

# 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 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 are becoming increasingly diversified, with recent years seeing trends such as the Davos Forum held by an NPO, and cities bidding to host the Olympic/Paralympic Games and working to have sites and properties listed on the UNESCO World Heritage list.
- The world's metropolises are particularly increasing their presence and becoming key actors in the international community due to reasons such as the large impact that their dynamism has on their nation's prosperity, their leading roles in addressing climate change and other global issues, and the globally influential voices of their top leaders.
- At the same time, the world's metropolises are striving to enhance their city's power by pursuing economic affluence, cultural attractiveness, and living comfort and are in the midst of fierce competition to become the world's leading financial center and transportation hub.

## **(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 the “2020 Games”). The past two decades of economic recession and the rise of emerging countries such as China and India, and the ASEAN member states, have reduced the presence of Japan and Tokyo in the international

community. The 2020 Games present a golden opportunity to restore this position and build a foundation for the post-Games development of Tokyo and Japan.

- In order to deliver a successful 2020 Games as an event that has the participation of many countries and regions, and welcomes many people from abroad, it is important to make Tokyo a city open to the world and deepen ties of friendship.
- Tokyo's population is expected to decrease from 2020. Attracting foreign investments and tourists and expanding sales channels abroad would thus be crucial for Tokyo's development.
- In addition, as Tokyo serves as the engine driving Japan, expectations are held on the city to attract wealth from abroad and ensure that its effects spread 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. In order to resolve Tokyo's urban issues and enrich residents' lives, it would thus be essential to take in the wisdom and knowledge that exist overseas by cooperating and interacting with cities abroad.
- It is becoming increasingly important to consider international economic and social trends and to be conscious of sending a message out to the international community while advancing metropolitan policies.

### **(3) Necessity of a basic strategy for city diplomacy**

- Based on this situation and understanding, in order to deliver a successful 2020 Games and have it serve as a catalyst for the development of Tokyo into the best city in the world, the TMG must view all of its international activities as city diplomacy and formulate a basic strategy that will guide the strategic and comprehensive

implementation of such activities.

- The TMG has never formulated a policy guideline that specifically focuses on city diplomacy. It is only mentioned in the Tokyo Metropolitan Government Outline of International Policy Promotion, formulated in 1994, that the city will be engaged 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, a policy guideline that will allow the TMG to totally engage in city diplomacy is necessary at this time when preparations for the 2020 Games will be advanced in full stride.

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

- This strategy plays a crucial role in achieving the goals of the Long-Term Vision for Tokyo, and clarifies the basic stance and policy direction for Tokyo's city diplomacy. It covers the period of 10 years until 2024, the same as that of the Long-Term Vision for Tokyo.
- In order to achieve the supreme goals of the Long-Term Vision, that of delivering a successful 2020 Games and making Tokyo the world's best city, which directly benefit the lives of Tokyo's residents, the basic strategy for city diplomacy will aim to achieve the following three goals in particular.
  - (1) Successful delivery of the 2020 Games
  - (2) Solving issues common to the world's metropolises
  - (3) Making Tokyo a global city

## **2. Key principles for city diplomacy**

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

- In order to deliver a successful 2020 Games and have this act as a catalyst for the further development of Tokyo into the world's best city, it would be necessary for the TMG to set its sights on the world and accelerate the implementation of the following kind of measures.
  - For a successful 2020 Games, Tokyo will learn from former host cities, build friendly relationships with major cities around the world, enrich the functions of the arts and culture in Tokyo, and develop a welcoming environment.
  - For the resolution of issues facing metropolises, Tokyo will build mutually beneficial relationships with the major cities of the world, in which cities deepen cooperation and learn from each other about issues including measures to deal with disasters, environmental issues, and infectious diseases.
  - Tokyo will become internationally competitive, convey its charms to the world, and undertake promotions to attract foreign investments, international travelers, and international conferences. At the same time, through measures such as bolstering exchange and cooperation with the embassies and foreign representative offices, Tokyo will become a city that international residents feel is a comfortable place to live and do business.
- City diplomacy will be implemented as a means for effective realization of these measures.

