

## TWINNING BETWEEN ADMINISTRATIVE-TERRITORIAL UNITS IN PUBLIC MANAGEMENT. THE EXPERIENCE OF THE PARTNERSHIP BETWEEN THE DOROHOI MUNICIPALITY FROM ROMANIA AND THE CHOLET CITY FROM FRANCE

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### **Abstract**

*By bringing together people from different regions of Europe, twinning provides the framework to share issues, exchanges of views and understanding different points of view on any issues of common interest or common concern. In this paper, we aim to analyze the twinning commitment between two European partners, namely Dorohoi Municipality from Romania and Cholet City from France, to highlight the importance of developing cooperation links for the benefit of the involved local communities. The research shows that between these two local administrations the Twinning Charter has been materialized, which presupposes the mutual assumption of maintaining permanent ties and of combining efforts to solve common problems through exchanges of inhabitants, ideas and capital. The Twinning Protocol sets out mutual support and exchanges of experience in areas such as cultural and social infrastructures (library, gaming library, museums); tourism, public administration, education, security, environmental protection, green areas; public transport. Within the framework of the cooperation commitment, there are: workshops with different current communal themes; redevelopment of parks with playgrounds and additional planted trees; cultural opening by refurbishing the library, creating a museum and museum management; mutual tourist promotion and other such measures put into practice by both involved communities.*

**Key words:** *twinning commitment; administrativ-territorial units; public management; cooperation agreement; European partners; local communities.*

**JEL Classification:** *H77, H79*

### **I. INTRODUCTION**

Twinning is a reunion between two municipalities that seek to associate to act in a European perspective with the goal of solving the problems they are facing and developing ever closer ties of friendship between them (Defrance, Herrmann, 2016).

Twinning is the expression of European unity and identity, the most representative European partnership that brings multiple benefits to the communities involved. More than just a partnership for a short-term project, twinning is a long-term commitment between partners. They transcended the changes in local political life and the temporary difficulties that may affect one partner or another, allowing for mutual support when needed in times of difficulty, for example in natural disasters. As a long-term commitment, twinning should be reviewed regularly to ensure that partnership is appropriate to present needs and to ensure its dynamism and vitality.

Twinning involves both the engagement of local authorities and the participation of citizens. In this respect, it is very important to set up a twinning committee to act as an interface between local representatives and citizens.

The fall of communist governments in Central Europe in 1989 generated a new wave of twinning. In the context of enlargement, the EU has provided a financial support to twinning, especially where European added value can be demonstrated, thus favoring the integration of new states within the Union. In this context, the twinning partnership between Dorohoi Municipality in Romania and the Cholet City in France takes place.

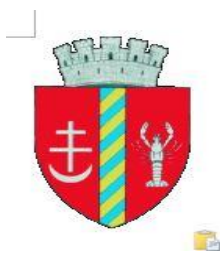
## II. DESCRIPTIVE DIMENSIONS REGARDING THE DOROHOI ADMINISTRATIVE-TERRITORIAL UNIT IN ROMANIA

*History.* The first documentary mention of the city dates back to October 6, 1407, when "prince of Moldova, Alexandru cel Bun, concludes in Liov a treaty with Vladislav Jagello, the king of Poland, a treaty also signed by boyar Mihail Dorohoianul. On 8 October 1408, Dorohoi was mentioned as a customs point for merchants who exported horses to Camenita". (Historical references Section, Web page of the Dorohoi Municipality Hall)

After the administrative reorganization in 1950, Dorohoi became the residence of the raion with the same name in the Botosani region, and from 1952, the raion residence, but in the Suceava region (Historical references Section, Web page of the Dorohoi Municipality Hall). In 1968, after the territorial-administrative division of the country, it became a town in the county of Botosani, and since December 1994 it is a municipality, the second developed city after Botoşani Municipality.

In the seventeenth century documents appeared also the coat of arms of Dorohoi Municipality, which consists of a triangular shield with rounded triangular edges, as follows: in the first quarter, on the red background, there is an episcopal cross and a silver crescent; in the 2nd district there are blue and gold stripes alternating; in the 3rd district, on a red background, there is a silver crayon. The shield is trimmed by a silver mural with five crevassed towers (Coat of Arms of Dorohoi Section, Web page of the Dorohoi Municipality Hall).

