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The role of “network of cities” in construction of global urban culture

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Abstract

The globalization process has led to an increased interaction between cities and to a new urban system/network in which they need to be competitive and complementary at the same time. “Networks of cities”, such as World Cities, Eurocities or Sister Cities are among the well known examples of interaction and cooperation of the cities at the regional and global level. The cities of different regions and countries tend to share their experiences and their cultures within these networks in order to develop some common spatial or social strategies and further cooperation. “Best practices” or “benchmarking” are the most important issues of the interaction between cities. While benchmarking facilitates the cultural dialogue between different cities, the common values developed in this process make a great contribution to the construction of global urban culture.

The main aim of this paper is to investigate the role of urban networks in the interaction and integration of cities by means of "Sister City" movement that can be defined as a partnership of two cities from different countries which is based on cultural and social understanding to achieve cultural dialogue. The paper focuses on the “Sister Cities of Istanbul” to highlight the development process of the movement in the historical and geographical context and to evaluate the development phases of the relationships with sister cities. The results of our study show that Istanbul's relationships with its sister cities are at the "associative" and "reciprocatve" phases that can be defined as the earlier phases of the relationships.

1. Introduction

The globalization process has led to an increased interaction between cities and to a new urban system/network in which they need to be competitive and complementary at the same time. After the emergence of the first contemporary global and world cities in USA and Europe (i.e. New York, London), in the last years we have witnessed that all cities of the world have become more prominent, more competitive and more integrated within the world-system (Taylor, 2004; Sassen, 1998; Sassen, 2001; Sassen 2002). “Networks of cities” such as World Cities, Eurocities or Sister Cities are among the well known examples of interaction and cooperation of the cities at the regional and global level. The cities of different regions and countries tend to share their experiences and their cultures within these networks in order to develop some common spatial or social strategies and further cooperation. “Best practices” or “benchmarking” are the most important issues of the interaction between cities. While benchmarking facilitates the cultural dialogue between different cities, the common values developed in this process make a great contribution to the construction of global urban culture.

Despite network of cities is the consequence of a contemporary world system, the concept have been traced for hundreds of year. Since the sixteenth century certain cities have played key roles in organizing space including the organization of trade and the execution of colonial, imperial, and geopolitical strategies beyond their own national boundaries (Knox, 2002; Short et al., 2000). Historically, the city relationships were shaped by the origins of cities. The origins and the types of the relationships between cities can be grouped according to their cultural-religious, political-military and economic-mercantile activities which have led to emerge religious places, strategic places and market places respectively (Taylor, 2004). While the two non-economic activities organize space hierarchically, the economic activity creates networks (Jacobs, 1984).

Networks of cities have been studied from their various aspects in many studies. These studies indicate that the emergence of these networks such as world cities is a consequence of the globalization process (Taylor, 2004; Sassen, 1998; Sassen, 2001;

Sassen 2002). However, the globalization process has not only led to the emergence of the networks of world cities in economic terms but the process has also led to the emergence of other types of networks such as non-profit organizations, IULA (International Union of Local Authorities), WACLAC (World Alliance of International Associations of Cities and Local Authorities) and OWCH (Organization of World Heritage Cities). Therefore, network of cities has started to play a crucial role in the representation of the “local” within the “global” scene in terms of cultural dialogue, educational exchange and economic shifts. “Sister City” movement that can be mentioned among these types of networks has occurred as a city-to-city relationship. The concept of “sister city” is a further step of international relationships of the cities at the municipality level which is based on the “understanding” the cultures of each other and aims to create common values.

The aim of this paper is to investigate the role of urban networks in the interaction and integration of cities by means of "Sister City" movement. The next section (Section 2) describes the phenomenon of "sister city" while addressing the development process of the sister city movement and the patterns from different regions of the world. The following section (Section 3) examines the “Sister Cities of Istanbul” to highlight the development process of the movement in the historical and geographical context. Section 4 evaluates the development phases of the relationships with sister cities while examining how strong the relationships with sister cities and what kind of relations or activities have been come true. Last section (Section 5) concludes with a discussion.

