'Cities as Governance Partners in an Interdependent World'

The Global Parliament of Mayors involves contributions from many experienced organizations. This Paper brings together a broad knowledge base, meant to inspire reflection during the Inaugural Convening and upon aspirations. What do Cities mean today as actors of Global Governance? What can they achieve together in an interdependent world? What have they already started? The answer to these three questions could be simple: many things. This Paper is intended as input for discussion, and dives deeper into the theme of Cities as Governance Partner in a context that brings together various levels of decision-making. After exploring some of the ins and outs of city diplomacy from local to regional to international, we investigate some of the ways in which Cities could support nation-states in taking concrete action to tackle key global challenges. The Paper ends with a number of suggestions for actions, which may be discussed and amended by Mayors during their Inaugural Convening.

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'The city and governance' – a vision that dates back to ancient Greek city-states, but was similarly appraised by one of the greatest political thinkers, Jean-Jacques Rousseau. And today, few would disagree that when it comes to governance indeed, cities still are and remain the most direct social and political contract between societies and the notion of authority. It does not come as disbelief that with the complex challenges we are facing today – be it climate change, changing demographics, growing crime rates, disruptive technology and growing pressures on resources, services, infrastructure, housing and energy – the idea of urban governance has entered the political discourse anew. Local authorities are well-positioned to address these challenges. They have more room for innovative policy-maneuvering. And this is how local problem-solving can lead to global solutions.

Cities have a unique power and the potential to build increased state-citizen relations, deliver services and ensure equitable access to citizenship. Cities are important drivers of economic growth: they contribute 70% of the global GDP. [i]

Cities can be strong partners in the work undertaken by nation-states

Cities know how essential it is to provide citizens with the opportunity to participate in local decision-making processes and to give them a feeling of self-ownership. They recognize the importance of civic engagement to promote greater social justice and inclusion. Local governments have an important role in bringing local actors together for this purpose: the civil society, citizen organizations and associations, private sector actors – such stakeholders are central to the concept of local governance and play a catalyst role for local developments.

They are the city.

Moreover, cities not only have a unique potential in ensuring responsive solutions to (g)local challenges, they also have the capacity to build increased state-citizen relations and deliver the full potential of the newly emerged partnerships between the public and the private sector.

Cities are "the most networked and interconnected of our political associations, defined above all by collaboration and pragmatism, by creativity and multi-culture".
Benjamin Barber, *If Mayors Ruled the World* (2013)

Cities can be great supporters of nations' work.

Global flows and interactions are no longer predominantly constricted to nations acting in an inter-state system.[ii] Cities – the local hubs of globalization – are now more than ever primary nodes and actors in an interconnected and interdependent global web. Yet, as the homes and workplaces of more than half of the world's population, cities also act locally, from building state-citizen relations to delivering services. Being nexus of global and local action, cities can ensure responsive solutions to complex and interconnected (g)local challenges.

Cities could be seen as just 'policy takers', spaces where one-size-fits-all national or international policies can be implemented. But the public opinion often qualifies the results as "implementation deficits and limited effectiveness".[iii] With cities leading the way, bottom-up change – growing from local to global through city networks – can succeed where top-down initiatives have been inadequate.

The process must begin with good governance at the local level, from promoting social justice to providing citizens and local actors with the opportunity to participate in local decision-making processes. But the benefits of good governance need not end at the city limits. When cities bond together to collaboratively address issues, they increase their access to expertise, knowledge of best practices, and capacity to influence decisions at the national and international levels. Cities are not only making a difference in our rapidly changing world, but they also act as connectors, becoming an integral part of the global *corps diplomatique*. From changing demographics and global poverty to climate change and growing pressures on resources, services, and infrastructure – problem-solving at the local level leads to solutions at the global level.

There are a number of new developments in relation to cities and governance, in the international and the national context.