*Geographical location.* Dorohoi is located in the northeastern region of the country, bordering Ukraine (to the north) and Republic of Moldova (east), being the second largest municipality in Botosani County (Geographical location section, Web page of the Dorohoi Municipality Hall).



**Figure 1 - Coat of Arms of Dorohoi Municipality**

Source:

[https://www.primariadorohoi.ro/index.php?option=com\\_content&view=article&id=64&Itemid=192](https://www.primariadorohoi.ro/index.php?option=com_content&view=article&id=64&Itemid=192) accessed April 4, 2019



**Figure 2 - Geographic positioning of Dorohoi Municipality**

Source: [https://www.google.com/search?client=firefox-b-d&biw=1024&bih=654&tbm=isch&sa=1&ei=no7tXKYwI6S01fAP8qCXgAM&q=dorohoi+romania+map&oq=dorohoi+romania+map&gs\\_l=img.3...0.0..337183...0.0..0.0.....0.....gws-wiz-img.HIO3A4OhJpo#imgrc=IISb6rS6A2MNtM](https://www.google.com/search?client=firefox-b-d&biw=1024&bih=654&tbm=isch&sa=1&ei=no7tXKYwI6S01fAP8qCXgAM&q=dorohoi+romania+map&oq=dorohoi+romania+map&gs_l=img.3...0.0..337183...0.0..0.0.....0.....gws-wiz-img.HIO3A4OhJpo#imgrc=IISb6rS6A2MNtM) accessed April 4, 2019

*Local public administration.* The local public administration authorities through which the autonomy of Dorohoi Municipality is realized are the Local Council and the Mayor of Dorohoi Municipality.

Dorohoi Municipality Local Council has 19 members elected by universal, equal, direct, secret and free vote in the June 5, 2016 elections. In the subordination of the Local Council of Dorohoi Municipality there are: the Market and Obor Administration, the Municipal Library, the Municipal House of Culture, the Community public service for the registration of persons, the Voluntary Service for Emergency Situations, the Department for Social Assistance, S.C. Local Public Services S.R.L.

The mayor of Dorohoi Municipality, elected in local elections held on June 5, 2016, fulfills the function of public authority and leads his own specialized apparatus and local public services.

The organizational structure of the specialized apparatus of the mayor of Dorohoi Municipality is organized on departments, offices, services, directions, according to the organization chart and the state of functions approved by the Local Council of Dorohoi Municipality through HCL no. 75 of July 25, 2013. Within the specialized apparatus of the mayor, both civil servants and contract staff are employed.

## III. DESCRIPTIVE DIMENSIONS REGARDING THE CHOLET ADMINISTRATIVE-TERRITORIAL UNIT IN FRANCE

*Historical marks.* The first time mentioned in the 11th century, the name Cholet was probably derived from the Latin cauletum ("cabbage") used to designate the local cabbage cultivation. The older buildings of the city were destroyed (1793-1796) during the Vendée wars. The city was rebuilt slowly, mainly in the 19th century. In the early years of the French Revolutionary Wars, the city was at the heart of the counter-

revolutionary struggle in Vendée, culminating in October 1793 with the Cholet battle, won by the Republicans, followed by a period of brutal and repression.

The city owes the growth of the prosperity of its weavers' settlement there by Édouard Colbert, Count Maulévrier, a brother of the great Jean-Baptiste Colbert. It became then a property of Gabriel François, Count of Rouge and Marquess de Cholet, who developed his city and economy. The main commercial mall built this year is named after him: "Arcade Rougé".

*Geographical location.* Cholet is a town in the west of France in the department of Maine-et-Loire, the Pays de la Loire region.

