

# The Tokyo Metropolitan Government's Basic Strategy for City Diplomacy

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TOKYO METROPOLITAN GOVERNMENT

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# **1. City diplomacy to deliver a successful Tokyo 2020 Olympic and Paralympic Games and to make Tokyo the world's best city**

## **(1) The role of cities in the international community**

- The “century of the city” has arrived. The actors in international relations have become increasingly diversified over the recent years. For example, the Davos Forum is hosted and organized by an NPO, and cities are bidding for the Olympic and Paralympic Games and also lobbying for their own sites and properties to be added to the UNESCO World Heritage list.
- Of particular note are the metropolises of the world, which are increasing their presence and becoming key actors in the international community. The growing impact of the strength and vitality of these cities on their nations' prosperity, the leading role they play in addressing climate change and other global issues, and the ever-increasing global influence of the voices of their top leaders are all contributing to this trend.
- At the same time, the world's metropolises are striving to enhance their power by pursuing economic affluence, cultural attractiveness, and livability. They are also in the midst of fierce competition among themselves to become the world's leading financial centers and transportation hubs.

## **(2) Challenges facing the Tokyo Metropolitan Government**

- The world's eyes are on Tokyo as it prepares to host the Tokyo 2020 Olympic and Paralympic Games (hereinafter referred to as the “Tokyo 2020 Games”). The past two decades of Japan's economic recession

and the rise of emerging countries such as China and India, as well as that of the ASEAN member states, have reduced the relative presence of Japan and Tokyo in the international community. The Tokyo 2020 Games presents a golden opportunity for Tokyo and Japan to restore their presence and influence in the world and to build a foundation for post-Games development.

- In order to deliver a successful Tokyo 2020 Games that welcomes athletes from many countries and regions of the world and many visitors from abroad, it is vital to make Tokyo a city that is open to the world and to deepen its ties of friendship with international partners.
- Tokyo's population is projected to decrease after 2020. Attracting foreign investment and tourists and expanding sales channels abroad are thus crucial for Tokyo's development.
- In addition, as Tokyo serves as the economic engine of Japan, Tokyo is expected to attract wealth from abroad and ensure that the economic benefit generated as a result spreads throughout the country.
- This is an age where finances and information spread rapidly around the world and affect all corners of the lives of Tokyo's residents. Therefore, in order to resolve Tokyo's urban issues and enrich residents' lives, it is essential for the city to take in the wisdom and knowledge that exist overseas by cooperating and interacting with cities abroad.
- It is thus becoming increasingly important for the Tokyo Metropolitan Government (TMG) to advance metropolitan policies that take international economic and social trends into consideration and are conscious of messages sent out to the international community.

### **(3) Necessity for the TMG to develop a basic strategy for city diplomacy**

- Based on this situation and understanding, in order to achieve the ultimate goals of delivering a successful Tokyo 2020 Games and making Tokyo the best city in the world by using the Games as a springboard, all international activities of the TMG must be considered as elements constituting Tokyo's city diplomacy, and a basic strategy that guides the strategic and comprehensive implementation of these activities must be formulated.
- The TMG has never before formulated policy guidelines that specifically focus on city diplomacy. City diplomacy was only mentioned in the Tokyo Metropolitan Government Outline of International Policy Promotion, formulated in 1994, which states that the city will engage in city diplomacy with the goal of making Tokyo a city that contributes to the peace and prosperity of the world.
- In view of the international environment surrounding the metropolitan government, policy guidelines that will allow the TMG to thoroughly engage in the execution of city diplomacy must be developed at this crucial juncture when preparations for the Tokyo 2020 Games are being advanced in full stride.

#### **(4) The objective and the three goals of the Basic Strategy for City Diplomacy**

- This strategy is expected to play a key role in achieving the goals of the Long-Term Vision for Tokyo, by clarifying the basic stance and policy direction for Tokyo's city diplomacy. It covers the period of 10 years until 2024, which coincides with that of the Long-Term Vision for Tokyo.
- In order to achieve the ultimate goals of the Long-Term Vision, that is, to deliver a successful Tokyo 2020 Games and to make Tokyo the world's best city, both of which are expected to directly benefit the lives

of Tokyo's residents, this basic strategy for city diplomacy aims to achieve the following three goals in particular.