The GPM as a governing body will reflect the right of cities to take action across borders

Cities have the potential to solve global challenges as they play out at the local level in ways that other levels of governance do not – yet by the nature of being global, these interconnected challenges do not end at the city limits. Cities have the right, as The Hague Declaration states, "to take action together, across borders, in domains where the global agenda has been stalled".

A platform for facilitating cooperation and coordination among cities and for becoming stronger partners to nations – this is the role that the Global Parliament of Mayors will play. As stated in the charter of the organization, the GPM will: "share best practices, offer a common global voice for cities, and act as a permanent action oriented platform" and "will also function as a permanent advisory platform for international organizations".

Institutionalizing a city network provides not only a conduit for cities facing similar challenges and a platform for sharing knowledge and resources, but also a chance to address and mitigate the challenges that city networks face.[iv]

This is the role that the Secretariat of the GPM will play.

The Secretariat of the GPM will be established in the international city of peace and justice, The Hague. Its mission will be to bring together cities from all parts of the world annually in order to better solve global challenges through practical local solutions by facilitating cooperation between mayors. At the inaugural convening of the GPM, a proposal for the role and the organization of the Secretariat will be discussed by the Mayors.

City diplomacy

National governments and ministries of foreign affairs are not the only actors in today's multilayered diplomacy – alongside NGOs, associations of states, and multinational corporations, the city plays a crucial role in international relations. Globalization, which has resulted in the nationalization of international issues and the diffusion of power into the hands of non-state and sub-state actors, demands cities to complement national governments.

The harmony between states' and cities' diplomatic activities can be achieved only if there is no divergence between the interests and general policy objectives of national and local governments.

City diplomacy revolves around several key domains:

- **Security:** Conflicts have direct repercussions on a local level. Consequently, cities have traditionally engaged in various stages of the conflict cycle: prevention, resolution, and post-conflict diplomacy. Generally, good local governance leads to economic development, which in turn increases security.
- **Development:** Due to their physical proximity, local governments can best understand and anticipate local needs; this advantage enables cities to play a greater role in

development assistance. Given the size of their economies, it is worth noting that some cities have a growing impact on the country they belong to.

- **Economy:** There are two predominant vectors along which cities can ensure economic gain – firstly, attracting capital (tourists, foreign companies, international events) and secondly, exporting their know-how and services by partnering with other cities or the private sector.
- **Culture:** Cultural diplomacy between cities facilitates the accumulation of social capital not only in, but also among cities, shaping knowledge of societies in this way.
- **Representation:** Cities participate in and influence decision-making on a supra-national level either through political representation in (inter)national organizations or by lobbying. Cities could represent themselves but also bring in benefits for non-city dwellers, hence dividing up these benefits more equitably at the national level.

The growing recognition of cities by international organizations

At the same time, the position of cities in relation to intergovernmental organizations has changed considerably, most notably in regards to the United Nations and the European Union. The UN Habitat Agenda – the UN's program promoting socially and environmentally sustainable cities – clearly demonstrates the increasing influence local governments have acquired on a global scale. The city has transformed from being an 'addressee' to a 'partner' within the confines of the Agenda: "when UN Habitat started, cities were merely sites of problems of a global concern. But after a more passive role during the first decade […] cities and their associations are now recognized as the closest partners in its implementation".[v]

This growing importance of cities has also been institutionalized in the form of a steady dialogue between the UN and the United Nations Advisory Committee of Local Authorities, representing local governments and their associations. Partnerships between the UN, the World Bank, and associations of cities, such as the United Cities and Local Governments (UCLG), have further demonstrated how local governments have come to be seen as prerequisite partners in the implementation of global policy objectives.

In Europe, several steps have been taken in order to emphasize the role of local governance. The Lisbon Treaty, for instance, strengthened the "involvement [of the Committee of Regions] throughout [all stages] of the EU legislative […] and decision-making process".[vi]

The growing influence of City Networks and partnerships

Bottom-up initiatives – moving from local to global through city networks – can succeed where top-down initiatives have not. Because global challenges play out on a local level and must involve local stakeholders, city governments are best positioned to address them. But these *global* challenges are not unique, which calls for actions joining forces.

