

RIUNIONE QUALICITIES COSENZA ITALIA

18 e 19 maggio 2007



Città di Cosenza
Assessorato alla cultura



QUALICITIES
DEVELOPPEMENT DURABLE
DES VILLES DE CULTURE
QUALITY BRAND OF SUSTAINABLE CULTURAL CITIES

North East South West
INTERREG III C

www.qualicities.org

Contact: Amandine Leopold, Quality officer a.leopold@ville-arles.fr and
Benoit Stievenart, project coordinator bstievenart@anderlecht.irisnet.be

Attendance sheet:

	Name	Position	City	Country	Signature
1	Acri Leonardo	Responsable des relations européennes	Cosenza	Italie	
2	Araujo Filomena	Vice maire pour la culture	Evora	Portugal	
3	Bonello Christine	Secrétaire de direction	Birgu	Malte	
4	Boxall John	Maire	Birgu	Malte	
5	Cardenas Jose	local Coordinateur	Pézenas	France	
6	De Neve Danielle	Consultante	Anderlecht	Belgique	
7	Delgado Martinez Jose Miguel	Ramiro rivas	Ubeda	Espagne	
8	Fabre Edit	Technicien	Pézénas	France	
9	Fernandez Gervacio	Elu à la culture	Toledo	Espagne	
10	Garcia Laure	AFNOR	Paris	France	
11	Hurtrel Jean	AFNOR	Paris	France	
12	Huszar Ildiko	Project Assistant	Baranya	Hongrie	
13	Leopold Amandine	Coordinatrice Qualité	Arles	France	
14	Menece Juan	Technicien projet	Tolède	Espagne	
15	Mossuto Maria Rosaria	Technicienne culture	Cosenza	Italie	
16	Pola Gabor	Conseil général baranya	Baranya	Hongrie	
17	Ramiro Rivas Fransisco José	Technicien	Ubeda	Espagne	
18	Rocha Telmo	Technicien	Evora	Portugal	
19	Souchier Raphaël	Expert	Les plans	France	
20	Stievenart Benoit	Coordinateur Qualicities	Anderlecht	Belgique	
21	Valentim Antonio	Technicien service environnement	Evora	Portugal	

Synopsis

<u>FRIDAY MAY 18, 2007</u>	4
INTRODUCTION	4
REMINDER OF THE OBJECTIVES OF THE PROJECT	6
PROGRESS REPORT OF THE PARTNERS IN THEIR LOCAL APPROACH	7
ANDERLECHT	7
COSENZA	8
BARANYA	8
ARLES	9
PEZENAS	9
UBEDA	10
TOLEDO	10
BIRGU	10
EVORA	11
ENCOUNTERED PROBLEMS	13
PLAN OF CONTROL (OR CHECK LIST)	13
PLANNING OF THE AUDITS	14
ATTRIBUTION OF THE LABEL FOR THE PARTNER CITIES OF THE QUALICITIES PROJECT	14
<u>SATURDAY MAY 19, 2007</u>	16
FINANCES OF THE PROJECT	16
FINAL CONFERENCE AND JOINT MEETING	17
WORKSHOPS OF WORK	18
THE ORGANIZATION OF THE SYSTEM QUALICITIES	18
1 THE ORGANIZATION	18
2/ LES ACTIVITES DU SERVICE QUALICITIES	22
3/ LE FINANCEMENT	22
LES OBJECTIFS QUALICITIES	23
LA COMMUNICATION QUALICITIES	24

Friday May 18, 2007

INTRODUCTION

Mr. Giancarlo Morrone, Assistant of the Mayor of Cosenza



Welcome in Cosenza. It is with great pleasure that we receive in our city council, the partners of the Qualities project.

The continuous respect of the principles of the charter of the European cities of culture and heritage represents the basis and the main condition of our local policy. I myself was named by the Mayor of Cosenza as the president of the Qualities local committee in order to ensure the progress of the work.

We celebrate this year the fiftieth anniversary of the signature of the Treaty of Roma, which gave birth to Europe. After those 50 years, we have grown from 6 to 27 member States.

Europe counts today among its priorities:

- common foreign policy
- common defence policy
- economic growth policy
- peace and development policy for the areas suffering of war, poverty and diseases.

Our city has been confronted with all these problems for these last years:

- social cohesion
- public health
- safety
- work
- reception of the various ethnos groups and cultures

In order to answer better to all these problems, the city understood the interest of implementing an integrated policy (cultural, social, urban, economic, tourist, environmental) and moving towards measurements of sustainable development.

Our objective for years within the AVEC network has been to set up a quality and sustainable development approach related to the cultural heritage of our city.

We wish to create a data base of good practices that we could share with our partners and to obtain the European label Qualities, thanks to this exchange.

Our heritage is not only one whole of material and immaterial heritages, it is also the trace of the history through which generation after generation a population is distinguished from the others.



