

methodological
guide

Decentralized Cooperation in Urban Transports

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on the decentralized
cooperation
for urban transports
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Françoise Meteyer-Zeldine, the manager of the council cabinet "Itinéraires", to whom the editorial staff of this guide was confided, rested on the reflections of a steering committee set up by CODATU and made up of:

- Chantal Duchene – Managing director of the GART (Groupement des Autorités Responsables de Transport)
- Antoine Joly – Executive Director of the DAEL (Délégation à l'Action Extérieure des Collectivités Locales); secretary of the CNCD (Commission Nationale pour la Coopération Décentralisée)
- Laurence Lafon - Executive Director of CODATU
- Dominique Lefebvre – in charge of the European and International Mission of the CNFPT
- Bernard Simon – adviser for the transalpine link at the Rhone Alps Region

Foreword

In France today, cooperation and international action in the life of authorities hold an increasing place even if it still remains too often underestimated. If decentralized cooperation enables the Local Authority to show autonomy in its role of conception and implementation of local public policies, it also contributes through the exchanges of experiences to enrich the reflections and practices of local development. As a matter of fact, it remains a modest, but quite relevant, tool to struggle against poverty, to promote sustainable development and also to communicate among peoples. Decentralized cooperation, by enabling to open onto the world and to cultures, contributes to the construction and to the spreading of a culture of peace. Without development there can be no sustainable peace, and without peace, no development.

Urban transportation has become a priority stake in today's world. The need for mobility of the inhabitants of the planet keeps developing, as it is a factor of freedom and individual fulfilment, of access to work and also of economic development in every country. It is therefore essential that everybody can have access to convenient, comfortable, safe and clean modes of transport enabling to reconcile mobility and protection of the environment, freedom and economy.

That is why more than ever, the investment of public money as part of decentralized cooperation in the field of urban transport constitutes a useful act, a responsible act, a united act. But willingness and generosity are not enough. It is important to identify good practices, to develop them and to spread them.

In this respect, CODATU, an international association the vocation of which is to favour, beside authorities, operators, researchers and technicians, international exchanges in the field of urban mobility between developed, emerging and developing countries, has decided to publish a guide, a genuine tool of decentralized cooperation in urban transportation, which should enable to go even further into the reflection at first and into the action then and in parallel. CODATU therefore expects to contribute to the development of projects.

The President of CODATU

Christian PHILIP

1 Context of the study

The first French laws of decentralization, by granting new responsibilities and new powers to local authorities, have appreciably increased their scope of action in two particular fields, that of transport and that of cooperation.

At various levels, local authorities are at present involved as Organizing Authorities of Urban Transports, a field that has become today a priority for them considering the new rhythms of urban life, the necessary sharing of road maintenance, the increasing cost of energy and urban pollution. They have been endowed with various institutional and technical tools, with the management in state control in the delegation of public utility, with the setting up of bus parks in the networks in clean sites. They have shown creativity in trying to ally urban development, revitalization of city centers, integration in townscape with the comfort of the travelers and the efficiency of the service provided. **The territorial authorities are therefore carriers of a coherent and effective project to face the increasing challenge of urban mobility. The strong values of the public service underlie this project.**

The movement of decentralization which enabled the implementation of these policies can be found in most OECD countries and also in some emerging countries but has not very often been, in the case of the latter, a factor of development in urban transports. In some countries, decentralization has even led to a strong financial disengagement of the central states to the detriment of local public policies, notably in urban mobility.

The evaluation of the current situation, notably in the great cities of the South, is contrasted but not much favorable to public transport where the proportion of formal or institutional transport is fragile or in minority, as the individual car or the informal public transport is more often the rule and as heavy systems, when they see the light, very quickly reach the limits of their capacities. **Now the control of transportation in these huge urban areas is one of the keys of economic and social development, the organization of urban development, the backward surge of insecurity and the control of pollution and energy spending.**

As regard cooperation, the French local authorities have strongly invested for over 20 years. Limited at first to operations of cultural twinning with European countries, **the so-called decentralized cooperation has fully developed with the laws of decentralization and was endowed with a legal framework by the law of February 6, 1992 and a ministerial decree of April 20, 2001 which give scope to local governments to establish relations of technical, institutional, university and cultural cooperation with equivalent entities outside borders.** Every local government can establish agreements of cooperation with its equivalents within their field of competence.

For about ten years, a great number of agreements have been set up, as much on the regional as on the local or municipal, and even intermunicipal level, with European entities, of the border zone or not, emerging countries and less advanced countries. Implemented projects concern extremely varied subjects which go from the economic development to the governance, from technical exchanges to actions of solidarity, without forgetting intercultural and knowledge exchanges.

In this context of profusion of projects, the topic of urban mobility should be in good position because it is vital and very often under the responsibility of local governments. Now we are forced to notice that it is nothing of the kind, not only at the level of the French authorities but the acknowledgement is also true in the countries which most practise this type of cooperation, Spain or Italy.

Several reasons can be put forward to explain this relative disaffection, notably:

- **Local public transports do not seem as “vital”** as those linked to drinking water, to housing or to education in the eyes of citizens and local authorities which represent them, hence the latter tend to invest more easily into so-called projects “of solidarity”.

- Projects of cooperation generally but even more particularly the projects of decentralized cooperation rely on encounters and strong human relations, among elected members notably, whose political life expectancies are sometimes too short to carry out a complex project.
- Projects of urban transports imply heavy financing that local authorities do not have at their disposal or do not know how to get from international financiers.
- Local structures of governance and financing are very often very different, and projects require long delays of maturation with which authorities can hesitate to get involved.
- Projects of urban transports involve numerous partners as much public as private ones that it is sometimes difficult to gather for a joint action abroad.

Nevertheless, the local authorities of developed countries have to offer a genuine institutional know-how, as much in the fields of the organization of networks, planning of transportation, structuring of services, training of competence, as in the fields of the signing of markets, concerned procedures and knowledge in negotiation or of formalization by contract.

Those of emerging countries, confronted to situations which are sometimes difficult to control with classic projects, have been able to develop some innovative solutions which are interesting to integrate into the technical or institutional corpuses of Northern countries. Brazil is an example of it with the development of the programs of ethanol fuel or the use of urban transports as a basis of revitalization and of urban development in Curitiba.

Projects linked to urban mobility are by definition multidisciplinary and therefore enable to have approaches from many different points of view. **A decentralized cooperation does not have authority to substitute itself to a project of the type of those implemented by financial backers, but can have a really fundamental complementary role as a result of the control, by the authorities, of the complexity of a project.** A project of decentralized cooperation can be focused on a precise aspect, well-identified as one or several key problems: institutional, technical, financial, educational, etc., but also bring a support to the mastery of work generally. Looking at things this way, numerous projects could be set up.

This is the reason why CODATU chose decentralized cooperation in urban transports as the central topic of its twelfth conference to state and discuss experience, and decided to publish this methodological guide. Indeed, there are some general guides on this topic, such as the one realized by the CNFPT (National Centre of Territorial Public service) or the one of the DGCID (Head office of the international cooperation and the development) of the Ministry of Foreign Affairs, but contrary to the sectors of rural development, of intermunicipal governance or of hospitable cooperation which were the object of thematic guides realized by the CNCD (National Commission of Decentralized Cooperation) of the Ministry of Foreign Affairs, the one of urban transportation had not made the object of a particular development up to now.

CODATU therefore hopes to help the various local speakers of urban transports, to whom this guide is intended, by throwing light on the legal and financial environment of decentralized cooperation, on the objectives to follow up, partnerships to search, in brief by marking out the way of project bearers, with the modest ambition to arouse or amplify the wills dawning here and there in this field.

2 State-of-the-art report

2.1 Legal framework

The laws of decentralization, by giving new powers to local authorities, had not planned the attraction provoked by cooperation outside borders. Only border cooperation had been evoked but from 1983, a decree of the Prime Minister hinted at the outside action of local authorities. The notion of decentralized cooperation appeared in decrees in 1985 and 1987, and found its legal framework with the law dated February, 1992 and the interdepartmental decree dated April, 2001.

As years went by, the international action of local authorities kept increasing and today in France over 10,000 actions can be counted in 120 countries and numerous authorities organized themselves by endowing with international services working in cultural, university, economic and solidarity actions.

This notion, part of the current political and technical vocabulary, needs to be clarified because it does not exactly cover the same fields in the French and European terminology.

Decentralized cooperation in France has now been a legal notion since the law dated 1992 and only concerns the international actions of territorial authorities and their groupings with foreign local authorities, whatever their level is in the organization of the foreign State.

The notion of decentralized cooperation in the European Union has no legal foundation made official by a treaty; it is a notion of management which includes projects implemented by all types of associations and non governmental organizations.

2.1.1 Agreement of cooperation

The law does not exclude that actions of cooperation may exist without being formalized but the decree dated April 20, 2001 recommends: **“the agreement is the privileged way of decentralized cooperation for all types of intervention”**.

- The agreements should be the object of a discussion and must be passed on to the prefect, once signed by all the contracting parties, so as to be submitted to a control of legality.
- The authorities can sign agreements with local authorities but in no way with foreign sovereign States, as this faculty is reserved to the French State, except for French overseas departments and regions which may receive delegation of powers from the authorities of the Republic.
- The agreements must respect the international commitments of France.
- The authorities do not become subjects of international law and as such cannot conclude agreements with international organizations, but may become operators in case of financing of a project of cooperation by an international entity. If, for example, a decentralized cooperation enabled the preparation of a project of urban transports which will be financed by the World Bank, the authority cannot sign an agreement with the latter, but can continue to act as adviser of the foreign authority, within the framework of the World Bank project.

2.1.2 Competence of the authorities

The authorities may conclude agreements concerning exclusively their fields of competence. For urban transports, any authority or authority grouping organizing urban transports will have competence to handle this topic and to conclude agreements with partner authorities in this field.