City networks help cities solve common problems in a more efficient and effective way by facilitating knowledge exchange, solution and resource sharing, building capacity for implementation, providing a body for advocacy and lobbying, and through monitoring progress towards reaching collectively agreed upon goals. In this way, city networks facilitate cities doing what they do best – solving practical problems in a pragmatic way.

"As the 'Powering Climate Action' and 'Climate Action in Megacities 3.0' reports demonstrate, cities that collaborate are more likely to take effective and transformative action. Since 2005, [we have] convened [our] member cities – now numbering more than 80 – to exchange ideas, solutions and experiences through 16 thematic networks and six overarching initiative areas for climate mitigation and adaption".
The C40 Cities Climate Leadership Group

The benefits of city networks can be summarized as:
- **Information:** Knowledge exchange in city networks disseminates lessons learned and best practices while preventing the duplication of mistakes.[vii]
- **Implementation:** City networks also give individual cities access to tools that are necessary for moving from conceptualization to implementation, such as financing options, technology, or expertise.[viii]
- **Advocacy:** When cities band together, they can advocate for themselves more effectively at the national and international level.[ix]
- **Monitoring:** City networks can set guidelines on objectives as well as help with monitoring individual city performance.[x]

Moreover, city networks are effective at delivering these benefits:
- C40's internal assessment of climate actions taken by partner cities found that collaboration increased the number of actions taken: "In 2015, 30% of climate actions were delivered as a result of collaboration with other cities".[xi]
- These actions, moreover, were beneficial: "Cities report that they are planning to expand 95% of all actions they identify as having delivered through working with other cities".[xii]
- Finally, nearly half of all collaboration-based actions were funded through grants or subsidies rather than traditional sources such as central budgets. Knowledge of alternative funding or best practices in innovative finance solutions, such as green bonds for climate initiatives, also disseminate through city networks.[xiii]

The GPM recognizes the crucial role of City networks. It aims to build on and bring together their existing power, fostering their efforts and strengthening the role of cities as actors making a difference in the face of global challenges.

It is essential to keep in mind the challenges city networks encounter, to better support them. City networks must actively address and account for asymmetrical capacities, particularly in terms of technology and implementation capabilities within cities, which may hinder communication or learning within the network and can also serve as a barrier to joining the network.[xiv] While coordinating with a city that is geographically nearby or shares the same language is easy, networking based on the type of challenge, such as C40's Delta Cities Network, is relatively rare. Actively encouraging networking based on shared challenge type rather than only shared language or region could greatly facilitate the exchange of information.[xv]

"Our social network analysis of information seeking suggests that learning ties are likely formed when cities create an internal committee of multiple stakeholders, have higher levels of experience and knowledge, and share a similar regional context and language. However, regional homophily was only observed among North American and European cities".
Lee and Van de Meene, 2012

The GPM stands for expanding the practice of integrating city networks to cities beyond the West.

Within the city, international and national contexts constrain or enable local action

Despite the increasing presence and role of cities on an international level and in IGOs, cities are still embedded in vertical and hierarchical national and international governance structures that can prevent cities from efficiently or effectively addressing local challenges. International and national policies or regulations can either enable or constrain city actions. However, this trend is beginning to change; for many cities, decentralization within the nation-state has resulted in the transfer of powers and resources from the central government to the local level, enabling greater local control.