We all have need for a plan of local progress very quickly to better be able to preserve the quality of our natural and cultural environment, to diversify and improve the services of the our administrations, to facilitate the access to culture and heritage with all the components of the population by carrying out projects in which the population takes part. The cultural projects cannot be copied from the projects of other cities. They must be built and divided locally by the citizens, the universities, the schools the theatres, associations...

The great transformation that we currently live - the economy of knowledge - is based on the capacity to produce ideas, innovations... on the architectural and cultural heritage.

The heritage of the city of Cosenza is relevant but needs to be emphasized today. In Cosenza, we have many places of diffusion of culture:

- the academy and soon the House of the music and the Museum of Brettii
- museum MAB (outdoor museum = exhibition of work of Consagra, Manzu, De Chirici, Greco,
- the house of culture (conferences, exhibitions, films...)
- the theater Rendano , the Theater Morelli (which will open soon its doors), the Italia theater
- the public library
- the city of children and the library of children, the game library
- the international cinema festival

A cultural pole will open also its doors in the historical centre very soon.

In the coming days, the culture department of the city, directed by Maria Rosaria Mossuto, will be settled in an ancient palate.

In the 3 coming years, 3 large events will take place:

- in 2009, the 50th anniversary of the birth of Bernardino Telesio
- the 100 anniversary of the launching of the Rendano theater
- in 2010, the 1600 years anniversary of death of King Alarico.

To celebrate these three events, the whole of the city will be implied in the organization of a series of initiatives of international impact.

We also take part in an initiative at the national level for the creation of a law on the cities of art and culture. We suggest that the principles of the AVEC charter will be integrated in this new national law.

To finish I would say that we are absolutely convinced of the importance to carry out a quality approach for the development of our community. We intend to invest in culture and the proof is that in our new budget the share devoted to the culture is the second after the budget of public works.

I wish you a very good stay and good working days.



Reminder of the objectives of the project

Raphaël Souchier

Thank you Mr. Morrone for your reception and all the good news that you brought to us.

I point out that the objective that we defined when we created Qualicities' project was to help the city of the AVEC network to implement the charter of the European cities of culture.

Cosenza is even further trying to convince the Italian state to integrate the principles of the AVEC charter in a national law.

The Council of Europe also is interested in the work which we undertook.

However, that does not release us from the work which we must undertake locally. If we succeed in making our concrete and daily labour with the local progress plans, it is there that we will really succeed in convincing our future partners.

This meeting is a key meeting. We must know exactly what is the state of progress of the partners, concerning their approach for improvement, and we must be able to help them and to be certain that we achieve our goals before the autumn.

Progress report of the partners in their local approach

ANDERLECHT



The setting up of the step took a little delay at the end of the year 2006 and at the beginning of 2007 because of the elections and the installation of the new municipal team.

However, in order to progress, we set up a non official local committee with representatives of the various services. That enabled us to identify the projects of progress of the whole of the community.

Once the evaluation of the City carried out we ask ourselves what could make us progress and how.

We tried to fulfil the requirements of the approach point by point. Each department organized meetings with its staff to identify the projects and possibilities for improvement.

The city council then presented a political program which included a series of projects which had been proposed by the municipal staff and which belong to the framework of the Qualicities project. I believe that it proves that it was a need at the level of our city to move towards a progress and quality approach.

The new council prepared a political and a technical method to set up.

We evaluated in time the installation of this progress. A first important step for the city of Anderlecht was the decision taken by the council to create a tourism department.

A positive point of the approach is also that the civil servants of the city work now with multi-field and transverse teams.

We now indexed all the projects of the city and what remain us to do is to classify these various projects according to the groundwork of the Qualicities referent document to be able to allow the listener who will come to Anderlecht from better being able to evaluate our work.

The quality approach that we are carrying out, let's not forget it, is also an approach of continuous improvement and we must also concentrate our efforts on this point.

We will send the final report of the progress plan around mid-July to Amandine and AFNOR team in order to make them validate the possibility of an audit around mid-September.

COSENZA

We already carried out the inventory of the City of Cosenza. We carried out several meetings in the various departments of the city.

We created the Qualicities local committee. Two meetings were already carried out. The local committee was validated by a deliberation of the municipality. Mrs Mossuto is the coordinator of the local committee.

We translated the Qualicities referent document into Italian. And we will supplement our inventory of good practices with the contributions of the partners external to the city, member of the local committee.

The next meeting of the local committee planned at the end of May will enable us to make a summary of the results of the self-evaluation.

Regarding the progress plan of the city, this spot will be rather difficult to achieve because the city has already a strategic plan established and we do not want to create a new parallel strategic plan. The difficulty will be thus to integrate the Qualicities progress plan in the strategic plan of the city. We started to make meetings between the Qualicities local committee and the strategic committee of the city.

[The progress plan should be ready for November/December.](#)

BARANYA



We unfortunately did not progress since December 2006 because of the setting up of the new political team in Baranya.

We have several ideas of tracks of progress but these ideas are not validated politically. The county of Baranya guarantees the organization of the final conference but for the moment it does not give the priority to the commitment in a quality approach.

On the other hand, the City of Pécs could be possibly interested to adopt the approach once the project finished.

