or non-governmental organizations of the cities concerned, on the basis of city-to-city framework programs for tourism promotion. Benefits could be subordinated to investors’ compliance with regulations concerning stakeholders involvement, environmental protection, use of local materials, products and manpower, etc.

2. Investment zones for tourism in post-conflict areas

In countries that have been affected by war, cross-border municipalities on both sides could jointly establish common tourism investment zones, by providing incentives for tourism development investments that involve the collaboration of former enemies, including cross-border investment projects. International institutions and cooperation agencies could support municipalities in their efforts to sustain these initiatives.

b. City-to-city tourism and peace-building

3. Tourism and peace dividends: ear-marking international aid

Without bringing concrete dividends, peace remains fragile. In post-conflict situations, therefore, the developmental potential of tourism should be fully exploited. The ear-marking

of portions of international aid resources for local tourism development would therefore represent an innovative but very concrete way of giving a chance to the economic and social revival of populations hit by conflicts, and would therefore help peace.

4. Tourism corridors

Links with a sister or twin-city of a bordering country already established in the tourism industry could be useful to insert (or re-insert) a city that just comes out of a conflict into the tourist routes. Tourism packages could then be jointly promoted that envisage visits to both cities, within a context of friendship and security.

5. Tourism agreements between parties of conflict

Even more meaningful would be the establishment of sister or twin-city agreements between localities that were formerly on opposite sides in a conflict. Cross-border and regional cooperation for the development of tourism would get former parties of conflict to collaborate on concrete problems, promoting the implementation of mutually profitable joint projects, which would cement ties between the different communities and facilitate the overcoming of persisting hostility.

6. City-to-city tourism in peace treaties

Post-conflict situations are marked by uncertainty and economic and social difficulties, that have to be tackled. To this aim, norms should be included in peace treaties that facilitate joint economic efforts between the conflicting parties to set up agreements and make the most of the tourism opportunities in the area. Tourism arrangements should be structured in a way that addresses security issues and economic dividends.

c. City-to-city tourism and economic development

7. Specialized departments for tourism in international organizations

International institutions, development banks and donor countries should include global tourism in their development cooperation programs, focusing on local authorities as the key actors and providing special support for city-to-city tourism initiatives. Specialized departments or offices for tourism could be opened in the urban divisions of such entities to coordinate efforts.

8. City planning for tourism

Local authorities should include tourism in local development plans and city planning. City planning for tourism should include the identification of natural features, heritage, entertainment activities, law and order, transportation and logistics, specialized education, incentives for public and private investments. Skills needed to integrate tourism in city planning in a productive way could be acquired through city-to-city exchanges with cities that have a tradition in the tourism industry.

9. Dialogue between foreign investors and local communities on tourism development processes

Municipal authorities should promote – also through regulations – a broad process of local stakeholder involvement in negotiations with foreign investors on tourism. It is important that both small and large scale local tourism operators are included in the collaboration. Community control of tourism initiatives can be reached through this process, leading to agreements with investors about local materials, products and human resources that can be employed, thus distributing tourism benefits more widely on the territory. Municipal authorities could also involve the other municipalities they are linked to in joint tourism development programs in order to horizontally expand the benefits of new investments.

10. Training and employment of local human resources for tourism

Prior assessments of local resources should be conducted before negotiating with foreign investors, in order to promote employment of local people in tourism ventures. Equally important are investments in human resources training in the tourism sector, that could be conducted through public-private partnerships between interested investors and municipalities, with the intervention of international cooperation agencies, or with the support of partner cities having specialized expertise on the matter.

d. Culturally-sensitive glocal tourism

11. Educational programs for visitors

Cultural understanding among peoples is one of the most important results tourism can achieve, together with the preservation of cultural heritage and local diversity and the increase of community visibility and cohesion. To this end, education programs for visitors could be included – in different forms – in tourist programs, as well as visits that can facilitate contacts between visitors and the host culture.

12. Educational programs for locals

Educational programs should also address local communities, that have to be prepared for meeting with different cultures, so that reciprocal understanding can be greater and opportunities for local development be better exploited. Municipalities could be in charge of providing these programs, involving the stakeholders (local tourism industry) but also the general public, for instance through the educational system. Hotel executives have in some cases been involved in conducting regular voluntary lessons at local schools, broadening the perspectives of both executives and local people. NGOs (local and international) could also be involved in educational programs.

CHAPTER SEVEN

Sport

RATIONALE

Traditionally, sport has not been a high priority area in developing countries, in countries undergoing civil war or other types of conflict, or countries with economies in transition following periods of violence and instability. Nonetheless, the utility of sport as an **instrument of development** and a **vehicle to deliver stronger peace-building models** is promising. Not only can sport be activated to provide concrete, positive **psychosocial dividends** in international development activities, but it can also be utilized to promote economic development and spur investment in countries that are afflicted by poor growth.

Several interrelated areas can be identified in which sport represents a tool of concrete and – to some extent – unexpected efficacy.

Sport practice contrasts the culture of war in that it is able to fill human lives with meaning and action oriented toward cooperation and respect. Sport practice, moreover, by its very nature fosters understanding and a **culture of peace** among cultures. In actual fact, sport has a strong popular impact that transcends borders and cultures, and represents a **key cultural medium** or a common language in the context of globalization. It also promotes personal contacts and mutual understanding among peoples at local and informal levels. It brings people together and helps to build societies by providing bridges to promote **social integration**.