- (1) Ensure the successful delivery of the Tokyo 2020 Games
- (2) Find solutions to common urban challenges
- (3) Make Tokyo a global city

## **2. Key principles for Tokyo's city diplomacy**

### **(1) Effective implementation of measures contributing to Tokyo's advancement**

- In order to deliver a successful Tokyo 2020 Games and to make the event a springboard for Tokyo's further development into the world's best city, it is necessary for the TMG to set its sights on the world and accelerate the implementation of relevant measures, including the following.
  - For a successful Tokyo 2020 Games, Tokyo will learn from former host cities, build friendly relationships with major cities around the world, enhance Tokyo's attractiveness as a city rich in the arts and culture, and develop a welcoming environment for visitors.
  - For the resolution of issues facing metropolises, Tokyo will build mutually beneficial relationships with the major cities of the world. Such ties will allow cities to deepen cooperation among themselves and learn from each other about ways to address challenges they commonly face, including natural disasters, environmental issues and infectious diseases.
  - Tokyo will strive to be internationally competitive, communicate its charms to the rest of the world, and promote itself as a prime destination for foreign investment and tourists, as well as a venue for international conferences. At the same time, through measures such as bolstering exchange and cooperation with embassies and foreign representative offices located in the city, Tokyo will become a city that international residents feel is a comfortable place to live as well as to do business.
- City diplomacy will be implemented as a means for effectively advancing these measures.

**(2) Implementation of city diplomacy as a TMG-wide endeavor and to enhance residents' lives**

- Measures with aims including raising Tokyo's competitiveness among the cities of the world, finding solutions to urban challenges through cooperation with overseas cities, and making Tokyo a global city are being implemented across the bureaus of the TMG.
- In order to ensure the strategic implementation of city diplomacy as a means to effectively advance these measures and achieve their respective objectives, it is essential for the TMG to take a holistic approach that encompasses related policies and generates synergy among them.
- Exchanges with leaders of other cities must be linked to measures that contribute to enhancing the lives of Tokyo's citizens and be implemented strategically both domestically and abroad. This includes synchronizing overseas economic and tourism promotion events with the governor's overseas visits, and promoting Tokyo's attractions to overseas cities when their leaders are visiting Tokyo.
- Also, just as national diplomacy strives to maximize "national interests," Tokyo's exchange and cooperation with other cities must also strive to maximize the "interests of the Tokyo residents." It is thus important to maintain the perspectives of improving residents' lives and spreading the benefits to them through initiatives that make the best of Tokyo's strengths, and learning from other cities about matters in which there is room for improvement for Tokyo.
- The TMG will learn about advanced policies and measures taken abroad and will proactively incorporate them in Tokyo's policies. The TMG will then ensure that the benefits gained through these endeavors reach its residents.

- City diplomacy cannot be pursued without the understanding of the residents of Tokyo. Providing information and detailed explanation to the Tokyo residents are essential for securing their understanding of the significance of city diplomacy and efforts of internationalization as matters that affect their own lives.

### **(3) Collaboration with the national government**

- The success of the Tokyo 2020 Games as a celebration of peace and the effective use of the Games' legacy for further development of Tokyo as the engine for Japan's economic growth are common policy goals to be pursued through partnerships between the TMG and the national government.
- Japan's efforts as a nation to maintain peace and stability in the international community and to build good relations with foreign countries are also directly linked to the interests of the residents of its capital city, Tokyo.
- Likewise, Tokyo's efforts to build friendly relations with the major cities of the world also contribute to the strengthening of relations between Japan and other countries. Given that Tokyo has the capacity to deal with issues common to the international community and to support developing countries, the city can complement the activities of the national government and contribute to the international community in such aspects as well.
- In this way, the roles of the TMG and the national government are mutually complementary. Under close coordination and cooperation with the national government, the TMG should pursue its city diplomacy in a way that also has positive effects on international relations and that contributes to the international community.