ARLES



The representatives of the City of Arles are excused. Amandine Leopold explains the local situation. Dynamics is launched in Arles.

The local committee is set up and functions well. The political team supports the approach and validates the decisions taken.

A light delay was caused by the commitment of the city in a local Agenda 21. The Qualicities approach having to be part of the sustainable development approach of the Agenda 21, we are waiting after the structure of Agenda 21 to be able to integrate our work in the global work undertaken by the community.

That does not prevent us from progressing on the drafting of our plan of progress which will be integrated, once finished, in the global approach of sustainable development.

We will finish the final report of the plan of progress about mid-July and we think of an audit for September.

PEZENAS





Like many partner cities, and that is arisen much today than during all the preceding meetings, we encountered many political and methodological difficulties to set up the approach.

This quality approach implies a long and difficult but very positive installation for the organization of the city.

We now have in Pézenas a person who will work full-time to prepare the local plan of progress. She already met all the members of the local committee and now concentrates to identify the key people who will be able to help her within each service to feed the progress approach.

The problem that we meet with our local committee it is that it is composed of general managers who have little time to devote to the project. We convened two meetings for which we did not have anybody else than myself and Edith Fabre. This is why we should absolutely identify the key contacts of our city.

In spite of these difficulties we wish to finish the settlement of the approach before the next local elections in 2008 in order not to undergo the same situations as in Anderlecht or Baranya.

Finally we are also setting up a local Agenda 21 in Pézenas.

Political validation of the local plan of progress will be done in July and the audit should be asked for the end of the year 2007.

UBEDA

The local committee is in fact composed of the old committee of the heritage of the city which has already a legitimacy and a recognition, widens with new people and thus of new competences.

The plan of progress and the strategic plan were elaborated with short, average and long term but we wait the end of the elections to present it to the new municipal team.

TOLEDO

The situation in Toledo is a little particular. We took part in the project during the two 1st six-month periods with the launching meeting in Arles and the forum in Toledo and then problems of internal organization prevented us from continuing work with the partners of the project.

Today the situation is much clearer but we must also wait for the result of the local elections to know if the elected team wishes to invest itself in the Qualicities approach. If it is the case, then we are ready to progress very quickly on the approach and to make up for our lost time.

BIRGU

We already presented our plan of progress during the meeting of Anderlecht. We have not progressed much since this date because our small team in Birgu was very busy by the preparation of the local elections of March.

Since the elections, the local committee was modified a little and numbers of people who take part in it was widened.

We still await the answer and the reactions of the new contacted members.

The ministry for the Maltese culture and the government support the City of Birgu in this approach.

The next stage is to bring together all the members of the local committee to finalize the plan of progress.



We will finish the final report of the plan of progress about mid-July and we think of an audit in September

After having heard the interventions of the preceding partners, Mr. Boxall, Mayor of Birgu, wonders about the possibility of maintaining such a progress approach in place, if a local election can give an end to the commitments taken.

Several answers were given: as long as the approach is not integrated in the normal and daily operation of the city council, commitment in an action such as Qualicities can become a political stake and the opposition can have the will to exist by denying what had been committed before.

We have often on our premises in France, in Italy, in Spain... a culture of the opposition and not of continuity as that exists in other countries.

The solution of this problem can be made only if the city cannot work any more without the operating mode of Qualicities.

A contract could be signed between the various members of the local committee so that it continues to function anyway.

EVORA



The City of Evora was audited on May 7 and 8, 2007.

Jean Hurtrel, AFAQ AFNOR auditor explains how the audit was organized:

The organization of an audit is not simple. Thanks to this audit we have one now a 1st experiment. The Qualicities label being new, I never had audited this kind of referent document and the audit of Evora allowed us to identify tracks of improvement in the organization.

1) Preparation of the audit: We noted that it took more time to the auditor to prepare the audit of the cities than what was planned. The transmitted documents are numerous (LPP, self-evaluation, organization of the city, flowchart...) and it would take more time to be able to study them correctly. It also happens that the auditor does not have all the documents in hand before the audit. It is absolutely necessary that all the documents, which can help the auditor to understand better the audited community and the approach that it undertakes, are sent to him in advance.

2) Perimeter of the plan of progress: the city must have defined a perimeter of action and have identified the heritages on which it will progress in this perimeter.

The perimeter could be modified according to the evolution and progress's made by the city.

A city can decide to only concentrate its plan of progress on the historical centre and the built heritage only at the beginning and to extend this perimeter after a few times.

2) Language of the audit: Problem of languages, which did not arise for Evora because the auditor spoke Portuguese, could be a major problem in certain city. Indeed, for the comprehension of the documents and to minimize the time of visit in the city, it is much easier to speak the same language.

In the case of a country like Malta, if the documents are in certain cases in English and other case in Maltese, the auditor, who will speak English, will not require all the municipal documents to be translated into English. He will trust the candidate which will explain to him what the documents contain. On the other hand, the LPP must be translated into French or English

3) Duration of the audit: The problem of the time of visit also arose. The referent document being very complete, the auditor must meet many people, which is not obvious within 2 days.