2. Sister Cities

Sister city movement can be seen as the first step taken by municipalities to define their interests at the international level (Vion, 2002). The roots of the sister-city phenomenon can be traced back to the aftermath of the Second World War. In this period, cities formed links between each other to share experiences of destructive war. Until to the declaration of the US President Eisenhower at a White House Conference in 1956, this city-to-city relationship just covered Europe by the personal initiatives of mayors or

communication and exchange at a person-to-person level. President Eisenhower insisted that the development of international relationships should be drawn in local level with the involvement of individuals which will be fostered by sister city, county and state affiliations that would lessen the chance of future world conflicts (SCI, 2004). Subsequently, originally part of the National League of Cities (NLC), Sister City International (SCI) became an independent non profit organization in 1967. Actually, SCI represents international communities that have a sister city partnership with the U.S. communities.

Sister City movement in Europe, actually it is called “town twinning” or “jumelages”, has accelerated during the period of European Union (EU). With the idea of twinning it is aimed “to provide the opportunity to find out more about the daily lives of citizens in other European countries, to talk to them and exchange experiences, and to develop joint projects on issues of common interest, such as local integration, the environment, economic development, and cultural differences” (EU, 2004). Beside the similar approach of the US equivalent, EU Town Twinning aims pioneering the development of European Citizenship as well. In order to encourage city-to-city relationships, which would provide common values among the European countries, EU supports or awards various projects that would contribute successfully to European integration.

In Asia-Pacific region, on the other hand, cities tend to strengthen their “international neighbors relationships” beside their world wide sister city affiliations. Within the key objective of sister city movement, these affiliations aim to promote the growth and enhance of regional economic development (APCS 2004).

The background and the development of sister city relationships traced above, have revealed some common points and the mechanisms of the phenomenon. Sister city relationship can be defined as a partnership of two cities from different countries which is based on cultural and social understanding to achieve cultural dialogue. Additionally, this relationship provides international trade and economic development between two countries at local level. Sister city selection, affiliation process and agreements are the

key features of sister city relationship. The basic rule of this relationship is to have only one sister city in a country.

Zelinsky (1991) claims that the choice of a sister city is not a random process but is based on any number of criteria including “historical connections, shared economic, cultural, recreational and ideological concerns, similar or identical place names, and, to a certain extent, the friction of distance (Zelinsky, 1991, pp:1). Moreover, the individual contacts and private initiatives also help establishing and sustaining city-to-city relationships.

O’Toole (1999 and 2000) defines in his studies on sister cities “phases of sister city movement”. Once two cities sign an agreement declaring their sister city relationship, their primary aim is to set up an international friendship through the understanding of the culture of other. O’Toole defines this phase as “the associative phase” where the primary objectives of these types of twinning relations are based on notions of international friendship, cultural exchange and a general international awareness. The second phase described by O’Toole is “the reciprocative phase”. This phase is characterized by the growth of educational exchange systems which provide a safe and relatively cheap way of running an exchange program, especially with homestay arrangements keeping costs to a minimum. More recently, the networks and relationships among cities and countries have driven city-to-city affiliations through economic scenes. It is argued that municipalities should handle the role of entrepreneurship in order to “seize the new opportunities offered by globalization and localization and to cope with the attendant challenges” (World Bank, 2000). O’Toole calls this development as “the commercial phase”. This phase does not ignore or abandon the earlier phases, but rather it is an attempt to take advantage of the relationship to further local economic aims. Zelinsky (1990) has also argued that the further step of “cross-cultural friendship” of sister city affiliations tends to create business opportunities.

Cremer et al (1996) and Ramasamy and Cremer (1998) have developed an “integrated approach to the analysis of sister cities” that they have described as one which strives for a balance of cultural, political, social, and economic development for both cities and insists on tangible results in all of those priority areas. They claim that cultural understanding and friendship between cities are the prime motivations to sustain sister city relationship and to develop economic activities in the means of trade, tourism and investment. This feature drives municipalities or local authorities to act as entrepreneurs in order to contribute to the economic and social dynamisms of cities. Cremer et al (2001), referring to their “integrated approach” have discussed tangible and intangible benefits of sister city relationships in the case of New Zealand. According to the results of their study, once cities of New Zealand had established their sister city relationships with neighbor country, Australia, today the country has been driven to China for new relationships where the economic exchanges between two countries have increased much more than before. This new trend indicates a new perspective of international local representation in the global arena.

