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TOWN AFFILIATION

*Papers presented at the
World Conference of Local Governments*

WASHINGTON, D.C.
JUNE 15—20, 1961

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MARTINUS NIJHOFF, THE HAGUE, FOR THE
INTERNATIONAL UNION OF LOCAL AUTHORITIES

INTERNATIONAL SCHOOL



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PREFACE

Today we live in a time when many aspects of international events are beyond the full comprehension and certainly the direct influence of the citizens of the countries throughout the world. To those whose hope for the future is a peaceful world undisturbed by destructive and useless wars, affiliations between overseas or nearby communities in other countries offers a beginning step in the right direction. It offers also an opportunity for the private citizen, whose influence and importance are of limited scope when considered in a world context, to do his part, however small and insignificant it may appear.

Two sessions of the World Conference of Local Governments, which was held in Washington, D.C. June 15-20, 1961, were devoted to this important topic of Town Affiliation. Under the able and alert chairmanship of Charles C. Dail, Mayor of San Diego, California, speakers enthusiastically told of their experiences as regards the organization and operation of a town affiliation project and successful financing and publicity methods used, and suggested a project for the future — municipal technical assistance. The importance of the topic in our world of today, however, was particularly stressed by the appearance of General of the Army Dwight D. Eisenhower who, as president of the United States, set in motion for that country the People-to-People Program. This is similar in design to the twinning of European communities which has existed for several years.

This volume contains the speeches and discussions which took place at the two meetings devoted to Town Affiliation. It is one of five books recording the proceedings of the Washington Congress, the others being concerned with the main topic, Recent Trends and Developments in Local Government Structure and Organization, which volume also includes the seminar devoted to the closely-related topic of Problems of Metropolitan Areas, and three other seminars. The latter include Personnel Management, Public Relations and Mechanization and Automation in Local Government Administration. In addition, the pre-conference reports, all of which were prepared by American experts, have been published under the title "Local Government in the United States of America", and are publication no. 57 in the IULA series.

The aim of the Town Affiliation Program, regardless of how it is called and where it takes place, is the establishment of thousands of private links which will eventually lead governments in the direction of peace. May this goal ultimately be attained.

N. ARKEMA

*Secretary General of the
International Union of Local
Authorities*



Charles C. Dail, Mayor of San Diego, California, presides over the two Congress sessions devoted to Town Affiliation.

Keynote speaker was founder of the Town Affiliation Program, General Dwight D. Eisenhower, former President of the United States of America.



INTRODUCTORY SPEECH

BY

Chairman CHARLES C. DAIL,
Mayor of San Diego, California

I am grateful for this opportunity to speak to this particular audience of local government leaders on the subject of International Cooperation on the People-to-People level. This whole concept of building understanding and friendship between people is important to me and my city. I hope what I say to you leaders of local governments throughout the world will convince you of its importance to you and your cities.

The success of the Town Affiliation Program has been demonstrated. The reason is simple. There is a world-wide hunger among all people to understand and be friendly with people of other lands. I believe that age-old suspicions and fears, which are born of differences in language and custom, can be set aside by a demonstrated act of friendliness. I know from experience that the Cities of San Diego and Yokohama have succeeded in bringing thousands of people on both sides into a harmonious and continuing interchange of culture, art and education.

Quite by accident San Diego pioneered this new field of International Municipal Cooperation. For this reason it seems to me you will find our early experiences interesting and, I hope, helpful in establishing an affiliation program of your own. It began when I was a city councilman. In my district we had a sizeable Japanese-American colony. Mr. Saburo Muraoka, a very successful Japanese farmer, approached me on behalf of the Japanese community and asked if I thought the City of San Diego would like to have a gift from the City of Yokohama. I assured him the city would be delighted. Then I forgot all about the matter.

More than a year went by. In the meantime I was elected mayor. Soon after taking office I received a letter from Ryoza Hiranuma, then Mayor of Yokohama, telling me that a special ceremonial Japanese stone snow lantern was on its way to San Diego aboard the United States Navy ship *Prairie*. Then I remembered! The city council was enthusiastic about the project. The press and radio and television recognized the event as an opportunity for unique feature material. Invitations were issued to civic leaders in art, music, education and the theater. The San Diego Zoological Society offered a prominent site, complete with Japanese landscaping, for the snow lantern. The Japanese Consul General at Los Angeles agreed to come to San Diego for an official presentation ceremony.

In due course the Prairie arrived in port with the gift from Yokohama. The lantern turned out to be an enormous and magnificent sculptured stone ornament, especially wrought as a friendship symbol from the Japanese people to the people of San Diego. In mid-October 1955 an auspicious ceremony marked the official presentation of the lantern. This occasion was fully documented in color film, which, together with other attractive views of our city and port, was sent to Yokohama. Every aspect of this fortuitous event delighted the people of Yokohama.

A month later it was my privilege to represent the City of San Diego at the Japan-American Pacific Area Conference of Mayors and Chamber of Commerce Presidents which was held in 1955 in the City of Yokohama. I had an opportunity to meet and become personally friendly with Mayor Hiranuma. Both of us seized the opportunity to broaden the tie of friendship which had been established between our cities.

This is a good place to interject a thought that is well worth remembering: Friendship is spontaneous only when somebody makes the first move. If you contemplate a town affiliation program, DO something about it. Pick out a country, then pick out a town in that country, then pick out an individual in that town (the mayor is always handy) and proffer that individual the friendship of your city. A thoughtful and sincere demonstration of friendship is not likely to be rejected.

Soon after my return from the Yokohama conference Mr. Snowden Chambers of the United States Information Agency called me from Washington, D.C. He had heard about the Japanese stone snow lantern and requested that San Diego establish a permanent sister-city affiliation with Yokohama. Until that time we had not heard of President Eisenhower's People-to-People Program. Mr. Chambers, however, outlined the idea behind the Program and pointed out that San Diego was in a most favorable position to be one of the first cities on the Pacific coast to set up a twin-city affiliation.