4) Continuous improvement: Many parts of the referent document have been settled already in all the cities for a long time it is thus easier for the auditor to control them.

But some tools are completely new (chapter 3 - fundamental principles - and 10 - continuous improvement) and it will be necessary for us to evaluate these new tools and their effectiveness in the long term.

5) Cost of the audit: it will be surely difficult for some cities to support the cost of an audit of control and an audit of renewal every 18 months. The question arises of knowing which prices to impose.

6) Report of audit: the report of Evora will be finalized in the next weeks. It will be used then as a framework for the reports of the next audits.

In his report, the auditor gives:

- tracks of progress
- a list of weak points to supervise and strong points to maintain
- a remark (if he discovers a small lack on a criterion)
- a non conformity (if a criterion is not filled at all). Non conformity implies that the candidate repeats the audit.

7) Life of the approach: It is important that the quality approach lives in the community so that, once settled, whatever occurs at the political level, the approach remains a progress tool impossible to avoid.

Testimony of the City of Evora:

We had finished our plan of progress at the beginning of April.

The management of the plan of progress was made by the local committee which counts representatives of the community (elected officials and technicians), the President of the Pró-Évora Group, the President of the partnership of the district of Evora and the Regional Director of IPPAR (Portuguese Institute of the architectural heritage). Other actors were consulted throughout the approach.

To prepare the self-evaluation and the plan of progress, the coordinator chose not to gather the local committee in its whole but to meet individually each member to evaluate the situation and detect the tracks of progress on the subjects which related to them.

The Excel table of self-evaluation was very useful. For each criterion, the key people being able to provide an answer in the city were noted in an additional column. That enabled us to follow what the actors had provided to us or not and to show to the auditor that all the actors were concerned and implied.

The LPP gathers all the actions or projects carried out by the city which were classified by criterion to answer the referent document.

With regard to the budget of each project of improvement evoked in the LPP, we did not create a budget suitable for Qualities but we identified in the budgets already voted by the city council the lines which corresponded to the projects of the year.

A document was also voted by the city council of Evora concerning the great actions to come over four years. The planned actions on short, medium and long term are of a great help for the auditor who better seizes the orientations towards which the city tends.

ENCOUNTERED PROBLEMS

For all the partners, the most significant chapters of the referent document are the chapters "3.Fundamental principal" and "10.continuous improvement". **Especially** these two chapters impose the settlement of completely new systems which are thus more difficult to set up and **to make last**.

It is reminded to the partners that, even if they were not audited yet, the chapter "10.continuous improvement" must be treated. Each city must be equipped with a book of complaint and must already treat the complaints and remarks of the visitors and inhabitants.

An analysis must also be done if complaints are repeated and why, or if something improved and there is no more complaint on this topic since.

The political validation of the local plan of progress raises some problems. The Mayor or his representatives should normally sign a commitment to respect the projects described in the LPP. The person(s) who sign(s) the LPP must have the capacity to commit the very whole city.

Plan of control (or check list)

Cf document in appendix

The plan of control (or check list) repeats the criteria of the referent document one by one and indicates to the city what the auditor will be looking for at the time of the audit. This document was sent to you by e-mail in March 2007 per Amandine.

It will be very useful for you once your plan of progress made to check that you did not forget anything and that all the documents necessary are ready.

The check list is used both by the auditor to prepare the audit and by the candidate to prepare the elements of justification.

Planning of the audits

Evora (Portugal) => May 7 and 8, 2007

Vienna (France) => July 2 and 3, 2007

Anderlecht (Belgium) => September 2007

Arles (France) => September/October 2007

Birgu (Malta) => September/October 2007

Pézenas (France) => December 2007

Cosenza (Italy) => December 2007

Toledo (Spain) => According to local elections results

Ubeda (Spain) => According to local elections results

Tours (France) => 2008

Bormla (Malta) =>?

Isla (Malta) =>?

Mertola (Portugal) =>?

Baranya (Hungary) =>?

Benoit Stiévenart points out the fact that the project was extended in time but that the financing of the audits could be done only until the end of October.

Which means that the cities which will choose to be audited in November, December 2007, or later, will not be able to benefit from the European financing for their expenses of audit.

The final meeting of Baranya (from October 18 to 20, 2007) will include an official session of handing-over of the certificates of the label at the deserving cities. It would be thus welcome that the cities which are ready could be audited at least 3 weeks before this date to make it possible for the auditor to submit his report.

Benoit also points out that no budget was planned for the audit of the "tests" partner cities and that they should pay their own audit.

Attribution of the label for the partner cities of the Qualicities project

For the partners of the Qualicities project, the process of attribution will be simplified.

Once the report of audit sent by AFAQ AFNOR to Amandine, it will be sent a copy to the political leaders designated for each leader city of the Project (Anderlecht, Arles, Baranya, Cosenza, Evora, Pézenas, Toledo and Ubeda).