The key features of sister city movement described above demonstrates that this phenomenon is beyond the limits of a simple friendship agreement. On the basis of a cultural exchange, cities can have the chance to “understand” each other that would provide a “reciprocal confidence” and therefore, that would lead new economic bonds. In this context, the success of a sister city linkage can be measured by the quality and the quantity of shared activities including best practices in urban planning and management issues and sportive or cultural events.

3. Sister City Relationships of Istanbul in Historical and Geographical Context

Istanbul first met sister city relationship in 1965 with the affiliation of Rio de Janeiro (Brasil). It is obvious that Istanbul was too late (20 years) to follow the sister city movement when compared with the other sister city relationships in the world. Seven years later from the first sister city agreement, the second sister city agreement of Istanbul was signed with Shimonoseki (Japan) in 1972. Until 1990s sister city

movement remained very limited (Figure 1) and only 6 sister city agreements were signed with cities which are very far away from the country such as Lahore (Pakistan), Johore Bharu (Malaysia), Jiddah (Saudi Arabia), Houston (USA) and Cairo (Egypt). At the end of 1980s, international agreements and sister city relationships were accelerated however, the big shift emerged between the years of 1990 and 2000. Within this period international partnerships and sister city relationships of the city increased and structural adjustments settled. Istanbul Greater Municipality developed its relationships with local governments by several non-profit organizations in this period. Beside these relationships gained under the umbrella of various organizations, Istanbul Greater Municipality has accelerated city-to-city contacts as well since 1990s.

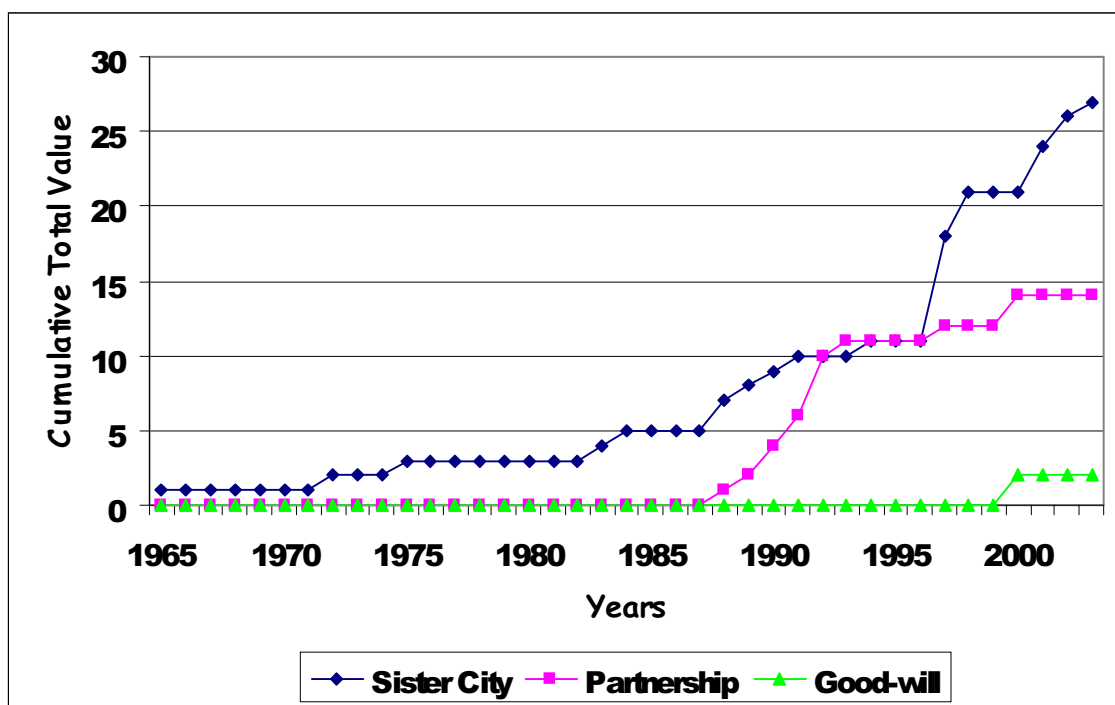


Figure 1- International Relationships of Istanbul by Years

In the period of 1990-2000, the number of the sister city agreements of Istanbul doubled with 12 new agreements and the number of Istanbul’s sister cities reached to 21. Beside sister city agreements, the number of the city-to-city partnerships of Istanbul increased from 4 to 12 and tripled in the same period. Since 2000, Istanbul has much more

concentrated on all kinds of international relationships including partnership and good-will agreements (Figure 1). The city signed 6 sister city, 2 partnerships and 2 good-will agreements in the last 3 years and there are still 9 new international agreements in the signature process (Table 1) (Appendix 1).