### **3. Advancing city diplomacy**

#### **(1) Past initiatives**

- Tokyo's city diplomacy began after the end of World War II, mainly through the establishment of sister and friendship city relations. In the "era of local administration," which started from the 1970s, city partnerships became active, and interaction such as the exchange of friendship delegations, youth exchange, cultural and sports exchange, and the acceptance of trainees flourished.
- After 2000, solution-oriented city diplomacy, which more specifically tackles urban issues common to the major cities of the world, was actively promoted.
- In 2001, with the aim to bring growth and prosperity to the Asian region, the Asian Network of Major Cities 21 (ANMC21) was launched, establishing an exchange/cooperation relationship between multiple cities in the Asian region.
- Currently, Tokyo has 11 sister and friendship cities/states. In addition, the 13 member cities of the ANMC21, including Tokyo, have been implementing joint projects (see the attached.)
- Since assuming office in February 2014, Governor Masuzoe has been active in implementing city diplomacy, making its fundamental reform and reinforcement one of his priority policies.
- In his first 10 months in office, the Governor received and exchanged views with 64 overseas VIPs, including 46 ambassadors in Tokyo. Along with such activities, in order to prepare for the Tokyo 2020 Games, to reinforce relationships with friendship cities, and to attend the plenary meeting of the ANMC21, he visited eight cities in five countries (Sochi, Beijing, Seoul, Tomsk, Moscow, Incheon, London, and Berlin), and also gave numerous speeches targeted at experts,

media, students, and citizens abroad.

## **(2) Future direction**

- In the future promotion of city diplomacy, building on the accomplishments of interchanges over the years with cities including Tokyo's friendship cities, the TMG will strive to review and revitalize such relations. On that basis, the TMG will strengthen working-level exchange and cooperation programs carried out by the various TMG bureaus, and also aggressively implement bilateral and multilateral city diplomacy, both within Japan and overseas.
- A city leader's role in city diplomacy is crucial. A Tokyo governor can, for example, directly see and hear about the best practices of other cities, promote Tokyo as its top leader, and strongly convey the policies and attractions of Tokyo via local media. An agreement between the governor and the leader of a counterpart city on concrete programs for exchange and cooperation is also important for ensuring that such inter-city activities are implemented on a continuous basis.
- While visits to foreign cities and participation in international conferences by the governor have significant effects, the governor has only limited time available for city diplomacy. It is therefore necessary to plan the governor's city diplomacy activities from mid- to long-term perspectives and to strategically implement these activities according to priorities. The vice governors, the special advisor to the governor on international affairs, the director generals of the bureaus and other top officials will also supplement the governor's activities when necessary.
- From next year, the TMG will work to establish concrete relations with 15 cities, including friendship cities and the ANMC21 member cities, in the three years through 2017, and a total of 30 by the start of the Tokyo 2020 Games. These goals will be achieved not only through the

governor's visits but also through visits to Japan by overseas city leaders.

### **(3) Promotion of strategic city-to-city diplomacy**

- Bilateral city diplomacy enables cities to engage in activities tailored to the problems and interests of both, and tends to facilitate the achievement of concrete results. This is why city diplomacy is mainly conducted in the form of relations between two cities. Major cities in the world are actively implementing this kind of city diplomacy. For example, with regard to sister and friendship relations, London has agreements with 11 cities; Berlin, 17 cities; Paris, 40 cities; Seoul, 42 cities; and Beijing, 50 cities.
- However, city-to-city diplomacy must be conducted strategically given that the continuous implementation of one-on-one active exchange with a large number of cities requires great efforts.

#### **(a) Deepening relations with sister and friendship cities/states**

- Tokyo has sister and friendship agreements with 11 cities/states—a list that reflects a regional balance and considers each city's status as a metropolis. However, 54 years have passed since the signing of the agreement with New York City, Tokyo's first sister city, and it has been 18 years since Rome became Tokyo's newest friendship city. The leaders of those cities/states and Tokyo have also changed over the years as well. An update and reinvigoration of these relationships is therefore essential.
- The governor officially visited Beijing, Seoul and Berlin in April, July, and October 2014, respectively, and has concluded new agreements with these cities. These agreements will be followed up in the form of concrete programs.

