



# QUALICITIES

DÉVELOPPEMENT DURABLE  
DES VILLES DE CULTURE  
QUALITY BRAND OF SUSTAINABLE CULTURAL CITIES

## "QUALICITIES" projektének záró konferenciája 2007

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**Thursday October 18, 2007**

## **INTRODUCTION**

### **Zoltán HORVÁTH, vice president of the county council of Baranya**

Dear colleagues, dear friends,

Be welcome in the county city of the department of Baranya; the city of Pécs.  
We are very happy to receive you here in this beautiful city of Heritage for the last European session of the Qualicities project and I wish you excellent working days

### **MIROIR Fabienne, elected official in charge of culture youth, the Museums, the Monuments, Sites, and tourism, Anderlecht (Belgium)**

Mr. Vice president, Ladies and Gentlemen,

I am particularly happy to open with you today the last meeting of the Qualicities project. I make a point of warmly thanking the department for Baranya and the city of Pécs for their cordial reception and the organization of this meeting.

At the time of the general assembly of the European Committee of Regions which was held on the 10<sup>th</sup> of October, President Michel Delebarre introduced the projects selected for the European Regional Champion Award. I am delighted to announce that our project was selected as one of the 3 best candidates in the field of culture. The final vote will be made at the end of November.

Today we are here together to finalize a work of almost 3 years. Together, we will give the 1st label diplomas and will validate the final referent document which will be used as a spinal column for the future European label.

We hope to give our cities a privileged statute in a world of constant evolution. Let's wish for a great success to our label in order to continue a rich work with convincing results for all and recognized by the EU.

I thank you for your attention.

### **Raphael Souchier, expert of the project, general delegate of AVEC**

Mr. Vice President, Mrs. Miroir, dear friends,

We have been working with our friends from Baranya for many years now. We started to work with the department during European exchanges between wine areas (AREV network) at the beginning of the Nineties. The creation of the wine road of Villány-Siklós was the result of one of these European projects.

It occurred to us, whilst discussing the tourist issue in the projects concerning wine areas that we, began to gain interest in the heart of these areas, which were the historical cities. It was necessary to find the means of sustainable development of these cities.

At the time, we dreamed of a European label aiming at facilitating the work done in the European historical cities and improving operation of the administration.



It is this tool and this method which we developed during 3 years with a specialized organization AFAQ AFNOR basing our reflexion on the good practices set up in our cities. We faced this challenge. Our approach was tested concretely and we have in hands a good practices referent document meeting the needs of the cities. It is now a question of following up the work beyond the European project so that this system that we invented continues to function in time. The AVEC network which was at the origin of the project, positioned clearly, as the carrier of the label for the future.

**Jeno Ujvari, director of the house of Heritage of Pécs and honorary president of the AVEC network.**

Dear friends,

It is a great pleasure for me to receive you in my city. We had a wonderful time in Malta last week for the meeting of the AVEC association. We discovered a splendid island and a completely different culture from ours in Central Europe. This is also the interest of a European network of cities of heritage.

World narrows, at the same time geographically, thanks to the means of transport and also thanks to the means of communication as we can exchange more easily and we established today a true bond of work and cultural exchange around the Qualities project for which we are gathered here in Pécs. This project is what makes us stronger.

In conclusion, I simply wish to add that in Hungary an association of historical cities of cities in Hungary has just been created and we are proud to be able to use our reflections around Qualities in this new and demanding national network.

Have a good day of work!



## AUDITS' EXPÉRIENCE FEEDBACK

**Laure Garcia, in charge for the project and Jean Hurtrel, auditor - AFAQ AFNOR**



We are pleased to be able to comment the audits which we carried out for the Qualicities label.

### 5 communities were audited:

- EVORA (Portugal), May 2007
- VIENNE (France), July 2007
- BIRGU (Malta), August 2007
- ARLES (France), September 2007
- ANDERLECHT (Belgium), October 2007

### Preparation of the audits:

#### ■ Documents' preparation

Before each audit, we asked the candidate City to provide us several documents, these included, the Local Progress Plan, Self evaluation, budget, presentations about the community and its projects,... but finally, the auditor had in his hands many documents and what was lacking in most cases was a key document which summarizes all the others and which helps the auditors to understand better the situation of the community. In the future, the Local Progress Plan must play this role. It will have to:

- Describe the perimeter: geographical area
- Determine the fields of application: heritages concerned
- ⇒ list the different heritages concerned in detail. If they are not under the competence of the city, define well which are under the city's control, protection and development of these heritages.
- List the competences: determine well upon the beginning what is part of the competences of the city, department, area, government, associations...
- Describe how the city fulfils the requirements of the referent document and do not only quote the associated documents there
- List all the plans taking part in the LPP: many plans of management of the city (traffic management plan, safeguard of the heritage plan, diary 21...) are part of the LPP. The auditor must be able to identify them clearly.
- Define a multi-annual LPP, even if the budgets are not yet defined and are not validated for sure
- list the people (with their function) implied in the Qualicities project (with their availabilities at the time of the audit). This list must include officials and persons in charge for the administration of the city.

The City of Arles prepared a LPP document which answered perfectly to this request.

The structure of this document was included in the method guide of the Qualicities label and is available on request to Amandine Leopold ([amandine@avecnet.eu](mailto:amandine@avecnet.eu)).



### ■ Preparation of audits' planning

The planning of the visits was always been too intense.

In the future it would be necessary to limit the visits to sites where several people/organizations are implied in the system (ex: tourist office) and to the pedestrians tours to check the situation on the spot.

It is absolutely necessary that the elected officials are implied in these visits so that the auditor is sure of the political commitment of the city.

### ■ Time of preparation of the audits for the auditor

The preparation time for the 5 audits carried out was much too short: it is really necessary to envisage sending the documents at the latest 3 weeks before the audit.

### ■ Professionalization of the organisation of audits

During the project, the cities which applied for the audit were in contact with various actors (Amandine Leopold, Laure Garcia, the auditor).

In the future only one person must in charge of sending a mission order to the auditor and a notification of audit to the city (indicating the procedure to be followed).

## Course of the audits:

### ■ Opening meeting

If possible, with all the participants to the audit.

### ■ Interviews

The city will have to plan several interviews of 2-3 people maximum. Too often, many people were present to discuss the same issue. It became difficult for the auditor to manage the discussions.

⇒ Focus the interviews on the LPP, the follow-up of the realization of this LPP and on the coordination of the various departments of the community to reach the common objectives.

⇒ Show the control of the processes which allow the right management of Heritages.

### ■ Audit duration

We had experience of "marathon" audits of 1,5 day on average. Perhaps it will be necessary to re-examine the duration of the audit. However longer audits will involve a problem of cost.

It is also necessary to keep in mind during the preparation of the audit planning, which is not a question of showing to the auditor all the projects in progress or existing around the Heritages of the city but to show that your planning method functions well, that you have projects planned over several years and that the follow-up of these projects is effective. It should be proven that a system of continuous improvement exists and works in your city.



## Strong points of the audits:

- Very good reception and motivation of the actors
- Richness of the exchanges at the time of the presentation of the projects and their unfolding.
- The Qualicities approach brings indeed a framework of coordination of the various plans/projects existing in the city.

## Weak points of the audits:

- Concerning the **follow-up and improvement process**: there are meetings between services, but concrete elements are missing in most cities, (few meetings reports and concrete action plans)
- **Youth of the system**. Quite usual at the beginning of a quality approach.
  - ⇒ The Qualicities Committee enabled the set up of the approach. But we could not evaluate the efficiency of piloting and the coordination of the actions like defined in the referent document.
  - ⇒ The quality of piloting, the coordination of the different actors and the follow-up of the various plans will be evaluated at the time of the follow-up audits. This will validate the respect of the Qualicities referent document by the community.
- **The LPPs are very different** according to the communities', they are not always precise on the necessary requirements and the plans presented are not always multi annual
  - ⇒ In the future, the cities will be able to present their LPP copying the example of Arles. That will simplify the reading for the auditor and will allow a better uniformity of the audit report.
- **The participation of the elected officials** in the approach is heterogeneous: the approach must be impelled by them for a better anchoring (letter of commitment of the elected officials). They should be more present at the time of the audit and in the Qualicities committee.
- **Immaterial and natural heritage** are often taken into account, but the auditors noted a **lack of formalization**. A lack of planning of improvement for the management of these heritages.