Then a meeting will be convened, in Baranya during the conference of October, with the political leaders for the leader cities, which will have studied the report of audit, to make the decision of attribution.

Of course a city cannot be judging its own case. If a leader city is audited, in fact the 7 other cities will make the decision of attribution.

If the decision is positive, the candidate will give a certificate of this type:

**CERTIFICATE FOR THE COMMUNITIES
COMMITTED IN THE QUALITY APPROACH "QUALICITIES"**

The **QUALICITIES** label committee attests that :

The city of ...(name of the city)
Post code
Country

respects the criteria of the **QUALICITIES** referent document of good practices.
The audit was run by an independent organism.
This certificate is valid until ../../....

Date, stamp and signature

The quality approach and label **QUALICITIES** were created in the framework of a project co-financed by the European Union.



Saturday May 19, 2007



Mr. Salvatore Perrugini, Mayor of Cosenza

The Qualicities project is for us a solid point of reference because our city is attached to set up this virtuous circle which will enable us to develop our heritage.

In agreement with Qualicities, we are convinced that it is not enough to have a remarkable heritage but what is most important is the quality of the work and the actions of valorisation that one can carry out around this heritage.

The European network of historical cities is for us very important in order to belong to the Europe of culture, but also to support our concrete work thanks to experience sharing and thanks to the tools which enable us to advance in this field.

I am certain that you spent a good moment in Cosenza and I am really interested in keeping in collaborating with you on this project.

I wish you an excellent working day.

Finances of the project

Benoit Stiévenart

Since our last session of work of December in Anderlecht on the budgetary part of the project, I received many documents.

There are still technical details to regulate with certain partners who do not justify their expenditure in a correct way.

Certification:

The major problem today is the fact that many partners are sending their financial justification which are not certified. As long as the financial reports are not certified in times, we cannot send the expenditure to the European Commission.



Certain mistakes are repeating:

Calculation of the rate of the personnel => many careless mistakes cost us an invaluable time to correct. Be more precise when you submit your report.

Perdiems => they are calculated according to the number of nights spent on the spot and the maximum per diem is indicated in the budget which was provided to you at the beginning of the project.

Travels => the expenses of car trips for distances lower than 100km are not eligible.

Certain partners are always in situation of under expenditure. Mertola for example has not sent a justification to us for a long time.

I ask all the partners to make up for lost time they have taken and to justify the missing expenditure justification in the next report (July 2007).

The payment of refunding of the two 1st six-month periods expenditure of the project will be made in September 2007.

The financial statement of each partner for period 5 will have to be sent in the current of July. The deadline of sending to the auditor being September.

Final conference and joint meeting

The final meeting of the Qualities project will be held in Baranya (Hungary) October 18, 19, and 20, 2007.

The travel will be made on October 17 and 21.

Final meeting program:

Thursday October 18 = technical meeting

Friday October 19 =

Morning: Technical meeting on the final report

Political meeting for the decision of attribution of the label to the deserving candidates

Afternoon: Conference and handing-over of the certificates of attribution of the label

Saturday October 20 =

Morning Steering committee

Afternoon Visit



An inscription form will be sent to you with all necessary information to arrive to Pécs. **The name of the hotels will be sent to you and you will have to book personally your own hotel room.** And it will have to be done rather quickly because this weekend of October is a festival weekend which will probably attract many people.

The joint meeting of three projects of the program INTERREG IIIC - Qualities, Inherit and Cultured - will be held in Pistoia (Italy) October 8 and 9, 2007.

Presentation of the results of the 3 projects and exchanges of good practices between the 3 projects to think of a way of developing the results of the 3 projects.

Find information on the 3 projects on <http://www.quicnet.net/>

It is no obligation to take part in this conference; however, the travel expenses of one person per partner will be eligible in their budget.

The language of this meeting will be only English and no translation is laid down.

The representatives of the projects Cultured and Inherit will be also invited to the final meeting Qualities.

Workshops

Two workshops are formed for a thought on the future of our label.



French speaking group	English speaking group
Reporter : Raphaël Souchier Edith Fabre (Pézenas) José Cardénas (Pézenas) Juan Meneces (Toledo) Gervacio Fernandez (Toledo) Jose Miguel Delgado Martinez (Ubeda) Fransisco Jose Ramiro Rivas (Ubeda) Leonardo Acri (Cosenza) Maria Rosaria Mossuto (Cosenza) Danielle De Neve (Anderlecht) Antonio Valentim (Evora) Gabor Pola (Baranya)	Reporter : Benoit Stiévenart Amandine Leopold (Arles) Filomena Araujo (Evora) Thelmo Rochas (Evora) John Boxall (Birgu) Christine Bonello (Birgu) Ildiko Huszar (Baranya)

THE ORGANIZATION OF THE SYSTEM QUALITIES

1 the organization

French-speaking workshop proposal

Qualities is at the same time a brand and a service of the AVEC association, created to facilitate the application of the AVEC charter by the members of the network;