Sport can therefore be a particularly useful tool in post-conflict situations for its ability to **heal the emotional scars of war and abuse** - especially for vulnerable people such as children and youth - but also to **help people overcome their feelings of hostility and resentment** towards former enemies.

The effectiveness of sport in post-conflict socio-cultural reconstruction processes is testified in the impressive words of the Ministry of Territorial Organization of Rwanda – a country that is surely in need of concrete peace dividends and cannot just pay lip service to a new ideology: «Sport unites overcoming differences and breaking down cultural, ethnical and racial barriers; (...) the social purpose of sport goes beyond national contexts to become a valuable instrument of understanding between peoples. This is why, immediately after the war, when the country was struggling to recover from the agonies of war, we firmly supported it by holding international sports encounters in the country; (...) after all, sport is a valuable means of fostering a true culture of peace».

For **youth**, in particular, sport and play represent what may be considered basic needs. During and immediately after a war such needs are even more important, but extremely difficult to satisfy, thus preventing children and youth from having the opportunity of freely expressing and working through their fear and anger. Sport practice also represents a tool for them to **learn**

important attitudes and life skills, such as teamwork, relying on others, decision-making, resolution of conflicts, communication, leadership and organizational skills. It also promotes a deep understanding, through personal experimentation, of **values** such as fair play, discipline, respect for rules, respect for opponents and equality.

From another viewpoint, sport affects **economic development** in a number of direct and indirect ways, by promoting employment (coaches, teachers of physical education, etc.) and small enterprise creation in the manufacturing sector and in the field of services for the management of sporting events and infrastructures. Sport is also an **agent of social change**, for instance by promoting **women's equality** in traditional societies.

The benefits of sport have a typically **cross-cutting reach**, which is relevant for integrated approaches to fight poverty and social exclusion and to foster development. Sport in this sense is a perfect vehicle for the **delivering of child and community development programs**, especially for children and communities living in underprivileged situations. Sport, for instance, makes a fundamental contribution to **physical development**, also by providing an indirect low-cost form of **health** monitoring and care.

The ability of sport to operate both at the international and local levels, by integrating the **benefits of globalization** (just consider the great potential of involving the sports goods industry) with those deriving from the **close relationship with local communities** it entails, makes it particularly relevant as a glocal policy tool.

ELEMENTS FOR A POLICY FRAMEWORK FOR SPORT

A hypothesis of a policy framework for glocal sport could comprise **seven strategic choices**.

A. Promote more systematic and coherent use of sport in development cooperation and peace-building strategies

Physical activity and sport should be mainstreamed into the strategies aimed at alleviating poverty, social exclusion, warfare and forced migration (refugees). Sport could also be used as an effective means to deliver other types of community-development programs. A dedicated department of the World Bank could coordinate the work of the international organizations that are dealing worldwide with the issues of sport and peace. Seminars and other sensitization activities might be carried out by international institutions and NGOs targeting persons in charge of sport in local authorities – both in developed and developing countries – so to emphasize the peace-building potential of sport.

B. Develop a sports culture at local level

Lack of sports infrastructure and equipment, poverty, and conflicts hinder the development of a sports culture. Sporting activity, on the other hand, especially when practiced at the neighborhood level, can act as an important educational factor for boys and girls – particularly those coming from difficult social backgrounds – occupying their idle time and orienting them towards non-violence and fair play.

C. Establish city-to-city cooperation between cities living in peace and cities in conflict or post-conflict situations

Partnerships could be built between municipalities in the North – with their wealth of sports infrastructures, equipment and local resources – and municipalities in the South or in conflict areas. Contacts should be developed in the two cities involving local authorities and those NGOs and private sector enterprises that are interested in supporting sport development processes, for instance supporting micro-infrastructure construction, crucial for the development of a culture of sport.

D. Use sport to rehabilitate the victims of war

Sport programs in conflict or social breakdown contexts could support the rehabilitation of persons, both adults and youth – that have been affected by conflicts and are thus suffering from the long-lasting physical and emotional consequences. Programs aimed at the reinsertion of child soldiers into society and at the enhancement of the quality of life and well-being of refugees through sport should be given priority.

E. Support the training of local sport teachers and coaches and the integration of physical education and play in schools

Teachers and coaches are often in insufficient numbers to sustain the diffusion of a culture of sport in developing countries. In addition, the more qualified and talented often leave their countries, while the majority cannot benefit from adequate training to better perform their role. Building the capacities and providing the know-how to local teachers and coaches is therefore a priority. The integration of physical education and play in school could also be supported, which is often the victim of budget cuts in time of crises, but which could have the greater impact on the physical and psychological well-being of the population, especially in deprived or conflict areas.

F. Promote media involvement in sport development processes

Supportive partnerships could be established with national and local media in order to boost the understanding of the contribution sport can make to sustainable development and to better promote sporting activities and events. The media can actually play a crucial role in a variety of ways: by encouraging the international sports industry to invest in developing countries; by incorporating sport stories from developing countries into mainstream coverage; by training journalists to eliminate stereotyping and racism in reporting; and by sponsoring journalists from developing countries to attend major sporting events.

G. Preserve traditional sports and games and respect local cultures

Traditional sports and games should be preserved and relaunched at the global level. Their promotion – through festivals or traditional sports tournaments – represents a substantial contribution to intercultural learning, mutual understanding and peace. On the other hand, safeguarding local cultures in sport programs – also as regards teaching methods – is essential if such programs are to be sustainable and to have any impact.