Decentralization (administrative, political, or fiscal) brings decision-making closer to the citizens and enables participation regarding local needs. Decentralization may therefore improve governance by promoting greater accountability and transparency.[xvi]

Mayoral power and city governance typologies

Understanding a city's capacity for action within the city is necessary for assessing both what is possible for a given city at the local level, as well as for understanding the limits of and possibilities for individual cities to act in city partnerships.[xvii]

Both national or international regulations and financial conditions can constrain or enable the city's ability to steer.[xviii] On top of hierarchical or vertical regulatory constraints, cities are often also confronted with financial constraints. Some local governments are heavily dependent on central governments and their funds. They may not always have control over the allocation of these funds or the power to retain some of the revenues earned. The visual below shows C40's categorizations of mayoral powers over city assets and functions depending on how enabled or constrained the city government is:
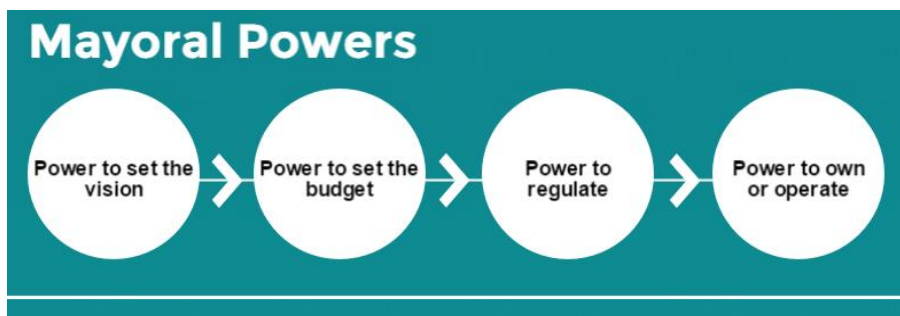
Mayoral powers over city assets and functions as described by C40 (2015)[xix]

In addition, C40, Arup, and UCLG developed a taxonomy of governance typologies adopted by cities within specific sectors, noting that the governance type often derives from the amount of power the city government has within a given sector. The governance typologies include: commanding cities, implementing cities, providing cities, legislating cities, collaborating cities, and facilitating cities (see graphic below).[xx] Although these typologies

were developed specifically with climate action in mind, they are nonetheless helpful for describing the means through which cities can steer.
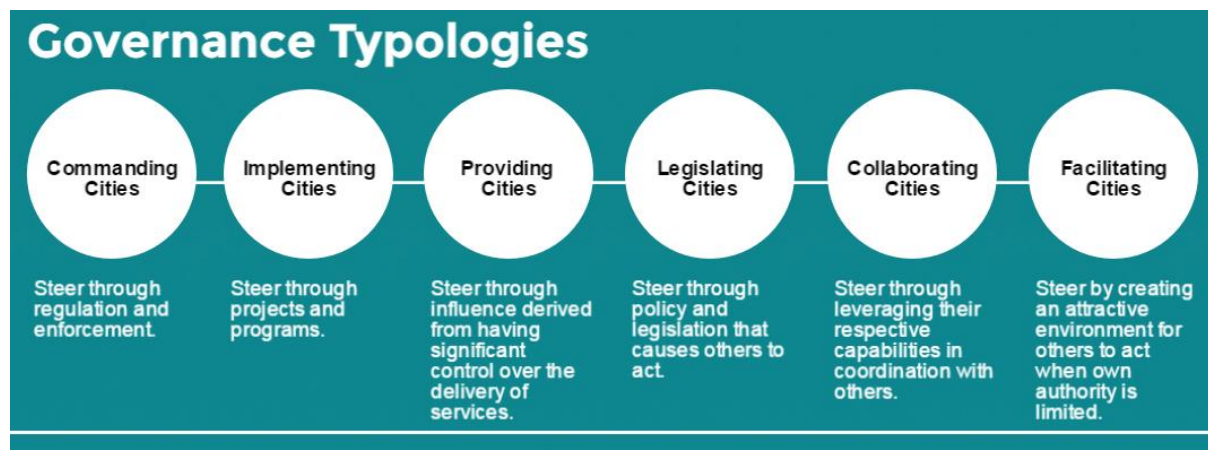
Governance typologies as described by C40 and Arup (2015)[xxi]

City trends affecting governance

Trends within the city have affected the way that cities govern. This include changing relationships between the private sector and the city, new possibilities from ICT for engaging citizens or governing, and a focus on increasing the overall resilience of cities, including regarding social inclusiveness. Channeling these dynamics is key to support the action of cities.