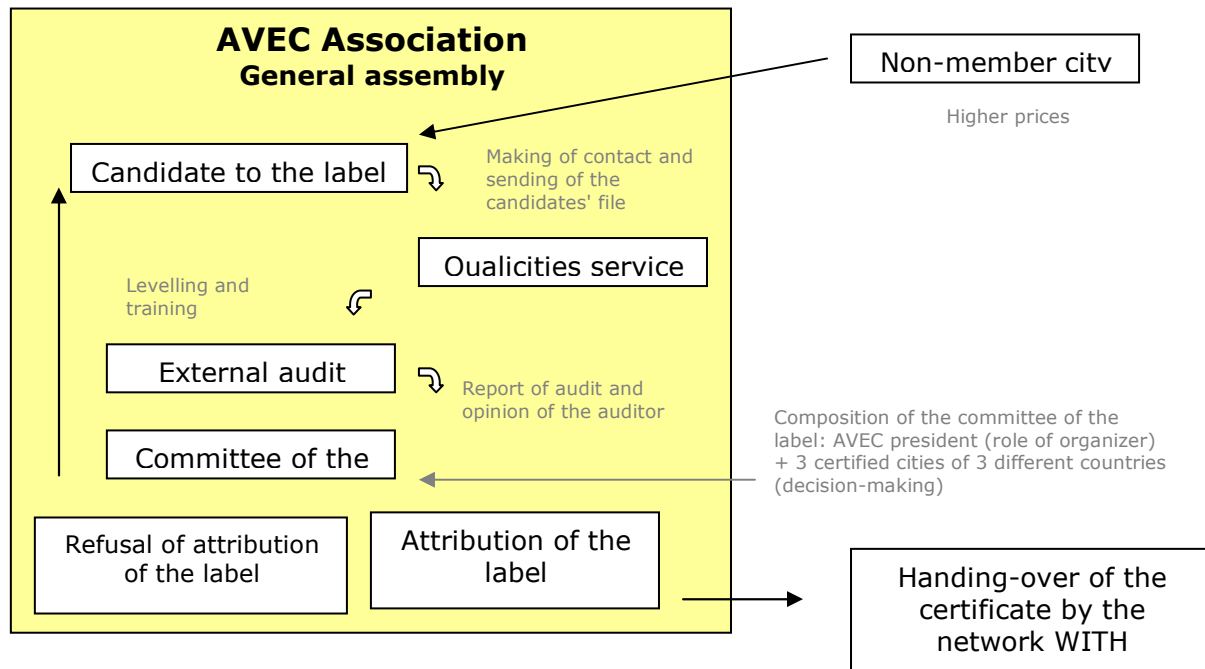
- managed, under delegation of AVEC general assembly, by the Committee of the Label, composed of certified members.
- animated by the personnel of the association, within the framework of the Qualities Service

External partners are associated within the framework of the Ethics committee of the label.

www.qualities.org

Contact: Amandine Leopold, Quality officer a.leopold@ville-arles.fr and Benoit Stievenart, project coordinator bstievenart@anderlecht.irisnet.be

English speaking workshop proposal



The ethical committee is removed for the moment because it would weigh down the structure.

It is possible to organize a meeting of the partner institutions once a year to check the relevance of the allotted labels and to inform us of possible derivations but without any decision-making power.

French-speaking workshop proposal	English speaking workshop proposal
<p>1.1/ A brand</p> <p>Qualicities is a brand belonging to the AVEC association and deposited at the European level.</p> <p>1.2/A service of the AVEC association</p> <p>Available to the member cities and territories:</p> <ul style="list-style-type: none"> - AVEC network (the price to pay to obtain the Qualicities service will include the contribution to the AVEC network - consequently the cities which will wish to adopt the approach will have to enter this network) - associations (local, national, international) related to AVEC by a special convention 	<p>1.1/ A brand</p> <p>Qualicities is a brand belonging to the AVEC association and deposited at the European level.</p> <p>1.2/A service of the AVEC association</p> <ul style="list-style-type: none"> - Available for the member cities and territories at a preferential rate - Available to any city or territory non-member with a higher price (case of cities non-member of the Council of Europe which would wish to adopt the approach but not to belong to a European network) - Available to other associations (local, national, international) related to AVEC by a special convention

