

## Objective

To:

- facilitate the development and maintenance of effective international relations that promote and enhance Mandurah’s triple-bottom line sustainability;
- outline the rationale and criteria for entering into new international relationships;
- provide Council with guidelines for initiating and accepting requests to engage in new international relations;
- outline the rationale and criteria for terminating an existing international relationship.

## Statement

The City of Mandurah is committed to establishing and maintaining effective relationships with international cities to facilitate sustainability and continuous improvement in the development of its economic, social and environmental objectives.

All international relationship initiatives must contribute to the achievement of at least one of the *City of Mandurah Strategic Community Plan 2013 - 2033* strategy objectives.

The Chief Executive’s Office shall be the central point of coordination and assessment of all international relationship initiatives.

## International Relationship Types

Model	Purpose	Duration
<b>Sister City</b>	A Sister City relationship is a formal, long-term relationship based on diverse linkages between the two cities, including cultural, educational, tourism, sporting and business links. Sister Cities often have similar demographic and other characteristics; however, this is not a mandatory requirement. The relationship requires a high degree of commitment on both sides.	Generally an enduring, long-term commitment.
<b>Friendly City</b>	A Friendly City relationship is less formal than a Sister City relationship, and it generally has a lower profile. It is likely to be a long-term relationship, but the level of required community support and involvement is not as high as for a Sister City relationship. For example, the purpose may be for only a particular sporting event held on an annual basis.	Generally enduring, but can be set for a specific-term.
<b>Memorandum of Understanding (MoU)</b>	An MoU is a legal document describing a bilateral or multilateral agreement between parties. It expresses a convergence of will between the parties, indicating an intended common line of action, and may not imply a legal commitment. It is a more formal alternative to a Statement of Intent, but in some cases, depending on the exact wording, lacks the binding power of a contract.	Generally entered into for a specific term.

<b>Statement of Intent</b>	A Statement of Intent is a less formal agreement than a Sister City or MoU, and is developed around a specific project with a specific timeline.	Generally reviewed annually; can be dissolved by mutual consent.
<b>Cooperative Agreement</b>	Cooperative Agreements are generally 3-5 year programs, based on the pursuit of specific objectives and opportunities between two cities.	Generally 3-5 years
<b>Strategic City Alliance</b>	A Strategic City Alliance aims to deliver increased benefits of business and cultural ties between two cities, providing businesses in both cities with an opportunity to explore and develop business ventures and partnerships	Generally 3 years, followed by a review.
<b>Partnership City</b>	A partnership city relationship is generally a short-term relationship based on a specific project or initiative that two cities share e.g. an environmental or school project of mutual benefit.	Generally 1-3 years short-term partnership.
<b>Historical City</b>	A historical city relationship is one based on past or ceremonial links e.g. links between a group of members in relation to a military unit or conflict.	Generally enduring.

**Criteria**

An international relationship may only be entered into if it is likely to yield one or more of the following outcomes:

- Economic:
  - Business partnerships and opportunities;
  - Trade, investment and export opportunities;
  - Industry attraction and expansion;
  - Introduction of new technologies;
  - Tourism promotion opportunities.
  
- Educational:
  - Enhanced education and training opportunities;
  - Attraction of new tertiary institutions and students;
  - Knowledge Intensive, Export Oriented (KIEO) university partnerships.
  
- Environmental:
  - Ecosystem and biodiversity research and conservation partnerships;
  - Environmental and climate change adaptation information exchange;
  - Environmental technology and innovation exchange.
  
- Social/Cultural:
  - Cultural enhancement;
  - Attraction of sporting competitions and events;
  - Improved governance, leadership and internal standing

Strategic Objective	Recommended Model
Enhanced economic outcomes	<ul style="list-style-type: none"> <li>• Strategic City Alliance</li> <li>• Memorandum of Understanding</li> <li>• Statement of Intent</li> <li>• Cooperative Agreement</li> </ul>
Enhanced educational outcomes	<ul style="list-style-type: none"> <li>• Cooperative Agreement</li> <li>• Partnership City</li> </ul>
Enhanced environmental outcomes	<ul style="list-style-type: none"> <li>• Cooperative Agreement</li> <li>• Partnership City</li> </ul>
Enhanced social/cultural outcomes	<ul style="list-style-type: none"> <li>• Sister City</li> <li>• Friendly City</li> <li>• Historical City</li> </ul>

**Procedure:**

If a member of Council either receives a request to initiate an international relationship, to accommodate an inbound international delegation, or to issue a letter of invitation, the Chief Executive’s Office must be promptly notified, and the appropriate procedure (as outlined in this policy) followed.