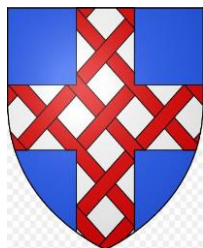


Figure 3 - Heraldry of Cholet City

Source:

[https://www.primariadorohoi.ro/index.php?option=com\\_content&view=article&id=64&Itemid=192](https://www.primariadorohoi.ro/index.php?option=com_content&view=article&id=64&Itemid=192), accessed April 4, 2019



Figure 4 - Geographic positioning of Cholet City

Source:

[https://www.google.com/search?q=cholet+france+map&client=firefox-b-d&biw=1366&bih=654&tbm=isch&source=iu&ictx=1&fir=6niUxiGMqUD3cM%253A%252CKGhO2TNmuhTuwM%252C\\_&vet=1&usq=A14\\_-kQuxpQodg7VfGerEqGB1XTOhtGzSw&sa=X&ved=2ahUKEwjInsve6r3iAhVFKVAKHZ5XC8QQ9QEwAHoECAgQBA#imgrc=oVu-vPfp7pUHvM:&vet=1](https://www.google.com/search?q=cholet+france+map&client=firefox-b-d&biw=1366&bih=654&tbm=isch&source=iu&ictx=1&fir=6niUxiGMqUD3cM%253A%252CKGhO2TNmuhTuwM%252C_&vet=1&usq=A14_-kQuxpQodg7VfGerEqGB1XTOhtGzSw&sa=X&ved=2ahUKEwjInsve6r3iAhVFKVAKHZ5XC8QQ9QEwAHoECAgQBA#imgrc=oVu-vPfp7pUHvM:&vet=1), accessed April 4, 2019

*Local public administration.* The current Mayor of Cholet is in office since municipal elections in March 2014. In his work, the Mayor is helped by a deputy mayor and a Mayor's Office composed of the Chief of Major Staff, General Secretariat of the Cabinet and the chosen Secretariat.

The local council of Cholet is made up of 45 members: the President of the Council is the Mayor; Deputy Mayor, 12 deputies, 21 councilors of the majority and 10 councilors of the opposition.

#### IV. DEMERS FOR THE INITIATION OF THE TWINNING RELATION BETWEEN THE DOROHOI MUNICIPALITY AND CHOLET CITY

The twinning of Dorohoi and Cholet has been successful because it has been prepared over time by taking the following important steps:

Table 1 –Steps towards the success of the twinning relation

Criterion no.	Initiation procedure
1.	Finding the right partner
2.	Citizens' participation and the community as a whole
3.	Including a European dimension
4.	Define common goals
5.	Create a support structure
6.	Involvement of schools and youth
7.	Address major current issues
8.	Planning a sustainable relation
9.	Building a base for future exchanges
10.	Developing a budget and looking for funding

Source: Ten keys to success Section, Web page of the Council of European Municipalities and Regions, <https://www.twinning.org/en/page/ten-keys-to-success#.XQIvhlwzZPY>, accessed April 7, 2019.

##### 1. Finding the right partner

Prior to the start of the Dorohoi-Cholet twinning project, an ample stage of documentation was carried out, studying the Cholet City Hall website and contacting local authority associations. A web page containing information about Dorohoi locality was also conceived.

There has thus been more common things between the two cities, such as their size, population, geographical location, economic, social or environmental activities. Meetings were held between city representatives to ensure that everyone has the same vision of the new twinning relation that they wanted and the same aspirations.

The relations between Dorohoi and Cholet are born in 1990 as part of the Romanian Villages Operation. Cholet offers humanitarian aid, sponsoring Dorohoi City at the end of the year 89. The first Romanians come to Cholet in September 1990. The epistolary exchanges, the transports of individual or collective parcels, mark the first actions of immediate solidarity.

During the first generous donations of various materials (convoys from 1990, 1991, 1992 and 1993) following the urgent needs, an educational and pedagogical quality exchange took place. The links between the two cities continued and widened when Cholet representatives considered that Dorohoi City could be a serious partner. An official delegation of the Cholet City traveled to Dorohoi in 1993 and established the strong links between the two localities.

In 1995, the academic and cultural exchanges took place, the schools and the hospital in Dorohoi benefiting from real help from the inhabitants of Cholet.