At that time there were no prescribed methods for developing such a program. I do not know that there is any set formula even now. The one essential thing is that a genuine desire must exist among the cultural leaders of your town to establish and maintain an affiliation with a town in a country abroad. In San Diego the proposal fell on receptive ears. The city council was intrigued, so we improvised a plan as we went along. We brought together prominent organizations interested in education, community service, the arts, Pacific relations, commerce, history, travel, labor relations, zoology and other fields.

Out of this grew the San Diego-Yokohama Friendship Committee. Through correspondence with Mayor Hiranuma a parallel organization

was formed in Yokohama. Then we learned that the Yokohama city assembly had established the program officially by statute. San Diego immediately followed suit and passed an ordinance creating the San Diego-Yokohama Friendship Commission with Mrs. Muriel Tolle as the first chairman.

In November 1957 the Fourth Biennial Japan-American Conference of Mayors and Chamber of Commerce Presidents was held in San Diego. The Japanese delegates were widely feted and friendships were renewed. Moreover, the pattern we had established of bringing organizations into our affiliation program began to work, for many gifts were bestowed by the Japanese in the names of the various organizations of Yokohama to similar organizations in our city. The wisdom of this process is immediately apparent; it brings more people into active participation in the program. For this is not a program that requires experts in the field of international relations, although it does require an expert on the customs of the country you select. In fact, I would caution you to keep the experts in the background and base your hope of success on the genuine desire to foster a friendship.

The government of the City of Yokohama has sent to San Diego three major gifts. One was the stone snow lantern which began our program. Another is a massive, cast bronze bell which was especially designed by one of Japan's foremost artists. The third was a Japanese ceremonial tea house. On our side, we created a nine-ton statue which is a replica of our Guardian of the Water statue which has stood on the west side of Civic Center ever since the building was erected. It was conveyed to Yokohama by the United States Navy. With a most impressive public ceremony it was installed as a central figure in a magnificent fountain in Yokohama's beautiful Yamashita Park.

Now, of course, these items are all treasures and are highly prized by both sides. But experience has taught us that this is not the most effective way to win the friendship and esteem of the people themselves. Let me illustrate what I mean. A member of the Friendship Commission conceived the novel idea of having a Book Autographing Party. By invitation more than 100 people participated; for \$5.00 each person could become a donor, with the privilege of autographing a book of cultural import for the people of Yokohama. The project was oversubscribed and these finely printed and profusely illustrated volumes were sent to the Yokohama Public Library.

The Japanese were tremendously impressed. They dedicated a section of their library to this collection and put up a permanent sign designating the area as The San Diego Friendship Bookshelves. These books will

bring pleasure and knowledge to countless thousands of Japanese people for many years — yet the highest cost to any person on our side was only \$ 5.00 per book.

Another Commissioner headed up a program to assemble and send to Yokohama the best salon prints of all the camera clubs in our area, who responded with great enthusiasm. The prints remained on display in Yokohama long past the original period of time which had been scheduled for them and the crowds continued to demand an extension of the showing. Further, members of the San Diego Philatelic Society loaned a very valuable stamp collection to the Yokohama Stamp Club. This project cost nothing but a little postage and insurance, yet it reached and intrigued thousands more of our friends in Japan.

When I attended the Japan-American Conference of Mayors and Chamber of Commerce Presidents in Japan in 1959 I had the opportunity to spend a few days in Yokohama, renewing old friendships. I discussed the future of our affiliation program with the mayor and members of the city assembly. At that time I strongly expressed my views that expensive gifts between cities, while greatly appreciated, should stop. I also learned that they were gradually adopting our method of drawing more and more citizens into the program. And finally, I was invited to a meeting of the "San Diego Club," whose members not only included the original delegation of 20 people who visited San Diego at our invitation in 1958, but also every other Yokohaman who has visited our city and to whom, as is our custom, a key to the city has been presented.

Many material benefits have come to our city as a result of our affiliation with Yokohama. These include an increase in the number of Japanese travelers who now make San Diego a primary point of call on their itinerary, rapidly increasing two-way international trade through our port area and the making of San Diego a chief port of call on the west coast by the Japanese Daido Steamship Line on its Japan-European-South American route. In fact, nearly half of the ships that call at our port are Japanese and the vice-president of the Economic Bureau of the Yokohama City Office emphatically states that our affiliation program with his city is directly responsible for this situation.

As I said at the outset, the Town Affiliation Program has long been a demonstrated success. What the future holds now rests squarely in the hands of your towns' citizens. Give them a chance to participate and we can foresee widening circles of friendship and understanding; circles which embrace, not hundreds of thousands of people, but hundreds of millions.

KEYNOTE SPEECH

BY

General of the Army

DWIGHT D. EISENHOWER

★

The opportunity to join with you here today in this unique conference is one I heartily welcome. Perhaps I might sum up how I feel about the importance of your mission this way. Last year I made 140 speeches; my appearance today is for my second scheduled talk since I left office in January.

Two deeply held convictions unite us in common purpose today. First is our belief in effective responsive local government as a principal bulwark of freedom. Second is our faith in the great promise of people-to-people and sister-city affiliations in helping build the solid structure of world peace.

One of the most deceptive doctrines is that political centralization is the great deterrent which can cleanse all the nagging social, economic, educational and organizational disorders that beset humankind. Excessive centralization, however, is a never-ceasing threat to our democratic future. Since my first remembered experiences with government as a boy in Abilene, Kansas and my first readings of the teachings of Jefferson and many others, I have lived in the conviction that the form of government that operates most closely to the people is also the most responsive to the real needs and desires of the people. Eight years as the Chief Executive of this nation served only to strengthen this conviction.

Significantly, our word "civilization" stems from the Latin word for city, and the nation is mirrored in the reflecting glass of its great cities — Paris, Rome, Rio, London, Tokyo, Copenhagen. Aware of the staggering problems confronting cities our third President, Thomas Jefferson, spoke long ago of towns, not cities, as the pure, elementary republics upon which the entire system of representative government rested. Today in this country there are about 100,000 units of local government. Nearly 180,000,000 live in cities and suburbs. One fourth of our homes, mostly in urban areas, have been built since 1950. Urban living, of which Jefferson was so fearful, has become the normal way of life for most Americans.

