



Exeter City Council

INTERNATIONAL COOPERATION STRATEGY

“The process of globalisation and European integration means that we live in an increasingly connected, interdependent world. A world in which the role of local governments is becoming more important, and a world in which we both compete and cooperate with each other. In this fast changing environment, we need to exchange experience and learn from each other. We also need, in the interests of peace and stability, to meet and understand one another... local government cannot afford to be insular, turning its back on Europe and the wider world. On the contrary, we need to be involved with our European partners, and engage the international community.”

(‘The Links Effect’, Local Government International Bureau, 2001)

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Introduction

This strategy, which has been developed in conjunction with the community-led twinning associations and twin towns, sets out why the Council should co-operate with its twin towns and other international partners. It also provides a framework and common focus for the Council's activity, and the work undertaken on behalf of the Council by the community-led twinning associations. The emphasis is on ensuring a return on investment in terms of changes or benefits to local communities and making a contribution to the long-term vision for the city.

Background

Twin Towns and Informal Links – A Brief History

Exeter's involvement in twinning can be traced back to the early 1950s and the links made between the universities of Exeter and Rennes - the capital of Brittany in France. At this time the concept of town twinning was used as an effective tool in the process of peace and reconciliation and in the development of family exchanges. The respective local authorities signed a formal twinning charter reflecting these intentions in 1956. A similar agreement was signed with Bad Homburg in Germany in 1965. In 1988 Terracina in Italy became Exeter's partner after having been linked with Bad Homburg for several years.

The early 1990s saw a particular interest in the growth of partnerships with Central and Eastern Europe as UK local government sought to encourage the growth of democracy and a free market economy in the region. Prior to this development, close links had been established between the universities of Exeter and Yaroslavl in Russia and a formal twinning agreement was signed with Yaroslavl in 1989. In December 1991 the Council sent medical aid to the city and Exeter House was opened in central Yaroslavl in May 1997. The Exeter House project saw the Council enlist the help of numerous private companies to help fit out a 19th century merchant's residence and provide a permanent link between the two cities. The centre provides facilities and accommodation to help foster business, trade, academic and cultural links between Exeter and Yaroslavl and Russia and the UK.

In addition to the formal twin town links, as part of the EU-funded "Know How" scheme, from 1997-99 the Council was involved in a property management project in partnership with the town council of Presov in Slovakia.

Council Twinning Activity

The majority of the Council's twinning activity has been concerned with maintaining formal links with the twin towns, both through correspondence and through formal exchanges of mayors, councillors and officers. This work adds formality and political legitimacy to links, maintains the profile of twinning activity, enables sharing of best practice and endorses the Council's commitment to its twin towns and to the twinning

organisations. In general, visits have been made to one or two twin towns per year with the Council hosting a similar number of delegations, although visits have become less frequent in recent years as illustrated by the following table.

Bad Homburg		Rennes		Terracina		Yaroslavl	
<i>visit to</i>	<i>visit from</i>	<i>visit to</i>	<i>visit from</i>	<i>visit to</i>	<i>visit from</i>	<i>visit to</i>	<i>visit from</i>
				Oct 1987			
					Apr 1988		
		Apr 1990				July 1990	
				Oct 1991		June 1991	
July 1992	May 1992						
			July 1993			May 1993	
						May 1994	
						Mar 1995	
Aug 1996	July 1996				July 1996	Jan 1996	
July 1997						May 1997	Oct 1997
	June 1998	June 1998				Sept 1998	
	July 1999					June 1999	Sept 1999
		May 2000 <i>Atlantic Arc</i>				May 2000	
Aug 2001						May 2001	June 2001
		Feb 2002					
Dec 2003 <i>German market</i>				Sept 2003 <i>Twinning Conference</i>		May 2003	

(All visits involved civic parties except where indicated in italics)

Day-to-day work with twin towns involves:

- liaison with officials in twin towns
- responding to requests for information about Exeter
- obtaining details of activity in the twin towns for officers of the Council or outside organisations
- assisting with requests for work placements
- facilitating cultural and sporting exchanges between individuals and groups and schools
- developing links between business organisations.

In addition, the Council is a member of the Conference of Atlantic Arc Cities which was instigated by Rennes. The aim of the network is to allow member cities to promote the potential of the Western periphery of Europe in terms of harbour development, transport links as well as cultural, heritage and economic and sustainable development issues and seek European funding for joint initiatives related to these themes. More recently, a European cultural project between schools in Exeter and Terracina is being discussed and there are proposals for an Exeter German market which originates in Bad Homburg.