#### *2. Citizens' participation and the community as a whole*

The elected representatives and civil servants from the two localities formed the force behind the project, but they are not the only people involved. Schools, hospitals, members of citizens' organizations, members of local communities, and other associations were involved.

It continued with a popularization of twinning by poster exposure at the entrance to Dorohoi City Hall, and twinning news was reported in the local newspaper and on the website. Very important is the communication of twinning benefits as well as its impact on the local community.

#### *3. Including a European dimension*

Given that the demarches for the initiation of the twinning between Cholet and Dorohoi took place before Romania's accession to the EU, the premises of a future of our country in the European space required the creation in each of the two cities of structures facilitating the connections between them, for creating projects and implementing them.

#### *4. Define common goals*

The objectives set out in the Dorohoi-Cholet partnership have resulted in actions aimed at improving and helping the citizens of the two cities: training in new technologies; optimal working conditions in schools; providing logistical and moral support through human relations.

#### *5. Create a support structure*

Over time, the energy that sustains partnership can weaken. A small but active team, the Friend Committee, in each of the twin cities, has helped maintain connections, develop partnership through new projects, and search for and solicit funding at the same time. Thus, in June 1998 Cholet-Dorohoi Association was created, as a support structure in maintenance of twinning between the two cities.

#### *6. Involvement of schools and youth*

There are many ways to involve schools in twinning activities. Learner and student exchanges are often one of the key points of the partnership and may help to stimulate interest in learning the language of the partner country. These actions tend to involve a large proportion of the inhabitants, as they, by their nature, also involve parents, teachers and school staff.

Between the cities of Dorohoi and Cholet there were two important projects in 1998, namely:

- *The Dorohoi - Cholet Youth and Teacher Exchange Project*, held from 8 to 30 March 1998, materialized with the arrival of 30 young and 13 teachers from Dorohoi to Cholet, who successfully joined the school units, training centers and companies in Cholet. The project was an investment for the initial training of young people and exchanges of teachers, tutors and training program managers.

- *The Youth Workshop Project Dorohoi - Cholet* (July 11 - 31, 1998) starts from reflecting a set of social factors on the situation of young people in great difficulty in Cholet. These exchanges have led to the decision to provide young people with innovative actions based on a unifying solidarity project. The project leadership was entrusted to the Cholet Local Council in partnership with the Cholet City (technical assistance) and the Children's Club in Dorohoi.

#### *7. Address major current issues*

Activities developed through twinning can help citizens to get to know the current European issues. Such issues can be related to the environment, the future of Europe, human rights, peace or social inclusion or, why not, football or other sports.

#### *8. Planning a sustainable relation*

The link between the cities of Dorohoi and Cholet began as a friendship relation that has become more and more powerful over time, manifested by citizens' solidarity, mutual support and unconditional involvement in case of need of cities such as, for example, the case of natural disasters.

#### *9. Building a base for future exchanges*

The exchange of experience in different fields between Dorohoi and Cholet, as well as the common reflection on specific themes helped to find solutions for improvement.

#### *10. Developing a budget and looking for funding*

Like any trans-national partnership, the twinning of the two cities has cost. Thus, the local authorities in the two cities have allocated a budget to this twinning project to maintain continuity.

At the base of the twinning between Dorohoi and Cholet, there were a number of traditional exchanges in areas where cooperation between the two localities could later be focused:

a. *Culture*. The cultural exchanges between the two localities have materialized through the organization of painting exhibitions and photos of local artists; performances of musical groups and formations; exchanges of theatrical performances.

b. *Education*. The essential objective of twinning was to facilitate meetings among young people in order to adapt them to the new European dimension and to help them prepare their future in a changing world in which international relations are playing an increasingly important role.

c. *Tourism*. In each of these two places there are remarkable places, loaded with history, and their promotion in the twinning relation has helped to increase the number of tourists from the two cities.

d. *Sport*. Sport plays an important role in twinning, having the advantage of involving a large number of people without the need for a complex organization. Various sports competitions were organized in the two cities.