## General reports

- The regulation and administrative operation are different according to the country which makes the impartiality of the audit even more difficult
- The documents are primarily written in the Country's national language and the auditor cannot always read himself certain elements



## Round table of the audited cities

### ■ **ANDERLECHT, Belgium**

When we received the visit program of the auditor we wanted to show the maximum of initiative projects set up by the city whilst sticking to QUALICITIES issues. It is not really easy to select the projects. We were afraid of forgetting projects or develop certain projects to the detriment of others.

Ideally, the audit will take 3 days, but of course, it will trigger a question of cost.

Perhaps, a referent guide could be constructed for the candidate cities to show them how to optimize the time with the auditor.

A very positive point of the Qualicities audit is the external glance brought to the city. It is not a negative glance; on the contrary, it develops the work of each one in the city. Each actor feels listened and sees his work appreciated.

The Qualicities audit is an extraordinarily rich experiment for a city.

### ■ **ARLES, France**

First of all during the audit, we felt listened and far from being examined, we had a constructive approach with the auditor.

We realized that we build a lot of projects in Arles but that we never formalize the stages of construction and realization of these projects. We thus do not have any copy of the evolution of our projects. This posed a problem for the justification of the improvement made in front of the auditor.

Now that we passed the audit, it is a question of maintaining the mobilization in our city so that the approach lives. The three years to come will be very important for the life of the approach in our cities.

Qualicities was a means to make much more visible the transverse and global work which had already started in Arles in the past few years. All the departments of the city were mobilized to work more together.

We also realized that to make the approach alive we needed identified human and technical means. The follow-up of the progress plan, the organization of the meetings of the local committee, the updates of documents of proof, the revival of the partners on each project engaged by the community to answer the Qualicities referent frame are necessary to achieve regularly to be sure that the approach is quite alive within the community.



### ■ VIENNE, France

Vienne was audited in July. It was the second city which was audited.

The fact that the city of Vienne is a test partner in the project raised some difficulties for us. We did not attend all the meetings held and we had to work more locally with the assistance of Amandine Leopold.

The first challenge was to convince the actors at the local level of the interest of this transverse and global approach from which they did not perceive the objective and especially the advantages that the City could withdraw...

Another difficulty was to show the role of the city in each field. In France the administrative system is rather complex and it was difficult to describe clearly to the auditor the role of each institution or partner in each project.

The audit requires an enormous preparatory work, especially for a city which did not take part in the construction of the referent document and the approach.

An important work of synthesis is to be made and with the great number of documents which we had to fill out (check list, self evaluation, progress plan...) we thought that we will never be able to apply.

Finally at the time of the audit, all the actors were very happy with the outcome, and it was not obvious to choose the necessary interventions and visits. Certain people were frustrated as they had no time to give their opinion and some others would have liked to have the opportunity to show all.

For the future, we think that the General Manager of the services of the city council is the person able to follow and to keep the approach alive in our city. A political assumption of responsibility is inevitable to create a virtuous circle of continuous improvement.

### ■ EVORA, Portugal

Qualicities enabled us to identify and check all the projects which existed in our municipality which concerned heritage.

We realized that we had a need for a greater work in transversal.

The fact that the referent document relates to the various types of heritages at the same level (material, immaterial and natural) made it a challenge for us but it was necessary.

The department which ensured the coordination of the project at the local level is not the heritage department but the department of environment and quality of life.

Our local committee gathered persons in charge for heritage at the local level, regional and national, tradesmen, associations which allowed a citizen and institutional awakening on the importance of the valorisation of our heritages.



The challenge for us was to set up effective action plans between the departments of the city and the other actors. For the moment the carried out action plans are more parallel than transverse.

We must also confirm the implication of the city in the importance of this label project which for the moment does not appear as important to the eyes of the public as other labels that we already obtained like the UNESCO label.

Our difficulty was the animation and the motivation of such a great number of partners and institutions around the same project.

As the other cities, in Evora we also had trouble to select the people and the sites which were going to be presented for the audit.

We have so much projects and achievements that we did not have time to show them all. However we understood well that the important thing is not to show the biggest number of projects to the auditor but to prove that the system of management and animation of the approach functions well within the city.

### ■ BIRGU, Malta

Initially we really want to thank Amandine Leopold who helped us with better seizing the approach and preparing the audit, which was not easy for us since we were at the same time test city and English-speaking partners.

We tried, like all the cities of the partnership, to answer all the requirements of the referent document in spite of the small size of our city and the little means that we have. One should point out that the Maltese government plays a great part in the management of our heritage sites on which we have only very few legal competences.

We absolutely wanted to be audited to prove that our city was able to go till the end of this approach in which we were engaged.

The audit for us was an important test. We had only one day with the auditor and we had so much things to see together to prove that we fulfilled well the Qualicities requirement.

The auditor initially met Christine, the local coordinator of the project to obtain a global vision of the projects and achievements of Birgu and then went quickly to the interviews and visits.

The difficulty of the language was added to our audit. Although the LPP was written in English for the attention of the auditor, the municipality's documents in the majority were compiled in Maltese. It was thus necessary to translate instantaneously these documents to the auditor who could not make his own idea.

Then, the remainder of the day was summarized with an unrestrained race during which the auditor visited the places and interviewed the people concerned at the same time.

In spite of that, the participants were all very motivated and satisfied by this day which emphasized their daily work.

The preparation of the audit was also an adventure since we had only one month and a half to prepare for it, from the moment when Amandine told us that we could be audited as a test city and the moment of the arrival of the auditor.

Qualicities enabled us to found a working method. We know today how to improve the use of subsidies that we receive for the development of the heritage.

We made our best and we hope we did well.



■ **Open debates**

**Isla, Malta**

We wish to apply to the audit. In our opinion we are ready.

Raphael Souchier

Please send your application request to Amandine Leopold and send her your documents for the preparation of the audit (local progress plan, self-evaluation, check list...)

If Amandine gives you a positive opinion, she will organize a date with the auditor and you will be able to be audited.

**THE LABEL SYSTEM**

The following stages were identified to evaluate the requirements in time and means for the AVEC association to manage the Qualicities label:

<b>Phase 1 Information/Sensitizing</b>
Information to the interested local officials and technician
Signature of the commitment declaration with deliberation of the city council
<b>Phase 2 Upgrading</b>
Training of the local coordinator by AVEC/Qualicities
Training and explanation by AVEC/Qualicities on the working documents and tools
Follow-up and help during upgrading by AVEC/Qualicities
<b>Phase 3 Audit</b>
Training of the auditors by AVEC/Qualicities to the specifications of the Qualicities referent document
Appointment management between city and auditor
Second reading and correction of the Local Progress Plan
Preparation of the audit program
Audit of 1 to 3 days
Reading and analyzes of the report of audit
<b>Phase 4 Certification</b>
Coordination of the label committee (training of the members + organization of the meetings for the decision making...)
Decision-making of the committee of the label + report to the city
Ceremony of attribution of the diploma by AVEC/Qualicities
Assistance by AVEC/Qualicities with the local communication
<b>Phase 5 Follow-up of the label (over 3 years with intermediate audit every 18 months)</b>
Follow-up by AVEC/Qualicities of the local committee and progress made
Preparation of the intermediate audit
Appointment management by AVEC/Qualicities between city and auditor
Second reading and correction of the Local Progress Plan
Preparation of the audit program
Reading and analyze of the report of audit



### ■ For the new cities wishing to enter the approach:

The indispensable condition to enter the Qualicities approach is to be a member of the AVEC association and to be up to date with its annual contribution.

#### **Phase 1 Information /Sensitizing**

Once this first condition is fulfilled, a first day of training is envisaged to inform the officials and the local coordinator of the interest and operation of the quality approach.