French-speaking workshop proposal	English speaking workshop proposal
<p data-bbox="156 367 751 398">1.3/ Managed by the "Committee of the label"</p> <p data-bbox="156 432 762 463">By delegation of the AVEC general assembly,</p> <p data-bbox="156 497 539 528">The Committee of the Label:</p> <ul data-bbox="188 528 762 656" style="list-style-type: none"> - is composed of 3 to 15 members elected by the members of AVEC whose certification is effective at the time of the vote and renewable per third each year. <p data-bbox="188 689 738 882">(Phase of launching of the label: while waiting for the 3 certified members at least, the coordination is ensured by the steering committee of the Qualities project = political leader for the 8 leader cities).</p> <ul data-bbox="188 916 770 1417" style="list-style-type: none"> - establishes rules of procedure for its operation - decides attribution of the label to the candidates (and possible radiation of the members not respecting their commitment), on the basis of the report of audit; - in the event of refusal of attribution the candidate city can appeal to the ethics committee; - coordinates the activities of the Label (animation, formation, communication/promotion, financing). 	<p data-bbox="807 367 1433 398">1.3/ Managed by the "Committee of the label"</p> <p data-bbox="807 432 1417 463">By delegation of the AVEC general assembly,</p> <p data-bbox="807 497 1182 528">The Committee of the Label</p> <ul data-bbox="839 528 1417 656" style="list-style-type: none"> - is composed of 3 certified cities or territories, of 3 different countries, elected annually by the AVEC members already certified. <p data-bbox="839 689 1437 848">(Phase of launching of the label: while waiting for the 3 certified members at least, the coordination is ensured by the steering committee of the Qualities project = political leader for the 8 leader cities).</p> <ul data-bbox="839 882 1425 1137" style="list-style-type: none"> - is animated by the president of the AVEC network; - decides attribution of the label to the candidates (and possible radiation of the members not respecting their commitment), on the basis of the report of audit; <p data-bbox="807 1171 1098 1202">The ethics committee</p> <ul data-bbox="839 1202 1430 1361" style="list-style-type: none"> - checks the relevance of the labels allotted once per annum to inform the members of AVEC possible abuses or derivation but without any decision-making power.

The proposals of the English speaking workshop and the French-speaking workshop meet in the following points:

1.4/Animated by the "Qualities Service"

- Directed by the general Delegate of the AVEC association (R Souchier)
- Assisted by the quality officer (A Leopold)
- Calling upon internal experts ("local experts") and external experts ("auditors") = press relation and fund raising
- Working in close link with the Committee of the Label and under the authority of the AVEC General Assembly.

Task	necessary competences	Who	Assigned time
1) Secretariat - recording requires - contact and information - sending the working papers - sending the label certificates	Bilingual or trilingual secretary (French-English minimum)	Creation of a position of secretary	½ time (supplemented with ½ time on AVEC)
2) Animation/training - training of the local coordinator Qualicities - assistance to the levelling of the candidate - management of the network of local experts - coordination of experience sharing (data bases, "expert buildings", training courses...	Training to the audit Animation	Amandine Leopold	½ time
3) Label - coordination and training of the committee of the label - coordination and training of the ethical committee - follow-up of the process of certification - follow-up and training of the auditors	Training to the Qualicities approach Animation	Amandine Leopold	½ time
4) Communication/ Press Relation - network internal communication - external communication - assistance to the communication of the certified cities	Communication Marketing Press relation	Externalisation	-
5) Finances - fund raising - accountant	Accounts Fund raising Department	Externalisation	-
6) General coordination - Constant Improvement of the quality approach	Animation Direction	Raphaël Souchier	¼ time

1.5/Evolutionary & open thanks to the "Ethics committee"

Coordinated by the Qualicities service of AVEC and composed of:

- European personalities and representatives of partner organizations (UNESCO, the Council of Europe, ICLEI, etc)
- representatives of the Committee of the Label
- Qualicities Service of the AVEC association

Role:

- . Consulted annually for the orientation and the evolution of the label
- . In charge of attributing each year the "Qualicities price"

www.qualicities.org

Contact: Amandine Leopold, Quality officer a.leopold@ville-arles.fr and Benoit Stievenart, project coordinator bstievenart@anderlecht.irisnet.be



2 activities of the Qualicities service

2.1/ The animation of the Quality approach

- Assistance to the cities having adopted the approach
- Coordination of experience sharing (bases data, "expert buildings", training courses...)
- Constant improvement of the quality approach

2.2/ The management of the Label

- Recruitment
- Assistance to the candidates
- Management of the label
- Continuous Improvement

2.3/ The Communication & Promotion

- Internal Communication
- External Communication
- Assistance to the communication of the certified cities at the local and national level
- Communication of the label

2.4/ Fund raising

- Patronage: Private companies, foundations
- Public Subsidies: local, regional, European

3 financing

The approach and the Qualicities services are available to any community up to date with its AVEC contribution and to the member cities from partner associations.

The financing sources of the label are:

3.1/ The AVEC contribution which gives access to the basic services

=> basic Services to the applying cities

(Initial training Qualicities, assistance, tools of communication and animation...)

3.2/ The purchase by the members of complementary services

- Intervention of the auditor
- Intervention of experts
- Specific tools of communication

~...

3.3/ Patronage and grants of the AVEC association for its Qualicities activity

- Financing of the institutional Communication of the label
- Actions of general interest
- Development of the network

~...

QUALICITIES OBJECTIVES

French-speaking workshop proposal	English speaking workshop proposal
<p>2007 14 partners of the project in the approach 10 certified partners Operational approach and label</p> <p>2008 All members of AVEC in the approach (=35 members) 20 certified members Optimized organization Preparation of the European extension</p> <p>2009 European extension 30 certified cities</p>	<p>2007 14 partners of the project in the approach 7 certified partners Operational approach and label</p> <p>2008 Members of AVEC interested in the approach (=10 members) 12 certified members = we do not wish a great quantity of certified cities but a great quality of certification in order not to decrease the credibility of our label.</p> <p>Optimized organization Preparation of the European extension</p> <p>2009 European extension 17 certified cities</p>

1) How to achieve the goals 2007?