- As for the other friendship cities, based on a comprehensive consideration of the views of the partner cities and the benefits for Tokyo, efforts will be made to update and reinvigorate Tokyo's relationships with these cities by using occasions such as events commemorating the anniversaries of sister city relations. With regard to Moscow, the governor visited the city just after attending the 13th Plenary Meeting of the ANMC21 in Tomsk, Russia, in September 2014. In a meeting with the mayor of Moscow, it was agreed to reinforce relations between the two cities.
- Because opportunities for the governor to visit foreign countries are limited, it is also necessary to encourage the leaders of friendship cities to visit Japan to conclude agreements with a view to updating and reinvigorating friendship city relations.

(b) Future direction of city diplomacy

- Tokyo currently has cooperative relationships with a total of 21 sister and friendship cities/states and the ANMC21 member cities. However, when Tokyo's roles as Japan's capital and a megalopolis, and city diplomacy's ultimate goals of delivering a successful Tokyo 2020 Games and ensuring the further development of Tokyo, are considered, the city must advance its efforts beyond the framework of current friendship cities or member cities of the ANMC21. To that end, it is necessary to strategically select cities with which to build cooperative relationships.
- Candidate cities for concrete actions to enhance relations or for visits by the governor include past and future hosts of the Olympic and Paralympic Games such as London, which hosted the 2012 Games and is a world-leading financial center, and Rio de Janeiro, which is the host city for the 2016 Games; major cities in Asia; cities of developed countries that rank highly in global city

rankings; and other prominent cities in emerging regions of the world.

- The specific content of exchange and cooperation will be of practical and pragmatic nature, focusing on areas of concern for both parties as well as on substantive matters that can contribute to Tokyo's goals to deliver a successful Tokyo 2020 Games and to become the best city in the world.
- The forms of partnership and cooperation will not be limited to friendship city relations. Partnerships can flexibly take such forms as policy cooperation, or co-organization of one-off events and conferences.
- With regard to cities of particular importance to Tokyo, agreements specifying the areas and orientation of exchange and cooperation will be concluded through mutual visits by city leaders. The relevant bureaus of the TMG will conduct concrete exchanges and cooperation with their counterparts according to these agreements.
- Regarding cities with which agreements were signed between the leaders, in order to maintain the momentum of exchange and cooperation, city leaders will visit each other's city on occasions such as events commemorating the anniversaries of sister city relations. Furthermore, the contents of the agreement will be reviewed once every few years to ensure the effectiveness of exchange and cooperation.

#### **(4) Implementation of effective multilateral city diplomacy**

- Multilateral city diplomacy is an effective policy tool for cities in that it allows them, for example, to convey stronger messages to the international community through joint actions and facilitates collaborative actions among cities to deal with common issues.

- On the other hand, because permanent networks among multiple cities require great efforts to maintain and operate, most networks that are active on a continuous basis tend to have clearly defined goals or benefits that are field-specific. There are also international conferences on specific themes, which are held as necessary with the participation of multiple cities.
- When advancing multilateral city diplomacy, the most effective way must be pursued upon comprehensive consideration of matters such as the purpose of the initiatives, the timing, the fields to be covered, the level of the participants, and the amount of manpower that will be required for implementation.

(a) Practical cooperation between multiple cities

- Practical cooperation projects will be conducted among multiple cities. This will contribute to resolving challenges faced by the major cities of Asia and the world, and promoting collaboration and exchange among them.

(b) Review of the Asian Network of Major Cities 21

- The Asian Network of Major Cities 21 (ANMC21), which was launched under the initiative of Tokyo, made various accomplishments through the accumulation of practical efforts over a period of 14 years. However, considering that very few top leaders had been attending the plenary meeting in recent years, and the fact that some joint projects had been hardly active, a thorough review of the framework was conducted among the member cities.
- After a series of consultations among the member cities, it was agreed as follows to suspend activities under the framework of the ANMC21.
  - The holding of the plenary meeting shall be suspended.