Throughout the free world cities and their functions assume a constantly increasing importance in our national life and the change is more than a quantitative one. In our country, as an example, Americans as never before

in their history are being called upon to meet the test of an entirely new environment. No item on the agenda of domestic affairs is more crucial than the task of coping with the problems arising out of the concentration of population in great metropolitan areas. In the heart of the city and radiating out into the suburbs we encounter all the blemishes and problems of congested living. They include inadequate transportation facilities, crime and juvenile delinquency and the disappearance of open spaces available for recreation purposes. Another problem stems from the cost of the multiplicity of local jurisdictions, many of which compete or overlap in providing some services, while other responsibilities of government are neglected.

But I will not dwell wholly on the dreary side of the metropolitan complex, for there is quite definitely a shining side. Cities provide heights in economic efficiency, better education, faster social and cultural opportunities. I cite an example which the *London Literary Times* recently applauded. In 1920 there were fewer than 100 symphony orchestras in the United States; today there are over 1,000.

Each local government represented here today has a unique variety of relationships with its national authority. There is nothing strange about this circumstance for the simple reason that the world supports a wide variety of systems of central government and I am not one who believes that our particular system in this nation is necessarily best for all, far from it. But no matter what those relationships may be, the common task of all cities is to strengthen the invigorating currents of local responsibility. Only by so doing shall we master the day-to-day problems of urban living and keep vital government close and responsive to the needs of the people.

There is another way that municipalities can lift our hopes toward a better world for tomorrow, one close to my heart; the Town Affiliation or Sister-City Program. Five years ago I asked representatives of American citizens in all walks of life to join me in a discussion of how people could best get to know and understand each other across the barriers of language and geography. I then expressed a hope that thousands of private links from people to people would lead governments in the direction of peace. More than a thousand organizations and some 150 American cities and communities, ranging in size from New York City with its millions to Oakland, Nebraska, with a population of 1,600 people, have responded.

These 150 communities have established regular communication with their counterparts in more than 40 countries in the free world. Requests for other affiliations have poured in from both the great cities and small villages, from both the more developed and the less developed countries of the free world. The process of entering into sister-city relationships

has resulted in world-wide cooperation of many people, institutions and associations of a completely private, nonpolitical nature. Such affiliations focus the talents and resources of entire communities upon what I believe to be the most urgent task of our day, that of increasing international communication and understanding.

My friends, out of a lifetime's experience I have become ever more convinced that peoples everywhere, regardless of the nature of their society or their government, desperately want peace. If by some magic manipulation of people across the earth they could take their destiny into their own hands, there would be no war. I believe that the most potentially fruitful task that peoples can undertake is to increase their effectiveness in working for mutual understanding within the political structures where they now abide. This, as I see it, is exactly what you people are doing. Unfortunately, formidable barriers impede people-to-people communication between the Iron Curtain countries and the free world.

A further fact merits emphasis. On one side of the world's struggle for the minds and hearts of men we witness a monolithic political and economic structure which brooks no internal disagreement. It permits its people to know only what their political leaders want them to know; thus total power is centrally controlled and centrally manipulated. But in the free world we have a vast community of juridically equal nations, dependent wholly on persistent cooperation for effective protection of the values we cherish. All the divisive forces that normally make for human disagreement are at work in each of and between our countries. If we are to achieve and maintain dependable cooperation among the partners of the free world it is obvious that we must use every effective method at our disposal to promote understanding among us all.

In pursuit of our objective we now use many methods, including student and teacher exchanges, publications, scientific exchanges and radio programs. Yet none can be more effective than direct, close and abiding communication between cities, where indeed most of our people now live. Mutual understanding alone, of course, will not make peace, but neither will there be any peace without understanding and there are no short cuts to the achievement of genuine understanding. It cannot be synthetically accomplished merely by speeches professing good will or by making unredeemable promises. The patience to listen and learn cannot be created at once and even where such patience is forthcoming, it is not of much help if people have been preconditioned to listen only to the sounds and not to understand the spirit. The kind of understanding this poor old world needs can only come through the broadest diffusion of soundly conceived good will and helpful projects, projects that will banish barriers and possibly even enlighten leaders who have so long frustrated world-wide cooperation for peace with justice.

So it is with deep sincerity that I congratulate you for recognizing the great potential of your world-wide movement in bringing about the mutual understanding so essential to progress toward peace. There is much to do and delay itself imposes risks. Democracy today is a minority system of government among our nation states, but we shall never allow it to fail. We reject leadership that jeers at human dignity, twists testimony, that would reincarnate class struggles, that seeks to still the impulses of democratic government, in short, a leadership that arrogates to itself complete authority over all society. The fountainhead of governments based upon the consent of a free people is the community. Your presence here today signifies your determination, through a united community effort, to build a mighty temple in which the world can work in peace to banish poverty, ignorance and disease from the earth. I salute you, each of you, and your cities, and wish you God speed.

THE OPERATION OF SUCCESSFUL TOWN AFFILIATION PROJECTS

BY

MARK BORTMAN

*Chairman, People-to-People Civic Committee and
Chairman, People-to-People Program*

A shrinking world and the delicate balance between peace and war has emphasized the basic need for better understanding among all peoples. In ancient and medieval times the city in itself was a world; in these modern times the world itself is one big city.

In this age of anxiety, the average man and woman throughout the world have an abiding concern for the horrors of war and are anxious to play their part in helping create better understanding and peace, but they are at a loss to know where to turn.

Amongst the peoples of the world, there is a crying need for the People-to-People Program idea of cementing the peoples in a world of amity and better understanding. There exist today untold numbers of citizens of many lands who are not being used to their full capacity in exerting a compelling influence on the world's destiny. Through the town affiliation activities of the People-to-People Program we have set for ourselves the task of harnessing this power in order that mankind, through improved understanding of one another, can bring ever closer to reality the attainment of a lasting peace.

Our people want to know your people better, and in my visits to over sixty countries in Europe, the Near East, Africa, the Far East and South America, I find that your people want to know us better and want to learn as much as they can about us. The sister-city affiliation program can fulfill that need because it is predicated upon the belief that there are greater similarities than differences amongst people, and the program is a simple, far-reaching and openhearted plan to see your neighbor in the world community not as a problem or a prospective enemy, but as a fellow human who shares the dreams for a fruitful and peaceful life.