Community-led Twinning Groups

The formal twinning links have been supported successfully by two community-led twinning groups: the Exeter Twinning Circle which deals with Rennes, Bad Homburg and Terracina, and the Exeter-Yaroslavl Twinning Association which works exclusively with Yaroslavl.

The aims of Exeter Twinning Circle are:

- a) To promote and foster friendship and understanding between the people of Exeter with those of Rennes in France; Bad Homburg in Germany; and Terracina in Italy*
- b) To encourage visits by individuals and groups to and from twinned towns and the development of personal contacts and by doing so to broaden the understanding of the cultural, recreational and social activities of the twinned towns*
- c) To organise fundraising activities to further the aims of the Circle*

The aim of the Exeter Yaroslavl Twinning Association is:

- a) the furtherance of mutual understanding and good relations between Britain and Russia through the link established between Britain and Russia, to promote contacts between citizens and organisations of Exeter and Yaroslavl in consultation with the appropriate authorities*

Part-funded by the Council, these groups promote twinning activity, organise exchange visits and give the whole community the opportunity to participate. Grants from the Council are used exclusively for incoming visits and not for visits to the twin towns and a limited amount of medical aid is provided for Yaroslavl.

Small grants are issued on behalf of the Council to assist Exeter groups or schools who host visits by counterparts from twin towns to partake in cultural, sporting and professional exchanges. The links through these organisations are very active and many professional bodies such as architects, psychiatric and medical practitioners, voluntary workers etc have organised visits to the twin towns to exchange ideas and working practices, some of which are ongoing. Exchanges have involved sports clubs, schools, business groups, health workers, architects, musicians, chess players, archers, and many individuals.

Expenditure on twinning

The value of time spent by the twinning officer in dealing with the activities referred to above and in arranging visits to and from amounts to approximately £3,000 per annum, depending on the number of visits and the level of activity. Expenditure on visits to twin towns and on hosting foreign delegations clearly depends on the destination and the number of visitors. However, visits to Exeter are more expensive as the Council covers the accommodation costs of incoming visitors.

Funding of the community-led twinning groups is reviewed annually but grants awarded between 2001-2004 are shown below. These grants are supplemented by a significant amount of fundraising activity by these groups and membership fees. The latter amount to approximately £500 per annum for Exeter Twinning Circle and £350 per annum for Exeter Yaroslavl Twinning Association. In addition, members of the groups make significant personal contributions to twinning by hosting incoming families and paying for hospitality.

	<i>Amount of grant</i>		
	2001-2002	2002-2003	2003-2004
Exeter Twinning Circle	£2,500	£2,500	£2,500
Exeter Yaroslavl Twinning Association	£1,100	£1,100	£1,100

Changing Priorities

The original post-war justification for twinning as a tool for securing peace and reconciliation has become gradually less relevant. Civic exchanges of mayors and councillors have become less frequent as twin cities have adjusted their priorities and budgets in search of outcome-focused activities. In Exeter, traditional twinning and exchanges of communities from twin towns remain an important way of learning and sharing experience, but the wide opportunities for international travel and reduced costs of staying abroad have inevitably seen a fall in the popularity of family exchanges.

Despite this backdrop of changing priorities and trends, there are clear benefits in engaging with international partners at both local authority and community levels. But it is essential that the focus of twinning in the city responds to this change in emphasis. Whatever the label or nature of the Council's international partnerships, they must demonstrate a clear public benefit and facilitate true learning and understanding.

Benefits of International Relationships and Twinning

International partnerships can be used to focus on a range of activity, from educational links to the exchange of technical expertise. In general, the opportunities offered by twinning and other exchanges can benefit the community and the Council in the following ways:

People to people benefits	General benefits	Local authority benefits
<ul style="list-style-type: none"> • Promoting tolerance • Promoting stronger community partnerships • Enhancing youth activities 	<ul style="list-style-type: none"> • Promoting community well being • Improving public awareness and learning • Economic and business development 	<ul style="list-style-type: none"> • Improving service delivery and problem solving • Increasing global and European awareness • Accessing EU funding • Providing effective staff development and training • Providing effective member development and training

Local Support

In 2002, the Council tested public support for its twinning activity and sought to gauge opinion and how it should proceed with twinning in the future. A questionnaire to the 1,000 members of the city's Wavelength panel asked:

'What do you think the City Council's involvement in transnational partnerships should be in the future?'