In the particular field of urban transports where the competence of the municipalities was often delegated to groupings, the latter should normally conclude agreements with partner entities, as municipalities are not able to act alone anymore. However, the practice is still quite flexible on the question of competence, as French territorial authorities benefit from the so-called general competence clause.

Besides, the operators in charge of the operation of Industrial and Commercial Public utilities can undertake actions of decentralized cooperation provided that they remain limited to exchanges of experience but cannot finance realizations abroad, as their receipts come from the users and not from the taxpayers. In this case they are the member municipalities that have to bring financial contributions.

It should be specified that the agreements cannot concern competence coming exclusively under the State (foreign policy, defence, police etc.) even though the partner authority has such competence, except in the case of authorities located overseas where the authorities of the Republic can give power to the presidents of regional or general councils to sign or to negotiate agreements with the nearby countries.

2.1.3 The particular case of cross-border cooperation

Cross-border cooperation concerns the relations established between French and foreign territorial authorities located in the neighbourhood of a territorial and in certain cases sea border.

The agreement of Madrid dated May 21, 1980 and the additional protocol ratified by France on May 19, 1999, foresee in the case of border agreements to create cooperation organizations that have or not the legal personality.

As for France, the law on cross-border cooperation in application of the agreement of Madrid results from the internal law (creation of the European district, law dated August 13, 2004), from international agreements (local groupings of cross-border cooperation in agreements with Belgium, Germany, Luxemburg, Switzerland, and Spain) and from the European law (directive creating the European grouping of territorial cooperation).

These particular provisions are important in the case of urban transports, allowing projects of integrated management of transport between border cities. (Example of Basel/Mulhouse or Hendaye/Irun). These organizations may take different forms:

- Participation by a foreign local authority in a French semi-public company
- Public Interest Group (GIP)
- Membership to a public organization of public law
- Participation to the capital of a foreign legal entity
- Organizations of cooperation with legal entity and financial autonomy like the European Districts.

2.2 Objectives and actions

The objectives of local authorities that implement projects of decentralized cooperation are different, going from solidarity to the support for the internationalization of companies. The topics of sustainable development, of fair development, of struggle against global warming are more and more present and take various forms of action, from the micro-project to the implementation of a complex project implying different partners.

In the field of urban transports, the range of objectives and actions can appear in the following way:

2.2.1 Projects of solidarity

It can involve actions of solidarity in connection with an emergency, like a natural disaster, or to longer term projects intended to remedy a state of poverty or deficiency. In the case of transport, these actions take most of the time the form of:

- donations and sending of equipment: rolling stock, spare parts, equipment of construction site...
- sending of experts to estimate a situation and to make propositions of work, equipment or organization.

Donations in kind can enable to remedy situations of deficiency but must be estimated with a particular attention because they sometimes can have perverse effects, notably when their cost of maintenance is out of proportion with the budget of the newly elected member authority or when the service of maintenance is not organized. Vehicles can quickly be off the road and be used as a henhouses like the buses offered to the city of Tegucigalpa after the hurricane.

This type of projects must be conducted in association with local associations in connection with the NGO of the newly elected member country to estimate the needs and to be the object of a support on the technical and institutional level¹.

2.2.2 Exchanges of expertise and of experience

These exchanges can take the form of seminars, study trips, consulting missions in the fields of technical, institutional, financial engineering and training. This objective of exchanges is completely active in the case of decentralized cooperation in urban transports where all local authorities have a rich material to exchange.

The peculiarity of Northern local authorities **is that they have an irreplaceable institutional expertise because they have experienced and implemented a process of decentralization and acquisition of new competence** which can be highly profitable to their foreign equivalents, notably in emerging countries, in the following fields:

- Assistance to strategic reflection
- Development and town planning
- Drafting of specifications and agreements
- Assistance in the choice of study or technical partners
- The conducting of projects in a multi-project universe, which a typical exercise in the life of territorial authorities.

Besides, the elected officials and departments in charge of transport have to make arbitration and compromises between technical, financial and political priorities. They are supported in this respect by technical experts but, as a last resort, these are the elected members who decide, and the confrontation of experience between European cities, or other continents that have different modes of organization, can be a great richness.

1. Cf. p.15 Examples of cooperation between Greater Lyon and Erevan.

2.2.3 Transfers of expertise and technology

The objective of these projects is **to establish a long term cooperation, which is the object of a partnership and the tangible results of which can be measured.** Projects lead to transfers in the institutional and technical fields, and concern expertises, studies, realizations in the field of urban transports or the maintenance of infrastructures of transport and also the strengthening of the internal capacities of authorities.

The project may concern a particular technique such as the implementation of a system of management of traffic²; some assistance in the implementation of an institution, like in the case of groupings of municipalities for which French authorities have acquired a large experience; the implementation of a public-private partnership the development of which is global but for which local authorities are not always well equipped.

It is sometimes a set of technologies that has to be transferred as part of a complete project of assistance to the mastery of work.

In this case too, the types of action are most of the time expertise and consulting missions, training periods and in situ training courses for technicians of transport departments where everyone has to act while taking into account intercultural problems and differences of institutions and regulation what often makes of this type of projects a great enrichment for both parts.

2.2.4 Training

It is very often **the key to success in projects of cooperation.** It is particularly important in the field of urban transports the techniques of which quickly evolve and can take various forms:

- In situ training by experts in consulting mission, technicians from transport departments;
- Exceptional participation by experts from authorities in training courses operated by institutions in the partner authority;
- Realization of academic training courses by way of a cooperation among academic structures located in both territorial authorities³;
- Organization of study trips, of training periods;
- Organization and financing of the training of students or technicians of an authority in the institutions of the partner.

2.2.5 Economic development

Economic exchanges can be the very object of a relation of cooperation or constitute a part of action among others or even a result of an action of cooperation.

Even though the first object of decentralized cooperations in urban transports is generally not the promotion of the expertise and of the French parts manufacturers, **they play a fundamental role in the distribution of the knowledge on techniques and equipments.**

Training actions, consulting and expertise missions which can allow the design of certain projects are so many trump cards for the companies of the country offering expertise and which will appear on invitations to tender.⁴

Besides, if the establishment of relations between the companies of the two authorities or the two countries is not directly the authorities' doing, the latter and notably regions can promote actions to support them such as prospecting missions or participation in exhibitions. Preliminary contacts and knowledge of the environment are largely facilitated by all the relations developed as part of the project of decentralized cooperation.

2 Cf. p.19 Example of the cooperation Canton of Geneva and Quito

3 Cf. p.19 Example of the cooperation Canton of Geneva and Quito

4 Cf. p.17 Example of the cooperation Hanoi and Ile-de-France

2.3 The actors

2.3.1 The State

It is an important actor as:

- It fixes the rules and legal framework of the external action of local authorities and their progress.
- It ensures the legal control of the agreements of cooperation is ensured by means of the representative of the State in the region or the department, “the Prefect”.
- It contributes to the elaboration of policies and to their financing by way of the project plan contracts.
- It co-finances the actions of decentralized cooperation by way of the “Delegation for the outside action of local authorities⁵”, the tool of the Foreign Ministry in charge of supporting the action of territorial authorities and steered by the representative for the outside action of local authorities who coordinates the different ministries.
- It also supports the action of the authorities abroad by way of diplomatic positions.

The national Commission for decentralized cooperation, CNCD⁶, created by the law of 1992, chaired by the Prime Minister is an organization formed for half of the representatives of the territorial elected representatives by way of their associations and of the representatives of the State. Its role is notably to hold up to date a data base which collects information on the international relations of territorial authorities and it is its responsibility to give an opinion to the government on any question concerning the international cooperation of territorial authorities. Its secretariat is ensured by the representative for the outside action of local authorities.

2.3.2 Associations of French territorial authorities

The prime vocation of these associations is not to set up projects of decentralized cooperation but they are often places of exchange of experience and contacts.

• **GART, Group of the Authorities in charge of Transport**

The GART gathers 258 organizing authorities, conglomerations responsible for urban transport, regions, people in charge of regional rail and road transport, and departments, people in charge of local interurban road transport. The GART participates actively in the works of the transport commission (at present chaired by its former president) of the council of the Municipalities and Regions of Europe.

www.gart.org

• **CUF, Cites Unies France**

This association federates nearly 500 local authorities that are very much involved in international cooperation and that meet by thematic and geographic workshops. The topic of urban transports is discussed in the group working on urban development. The CUF supports its members in the setting up of their projects of cooperation. It has a privileged relationship with the CNCD.

www.cites-unies-france.org

• **AMF, Association of the Mayors of France**

It includes 34,000 members of all political trends and represents the mayors and the presidents of intermunicipal groups with a clean tax system whatever their size is. It is part of the CNCD.

www.amf-france.org

• **AIMF, International Association of French-speaking Mayors**

The AIMF is a network of 156 French-speaking cities, willing to promote the good municipal governance and to support the mayors in the implementation of their poli-

5 http://www.diplomatie.gouv.fr/fr/rubrique.php3?id_rubrique=1054

6 <http://diplomatie.gouv.fr/cncd>

cies of urban development. Its vocation is to accompany decentralized cooperation among local authorities in the processes of decentralization.

It operates by mobilizing its network of experts and favors exchanges by symposiums which are for the mayors both a frame of reflection and an international platform.

www.aimf.asso.fr

- **ADF, Assembly of Departments of France.**

It gathers all the presidents of regional councils. A “decentralized cooperation” commission was created in 1992 to accompany the outside action of the French metropolis and overseas departments; it also owns a Europe resource centre which is a relay of information about European policies and participates in a European network regrouping 10 other organizations (Germany, Belgium, Denmark, Finland, Great Britain, Hungary, Italy, Sweden, Netherlands, Norway).

www.departement.org

- **ARF, Association of Regions of France.**

It gathers all the French regions and organizes thematic working groups, one of which is dedicated to decentralized cooperation.

www.arf.asso.fr

- **AIRF, International Association of French-speaking Regions**

Created in 2002, the object of the AIRF is to gather all the infra state territorial authorities, that is by level at once lower than that of the State, whether they are called or “Regions” or not.