The proposed international relationship will be assessed by the Chief Executive’s Office, in accordance with the attached guidelines (Attachment A). A request for a letter of invitation must be processed in accordance with the attached guidelines (Attachment B).

All referrals, approval and hosting of inbound international delegations must be conducted in accordance with the attached guidelines (Attachment C).

This policy applies to all international relationships, including Sister City, Friendly City, Memorandum of Understanding, Statement of Intent, Cooperative Agreement, Strategic City Alliance, Partnership City and Historical City relationships.

This policy also applies to applications and requests to Council for letters of invitation, and for intended visits by overseas delegations.

**Review**

Any formal international relationship entered into shall be for a defined and agreed term, and shall be reviewed within three months of the term’s expiry. Review criteria shall include:

- Level of communication maintained between the two cities during the relationship term:
- Benefits and outcomes achieved as a result of the relationship, in one or more of the following categories:
  - Economic;
  - Educational;
  - Environmental;
  - Social/cultural.
- Specific projects or initiatives undertaken under the relationship term.

### Related Documents

Attachments A, B, C  
Attachments 1, 2, 3 & 4

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**Responsible Directorate:** Chief Executive Officer

**Responsible Department:** Chief Executive Officer's Office

**Reviewer:** Manager Economic Development

**Creation date and reference:** 27 March 2012, Minute G.36/3/12

**Last Review:** 23 July 2019, Minute G.12/7/19

Amendments			
Version #	Council Approval Date, Reference	Date Document In force	Date Document Ceased
2	Minute G.35/2/15	24/02/2015	23/07/2019
3	Minute G.12/7/19	23/07/2019	-

## **ATTACHMENT A – ENTERING INTO INTERNATIONAL RELATIONSHIPS**

The proposed international relationship will be assessed by the Chief Executive's Office, in accordance with this policy. All requests must be received in writing, and must include a completed 'Request for an International Relationship' form (Attachment 1).

The officer receiving the request will conduct an opportunity assessment for the proposed international relationship, utilising the attached selection criteria (Attachment 2). These results will then be evaluated by the Chief Executive's Office.

Only those partnerships assessed at a rating of over six out of a possible total of score of 12 (over 50%) will be considered.

Having assessed the candidate as being a suitable partner using the methodology in (Attachment 2), the Chief Executive's Office will then engage in further research of the candidate city, and further development of the proposed relationship. This will usually require approximately three to six months to undertake.

If, on the basis of the above assessment, the Chief Executive's Office considers that an international relationship is appropriate, it will then recommend the model of relationship to be pursued with the candidate city. A report to Council will then be prepared by the Chief Executive's Office, with a recommendation on the proposed international relationship.

All international relationships shall be reviewed within three months of the term's expiry.

## **ATTACHMENT B – LETTERS OF INVITATION**

The request for and issue of letters of invitation to overseas delegates shall follow the protocols set out in this policy.

All requests for letters of invitation must be approved by the Chief Executive's Office. Only the Mayor and CEO can sign letters of invitation to overseas delegations.

Council's responsibility in relation to the delegation must be clearly articulated in the letter of invitation. This includes issues such as responsibility for costs associated with transport, entertainment, accommodation and the duration of the visit. The limits established in the letter of invitation should not be exceeded.

Any costs identified in Council's letter of invitation or by Council itself as being Council's responsibility must be met by the relevant directorate, or in cases where there are multiple stakeholders in the visit, a suitable cost-sharing arrangement that is acceptable to all parties, will be finalised prior to the visit occurring.

### **ATTACHMENT C – INBOUND INTERNATIONAL DELEGATIONS**

A proposed inbound international delegation visit will be assessed by the Chief Executive's Office, in accordance with this policy. All Councillors and Council staff must refer requests for hosting international delegations to the Chief Executive's Office. Inbound delegations should give Council a minimum of four weeks' notice prior to the requested host date.

Inbound international delegations must fill out and return to Council the 'Inbound International Delegation Request Form' (Attachment 3) within five days of Council receipt of the initial request. Any income generated from inbound international delegations shall be put in a revenue account, to be used for hosting inbound international delegations.