As the following results illustrate, of the 769 respondents most people either wanted the Council to continue their twinning or transnational activities at the current level (32%), or to strengthen their current links (20%). There was also support for community based twinning groups.

	%
Extend the Council's current level of activity by establishing links with new twin towns	6
Strengthen links with existing towns	20
Continue with the current level of activity	32
Withdraw direct activity but support community based groups	19
Withdraw from twinning activity altogether	10
Other	1
Don't know	12

The Way Forward

Identifying Priorities

Relationships with existing twin cities have developed over a number of years and these cities provide a natural focus for international co-operation. However, twinning is just one facet of a variety of international activities. The enlargement of Europe and increased co-operation between the UK and developing countries may well present opportunities in the future and a degree of flexibility needs to be retained in any overarching framework. That said, public consultation, feedback from twin towns and the aspirations of the community-led twinning associations, merit a clearer statement of the overall aim of international cooperation.

The overall aim of twinning and international cooperation is:

To work in partnership with individuals and organisations in fostering friendship and relationships with European and international cities to develop social, cultural, recreational, educational and commercial activities which contribute to the well-being of the citizens of Exeter.

Exeter Vision, the city's community strategy sets out priorities for improving economic, social and environmental well-being over the next twenty years. The

Council's twinning work is directly relevant to a number of Vision themes. The identification of a series of objectives under each of these helps to prioritise the Council's international co-operation work, demonstrate practical achievements and link these to the overall aspirations for the city. The overall framework is set out below.

VISION THEME	OBJECTIVES FOR TWINNING AND INTERNATIONAL COOPERATION
A prosperous city	<ul style="list-style-type: none"> • To promote Exeter as a leading city for business • To provide opportunities for small and large organisations, in both public and private sectors, to explore potential economic benefits through commercial transactions and trading
A cultural and fun place to be	<ul style="list-style-type: none"> • To promote Exeter as a leading city for culture, tourism and recreation
A learning city	<ul style="list-style-type: none"> • To promote youth exchanges or work experience for young people through formal institutions such as schools and colleges and through informal groups such as youth clubs and scout groups • To facilitate activities relating to the National Curriculum or an examination syllabus and enhance key skills • To enhance formal and informal education and lifelong learning of all members of the community across the entire age spectrum
A city of strong communities	<ul style="list-style-type: none"> • To enable local people, groups and organisations to make contact and exchange experience with their counterparts overseas • To encourage the involvement of all members of the community in twinning regardless of age, ethnic or religious background, gender, disability, social or economic status
<p>Excellence in public service</p> <p><i>Pursue best value and continuous improvement across key services</i></p>	<ul style="list-style-type: none"> • To find real solutions to common problems through practitioner-to-practitioner exchange • To work collaboratively with partners from other countries to identify funding for programmes and technical projects • To provide personal development opportunities for members • To provide innovative development and practical training opportunities for Council staff, ranging from management development to more practical skills
A city where people are healthy and active	<ul style="list-style-type: none"> • To share experience on issues such as unemployment, drug and alcohol dependency and facilities for the young and elderly • To promote exchanges of sports and leisure groups and teams

The type of work that will be undertaken in pursuit of these objectives by the Council and the community-led twinning associations, together with an indication of the expected achievements or outcomes, is set out in more detail at Appendix A. More detailed actions will be identified in drawing up Service Level Agreements with the twinning groups and in determining the Council's twinning activity.

Funding Arrangements for Exeter Twinning Circle and Exeter Yaroslavl Twinning Association

In January 2004, programmes of activity will be agreed with the twinning groups which meet the objectives of this strategy. These programmes will also be linked to

the funding allocated for 2004/2005. The Twinning Officer will then meet representatives of Exeter Twinning Circle and Exeter Yaroslavl Twinning Association annually in July/August to review plans for the following financial year. This meeting will identify likely funding to be requested from the Council.

In January/February of each year a meeting will be held to review achievements against the priorities identified in Service Level Agreements and to finalise the next year's activities.

Civic Visits and Exchanges of Councillors

A twinning “protocol” will operate to ensure the proper allocation of places to members and officers, to explain the reasons for the participation and to provide a means of reporting back on the benefits derived from foreign visits (see Appendix B). In general, exchanges of Council members and officers will take place when they fit with the objectives stated above. However, it is inevitable that the Council will receive invitations to participate in a range of ad hoc events such as celebrations of twinning anniversaries or special events in Exeter or twin towns. The Council will participate in such events if they are in the overall spirit of developing and reinforcing links with twin towns and other international partners, and present opportunities for joint initiatives which further the objectives of this strategy.