- Current joint projects that have been achieving results at the working level can be continued as projects independent from the framework of the ANMC21, provided that the organizing cities choose to do so.
- Joint projects for which Tokyo has served as the organizing city will continue to be implemented as TMG projects.

(c) Participation in international conferences

- Many of the problems that the TMG is currently tackling such as climate change, disasters, and infectious diseases, are major challenges facing the international community. Participation in international forums that aim to develop practical solutions to these common issues provides an ideal opportunity for sharing and learning knowhow that can contribute to the solution of problems that Tokyo is currently facing. Participation in these conferences is also important from the point of view of city diplomacy in that these occasions can be used to raise the presence and reputation of Tokyo in the international community through effective communication of Tokyo's experience and initiatives to the outside world.
- The governor's participation and statements at key international conferences are also highly effective in raising Tokyo's international presence and in other matters. International conferences can also be used as important platforms for city diplomacy where the governor can efficiently come in contact with the participating VIPs and top leaders of other cities in the world.
- After carefully considering the respective themes and level of the participants of international conferences, Tokyo must participate more actively and with greater initiatives with a view to effectively disseminating information about Tokyo.

(d) Organizing and bidding for international conferences

- It is important for Tokyo to take the initiative in organizing and bidding to host international conferences that involve multiple cities with the aim to find solutions to problems. These conferences will take various forms according to their objectives, timing, and participants. Such activities are also significant from the view of enhancing Tokyo's presence in the world.
- From now on, Tokyo must collect information on international conferences that will benefit the pursuit of Tokyo's policies, such as those that will allow Tokyo to share the best practices and experiences of the international community. It will then be necessary for Tokyo to take proactive action based on the information gathered.

## **4. Specific initiatives**

### **(1) Ensure the successful delivery of the Tokyo 2020 Games**

- (a) Make use of the opportunities presented by the Rio 2016 Games
  - Fully prepare for the Tokyo 2020 Games by having the governor and/or working-level officials visit and learn from the 2016 Games in Rio de Janeiro and its test events.
  - Implement PR activities during the 2016 Games to effectively convey the attractiveness of Tokyo to tourists and media visiting Rio de Janeiro from around the world.
  
- (b) Promote exchanges with sister and friendship cities/states and other major cities
  - Deepen exchanges with friendship cities and other major cities of the world to ensure that the Tokyo 2020 Games become the focus of attention and will be celebrated throughout the world.
  - Invigorate exchanges in the areas of sports and culture.
  - Invigorate exchange of personnel with other cities, as well as study/training programs in Tokyo for participants from abroad.
  
- (c) Boost Tokyo's arts and culture
  - Promote exchanges between young artists and between youth.
  - Build a network of museums.
  
- (d) Create a welcoming environment for visitors
  - Prepare for the Tokyo 2020 Games by advancing the development of an environment where foreign visitors can move about smoothly and have a pleasant stay. Through city diplomacy, learn from the best practices and experiences of other countries and cities to promote the

introduction of multilingual signs in transport facilities, restaurants and lodgings, and the training of tourism and language volunteers.

## **(2) Find solutions to common urban challenges**

(a) Work with the major cities of the world to learn about each other's policies and measures

- Reinforce mutually beneficial cooperative relations with major overseas cities by sharing leading-edge technologies and challenges, as well as by having the cities learn from each other's skills, project operation know-how, best practices, experiences and others.
- Make contributions to and cooperate in areas where the TMG has sophisticated technologies and skills, and learn from other cities in their areas of expertise.
  - In the area of water and sewerage, accept overseas trainees and also partner with private companies to make contributions and provide support to other cities.
  - Offer methods and know-how on urban development to Asian cities while learning about urban development in mature cities from developed cities in Europe and other regions.

(b) Promote practical cooperation among multiple cities

- Take the leading role in expanding cooperative programs on practical matters with the participation of cities facing common problems.
  - In the area of crisis management, share the various experiences and knowhow of Tokyo with other cities regarding response to natural disasters, terrorism, large-scale accidents, and others while also cultivating human resources for crisis management.
  - As for measures against infectious diseases, exchange information with cities with experience in dealing with tropical infectious

diseases, while engaging in the sharing of knowledge among cities on new and re-emerging infectious diseases.