The partner cities of the Qualicities project have all started the local approach of progress except for Toledo (which will start after the elections), Mertola, Bormla and Isla (which have not given any news for this last six-month period).
These cities will have to make more efforts to make up for their lost time.

2) How to achieve the goals 2008?

To sensitize the other cities of the network, several solutions are offered to us:

- General Assemblies and administration councils of the AVEC network
- national meetings in each country organized by the partner cities of the Qualicities projects
- in Belgium, request of actions from networks such as the Rotary Club

3) How to achieve the goals 2009?

To sensitize the external cities of the network, we count on each member city of AVEC which will be given the responsibility to inform and sensitize the other cities with which it has partnerships or the other networks to which it belongs.



QUALICITIES COMMUNICATION

1/ The QUALICITIES offer

“Our Vision

European civilization was built by centuries of exchanges and creation, as the diversity of its heritages testifies it. Our cities were and are always the privileged cradle of this European civilization. They need to continue to live, to radiate and to contribute their share to the planetary challenge of a true sustainable development, combining prosperity and solidarity.

It is the meaning of the European Charter of the Cities and Territories of Culture.”

“Our Mission

Joined together within AVEC, we place at the disposal of the cities & historical territories of Europe the framework of co-operation and the tools which they need to offer to their population and the visitors the benefit of a sustainable local development.”

“Our general objectives

We want to offer to the historical cities & territories of Europe:

- an effective network & a convivial framework of mutual training and experience sharing to the service of their sustainable development
- means of applying daily the values & objectives of the AVEC European charter

QUALICITIES is the main tool designed by the members of AVEC achieving these goals together.”

Needs and desires to which Qualicities answers

Needs:

- A true quality of life for the citizens and the visitors
- A reliable and sustainable environment
- A method to set up a quality approach
- The durability of the quality approach in the city
- A permanent development of the competence of the civil servants
- an integrated approach for the community

Desires:

- Recognition of the work of the city through a European label
- Better attractivity of the city
- Image of excellence
- Quality of life
- Image of quality and dynamism of its political leaders
- Discoveries, exchanges & meetings

The offer of service of Qualicities to the cities and territories

- A methodology which makes it possible for the local communities to put their heritages in the middle of their strategy of sustainable economic development.
- A quality brand recognized at the European level
- An approach which enable the community to mobilize the important local actors

2/ Target Public of Qualities

Decision makers: (who makes the decision to join Qualities? to ask for the certification?)

- Mayor / President
- Elected Members of the council

Prescriptors: (who influences the decision?)

- Heads of departments of the cities which are already in the approach
- media
- associations of cities
- letters of the mayors
- national ministries
- local political parties in action
- regional communities
- the NGO for heritages and associations of citizens

Actors: (Who is concerned with the decision?)

- associations
- professionals
- population

What do we know about our targeted public- (decision makers & prescriptors)?

Parameters	Needs	Desires	Relevant practices & behaviors	Preferences of communication & media
Targeted public				
Mayor/town council	- method - durable development	- excellence - recognition - attractivity	- letter of the mayors - invitation to meeting or workshops - national and local newspaper industry	- simple and short flyer = a simple sentence as "Let's work together to make cities of quality" and one page maximum of presentation - sustainable - in the language of the country - Internet site
Population	- quality of life	- to be proud of their city	- during cultural events	- local radios - Newspapers - local TV
Visitors	- to increase the number of the tourists	- to improve quality of tourism	- work with the stores, hotels, agencies travels...	Use of the logo Poster Stickers Map of the city...
Students				- Conferences in University



3.4/How to attract durably decision makers and prescriptors?

Actions Public-targets	Nature of the action	Description	Persons in charge and means	Timing
Cities	Booklets and exhibitions,		Intern to the AVEC network	Medium term
	Credibility and notoriety of the label	To ensure of the level of quality of the label	Committee of the label + ethics committee	Long term
	Internet site and forum on the Net	- develop the successes of the ones and others - present the city of the month on Internet site of each certified city	Web site Web site of the certified cities	Short term
	Events: Annual ceremony of the Qualicities prices	Ceremony to award the most deserving city among the Qualicities cities and to introduce the new applying cities or received applicants	Organization by AVEC and support of the ethics committee	Medium term
	Tourist documentation	exchange of Tourist documentation between cities to promote the network	certified cities	Short term
	Price of solidarity	To help the most stripped countries to enter our quality approach.	AVEC Network	Medium term
	Marketing	By-products		Long term

End of works

Next meeting:

The final meeting of the Qualicities project will be held in Baranya (Hungary) October 18, 19 and 20, 2007.

The travel will be made on October the 17 and 21.