Conduct

It is vital that all officers, members and others funded from the public purse who take part in transnational partnerships and twinning link activities abide by high standards of conduct at all times. The Council’s member and officer codes apply whenever an individual is undertaking official duties and codes of conduct will therefore apply to twinning visits.

Expenditure on Travel and Accommodation

A procedure is in place to demonstrate that careful consideration has been given to every financial transaction, but particularly in the case of expenditure relating to travel and accommodation. Expenditure is in accordance with the Council’s General Principles on Expenses and Subsistence. All travel will be economy class.

Accommodation is generally provided by host cities for the majority of foreign visits. Where it is necessary to pay for hotels, generally mid range hotels will be used. It is recognized, however, that in some developing countries the only realistic option may be a relatively expensive ‘western style’ hotel.

Occasionally, twinning invitations are extended to the spouse or partner of members or officers on official duty. Where that spouse partner has no formal role, the Member or officer is responsible for all the additional costs that arise, however minor.

Additional Twin Towns

The Council receives occasional requests to establish links with new twin towns. The resources required to service formal links has meant that the Council has so far refrained from acquiring new twin towns. Details of the procedure for considering new requests are attached at Appendix C.

Monitoring of International Co-operation Activity

An annual report on progress made on this strategy will be submitted annually to the Chief Executive and to the Portfolio Holder for Best Value and Human Resources. This will also be publicised in the Members' Information Bulletin.

January 2004

APPENDIX A: ACTION PLAN

VISION THEME	OBJECTIVES	SUGGESTED ACTIONS How the objectives will be achieved		DESIRED OUTCOME What these actions will achieve
		What	Who	
A prosperous city	<ul style="list-style-type: none"> To promote Exeter as a leading city for business 	<ul style="list-style-type: none"> Disseminate business-related Exeter information packs during visits to twin towns 	ECC ETC EYTA	<ul style="list-style-type: none"> Enhancement of Exeter's reputation More inward investment Improved business efficiency and service delivery through the exchange of technical knowledge Additional commercial transactions and trading
	<ul style="list-style-type: none"> To provide opportunities for small and large organisations, in both public and private sectors, to explore potential economic benefits through commercial transactions and trading 	<ul style="list-style-type: none"> Facilitate contacts between British and foreign companies and organisations Promote Exeter House 	ECC ECC EYTA	
A cultural and fun place to be	<ul style="list-style-type: none"> To promote Exeter as a leading city for culture, tourism and recreation 	<ul style="list-style-type: none"> Disseminate tourism information/information packs during visits to twin towns Raise the international profile of annual events such as the Exeter Festival and Animated Exeter Highlight the attractions of Exeter and its surroundings to members of foreign delegations and visitors from twin towns 	ECC ETC EYTA ECC ECC ETC EYTA	<ul style="list-style-type: none"> Increase in number of visitors Increased attendance at the Exeter Festival and other events Enhancement of the status of major events in Exeter
A learning city	<ul style="list-style-type: none"> To promote youth exchanges or work experience for young people through formal institutions such as schools and colleges and through informal groups such as youth clubs and scout groups 	<ul style="list-style-type: none"> Provide small grants on behalf of the Council for inward visits Facilitate contact between schools and other groups Work with twin towns to develop appropriate projects and access relevant EU funding 	ETC EYTA ETC ECC ECC	<ul style="list-style-type: none"> Young people are able to explore a number of issues with their counterparts from other countries Broadened horizons and reduced insularity Improved understanding of the social, political, environmental and economic issues that face other parts of the world Deepened awareness and increased self confidence Improved educational achievement Provision of a realistic context for learning, bringing text books to life and acting as a resource for many subjects Enhanced key skills such as organisation and communication Enhanced practical skills and young people helped to compete successfully in a global workplace Improved awareness and understanding of the social, political, environmental and economic issues that face other parts of the world
	<ul style="list-style-type: none"> To facilitate activities relating to the National Curriculum or an examination syllabus and enhance key skills 	<ul style="list-style-type: none"> Facilitate contacts between schools in Exeter and its twin towns Refer enquiries from international cities to the appropriate contacts at Devon County Council and monitor progress 	ECC ETC ECC	
	<ul style="list-style-type: none"> To enhance formal and informal education and lifelong learning of all members of the community across the entire age spectrum 	<ul style="list-style-type: none"> Provide a forum and a range of events in Exeter for people to meet, socialise and share their interest in foreign places and cultures 	ETC EYTA	