- As for environmental problems, engage in the exchange of policy information and mutual technical support among multiple cities on matters such as climate change, air quality, and waste management.

### **(3) Make Tokyo a global city**

#### **(a) Build an environment that ensures a pleasant stay for foreigners**

- While learning from the experiences of other countries and cities around the world, promote the usage of multilingual signage and the development of a Wi-Fi access environment to ensure a pleasant stay in Tokyo for travelers and foreign residents.
- Take necessary actions to improve the convenience of transportation facilities so that not only foreign visitors and residents, but everyone including senior citizens and those with disabilities can move around the city smoothly.

#### **(b) Make Tokyo the most business-friendly city in the world**

- Utilize the National Strategic Special Zones system to enhance the international business environment of Tokyo.
- Promote the development of facilities to support foreign residents, such as international schools and hospitals that can provide services in different languages.

#### **(c) Realize the Global Financial Center concept**

- Restore the position of Tokyo as an internationally-recognized financial center and strive to raise Tokyo's global presence.
- Bid for and host international financial conferences.

(d) Strengthen international PR activities

- Strengthen international PR activities by building relations with overseas media and other means.
- In addition to efforts taken solely by the TMG, collaborate with the national government and private companies to convey information abroad.

(e) Attract more foreign tourists

- Communicate the attractiveness of Tokyo as a travel destination to a broader international audience and promote tourism tailored to the respective target countries and regions.

(f) Strengthen efforts to host international conferences in Tokyo

- Support the efforts of organizations bidding to host international conferences in Tokyo.

(g) Develop globally-minded talent

- Make further efforts to develop human resources that can play an active role internationally through measures such as supporting Tokyo metropolitan high school students in studying abroad; improving the English education system by increasing the number of assistant language teachers through the Japan Exchange and Teaching (JET) Programme framework and other efforts; and expanding international exchange activities.

(h) Strengthen relations with foreign embassies and representative offices in Tokyo

- Maintain regular, close communication with foreign embassies and representative offices in Tokyo, strive to develop human networks and enhance relationships, and actively invite the personnel of embassies

and representative offices in Tokyo to programs and events held by the TMG.

- Hold meetings on disaster preparedness and promote the disaster control initiatives taken by the TMG.
- Through the network that the TMG has developed with embassies and the world's cities, convey the attractiveness of Tokyo abroad in a more effective manner and gather information on the best practices of other cities as well as on programs to which Tokyo can contribute.

**(4) Establish the Tokyo Human Resources Fund for City Diplomacy (tentative name)**

\* Tokyo Human Resources Fund for City Diplomacy (tentative name) budget request was submitted for FY 2015.

- In order to continuously implement programs to nurture personnel indispensable for the promotion of city diplomacy, the Asian Human Resources Fund, which was established and utilized since FY 2008, will be restructured in the next fiscal year in the form of a new fund.
- The Tokyo Human Resources Fund for City Diplomacy (tentative name) will bolster the human resources development programs that have been conducted with the Asian Human Resources Fund, including advanced studies at the Tokyo Metropolitan University. At the same time, the fund will be used for the implementation of international programs based on new agreements with partner cities that contribute to the development of human resources. In this way, the fund will provide financial support for the stable and ongoing implementation of city diplomacy.

## **5. Build an environment to support specific initiatives**

### **(1) Enhancing hospitality to welcome foreign dignitaries**

- It is very important to provide an appropriate welcome to foreign dignitaries, such as the top leaders of Tokyo's friendship cities and other major cities in the world, when they visit Tokyo. As these visits can also be leveraged to convey the attractiveness of Tokyo, hospitality also plays a significant role in achieving successful city diplomacy.
- Opportunities to welcome dignitaries to Tokyo are expected to increase in the run up to the Tokyo 2020 Games and through the promotion of city diplomacy.
- It is necessary to examine ways to welcome guests both in terms of facilities and actual interactions, in order to provide hospitality befitting of the world's best city.