Now in its fifth year, the Civic Committee sister-city affiliation plan has swept national boundaries — by bypassing political structures — to capture the hearts and imaginations of over sixty million persons throughout the world.

Sister cities bring together the organizations and then the peoples on both sides, with the basic idea of getting to know and understand each other, through the exchange of persons, things and ideas. Means of reaching peoples throughout the world are offered by the Civic Committee, the American Municipal Association, the International City Managers Association, the International Union of Local Authorities and the International Municipal Organization. Through these organizations there is a mutual exchange and honesty without propaganda. The exchanges are a two-way street where people speak openly and honestly to each other.

The People-to-People movement has thus become a third force in relations between countries. In by-gone days, it was government-to-government, then government-to-people, and now people-to-people. The new approach provides an avenue for private and professional organizations to contribute to national objectives while focusing the light on the importance of the individual and his responsibility as a private citizen.

To facilitate your town's choosing an affiliation, the following essential steps might be a guide:

What is a Town Affiliation?

When your community of whatever size or character joins with a community in a foreign land for the purpose of communicating, of learning more about each other, of knowing each other better, the two may propose a formal affiliation. The ideal affiliation is a sister-city arrangement which involves a large number of citizens and organizations in both communities which engage in continuing projects.

Who Takes Part?

Everyone in your community can take part. A well-organized town affiliation committee should represent a true cross section of your community, such as: educational, cultural, technical, business, professional, social, women's clubs, civic, service, veteran, religious, labor, youth, hobby groups, newspapers, radio and television, etc.

Procedures to Follow:

What Should You Do First?

If you belong to any of the above organizations, you might first discuss the town affiliation idea with your own group. Are they interested? Would they be willing to take part? If so, your organization can send a representative to the mayor of your town or city and explain your interest and desire to explore further the idea of a town affiliation for your community. The mayor is usually consulted at this time so that other interested individuals and organizations may have a central meeting point.

Set Up a Committee

As soon as your community decides to proceed, set up a steering committee of community leaders and organizations. The committee should review the human and physical resources of your community, discuss the types of projects your community can undertake and develop a tentative program plan.

Selecting Your Prospective Sister-City

Pick a country and then, if possible, narrow down your choice to a prospective town. Selection should be based on mutual interests and similarities. For example, the towns may be linked by name and history or be similar in size and economic characteristics. Whether you want advice on choosing a town or have already decided on one, you might find it helpful to obtain additional information before making your initial contact with the overseas city. Obtain and send background information on your own town, including the types of business activities carried on; the names of your civic and service organizations; the extent of your public school system and the number of grades covered; cultural institutions like museums, art galleries and universities; the types of projects your community is ready to undertake at the beginning. Send photos helpful in introducing your city visually.

Write Your Prospective Sister-City

Now that you have singled out the overseas town of your choice and have ascertained through your national municipal association that the interest is mutual, have your mayor send a letter to the mayor overseas setting forth your desire to become friends with the foreign city. The letter may also explain why you chose that particular city and describe what you mean by a town affiliation.

Don't expect an immediate reply, for even though the overseas mayor is interested, he may have pressing problems that require attention. Be patient; slow beginnings often have the best endings.

Your Sister-City Accepts

Ask your sister-city's mayor to set up similar committees to yours and send you the names of the members so that you can begin mutual projects. You will probably want to stage some ceremony in your own town now, in order that everyone in your community will know that you and your sister-city are officially connected. Publicize the event well and invite representatives of your affiliate's country to be present at the ceremony. Be sure to invite participation by members of your local newspaper, radio and television.

Programs and projects are developed out of the mutual desires and interests of the sister-cities and are limited only by the imagination and resources of the communities. The following are projects which have been carried out successfully by communities throughout the world:

Exchange of visitors, officials, prominent citizens, musicians, students, teachers, professional groups, etc.

Organized tours. Hospitality ceremonies for visiting groups.

Letter writing. When exchanging correspondence with a community that speaks another language, some towns have set up a translation committee. Other than face-to-face visits, one of the most important ways of exchanging ideas with overseas contacts is through the personal letter.

Radio. Contacts between sister-cities are made by amateur short wave operators. Special broadcasts on records or tape are made for use abroad.

Art Exhibits. Both school children and members of local art clubs exchange art work with their overseas counterparts. The material is often exhibited in public buildings and merchants' windows in both towns.

Photo Exhibits. Camera clubs of both towns exchange collections of still photographs and documentary motion pictures.

Sending of mementoes, not on a charitable basis, but out of mutual interest and respect. Gifts are generally modest ones.

Exchanges of sheet music, recordings, plays, magazines, books and other periodicals, technical literature and publications between people of similar interests.

Club affiliations. Development of relations between such groups as Rotary, Lions, Kiwanis, youth groups, women's clubs, other service and fraternal groups, and hobby groups, etc., with their counterparts in the sister-city.

This then, is the town affiliation program — a growing movement of friendship and cooperation among cities in all parts of the world. Affiliations may start with the mayors, but their strength lies with the citizens. The future will bring cities and their citizens ever more into the forefront of international relations. It is essential that these citizen efforts in making and keeping friends across national frontiers be assisted and encouraged by municipal government everywhere in the world. We must get together, for the world is now a city. Let us make it a better city.

ORGANIZATION OF THE PROGRAM

BY

Mrs. EVELIA P. MEJIA

President of the People-to-People Committee, Cartagena, Colombia



It is with real pleasure that I address you today and present to you a special greeting in the name of my country, Colombia, of my native city, Cartagena, and of all the Latin American countries.

It may be of interest to you to hear how we have organized the People-to-People Program between Cartagena and Coral Gables, Florida, and of the positive results which we have obtained during the nearly four years of this association. Let us first make a retrospective resumé. In 1957 the mayor of Cartagena, then Dr. Haroldo Calvo, invited the mayor of Coral Gables, the Honorable W. Keith Phillips, to come to our city as the principal member of the jury of the Sixth National Beauty Contest, which is celebrated every two years in Cartagena. Coral Gables had already established a committee to develop a People-to-People Program with an overseas community and the contact between the two mayors led to the establishment of such a program with Cartagena. The next step was taken by the mayor of Coral Gables and Mr. Ira F. Willard who, through the International Petroleum Co. of Colombia, were instrumental in inviting 17 people from Cartagena to Coral Gables in November 1959.