Table 1 – International Relations of Istanbul Regarding to Continents

	Sister Cities	Partnership	Good-will
Europe	9	10	2
West Asia	8	1	
East Asia	5	1	
Africa	3		
North America	1	1	
South America	1	1	
Total	27	14	2

In order to organize international relationships, the Directorate for International Relations was founded in 1984 under the authority of Istanbul Greater Municipality by approval of the Ministry of Foreign Affairs (Greater Municipality of Istanbul, 2001). However, the Directorate has started to work actively after 1994. The Directorate for International Relations works under the authority of Deputy Secretary General of the Municipality, but on the other hand, the Directorate has to work in a cooperation with the Ministry of Foreign Affairs (Greater Municipality of Istanbul, 2001). The shared responsibility between the Directorate for International Relations of Istanbul Greater Municipality and the Ministry of Foreign Affairs has led to three kinds of process in establishment of a sister city relationship with Istanbul viz. proposal of the municipality, proposal of the government and the proposal of the opposed city. All three kinds of proposal require the authorization of The Ministry of Foreign Affairs. After this intention step, the second step in the sister city agreement process is the declaration of the aim of the affiliation and the objectives of the stakeholders. The third and the last step is the signature process of the agreement.

City-to-city affiliations in Istanbul case can be grouped in three categories, viz. “sister city relationships”, “international partnerships” and “good-will agreements”. Istanbul, as a member of SCI, implements its sister city relationships according to the SCI rules, therefore, the city can have only one sister city in a country. This rule drives local authority to form other kinds of relationship such as “international partnership agreements” and “good-will agreements”. The content of these agreements is not as wider as sister city relationships. They often focus on specific issues such as trade, planning affaires or cultural exchanges whereas sister city relationships include all of them. Another reason of this kind of relationship is that beside a sister city agreement, Istanbul is willing to develop new bonds with other cities of the country in case (i.e. Romania, Italy, Germany). This situation can also be a necessity for other countries. Therefore, new agreements can be signed between the other cities of the two countries.

As mentioned above, the first sister cities of Istanbul were from Brasil, Pakistan, Japan, Saudi Arabia, Malaysia, China, Egypt and USA (Table 1 and Table 2). When the geographical distribution of the first sister cities is examined it can be said that the orientation of Istanbul’s international partnerships were random in the beginning. These affiliations realized by individual attempts of mayors and consulates. However, in 1990s Istanbul oriented through Turkish Republics to Asia and then, with partnerships and cultural exchanges to Europe. This period can be seen as a politically more defined period which is far from the randomness. The selection of the sister or partner cities shows that international relationships were shaped by historical and cultural connections with neighbor countries in this period. While sister city affiliations, special partnership agreements and good-will agreements with European cities were signed in this period, sister city movement with European cities made Istanbul more closer to Europe. This orientation, particularly to Europe, can be explained by Istanbul’s concentration on European cities in parallel to the integration process to European Union. As can be seen in Table 2, Istanbul has also attempts to develop relationships with far-distance countries, however, historical bonds, common cultural roots and economic relations make Istanbul much more focused on its neighbors. The distribution of the cities