Then, the interested community will have to forward to the Qualicities department in AVEC the statement of commitment in the approach signed and joined to the deliberation of the city council.

#### **Phase 2 Upgrading**

The coordinator will be able to take part in a second training session (which could be organized for all the coordinators together right before or after one of the semi-annual meetings of AVEC: autumn and spring). The following topics would be approached:

- How to manage the Qualicities approach locally: What is a local committee? How does it have to be made up? How to imply the members...
- The Qualicities referent document: reading and explaining the referent document
- The upgrading: Qualicities Intranet site, the self-evaluation, the Qualicities progress plan...
- Preparation of the audit: the checklist, programming the audit...

All the Qualicities working documents will be given to the local coordinator during this training day.

Then, the coordinator will have a period from 6 to 18 months to upgrade the community to the level of requirement of the referent document and to prepare the audit.

He will benefit during this period from the telephone and e-mail assistance of the Qualicities department in AVEC.

#### **Phase 3 Audit**

The Qualicities department is given the responsibility to train the independent auditors to specifications of the Qualicities label. Even if the auditor is necessarily skilled in the audit of services, he/she must imply our specifications for better evaluating the candidates to the label.

It is necessary that he/she dominates perfectly the referent document and the approach such as we conceived it and this must be done for a better uniformity of evaluation in all the cities whoever the auditor may be.

When the auditor is ready, the Qualicities department have the responsibility to make an appointment between the city and the auditor and support the city in the programming of the visit of the auditor.

The only interlocutor for the city, until the day of the audit, is the Qualicities department.

All the documents of audit (local progress Plan, self-evaluation, checklist and programming of visit) must be sent to the Qualicities department at least a month before the date fixed for the audit. If not in time, the audit will not be possible; the auditor will have no time enough to prepare it.



An estimate for the invoice of the days of audit is sent to the city when the appointment is set and the appointment is confirmed only once the estimate is signed by the community.

#### **Phase 4 Label attribution**

After the audit has been made, the auditor will send the report of audit to the Qualicities department which will have the responsibility to transmit it to the candidate.

If there are any remarks or non-conformities, the Qualicities department makes sure that the city corrects them and answers it within one month before gathering the label committee.

The label committee (which meets 2 times a year with the Qualicities department during the general assembly and the administration council of AVEC,) is thus convened to deliberate.

The Decision report is then sent to the candidate.

If the label is allotted, a European ceremony attribution will be organized at the time of the general assembly of AVEC.

In the contrary case, the candidate must improve its system and go through the audit again when ready.

#### **■ For the cities which already passed the audit:**

What need could you have in the future from the Qualicities department to follow-up your local approach?

#### **ANDERLECHT, Belgium**

It is difficult to answer this question now but we do not think of needing the assistance of the Qualicities department to follow-up our local approach.

We think we are able to ensure the update of the progress plan of our city and the good management of the daily work.



Remark of the auditor: it is possible that you will not need assistance or advice after your 1st audit but be careful, if you are completely independent in managing your local approach, do not let it "live sparely" during one year and do not call the "Qualicities department" for assistance at the last minute before the follow-up audit because you will not feel ready. The objective is to make the approach alive every day in your city.

In any case, an auditor is able to detect immediately if a city or a company went back to flood at the last moment and if it is the case, he/she can advise the committee not to renew the label.

#### **ARLES, France**

We agree with what has just been said. If the approach functions well, there is a regular follow-up by the coordinator and the projects are built as announced in the progress plan.

Rather than increasing the AVEC team in term of personnel to meet the requirement in terms of follow-up for the cities, why not quite simply benefit from the meetings of the



general assembly and administration council of the AVEC association to make a point with the cities whose approach is still running.

One day of exchanges between the cities under the animation of the AVEC network is important so that the cities can compare their evolution with the others and also solve together the difficulties they encountered.

#### **AFAQ AFNOR, France**

You can also make crossed audits between your cities. A city which is not very distant can send its coordinator in the closest cities to evaluate them. That will reinforce the experience sharing between the cities and make it possible not to lose the starting objective.

#### **VIENNE, France**

We think we will be able to deal by ourselves from now on. Only the continuity of the project could require the assistance of the Qualicities department for the training of a new coordinator or a new political team.

#### **AFAQ AFNOR, France**

If your system is much anchored in your organization, a political change should not threaten it. It is necessary to overpass the course of the European project and to speak about an approach, a tool which assists the daily operation of the community.

You are responsible today of anchoring this Qualicities system in the operation of the city and making it an essential tool for the community which will not depend on a political or technical change.

#### **EVORA, Portugal**

We think we are completely autonomous now and that the dynamics is well launched at the local level. We think that we will be able to improve without any external intervention thanks to the documents which have been just given to us.

However, we wish to keep in contact with an expert from the Qualicities department in case we would have a technical question.

#### **BIRGU, Malta**

We always need assistance. Of course we control the Qualicities referent document but the follow-up needs to be made, we will need advices from the Experts from the Qualicities department and other cities which will have been labelled.

### ■ **Calculation of the cost of Qualicities method and label**

**The costs of Qualicities** will be evaluated in detail and a proposal will be made by the end of the year to the AVEC bureau.

They will include at the same time:

- training costs and advices (working time of Amandine Leopold)
- communication around the label for a better recognition (communication campaign, promotional documents, conferences,...)
- general costs of operation (office of the Qualicities department, postal expenses, Internet, telecommunication, travelling expenses...)
- expertise costs (audits and reports of audit)

The various **financing possibilities** of which we thought of are the following:

- payment of the approach by each city (too expensive for the poorest cities)



- principle of solidarity (the richest cities take part in the financing of the approach of the poorest cities)
- call by the cities to the national structural funds (like FEDER) for the total or partial financing of their approach at the national/regional level
- call to private patrons who would be interested by our approach and would wish to support us.

## RECOMMENDATIONS FOR THE PERPETUATION OF THE LABEL

### ■ Duration of audits

- Initial audit: 2 days for audit of the community and 1 day of preparation and drafting of the report (more for territories and very large cities)
- follow-up audit: 1,5 day of audit and 0,5 of preparation and drafting of the report.

### ■ Auditors

- Auditors speaking the national language of the community + one working language of the network (French or English);
- National auditors (if possible) => limitation of the costs of the audit (transport charge, daily prices adapted to the country...). That is likely to be difficult to set up in the 25 countries of the EU. To be
- Better apprehension of the political/administrative culture and possibility of analyzing the documents in national language

### ■ Audit documents

#### • Documents of the community

- ⇒ The LPP must be a synthesis of the various plans implemented by the community. The LPP of the city of ARLES could be used as an example.
- ⇒ The documents of the community must present the city and its principal projects.
- ⇒ A document of presentation of the various approaches of the community within the framework of Qualicities could be carried out by showing each chapter of the referent document.
- ⇒ A precise flow chart underlining the various functions and people intervening in the Qualicities project.
- ⇒ A proof of the political commitment of the community in the step.

#### • Checklist

- ⇒ Tool allowing the community to evaluate its level of implementation of the Qualicities approach.
- ⇒ It can be useful at the time of the study of the admission of the request of audit.

#### • The report

- ⇒ Tool to help the city to validate the progress of the Qualicities approach.



- ⇒ The community must answer the variations noted before the decision making of the label committee.
- ⇒ It is used as a support for the decision-making.

#### ■ **The decision-making for the delivery of the label**

- **The Qualicities department will:**

- ⇒ accompany the communities in the comprehension of the approach
- ⇒ to control the organization of the audits
- ⇒ to define a using rule of the brand
- ⇒ to define the rules of attribution of the label,...

#### **Perpetuation of the Qualicities department**

The Qualicities department is based in Arles for the moment. We hope that the city of Arles will continue to host the AVEC secretariat and the Qualicities department in the years to come. However, we must point out that, the local elections of Arles (March 2008) can threaten this position.

The AVEC administration council recommends to the general assembly of the network to recruit Ms. Amandine Leopold on a full-time basis which will surely be a guarantee of potentiality for the Qualicities approach and label.