### **(2) Enhancement of residents' lives and implementation as a TMG-wide endeavor**



- Measures with aims such as making Tokyo internationally competitive, advancing the resolution of issues common to the world's metropolises through cooperation with overseas cities, and making Tokyo a global city, will be implemented across the bureaus of the TMG.
- For the strategic implementation of city diplomacy as a means to effectively realize these measures and achieve the above aims, comprehensive TMG-wide endeavors that have a sweeping grasp of related policies and generate mutually synergetic effects are essential.
- For instance, exchanges with leaders of other cities must be linked to measures that contribute to enhancing the lives of Tokyo's citizens and implemented strategically both domestically and abroad. This includes timing overseas economic and tourism promotion with the governor's overseas visits, and promoting Tokyo's attractions to overseas cities when the leader of that city visits 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 perspective of improving residents' lives and returning the benefits to them through initiatives that make the best of Tokyo's strengths and by learning from other cities about matters that are weak areas for Tokyo.
- The TMG will learn about the advanced measures taken abroad, proactively incorporate such measures in its policies, and return the benefits gained to the residents.
- City diplomacy cannot be promoted without the understanding of the residents of Tokyo. Providing information and detailed explanation to the Tokyo residents are essential for them to understand the significance of city diplomacy and efforts of internationalization as matters that are a part of their lives.

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

- Mutual cooperation between the TMG and the national government is needed to address the challenges of successful delivery of the 2020 Games as a celebration of peace and the use of this legacy to aim for further development of Tokyo as the engine for Japan's economic growth.
- For Japan to maintain peace and stability in the international community and build good relations with foreign countries are also directly linked to the interests of the residents of Tokyo, Japan's capital.
- For Tokyo to build friendly relations with the major cities of the world also contributes to strengthening the relations between countries. As Tokyo also has the capacity to deal with issues common to the international community and to support developing countries, it can also complement the activities of the national government and contribute to the international community in this manner as well.
- In this way, the roles of the TMG and the national government are mutually complementary, and under close coordination and cooperation with the national government, the TMG should undertake city diplomacy in a way that also has positive effects on national relations and contributes to the international community as well.

### **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, problem-solving-type 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 taken it on himself to advance city diplomacy, positioning the radical reform and reinforcement of city diplomacy as a challenge that must be addressed.
- In his first 10 months in office, the Governor received courtesy calls from 64 overseas VIPs, including 46 ambassadors in Tokyo. Along with such activities, in order to prepare for the 2020 Games, reinforce relationships with friendship cities, and 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

speeches targeted to experts, media, students, and citizens abroad.

## **(2) Future direction**

- In the future promotion of city diplomacy, while valuing the accomplishments that had been built over the years with cities including Tokyo's friendship cities, the TMG will strive to review and revitalize such relations, and on this base, will strengthen exchange and cooperation on the bureaus' working level, and aggressively implement city-to-city diplomacy as well as a multilateral version of city diplomacy both within Japan and overseas.
- A city's leader serves a very large role in city diplomacy. The governor can, for example, directly see and hear about the best practices of other cities; can promote Tokyo from the top; and strongly convey the policies and attractions of Tokyo through local media. Agreement between city leaders on specific exchange and cooperation is also important for the implementation of exchange and cooperation with that city on a continuous basis.
- While visits to foreign cities and participation in international conferences by the governor have significant effects, because the governor has limited time available for city diplomacy, it would be necessary to plan the governor's city diplomacy activities from mid- to long-term perspectives and to strategically implement these activities while considering 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 relations with 15 cities, including friendship cities and the ANMC21 member cities, in the three years up to 2017, and a total of 30 by the start of the 2020 Games. This

will be done not only through the governor's visits but also through visits by city leaders to Japan.