**ATTACHMENT 1 – REQUEST FOR AN INTERNATIONAL PARTNERSHIP**

Name of your City:

State:

Country:

Population:

- Description of your community e.g. urban, rural, industrial etc.
- Principal economic activities within your community:
- Educational institutions within your community:
- Cultural and sporting facilities within your community:
- Historical background of your city:
- What is your desired relationship with the City of Mandurah e.g. Sister City, Memorandum of Understanding etc?

What is your preference of activities with the City of Mandurah?

- Arts & Culture
- Economic Development
- Education
- Environment
- Sport & Recreation
- Municipal Cooperation
- Technology
- Youth
- Other
- What existing international relationships is your city currently engaged in, and what is their duration?

Name:

Title:

Council:

Postal Address (City, State, Postcode):

Telephone:

Facsimile:

Email address:

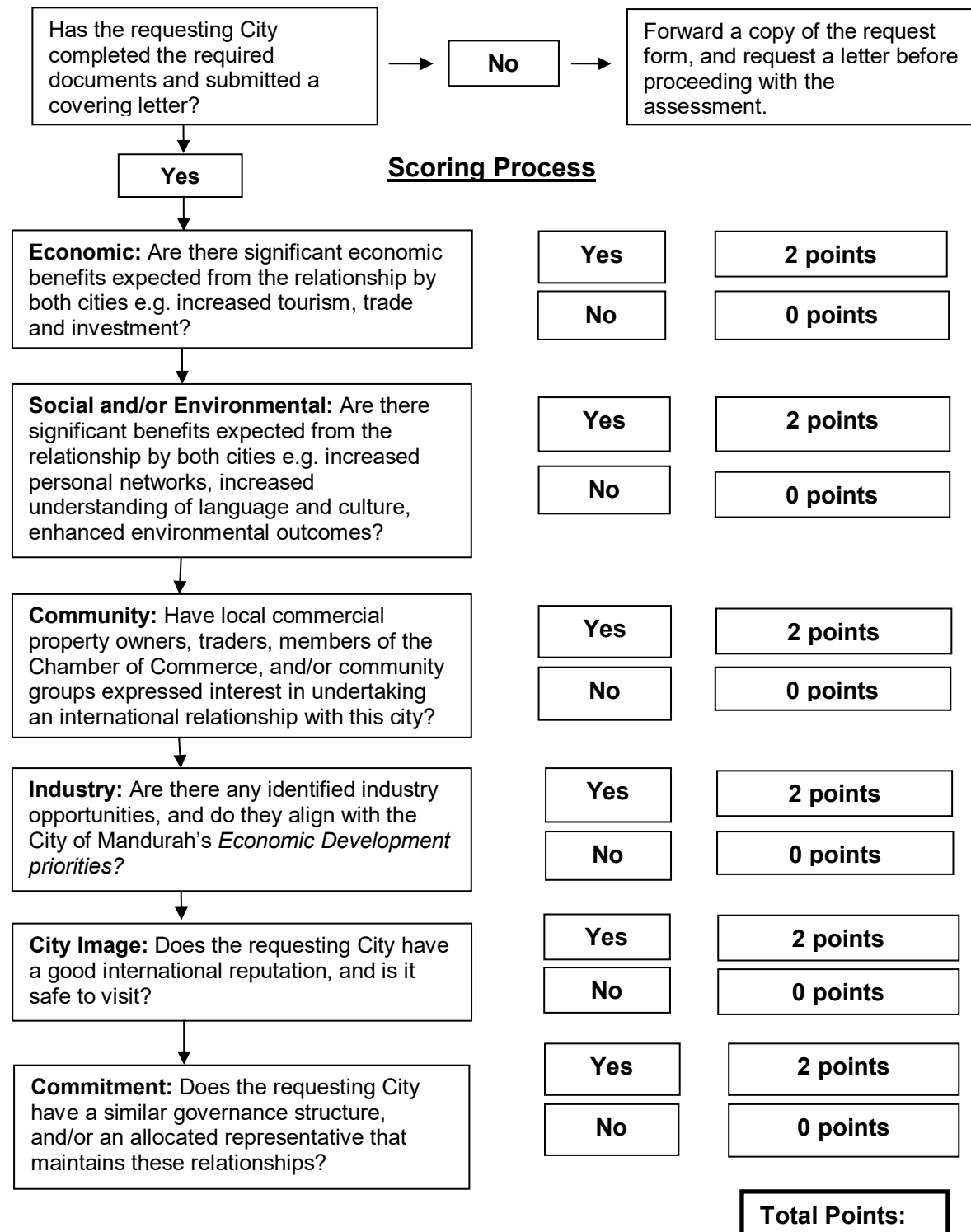
Website:

Please return your completed form to the City of Mandurah – **ATTN:** Chief Executive Officer, City of Mandurah, email [council@mandurah.wa.gov.au](mailto:council@mandurah.wa.gov.au), PO Box 210 MANDURAH WA 6210, ph (08) 9550 3777



**ATTACHMENT 2 – INTERNATIONAL PARTNERSHIPS SELECTION CRITERIA**

Name of City requesting international relationship.....



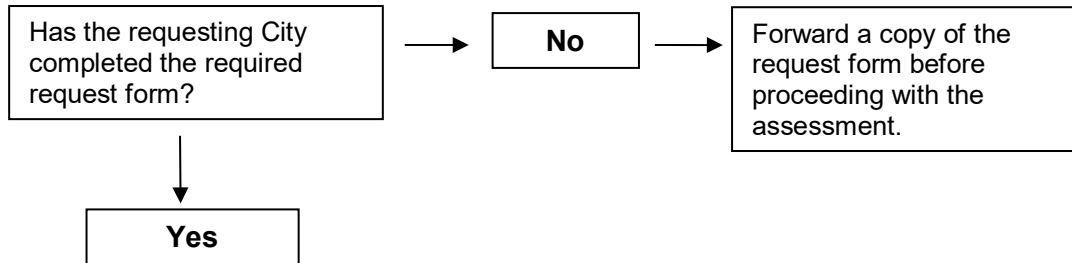
**NOTE:** Requests that receive a score higher than 6 shall proceed to develop further communication and research. Requests that receive a score lower than 6 shall receive a letter from the City of Mandurah advising that the City is not in a position to undertake a new relationship.

**ATTACHMENT 3 – INBOUND INTERNATIONAL DELEGATION REQUEST FORM**

<b>Inbound International Delegation Request Form</b>		
Contact name:	Company name/city	Website:
telephone number:	Email address:	Proposed date of visit:
<b>Delegation Information</b>		
Purpose of visit to Mandurah:	Number of delegates:	Has your delegation been to Mandurah before? If so, when?
Name and position of each delegation member.	Overview of your organisation (including strategy, objectives, structure etc.	
<b>Business Objectives</b>		
Please describe the support/services you are requesting	What objectives do you hope to achieve during your visit?	
Please indicate if you require any of the additional services: (costs may be associated)		
<ul style="list-style-type: none"> <li>• Pre-arranged business matching</li> <li>• Translating services</li> <li>• Special dietary needs</li> <li>• Prayer time</li> <li>• Other</li> </ul>		
Please return your completed form to <a href="mailto:council@mandurah.wa.gov.au">council@mandurah.wa.gov.au</a> , and a Council officer will be in contact for further action. Due to the large number of delegations hosted by Council, requests need to reach Council at least one month prior to the proposed date of the visit.		

**ATTACHMENT 4 – ASSESSMENT OF INBOUND INTERNATIONAL DELEGATION REQUESTS**

Name of City requesting international relationship.....



**Scoring Process**

<b>Economic/Social/Environmental:</b> Are there significant benefits expected from the relationship by both cities e.g. increased tourism, trade and investment, improved cultural awareness, enhanced environmental outcomes?	Yes	2 points
	No	0 points
<b>Industry:</b> Are there any identified industry opportunities with this delegation, and do they align with the City of Mandurah's <i>Economic Development priorities</i> ?	Yes	2 points
	No	0 points
<b>Commitment:</b> Does the delegation have an existing partnership with the City of Mandurah e.g. Sister City, MoU?	Yes	2 points
	No	0 points
<b>Relationship:</b> Does the requesting organisation have an existing working relationship with Council?	Yes	2 points
	No	0 points

**Total Points:**

**NOTE:** Requests that receive a score higher than 4 shall proceed to the inbound delegation checklist. Requests that receive a score lower than 4 shall receive a letter from the City of Mandurah advising that the City is not in a position to host the delegation.