- **The label Committee must:**

- ⇒ control the Qualicities approach
- ⇒ be able to read the reports in French and English languages
- ⇒ be available for the decision-makings

#### **The procedure of the label committee:**

In the future, the label committee will be made up of a political representative of each labellised city because they will have the experience of the audit and know perfectly the referent document.

The label committee replaces the old scientific committee of AVEC which analyzed the application for the network.

The label committee must be able to meet within one month and a half after the audit of a candidate.

AFAQ AFNOR organizes its own label committees in the following way:

3 'colleges' (including one or more people) are gathered:

- the college of customers (representatives of association of consumers who represent your visitors, representatives of the structures which gives subsidies to you...)
- the college of companies (Qualicities labellised cities)
- the college of experts (professional of the quality approach)

AFAQ AFNOR tries to have two colleges present at least over three and organises telephone meetings. They send the audit reports to the members of the committee and give them 2 weeks to study the reports before convening a telephone meeting.

Of course at the beginning it is preferable to physically bring together the members of the committee until the procedure appears familiar to them and the decisions can be made by telephone.



The committee will have to check the audit process before deliberating: they have to check that the audit was indeed carried out, that the duration of audit was adapted, that the auditor was indeed trained to the Qualicities referent document.

It will have to decide criteria which will systematically determine if the candidate can be labelled or not. Up to which point can we accept a non-conformity?

Exceptionally for this session of Baranya, the elected officials of all the cities of the project will deliberate on the attribution of the label for the first 5 audited cities. The cities concerned with the decision will have to leave the room when their case is treated.

In the short run, the elected officials of the 1st labelled cities which will be members of the label committee and later, its members will be nominated by the labelled cities. The question of the credibility of the label should not arise because the labelled cities will not find it beneficial to give the label to cities which would not have the minimum level of quality.

#### ■ Label follow up

- Need to envisage follow-up audits:
  - ⇒ to maintain the dynamics of the Qualicities approach.
  - ⇒ To give credit to the value of the label
- hire if possible the same auditor for the follow-up audits (allows to specify elements of the initial audit).

## COMMUNICATION TOOLS OF THE LABEL

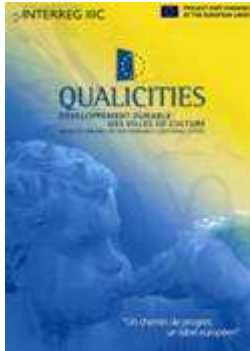
#### ■ Internal communication

- Qualicities Newsletter (download on the Internet)
- Qualicities Intranet (tool of self-evaluation and good practices data base)

[www.qualicities.org/polsud](http://www.qualicities.org/polsud)



## External communication



**Folder:** including cards on Qualicities project, AVEC network and project partners.

**Flyer:** printed on DVD jacket: reminder on Qualicities project, history, different stages, contacts ...

**LE PARTENARIAT QUALICITIES :**  
Partenaires leaders, chargés de la mise en place du processus de qualité :

- la Ville de Baranya (Hongrie)
- la Ville de Vienne (France)
- la Ville de Porto (Portugal)
- la Ville de Coimbra (Portugal)
- la Ville de Évora (Portugal)
- la Ville de Évora (Portugal)
- la Ville de Évora (Portugal)

Partenaires leaders chargés de vérifier et d'optimiser en permanence l'application du processus de qualité :

- la Ville de Vienne (France)
- la Ville de Porto (Portugal)
- la Ville de Coimbra (Portugal)
- la Ville de Évora (Portugal)
- la Ville de Évora (Portugal)
- la Ville de Évora (Portugal)

**Les objectifs du projet Qualicities :**  
Le projet Qualicities poursuit un objectif de développement durable des villes labellées. Les territoires de différents pays européens partagent une même volonté de créer des villes de qualité performantes, adaptées à leur développement. L'objectif d'un label de certification est de garantir la qualité dans la certification qualité est aussi l'un des éléments fondateurs du projet.

**Les activités du projet Qualicities :**  
Le projet Qualicities est financé par le Programme européen de Développement Durable. Le projet est dirigé par la Ville de Vienne. Les activités du projet sont : l'élaboration du cahier des charges de certification, la mise en place du processus de certification, la mise en place du processus de certification, la mise en place du processus de certification.

**Le label QUALICITIES :**  
Le label Qualicities est destiné à récompenser une démarche qualité engagée dans le domaine du développement durable par des villes et territoires de culture. L'objectif est d'être une référence à l'échelle du label et profiter des retombées positives de ce dernier.

Le label sera aussi la garantie, pour les visiteurs que la Ville ou la Région dans laquelle ils résident, que les services et les produits qu'ils consomment sont de qualité et qu'ils sont produits de manière responsable et durable.

**Financement du projet :**  
Le projet Qualicities est financé par le Programme européen de Développement Durable.

**Web site:**

[www.qualicities.org](http://www.qualicities.org)

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

**Qui sommes nous ?**  
• Le service Qualicities  
• Nos partenaires

**Le label Qualicities**

**Vie du label**

**Témoignages**

**Contacts**

**Liens**

**La vie du label**

**Audit de la ville de Vienne**  
La ville de Vienne (France) recevra la visite d'un auditeur AFAQ AFNOR les 2 (...)  
[En savoir plus >>](#)

**Conférence de présentation du label Qualicities**  
La prochaine conférence européenne de présentation du label Qualicities aura (...)  
[En savoir plus >>](#)

**Audit de la ville d'Evora (Portugal)**  
La ville d'Evora a reçu la visite d'un auditeur indépendant les 7 et 8 mai (...)  
[En savoir plus >>](#)

**Audit de la ville de Vienne**  
La ville de Vienne (France) recevra la visite d'un auditeur AFAQ AFNOR les 2 (...)  
[En savoir plus >>](#)

**Une équipe disponible**

**Villes labellisées**

**Villes candidates**

**Qualicities tout savoir**

**Les médias en parlent**

English

Rechercher

Intranet

Recevez la Newsletter

AVEC fête 10 ans de coopération européenne

AFNOR notre partenaire technique

North East South WEST INTERREG IIIIC



## Qualicities method guide



### ■ Communication in the cities

#### Graphical charter

**Press releases** (to be defined)

#### Local and international press

We remind to every partner of the project that they must send to Amandine Leopold the press articles that could have been edited in their local newspaper about Qualicities during the last 3 years.



**Friday October 19, 2007**

## **SELECTION FOR THE COMMITTEE OF REGIONS' CHAMPION CONTEST**

The European Committee of Regions is an official institution of the European Commission which tries to better take into account the areas and the local communities at the level of the European Commission. It is composed of 344 members, elected officials.

A few months ago, the magazine "Parliament Regional Review" in partnership with the European Committee of Regions contacted us to announce that it would be interested in communicating to the local community our approach because a numerous number of communities will be surely interested in it.

We filled a form (description of good practices which we set up, our operation, our budget, the composition of our steering committee...), however, we haven't heard anything from them as yet.

Last week, the president of the Committee of Regions, Mr. Michel Delebarre, finally announced the list of the selected projects. Over 260 projects presented, 3 were retained and Qualities is one of these 3 projects.

Part of the final decision for the selection of one of these three projects will be based on the votes expressed on Internet for the project and the other part on the decision of the experts after studies through the 3 files.

Congratulations!!!