## V. IN FACT TWINNING BETWEEN DOROHOI MUNICIPALITY AND CHOLET CITY

The legal framework for twinning between the towns of Dorohoi and Cholet was based on national legislation in the field, which includes:

a. *The Constitution of Romania, republished* - "Art. 121 Communal and city authorities

(1) The authorities of the public administration, through which the local autonomy in the communes and in the cities is realized, are the elected local councils and the elected mayors, according to the law;

2) Local councils and mayors operate under the law as autonomous administrative authorities and resolve public affairs in communes and cities." (According to par. 1 and 2, art. 121 of the Romanian Constitution, republished)

b. *The European Charter of Local Self-Government*, adopted in Strasbourg on October 15, 1985, ratified by Law no. 199/1997 - art. 10 The right of association of the local public administration authorities

c. *Law no. 273/2006 on local public finances, as subsequently amended and supplemented* - art. 35 Collaboration, cooperation, association, twinning, adherence

d. *Local Public Administration Law no. 215/2001 republished, with the subsequent amendments and completions*

- art. 12 "Administrative-territorial units may conclude agreements and may participate, including through the allocation of funds, to the initiation and implementation of regional development programs, in accordance with the law.

- art. 14 (1) The initiative of the administrative-territorial units to cooperate and to associate with territorial-administrative units from abroad and to join an international association of territorial-administrative units shall be communicated to the Ministry of Foreign Affairs and the Ministry of Public Administration.

(2) The local public administration authorities shall submit to the Ministry of Foreign Affairs for approval the draft agreements or cooperation agreements that they intend to conclude with the local public administration authorities in other countries before submitting them for adoption by the local or county councils, as the case.

(3) The opinions referred to in paragraph (2) must be issued within 30 days of receipt of the request. Otherwise it will be considered that there are no objections and the project may be submitted for approval to the local or county council concerned.

(4) Agreements or conventions concluded by the local public administration authorities only undertake the responsibility of the local or county council which is a party to them, subject to legality control, and the acts issued under those agreements or conventions have the same legal value and the same effects under national law as well as the administrative acts adopted in accordance with the provisions of this law". (According to art. 12 and 14 1-4 of the Local Public Administration Law no. 215/2001 republished, as subsequently amended and supplemented)

Following the initiatives to establish a twinning between Dorohoi and Cholet for 10 years on 11 December 1998, the Deputy Mayor of Cholet sends a letter to the Mayor of Dorohoi in which he supports the continuation of the twinning project in the context of consultations with the European Courts and of a near future of Romania in the EU. He also points out that it is necessary to create new projects and put them into practice in order to convey the initiation steps as soon as possible in a proper twinning between the two cities. In addition, financial structures at European level that can provide subsidies for the development of projects and the creation of the necessary structures at the level of the two localities are also indicated. Local communities and twinning associations can benefit from the European Commission's program launched in 1989 following the initiative of

the European Parliament to support twinning activities whose objective lies in bringing Europe closer to its citizens.

Taking advantage of the international and national changes, the relations established between the communities of Dorohoi and Cholet became official for the first time in September 2000 by the signing of the Twinning Charter between the two localities by representatives of local governments: the Mayor of Cholet and the Mayor of Dorohoi. The two officials assume the solemn commitment "to maintain permanent ties in our municipalities, to promote exchanges between their inhabitants in all fields, to develop through a better mutual understanding, a living feeling of European fraternity, to combine our efforts and to help, with our resources, to the success of the achievement of peace and prosperity".

On 22 September 2000 in Cholet, in the presence of the mayors of the cities twinned with Cholet, including the mayor of Dorohoi, the Charter of Children of Twinned Cities for the 21st Century, adopted by the First Extraordinary Council of Young of Twinned Cities, was signed. The main topics of discussion were education, environmental protection, peace and solidarity.

Subsequently, the Twinning Charter was submitted to the Local Councils to discuss the ratification of the twinning partner cities. Following the debates, the Twinning of Dorohoi Municipality in Romania with the Cholet City in France, was approved by the Local Council Decision in Dorohoi no.110 / 31.10.2002.