RECOMMENDATIONS FOR ACTION

Some examples of actions that can be undertaken to promote sport by adopting a global perspective will be briefly presented below. Actions are organized in three areas, in which the different suggestions arising from the policy framework are integrated and implemented. The areas are:

- a. supporting a culture of sport
- b. sport and peace
- c. city-to-city sport for development.

a. Supporting a culture of sport

1. Municipal sport departments

In a city-to-city framework of cooperation, municipal departments for sport in developed and developing countries could link up to promote joint initiatives and provide an institutional framework for civil society involvement and third sector investments in relation to sport. Where a Sport Department does not exist, the cooperation between cities could be the opportunity to create one, supporting it with know-how transfers as well as staff training and exchange.

2. Sport universities

Sport universities could organize internships for their students in developing or post-conflict cities, where they could participate in the management of sport programs in schools, clubs, hospitals, etc. This would enhance the students' comprehension of the deepest values of sport and its great potential for human development. Sport universities could also create curricular activities and examinations on the connection between sport, peace and development. On this basis, masters could be established to train teachers and coaches to work with kids living in distressed areas or in areas that have been recently affected by conflicts.

3. International sport industries contribution

A fixed percentage of incomes could be determined for social responsible international sport industries to contribute each year to finance projects related to peace-building and development.

5. Coach-to-coach and club-to-club programs

In those countries that, for a variety of reasons, lack adequately trained coaches, programs can be implemented that – within city-to-city exchange models, and with the support of national or international NGOs – train local adults or young adults in different

areas of expertise, including leadership, sport projects management, the running of teams and leagues, and the active involvement of the community. Large sport clubs from developed countries could – at least once a year – host the team of a club from a developing country, thus establishing a relationship that would benefit both parties in terms of exchange and transfer of technical skills, broadening of perspectives and networking horizons.

6. Athlete ambassadors

The role of athletes could be enhanced to raise awareness about sport as a powerful tool for reaching people and to activate personal and collective peace-building and development processes. Athletes could participate in the launch of social programs and events or could donate equipment, uniforms and other collectibles that could be put up for auction, with the proceeds going to organizations carrying out sport programs oriented towards peace and development. Athlete ambassadors could also take part in special overseas missions of a high symbolic significance.

b. Sport and peace

7. City-to-city sport events promoting mutual understanding and peace-building

Organizing sporting events can be a powerful way to spread messages of peace. Within city-to-city collaboration frameworks, marathons and marches can be simultaneously promoted in the partner cities, thus symbolically representing the peaceful links uniting the two communities. In conflict or post-conflict areas, instead, matches can be organized in which enemies or former enemies play in the same team. The other team could, for instance, be composed of athletes of a third party, mediating and facilitating the whole process (a city living in peace or an international NGO or institution). Playing in the same teams engenders processes of mutual recognition, collaboration and – in many cases – personal friendship that represent seeds of peace within the opposed communities. Mixed sports camps for children of conflicting parties can also be organized, always a third party mediation.

8. Programs for youth affected by conflict

Children and youth that have been involved in conflicts commonly exhibit psychological scars that have to be dealt with. The most serious condition is that of demobilized child soldiers, who have to face many difficulties in their reinsertion in the societies from where they were taken. Sport can be a useful tool for address their need to feel accepted in a community, to cooperate with others towards a shared (peaceful) goal, and to acquire basic skills that would allow them to find a job later on. Children living in refugee camps also show a desperate need for sport ad play. Sport programs for children in conflict or post-conflict areas should thus be promoted through the collaboration between cities living in peace and cities recently affected by war, with the mediation of specialized international NGOs.

c. City-to-city sport for development

9. City-to-city support to local sports industries

In the framework of twinning programs between cities in developed and developing or post-conflict countries, the former should involve their private sector to develop an assistance program for emerging local sport industries, providing technical support, access to their social capital, and human resource development, also through visits and temporary personnel exchange.

10. Ear-marking funds for sport

Special funds should be allocated by international organizations and donor countries for physical education and sport, giving special emphasis to post-conflict areas and areas recovering from natural disasters. Sports infrastructure construction should be considered a priority: the construction of at least one micro-infrastructure in each city in countries emerging from a conflict could be one target of a new Sport Department at the World Bank (see element A of the policy framework).

CHAPTER EIGHT

Youth empowerment

RATIONALE

Youth, with their tendency to get enthused with issues that are very close and very far from their everyday reality and who represent the generation that will live to carry out any new world trend, **are a key actor in glocalization**. However, all too often young people are still seen as a source of problems rather than as a resource for development and peace-building. Indeed, youth offer tremendous and untapped contributions and are indispensable actors in creating a more just world and strengthened communities. Their critical views on many global as well as local issues are crucial for the reform of globalization. Moreover, young people have already forged partnerships and networks on a range of important development issues including economic opportunities, environmental protection and reproductive and sexual rights.

There is a somewhat growing interest locally, nationally and internationally **in enabling meaningful youth participation in all spheres of society** at all levels of decision-making, so that its potential can be fully realized. The rationale for youth engagement in decision-making often starts with a focus on human rights, but other clear benefits include: skill development and social interaction for youth; better decision-making and strategy implementation; reduced conflict and mistrust in communities and a more democratic, civil and participatory society.

Indeed, **youth can play a critical role in the development of public policy**. By involving youth in planning processes, services can more suitably target available resources to youth and be more successful at approaching issues that affect them. But their participation is not only essential when developing youth-related policies (as youth have first hand knowledge of their school, community, home etc.); it also contributes to the preparations of the next-generation of citizens and civic leaders. In addition, through initiatives like Agenda 2020 promoted by the Glocal Youth Parliament, youth can and indeed are offering current leaders a vision of what cities and communities could become in the future years in relation to issues as diverse as local government, environment, security and conflict prevention, infrastructure, technology and economic development, education and multiculturalism.