## **FROM INTERREG IIC TO INTERREG IVC**

### **Nicolas Singer**

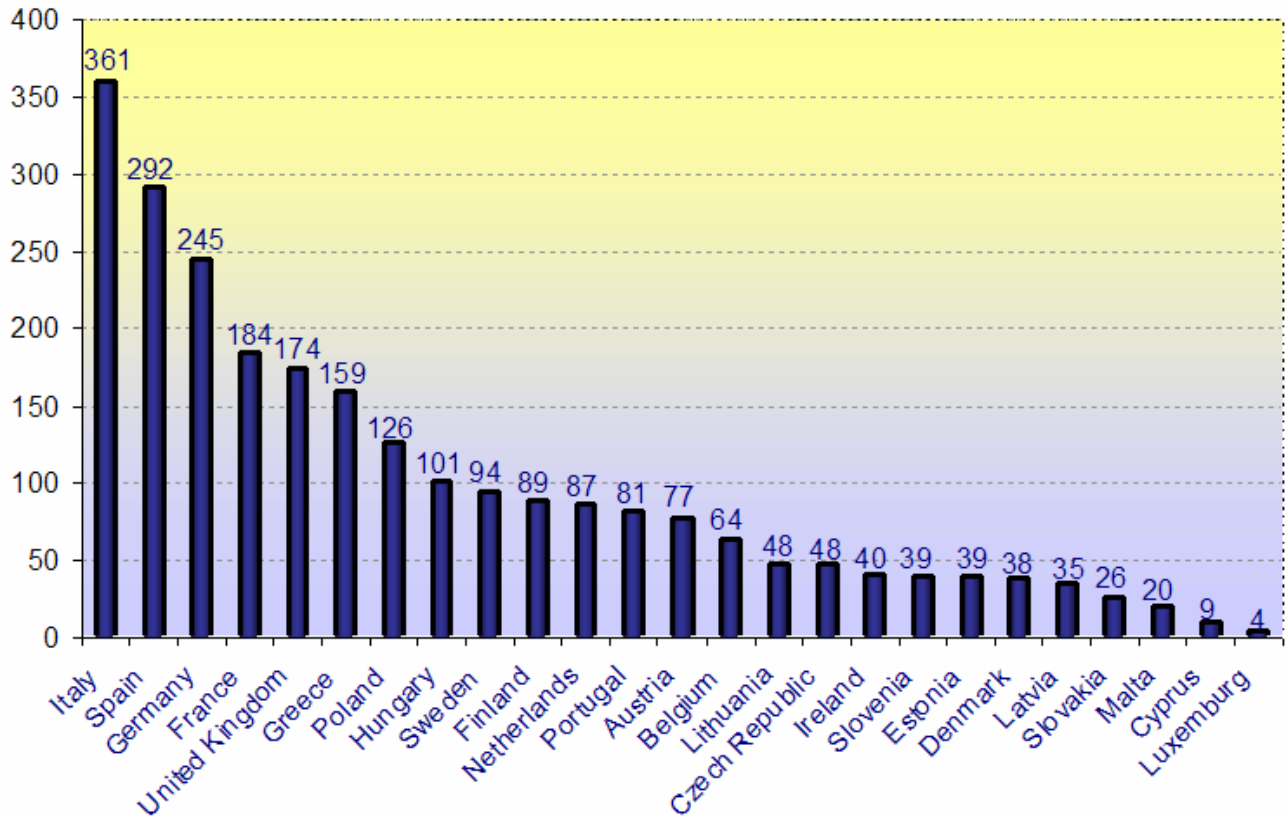
Project manager, INTERREG IIC/IVC JTS  
Lille, France

I wish to thank the Qualities project and in particular its leader, the city of Anderlecht, and the department of Baranya who have invited us to take part in this meeting. It is very important for us in order to better understand the concrete results of the projects that we co financed.



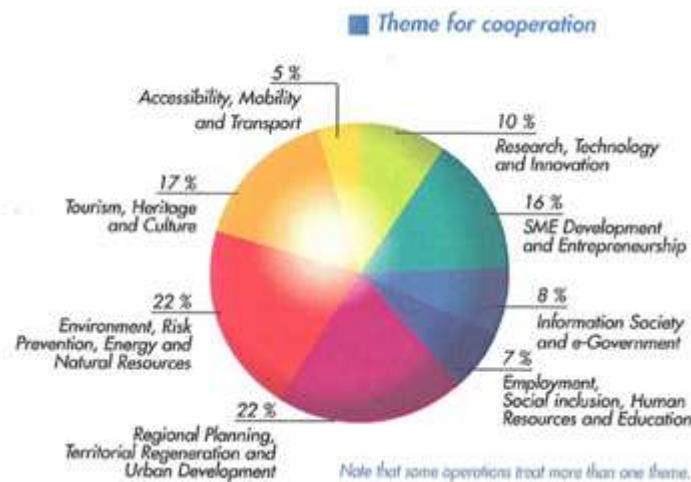
■ **Interreg IIC assessment**

264 projects were financed by INTERREG IIC program with more than 2600 partners in the 5 Member States of the EU. Almost the whole of the areas of the EU is concerned with this partnership.



One should note from the graph above that Spain and Italy gather the majority of the partners committed in these projects.

One also notes the very strong participation of the Central European countries like Poland and Hungary when it is considered that they were eligible only since 2004



You will notice in the opposite graph that the whole possible sets of themes at the regional level were covered by the program.

Nearly 70% of these topics will be included in program INTERREG IVC.



### The program Interreg IIC main aims:

⇒ **To access the experience and knowledge of other partners**

Achievement of this programme's objective is demonstrated through the following figures:

- **930** partners involved in West operations (35% of the total number of partners involved in INTERREG IIC)
- **63%** of these partners are public authorities
- An average of **24** interregional events organised per operation to exchange and disseminate experiences
- **7,292** staff members with increased 'capacity'
- **692** new projects/initiatives/approaches resulted from this exchange of experience (an average of 9 per operation)

⇒ **To expand the effects of Structural Funds and other regional development programmes through the identification and transfer of good practices**

Achievement of this programme's objective is under way:

- **3,845** good practices identified
- **38%** of them are related to Structural Funds
- Amongst these practices, **325** have been successfully transferred, which represents an average of **4** practices successfully transferred per operation so far

⇒ **To improve regional/local policies and instruments**

Achievement of the core objective of the programme is also under way

- An average of 10 policy documents/instruments are addressed per operation
- In total, 184 regional/local policies/instruments have been improved (average of 3 per operation)

### What makes QUALICITIES a good INTERREG IIC project?

Very good relevance to the INTERREG IIC programme reflected in:

- The partnership:
  - 8 EU MS represented
  - 3 INTERREG IIC zones represented
  - 16 out of 17 partners are **local authorities** (municipalities)
- The proposed approach:
  - Clear link to regional/local development policies
  - Project builds on existing experience (activities of Component 2)
  - Real Individual Project: elaboration of a Quality Brand
  - Sustainability of the project's results



## ■ Presentation of Interreg IVC

### Eligible zones:

It is the only program where all the European areas are eligible. Switzerland and Norway are also associated to the program.

### Overall Objective:

- Improve the effectiveness of regional development policies
- Contribute to economic modernisation and increased competitiveness of Europe

### Methods

- Enabling exchange of experiences and knowledge
- Matching less experienced with more advanced regions
- Ensuring transfer of identified good practice into mainstream programmes

### INTERREG IIC versus INTERREG IVC

INTERREG IIC	INTERREG IVC
<ul style="list-style-type: none"> <li>▪ 315 MEUR ERDF</li> <li>▪ Co-financing up to 50% (up to 75% for Objective 1 Regions)</li> <li>▪ Four programmes: 4 Managing, 4 Audit and 4 Paying Authorities</li>   <li>▪ 4 JTS</li>   <li>▪ All themes of regional and local public activities</li> <li>▪ 3 Types of Operations</li> </ul>	<ul style="list-style-type: none"> <li>▪ 321 MEUR ERDF</li> <li>▪ <b>Co-financing up to 75%/85%</b></li>   <li>▪ One programme: <b>1 Managing Authority</b> (Région Nord-Pas de Calais), 1 Audit Authority, 1 Certifying Authority</li>   <li>▪ <b>1 JTS in Lille and 4 Information Points</b> in Rostock, Katowice (with support from Vienna), Valencia and Lille</li>   <li>▪ Focus on <b>Lisbon</b> and <b>Gothenburg Agendas</b></li> <li>▪ <b>2 Types of Interventions</b></li> </ul>