Before going further, I wish to state that in discussing our system of organization I shall not discriminate between the various methods used by the committee of Coral Gables and that of Cartagena, for I am of the opinion that the combined efforts of the two has made possible the good results that have obtained. In Cartagena the Executive Committee of the program is composed of eight to ten members who were selected by a general assembly of all the people who actively participated in the development of the program. Each of the Executive Committee members has a special function which makes use of his particular skills and abilities. At the present time the participants in the program are the leaders of the various community activities, such as industry, banking, commerce, education and the fine arts, civic and social activities, tourism, etc. Our desire however, is that all the social, economic and political strata will eventually participate actively in the program. The Honorary President of the program is the mayor of Cartagena, although the real director is the president of the Executive Committee.

May I just say here that for the initiation with an overseas community of the People-to-People Program, which we frequently call the Person-to-Person Program in Colombia, since we believe that in our language the latter connotes a closer friendship between our citizens and those of the United States, I believe that the brochure published by the American Municipal Association would be very useful. This is entitled "Your Community and World Problems".

In order to organize the periodic exchange visits between the respective cities, in addition to those which take place between the mayors and the presidents of the Executive Committees, we set up several sub-committees, each of which is headed by an Executive Committee member. These sub-committees are charged with such activities as transportation of visitors, lodging of visitors, official and private receptions, visits of general interest, etc. It should be stressed that the municipal Department of Public Relations and the Chamber of Commerce work closely with these sub-committees, especially in regard to invitations and the participation of official agencies and persons. The funds to support the program come from various sources, but the principal ones are the municipal government, which finances publications having to do with the program; private contributions, since every member of the Executive Committee pays an annual subscription fee and any new member must pay the total individual amount contributed since the start of the program; and the various civic associations.

The opportunity to exchange persons, books and publications, knowledge, business matters, etc. through these Person-to-Person Programs seems to us wonderfully human and neighborly, for what better opportunity is there to understand the ways of life in the United States and Colombia than through persons who are friends and who are really interested in mutual assistance? Thus far our sister cities have interpreted their sisterhood through an interchange of fellowships between the University of Miami, located in Coral Gables, and the University of Cartagena; through exchange visits between representatives of official, political and private activities; through the establishment of a park named Carol Gables in Cartagena; and through an exhibit of the works of Colombian painters, which was organized by the Committee of Collaboration of the Inter-American Commission of Women in Cartagena, on the occasion of the first visit of people from Coral Gables.

In addition, a bust of General Santander was given by the Cartagenians to Coral Gables and that city, in turn, provided a pedestal for the bust. Special ceremonies in regard to this were held in April of last year during the visit of President Lleras to the United States, and by special request of the Person-to-Person Committee, to the city of Coral Gables. At the same time the exposition of Colombian Art at the Lowe Galleries in Coral

Gables, for which the International Petroleum Company served as patron, was promoted; the exhibit was enthusiastically received by the Floridians. Finally, a Colombo-American Center has been established in Cartagena and educational and informative books about the two countries for the use of primary school children have been exchanged.

Future plans include the establishment by Coral Gables of a free educational organization in Cartagena; the establishment of closer relationships between students of both cities; and a visit of women primary school teachers in Cartagena to study the system of instruction for that age group in Coral Gables. Above all this, however, prevails the enthusiasm and sympathy with which our friends of Coral Gables have accepted the Person-to-Person Program, making of every Cartagenian who has had the fortune to get acquainted with them, an unconditional friend of the United States.



Mr. F. Sandmann describes the affiliation of Gelsenkirchen, Germany with Newcastle, England. To his right are Mrs. M. De Los Reies Block from The Philippine Islands, Chairman Dail and Speakers Mr. Mark Bortman of the U.S. and Monsieur Raymond Fischer of France.

Sheikh Kaluta Amri Abedi, Mayor of Dar es Salaam, Tanganyika, addresses the meeting on technical assistance at the municipal level. At his right is Mr. Mark Bortman, Chairman of the People-to-People Program.



Congressman Ruy Ramos of Brazil advocates the use of native languages at international conferences.

SUCCESSFUL FINANCING AND PUBLICITY METHODS

BY

RAYMOND FISCHER

Mayor of Hirson (Aisne), France

Unfortunately, owing to the lack of documentation, I can only consider this topic of successful financing and publicity methods within the European, and in particular the French, framework. I beg my colleagues from other countries, therefore, to excuse me for not being able to refer to what they have succeeded in achieving in this field of experience.

The relationship between sister cities can succeed only if there is a single concept of freedom and if both cities have the same democratic philosophy. For me, the democratic criterion is the selection or election of a municipal council through direct balloting, or in other words, through true representation. Moreover, the cities should have a free choice in the establishment of a sister or twin-city relationship and this choice should not be able to be taken away from them by anyone.

An essential factor in establishing a successful affiliation is that the size and nature of the two cities be comparable. It is inconceivable, for example, to twin a city of 10,000 with one of 100,000 or to twin an industrial or university city with a spa city. Moreover, affiliations should be possible for cities of all sizes because what we seek is a friendship of all people and not merely one between the city leaders. Thus, affiliation should also be possible for rural communities, of which there are a large number in France. One example of the twinning of rural communities is that of Montlevier, France, which has a population of 136, with a Belgian community of 250 inhabitants. The farmers of these two small localities see each other periodically, visit each other on their respective farms and have succeeded in establishing between themselves a relationship of an exceptional nature.

As for successful publicity methods in regard to town affiliations, these should be considered under two aspects: that which is necessary for linking the cities together as sisters and, more important, that which is required to develop and sustain the mutual understanding of the respective populations. An example of prior publicity is offered by my own town of Hirson, which for four years has been affiliated with the German city of Schramberg, which is located in the Black Forest. Both of these towns are small and industrial and are located on the Belgian border. Hirson has

suffered invasion by the German armies and the last war left very sorrowful memories among the population. The publicity task in this case was very difficult, but it was felt by the Hirson authorities that a Franco-German *rapprochement* was essential.