Youth are also crucial in building a new **future in the regions which are affected by war and conflict**. Their natural respect and openness to other ideas and cultures can be a facilitating factor in bridging ethnic, racial, political and social divides. By tapping this potential, there is the possibility to create a future of peace by and for the new generation. Especially in those countries or communities where there is currently a loss of hope and opportunity it would be necessary to rely strongly on the motivation of youth to work to create a different, promising, future for themselves and for their children. It is the responsibility of the today's public officials,

decision-makers and leaders at all levels not to fail youth's commitment to peace and development, but to empower them by providing the mechanisms, resources and trust they need to work towards this challenging task.

It is therefore necessary **to recognize, tap into and amplify the strengths, interests, and abilities of young people** by providing them with real opportunities to become involved in decisions that affect them at present and in connection with the shaping of their future.

ELEMENTS FOR A POLICY FRAMEWORK FOR YOUTH EMPOWERMENT

As far as related policies are concerned, the following **five strategic options** are proposed.

A. Promote youth involvement in decision-making processes

Youth should be put in the position to make their voice heard when decisions of the local government that affect them are made. They could also be enabled to express their views and make their specific contribution to more general, not necessarily youth-related policy issues. Youth commitment for development and peace-building can and should be harnessed not only in the local context, but also in the international and global arenas. Their attitude to outreach from their locality and forge transnational relations can be further sustained and enhanced to support development and peace-building programs. In such exercises any form of "tokenism" should be carefully avoided and youth be taken seriously as actual partners of the decision makers.

B. Support youth entrepreneurship

While youth entrepreneurship is not a cure-all for youth unemployment, it can assist in reducing youth unemployment and improving the employability of young people. It is therefore necessary to increase the support to young entrepreneurs, also through the transnational exchange and dissemination of good practice examples on policies promoted at the local level. Providing proper forms of training and especially of tutoring and mentoring of youth entrepreneurs can also be of crucial importance.

C. Make the most of youth's tendency to overcome cultural, ethnic and racial barriers

It is necessary to make the most of youth's tendency to appreciate other people's culture and to establish communication channels irrespective of political, ethnic and racial barriers. This attitude makes youth privileged actors in multicultural expression and dialogue both in local contexts and through transnational forms of communication, networking and exchange. In particular, their contribution could be crucial for preventive diplomacy and peace-building initiatives, both at the local and international level. In fact, the effort to build a culture of peace in divided societies cannot be expected to succeed in any durable way, without seriously addressing the populations from a young age, by instilling values of tolerance and mutual understanding in their formative years.

D. Mainstream youth empowerment in development practice

Youth empowerment is one of those innovative sectors that ought to be mainstreamed in the international and national cooperation agencies and the development banks. Currently, these institutions have education programs, but there is no proper section devoted to youth empowerment and to a serious, comprehensive, youth program. Given that developing countries have populations of which the majority are young people, it makes all the more sense that more attention, programs and resources be directed towards young people. This can also be relevant to multinationals for global youth programs. In the local context, public-private partnerships could be formed where local private partners could find it beneficial to support youth in their community (financially, by providing training and mentor programs, etc.). Such partnerships could be developed with seed funding from municipalities, which also need to pay attention to the importance of youth programs and to engage the youth of their communities in civic activities, economic improvement schemes and empowerment.

E. Youth for long term vision development

The exercise of drafting long term visions (usually reaching up to the first quarter of the 21st century) for development goals and global issues is now a current practice in the international community and, to a lesser degree, even at the local and national level. Paradoxically enough, these exercises (with a few exceptions, most notably Vision 2020 promoted by the Glocal Forum) have not attempted to extensively involve the contribution and perspective of youth. Since youth are by definition the major actors and beneficiaries of the achievement of development visions, all efforts should be made to obtain their full involvement in shaping them, as a necessary condition for success.

RECOMMENDATIONS FOR ACTION

The above policy options give rise to the following twelve recommendations for action. These are divided into three areas:

- a. youth and decision-making
- b. youth and innovation
- c. youth, peace and social inclusion.

a. Youth and decision-making

1. Local government youth advisory bodies and their networks

The establishment could be encouraged of “youth councils” or other frameworks for youth associated with local governments. Selected youth would make up a body that sit at the table with local decision-makers in order to express their views and that of their peers on the issues on the local agenda. Such views could be incorporated in municipal planning processes of small towns as well as large cities. Furthermore, linking and exchange of initiatives could be

promoted at national, regional and international level among those youth which are involved in local youth councils which incorporate youth views into local government policies. The establishment of parallel networks of youth and local authorities can give more legitimacy to the presence of youth in the city-to-city relations arena thus increasing their ability to influence the agenda of the international community.

2. Youth participation in international decision-making

Youth involvement in international policies should be facilitated by means such as the organization of special youth events, like world youth forums, congresses and retreats, or youth-oriented Internet resources. Global networks of locally engaged youth – or youth organizations – could be encouraged on the example of the “Glocal Youth Parliament” and similar initiatives. Youth participation might be further articulated through the creation of permanent youth advisory committees attached to ordinary international decision-making bodies or increasing as far as possible the presence of youth representatives in these same bodies. Given the local relevance of youth collective and social action, youth representatives in the UN assembly could be chosen through a process involving extensive consultations of youth at the local level. This should not just be a temporary program, but a structural initiative, impacting on the UN’s structure.