### Programme Priorities:

- ⇒ Priority 1: Innovation and Knowledge Economy (177 M€ ERDF)
  - Innovation, Research & Technology Development
  - Entrepreneurship and SMEs
  - Information Society
  - Employment, Human Resources and Education
- ⇒ Priority 2 Environment and risks prevention (125 M€ ERDF)
  - Energy and Sustainable Transport
  - Biodiversity and Preservation of Natural Heritage
  - Natural and Technological Risks
  - Water & Waste Management
  - Cultural Heritage and Landscape
- ⇒ Priority 3 technical assistance (19 M€ ERDF)



**Types of interventions:**

**Regional Initiative Projects**

Exchange of experience and good practice, development of tools and instruments of regional policies

- Cooperation projects between partners on a shared regional policy issue within the two thematic priorities of the programme
- 'Classic' type of interregional cooperation projects
- Intensity of cooperation from networking activities to intensive joint implementation, to mini-programmes
- Regardless of this intensity, 2 requirements for all projects:
  - ⇒ Specific focus on exchange of experience / identification of good practices
  - ⇒ Necessity to deliver concrete outputs (e.g. good practice guide)

Recommendations:

<b>Size of the partnership</b>	Depends on the level of intensity of cooperation - Basic level: min of 8 to max of 20 partners - Higher level: max of 10 partners <i>(with the exception of mini programme: max of 8 partners)</i> - Minimum requirement: partners from at least 3 countries from which two have to be from EU-MS and financed under IVC
<b>Duration</b>	36 months (up to 48 months for mini programs)
<b>Budget</b>	Min ERDF: EURO 500,000 Max ERDF: EURO 5 million (only for exceptional cases)

▪ **Capitalisation Projects, including Fast Track Projects**

**Capitalisation projects:** optimise results achieved, transfer of good practices identified into mainstream programmes

Cooperation project dedicated to the transfer of good practices into EU Structural Funds mainstream programme of the participating regions (i.e. Convergence, Competitiveness and European Territorial Cooperation programmes)

- ⇒ 2 prerequisites for applying to Capitalisation Projects
  1. Existence of good practices ready to be transferred
  2. Involvement of policy makers (e.g. Managing Authorities)

Expected Outcome

Production of an 'Action Plan' for each participating region



Action Plan: Strategic document defining precisely how the good practices will be concretely implemented in the Operational Programme of each region involved in the Capitalisation Project.

**Fast Track projects:** Specific European Commission assistance and expertise offered to certain capitalisation projects with reference to the "Regions for Economic Change (RFEC)" Initiative.

Aim: detailed action plan to transfer identified best practices into mainstream programmes.

- Fast Track Projects = Capitalisation projects which are offered additional assistance by the European Commission
- Contribution to the "Regions for Economic Change Initiative"
- Selection process:
  - 'Assessment questions' used by EC to identify possible Fast Track (e.g. theme tackled)
  - Capitalisation Projects including those labelled as Fast Track approved by the IVC Monitoring Committee

#### Recommendations

- Size of the partnership: 6 to 10 countries represented
- Duration: 2 years
- Budget: 300 000 to 3million €.

### **KEY MESSAGES FOR THE CANDIDATES FOR THE PROGRAMME**

#### **1) Strategic objective of the programme**

- Interregional cooperation ≠ cross-border cooperation
- Interregional cooperation ≠ trans-national cooperation
- INTERREG IVC = 'capitalisation' programme

**Capitalisation:** process of optimising the results achieved in a specific domain of regional policy. Capitalisation activities consist of the collection, analysis, dissemination and transfer of good practices in a certain policy area.

Key elements of interregional cooperation:

- Link to regional / local policies
- Exchange of experiences
- Identification and/or transfer of good practices

**INTERREG IVC ≠ 'implementation / investment' programme**  
**⇨ INTERREG IVC ≠ 'research & development' programme**

#### **2) Conditions**

Proposed activities have to respect 3 fundamental conditions:

- Relevance to the programme

Activities have to be clearly in line with the overall objective of the programme (i.e. contribute to the improvement of policies)

- Interregional

Activities should be interregional. Example for pilot experimentation:

- transfer from one region to another
- pilot experimentation benefiting all the partners



- Additionally  
Activities would not be supported without the INTERREG support

### 3) Calendar

11 September 2007	Program Approval
21 September 2007	Opening of first call
15 January 2008	Deadline for submission of applications first call
June 2008 (provisional)	Opening of second call
October 2008 (provisional)	Deadline for submission of applications second call

Thank you for your attention.

#### **Intervention of Raphael Souchier**

In the AVEC network, we think of proposing a project "Qualicities for All" to allow cities of the countries of Eastern and central Europe to benefit from our experiment. We will think of the development of this project for the call to projects of June 2008.

#### **Nicolas Singer**



It is an interesting idea for a project, but, it is necessary to integrate in your project that the transfer should not be only from experimented countries towards less experimented countries, but also from experimented cities towards the cities located in their own region, to extend the regional impact on public policies. For example, if Ubeda wishes to be a partner, it will be able to help the Rumanian cities but it will have to also transfer its experiment to other cities in its own area such as Andalusia.

#### **Benoit Stiévenart**

Can the same city take part in several projects financed by INTERREG IVC at the same time?

Is there an advantage for a city which was a leader in a project INTERREG IIC when it applies for a project INTERREG IVC?

#### **Nicolas Singer**

There is no limitation for a city which can be partner of several projects INTERREG IVC. The experiment of a leader city in INTERREG IIC is quite positive within the framework of a candidature to INTERREG IVC. On the other hand we will reduce the number of accepted projects and we will try to support the innovating projects and not to always finance the same type of projects.



## BALANCE SHEET OF THE PROJECT

### **Benoit Stiévenart, Anderlecht**

Since our last working session in Cosenza on the budgetary part of the project, I have not received all the awaited justifications.

The payment of refunding of the expenditure took long on the one hand because of the city of Anderlecht and on the other hand because of the delays which were accumulated by certain partners which did not enable us to submit the finance reports in time to the European Commission.

#### Certification:

The major problem until today was the fact that many partners sent their financial reports however, there were no certified justifications. As long as the financial reports are not certified in time, we cannot send your expenditure to the European Commission.

Technical details still remain to be regulated with certain partners who did not justify their expenditure in a correct way. Certain errors are recurring:

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 maximum Perdiem rate is indicated in the budget which was provided to you at the beginning of the project.

=> Car travel expenses for distances lower than 100km are not eligible.

Certain partners are always in situation of under expenditure.

From here to the end of March 2008, each partner should receive between 50 and 70% of the expenditure committed and justified until December 31, 2006.

The eligibility of the expenditure stops in December 31, 2007. We require to quickly obtain a projection of your expenditure until the end of the project to be able to determine before the end of the year if we can release a broader budget for our tools of communication.

Those who will not have sent their projection plan before November 15 2007 will be penalized since I will take the responsibility myself to prepare it and that is not likely to be at their advantage.

Legally, at the end of the project we should not have a difference of more than 20% between the programmed budget and the real expenditure.

The shared costs of coordination were paid by the city of Anderlecht and if all the partners do not send their justification of expenditure certified by the national auditors, the common budget is not likely to recover the money paid by Anderlecht, and consequently, I will recover the amounts on the budget of the faulty partners.



## MEETING OF THE LABEL COMMITTEE

### Presents :

Mrs. Filomena Araujo, Evora  
Mr. John Boxall, Birgu  
Mrs. Françoise Dubert, Tours  
Mrs. Edith Fabre, Pézenas  
Mrs. Laure Garcia, AFAQ AFNOR  
Mrs. Charmaine Gerada, Isla  
Mr. André Hullo, Vienne  
Mr. Jean Hurtrel, AFAQ AFNOR  
Mrs. Amandine Leopold, Qualicities officer  
Mrs. Fabienne Mirror, Anderlecht  
Mr. Gabor Pola, Baranya  
Mrs. Elena Rodriguez Garcia, Ubeda  
Mr. Bouzid Sabeg, Arles  
Mr. Raphaël Souchier, expert of the project, AVEC general delegate  
Mr. Pulido Valente, Mertola



The reports of each audited city are studied by the committee of the label.  
The votes are validated in the majority. They are done by a show of hands  
The representative of the city, whose case is studied, must leave the room for obvious reasons of need for neutrality.