Its vocation is to forge and to deepen the links between the French-speaking Regions of the five continents and to federate concrete actions, in a coherent and effective way by using financial means, the experience acquired in decentralized cooperation.

www.regions-francophones.com

2.3.3 World associations of territorial authorities

- **Cities and United Local Governments (CGLU)**

This world association is the product of the merger in 2004 of two unions, the world Union of cities and twinned cities (FMCU) and the international Union of cities and local powers (IULA). Its headquarters are located in Barcelona. Its objective is to promote the values, the objectives and the interests of cities and local governments worldwide.

Its objective is also to promote decentralized cooperation and international cooperation between territorial authorities and their associations as well as twinning and partnership as means of mutual knowledge and friendship between the populations. It brings support to its members for starting relationship and setting up projects.

It maintains privileged relations with the United Nations and their constituents.

Its members come from over 100 countries on all the continents.

www.cities-localgovernments.org

- **Metropolis**

Metropolis is the World Association of the Great Metropolises. It is also the metropolitan section of Cities and United Local Governments. The mission of the association is to favor international cooperation and exchanges between metropolitan governments. It is the spokesman of the interests of metropolises in international forums and the world network of great cities.

Created in 1984, the Metropolis association gathers over 90 active cities of the whole world. Its ambition is to create an international forum where great cities can discuss joint problems, such as the control of urban development.

- **The network Impacts**

Impacts is a network of European, Northern and Latin American cities which aims at favoring exchanges on the policies of urban mobility and the policies of transport by

looking for partnerships with research networks and innovative industries to provide a better service of transport and mobility.

It is the only city association dedicated to the subject of transport. It includes three networks:

- A European network, with its headquarters in Paris, which includes 12 member cities;
- A North American network which includes 7 member cities;
- A Latin American network, with its headquarters in Quito, which includes 13 member cities.

www.impacts.org

2.3.4 The partners of territorial authorities

As part of an agreement of cooperation, the authorities can appeal to technical partners to carry out the actions of cooperation. **In the field of urban transports, the operators, whether public or private, will very often be sought, as technical actors of transports.**

They will then have to **be considered as operators of cooperation on behalf of the authority or of the group of territorial authorities but can neither be signatory of an agreement with a partner territorial authority nor directly finance an action of cooperation.** The funds allocated to the operation must result from the territorial authorities.

For example, the receipts of transport collected by an operator, within the framework of a public-private partnership, cannot be allocated by the latter to his participation as a partner of a project of decentralized cooperation.

Besides, it is necessary to pay attention in the relation with partners not to be in a situation of **de facto management** which can occur when:

- the granted funds are used for different purposes from those planned, notably by financing partially an action of cooperation;
- the dominating presence and power of elected members within the leading organs of semi-public development companies deprive them of real autonomy with regard to the authority which paid the grant.

It is advised to avoid being in a situation of de facto management to clarify the participation of an operator in a project of decentralized cooperation by means of a **specific agreement clearly defining the roles and financing of the actions.**

2.4 Financing of decentralized cooperation projects

It is **mainly based on the resources allocated by territorial authorities** which can take the form of grants, donations or putting staff at disposal. But as it was underlined in the introduction of this guide, the importance of the financing which is sometimes necessary for a project of cooperation in the field of urban transports does not allow the authorities to ensure it alone and therefore they have to ask for other national or international sources.

2.4.1 French financing

• The financing from the Ministry of Foreign Affairs (MAE)⁷

This is the co-financing of projects assigned by the MAE in certain conditions:

- The project must be presented by an authority or a group of territorial authorities;
- The foreign partner must be a territorial authority;
- The two authorities must establish an agreement or an agreement of cooperation;
- The project should not come under the humanitarian field;
- The co-financing assigned by the MAE cannot exceed the one assigned by the French partner of the project.

From 2007, the co-financing from the Ministry of Foreign Affairs will be piloted from 3 calls to projects, the first one opening up the possibility of a 3-year-contract on countries eligible to the APD, the second one for the same countries for one-year-projects and the third one concerning cooperation with countries entering the European Union and the 3 candidate countries. The priority topic of these calls to project is: institutional support and sustainable development.

The request files must be sent to the DAECL⁸, the delegation for the outside action of local authorities, through the region prefectures.

• Financing of the French Agency of Development (AFD)⁹

The role of this industrial and commercial public establishment is to finance projects of development in the priority countries for the French public help under the aegis of the Ministry of Foreign Affairs by way of grants in the least advanced countries and loans in emerging countries.

The projects are presented by local owners and are the object of a feasibility study entrusted to a consultant with an invitation to tender.

The thematic priorities of the AFD are neighbourhood services for the most deprived populations, basic services and infrastructures, and the development of productive activities. In the urban sector more specifically, the strategy of the AFD concerns several main lines such as the struggle against poverty in precarious districts, the improvement of economic productivity and of city attractiveness, their environment and their energetic efficiency, the strengthening of the autonomy and the means of local authorities, notably by calling to actions of decentralized cooperation.

The AFD, like all financial backers, cannot directly finance territorial authorities and the latter cannot answer to invitations to tender. However, **one of the difficulties met for the conducting of projects is exactly the assistance in the mastery of work for which territorial authorities offer a genuine know-how**, therefore, for some years, the AFD has developed a concept of project in city/city partnership, in which the community of the North brings a support (assistance with mastery of work, training, etc.) to the local authority of the South which benefits from a financing. These projects give more and more place to the signing of agreement between the various engaging parties.

The example of the cooperation of the Ile-de-France region with the city of Hanoi¹⁰ shows that a decentralized cooperation can also bring to the foreground a "bankable" project with the FFEM, the secretariat of which is ensured by the AFD.

2.4.2 European financing¹¹

It should be reminded that the notion of decentralized cooperation is not the same at the French level and at the European one. Under the term of "decentralized cooperation", the EU refers to all the actions of entities of the civil society.

⁷ www.diplomatie.fr

⁸ DAECL et Office of CNCD, ministry of foreign Affairs 57 Bd des Invalides, 75007 PARIS Tel : 01 53 69 36 41 / 34 41

⁹ www.afd.fr

¹⁰ Cf. p.17

¹¹ http://ec.europa.eu/comm/europeaid/index_fr.htm

The EU has defined policies of assistance and cooperation by large geographic areas, financed by the European Development Fund for ACP¹² countries and by the general budget for other areas.

- **A priority is given to ACP countries** and it is specified in Lome IV that decentralized cooperation can have beneficial effects for the development of these countries and that the resources of the agreement can be used to support them.
- **Projects in the other geographic areas** are the object of financing by way of agreements concluded with newly elected member countries, the terms of which are negotiated in an annual mixed commission. Credits are now mainly delegated to the local representations of the EU.

The procedures to obtain credits are sometimes difficult for projects of decentralized cooperation because:

- The mixed commission takes place at the level of the States which do not always relay the requests of local authorities.
- In practice, the projects presented jointly by two European authorities in order to work with a non European authority have better chance to succeed. Joint cooperation is often rich as regard education but also more complicated to set up.
- European procedures are heavy and long, and require an important follow-up which can only be carried out by large local authorities.

As part of cooperation with countries that are candidates for membership, the EU has set up an original program of institutional twinning between institutions of a state member (or two) and equivalent institutions of a state candidate. These are **the TACIS programme which concerns** the New Independent States (NEI) and Mongolia. These programs have credit lines to the annual amount of 1.5 billion euros and could usefully favour twinning in the field of transport and mobility.

2.4.3 International financial backers

The main financial backers are the International Bank of Reconstruction and Development (IBRD¹³) and the regional banks: the InterAmerican Bank of Development (IBD¹⁴), the Asian Bank of Development (ABD¹⁵), the African Bank of Development (AfBD¹⁶) and the European Bank of Reconstruction and Development (BERD¹⁷).

Only the first two of them have actually set up programs of municipal development aiming at strengthening infrastructures and municipal institutions.

The procedures of these banks of development are more or less the same: a project is prepared and requested by an institution of an eligible country. It is analyzed by experts of the bank, often consultants, modified and negotiated with the newly elected member, then financed by way of a loan, the granting and refunding conditions of which depend on the level of development of the country.

The detailed studies of the project and its realization are then the object of international invitations to tender, including if it is provided, the assistance to mastery of work.

These very strict procedures do not allow territorial authorities to participate directly in a project financed by a financial backer because they cannot answer invitations to tender and the financial backers cannot directly finance them even though they recognize the utility of the interventions they can carry out.

12 The African, Caribbean, Pacific zone which gathers a certain number of least developed countries with which the European Union signed privileged agreements called "the agreements of Lome"

13 www.worldbank.org (La BIRD appartient au Groupe Banque Mondiale.)

14 www.iadb.org

15 www.adb.org

16 www.afdb.org

17 www.ebrd.com

However, some co-financing is possible, every partner taking care of a part of the realization of the project. Therefore, an authority that has supported a partner in the definition of its project can continue to assist it during the realization of the project financed by the financial backer. This assistance to ownership is still financed by territorial authorities when the financial backer, for his part, finances the studies and the infrastructures. The existence of a decentralized cooperation can be a positive factor for him.

As it is demonstrated in the example of the cooperation between the Ile-de-France region and the city of Hanoi, territorial authorities by means of a project of cooperation can help their partner be credible in the eyes of the financial backers and set up “bankable” projects.

3 Examples of projects of decentralized cooperation

3.1 Cooperation between GREATER LYON and EREVAN (Armenia)

Origin of the project

The urban area of Lyon includes an important Armenian community of about 45,000 persons, what rather naturally brought a link with the capital of the new republic of Armenia, Erevan. Since 1992, the two municipalities have signed an agreement of cooperation and developed numerous projects, notably of training, which have led to the creation in 2001 of a French-Armenian professional secondary school which opens regularly new training courses in poor sectors of the country.