On their side, the burgomaster and people of Schramberg undertook the same type of publicity as did Hirson. The results have exceeded everyone's wildest hopes, for in our two cities the affiliation has been accepted with enthusiastic cooperation by the respective populations. Once the initial contact was made, relationships between individuals developed naturally, thanks to committees which organized meetings and exchange visits between the commercial, industrial and professional sectors of the population. There have also been exchanges of families, students, professors, sporting and musical and other cultural groups.

The success of this affiliation has been made possible because of the support of local and regional groups, among which the industrialists have played an important part. The municipalities themselves, however, subsidize more than 90 % of the expenditures involved. I might note here that if this excellent system of sisterhood were to be established throughout Europe the financial support of the national governments would be essential. Moreover, the aid of UNESCO should be sought for aiding affiliations between rural communities which are unable to themselves undertake the expenditures involved in large-scale scholarly exchanges, the exchange of books and equipment or long voyages.

Affiliations between European and United States cities would require financial resources which would exceed, by far, the resources of the cities themselves. Moreover, for such cities, most of which are of medium or small size, extra budgetary resources are also limited. Therefore, beyond the effort which the country could put forth, an appeal should be made, on behalf of the European cities, to the European Investment Bank and, for all cities, to UNESCO.

Publicity for the town affiliations program requires the facilities not only of the press, television and radio, but also the organizing of conferences and public exhibitions to illustrate various activities of the sister cities. The entire population should cooperate and it is to the general public that appeals should be addressed. Basic to everything, however, is the principle that affiliations are not possible nor can they be durable unless the municipal councils are true representatives of the affiliated cities.

A LOOK INTO THE FUTURE — TECHNICAL ASSISTANCE AT THE MUNICIPAL LEVEL

BY

SHEIKH KALUTA AMRI ABEDI
Mayor of Dar es Salaam, Tanganyika

*

I am speaking to you as Mayor of Dar es Salaam — the capital city of Tanganyika and a seaport on the East Coast of Africa. To many of you this town of some 120,000 inhabitants will appear to be not very large, but it is governed by an elected municipal council on the lines familiar to you all. And while many of the problems of a city situated in the tropics will be of a special nature — public health, housing and the like — the underlying basis of administration is common to us all. In the past, every local government has had to work out the solutions to its own difficulties by itself and to resolve its own problems unaided. As a result of this, many decisions have been taken which perhaps were not correct ones, or were not the most desirable in view of the past experience of others.

In Tanganyika, local authorities in the larger towns throughout the country have formed an association, and their representatives meet annually to discuss their mutual problems and difficulties. This is admirable in so far as it goes, for it enables the administrators to pool their knowledge and to obtain the guidance of others in solving their problems. In the smaller townships, where money, capital equipment and technical staff are at a premium, discussion has already taken place in regard to the formation of a central fund by means of which a group of engineers, public health officers and other qualified persons could be obtained and also a pool of installations and equipment could be established for use throughout the Territory for those types of work which any particular local authority would otherwise be unable to contemplate.

While such a scheme, if it can be realized, would go a considerable way toward assisting our Tanganyika local administrations, any real solution of the problem needs a much wider viewpoint. For it is not only in Tanganyika alone, nor indeed in the whole of East Africa, that this problem of cooperation at the municipal level is of importance. In many countries throughout the world the assistance of the larger and more developed municipal units would be eagerly sought if some central means for the exchange of ideas and practical assistance were available, and it is felt that the time has come for a more general participation of all in the

common problems which face these smaller but rapidly developing local government bodies.

I feel that this conference is a chance for me to make an appeal to all those who represent municipal authorities throughout the world for some system of closer cooperation between us, for participation on a massive scale of the larger city administrations with those which are as yet in their infancies — and particularly with those in the newer and developing countries which are only now endeavoring to “find their feet”. They are experiencing problems already solved by those of you who represent the larger communities in the more developed areas. They are faced with a lack of “know-how”, which many of you already have acquired.

I am not now speaking of financial aid, but of something more intimate than that. While finance is, of course, of the utmost importance in the administration of a municipality, money alone will not solve problems if a proper course is not followed. And it is because of this that I would ask you to look with me into the future. If there were instituted some sort of international clearing-house of knowledge in the municipal administrative and technical spheres, it would then be possible for those of us who are concerned with the smaller, and perhaps less experienced, municipal councils to ask for advice and assistance by applying to the central body for one of its experts to be made available for a short period (perhaps for only one month), during which time he could advise the less experienced and developed townships on matters of technique or on any particular problem which has arisen.

There are many spheres of local government in which such a system would be of the utmost value to those administrations in the less developed countries, and would enable them to proceed in an assured manner along well-tried lines. While the more advanced civic bodies possess adequate technical staff and the necessary knowledge to carry out development along modern lines, many of us could profit by the guidance and advice of those among you who have already dealt with and surmounted problems which we are now called upon to face. It is true, of course, that in many of our townships some difficulties are of a local nature and that the location of these towns within the tropics gives rise to problems which are not met with in cities situated in milder climates. Questions of the control of malaria and of other tropical diseases, for example, while, certainly not universal, are not, however, peculiar to Tanganyika or to Africa alone; there must be many of you who are called upon to deal with exactly the same matters with which we ourselves are faced. Indeed many of you will have not only dealt with such particular difficulties, but will have by experience discovered the most efficient and economical way in which to overcome them.

Is it not, therefore, only common sense that we should all pool this knowledge, so as to enable those of us who are struggling with these problems to benefit by the experience of those of you who have already overcome them? Needless to say, if such a system became available, the advice proffered would have to have no strings attached to it. But if it were put into practice in the spirit in which I have conceived it, I feel sure that it would go a long way in assisting in the proper and economical development of those municipalities which at present are endeavoring to develop without that necessary advice and technical information which is so essential to keep them on modern and healthy lines.