In this case, the cities which received their report only one or two weeks before the final conference could not answer it. But in the future, the city will have 1 month as from the receipt of the report to answer the possible remarks that would have made the auditor concerning a variation or non-conformity. If the city answers to the remark within the limit time, the committee of the label can meet and make its decision. On the other hand if the city does not answer or does not correct the noticed variation, the committee of the label can decide not to allot the label.

An intern rule for the label committee will have to be written (Condition of attribution, times of decision-making, possibility of complementary audit if a point poses problem, possibility of calling the auditor to obtain more information...)

AVEC General Assembly will have to give delegation to the label committee to make the decisions in the name of AVEC concerning the attribution of the Qualicities label.

The assessed city will not know who took part in the vote of attribution of the label.

A guide of drafting of the report of audit will be written and addressed to the auditors to obtain a certain uniformity of the reports of audits.

### **Vote of the label committee:**

Evora

=> the committee agrees for the immediate attribution of the label to the city of Evora

Recommendation: reinforce the local committee to ensure the life of the local approach and present a more detailed multi-annual plan at the time of the follow-up audit of.



Vienne

=> the committee votes the immediate attribution of the label to the city of Vienne

Birgu

=> the committee votes the immediate attribution of the label to the city of Birgu

Arles

=> the committee votes the immediate attribution of the label to the city of Arles

Recommendation: reinforce the local committee and ensure the follow-up of the local approach by the designation of a responsible person after the departure of Amandine Leopold

Anderlecht:

=> the committee voted the immediate attribution of the label to the city of Anderlecht

Recommendation: reinforce the local committee

## PRESENTATION OF ECOPAS, A PROJECT IN THE CONTINUITY OF QUALICITIES

### Telmo Rocha & Antonio Valentim, City of Evora

#### FRAMING

- in the sequence of the previous project QUALICITIES;
- to be implemented within AVEC network;
- the leadership will be assumed by the city of Évora.
- to be applied to INTERREG IV C, URBACT II or another program envisaging the attainment of financial support for the project;
- the application to present must be imperatively ready until the end of December 2007;
- The financial support by the EU is a *Sinequanon* condition for its implementation;

#### OBJECTIVES

- Development and application of an evaluation methodology of the social and economic impacts of heritage on the sustainability of regions;
- Evaluation of the social and economic impact on the objectives of sustainable public policies (local and/or regional) orientated towards the valorisation and conservation of heritage;

#### To know, to act and change

- Availability of reliable and rigorous information in support of decision-making
- Stimulate the involvement of the community based on rigorous and credible information
- Create a network of observatories to collect, treat and diffuse information in support of decision-making

#### Partnership

- aiming to create and develop a methodology which can be transversally applied to the whole of the european territory, we wish to gather an heterogeneous group;
- the minimum required number of partners shall be 8.

#### Budget (estimated) and planning

- TOTAL costs: 1.172.765,00 €



- Costs per partner: 138.000,00 €
- Duration: 36 months

A 1st meeting with the interested partners will be organized on December 10 in the Cultural Heritage Fair in Paris.

**Contact:**

Telmo Rocha

Department of planning and external financing.

Phone: +351 266 777 000

E-mail: [telmo.rocha@mail.evora.net](mailto:telmo.rocha@mail.evora.net)

**ROUND TABLE:**

**WHAT ARE THE STAKES OF SUSTAINABLE DEVELOPEMENT IN YOUR CITY? AND WHAT INTEREST HAS THE QUALICITIES APPROACH TO ANSWER THESE STAKES?**

**Baranya (Hungary)**

**Gyozo Szatyor, in charge of the cultural committee of the department**

It is an honour for us to be the partner who organised the final conference of this important project. Culture is an essential element of the life of our department.

Even if we did not obtain results here, which we would have liked to have with the Qualicities approach because the application of such a system on a territory as vast as ours was really not obvious, I really wish to thank you all as actors of Heritage and culture for your respective countries to have worked with us and to continue to exchange your experiment in order to reach a level of excellence which we seek continuously.

Culture is something alive. As was said by the famous Hungarian music composer Zoltan Kodaly "culture is not an inherited reality, it is built". We must add to our local values our common talents.

Heritage plays a very important part in our eyes. We have the duty to create a system which brings more to the citizens and to the tourists.

For example, in my native village where while acting with the village, we created a centre of local culture (popular tradition, art, craft industry...). This space is now also used an educational service and a teaching work programme. Children are the future citizens and everyone benefits from their awareness for culture and heritage, even visitors.

In a general way, work of restoration of monuments in Hungary slowed down since our entrance in the European Union but we are starting to concentrate on this important aspect again. Many monuments and sites deserve to be emphasized.

Qualicities is a wonderful project and a really interesting tool and even if I spent only one short moment with you, this exchange was very lucrative for me and our department.

**Ubeda (Spain)**

**Mrs. Elena Rodriguez Garcia, official in charge of heritages and culture**

We wish to improve the services to the residents and the visitors of our city in the fields of culture and heritage. We also want to improve access to these services for disabled people.

It's been 4 years since we started to work on these topics which constitute also our action plan for the years to come.



For us Qualicities is a methodological tool which must go beyond the policies. It must be set up on the long term.

### **Pézenas (France)**

#### **Mrs. Edith Fabre, official in charge of heritages and culture**

In Pézenas we have a very rich heritage which was not sufficiently emphasized and cared for until now and which was not appreciated enough by its inhabitants.

Qualicities enabled us to develop our action around our heritage and to extend this global vision we have within the municipality.

It is also an important source of mobilization in the city.

We finally regret not having applied to the audit but the work for us is not completed and we hope to improve it year after year.

The opening which was offered to us in the European partnership helped us for better determining the stakes of our heritage and we intended to put in practice locally several good practices we observed from our European partners.

Qualicities for us is really a tool of progress.

### **Cosenza (Italy)**

#### **Leonardo Aciri, in charge of European businesses**

We tried to use Qualicities as well as we could in our city. Culture is today an engine for economical development in Europe and we did understand well this stake.

The integrated approach brought by the Qualicities system is very helpful and answers to the needs of our citizens, our visitors and companies...

We managed to increase the participation of our citizens in the life of the city.

Moreover, this method goes further than a political mandate. If it is very well set up in the operation of the city it then becomes a foundation.

### **Isla (Malta)**

#### **Joseph Scerri, Mayors cabinet**

We have always tried to emphasise our very rich Heritage. We receive numerous visitors and we wish to improve the quality of our services towards them and towards our citizens. Our entrance in the EU is quite recent and it is our first European partnership of this kind. We really tried to withdraw a maximum of lessons and exchanges through Qualicities and we are very happy of that.

### **Birgu (Malta)**

#### **John Boxall, Mayor**

With the help of the Qualicities project we exchanged and learned a lot from the other partners. Thanks to this method, we worked not only on the built heritage but also on natural and immaterial heritages which were not our main priority until then. Thanks to Qualicities, our traditions and local know how can be preserved.

The issue of accessibility and communication around our heritage was also new and we made a lot of progress in our city in these areas.

Qualicities really helped us locally.

The city of Birgu participated in numerous projects but this project was particularly welcomed in the city because it deals with concrete actions and brings a lot in terms of method and solutions to our daily problems.

### **Evora (Portugal)**

#### **Filomena Araujo, official in charge of heritages and culture**

Qualicities enabled us to evaluate our city thanks to the self evaluation tools. Officials were very committed in the approach and understood well the priority of the approach.

They tried to see what was set up abroad to improve their own local situation.



We hope that the label will have a long life and that other cities will enrich our network of cultural cities committed in a progress approach with their own practices.

### **Vienne (France)**

#### **André Hullo, official in charge of heritages**

In 2001 we launched several multi annual plans in our city (heritage plan, enlightening plan, traffic management plan, accessibility plan...)

Qualicities helped us to better coordinate these different plans and integrate them in a global policy that did not exist formally in the city.