Public-Private Partnerships: to learn, and to finance change
The role of the private sector has increased in the last two decades as a result of economic globalization, resulting in the privatization of state functions.[xxii] This has also occurred in cities, which are often challenged to do more with less in the face of competing budgetary demands. Public Private Partnerships (PPPs) have become popular as a means of both financing projects and collecting input from the private sector during strategic planning processes.[xxiii] According to The World Bank, connecting cities with investors is crucial not only for smart-cities' development but also for revitalizing a city and making it more competitive.[xxiv]

In terms of development, businesses are expected to play a key role in delivering urban infrastructure and addressing service-delivery capabilities, such as in waste and water management, mobility and energy, etc. This trend is increasingly relevant to emerging and developing economies, where accelerated growth often outpaces needed infrastructure.[xxv]

In terms of city revitalization and competitiveness, a 'competitive city' "successfully facilitates its firms and industries to grow, create new employment opportunities, raise productivity, and increase incomes of citizens".[xxvi] The World Bank predicts that cities will – with or without economic full-scale structural transformation – tap into the potential of supporting their own niche markets and products, be it in deliverable goods or services, by assisting existing firms and attracting new markets. Doing so requires consulting with business management "about their needs and constraints they encountered with during their operations"; infrastructure investment needs to be made in "collaboration with the firms and industries they are aimed to serve"; and industries should be supported jointly with the private sector rather than through the public sector alone.[xxvii]

ICT and the City: to increase transparency, to improve accountability

The digital era has also made it easier for cities to open up their data to the public and increase their transparency. Some trends in this regard include urban analytics and e-government.

Urban Analytics bring together Big Data and urban governance. Urban data and the derived trends or foresights help decision-makers make informed choices regarding urban planning.

Cities are embracing new technologies and innovation, giving rise to smart cities and e-government. Smart cities use ICT to make the critical infrastructure and services of a city more intelligent, interconnected, and efficient.[xxviii] E-communication is used to simplify interact with citizens, improve access to information, and promote transparency. Citizen participation can be enhanced by adopting new tools such as online polls, e-learning, and e-voting. The annual market value of smart cities is expected to reach $1.56 trillion in 2020.[xxix]

Cities are using a variety of digital tools to bring citizen-sourced information into the service delivery and decision making processes in cities. Cities like Rio are also opening up existing city control rooms to the public and media who are able to gain insight into how the city is managed and the challenges it faces. These tools help to extract information held by citizens about the operational and functional requirements of the city. This might include for example, 'tagging' graffiti, abandoned vehicles and other maintenance requirements as well as collecting data about congestion hotspots. As a result, quality of life and security can be improved as risks are better monitored and anticipated. Such tools also tend to improve citizen-council relationship through providing a transparent, easily accessible and responsive service built around citizen needs and provide a mechanism to hold city authorities accountable.

C40 cornered this trend as 'Polisdigitocracy', an approach to governance whose many aspects have already materialized. It is reflected in the vast number of digital civic engagement projects and programs currently underway in cities. Many of these are directly focused on climate action, but all of them offer lessons when developing good practice for project implementation. They also promote good governance by cities and reinforce the accountability of city governments.

The GPM recognizes the need to embed such efforts across cities' government sectors and actors, as well as within existing energy, waste, transport, adaptation and other networks. These digital tools and activities should not be isolated initiatives. More impact could be produced if ICT officials are to support their integration throughout city government.