Mr. G. Naor, Mayor of Kiryat-Gath, Israel, suggests the establishment of close ties among the new towns throughout the world.

Mayor Carroll M. Dunnum of Downey, California (left), and Dr. J. I. Menchaca, Mayor of Guadalajara, Mexico, stand before an illuminated certificate proclaiming the affiliation between their cities.



COMMENTS AND GENERAL DISCUSSION

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During the time devoted to general comments and discussion, several participants enthusiastically described the experiences of their communities in affiliating with a municipality in another country. Among these was **Mr. F. Sandmann**, Alderman of Gelsenkirchen, Germany, an industrial center of 4,000 inhabitants which was located in the British zone of occupation after the last war. The commander of the British troops in Gelsenkirchen stipulated that this community should be affiliated with the English city of Newcastle and was himself instrumental in bringing this relationship about.

In the beginning delegations from the German and English cities exchanged visits and presented gifts to each other. Successive delegations discussed common municipal facilities and problems, as a result of which Gelsenkirchen built a children's hospital which included a garden among its facilities. This was similar in design to a hospital that had previously been constructed in Newcastle. Gradually there developed contacts between families living in the two cities; these were of especial importance because up until this time the affiliation had been just between the officials of the two cities.

Furthermore, important contacts were established between young people. These have particular importance for the future, for the youth of today are the adults and leaders of tomorrow. **Mr. Sandmann** himself met many young people from Newcastle and was impressed with their interest in the world and their receptivity to learning about other countries. By becoming interested in their own cities and in those of other countries, young people can gain much experience that will be useful to them in later life and can perhaps play an important part in establishing peace throughout the world.

The representative of the mayor of Manila, Philippine Islands, **Mrs. M. De Los Reies Block**, announced that word had just been received of the unanimous vote of the city council of Sacramento, California to affiliate with the city of Manila, "the city on the top of the hill". Already the village of Villaviciosa, which is located 300 miles from Manila, is affiliated with the city of Forest Heights, which is situated approximately 60 miles from Washington, D.C. Although the Spanish name for this small community means "village of vicious habits" when translated into English, this is by no means descriptive of the community. Rather is it a quiet, peaceful place which is self-sustaining and hard-working.

The city of Nijmegen, the Netherlands, stated its burgomaster, **Dr. C. M. J. H. Hustinx**, became affiliated with Albany, New York in the U.S. following the last war. At that time Albany sent tons of goods to help reconstruct the stricken Dutch city. Nowadays, when citizens of the two cities visit each other's country they always pay a visit to their overseas affiliate. Furthermore, Nijmegen has affiliations with an English, German, French and several Belgian cities. These have resulted in exchanges of youth, artistic, sporting and various other groups. With the French city there is an exchange of teachers, university professors and students, as well as of ordinary citizens. All these exchanges have been successful and have resulted in friendships which will in some measure, it is hoped, secure the peace of the world.

The twinning of new towns was discussed by **Mr. G. Naor**, mayor of Kiryat-Gath, Israel. For economic reasons and with the aim of settling undeveloped sections of the country the government of Israel decided, seven or eight years ago, to establish a network of new towns, six of which are being founded on the sites of ancient cities. The program which resulted called for the planning of 24 new cities, in their physical, economic, social and public services aspects.

Besides the physical building of these cities municipal directors and officials have been engaged in the work of unifying the more than 50 different ethnic groups which have emigrated from all parts of the globe to settle in Israel and especially in these new towns. Despite all their achievements, however, these new towns are continuously facing tremendous social, cultural, administrative and organizational problems, as well as difficulties in planning transportation, attracting new industry and installing services.

In their search for suitable solutions to their problems, the Israeli officials discovered that in the past 10 to 15 years at least 30 new towns have been founded throughout the world, in addition to the 24 in Israel. Most of these towns are in England, although there are also some in Canada, Australia, India and the Netherlands. Of course each country has its own particular conditions and program, but one element that is common to all is that these new towns are in a position to prevent the mistakes of the older towns by studying the problems their predecessors have faced and how these problems have been attacked.

Mr. Naor suggested that, as most of the new towns are struggling with similar problems, IULA establish under its auspices a secondary body which would consist of representatives from all the new towns throughout the world. The purpose of this body would be to exchange information and ideas and to study common problems. Such an activity could also serve as an additional step in the development of international

relationships in the municipal sphere and might have as a by-product the strengthening of bonds of friendship between nations and peoples, toward the aim of bringing ever nearer the possibility of happiness and prosperity for all mankind.

Mr. S. Stringer, Alderman of Coventry, England, noted that his city has many affiliations with cities in Europe, such as Cannes and St. Etienne in France, Arnhem in the Netherlands, Keil in West Germany, Dresden in East Germany and Graz in Austria. One of the positive results of these affiliations is the recent monetary contribution of the West German government to the rebuilding of the completely destroyed cathedral at Coventry. The English city feels it is important to have relationships not only with countries with the same political philosophy, but with others as well, as for example Dresden. For the only way to achieve the right of all human beings to a full and happy existence is to try to contact nations of different ideologies, so that all may ultimately live in peace with one another.

The question was asked by **Mr. D. Gilman**, Clerk of the Derbyshire County Council, England, as to whether the same type of affiliation as that which now exists between cities could not also be established between regions, counties or districts. **Mr. Bortman** replied that this question has been asked by many others and noted that affiliations have been entered into by counties in old England and comparable units in New England. There are also affiliations between American states and Japanese prefectures. The spirit of the town affiliation program is to build a massive network of communication among citizens of countries around the world. Although the emphasis so far has been placed on affiliations between cities, the People-to-People Program also welcomes affiliations at the county and state level.

The mayor of Mesnil Saint Denis, France, **Monsieur R. Berrurier**, applauded the suggestion of **Monsieur Fischer** that financial help for the affiliations of very small communities which do not themselves have the means to support the responsibilities of sisterhood be sought from UNESCO and other organizations. However, he asked, would it not be better if the rural community would link itself to a whole series of communities with similar problems within its own country and then have the group as a whole affiliate with a similar group in another country?