Table 2 – Distribution of Affiliates of Istanbul by period and continent

	Until 1970	1970-1980	1980-1990	1990-2000	2000-2004	Future
Europe				Sisters Cities Barcelona (Spain) Koln (Germany) Sarajevo (Bosnia) Herzikova Odessa (Ukraine) Durres (Albania)	Sisters Cities Filibe (Bulgaria) Köstence (Romania) Skopje (Macedonia)	
			Partnership Frienze (Italy) Berlin (Germany)	Partnership Stockholm (Sweden) Strasbourg (France) Warsaw (Poland) Budapest (Hungary) Prag (Czech Republic) Venice (Italy)	Partnership Athen (Greece) Napoli (Italia)	Partnership Bucuresti (Romania)
					Good-will Paris (France) Rotterdam (Netherlands)	
West Asia		Sisters Cities Lahore (Pakistan)	Sisters Cities Jiddah (Saudi Arabia)	Sisters Cities St.Petersburg (Russia) Mery (Turkmenistan) Dubai (BAE) Os (Kyrgyzstan) Amman (Jordan) Almati (Kazakhstan)	Sisters Cities Kazan (Tataristan)	Sisters Cities Beirut (Lebanon) Semerkant (Ozbekistan) Tabriz (Iran)
				Partnership Kabul (Afghanistan)		
East Asia		Sisters Cities Shimonoseki (Japan)	Sisters Cities Jahore Bharu (Malaysia) Shanghai (China)	Sisters Cities Jakarta (Indonesia)	Sisters Cities Pusan (Korea)	Sisters Cities Ho Chi Min (Vietnam) Bangkok (Thailand)
				Partnership Xi'an (China)		
Africa			Sisters Cities Cairo (Egypt)	Sisters Cities Rabat (Morocco)	Sisters Cities Khartoum (Sudan)	Sisters Cities Constantin (Algerie)
North America			Sisters Cities Houston (USA)			
				Partnership Toronto (Canada)		
South America	Sisters Cities Rio de Janeiro (Brasil)					Sisters Cities Buen Aires (Argentina) Mexico City (Mexico)
				Partnership Havana (Cuba)		

according to the agreement types, on the other hand, shows that while sister cities form an axis in the eastern side of the country, international partnerships are oriented to western side of the country (Figure 2).

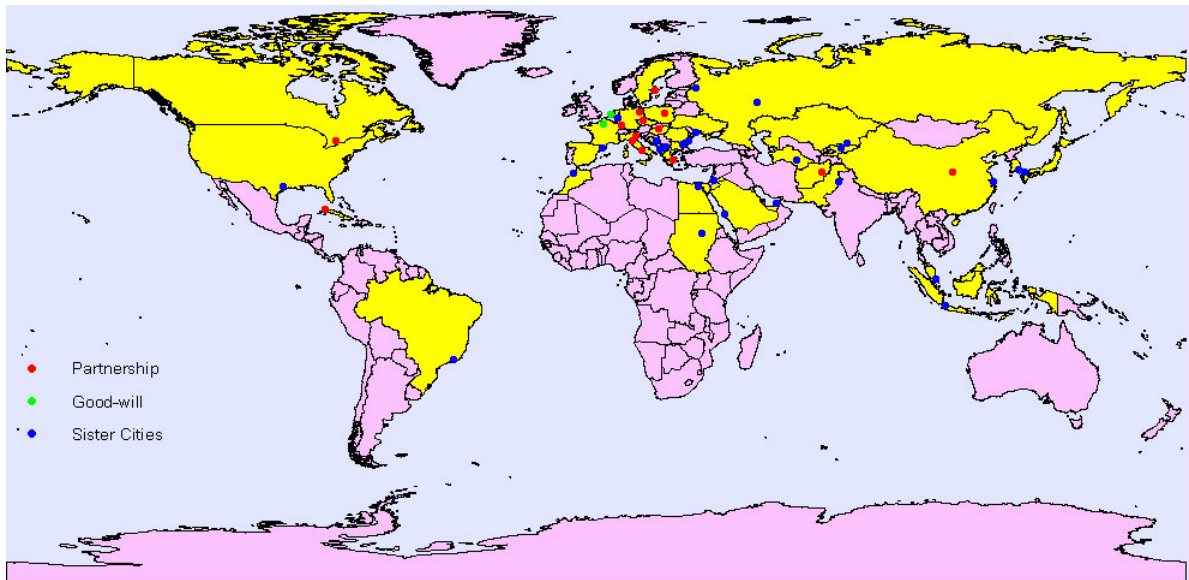


Figure 2 – Distribution of sister and partner cities of Istanbul

4. Evaluation

Greater Istanbul Municipality signed 27 sister city, 14 partnership, 2 good-will protocols with 43 cities from 4 continents in the last 40 year-period (Table 1 and Table 2) and there are still 9 agreements waiting to be signed. This situation shows that Istanbul has strong bonds with many cities and the countries that these cities belong. However, the level of these relationships can be changed. While some of the relationships are at the advanced level and make a great contribution to the cultural dialogue between two societies, some others are at a lower level and remain steady on protocols. This fact can be explained by many reasons.