3. Collection and dissemination of youth voices

Youth could be invited to formulate their views on emerging global and local issues and their visions could be collected in databases and disseminated through various information channels. This exercise could be important enough to encourage youth in order to help them to develop their own thoughts, hopes and concerns for their own future. Moreover, it is an effective way to educate youth and to inform today’s leaders of what young people are thinking and what their aspirations are for the future. The collection of these visions, their analysis and dissemination is then a critical part of the process in order to influence current decision-makers as they do their own long-term planning.

4. Leadership training for young people

International institutions and global private actors, in conjunction with local youth organizations, could promote specific leadership training initiatives for young people, such as training related to board governance, proposal development, youth peer counseling, public speaking and program and policy development. Planning workshops could also be organized, in order for young participants to learn to analyze the root cause of problems, assess solutions and plan programs for action. The participation of young female prospective leaders should be encouraged, and the attendance by youth from developing countries facilitated through financial and logistical support.

5. Research on outcomes of youth involvement projects

Research on youth in decision-making roles needs to be expanded in scope, quantity and quality by receiving greater consideration and resources. Systematic cross-national and

cross-cultural research could be undertaken to assess the added value of involving youth in decision-making processes, especially at the local level. Studies could be promoted in order to identify the results achieved so far – in terms of relevance to local youth problems, effectiveness, efficiency and impact – by devising youth involvement mechanisms in youth and non-youth related policies. These results should be widely disseminated among local, national and global policy makers and fund providers.

b. Youth and innovation

6. Empowerment of young community innovation agents

Within the context of development programs promoted by international co-operation, young activists should be trained as innovation agents in their communities, to introduce technological and social innovations such as computer literacy, new agricultural techniques, environmental-friendly behaviors or health prevention practices (including sexual and reproductive health). Building networks of these young innovation agents could help in strengthening their abilities and self-perception (for instance, by managing peer-to-peer counseling services), encourage them to voice the needs of local youth, and represent the beneficiaries' point of view when it comes to assessing project effectiveness and impact. Youth activists of distant localities could meet in the context of an international program to exchange experiences and best practices. In the same perspective, technical assistance and start-up funds for youth-run enterprises could be provided.

7. Computer resources and education for schools of disadvantaged areas

Decentralized co-operation projects with the involvement of private sector and international institutions could be promoted in order to extend computer education to schools of disadvantaged communities, which are more at risk of suffering from the digital divide. Support could range from the provision of computer hardware to sending experts and trainers to conduct computer literacy courses. Equally important would be to adapt technology to the local needs and realities of communities, with young people playing a leading role in this process. This is also to avoid what has been called “digital dumping”, working instead with young people to develop sustainable (low cost) technology that answers real needs of youth and their communities (see for example the programs of MIT Media Lab).

8. Support to youth media and ICT projects

International institutions, private foundations and companies could support community-based, youth-generated news/media programs that create opportunities for youth expression through newspapers, radio, videos, television, etc. and that clearly meet a community's needs for an alternative news source. These programs could include partnerships with international media professionals. Links to municipalities should be established whenever possible. Furthermore, on the example of the ongoing joint initiative of the Glocal Forum and the Digital Youth Consortium, incubators can be proposed as innovative frameworks

in which grassroots digital divide projects designed by young people in developing communities are expanded by corporations, international institutions and academia.

c. Youth, peace and social inclusion

9. Joint activities with youth from divided societies

Cultural, educational, sports and leisure programs, that unite youth from conflicting countries or population groups, could be promoted also with the support of global actors. These could range from permanent centers providing computer access and other educational resources, to events like summer camps or sports competitions. Through these activities the youth involved would not only experience that living together is possible, but could also learn something of each other's culture. This might influence their own perceptions of the other at the present time and in the future, when they become decision-makers. The ultimate outcome could be that of developing future leaders who have been exposed to other communities and develop cultural understanding that will then influence them later on.

10. Programs for children suffering in conflict areas

More in general, educational and vocational training programs should be organized for the millions of children and young adults that suffer from conflict situations worldwide. These programs on the one hand help to heal the physical and emotional wounds of those who are the most innocent victims of war; on the other, they serve to prevent future conflicts by proposing concrete alternatives for young people's socio-professional and cultural development instead of taking part in war bands and armies.

11. Empowerment of youth in preventive diplomacy and post-conflict reconstruction

Youth organizations should be targeted by programs aimed at spreading a culture of peace and by preventing armed conflicts. Youth NGO leaders should be trained in conflict resolution, so that they can transmit this ability to their peers and to their communities. Furthermore, in areas of ethnic division programs could be developed and increased that bring together youth of different ethnic communities in order to shape their perceptions at a formative age, fostering a culture of peace that will last with these individuals into the future. In countries where there is an ongoing war, youth peace forums could be convened in parallel to official peace negotiations. After the end of war, youth organizations could be fruitfully involved in the social reintegration of young demobilized soldiers, including child soldiers. In any case, youth representatives could be involved in the activity of official bodies which are in charge of managing the recovery and reconstruction of post-conflict countries and in those which lead the reconciliation process.

12. Youth visioning to develop a modern nation state concept

In the framework of the already mentioned activities aimed at eliciting, collecting and disseminating the visions of youth, it would be useful to promote a reflection on their part on

the nature of the nation state, its current limitations and how it should be understood in an age of global interdependence and in which societies naturally evolve towards a multiethnic and multicultural composition. This exercise could serve both as an opportunity for peace education for youth and as a stimulus for adults, particularly national political leaders, to accept and consider arguments from the most direct and least prejudiced segment of public opinion.