### **(2) Strengthening the metropolitan government's organization for promotion of city diplomacy as a TMG-wide effort**

- In order to conduct city diplomacy in a comprehensive and effective manner as a TMG-wide effort, regular meetings of the TMG Meeting for the Promotion of City Diplomacy, which was established in August 2014, must be held. Subcommittees for cooperation with individual cities should also be convened on a regular basis. These meetings are necessary to ensure coherence and overall coordination among the bureaus of the TMG, and management of the progress of concrete measures. Implementation of new programs under the bilateral agreements between Tokyo and other cities by the relevant bureaus of

the TMG will be duly supported by the Tokyo Human Resources Fund for City Diplomacy (tentative name) and other means.

- For the steady development and implementation of overseas programs by the relevant bureaus of the TMG, it is necessary to secure globally-proficient personnel who are internationally-minded and fluent in English or other foreign languages. A system will be developed to educate and train TMG staff through means such as training programs and overseas stationing, and for placement of globally proficient personnel in each bureau.
- Studies will be conducted on means to effectively convey and explain the accomplishments of Tokyo's city diplomacy both within and outside Japan, including the use of overseas media.

### **(3) Strengthening collaboration with the national government**

- The TMG has been receiving funds from the national ODA budget, including JICA's budget, to finance its programs related to international development cooperation. These include the acceptance of trainees from developing countries in TMG training facilities and the sending of TMG staff to developing countries for technical instruction. In order to further enhance its international cooperation programs, the TMG should further strengthen this kind of collaboration and cooperation with the national government.

## 6. Summary

- In order to achieve the ultimate goals of delivering a successful Tokyo 2020 Olympic and Paralympic Games and making Tokyo the world's best city, it is essential to heighten Tokyo's international presence and to build sustainable win-win relations with cities overseas. To this end, it is necessary for Tokyo to deepen friendship with those cities and to engage in mutual learning with them through strategic implementation of city diplomacy both within Japan and overseas.
- The three goals to be achieved through city diplomacy are to: (1) ensure the successful delivery of the Tokyo 2020 Games, (2) find solutions to common urban challenges, and (3) make Tokyo a global city.
- As the means to achieve these goals, the key principles for city diplomacy are set as follows:
  - The TMG shall strategically advance city diplomacy as an effective means to implement policies that will contribute to Tokyo's advancement.
  - City diplomacy shall be a TMG-wide endeavor undertaken comprehensively, which aims at improving the lives of the residents of Tokyo and ensuring that the benefits gained reach them.
  - The TMG's city diplomacy shall be conducted in cooperation and collaboration with the central government, and shall also have a favorable impact on international relations at the national level and contribute to the international community as well.
- While valuing the accomplishments that had been built over the years with cities including Tokyo's friendship cities, the TMG, in its promotion of city diplomacy, will strive to review and revitalize such relations, and aggressively implement city diplomacy bilaterally as well as a multilaterally both within Japan and overseas.

- The governor's visits to foreign countries and participation in international conferences have a large impact; this makes the role of the governor crucial in city diplomacy. However, the amount of time the governor can dedicate to city diplomacy is limited. It would thus be necessary to have the governor make strategic overseas visits that are based on mid- to long-term perspectives and priorities.
- Through overseas visits by the governor and visits to Tokyo by the top leaders of cities abroad, the TMG aims to build and strengthen relations with a total of 15 cities in the three years up to 2017, and 30 cities by the Tokyo 2020 Games, including sister and friendship cities and ANMC21 member cities.
- The specific contents of exchange and cooperation will be of practical nature, focusing on topics that concern both parties as well as on substantive matters that will contribute to Tokyo's successful delivery of the Tokyo 2020 Games and to making Tokyo the best city in the world. The formats of partnership and cooperation will not be limited to sister and friendship relations, but will be flexible, and can take various forms such as the conclusion of partnership agreements or the co-organization of events and/or conferences.
- In multilateral city diplomacy, the TMG will promote practical cooperation projects that can contribute to finding solutions to issues faced by cities of Asia and the world, and to promoting partnership and exchange among these cities.
- The TMG will responsibly and actively participate in international conferences after taking into consideration their themes and other aspects. It is also necessary for Tokyo to take on an active role in organizing and bidding for international conferences held in varying forms according to the events' objectives, timing, and participants.