VISION THEME	OBJECTIVES	SUGGESTED ACTIONS How the objectives will be achieved		DESIRED OUTCOME What these actions will achieve
		What	Who	
A city of strong communities	<ul style="list-style-type: none"> To enable local people, groups and organisations to make contact and exchange experience with their counterparts overseas 	<ul style="list-style-type: none"> Arrange annual exchanges to and from twin towns Make contacts in Exeter and in other cities as requested 	ETC EYTA ECC	<ul style="list-style-type: none"> Broadened horizons and reduced insularity Friendship and understanding between the people of Exeter and international cities Increased civic pride, self esteem and confidence Tolerance and respect for others, combating racism and xenophobia Break down of barriers and increase in understanding between the communities of Exeter and its twin towns
	<ul style="list-style-type: none"> To encourage the involvement of all members of the community in twinning regardless of age, ethnic or religious background, gender, disability, social or economic status 	<ul style="list-style-type: none"> Publish 1 promotional item in Exeter Citizen per year Improve ECC web site content ETC and EYTA to engage with the Black and Minority Ethnic Community and other minority groups 	ECC ECC ETC and EYTA	<ul style="list-style-type: none"> Links and friendship forged between different communities and cultures within Exeter and its twin towns regardless of age, ethnic or religious background, gender, disability, social or economic status Community contacts increase understanding and improve community cohesion within Exeter Enhanced well-being of the community by bringing about improvements in social facilities for members of the community
Excellence in public service Pursue best value and continuous improvement across key services	<ul style="list-style-type: none"> To find real solutions to common problems through practitioner-to-practitioner exchange 	<ul style="list-style-type: none"> Access information, experience and expertise for the development of initiatives and projects in Exeter and abroad Involve appropriate officers in twinning visits to enable experience of initiatives and projects abroad Make contact with relevant officers in Exeter and abroad Arrange visits and meetings to projects and facilities in Exeter which demonstrate best practice 	ECC ECC ECC ECC	<ul style="list-style-type: none"> Improved service delivery and problem solving in Exeter Innovative projects initiatives set up in Exeter Examples of good practice in service delivery or other areas of the Council's work and know-how are passed on to international partners
	<ul style="list-style-type: none"> To work collaboratively with partners from other countries to identify funding for programmes and technical projects 	<ul style="list-style-type: none"> Explore any opportunities offered by EU funding programmes e.g. Know How funds or twinning funding 	ECC	<ul style="list-style-type: none"> European funds obtained for Exeter Improved service delivery
	<ul style="list-style-type: none"> To provide personal development opportunities for members 	<ul style="list-style-type: none"> Abide by the foreign visits protocol and arrange visits which include cross-party delegations 	ECC	<ul style="list-style-type: none"> Enhanced skills, experience and learning for members through the exchange of experience with counterparts
	<ul style="list-style-type: none"> To provide innovative development and practical training opportunities for Council staff, ranging from management development to more practical skills 	<ul style="list-style-type: none"> Involve appropriate officers in twinning visits to enable experience of initiatives and projects abroad 	ECC	<ul style="list-style-type: none"> Improved service delivery and problem solving in Exeter Increased awareness of European and international issues and assistance to the council in participating more effectively in a global environment Better understanding of another culture to help local authority officers work more effectively within their own community

VISION THEME	OBJECTIVES	SUGGESTED ACTIONS How the objectives will be achieved		DESIRED OUTCOME What these actions will achieve
		What	Who	
A city where people are healthy and active	<ul style="list-style-type: none"> To share experience on issues such as unemployment, drug and alcohol dependency and facilities for the young and elderly 	<ul style="list-style-type: none"> Bring together counterpart organisations, experts and interest groups (for example, in the area of health and social welfare) 	ECC	<ul style="list-style-type: none"> Improvements to social policy and community services and facilities Improved well-being of the community
	<ul style="list-style-type: none"> To promote exchanges of sports and leisure groups and teams 	<ul style="list-style-type: none"> Provide small grants on behalf of the Council for inward visits Facilitate contact between groups and teams 	ETC EYTA ECC ETC	<ul style="list-style-type: none"> Improved health and well-being of the community

APPENDIX B: FOREIGN VISITS PROTOCOL

Invitation Received

Invitation received from twin town indicating number of members/officers invited

Selection of Members

Leader of the Council to determine, in conjunction with the Chief Executive, which members will attend (representation will, wherever possible, be approximately proportional to the political composition of the Council (excluding the Lord Mayor) with rotation of political groups as necessary over time). In the case of formal civic visits it will normally be expected that the Lord Mayor will attend.