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

- City-to-city diplomacy can tend to produce results because it makes detailed response to the problems and interests of both cities possible. City diplomacy is thus implemented mainly through relationships between two cities. Major cities in the world are actively implementing city-to-city diplomacy; viewing their sister and friendship city relations, London has agreement with 11 cities, Berlin 17 cities, Paris 40 cities, Seoul 42 cities, and Beijing 50 cities.
- However, this must be done strategically because the continuous implementation of one-on-one active exchange with a large number of cities requires great effort.

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

- Tokyo has sister and friendship city agreements with 11 cities/states, suitable from aspects such as maintaining a balance among the different regions of the world and their 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 and Tokyo, as well, have also changed over the years. A rebuilding of these relationships is essential.
- The governor officially visited Beijing, Seoul and Berlin in April, July, and October 2014, respectively, and has already concluded new agreements. Programs will be promoted for these three cities based on these agreements.
- As for the other friendship cities, based on a comprehensive

decision that considers the wishes of the partner city and the benefits for Tokyo, efforts will be made to rebuild relationships by using occasions such as events commemorating anniversaries. With regard to Moscow, after attending the 13th Plenary Meeting of the ANMC21 in Tomsk, Russia, in September 2014, the governor visited Moscow and at the meeting with the mayor, it was agreed to reinforce relations in the near future.

- Because opportunities for the governor to visit foreign countries are limited, it would also be necessary to encourage the leaders of friendship cities to visit Japan to conclude agreements for rebuilding friendship city relations.

(b) Proceeding with city-to-city diplomacy

- Tokyo currently has cooperative relationships with a total of 21 sister and friendship cities/states and the ANMC21 member cities. However, it would be necessary to advance city-to-city diplomacy by going beyond the framework of current friendship cities or member cities of the ANMC21, and strategically select cities with whom to build cooperative relations, by being mindful of Tokyo's role as Japan's capital and as a megalopolis, and from the perspective of having such relations contribute to the success of the 2020 Games and the development of Tokyo.
- Candidate cities for future enhancement of relations or for visits by the governor include cities that have or will be hosting 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 nations, which 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 practical, focusing on areas that concern both parties and substantive matters that can contribute to Tokyo's successful delivery of the 2020 Games and the realization of Tokyo as the best city in the world.
- The form of partnership and cooperation will not be limited to friendship city relations, but will be a flexible one that can take on forms such as policy cooperation and the holding of single events or conferences.
- With particularly important cities, agreements specifying the areas and orientation of exchange and cooperation will be concluded through the mutual visits of city leaders, and the relevant bureaus will conduct specific 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 anniversary events. 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 effective in the respect that it can, for example, allow stronger messages to be conveyed to the international community through joint actions by multiple cities, and facilitate joint actions to deal with common issues.
- On the other hand, because permanent networks among multiple cities require a great effort to maintain and operate, most of those that are active on a continuous basis have clear goals or benefits that are limited to a certain field. There are also international conferences that

are held from time to time for a specific purpose, with the participation of many cities.

- Multilateral city diplomacy must be promoted by searching for the most effective approach, through comprehensive consideration of matters such as the purpose, timing, field, and the level of participants, and the labor that will be required.

(a) Working-level cooperation between multiple cities

- Working-level 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 have been attending the plenary meeting in recent years, and the fact that some joint projects conduct little activity, a thorough review of the organization was conducted among the member cities.
- After consultation with the member cities, it was agreed as follows to halt activities under the framework of the ANMC21.
  - The holding of the plenary meeting shall be suspended.
  - As for current joint projects that have been achieving results on the working level, if the respective organizing city wishes to continue its project, it can be implemented as a project independent from the framework of the ANMC21.
  - Joint projects for which Tokyo served as the organizing city will continue to be implemented by the TMG.