CHAPTER NINE

Information and Communication Technology

RATIONALE

Information and Communication Technology (ICT) can be considered as a cross-sectorial tool that can enrich and multiply the effects of policies and projects implemented in other areas of intervention. In a perspective characterized by the search for a meeting point between the local and the global dimensions, information and communication technology stands as an excellent global tool, because of its natural way of linking local realities and global communication and resources.

Information and Communication Technology also helps to implement one of the most crucial strategies of the global approach, namely that of jointly promoting peace and development.

As an instrument of communication, in fact, ICT can foster relations and contacts between cultures, by creating a virtual proximity that promotes mutual understanding and a **culture of peace**. In this sense, even during conflicts, ICT promotes multi-cultural awareness, inter-ethnic relations, cross-border cooperation, social responsibility and exchange of ideas. ICT, on the other hand, is increasingly being recognized as a **key catalyst for economic development**, especially in countries that are poor in natural resources and growth, having the potential – under determined conditions - to accelerate development processes. It also provides effective tools and opportunities to foster income generation and the reduction of poverty, to raise levels of education, improve standards of health and protect environmental resources.

ICT is also considered key to development **sustainability**, because of its unique characteristics of creating – through exchanges and communication – new social and economic networks that help citizens participate in the democratic process and to shape their own development solutions. The ICT inclination to promote citizens' participation in **democratic governance** is also reflected, at the **local level**, in its tendency to improve access to basic services in health and education, and to increase transparency, accountability and effectiveness of local institutions (see e-government). **Local authorities**, and particularly cities, represent key actors of ICT development processes. In what has been called the “knowledge society”, cities constitute the nodes of global networks that are both producing and disseminating information and knowledge.

Rarely, it must be said, has a better chance existed to make real improvement in the quality of life of millions of people. This chance, however, is limited by the existence of huge disparities in the access to this new knowledge society, with all its promises of inclusion and global development. The **gap of the digital divide** between the North and South of our planet is roughly measured by data such as those concerning Internet access or even simple telephone lines. For example, while one in every two residents in the United States has access to a personal com-

puter and the Internet, in Africa there are only 7 personal computers to every 1,000 people and only three million people out of Africa's total population of over 750 million are Internet users.

The digital divide, however, is not an isolated phenomenon and reflects **other divides**, that relate to socio-economic reality, access to services, quality of life, access to literacy and to knowledge, language and culture. A glocal approach to bridging the digital divide should therefore take all these elements into account and search for that meeting point between local and global, not only from the technological infrastructure point of view, but also by considering the need for **local consistency and relevance of the contents of global communication**.

ELEMENTS FOR A POLICY FRAMEWORK FOR INFORMATION AND COMMUNICATION TECHNOLOGY

A policy framework for a glocal strategy targeting Information and Communication Technology could consist of **six strategic choices**.

A. Use ICT to promote social inclusion and development

ICT can be a powerful tool to break barriers of exclusion of poor and isolated areas or social groups and to connect them to global resources and opportunities. As the main actors in ICT, private corporations – and socially responsible businesses, in particular – are offered a unique chance, in this framework, to use their competence and experience to concretely start up development processes at grassroots level. It is important to stress that ICT contribution to development is only effective if the different sectors of urban civil society are concretely involved, in a perspective of inclusion.

B. Promote mutual cultural understanding and peace through ICT

Conflicts have a multi-dimensional nature and include intangible elements, of a cultural or psychological character, which can be positively affected by the use of ICT, as an effective way to foster collaboration, inter-cultural communication, mutual learning, and the sharing of ideas and experiences across borders. In a post-war context, ICT can widen access to opportunities, forge links, support peace-building efforts and contribute to peace education. A particular effort should be made to achieve an even distribution of ICT and its benefits throughout communities, benefiting both rich and poor sectors of societies. If unevenly distributed, in fact, with the rich being only beneficiaries of post-conflict peace-dividends, ICT – instead of being a positive force towards peace – can exacerbate gaps and therefore exacerbate conflicts.

C. Promote urban e-government and local authority capacity-building

ICT could be used as a means of improving both urban government and urban governance, because it enables efficient management systems and services and enhances responsiveness, decentralization, citizen outreach, participation and transparency (e-procurement, online databases, registries, etc.). Advancing e-government may entail internal reform and cultural change, as well as training and capacity building within local authorities. It also

requires a preliminary definition of needs and the determination of priorities and content. The role of global private actors should be fully acknowledged and exploited, especially in the form of public-private partnerships for the reform of urban management through ICT.

D. Provide education and training to increase access to ICT

To gain the benefits of ICT it is necessary to educate children and to train the existing workforce, providing them with the adequate technical capabilities to use and maintain ICT infrastructure, instruments and related services. As for children, teachers are to be considered key actors for the dissemination of ICT skills, and should therefore be adequately trained. As for adults, retraining programs could be provided, to avoid people being taken out of the workforce. Policies providing incentives to encourage businesses to allocate resources to employee development in ICT could be promoted.

E. Share knowledge within city networks or city-to-city links

ICT represents an opportunity to share knowledge and experiences on city development, enabling inter-city information flows despite geographical impediments. Through ICT, cities can participate in virtual urban networks, offering local authorities access to global knowledge in the form of directories, databases, software sharing and other resources for upgrading urban management. ICT can also be used by cities to facilitate communications with their partner cities and to access their informational resources and expertise.