In 2004, it is the urban community of Greater Lyon which was signing for 3 years an agreement with the municipality of Erevan in its fields of competence, urban services, geographic information and town planning. Two projects were born, one in the sector of urban cleaning and the other in the field of urban transports which was confided to SYTRAL.

Objectives of the project

The city of Erevan, which includes 1.2 million inhabitants, does not have at present a formal and organized system of urban transports. Some available rolling stocks are totally obsolete and the network is neither organized nor managed.

The objective of the project implemented by the SYTRAL is to constitute an embryo of organization of system of public transport by relying on a significant sending of rolling stock. So around thirty buses and 11 trolley buses as well as a container of spare parts were half offered, half sold to the city of Erevan to prefigure what a real formal and structured network in the city would be like.

The standpoint of the project was from the beginning to send an important number of vehicles to obtain an effect of mass to form a real network and to bring to the municipality, a support in training and for the conception of a system of transport.

Development of the project

The project is in progress and takes place in two phases:

- **The sending of the equipment and necessary follow up for its implementation**, which is almost over now and which has enabled to:
 - to realize a diagnosis on the situation of urban transports in the city;
 - to send the rolling stock, the transport of which was financed by an association coming from the Armenian Diaspora living in Greater Lyon, ALEVAAK;
 - to set up a service of maintenance, supplied at first with spare parts, sent by the SYTRAL ;
 - to train in maintenance two employees of the city. This training took place in Lyon, in the maintenance teams of SYTRAL and on equipment similar to those sent to Erevan.

• **Accompanying measure for the creation of a transport department and the realization of an Urban Transportation Plan**

The constituent of the project which must now be organized concerns the institutional organization to take care of the management of the buses sent and of the reflection to be implemented on a plan of urban transports.

In this regard, the SYTRAL has proposed to the city council of Erevan:

- To take care of the training of an engineer, for one year, in the transport institutions of Lyon. Coming back in Erevan, this student could take care of the necessary engineering studies.
- To support the work of this engineer when he comes back by sending an engineer of SYTRAL to support the starting up of his work.
- To accompany him by supplying expertise in the fields which will prove necessary. The organization of this expertise could be organized by CODATU by using all its networks of expertise.

This phase of the project is being discussed with the city council of Erevan and should be able to start soon.

Organization of the project

The project was co-piloted by SYTRAL and the city council of Erevan, within the framework of the agreement of cooperation linking Erevan to Greater Lyon.

The financing of the operation was provided by SYTRAL, for the donation of buses and the training of the technicians; the cost for the other half and for the transport of the equipment was assumed by the ALEVAACK. The city council of Erevan provided local, material and human counterparts.

Lessons to be learnt

The experience of several projects of donations of equipment by European cities very often ended in failures for various reasons:

- Unsuitable equipment in the conditions of local traffic or in the existing car fleet;
- Lack of coherence and management of the system of transport;
- Problems of maintenance and unobtainable spare parts locally;
- Difficulties of training drivers and local technicians.

In the case of the cooperation of Greater Lyon with Erevan, all these difficulties were taken into account and the project was built on a set of consulting and training performances to accompany the setting up of the equipment.

It is still too early to think of a real evaluation of the project which has to take a comfortable rate and implement the second phase of engineering. However one already can acknowledge the exemplary character of this cooperation which wished from the beginning to work on a large scale to have an effect of mass and to be able to set up sustainable institutions.

3.2 Cooperation between Ile-de-France Region and municipal Popular Committee of Hanoi

Origin of the project

The Ile-de-France region has maintained for a long time a relation of cooperation with the city of Hanoi, notably in the field of urban development. This cooperation is the object of meetings and regular evaluations (mixed committees of cooperation) and has just intensified by the signature of an agreement of cooperation for the period covering 2006-2010 concerning the following fields: town planning and protection of the city centre, regional planning, public transports, supply in drinking water and purification, vocational training and French teaching.

Hanoi, a city of 3.5 million inhabitants, may see its population double on the horizon 2015. Therefore, local and national authorities have directed cooperation in a priority way to public transports and regional development.

Objectives of the project

Because of the increasing purchasing power, the inhabitants of Hanoi who mainly used the bicycle have quickly moved to the motorcycle (1 million at present) and soon to the car. To be able to implement a policy of transport on the scale of the urban area, the mayor of Hanoi obtained from the central government the transfer of competence to the City as regard the organization of urban transports.

The authorities therefore gave as a priority objective to cooperation:

- To support them in the process of decentralization of competence;
- To assist them to revitalize and to develop the bus service;
- To think about the implementation of a mass transport network such as streetcar or subway.

Development of the project

• **Setting up of the Institute of city professions**

This institute was created with the view to facilitate the implementation of actions, by allowing transversal action among the various departments of the City council of Hanoi, notably as part of its new competence in transport. This department allows a better coordination between the departments of the city as well as with the departments of the Ministry of Construction, also associated in the project.

- **Implementation of the Asiatrans and Ecotrans projects, 2002**

As the “transport by bus” sector is considered as a priority, Hanoi and Ile-de-France joined with the Region of Brussels-capital, then with the city of Hanover to seek financing from the European Commission (Asiatrans and Asia Pro Eco funds). The Hanoi Asiatrans (2002-2005) projects, then Hanoi Ecotrans (2005-2008) were therefore created within the municipal department of economic planning and regulation of public transport (Tramoc) to bring a strong institutional and technical support to it.

This type of transport, which has become obsolete for lack of reliability and comfort, was reorganized following the advice of foreign experts. Training courses concerned economic planning, the improvement of productivity, the behavior of drivers, marketing. Three foreign experts permanently there ensure some transfers of know-how in the fields of strategy, of economic planning and maintenance, and some experts of the RATP and from the transport university of Hanover come to make specialized technical missions. Finally, numerous visits and meetings in France and in Europe are organized to allow authorities and technical teams to build up an opinion in this field.

Moreover, in 2001, 50 reformed buses from the RATP were delivered to the bus company of Hanoi and the delivery of 100 others is in discussion.

The stimulation of transport by bus was immediate and sustainable:

- The number of bus travellers jumped from 6 million in 2000 to over 300 million in 2005 and the number of lines was multiplied by two;
- A workshop of bus maintenance with the European standards was fully equipped by the project;
- A pole of exchanges with 15 connected bus lines was built at the entrance of the city. The next phase of this element of the project should in particular allow to set up a ticketing system adapted to the future modes (metro, regional train) with a view to create a regulating authority of urban transports.

• Initiative and support of the mass transport system

A first study of experimental line of tramway on an east-west axis of the city was studied as part of cooperation in 2002 but a project of this dimension exceeding the financial means of the region, the latter requested this financing to be part of the French-Vietnamese State bilateral cooperation.

The French government first financed a feasibility study in 2004-2005, through the Fund of Aid to the Private Sector (FASEP¹⁸), at the same time as a plan of integration in the urban network of public transport, financed by the French Fund for World Environment¹⁹.

The first study was carried out by SYSTRA and the second one by THALES. The city council of Hanoi was able to take advantage of the support of the ISTD²⁰ for the assistance to ownership (mission of operation conducting), as the latter appealed to experts of the CERTU²¹ and of the CGPC²². To make sure that these studies are correctly carried out, a French-Vietnamese piloting group was formed by the French economic Mission in Hanoi and the city council of Hanoi with the participation of the Institute of city professions.

The conclusions of the study were handed over in December 2005. The authorities that had to decide among 4 projects – two with the tramway and two with the light subway - finally chose the light subway above the ground.

The Ile-de-France region will continue to help Hanoi in the achievement of this great project in bringing an additional support to the support of the State, notably in terms of training and institutional support.

Organization of the project

The co-piloting of the project was ensured by the Regional council of Ile-de-France and the municipal popular Committee of Hanoi, as part of their agreement of cooperation. The implementation was carried out by the IMV (French-Vietnamese co-direction) and the piloting committee of the Asiatrans and Ecotrans projects.

About forty missions were carried out by experts between 2000 and 2005. It is interesting to note that the Ile-de-France region could call on outside, regional or national, contributions to complete the offer of expertise.

18. FASEP : Grant managed by the Treasury and Economic Policy General Directorate of the French Ministry of Economy, Finance and Industry. www.missioneco.org

19 FGEF : Fund from the French government, its aim is to finance actions to protect the environment. It is managed by the French Agency of Development. www.ffem.net

20 ISTD : A scientific and technical development aid institute specializing in cities, roads and transport. www.isted.com

21 CERTU : Centre for the Study of Urban Planning, Transport, and Public Facilities. www.certu.fr

22 CGPC : General Council of the Departments of civil engineering. www.equipement.gouv.fr

Financing of the project

- All the missions carried out by the Ile-de-France region were financed on its credits of cooperation for a value of about 1 million euros over 5 years.
- A great part of the project of stimulation and extension of buses was co-financed by the European Union as part of the Asia Urbs and Eco Trans programs and the partner authorities (Hanoi, Brussels-Capital, Hanover). The contribution of the European Union totals 1 million euros.
- The studies, carried out by SYSTRA and THALES, were financed by the DGTPE of the French Ministry of Economy and Finances and the FFEM.

The exemplary side of this project lies in the fact that decentralized cooperation was able to attract European or national financing which could complete its own financing.

Results obtained

In connection with defined objectives, the results are very important:

- Implanting of a municipal structure allowing the coordination of the various departments;
- Real stimulation of the bus lines and very significant increase of the number of routes;
- Study of the possible mass transport systems carried out.

Beyond the expected direct results, the project was a power of proposition and of stimulation for other actors, other projects and other financing.