All members and officers complete Form B (attached) on their return from visits to twin towns.

Selection of Officers

In consultation with the Leader of the Council, the Chief Executive will nominate an appropriate officer of the Council to attend the visit (selected on a rotational basis depending on the nature of the itinerary) and submit selection criteria to Policy Unit who will compile the information in Form A. In the case of technical visits it may occasionally be appropriate only for an officer to attend. The nominated officer will be responsible for managing the budget allocated for the visit.

SELECTION OF MEMBERS/OFFICERS FOR FOREIGN VISITS

DETAILS OF VISIT

Destination:

Dates:

Purpose Of Visit:

COUNCILLORS ATTENDING

Name (state whether accompanied by spouse or partner)	Rationale For Attending This Visit

BUDGET FOR THIS VISIT

OFFICERS ATTENDING

Name (state whether accompanied by spouse or partner)	Rationale For Attending This Visit

Signed
Leader of the Council

Signed
Chief Executive

Date:

Date:

RECORD ON BENEFITS DERIVED FROM FOREIGN VISIT

DETAILS OF VISITOR

Name:

DETAILS OF VISIT

Destination:

Dates:

Purpose Of Visit:

DETAILS OF BENEFITS DERIVED

Please indicate some of the benefits that have been derived from this visit. Many of the benefits are indirect and immeasurable but examples of the benefits of past visits are that they have maintained the high profile of twinning activity and endorsed the Council's commitment to its twin towns and support to the twinning organisations; promoted Exeter and encouraged tourism, built on social, educational, economic, cultural and business links; spread examples of good practice in service delivery or other areas of the Council's work and know-how; enhanced Exeter's reputation and improved knowledge and understanding about life in our various twin cities.

[Empty box for recording benefits derived from the visit]

Please attach any other comments or feedback on this visit.

[Empty box for additional comments or feedback]

SIGNED:

DATE:

Appendix C: New Twin Towns/Cities

Proposed Application Process and Criteria

1. The individual/organisation proposing the twin town/city should compile supporting Information (see pro forma below) and submit this to the Twinning Officer
2. Requests for formal twinning links with new cities or towns are referred to the Chief Executive who will consult the Leader of the Council, the Portfolio Holder for Best Value and Human Resources and leaders of all political groups, to determine whether the proposal is referred to committee or not pursued.
3. The following **key criteria** will be used in making an assessment:
 - a. How would the link contribute to the objectives and desired outcomes of the Council's *International Cooperation Strategy*?
 - b. Is a permanent, formal twinning link appropriate or is the proposed activity more suited to a one-off project, or series of time-limited, technical projects?
 - c. Are adequate commitment and resources available, both within the Council and in the community, to ensure that the link operates effectively and is sustainable in the long-term?

Supporting Information for Requests for New Twin Towns/Cities

1. <i>Name of proposed city/town</i>
2. <i>Who is proposing the link in Exeter and/or in the proposed city/town?</i>
3. <i>Background information on the proposed city/town</i> ◇ <i>location, population, history</i> ◇ <i>economy/industry</i> ◇ <i>what other cities/towns are linked with this city/town?</i> ◇ <i>does it have a community-led twinning organisation to support and resource twinning activity?</i>
4. <i>Objectives of the twinning – what would be the aim of the link?</i>
5. <i>What sort of activity would be promoted? Please explain why a formal twinning arrangement is appropriate rather than a one-off project, or series of time-limited, technical projects?</i>
6. <i>Outcomes – what would this link achieve for Exeter City Council and the community of Exeter?</i>
7. <i>Outcomes – what would this link achieve for the local authority and the community of the applicant town/city?</i>
8. <i>How would the link be funded?</i>
9. <i>What are the views of Exeter Twinning Circle and Exeter-Yaroslavl Twinning Association?</i>
10. <i>How would the link be supported and resourced by a community-led twinning organisation in Exeter?</i>
11. <i>Please include an official letter of support from the local authority of the applicant town/city and letters of support from those proposing the link (councillor, organisations, individuals schools, colleges etc.)</i>