F. Pursue local relevance

The fact that ICT can link up global and local dimensions must not lead us to overemphasize the global level of communication. Within a glocal approach, the need for local relevance in communication is particularly strong. The contents of communication (best practices exchanges, for instance) should therefore be relevant to local realities, both from a cultural and a socio-economic point of view. The promotion of different languages on the Internet is another factor that could increase the relevance of ICT use, in the line of a policy of “Internet globalization”, willing to use English as a common global language, but also to support local and cross-border communications in a variety of different languages.

RECOMMENDATIONS FOR ACTION

The recommendations for action are divided into three areas, in which examples of practices to further the glocal approach through ICT are provided:

- a. ICT for peace and mutual cultural understanding
- b. bridging the digital divide
- c. ICT and local development.

a. ICT for peace and mutual cultural understanding

1. New generations of global citizens

ICT facilitates city-to-city communication and exchanges, making it possible to educate both youth and the general population in both developed and developing cities. This means getting to know one another's realities, dispelling myths, creating awareness of the different problems faced by other communities and their different realities, and also fostering a broader international perspective and the feeling of belonging to a global community. With the diplomatic and technical support of a mediating agency, such as an international NGO, schools can, for instance, get in touch with schools in other countries and – by using the Internet and other forms of ICT to communicate – they can carry on joint projects (such as jointly managed websites) aimed at broadening students' horizons.

2. Electronic links between people and their organizations in conflicting areas

ICT allows overcoming the physical barriers erected between communities in conflict. It keeps channels of communication open, continues to break stereotypes and create a transversal coalition of peace-seekers and dialogue-seekers throughout the different phases of the conflicts, particularly when meeting together is difficult or impossible. ICT, moreover, is often the only way that local populations can continue to communicate to the outside world and the international community to ask for help, give news on atrocities that are being committed, communicate needs and so on. International institutions and NGOs could promote private sector involvement to equip local NGOs with computers and the other technical devices needed, as well as to provide training.

3. Bridges of mutual understanding between former parties of conflict

In post-conflict situations the contribution of ICT allows a “soft” contact between former enemies and can be particularly useful as a first step for building or reconstructing confidence and open channels of communication, thus leading to dialogue and mutual awareness. Cultural programs could be developed in the framework of city-to-city relations, sponsored by private sector ICT enterprises and can also have a positive effect in terms of training human resources to use ICT and of promoting tourism.

b. Bridging the digital divide

4. ICT grassroots projects incubators

Some experiences already exist in which grassroots digital divide projects designed by young people are developed by global actors. For example, the Glocal Forum's ICT Incubator Project provides assistance to selected projects from the financial point of view, through grants and donations, and also provides counseling and training. This can also come about developmentally, that is, through the design and implementation of business

plans. The projects are to be selected – by non-governmental, non-partisan institutions of international undisputed prestige – on the basis of an assessment of their impact in the communities they are targeting in terms of poverty alleviation, job creation, access to services, quality of life enhancement and access to training. Resources are to be mobilized from socially responsible corporations and from academia and international institutions.

5. Peer-to-peer support for ICT dissemination

ICT has the potential to greatly facilitate peer-to-peer contacts among ICT professionals from all over the world. It is in fact possible to cooperate with an ICT practitioner in Africa to launch its Internet point simply by sitting at one's own computer from somewhere else, giving technical advice, providing software or helping to draft a business plan. Campaigns can thus be launched, by international and national NGOs, and within city-to-city partnerships in order to encourage qualified individuals to donate a part of their time to help peers in developing countries and the private sector to assume a role in this process. Through their cross-border bilateral contacts, municipalities should provide individuals and private sector with the organizational framework needed to establish and maintain stable contacts.

6. Local devices to overcome infrastructure deficiencies

If investments in infrastructure in order to bridge the digital divide cannot be entirely managed by local authorities, devices can be found to guarantee acceptable connectivity levels even in rural and remote areas. Cellular phone technologies can be a way to overcome the lack of infrastructures. In some parts of India, trucks endowed with satellite aeriels visit rural villages in order to provide access to e-mail and Internet connections once a week. Expedients such as these, which show the great vitality of the digital sector in developing countries, could be disseminated and supported – where possible – through city-to-city and multilateral urban links.

7. Telecenters

Creating multi-purpose telecenters can encourage the assimilation of ICT in disadvantaged rural and urban areas. The telecenters should offer training in computer literacy, e-mail and web searches, technical support in general and, in particular, support for web-page creation. The installation of telecenters in schools can also permit their use by both children and adults at different times. City-to-city approaches, fostering private sector involvement in both cities, the mediation of an international agency or NGO and – most of all – the pursuit of local relevance through the involvement of local actors all helps to identify and deal with local needs and to set up telecenters in local contexts, thus promoting their dissemination.

8. Best companies' index

A yearly index of companies that are most active in their efforts to bridge the digital divide could be established. This kind of index – issued by private sector organizations for corporate social responsibility – could set standards and provide examples for technology

companies to donate resources in the most effective way in order to contribute reducing the ICT gap between developed and developing countries. The identification of the organization issuing such index should be a lengthy and careful process, since it should be viewed as credible by a cross-sector of stakeholders.

c. ICT and local development

9. City Gateways

“City gateways” are portals aimed at providing information on a great number of cities around the world, in conjunction with their municipal bodies, that cooperate in the development and management of some pages on a website. Information on each city could provide a platform for business owners to learn about incentives, regulations, and opportunities, for various purposes: stimulating investment and provoking private sector activity for local development; presenting research materials and studies on a variety of developmental issues regarding cities and decentralized aid; and providing a databank on NGO and youth associations activity and contacts in every city.