The first reason is the beginning conditions of the relationships. As mentioned before, the first sister cities of Istanbul emerged by the individual attempts of consulates or bureaucrats. For this reason, the location of the first sister cities are very far away from

Istanbul. As these relationships established by individual attempts they could not develop in an institutional way and when the roles of the bureaucrats were over the relationships remained on the protocols. Another reason is the lack of relevant policy for freewill relations of the municipality. This lack limits Municipality's abilities that are related to the protocols. Therefore, the protocols become unsustainable in reality.

The protocols signed between Istanbul Greater Municipality and its sister cities have a standard format that focuses on cultural exchanges and collaborations (Table 3). Most of sister city linkages have been built on traditional and historical roots. These affiliations have been bread with cultural common values and religion in some cases. Partnership is the basic issue in sister city agreements where stakeholders agree to help each other in all areas described in the protocol. Moreover, personnel exchanges are the key features of these protocols in order to create "best practices". Protocols also include student exchanges, technological cooperations and advertisements. However, these entries often remain as good-will agreements for both sides.

Beside the less developed or formal relationships, there are many good examples that show the sister city relationships and protocols work successfully. For example, the Japan City "Shimonoseki" is one of the successful examples that Istanbul has a great relationship. The municipality of Shimonoseki supports every year a student from Istanbul for his academic education to learn Japanese, Japan's economy and business life. In 2003, Shimonoseki declared that the year as a "Turkish Year". In the same year, Greater Istanbul Municipality organized a "Japanese Culture Week" with the opening of the Japanese Garden which was built by municipality of Shimonoseki in Istanbul. However, the relationship between Shimonoseki and Istanbul has improved especially after the 17th August Earthquake of Kocaeli in 1999 with the 3 years-project of cooperation between JICA (Japan International Cooperation Agency) and Istanbul Greater Municipality. This special example clearly shows how good relations can be developed by sister city movement.

Table 3. Agreement areas described in protocols

PROTOCOLS	SHANGAI	JAHORE BHARU	OS	ALMATI	AMMAN	DURRES	ODESSA	JAKARTA	KOSTENCE	SARAJEVO
BONDS										
TRADITIONAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
HISTORICAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
CULTURAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RELIGIOUS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
PARTNERSHIP										
CULTURE	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
INFORMATION	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
SCIENCE	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
TECHNICAL	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ART	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ENVIRONMENT	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
HEALTH	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
SPORT	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
TURISM	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
INTERNATIONAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
LOCAL AND GOVERNMENTAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SUPPORT										
EXCHANGES OF PERSONNEL	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
PRACTICE	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
EDUCATION	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
AFFAIRES										
DEVELOPMENT OF RELATIONSHIPS										
SOCIAL DEVELOPMENT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SCIENCE	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TECHNOLOGY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
URBANISM	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TRIPS	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SCIENTIFIC CONFERENCES	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
SEMINARS	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
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COMMUNICATION	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FRIENDSHIP	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SUPPORTING AND INFORMING										
TECHNICAL	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
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ASSIGNING	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
TEACHER-STUDENT EXCHANGES	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
INTERNATIONAL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
TRIPS OF ARTISTS AND ATHLETES	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EFFORTS										
GIVING NAME	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
HELP TO NGO'S	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ENCOURAGEMENT										
PRESENTATION OF CULTURES	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ADVERTISEMENTS	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

The worst cases bread and reinforce friendships as experienced during and after the period of the devastating earthquake in 1999. Rio de Janeiro was the first city offering help in the early morning of 17th of August 1999. During the recovery process, another sister city of Istanbul, Koln collected charity from its inhabitants by municipality and built an orphanage for whom lost their families in the earthquake. The sister city relationship between Istanbul and Koln is always stronger than the other relationships due to historical and economic linkages between these two cities. For example, in 1997, Koln organized a great exposition that Istanbul participated. This exposition gave Istanbul a chance to introduce itself to many visitors came from different countries.

Among the successful activities between Istanbul and its sister cities a "photos exhibition" organized by Shanghai Municipality, in Istanbul, a "handmade fine arts exhibition" organized by Istanbul Greater Municipality, in Koln can be mentioned. Actually, the city of Pusan has demanded to built a "Parc of Sister City, Pusan" in Istanbul. These are the good examples of sister city relationships that make a great contribution to cultural dialogue between two different societies.