- Capacity to attract national and European financing to carry out heavy studies;
- Selling by the RATP of 50 buses plus 100 planned shortly;
- Promotion of French and European companies thanks to the market of equipments at the bus maintenance depot;
- Extension of the cooperation at the level of the Ministry of Construction by a reflection on the implementation of the future Region of Hanoi. The Ile-de-France Region brought a support to this ministry for the realization of a general leading plan and will enlarge the reflection on transports to this new scope with the financing of a regional plan of mass transports and logistics.

Lessons to be learnt

All the medium-term expertise allowed the city of Hanoi to structure itself and to conduct a reflection on its system of transport which supported it in the eyes of the French and European financiers. In this respect decentralized cooperation played a very important role by its continual presence, the capacity of adaptation to various raised problems, what cannot be done by a department of studies or engineering, in charge of a centred project.

The Hanoi/Ile-de-France project shows well the role that can be played by local authorities which do not have their own capacities of financing projects of transport but the expertise of which allows partner cities to have access to these international financing.

3.3 Cooperation between the canton of Geneva and the city of Quito (Ecuador)

Origin of the project

The project of decentralized cooperation was introduced as part of the “IMPACTS”²³ network, the association of the mayors of European, Northern and Southern American capitals, whose objective is to exchange information and experience in the field of mobility. The city of Quito asked the canton of Geneva, a support under the form of technical cooperation.

A working program was finalized, for two years, in line with the framework of the elaboration of a plan of urban transports of the city of Quito, classified as historic patrimony of the UNESCO as a major historic urban centre.

Objectives of the project

The city of Quito includes at present a population of 1.4 million inhabitants who live in a very constrained site, which is 2800 m high, with a colonial historic centre with paved and narrow streets. In this context, the municipality decided to elaborate a plan of urban transportation aiming in the future at maintaining the rate of use of public transports close to 80 % at present.

The program of cooperation consisted of expertise missions and training courses in Switzerland with the following objectives:

1. To estimate the existing system of transport;
2. To promote the organization of a observation post;
3. To elaborate a planning process;
4. To define the basic legal technical standards;
5. To advise in methodology to elaborate a plan of transportation;
6. To develop traffic control;
7. To estimate the impacts;
8. To advise as regard the distribution of information;
9. To take part in the elaboration of continuing education programs;
10. To elaborate a program of actions.

Development of the project and results

• Mission of evaluation of administrative and technical structures

This mission of joint evaluation with the departments of the city council enabled to make a certain number of recommendations which gave place to the elaboration of a program of priority actions in relation with the objectives of the project.

• Actual implementation of the “Northern corridor”

This 19 km axis, reserved for public transports, was the object of a critical revision which enabled to improve several aspects of the project: organization of interfaces, location of stops, organization of the lines of public transport, plan of traffic.

• Observation post of mobility

Following a training period in Geneva of the person in charge of the system of information of the territory of Quito, a structure was organized to get tools for:

- observing the pollution in an urban site;
- developing on the basis of the road graph, the hierarchy of networks and the statement of several indicators of transport;
- carrying out censuses on Quito to have a reliable individual and collective matrix of transport;

²³ www.impacts.org

- creating a system of information of the territory at the municipal level. In this regard, a working group was set up, formed by all the departments of the administration.

• **System of simulation of road traffic**

In connection with the consulting work on the realization of the northern corridor, the organization of the system of traffic control aiming at ensuring the safety of pedestrians and the priority of public transports was one of the important working items.

A mission, in association with EPFL (Federal Ecole Polytechnique of Lausanne) and the University of Barcelona, enabled to elaborate on the spot a system of simulation of road traffic (AIMSUN) allowing to show the functioning of the regulation of traffic on the basis of the plans of traffic lights defined in studies.

Two technicians of the city council made a two-week training period in Geneva on the subject of the programming of the luminous road marking and a training course could be carried out by means of the program of simulation, aimed at local technicians, on the new concepts of traffic management.

• **Consulting mission for the methodology of elaboration of a leading plan of mobility**

This mission took the form of a permanent council by the municipality and with the municipal company of transport services, in charge of the elaboration of the plan.

• **Continuing education**

A post grade and master course was carried out by the International Institute of Training in Mobility with the cooperation of the University of Quito in 2005 and 2006. These courses were very well attended and enabled to train specialists in economics, economic planning, legislation and administration of transport and in traffic and transport management.

Specific workshops are also organized with the training centre of the staff of the municipality of Quito.

It is intended to pursue this university cooperation as part of the European URBAL program, in association with the other European and Latin American universities.

Organization of the project

The co-piloting of the project was ensured by the Canton of Geneva and the City council of Quito, as part of an agreement of technical cooperation signed in February, 2004. The technical partners in Quito are the EMSAT (Empresa Municipal de Servicios y Administración de Transporte) and the DMT (Dirección Metropolitana de Transportes).

The project gave place to several series of consulting missions of 2 to 3 weeks with the cooperation of the Federal Ecole polytechnique of Lausanne, the University of Barcelona and the Transport and Traffic Office.

Financing of the project

It was provided by the canton of Geneva for an annual amount of 100,000 francs (63,880 euros).

Lessons to be learnt

The dominating advantage that the city of Quito gains from this cooperation is the current capacity of the technical departments of the Municipality to dialog with competence in front of the various foreign consultants.

Moreover, all the expertise enabled the city of Quito to structure the departments of the city, to prepare various international invitations to tender as those for the management of car parks and concession of the streetcar line, to get some credit with the financial backers, particularly with the InterAmerican Bank of Development.

3.4 Cooperation between Greater Lyon, Lome (Togo) and CODATU

Origin of the project

The links between CODATU and the municipality of Lome are old. They first became a reality in 2000 when CODATU was invited by the mayor of Lome to hold its 10th international conference in 2002.

In parallel, the two institutions had the project to set up a service of public urban transports, which was to be exploited by a company of private law: the SOTRAL.

As part of the agreements of decentralized cooperation for the purposes of development and strengthening of the human and technological capacities, the SYTRAL, the organizing authority in urban transports for the urban area of Lyon, brought its support for this project. An agreement was signed on April 18, 2003 between the SYTRAL and the municipality of Lome which enabled to define the conditions in which the SYTRAL donates 11 buses to the City of Lome so as to allow the starting up of this urban transport network.

Objectives of the project

Lome, the political and economic capital of Togo, concentrates on its own 61 % of the urban population of the country. With a population estimated at almost one million inhabitants in 2000 and an annual growth rate of 5.5 % coming along with a development of the busy surface, the city is more and more confronted with the problems of the big metropolises as regard transport, and has to meet several needs connected to the activities of professional, economic, social, cultural and religious nature.

The scale of the urban phenomenon and its consequences, that are the requests of the economically weak population in transport means, is translated into a very varied, polluting and accident-producing offer of transport:

- of two-wheeled vehicles, more and more numerous and very cumbersome
- of public taxis which are ancient and generally in excess passengers.

Furthermore, the infrastructures remain insufficient, badly maintained and more and more loaded. Most roads are not surfaced, hardly suitable for vehicles, especially in rainy seasons. Only the main trunk roads of urban traffic ensuring the drainage of streams towards suburban areas, parks of activities and places of residence are for the greater part surfaced and endowed with a minimum of equipments of regulation and management of the traffic.

The offer of public urban transport in Lome is completely private, since the municipality has put an end to the Municipal State control over Transport by bus on the ground of chronic deficit connected to a bad management, more than 20 years ago. Since then, private operators have tried to meet the numerous existing needs. They rest on vehicles of weak capacities (5 to 9 seats) to supply the urban and suburban areas.

During the organization of the Xth congress of CODATU in 2002 on the topic of Urban Mobility for All, the opportunity of the revival of a system of transport by bus of big capacity was seriously considered.

With the support of CODATU and of the SYTRAL, the project, which started in 2002, is in its launching phase and should end in 2007 with the achievement of an experimental line.

The mobilization of the economic operators, with their participation in the SOTRAL in mind, did not occur without any problems, considering the numerous hesitations

and distrusts expressed with regard to the state of the equipment and to the sustainability of the activity.

A major difficulty is the low financial capacity of the Municipality of Lome to implement financial means (financial support to SOTRAL) and the necessary infrastructures to make a bus network immediately operational (organization and development of the road network...).

With the will of the government stemming from the elections of April, 2005, new perspectives appear to support the current municipal initiative.

Progress of the project

The project is in progress. The main dates to be held are:

- **On April 18, 2003**, first agreement between the SYTRAL and the city of Lome, the object of which was the sending of 11 buses with transfer of property at the signature of the agreement. In reality, only 6 buses were sent.
- **In October, 2003**, the City of Lome carried out a feasibility study presenting the general context and the technical content of the project as well as a financial estimate. In parallel, it created the SOTRAL (Transport Society of Lome).
- **On October 6, 2005**: constitution, in front of the notary of the SOTRAL corporation with a capital of 61 M FCFA brought in cash by the Autonomous Port of Lome, the Chamber of commerce and industry of Togo and a private company and in kind by the City of Lome.
- **From June 19 to July 7, 2006**: training of the general manager of the SOTRAL on the organization and the management of the networks.
- **In November, 2006**: new agreement between the SYTRAL and the SOTRAL defining the conditions of the transfer of new buses as well as the coverage of the training of the chief mechanic and the sending of spare parts.
- **From October 16 to November 10, 2006**: training in Lyon of the chief mechanic and in Abidjan of the bus drivers.
- **At the beginning of 2007**: launch of the first line of urban transport.

Organization of the project

The project was co-piloted by the SYTRAL, CODATU and the City of Lome, as part of cooperation agreements connecting the City of Lome, then the SOTRAL, to the SYTRAL.

This project is in line with an approach of decentralized cooperation. A private law company, under the form of a public limited company with a capital of 70 million FCFA (SOTRAL - Transport Society of Lome) is created and becomes the concessionary company of the network of transport by bus of the city of Lome. It benefits from the support of the SYTRAL for the training of the executive staff of the company and the setting up of the first buses.

The difficulties met in the implementation of this project are all particular in a socio-political and economic context which has experienced a strong degradation.