The transversal aspect of the approach must be underlined because it is very important. The city council of Vienne is a little city which employs around 700 civil servants and thanks to the approach most of them found out what was done in the other departments of the city.

Finally, the label has been a goal, a justification of our policy in front of our citizens.

### **Toledo (Spain)**

#### **Juan Meneces, consorcio of Toledo**

Unfortunately we could not set up locally the Qualicities approach as you know because of administrative and political reasons. However, new officials of the city are very interested in the approach and we hope we will be able to begin the local work very soon.

### **Mertola (Portugal)**

#### **Jorge Pulido Valente, Mayor**

Qualicities is a fundamental tool which forces us to follow a precise approach and concrete objectives around our heritages.

The challenge for us is to integrate at the same time and on the same territory different plans which are Agenda 21, social development plan, tourism development plan... These are very complex processes which take a lot of time and means and we still have not found the solution to answer these.

Our next step will be to simplify our intervention through a precise programming of our actions.

We also have a lot of difficulties to motivate the economical and commercial sector of the city and this is a point we have to improve.

### **Tours (France)**

#### **Françoise Dubert, official in charge of heritages**

The city of Tours really appreciated the transversal aspect of the method in its local application. It settled a more efficient work between the city council departments.

Tours committed itself in a new approach of local Agenda 21 this year. We are only dealing with the diagnostic at the moment but we already know that Qualicities will be part of the strong commitment of the mayor towards sustainable development.

### **Arles (France)**

#### **Bouzid Sabeg, head of the heritage department and Jean Pierre Bœuf, director of the tourist office**

The city of Arles launched a new approach of Agenda 21 almost at the same moment as it launched the Qualicities project.

Very quickly, people responsible for both approach gathered to work in a common structure. Qualicities method interested a lot the people in charge of the local Agenda 21.

Qualicities gave a better transparency around our actions on Heritage and culture for our citizens and visitors.



On an intellectual plan as on the concrete plan, Qualities shows a progress and a state of mind that will surely position our cities as territories which know how to prepare their evolution.

### **Anderlecht (Belgium)**

#### **Danielle DeNeve, consultant**

We entered in a dynamic of progress extremely important and stimulating.

Communication between city council departments and towards other actors of the city was regularly established and had a very positive impact.

The comments of the independent auditor were very interesting for us. It showed us our weak points and we actually know what should be our priorities.

Exchanges between partners were also very enriching and I think that the project helped to open our eyes on what was done elsewhere. We have shared our little local 'recipes' and today while walking or visiting European cities, I can note very quickly details that would not have appeared to me before this project.

#### **Mme Miroir, official in charge of heritages, culture and tourism**

We have a rich human heritage in Anderlecht. Culture is a Heritage and it must grow along the years. Qualities network helped us in this way.

The exchange between technicians and officials of 15 cities for a 3 year period has been very profitable for all of us.

A concrete example of achievement of the Qualities project in Anderlecht is the setting up of a tourism department which will take into account the tourism issues in the city for the first time.

### **Baranya (Hungary)**

#### **Gyozo Szatyor, in charge for the cultural committee of the department**

I wish to congratulate for the last time every city which participated to the project and especially the cities which received today the label diploma for which they worked so hard.



## OFFICIAL ATTRIBUTION OF THE QUALICITIES LABEL

Congratulation to the cities of Anderlecht, Arles, Birgu, Evora & Vienne!





**Saturday October 2007**

**Mr Peter Tasnadi, Mayor of Pécs**

I wanted to make it a point to come and greet you to wish you a good continuation in this project to which I wish all the possible success.

I began to work with the department of Baranya at the beginning of 2005 as the vice president of the council of Baranya.

Today I am the Mayor of Pécs and I hope to be able to continue the adventure with you in our beautiful city.

**ASSESSMENT OF THE QUALICITIES PROJECT**

**Mr. Benoit Stiévenart, Anderlecht**

As you know it, we have a financial statement and a report to provide to the European Commission. **I kindly request you to fill out the questionnaire which will be sent to you with this report.** It is actually an evaluation which reviews all the aspects of the project and information that you will provide us this is extremely important for us.

With regards to our achievements through this project, I think that it is very encouraging. Initially we have 5 labellised cities and among these 5 cities, there are two cities which were at the beginning only the observers. That is really interesting for the European Commission because it proves the potential of transferability of our label. The fact that all the cities did not obtain the label is also a sign of quality. It is not a question of work not provided by the cities but a question of being ready. The audit was not made in all the cities quite simply because the approach takes a long time to set up because it is demanding.

It could be possible to finance the audit of two additional partners' cities provided that these cities will send me a budgetary estimate until the end of the project including the costs of audits before November 15 and send to Amandine Leopold the self evaluation and the LPP validated politically before December 1.

=> the cities of Pézenas (France), Cosenza (Italy) and Ubeda (Spain) are very interested

**WORK OF COLLABORATION BETWEEN PROJECTS CULTURED, INHERIT AND QUALICITIES**

**Sirka Ludke, coordinator of the Cultured project**

We started to work jointly in 2005 thanks to the city of Ubeda which invested in these three various projects co financed by INTERREG I I I C.



Since, we meet with the coordinator once per annum, the city of Ubeda set up a common Internet site <http://www.quicnet.net/>

Thanks to the capitalization of our experiments through these 3 projects with their specificity and their objectives we could obtain astonishing results. But more than an experience sharing, it was a human exchange and a very enriching transfer of knowledge between the coordinators.

In Pistoia (Italy), we gathered the partners of the 3 projects INTERREG IIC and we thought of the possible application of our three methods on a fictitious city called "Manora". This work made it possible to reveal the possible interactions between our methods.

During the preparation of this meeting of Pistoia, we filled out a SWOT table which enabled us to better understand our projects.

The process of capitalization is a process of division and comprehension of the various methods rather than a method of local transposition of a universal solution.

I wish you a very good continuation and much of success with this European label Qualicities.

## THANKS

### **Raphael Souchier, expert of the project, AVEC general delegate**

I particularly wish to thank Benoît Stiévenart who was the ankle worker of the project from the beginning. He helped us to build the project and worked very hard for the administrative and financial coordination in its most pleasant moments but also most difficult.

I also thank Amandine Leopold who learned a lot through this project. She guided and supported you and today she will continue the adventure within the AVEC network.

### **Amandine Leopold, quality officer**

I thank all the partners for having worked throughout these 3 years to obtain this very rich content of which we can be proud today.

I will be happy of helping you and following you in the future thanks to the AVEC network which decided to perpetuate my position and I hope, like you all, to see the birth of a forthcoming project Qualicities II

### **Benoit Stievenart**

Thank you to all the partners for the work which was provided. Thanks to Raphaël Souchier and Amandine Leopold who were always present and who knew how to animate this project perfectly.

Thanks to the people whom I met thanks to this project. And thanks to the oldest partners who are always there to support our ideas of new projects.

I consider it regrettable that Christian Mourisard was not here today, because he was an engine in the course of the project. Without his presence we could not have gone until the end. He knew how to mobilize the officials around this project. The will of the technicians is very important but without the will of the officials nothing can be done really.



This work which he undertook today contributes to the setting up of local decisions.

### **Fabienne Mirror, in charge of heritages, culture and tourism in Anderlecht**

Dear friends, dear partners,

We are here at the achievement point of the Qualicities project. Two years and half of work, 8 seminars, hours of research and work for rich results of teaching, the creation of a quality referent document for our cities and the set up of a European label have been the challenges which we all worked on. I am particularly proud to have carried this project as a leader because our partnership held its promises and was beyond the laid down objectives.

The principal lesson of this project is that culture and tourism are sustainable development tools of our cities. Indeed these two axes rest on the deep roots of our populations and on the need for discovery. I thank all the partner cities of this project and all the cities labelled to have supported the leader, Anderlecht, during this work and especially to have created and to reinforced a true association of professionals, the AVEC network.

I thank the political authorities' partners for having carried and supported the project and finally thanks to INTERREG without which this partnership dynamics would not have existed.