(c) Participation in international conferences

- Many of the problems that the TMG is currently tackling, such as measures to deal with climate change, disasters, and infectious diseases, are major challenges facing the international community. Participation in working-level, international forums that contribute to resolving these common issues not only provides an ideal opportunity for sharing and learning expert knowledge that will help resolve the problems Tokyo is currently facing, but is also an important activity for city diplomacy in that the presence and reputation of Tokyo can be raised in the international community by conveying Tokyo's experience and initiatives.
- The governor's participation and statements at key international conferences are also highly effective in raising Tokyo's international presence and 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.
- It would be necessary to participate in international conferences more actively and with greater initiative after carefully considering the theme of the particular conference and the level of the participants and disseminate information on Tokyo.

(d) Hosting and attracting international conferences

- Regarding international conferences among multiple cities held to find solutions to problems, for Tokyo to take on an active role in hosting and attracting such conferences in various forms according to objectives, timing, and participants, is also important from the perspective of enhancing Tokyo's presence as a city.
- From now on, it will be necessary to collect information on

international conferences that will be beneficial for Tokyo's policies, such as those that will allow the sharing of best practices and experiences of the international community, and to take positive action.

## **4. Specific initiatives**

### **(1) Successful delivery of the 2020 Games**

- (a) Make use of the opportunities presented by the Rio 2016 Games
  - Fully prepare for the 2020 Games by having the governor and working-level officials visit and inspect the test events and the 2016 Games in Rio de Janeiro.
  - 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 2020 Games are the focus of attention and celebrated throughout the world.
  - Invigorate exchanges in the areas of sports and culture.
  - Invigorate exchange of personnel and the acceptance of study and training visits from other cities.
- (c) Boost the functions of culture and the arts in Tokyo
  - Promote exchanges between young artists and between youth.
  - Build a cultural facility network of museums.
- (d) Create a welcoming environment
  - In preparation for the 2020 Games, promote the development of an environment where foreign travelers can move about smoothly and have a pleasant stay, by using city diplomacy to study the best practices and experiences of other countries and cities. Multilingual

signs in transport facilities, restaurants, and lodgings, and the training of tourism and language volunteers will be promoted.

## **(2) Solving the common problems of major cities**

(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 issues, and having the cities learn from each other's skills, project operation know-how, best practices, experiences, and others.
- Make contributions and cooperate in areas where the TMG has advanced technologies and skills, and learn from other cities in their areas of expertise.
  - In the area of water and sewerage, accept overseas trainees while also making contributions and providing cooperation in partnership with private companies.
  - 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 working-level cooperation among multiple cities

- Strive to expand working-level cooperative programs implemented with the participation of cities with common problems and led by the TMG.
  - For crisis management, share the various experiences and knowhow of 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 and share knowledge with cities on new and re-emerging infectious diseases.

- As for environmental problems, exchange of policy information and technical support will be implemented among multiple cities on matters such as climate change and air quality measures, and waste management.

### **(3) Achieving the global city of Tokyo**

#### **(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.
- Also take initiatives 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 smoothly move around the city.

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

- Utilize the National Strategic Special Zones system to advance the development of the international business environment.
- 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.

- Attract and hold international financial conferences.
- (d) Strengthen overseas PR
- Strengthen international PR activities by building relations with overseas media and other means.
  - In addition to efforts taken by the TMG to convey information abroad, undertake activities in collaboration with the national government and private companies.
- (e) Attract more foreign tourists
- Broadly convey the attractiveness of Tokyo as a travel destination, and also implement tourism promotion activities tailored to the characteristics of the target countries and regions.
- (f) Strengthen efforts to attract international conferences to Tokyo
- Support the efforts of organizations engaging in activities to attract international conferences.
- (g) Raise globally-minded individuals
- Make further efforts to develop human resources who can play an active role internationally through measures such as supporting Tokyo metropolitan high school students in studying abroad; improving the English education system through measures including increasing the number of assistant language teachers through the Japan Exchange and Teaching (JET) Programme framework; 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.
- Using the relationships that have been built, convey the attractiveness of Tokyo abroad in a more effective manner and gather information on the best practices of other cities and programs where Tokyo can cooperate.