City resilience and governance
The trending concept of city resilience, which emphasizes addressing city issues holistically rather than individually in order to bolster the city's ability to weather both acute and chronic stresses, also has implications for governance. Some characteristics of governance that drive resilience include:

- Leadership and management that fosters cross-sector communication and evidence-based decision-making.[xxx]
- Using strategic, integrated approaches to address problems (i.e., considering social inclusivity and reducing greenhouse gas emissions in planning infrastructure).[xxxi]
- Ensuring openness and transparency.[xxxii]
- Fostering economic prosperity through focusing on skills training, education, and creating a favorable business environment.[xxxiii]
- Improving social inclusivity through better access to basic services (housing, transport), tackling inequality, reducing racial or religious segregation, and addressing gaps between the periphery and the center.[xxxiv]

Inspiring initiatives by cities

Beyond words and teaming up, concrete action must be taken as part of our roadmaps to exist as global governance and diplomacy actors. The following ideas reflect how cities can be critical actors in improving governance efficiently and seizing opportunities in connecting stakeholders at local, regional, national and international levels.

ICT does magic in cities. Street Bump is a reporting platform launched by Boston's Mayor's Office of New Urban Mechanics, in collaboration with IDEO. It aims at helping residents improve their neighborhoods, particularly road condition. Volunteers use Street Bump's mobile app (now freely available) to collect data while driving, and this is aggregated across users as real-time information. The city uses it to work on solving short-term problems and plan long-term investments. Of course, Boston isn't the only active US city in terms of digital programs. Open 311 is a system used in New York, Chicago and many other cities across the country. It records non-emergency needs, connecting citizens with the local government. In Europe, cities have also been active in setting up comprehensive smart frameworks – Barcelona is often put forward as an example in terms of its efficient management of services and resources, the way the city is using new integrated communication technologies, and has increased the interaction between public institutions, citizens and businesses.

Melbourne's Data Portal offers access to all the different types of datasets curated by the city, from fees and charge schedules to a register of public artwork or a census of land use. It is based on several Open Data Principles, including the free, timely availability and easy accessibility of data under open licenses, allowing for reuse by the public, including businesses, researchers and individuals. Data is released within limits that avoid privacy

breach, and ensure public safety, security, commercial confidentiality or legislative requirements. Users are informed of the gaps and limitations, and may request datasets or provide feedback to help refine the project. A tailored service is provided to different user profiles– such as entrepreneurs or interested citizens.

India is booming, so are its cities. Hyderabad came up with an innovative digital project to improve its governance processes and service delivery by soliciting citizen feedback. Several complaints were being filed by citizens to the Greater Hyderabad Municipal cooperation over matters, such as inappropriate road maintenance, city lighting and garbage delivery, but the Municipality experienced problems in promptly answering and solving these challenges. As a solution, an online platform was set up by the Municipality for raising and reviewing complaints. The new online system includes thousands of citizen service centers and a 48-hour response deadline. There are also 12 vehicles designated for monitoring the 2,000 kms of Hyderabad in order to easily identify local problems by gathering video and photographic evidence for the municipality. The initiative has already achieved impact, as the online platform is indeed used and 30% of complaints are made through this channel. [xxxv]

> A joint initiative by the Municipality of Rotterdam, the Erasmus University of Rotterdam and the *Hogeschool* Rotterdam has been materialized in what is known as *Kenniswerkplaats* Urban Big Data.[xxxvi] It collects knowledge of national and international urban applications of Big Data and identifies potential usage of data for metropolitan applications (using input from Rotterdam Open Data Store http://rotterdamopendata.nl/dataset), before testing these observations in pilots.
>
> Let us stay in the Netherlands to mention Eindhoven's BrainPort, where the knowledge industry meets the manufacturing industry.[xxxvii] This type of model is commonly referred to as a 'Triple helix cooperation' between businesses, knowledge institutes and governmental (local) actors. "The focus in this region lies in the development of 'value chains which have economic potential: high tech systems and new materials, the creative industry, the food industry and life sciences". BrainPort is characterized by the flow of ideas and the principle of network economy, overstretching regional boundaries. Besides being based on human capital and entrepreneurship, business, and technology, BrainPort is the source of and facilitates collaboration among local governmental actors: municipalities cooperate and finance the economic development in the region. The incumbent mayor of Eindhoven assumes an important role in bridging the public-private collaboration. Through these commitments, BrainPort has not only become one of the leading innovative toptechnology regions in the world, but it has also created 55,000 jobs in the past 10 years and has become one of the motors of the Dutch economy.