Financing of the project

The financing of the operation was ensured by the SYTRAL, for the donation of buses, the spare parts and the coverage of half of the cost of the transport of the equipment. KEOLIS, the transport operator in charge of the rolling stock on the network of Lyon ensured the training of the general manager and the chief mechanic of the SOTRAL. The City of Lome ensured the local, material and human counterparts.

Lessons to be learnt

Decentralized cooperation for urban transportation is the strategic main line considered by the Municipality of Lome to reply to the numerous problems relative to mobility and to the development of its transport system. The membership of Lome in CODATU enabled to set up a strong partnership, which took advantage of experience and created favourable synergy to the realization of an efficient system of public transport.

It is obviously too early to make an objective evaluation of the project, but if this experience succeeds and perpetuates itself, it will be due to:

- a strong political will from both municipalities;
- an important commitment of the project bearers as much in Lome as in Lyon;
- constant support in training and in logistics from the French part to the Togolese part.

4 Methodological synthesis

The object of this chapter is to describe in a practical way how to conceive, implement and estimate a project of decentralized cooperation in the field of urban transportation. Some conditions are not specific to this domain and some others deserve a particular attention given the field of action.

Besides, from the experience related in this guide and those described during CODATU XII, the stress will be put on the most common blocking points and the recommendations of the various actors as regard their experience.

4.1 Conception of the project

The phase of conception, as in any project, is determining for its good progress and its future evaluation, and requires on behalf of the territorial authorities which are getting involved a particular attention. We shall list in the following 4 paragraphs, the items which seem particularly important for us to clarify before the starting up of the project.

4.1.1 The meeting

UA project of decentralized cooperation is at first the meeting between two elected members making of urban mobility one of their priorities, among people in charge of transport who decide to put in common their know-how and to grow richer mutually.

The meeting often takes place on the occasion of a congress, of a travel or can take place in a context of cooperation on another topic. Beyond the first often positive and enthusiastic exchanges, it is important to quickly verify some points before going further into the conception of the project:

- **Do partners share values and general objectives?**

This point is essential because it is the sharing of these values which will be the cement of the action of cooperation. This means that beyond cultural differences, language and institutional situation, the fundamental values relative to the political action and to the relation with the citizen or the user must be widely shared.

- **Does the partner have the institutional competence?**

According to countries, the competence can be municipal, metropolitan, regional or national, or even divided according to modes of transport. Therefore, it is important to verify that the person met is at the right place or has the political or technical possibility of obtaining the necessary competence, as it was the case in the projects with Quito and Hanoi.

- **Does the partner have the political will?**

It is necessary to wonder about the reasons which make the partner community need a support of decentralized cooperation.

- Does the system of transport fail due to the lack of technical and financial means or due to the lack of genuine political will?
- Will the contribution of a project of cooperation enable to get over difficulties?
- What are the actual motivations of the partner: re-election or improvement of the well-being of the population?

• Does the partner have enough time?

A project in the field of urban mobility requires several years to come true and sometimes also an important period of time to be conceived. It is even truer in cooperation where the difficulties increase because of distances and cultural differences. Examples are numerous of projects which had to be stopped from one day to the other following municipal or regional elections.

Therefore, it is particularly important to know that the elected member who is at the origin of the project has in front of him enough time to conceive and launch a project which will continue to live even without him.

4.1.2 Formalization of the project

This phase should allow to define precisely the objectives of the project, its technical and institutional elements, and to prepare the agreement of cooperation.

• Formulation of the objectives

It is important to define clear objectives, in other words:

- To determine the general objectives which will enable to place the action of cooperation as part of the agreement of cooperation which will unite the two partners: support to the city of Lome for the setting up of a system of urban transports, participation in the elaboration of a plan of urban transportation in the city of Quito.
- To also clarify the objectives to achieve in quantitative and qualitative terms, notably with a view to the future evaluation: the kind of technical or institutional support brought, planned training sessions, elaborated documents, etc.

• Search for partners

The perpetuity of the partners is one of the key factors of the success of a project. As the political partners are by definition intended to go away from the project at one stage or another, it is essential to base cooperation on relations with the technical partners, to work in time, a factor which cannot be ignored.

These technical partners, city departments, municipal or regional companies of transport, private partners, planning agencies, training institutes, etc. must be involved, from the very beginning, in the conception of the project and must not be considered as simple performers.

The technical partners have to bring technical and human means to the project but also, as much as possible, financial means.

• Search for financing

Very often, the whole financing is not acquired at the time of the formalization of the project, notably if it is necessary to resort to financing from financial backers, for the construction of infrastructures or the purchase of equipments.

It is important, prior to the signing of the agreement, that the annual mutual commitments of the two communities are acquired and that the actions or purchases for which they are intended are clarified: number of expertise missions, number of training programs, purchases or donations of equipment, construction of premises, etc.

If some financing is searched with the national and international financial backers, it is important to clarify who is in charge of this search.

4.1.3 Agreement of cooperation

It is the legal instrument that will link the two territorial authorities. The agreement must be drafted with care because it will be the reference document in case of dispute.

The signing of an agreement by the two authorities or their partner groups is an obligation according to the law dated 1992.

Before the signing, it is important to verify the following points:

- that the action does not violate the international commitments of France. (In any doubt, to verify with the Delegation to the outside action of local authorities)
- that the action is not situated in a reserved domain of the State
- that the planned action falls into the field of competence devolved to the signatory authority
- that the partner has the capacity to conclude legal agreements of local interest
- that the partner has the required institutional competence and that nothing in the law of the country is opposed to his commitment in an action of decentralized cooperation or that he has received the necessary licenses.

The agreement must include the following information:

• **Identification of the authorities and of the signatories**

- Name, type of authority, country, geographic area.
- Name and quality of the signatories.
- Type of approval: deliberation...

• **Object of the agreement**

Description of the action of cooperation and of the general objectives.

To put back the action in context within the framework of general objectives defined by the territorial authority in terms of cooperation.

• **Period of the agreement**

To specify the planned period of the agreement and the conditions of renewal (renewal by tacit agreement or not).

• **Concerned partners**

To name all the partners involved in the project, public and private ones, and their respective roles, as well as the conditions of their participation. (Agreement between the authority and an association, a private carrier, etc.).

It is necessary to pay a particular attention to the formalization of the relations with the partners to avoid the situations of "de facto management" (Cf. 2.3.4 p. 13).

• **Objectives and schedule**

Precise description of the quantitative and qualitative objectives, and chronogramme of execution.

• **Financing**

Description of the financial commitments of the two authorities and partner organizations in monetary terms but also in terms of human means or equipments.

Precision on the financing to be searched and by which institutions.

• **Impact on sustainable development**

To have access to a certain number of international financing (French Fund FFEM, fund from the EU or from the Banks of development), it is necessary to demonstrate that the project will have a positive influence on sustainable development.

As urban transportation is particularly concerned in this domain, it is important to verify that the action of cooperation not only has no negative impact on the subject but on the contrary will allow an improvement. The criteria to be taken into account are economic, ecological and social ones.

• **Cancellation, appeal and arbitration**

The conditions of cancellation must be specified and a document establishing the terms of cancellation of the agreement and the conditions according to which the current specific activities will be concluded must be drafted and signed by the two parts.

In case of dispute, the agreement must provide an appeal to arbitration and clarify which jurisdiction is competent in case of persistent disagreement. (To choose the courts of one of the two countries.)

4.2 Implementation of the action

The action of decentralized cooperation will have to respect the various stages and constraints of a project conducting, but a particular one as it must be shared, what implies a particular organization.

4.2.1 Mode of management in the authorities

Every partner authority will have to define its mode of organization. It can be different in the two countries.

• Appointment of a political person in charge of the project

It will be a territorial authority or a group of authorities in charge of transport. In the partner country, this authority can be a state or a province, even a tandem ministry and territorial authority in case the transport competence is not decentralized.

It is important that the two partners have competence in the field of urban transportation and that a political person in charge is nominally appointed. It is he who will be in charge of the institutional relations between the two partners and of the good functioning of the project.

• Appointment of a project manager

Every partner territorial authority may appoint several technical institutions responsible for the implementation of the project but should appoint only one project manager for every authority. Every project manager will have their partner counterpart and the tandem thus established will ensure the copiloting of the action.

Experience shows that project managers are often executives in technical partner organizations, public or private ones. It is important that the conditions of collaboration are well defined and their financing is identified.

It also happens, notably in the case of assistance to complete project managership as in the case of the cooperation of the city of Hanoi with the Ile-de-France region, that a territorial authority puts a project manager at disposal in the partner country.

4.2.2 Co-piloting of the action

As decentralized cooperation is by definition based on partnership, the implementation of the project will imply a copiloting which, to be effective and productive, will require the application of some basic rules.

• Conditions of follow-up

Actions in the field of urban transportation have to be undertaken in time and the conditions of follow-up by the two partner authorities must be clarified from the beginning.

- **Mixed commissions of cooperation**, in case of an agreement of cooperation implying several actions of different nature. (For example: technical cooperation in the domains of transport, environment, health, French teaching, etc.). Mixed commissions enable to estimate actions in progress, to possibly re-orientate them, and to define the policies of cooperation to be implemented for the coming year.

- **Project piloting committees**, structures which are more flexible and more adapted to the follow-up of a precise action. Their composition, their periodicity of meeting and their attributions must be specified in the agreement.

On top of formal meetings, technical follow-up meetings should be held among project managers and be the object of written minutes or proceedings of meeting. These meetings should have a fixed periodicity and can take place by way of conference calls (once a month for example at least).

Experience shows that in complex projects, the delays of implementation quickly increase therefore it is important to regularly redefine the terms of the project and to record formally this redefinition.

• **Distribution of roles**

Copiloting can only be actual and effective if everybody's roles are perfectly defined from the beginning and are complementary:

- What are the commitments of each authority?
- What are the objectives followed by each partner?