10. Urban e-government platform development

International organizations and NGOs, in partnership with the global associations of local authorities, could commit themselves to setting up e-government platforms for a certain number of cities in developing countries by 2020. Pursuing such a goal could imply an effort to reach different levels of electronic service development, according to the different situations cities start from.

11. Urban health-nets

Hospitals of developed and developing countries could link up – in a city-to-city framework – in order to share low cost online medical libraries, databases and other resources. Tele-medicine, informal counseling among doctors on diagnoses and medical tests, and distance training activities could also be performed. Resources for the technical equipment required could come from international health institutions and NGOs, and from specialized private sector enterprises.

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ANNEXES
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ANNEX ONE

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ANNEX TWO

Living sources

In this annex, qualified informants and experts that have been consulted for the research – through a semi-structured questionnaire – are listed. They have been divided in **seven main categories**, in relation to the nature of the organization they belong to or their professional activity. Such categories are:

- international organizations and development cooperation agencies;
- local authorities, their networks and related actors;
- non-governmental organizations;
- universities and research centers;
- private sector organizations (both profit and non profit);
- the Glocal Forum;
- the Glocal Youth Parliament.

It is important to stress that information and opinions collected from living sources – that have been anyway integrated by the examination of documents - have been analyzed and processed by CERFE during the final studies phase of the research, in connection with the Glocal Forum's Think Tank on Glocalization. For this reason opinions and facts reported in this booklet do not – under any circumstance – bind people who collaborated in the consultative process of the research.

INTERNATIONAL ORGANIZATIONS AND DEVELOPMENT COOPERATION AGENCIES

1. Nefise Bazouglo, Chief, Monitoring Systems Branch, UN-Habitat
2. Tim Campbell, Manager, Urban Development Program, World Bank Institute
3. Tomás Lindemann, Rural Institution officer, FAO
4. Jay H. Moore, Chief, Strategic Planning, UN-Habitat
5. Alessandro Serafini, Plenipotentiary Minister, Decentralized Cooperation Department, Italian Ministry for Foreign Affairs

LOCAL AUTHORITIES, THEIR NETWORKS AND RELATED ACTORS

6. Mary Carmen Avila, International Projects Coordinator, AMMAC – Association of Mexican Municipalities
7. Dimitris L. Avramopoulos, President, the World Institute of Glocal and Cities’Diplomacy
8. Ben Carlin, Information Manager, EUROCITIES
9. Carl Cederschiöld, Former Mayor of Stockholm, Senior Adviser, Municipality of Stockholm
10. Goran Ciric, Mayor, President of the Nis City Assembly
11. Tim Honey, Executive Director, SCI – Sister Cities International
12. Matteo Rebesani, Advisor to the Mayor of Rome
13. Bernadia Irawati Tjandradewi, Program Manager, CityNet – The Regional Network of Local Authorities for the Management of Human Settlements
14. Kristof Z. Varga, Director, LOGIN – Local Government Information Network

NON-GOVERNMENTAL ORGANIZATIONS

15. Johan Olav Koss, President and CEO, Right to Play
16. Ewan D. McPhie, Director, Bridges.org
17. Justin Thumler, Managing Director, World Computer Exchange

UNIVERSITIES AND RESEARCH CENTERS

18. James L. Koch, Santa Clara University, Director, the Center for Science, Technology & Society
19. Olu Oguibe, Artist, Curator, and Cultural Critic
20. Michael Parkinson, Director, European Institute for Urban Affairs
21. Janice Perlman, President, The Mega-Cities Project

PRIVATE SECTOR ORGANIZATIONS

22. Michael Goren, President FAR&WIDE Travel Corporation
23. Anthony Harris, President, Hilton International
24. Tom Hoog, Chairman, Hill & Knowlton USA

25. Isabel Maxwell, President Emeritus, Commtouch Software Ltd
26. Michael Nobel, CEO, MRAB Group
27. Claudio Pinkus, Executive Vice President and Chief Strategic Officer, Ask Jeeves Inc.
28. Richard Sadai, Principal, International Business Connect
29. Francis Stevens George, CEO, Kizuki Group

THE GLOCAL FORUM

30. Uri Savir, President, The Glocal Forum
31. Benedetta Alfieri, Assistant to the President, Coordinator of Sport for Peace and Development
32. Daniella Ben-Attar, Director of International Partnerships and Project Manager for Think Tank on Glocalization and Glocal Youth Parliament
33. Ella Carpenter, Deputy CEO and Former Coordinator for Culture, Peace and Development Activities
34. Elise Colomer Grimaldi, Former City Diplomacy Coordinator
35. Salvatore Nigro, Assistant, Think Tank on Glocalization
36. Danielle Pollack, Former Coordinator of Civil Society Affairs
37. Giuliano Stiglitz, ICT Coordinator for Peace and Development Activities

THE GLOCAL YOUTH PARLIAMENT

38. Blanca Ballester Martinez, Student, Madrid
39. Jasper Jansen, Student, Amsterdam
40. Melvin Moore, Student and Public Official, Washington DC
41. Marianthi Spyropoulou, Student, Athens
42. Rosalyn Yake, Student, Toronto
43. Gyongyver Csuka, Student, Budapest