Innovative ideas for better governance and urban life based on multi-stakeholder processes led by a city are coming from many other parts of the world. For instance, the City Park project of San Salvador reflects the constructive power of the synergy between the public and the private sector.[xxxviii] The City Park is located in Mejicanos, a troubled neighborhood

of the city characterized by high unemployment, lack of proper housing, basic services and common green areas. Poor living conditions have contributed to the rise of youth gangs, which in turn has led to the stigmatization of the neighborhood itself, hampering the employment prospects of those who live in that part of the city. The project is set up to improve quality of life in the district, in cooperation with the Municipality, the residents, NGOs such as Cordaid, and local as well as international enterprises. After completion, the City Park will have its own governance structure. The project includes a soccer field, a community house, a playground and an urban farm among others, with the objective to foster social cohesion and improve the lives of slum dwellers. The provision of job opportunities for the youth and the rehabilitation of ex-gang members are also among the long-term prospects.[xxxix]

> Back in Asia, citizen-led planning has helped achieving progress in the improvement of neighborhoods. With the rapid increase in urban population since the beginning of 2000s, many residents living on the outskirts of Bangkok experienced deteriorating living conditions; inefficiencies in housing and basic infrastructure were matters of serious concern.
>
> Central and the local government initiated the Baan Mankong project, calling upon the residents of the informal settlements along the Bang Bua canal in Bangkok to get "directly involved in shaping their whole community and encouraged people to see informal settlements as part of the wider city". Due to its success, the project became bigger and eventually, more than "1,000 communities innovated and implemented projects in 226 towns and cities, improving 54,000 households".[xl]

It is worth mentioning here the concrete difference made by international city networks such as C40, ICLEI or 100 Resilient Cities in endorsing cities as crucial and efficient partners in solving global challenges. By setting up good governance practices, City networks are now a voice as interlocutors that matter in global dialogues. For example, C40's executive arm, the Clinton Climate Initiative (CCI), facilitates a rather vast implementation of projects. Private actors and NGOs are of importance for the realizations of meetings and for the implementation of projects. The first Climate Summit, for example, was supported by BP, EDF Energy and Thames Water RWE Group. ICLEI, The Climate Group and BT (a communications company) were the associated partners. In the framework of the Energy Efficiency Building Retrofit Program (EEBRP), four of the world's largest energy service companies and five of the world's largest banks are partners (Website EEBRP). Companies provide products and services at a favorable price, so that cities are capable of making existing buildings more energy efficient. In exchange, companies get a market of (at least) 40 large cities. The banks provide the necessary loans, which will be paid back with the energy savings (Bouteligier 2009:23).

The *Metropoolregio* Rotterdam-The Hague (MRDH) sets a strong example of inter-municipal co-operation.[xli] The network includes 23 municipalities with the mission of further developing the metropolitan region's open and stable financial climate not only for attracting foreign investments, but also for the general well-being of local residents and where knowledge institutes, industries and local authorities come together. Apart from economic

matters, there have also been several joint projects initiated on infrastructural and urban development-matters like Randstad Rail and Rotterdam-The Hague international airport. One of the principles of the network is the sharing of knowledge and exemplary practices between cities.

Consultations between the Dutch central government and the Association of Dutch Municipalities (*Vereniging van Nederlandse Gemeenten* or VNG), representing the interests of Dutch cities, have become institutionalized. Representatives from the Ministry of Interior and Kingdom Relations meet every month "to discuss various international political issues".[xlii] The VNG also participated in the facilitation of post-genocide reconciliation in Rwanda. The International Cooperation Agency of the VNG contributed to the encouragement of setting up the Rwandese Association of Local Governments; decentralization and effective local governance were seen as prerequisites in achieving stability in the East African country.