These objectives must be clearly displayed and acknowledged by every partner.

4.2.3 Definition of the stages of the project

This point is particularly important and the copiloting and follow-up depend on its good conception.

The stages should be defined according to the **actual possibilities** of the partners, therefore before fixing a calendar it is often useful to first proceed to a technical, financial and human state-of-the-art report of the two partners.

Ex: In case of sending equipments, to verify if the services of maintenance exist and are able to absorb an increase of the number of vehicles. Should the opposite occur, the project should plan a preliminary upgrading stage. Does the partner authority have the human means to realize it?

To define the stages enabling to proceed to evaluations in the course of project and if needed, **to define compulsory levels of realization to pass from one stage to the other.**

Ex: To plan the starting up of a phase of support for the elaboration of a transportation plan only after the achievement of the training stage of the staff dedicated to this project.

One of the difficulties encountered in the projects of decentralized cooperation lies into the fact that the notion of time is not always the same for the various partners. Besides, **the “necessary times” for the acceptance of a project by politicians and the civil society are not the same everywhere.** For these reasons, it is important to plan a calendar of realization rather focused on institutional or technical stages rather than on a strict schedule.

4.2.4 Implemented means

They must be specified at the time of the formulation of the project but also have to be the object of a follow-up throughout the conducting of the project to verify their appropriateness to the pursued objectives. It is important to look for the most adapted structures.

• **Financial means**

- The budgets set up by the two authorities;
- The financial means granted by the partners of the project: associations (like in the case of Erevan/Lyon), partner technical organizations...
- The credits granted on the Decentralized Cooperation budget of the Ministry of Foreign Affairs;
- The funds obtained as part of the Europeaid projects.

Other financial means will be searched to finance the projects, studies and equipments, which will be generated by the action of cooperation and recommended:

- Local financing of study projects, local financing of equipments and investments
- Study projects on French specific funds: FASEP, FFEM
- The funds of technical cooperation by the international banks, BIRD, IBD and BAD (trust funds)
- Financing of projects of international financial backers.

The obtaining of this financing requires an important investment because they obey very strict procedures and impose specific constraints, notably in local counterparts, in rate of return on investments and sustainable development. These constraints and

necessary financial resources for the preparation of the feasibility studies of projects should be integrated into the budget of the project of decentralized cooperation from the very beginning of the project.

- **Human resources**

All the human resources implemented by the two partners must be taken into account and valued:

- Number of men/days directly devoted to the project, paid or put at disposal
- Participations in training sessions
- Contributions from outside partners: associations of communities, of transport users...
- Participations in seminars, exhibitions...

- **Contributions in kind**

They very often represent an important part of the local participation to the project:

- Putting at disposal of premises
- Putting at disposal of equipments
- Taking in charge of local journeys

4.3 Evaluation of the project

“To evaluate a policy is to search if the implemented legal, administrative or financial means enable to produce the effects expected from this policy and to reach the fixed objectives”.²⁴

The evaluation of public policies has become widespread in France since 1998, notably within the framework of the States-Regions Plan Contracts, a framework in which numerous actions of decentralized cooperation are financed.

The goal of the evaluation is:

- To verify the relevance and the coherence of the initial objectives
- To appraise the implementation of the means as well as their adequacy to the objectives
- To measure the efficiency of the action, that is to say the level at which the objectives are reached
- To examine the sustainability of the observed effects.

4.3.1 Criteria of evaluation

The proposed criteria are those used in the field of the evaluation of public policies, in France and within the main international agencies.

- **Relevance**

A policy will be considered as relevant if its explicit objectives are adapted to the nature of the problems it is supposed to take care of.

The evaluation should for example enable to determine if the action of cooperation was relevant as regard:

- The needs and requests of the populations in terms of urban transports;
- The problems of urban organization;
- The problems of institutional organization in terms of urban transports.

- **Coherence**

It appraises the relations between the different elements which constitutes the action of cooperation.

- Is there a concordance between the objectives and the legal, human and financial means which have been set up?

24. Official definition which appears in the decree of January 22, 1990 concerning the evaluation of public policies.

- Is there a concordance between the action of cooperation and those undertaken by the international organizations and multilateral financial backers, the policies of the partners (administration and civil society), and possibly the non-governmental organizations?

- **Efficacy**

The evaluation of the efficiency supposes to be able to answer the question: what would have happened if the policy had not existed? In this way, the reality of the carried out actions can be measured:

- Degree of realization of the activities planned at the beginning of the project
- Financial operation rate
- Compliance with the deadlines and the chronogramme
- Quality of the follow-up and of the management of unexpected events
- Search for the elements of possible extra cost and their causes.

- **Efficiency**

Its aim is to measure if the mobilized financial resources were actually used within the framework of a cost-efficiency balance:

- Were the financial and human means mobilized in due course?
- Was the schedule respected?
- Were the various stages conducted in the planned order?
- Did the delays lead to extra costs?
- Were some actions postponed? Why?
- Comparison between the used means and the objectives which were carried out as part of a similar programme.

- **Impact**

To appraise the consequences of the action in the medium and long term:

- Measure of the new routes in urban transports
- Measure of the improvement of urban environment
- Setting up of continuous structures of urban transport management
- Strengthening of training structures in the field of transports and ownership
- Leverage effect to obtain international credits.

4.3.2 Indicators

Their aim is to measure the results of the action and they will enable to make sure that the objectives were actually reached. It is generally necessary to have at one's disposal several indicators to define the results of a complex action.

The precondition in the determination of indicators is that the objectives are clearly expressed, well identified for each of two authorities involved in the project.

The best form of evaluation consists in elaborating the system of references of indicators at the time of the formulation of the objectives of the action of cooperation.

- **Indicators of efficacy**

They enable to verify if what was expected was obtained.

Examples:

- *Percentage of population who benefit from new lines of urban transports*
- *Number of buses put in service*
- *Number of people trained in assistance to project managership*
- *Number of people trained in cleaning and maintenance*

- **Indicators of efficiency**

They enable to compare the results with reference costs.

Examples:

- *Cost of km/transported person on a new line set up as part of the action of cooperation in comparison with what existed previously, with a similar infrastructure in another city or another country*
- *Cost per trained person*
- *Cost of feasibility studies compared to the international financing which was obtained*

- **Indicators of impact**

They enable to estimate the effects of cooperation, whether they are global or they only concern its beneficiaries, whether they are direct or indirect, positive or negative.

Examples:

- *Growth of the economic activity in a district which is newly served by a bus line*
- *Loss of activity for local transport networks due to the creation of a new bus line*
- *% of reduction of air pollution*
- *% of reduction of daily traffic-jams*
- *% of increase of territorial value along a new line of tramway*

4.3.3 Different types of evaluation to be conducted

According to the importance, the length of the project and the appeal or not to financing from the MAE, the type of evaluation to be conducted may take several forms.

- **Half-way evaluation**

It enables to follow and possibly re-orientate the action. It is made internally and is all the easier to conduct that the indicators were elaborated during the formulation of the objectives. It is recommended for complex and long-term actions, as in the case of actions of cooperation in urban transportation.

- **Final evaluation**

It takes place at the end of the action, examines the results, and enables to observe its short-term consequences. It is often carried out by an external consultant to the project and implemented by a piloting group, notably if the project was the object of a financing from the MAE.

It will enable to measure the relevance, coherence, efficacy and efficiency of the project but only part of its impact, as the consequences of an action of cooperation in urban transports are measurable in longer term. It will be necessary to consider an ex post evaluation.

- **Ex post evaluation**

It takes place long after the closing of the action and is interested in the medium-and-long-term effects.

4.4 Blocking items

The experience of territorial authorities throughout these years enables to draw lessons and to underline some recurrent difficulties that it is better to know in advance to be protected from them.

4.4.1 Intercultural aspect

It is the basis of any relation of cooperation and it is also what makes all its richness. But beyond this eminently positive aspect, there are some deep differences and it is necessary to get the measure of them and sometimes to be able to simply open your eyes and ears to understand the partner. A few fields in which cultural differences are the most important and which can be an obstacle in the good understanding in a project of cooperation may be identified.

- Societal organization: the place of individuals in society and their modes of relation
- Religion and underlying values which play a role in the societal organization
- Institutional organization and the modes of relations among institutions
- Civil organizations and their modes of relations with the institutions
- Ethics
- Apprehension and management of time.

4.4.2 Political will

The implementation of a project of urban transportation requires a very strong political will. The elected members know that a will without flinching is needed to negotiate with all the concerned parts: elected members, institutions, society and to keep going in time.

In case of a project of decentralized cooperation, they are two joint political wills which have to give their measure and support each others. If one of the two is lacking, the project may well not succeed and create disappointments and frustrations in both partners and all the speakers.

Therefore, it is necessary to make sure, and this is not always easy, of the capacity and the will of his or her partner, to verify that the project is not going to be object of a stake or a political, even personal, rivalry which would undermine its bases.

4.4.3 Deadlines

Like any project implying numerous partners, the projects of decentralized cooperation tend to see their deadlines soar. Distance, technical or political difficulties which inevitably appear, require some time which very often was not taken into account at first.

The extension of deadlines often has harmful consequences on the motivation and the support to the project of the speakers who "do not see the end of it" and lose heart, but can also lead to financial problems, as the constraints of budgetary annual payment take into account with difficulty the differences of time apprehension.

To remedy these problems, it is important to define the chronogramme of the project by stages rather than by period of actions and also to set up a follow-up committee and regular meetings among project managers to be able to react quickly in case of blocking and not give to the implied speakers the feeling that "nothing is moving".

4.4.4 Financial difficulties

They can arise for various reasons:

- The initial budget was planned but the extension of the deadlines compromised the financial balance

- The development of the project shows that some actions, which were not initially provided for, are necessary. How to finance them?
- Some financial partners have retracted or did not finance as much as expected
- The negotiations with the financial backers are long, and the local partner has to be assisted.