Mr. Ruy Ramos, Congressman from Brazil, pointed out that one of the most natural forms of freedom throughout the free world is freedom of speech. Therefore, people from all countries should be able to use their own language when expressing themselves at an international meeting, and facilities should be provided for translation into several main languages. This would allow all men to be equal in thought and would

avoid the experience of dominating and dominated languages. **Chairman Dail** noted that even at the United Nations it is only possible to translate into six languages, although a delegate may speak in any language other than the official ones if he provides his own interpreter.

The Executive Officer of the Paris Municipal Council, **Monsieur A. Weil-Curiel**, agreed with **Mr. Ramos** that one of the obstacles in relationships between people of different countries, particularly as regards affiliations, is the language barrier. However, he suggested that an effort should be made to simplify matters by seeking common languages which would be learned by all people throughout the world. These should be languages which already have a universality of acceptance, which at the present time is the case with English and French. With common languages affiliations would be made much easier and an important step would have been made toward mutual understanding among people.

Monsieur Weil-Curiel stated that he also did not feel that a common political philosophy should be the criterion for affiliation, for the goal of the program is to bring together not only the officials of affiliated communities, but the people themselves. Moreover, if we limit ourselves to only meet with the people with whom we agree, how can we convince those with whom we disagree? There should not, therefore, be any restrictions placed on affiliations.

Mr. I. Nicholas, Clerk of the Association of County Councils, Trinidad, asked if applications for affiliation could be made by delegates upon return to their own countries. **Mayor Dail** answered in the affirmative and noted that any overseas community which wishes to affiliate with an American community should communicate with the American Municipal Association, Town Affiliations Division, Washington D.C.

In concluding the discussion period, **Mr. George S. Mooney**, Executive Director of the Canadian Federation of Mayors and Municipalities, pointed out that there are other organizations whose activities go back several years in the twinning of towns. Cooperation with such organizations, which are working toward the same aim of mutual understanding and peace, should therefore be emphasized.

SUMMARY AND CONCLUSIONS

BY

CHAIRMAN CHARLES C. DAIL

Mayor of San Diego, California

The discussions on town affiliations have clearly established the value of municipal exchange programs involving a sharing of information and experiences by a large number of citizens in the twinned communities. The continued support and assistance of IULA and its national member organizations to this international program would therefore be welcomed. Moreover, the program is consonant with IULA's aims "to achieve through international cooperation friendship and understanding by the peoples of the world".

There are various organizations active in the field of town affiliations. Each of these has its own rules and programs and none wishes to prescribe to others how they should operate. Since this is a conference of IULA I want, however, to express the hope that IULA, to the extent of its available resources, will act as a world clearing house for town affiliation requests made by municipalities and member nations through their national leagues of municipalities. Municipalities interested in joining this growing movement of international civic cooperation should avail themselves of IULA's good offices in their search for a foreign partner.

The town affiliation discussions have clearly indicated that the most successful twinning programs are those that involve the greatest number of private citizens in the affiliated communities. To maintain a high level of public awareness and participation in sister-city activities, it is essential that local informational media give detailed and frequent coverage to the affiliation program. The most cohesive and detailed coverage is obtained where the media themselves are involved in several aspects of the affiliation program, such as an exchange of reporters between daily newspapers, an exchange of articles, publications, TV films and radio programs. A number of outstanding examples along the above lines were cited by the speakers and participants in the discussions.

It was suggested that newspapers, radio/TV stations and other media of mass communication in the affiliated cities around the world consider seriously their active participation in the sister-city exchanges that strike at the roots of suspicion and hostility in the relations of peoples. By their active participation in the program the information media will advance

the goals of the UNESCO Charter which states that "since wars begin in the minds of men, it is in the minds of men that the defenses of peace must be constructed". The sister-city program provides one such pathway to peace.

The town affiliation speakers recognized that municipal problems now facing city administrations in the developing nations have to a large extent already been dealt with by municipalities in the older, industrialized countries and they suggest that the specialized experience of these developed municipalities can be usefully brought to bear on the problems of emerging urban areas. Moreover, the noble purposes of IULA dictate such inter-municipal cooperation and mutual assistance in the solution of common problems.

In view of these considerations the establishment was suggested of an international registry of municipal skills to be maintained by IULA under the auspices of the U.N. Technical Assistance Program. Requests from a municipality for assistance in a specialized field would be checked against this world inventory of technical skills. To the fullest extent possible, requests emanating from affiliated cities would be matched with the pertinent skills offered by the foreign partner, but requirements for the most effective and economical world-wide use of available skills would take precedence over sister-city considerations.

Municipalities were urged to make available their top technical skills to IULA under this proposed program of international municipal cooperation. It was suggested that city administrations, particularly in the larger cities, should be prepared to make available up to three technical experts a year for periods up to six months each. Travel and subsistence expenses should be defrayed by an international organization, while the incumbent's salary should continue to be paid at the regular rate by his regular employer. A grant for the operation of this international program of the exchange of municipal skills should be made available to IULA by an appropriate international organization or a public-spirited private donor.

The discussions have furthermore indicated that increasing contributions to the improvement of international relations are made daily throughout the world by municipalities, their constituent local groups and their private citizens. In an age of global travel and interdependence, foreign relations are no longer the prerogative of central government, but involve local communities and citizens in all walks of life. These private and non-political programs of information and cultural exchange between cities based on historic ties, economic interests and structural similarities should be encouraged and assisted by municipal governments.

I should like to suggest that the administrations of larger municipalities, which is to say of municipalities with a population in excess of 100,000, should assign an official specifically to the task of international correspondence and foreign liaison. This official would work closely with private groups of the community engaged in international relations on the local level and act as the mayor's staff assistant in the city's official dealings with foreign organizations and municipalities.

While the contributions made by town affiliations to the cause of international friendship and understanding are directly proportional to the degree of citizen involvement and the effort of voluntary organizations, the continuing need for municipal encouragement and cooperation with this endeavor should also be noted. Those countries should be congratulated whose forward-looking municipal administrations have already recognized their world responsibilities in this sector by providing financial assistance to town affiliation activities — as is the case most notably in Japan — and I would suggest that municipalities of all nations represented in IULA follow suit according to their resources and capabilities in supporting town affiliation programs.

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