The twinning protocol aimed at exchanging experience in the following fields:

- Cultural and social infrastructure (library, ludoteca, museums);
- Tourism, public administration, education, security, environmental protection, green areas;
- Public transport.

Between May 24 and 27, 2001, Dorohoi City participated alongside other partner cities at the 9th Friendship Meeting organized by the Cholet City. Taking advantage of this opportunity, the Cholet City Hall invited 20 teachers and educators (including 7 Romanians) to attend a special day, Comenius, with the name of the European program intended to finance international actions in the field of education, especially for the primary level. With the support of the Cholet City Hall, two primary schools, Molière and Saint-Exupéry, launched the ambitious Comenius projects involving the cities of Oldenburg, Denia, Dorohoi and Botoșani as partners involved in the project and evaluate the resources available to each participant. This first meeting is crucial for running the projects that started at the beginning of the school year 2001, ending in 2002-2003.

The first Comenius Project titled "TICE" aims to promote and use new information and communication technologies such as the Internet in pedagogical education of different European classes.

The second project entitled "OPERA" aims to achieve a commune musical opera for all European partners in the form of a four-act opera, each act being written by the participating school in its native language. This opera will have to be interpreted at the end of the project in four languages.

The Dorohoi-Cholet Twinning Commitment will formalize again on May 9, 2005, by signing a new Twinning Card between officials: the Mayor of Cholet and the Mayor of Dorohoi.

In the years that followed, numerous visits took place between the two cities in various collaborative projects.

A first institutional partnership project contributes to the achievement and renewal of Cholet-Dorohoi cooperation. Five workshops are set around the following themes: human resource management within the municipality, road maintenance, installation of outdoor games, compliance of electrical installations, maintenance of green spaces and a more general awareness of safety standards.

With the help of the Cholet City, in 2007, the project for the total renovation of the "Brazi" Park in Dorohoi has been carried out, which now includes a playground for children. Both technical and material support has been provided, changes have been made to the park plan and playground location, the number of planted trees has been supplemented, as well as the diversification of the species.

Subsequently, a second project, oriented towards cultural opening, strengthens twinning relationships over time, focusing on new industries: people's security and health, on the one hand, and real cultural openness, on the other hand, through micro-projects: refurbishment of the library, creation of a game library and museum management.

In 2009, a ludoteca was set up within the Dorohoi Municipal Library (according to the Explaining Dictionary of the Romanian Language by *ludotecă* it is understood: 1. a collection of toys and games, an electronic gaming library. 2. institution which makes games available to children) for which, from Cholet, shelves, showcases, special modules for children, foils, colors, pencils, toys and games were received. Two library employees received invitation to Cholet to participate in an exchange of experience at the ludoteca and medioteca of Cholet. Also in the Municipal Library, children's books were received in French, giving the Dorohoi children the opportunity to deepen knowledge from the impressive French literature.

Both communities then collaborated on a third project, divided into three parts: cultural and social infrastructure, tourism and local public transport.

Between 16 and 19 May 2010, a delegation composed of three Cholet choirs, together with the President of the Tourism Office, three agents from the Communication Directorate and several representatives of the

Cholet - Romania Association visited Dorohoi. The objective of this visit is to establish a new project in the field of tourism. The idea is to promote Dorohoi from a tourist point of view, especially that the city and its surroundings hold true tourist treasures: glass and ceramics workshops, impressive Orthodox monasteries, magnificent churches, including a wooden church dating from the 7th century as well as remarkable nature corners, delightful forests, an exceptional culinary tradition and hospitable and generous people.

After a feasibility study validated by the Dorohoi Municipality Hall, a plan for valorising the cultural and religious heritage of the city and for economic development was made. A first step was to create city leaflets to attract investors, as well as to publish a tourist mini guide to enroll Dorohoi in the major tourist cities of the country and promote even abroad, especially in France. The name and format of the guide have been established: *Dorohoi and its region - Practical and Tourist Minigolf*, in double, very colorful A4 format.