5. Conclusion

Sister city movement makes a great contribution to cultural and social understanding of different cultures and increases the cultural dialogue between societies. The movement can also contribute to international trade and economic development at the local level. The advanced stage of the relationships between sister cities, transforms the local authorities to "new entrepreneurs" and can create new business opportunities.

The 40-years history of the sister city relationships of Istanbul shows both failures and successes of the movement. An overall evaluation of the sister city relationships demonstrates that Istanbul was late to follow the movement and the existing relationships are still far from the expected level. Actually, most relationships are at the "associative" and "reciprocative" phase that can be defined as earlier phases of the movement and the "commercial phase" in the relationships could not develop yet. Despite the great number of sister city affiliations, Istanbul Greater Municipality's efforts in activating these relationships remain insufficient. The main reason behind this insufficiency is the authority problem between the municipality and the ministry. The shared responsibility creates a very bureaucratic and a long process on the one hand, and brings sometimes limitations in choosing the sister cities on the other hand. The proposals of the ministry can dominate and shape the relationships. Therefore, this organizational structure leads to a very slow development in international relations. However, Istanbul, with its 27 sister city alliances, has great advantages to represent its values in the global arena. The advantages of a sister city relationship are newly appreciated by both Istanbul and Turkey that can be seen promising for the future development of the movement.

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APPENDIX 1

SISTER CITIES

No	CITY	COUNTRY	DATE
1	Rio de Janerio	Brasil	1965
2	Shimonoseki	Japan	16.05.1972
3	Lahore	Pakistan	1975
4	Johore Bharu	Malaysia	1983
5	Jiddah	Saudi Arabia	1984
6	Houston	U.S.A.	1988
7	Cairo	Egypt	1988
8	Shanghai	Rep.of China	23.10.1989 / 27.10.1997
9	St. Petersburg	Fed. Russia	22.11.1990 / 31.01.2003
10	Rabat	Morocco	23.04.1991 / 20.09.1991
11	Merv	Turkmenistan	21.06.1994
12	Barcelona	Spain	05.01.1997
13	Dubai	U.A.E.	22.03.1997
14	Koln	Germany	15.03.1997 / 09.05.1997
15	Sarajevo	Fed. Of Bosnia-Herzika	14.07.1997 / 25.12.1997
16	Odessa	Ukraine	17.09.1997 / 02.11.1997
17	Os	Kyrgyzstan	20.09.1997 / 01.08.1998
18	Amman	Jordan	28.11.1997
19	Durres	Albania	06.02.1998
20	Almati	Kazakhstan	02.04.1998 / 15.10.2002
21	Jakarta	Indonesia	30.10.1998
22	Filibe	Bulgaria	23.01.2001
23	Köstence	Romania	22.05.2001
24	Khartoum	Sudan	09.10.2001
25	Pusan	Rep. of Korea	04.06.2002
26	Kazan	Rep. of Tataristan	07.10.2002
27	Skopje	Macedonia	03.04.2003

PARTNERSHIP

1	Frienze	Italy	1988
2	Berlin	Germany	17.11.1989
3	Stockholm	Sweden	25.06.1990
4	Toronto	Canada	1990
5	Strasbourg	France	03.01.1991
6	Warsaw	Poland	14.11.1991
7	Budapest	Hungary	28.04.1992
8	Havana	Cuba	04.07.1992
9	Kabul	Afghanistan	09.07.1992
10	Prag	Czech Republic	13.05.1992
11	Venice	Italy	04.03.1993
12	Xi'an	Rep. of China	16.12.1997
13	Athen	Greece	17.02.2000
14	Napoli	Italy	23.11.2000

GOOD-WILL

1	Paris	France	21.04.2000
2	Rotterdam	Netherlands	16.10.2000

SIGNING PROCESS

No	CITY	COUNTRY	PROTOCOL
1	Bucuresti	Romania	Partnership
2	Buen.Aires	Arjantin	Sister City
3	Mexico City	Mexico	Sister City
4	Constantin	Algerie	Sister City
5	Ho chi Min	Vietnam	Sister City
6	Beirut	Lebanon	Sister City
7	Semerkant	Özbekistan	Sister City
8	Tabriz	Iran	Sister City
9	Bangkok	Thailand	Sister City