- The following initiatives will be taken to accomplish the three goals of city diplomacy.
  - (1) Ensure the successful delivery of the Tokyo 2020 Games
    - Make use of the opportunities presented by the 2016 Olympic and Paralympic Games
    - Promote exchanges with sister and friendship cities and other major cities
    - Boost the attractiveness of Tokyo as a city of culture and the arts
    - Create a welcoming environment
  - (2) Find solutions to common urban challenges
    - Work with major cities of the world to learn about each other's policies and measures
    - Promote practical cooperation between multiple cities
  - (3) Make Tokyo a global city
    - Build an environment that ensures a pleasant stay for foreigners
    - Make Tokyo the most business-friendly city in the world
    - Realize the Global Financial Center Concept
    - Strengthen overseas PR
    - Attract more foreign tourists
    - Strengthen efforts to bid to host international conferences
    - Train and educate a globally-minded workforce
    - Strengthen ties with foreign embassies and representative offices in Tokyo
  - (4) Establish the Tokyo Human Resources Fund for City Diplomacy (tentative name)
    - Create and make use of the new fund for the continuous implementation of programs to nurture personnel indispensable for the promotion of city diplomacy.
  
- Measures including the following will be taken to build an environment

that will support efforts to achieve the above-mentioned goals:

- Implement structural and non-structural initiatives to enable Tokyo to welcome foreign dignitaries with hospitality befitting the world's best city.
  - Strengthen the metropolitan government's organization so that city diplomacy can be promoted as a TMG-wide effort.
  - Strengthen collaboration with the national government for international contribution, etc.
- The TMG Meeting for the Promotion of City Diplomacy, which was established in August 2014, will be held regularly to ensure overall coordination among its bureaus and the progress of concrete measures. The strategy will be reviewed as necessary.

### Sister and Friendship Cities

- Tokyo has concluded sister and friendship city agreements with 11 cities/states in total, starting with New York in 1960 and most recently with Rome in 1996.
- Agreements are concluded with the approval of the Tokyo Metropolitan Assembly under the basic concept that “for the cities and citizens of the world to deepen mutual understanding through exchange in various areas such as public administration and culture that go beyond the differences of their culture and social systems, will promote the development of cities and their friendly relations, and consequently, strengthen good relationships among nations and the realization of world peace.”

[List of sister and friendship cities]

City	Country	Date of conclusion
New York	United States of America	February 29, 1960
Beijing	People's Republic of China	March 14, 1979
Paris	French Republic	July 14, 1982
New South Wales (state)	Australia	May 9, 1984
Seoul	Republic of Korea	September 3, 1988
Jakarta	Republic of Indonesia	October 23, 1989
São Paulo (state)	Federative Republic of Brazil	June 13, 1990
Cairo	Arab Republic of Egypt	October 23, 1990
Moscow	Russian Federation	July 16, 1991
Berlin	Federal Republic of Germany	May 14, 1994
Rome	Italian Republic	July 5, 1996

## **The Asian Network of Major Cities 21**

- Under the advocacy of Tokyo, Delhi, Kuala Lumpur, and Seoul, the Asian Network of Major Cities 21 was established in 2001 with the aims of enhancing the international profile of Asia by strengthening bonds and cooperation among major Asian cities and promoting the social and economic development of the Asian region by working together to address common challenges.
- In principle, a Plenary Meeting is convened once a year with the attendance of the chief executives of the member cities. In addition, 12 joint projects are implemented to resolve common challenges facing metropolises, such as crisis management, environmental measures, and industry promotion. Individual joint projects have undertaken activities such as holding conferences and seminars, conducting joint surveys and research, and training sessions, and holding international events.

[Member cities]

Bangkok, Delhi\*, Hanoi, Jakarta, Kuala Lumpur\*, Manila, Seoul\*, Singapore, Taipei, Tokyo\*, Yangon, Toms, Ulaanbaatar

\*Co-advocate cities