In 2016, the *Dorohoi National Tourist Information Center* was built as part of a project to access European funds. In 2018, the two employees of the Center for the valorization of the tourist patrimony of Dorohoi had the opportunity to pursue professional training at the Cholet Tourism Office.

Starting in 2013, a new project has been launched, focusing on the maintenance of waterways. Indeed, the Dorohoi City regularly suffers floods, meaning that the mayor of Dorohoi wanted to carry out works at the brook that crosses the city to face such catastrophes. The Cholet City offers expertise and technical support to the city of Dorohoi to carry out this project.

In appreciation and recognition of friendship and twinning with the city of Cholet, in 2014 the Park in the courtyard of Dorohoi Municipal Hospital, called "Cholet Park", was rehabilitated and modernized, benefiting from real material support from the French community. The park provides visitors with an ideal space for gaming and outdoor exercise. Equipped with outdoor fitness machines, the park is a great alternative to leisure, for both the big and the young. Whether you want a well-appointed playground, a garden for a walk or a recreation and socializing space, Cholet Park is the right place to relax.



**Figure 5 – Pictures of Cholet Park in Dorohoi**

Source: <https://www.dorohoinews.ro/local-5963-Parcul-Cholet-din-Dorohoi-va-fi-reabilitat-%C8%99i-modernizat-%C3%AEn-acest-an.-Vezi-cum-va-ar%C4%83ta!-VIDEO/FOTO.html>, <http://www.voceadorohoiului.ro/stiri/cel-mai-frumos-parc-al-dorohoiului-mai-are-mici-detalii-car/>, <http://turism-dorohoi.ro/attraction/parcul-cholet/>, accessed April 12, 2019.

Between 25 and 29 January 2016, a Dorohoan delegation went to Cholet to establish future collaboration between Dorohoi Municipality and Cholet City. Representatives of the Romanian delegation were: the mayor of Dorohoi Municipality; wife of the mayor of Dorohoi Municipality; European Integration Referent; Director of Dorohoi Public Services Division. Representatives of the French delegation were: the Mayor of Cholet City; deputy mayor of Cholet City; Cabinet Director of the Mayor of Cholet City; Secretary of the Cholet International Relations Department.

During this meeting, the main directions of future collaboration were established:

- Promotion of local and regional values through the tourist information point, providing information on local and regional tourism objectives;
- Dissemination of information and decisions within the community: endowment of the Local Council's meetings room with IT equipment, media and black and color multiplication equipment;
- Organization of some common cultural events, endowment of the Cultural House and the Municipal Library with IT equipment, media and equipment for editing and multiplication;
- Extension of utilities networks: water, canal, natural gas to educational units;

- Increase of the intervention capacity of: Voluntary Emergency Service - equipping with pneumatic boats, transmitter stations, extensible ladders, motopompe and of Community Police - transmitter stations, IT equipment.
- Modernization and extension of green areas: parks, squares, gardening, furniture;
- Modernization of urban public transport infrastructure through waiting, signaling and information stations;
- Use of renewable resources to cover part or all of the energy needs, especially in schools, kindergartens, public institutions.

**VI. DISCUSSIONS AND CONCLUSION. OTHER FORMS OF COOPERATION**

Over time Dorohoi Municipality has made a series of partnerships with cities in the European space. Thus, with regard to the capacity to collaborate and to create partnership and twinning relations, Dorohoi Municipality is among the localities in Romania that have taken important actions.

The Municipality of Dorohoi is also associated with the town of Ungheni (Republic of Moldova), and the collaboration relations in various fields are realized with the localities Drochia (Republic of Moldova), Herța (Ukraine) and Vaiano (Italy). These partnerships are structured by domains of collaboration and by date of signing the twinning protocol in Table 2:

**Table 2 - Twinning Relations of Dorohoi Municipality**

Name of public institution	Region/ Province	Fields of collaboration	Date of signing the twinning protocol
Herța City Hall	UKRAINE Herța City	Exchanges of experience in the following fields: education, culture, tourism, sports	Înfrățire HCL no. 110/31.10.2002
Matte Yehuda Region Hall	ISRAEL Matte Yehuda Region	Exchanges of experience in the following fields: tourism, agriculture, culture, sports, small industry	Twinning Agreement HCL no. 3/25.01.2007
Droghia City Hall	REPUBLIC OF MOLDOVA Droghia District	Exchanges of experience in the following fields: economic, social, cultural, public administration, transport, environment, public health, agricultural tourism	Twinning Agreement and Partnership Statement HCL no. 107/09.10.2008
Vaiano City Hall	ITALY Prato Province Toscana Region	Exchanges of experience in the following fields: public administration and city management; environment protection; architecture and urban planning, conservation of historical monuments; municipal infrastructure, housing fund management and urban development; design, consulting and public interest objectives; education, culture, tourism, sport	Twinning Agreement HCL no. 102/05.10.2008

Source: Twin towns Section, Web page of the Dorohoi Municipality Hall, [https://www.primariadorohoi.ro/index.php?option=com\\_content&view=article&id=27&Itemid=157](https://www.primariadorohoi.ro/index.php?option=com_content&view=article&id=27&Itemid=157), accessed April 12, 2019.

In addition to these twinning partnerships, Dorohoi Municipality has also signed cross-border cooperation projects with neighboring border regions. Thus, between 24 March 2011 and 24 May 2012, the Cross-border network Project between Dorohoi Municipality, Edinet City and the Briceni Community was implemented, funded with the support of the European Union through the Commune Operational Program Romania-Ukraine-Moldova 2007-2013 (Cross-border project Dorohoi-Edinet-Briceni).

Between 2011 and 2013 Dorohoi Municipality collaborated with Aksaray-Turkey to implement a Comenius Regio Project under the Lifelong Learning Program - Comenius Sectoral Program - Comenius Regio Action. The project involved "three institutions in Dorohoi, the Local Council, the School No. 5 Spiru Haret, the Spiru Haret parents' Association and three institutions from Turkey". The project is co-funded with the support of the European Commission, through the National Agency for Community Programs in the Field of Education and Professional Training, based on the application form. The overall objective of the project is to share the experiences of partners in the two regions: Dorohoi-Romania and Aksaray-Turkey, with the aim of reflecting on ICT teaching methods and on foreign languages and improving these methods based on the conclusions drawn, the purpose being a better perspective on the labor market of future adults (Promoting ICT usage and foreign language acquisition for a better professional perspective).

Another important project at the level of Dorohoi Municipality is the Cross-border inter-school educational Project Non-formal education - a framework of active learning. Between May 24 and 25, 2017, at the Cristinești, Dorohoi and Botoșani, the meeting of the teachers in the project happened. The project was initiated by "Ioan Murariu" Gymnasium School Cristinești - Botoșani, in partnership with Gymnasium School No. 7 Botoșani, Theological Seminary "Sf. Ioan Iacob" Dorohoi, Kindergarten with Prolonged Program No. 6 Dorohoi, Kindergarten with Extended Program No. 4 Dorohoi, Primary School IP-Kindergarten "Ilie Fulga" Chișinău. The educational partnership aimed to stimulate the scientific and methodological research of teachers in primary and preschool education, as well as to capitalize on their preoccupations in the field of non-formal education, in view of the efficiency of the learning process through active participation of each student. The



objectives of the project consisted in presenting the way of organizing and carrying out extra-curricular and out-of-school educational activities in Romania, with emphasis on active learning; establishing parallels between the methods applied in the two countries in the realization of non-formal education; the knowledge of the value and importance of Mihai Eminescu's work in the Romanian cultural heritage as well as in the universal one, as a starting point in the realization of non-formal education through culture and art; fostering positive experience exchange between partner schools/countries; promoting the image of participating schools; the responsibility of each participating member in organizing and carrying out the activity.

The Sustainable Development Strategy of Dorohoi Municipality with the time horizon of 2023 includes among its strategic objectives the intensification and establishment of new territorial cooperation in the future, in order to avoid the transformation of frontiers into barriers and in order to creation of bridges between citizens, thus helping to solve common problems of communities through the exchange of ideas and capital.

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