It is very difficult to delimit all the motives which are going to put in danger the financial balance of a project. In this domain, the support to the project of all the implied partners is the best guarantee of financing until its conclusion.

Besides, the projects of urban transportation often need to appeal to financial backers. However, territorial authorities do not always have the capacity to present projects according to the standards of these financial backers, or the means to negotiate with them. The support in search of this financing must be included from the beginning in the project, as an action inherent to the project.

4.4.5 Perverse effects

A project of cooperation introducing technical and relational new things can also have perverse effects to which it is necessary to pay attention:

- To create rivalries within the technical departments of an authority because the project will give the civil servants of the transport division some opportunities of training or social promotion.
- To create conflicts within the population because the project will privilege the servicing in public transports of a particular district. This problem is inherent to any setting up of a new line but in case of cooperation, its responsibility may be attributed to the foreign authority.
- To train some personnel so that they have the technical or managing capacities to perpetuate the project of cooperation and see the personnel quit the public service to go to the private sector which also has a great need of trained personnel.
- To destabilize the existing training centres in directly training the personnel who work on the project.

To avoid these perverse effects, it is important to pay attention to everything that surrounds the project: institutions, training centers, universities, civil society and to always raise the question of the repercussions of the action. This analysis can only be made with the help of local partners, in a relation of confidence and of questioning on the project of cooperation and with a great capacity of adaptation.

4.5 Guarantees of success

Every cooperation is unique and often the fruit of fate and necessity. It gives birth to very varied and all different links. Nevertheless it is clear that, through the quoted examples, some elements which enable to foresee a successful cooperation emerge.

4.5.1 Support to the project

Beyond the will of the elected members who will decide to cooperate, a project of urban transportation will concern numerous partners: civil society, developers, etc. the support to the project of all these partners, in both countries is one of the most important factors of success. In case of difficulties, the actors themselves, because they feel implied, because it is about “their” project, will find solutions.

4.5.2 Human meetings and shared values

The guarantee of success of a project of cooperation is firstly to feel like doing it together, confronting and sharing knowledge, experiences and values. The links which build up themselves are often strong and they are the ones which enable to get over the difficulties.

These human links weaved beyond borders, among actors of different levels who meet on a common topic, form the real cement of the project.

A mission of cooperation is never conducted as a simple technical mission; you always get enriched from it.

4.5.3 Working in time and continuity

A project of decentralized cooperation in urban transports rarely contains a simple punctual action. These projects contain several parts of action and need time and especially continuity to be perpetuated.

- To plan long-term financing.
- To rest on technical organizations and on executives who are not subject to political uncertainties. Experience shows that the projects which could result in sustainable results were those which were able to place themselves within a technical organization.
- To train technicians, engineers, management executives who will ensure continuity once the action of cooperation has ended.

4.5.4 Transparency

Transparency, notably financial, is one of the conditions of success. So that it is full and complete, it is therefore important that the whole financing is identified on behalf of the two partner authorities and that a dedicated bank account is opened with a possibility of control from both project managers.

To make funds transit by way of a technical partner organization is often a simple solution but which can sometimes provoke serious difficulties. Let's not be naïve, the problems of corruption and embezzlements can be found everywhere and clarity on the subject is the best means to avoid temptations and the guarantee of good relations

4.5.5 Mutualizing the means

One of the great problems in decentralized cooperation is the difficulty to release a budget allocated for authority speakers' time which is sufficient to ensure continuous performances. To mitigate this difficulty it is necessary to rest on all the resources present on the territory of the authority but also to mutualize the means between several authorities when the dimension of the project requires an important support.

Appendices

Acronyms, websites, addresses

- ADF** Assemblée des départements de France
www.departement.org 6, rue Dugay-Trouin 75006 Paris FRANCE
Tel : 33 (0)1 45 49 60 20 Fax : 33 (0)1 45 49 60 21
- AFD** Agence française de développement
www.afd.fr 5, rue Roland Barthes 75598 Paris cedex 12 FRANCE
Tel : 33 (0)1 53 44 31 31 Fax : 33 (0)1 44 87 99 39
- AIMF** Association internationale des maires francophones
www.aimf.asso.fr Rue des Halles 75001 Paris FRANCE
Tel : 33 (0)1 44 88 22 88 Fax : 33 (0)1 40 39 06 62
- AIRF** Association internationale des régions francophones
www.regions-francophones.com 104, route de Paris 69751 Charbonnières-les-Bains FRANCE
Tel : 33 (0)4 72 59 46 50 Fax : 33 (0)4 72 59 45 88
- AMF** Association des maires de France
www.amf-france.org 41, quai d'Orsay 75007 Paris FRANCE
Tel : 33 (0)1 44 18 14 14 Fax : 33 (0)1 44 18 14 15
- ARF** Association des régions de France
www.arf.asso.fr 282, boulevard Saint-Germain 75007 Paris FRANCE
Tel : 33 (0)1 45 55 82 48 Fax : 33 (0)1 45 50 20 38
- BAD** Asian Development Bank Institute
www.adb.org 6 ADB, avenue, Mandaluyong City 1550 Metro Manila
PHILIPPINES
Tel : +632 632 4444 Fax : +632 636 2444
- BAFD** Banque africaine de développement
www.afdb.org Avenue du Ghana, rue Pierre de Coubertin, rue Hedi Nouira
BP 323 1002 TUNIS Belvédère TUNISIE
Tel : 216 71 333 511/7110 3450 Fax : 216 71 351 933
- BERD** Banque européenne de reconstruction et de développement
www.ebrd.com One Exchange Square - London EC2A 2JN UK
Tel : 44 20 7338 6000 Fax : 44 20 7338 6100
- BID** Banque interaméricaine de développement
www.iadb.org 1300, New York avenue, NW Washington DC 20577 USA
Tel : 1 202 623 1000 Fax : 1 202 623 3096
- BIRD** Banque internationale de reconstruction et de développement
www.worldbank.org 1818 H, street NW 20433 Washington DC USA
Tel : 1 202 477 1234 Fax : 1 202 477 6391

CERTU

www.certu.fr

Centre d'études sur les réseaux, les transports, l'urbanisme
9, rue Juliette-Récamier 69656 Lyon cedex 06 FRANCE
Tel : 33 (0)4 72 74 58 80 Fax : 33 (0)4 72 74 59 80

CGLU

www.cities-localgovernments.org

Cités et gouvernements locaux unis
Carrer Avinyo 15 08002 Barcelona ESPAGNE
Tel : 34 93 34 28 750 Fax : 34 93 34 28 760

CGPC

www.equipement.gouv.fr

Conseil général des ponts et chaussées
Tour Pascal B 92055 La Défense cedex FRANCE
Tel : 33 (0)1 40 81 21 22

CNCD

www.equipement.gouv.fr

Commission nationale de la coopération décentralisée
57, boulevard des Invalides 75007 Paris FRANCE
Tel : 33 (0)1 53 69 36 41/34 41 Fax : 33 (0)1 53 69 34 46

CNFPT

www.cnfpt.fr

Centre national de la fonction publique territoriale
10-12, rue d'Anjou 75381 Paris cedex FRANCE
Tel : 33 (0)1 55 27 44 00

Commission Européenne

Office de coopération europeaid
http://ec.europa.eu/comm/europeaid/index_fr.htm
B 1049 Bruxelles BELGIQUE
Tel 32 02 299 11 11

CUF

www.cites-unies-france.org

Cités unies France
9, rue Christiani 75018 Paris FRANCE
Tel : 33 (0)1 53 41 81 81 Fax : 33 (0)1 53 41 81 41

DAECL

www.diplomatie.gouv.fr

Délégation pour l'action extérieure des collectivités locales
Ministère des Affaires Etrangères
57, boulevard des Invalides 75007 Paris FRANCE
Tel. 33 (0)1 53 69 36 41/34 41

FASEP

www.missioneco.org

Fonds d'Aide au Secteur Privé

FFEM

www.ffem.net

Fonds français pour l'environnement mondial
5, rue Roland-Barthes 75012 Paris FRANCE
Tel : 33 (0)1 53 44 31 31 Fax : 33 (0)1 44 87 99 39

GART

www.gart.org

Groupement des autorités responsables de transport
22, rue de Palestro 75002 Paris FRANCE
Tel : 33 (0)1 40 41 18 19 Fax : 33 (0)1 40 41 18 11

ISTED

www.isted.com

Institut des sciences et des techniques de l'équipement et de l'environnement pour le développement
La grande arche, paroi sud 92055 La Défense cedex FRANCE
Tel : 33 (0)1 40 81 21 22

Le réseau Impacts

www.impacts.org

MVA Consultancy

Third floor, One Berners sheet, London W1T 3LA - UK

Tel : 44 20 7612 3734

MAE

www.diplomatie.gouv.fr

Ministère des Affaires étrangères

37, quai d'Orsay 75451 Paris FRANCE

Tel : 33 (0)1 43 17 53 53

METROPOLIS

www.metropolis.org

Avinyo 15 08002 Barcelona ESPAGNE

Tel : 34 93 342 94 60 Fax : 34 93 342 94 66

Région Rhône-Alpes

www.rhonealpes.fr

78, route de Paris – 69260 Charbonnières-les-Bains

FRANCE

Tél. : 33 (0)4 72 59 40 00



21, boulevard Vivier-Merle – 69003 Lyon
Tél. : 33 (0)4 78 62 23 09 – Fax : 33 (0)4 78 62 32 99
codatu@wanadoo.fr
Site internet : www.codatu.org

Rhône-Alpes Région

78, route de Paris – 69260 Charbonnières-les-Bains
Tél. : 33 (0)4 72 59 40 00
Site internet : www.rhonealpes.fr



10-12, rue d'Anjou – 75381 Paris cedex 08
Tél. : 33 (0)1 55 27 44 00 – Fax : 33 (0)1 55 27 41 07
Site internet : www.cnfpt.fr