The host of the GPM's Inaugural Convening, The Hague, offers a plethora of initiatives related to city diplomacy. This showcases how a city can truly become recognized as a key actor of global governance. Over time, The Hague has been making steps towards earning its stripes and gaining this recognition amongst countries and other cities.

The Netherlands has long reflected city diplomacy on national and cross-national levels.

> The first-ever world congress on City Diplomacy was held in 2008 in The Hague's Peace Palace organized by the Clingendael Institute, UCLG, the city of The Hague, and the Association of Netherlands Municipalities (VNG), in close collaboration with the province and city of Barcelona and the Italian Coordination of Local Authorities for Peace and Human Rights. The conference "focused on the role local governments play in promoting dialogue, building mutual trust and delivering services, in cooperation with national governments, international organizations and civil society", bringing together 400 participants from all the 4 corners of the world.[xliii],[xliv]

> The Hague is home to The Hague Security Delta (HSD), "an innovation-focused partnership between government, knowledge institutes and industry" which has become Europe's largest security cluster over the years. [xlv] The Municipality is actively investing in the sector of security, which, as Mayor van Aartsen described "is developing more and more into an important pillar of The Hague's economy". HSD indeed serves as a nexus for security businesses and organizations to work together on innovations and provide additional employment opportunities in this way. . Within the confines of HSD, the Mayor and the Deputy Mayor also strive for creating 'cyber security hubs' with other cities through visits and organizing conferences. One example is the cyber-security mission to New Delhi and Hyderabad, initiated by the Municipality of The Hague to exchange knowledge and create partnerships in the public as well as private sectors.

Taking concrete action: Cities as Norm-Makers in an Interdependent World

Drawing upon The Hague Declaration (2016) and the insights presented by our partners and expert organizations at the Global Parliament of Mayors (GPM), a number of concrete action points or policies are suggested below.

These suggested actions can be used by Mayors as a basis for discussion on the occasion of their Parliament's Inaugural Convening. Mayors could amend and reflect upon these – and while the choice of some cities will not be for everyone, the point is that it is doing something new that others can evaluate and learn from. During and after the Inaugural Convening of the GPM in The Hague, Member Cities can opt in to, or out of these policies, based on their specific needs and circumstances.

Cities practice city diplomacy

- The GPM will share best practices, offer where possible a common global voice for cities, and act as a permanent action-oriented platform.

- It will also function as an advisory platformfor international organizations and institutes such as the United Nations, the OECD, Eurocities, Cop 22, C40, 100 Resilient Cities, the U.S. Conference of Mayors and the World Bank.

- The GPM should let the voice of cities be heard. It will engage more Mayors to speak up for cities and strengthen their role. During international conferences and summits, the GPM can send representatives who get the space to promote and explain the role of cities and their challenges. The communication to and from the GPM is ensured by its Secretariat, based in The Hague, The Netherlands. The inaugural convening will decide on these processes.

- GPM Members stand for connecting "people to people, people to city systems, and city systems to city systems", for the city to become a better place to work, live and play in. In this, GPM Members recognize the role of new technologies and data sharing.

- Connect with and use the local expertise of your country's embassies abroad – located in cities – to get advice for your own city. Tighten relationships between cities, regions, national governments and regional organizations in your area (EU, ASEAN, MERCOSUR, etc.).

- Make your city a lab, experimenting with solutions solving global challenges at the local level – including environmental issues, pandemic diseases, societal tensions, cross-border problems such as the refugee crisis and terrorism.

- GPM Members stand for promoting the role of all relevant stakeholders in strengthening the voice and example of cities. Efforts will be made in involving locals and newcomers in organizing events of all kinds to bridge communities – for instance those connecting internationals, expats and local residents.

- Stimulate city pride and good business climate by investing in sectors that are generators of vitality, for example starting with schools and universities. Contact, invite and meet start-ups, large corporations, NGOs, cultural organizations, knowledge institutions, global summit organizing committees, etc. Tell them why your city is where they should be.

- Member Cities that assess their efforts and programs as successful can report to the GPM yearly with a Mayor Brief.

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