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

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

- In order to continuously implement programs to raise 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 for the creation 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, such as the 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 VIPs**

- It is very important to provide an appropriate welcome to foreign VIPs, such as the top leaders of Tokyo's friendship cities and other major cities in the world, when they visit Tokyo, and as this opportunity can also be leveraged to convey the attractiveness of Tokyo, hospitality also plays a significant role in achieving successful city diplomacy.
- Opportunities to welcome VIPs to Tokyo are expected to increase in the run up to the 2020 Games and through the promotion of city diplomacy.
- It would be necessary to study how to best 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, it will be necessary to hold regular meetings of the TMG Meeting for the Promotion of City Diplomacy, which was established in August 2014, and subcommittees for cooperation with individual cities, for firm implementation of overall coordination between the bureaus and management of the progress of concrete measures. With regard to programs that need to be newly implemented according to agreements between Tokyo and another city, measures by the relevant bureaus will be supported by also using the Tokyo Human Resources Fund for City Diplomacy (tentative name).



- For the smooth overseas development of programs by each relevant bureau of the TMG, it would be necessary to secure global human resources who are internationally-minded and fluent in English or other foreign languages. TMG staff will also be cultivated through training programs and overseas stationing, and a system will be built for staffing each bureau with globally proficient personnel.
- 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 from before used JICA and other national ODA budgets for programs related to international contribution, such as 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 for future advancement of 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 supreme goals of delivering a successful Tokyo 2020 Olympic and Paralympic Games and making Tokyo the world's best city, it would be essential to heighten Tokyo's international presence and build sustainable win-win relations with cities overseas by deepening friendship with them and learning from each other through strategic implementation of city diplomacy, both within Japan and overseas.
- The three goals to be achieved through city diplomacy are: (1) successful delivery of the 2020 Games, (2) solving issues common to the world's metropolises, and (3) making Tokyo a global city. As a means to achieve these goals, the key principles for city diplomacy are set as follows:
  - The TMG shall strategically implement city diplomacy as an effective means to realize policies that will contribute to Tokyo's advancement.
  - City diplomacy shall be a TMG-wide endeavor undertaken comprehensively, and it must aim at improving the lives of the residents of Tokyo and ensuring that the benefits gained will be returned to 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 on 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-to-city diplomacy as well as

a multilateral version of city diplomacy 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.
- In addition to these overseas visits by the governor, by also welcoming the top leaders of cities, 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 2020 Games, including sister and friendship cities and ANMC21 member cities.
- The specific contents of exchange and cooperation will be practical, focusing on topics that concern both parties and substantive matters that will contribute to Tokyo's successful delivery of the 2020 Games and the realization of Tokyo as the best city in the world. The form of partnership and cooperation will not be limited to sister and friendship city relations, but will be a flexible one that can take on forms such as partnership agreements and the holding of single events or conferences.
- In multilateral city diplomacy, the TMG will promote working-level cooperation projects that can contribute to solving the issues of major cities of Asia and the world, and to promoting partnership and exchange between them.
- The TMG will responsibly and actively participate in international conferences after taking into consideration their themes and other aspects. It would also be necessary for Tokyo to take on an active role in hosting and attracting international conferences in various forms according to objectives, timing, and participants.

- The following initiatives will be taken to realize the goals that must be achieved through city diplomacy.
  - (1) Successful delivery of the 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 cultural and arts functions in Tokyo
    - Create an environment of “hospitality”
  - (2) Solving the common problems of major cities
    - Work with major cities of the world to learn about each other’s policies and measures
    - Promote working-level cooperation between multiple cities
  - (3) Achieving the global city of Tokyo
    - 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 attract international conferences to Tokyo
    - Raise globally-minded individuals
    - Strengthen relations with foreign embassies and representative offices in Tokyo
  - (4) Establishing the Tokyo Human Resources Fund for City Diplomacy (tentative name)
    - Create and make use of a new fund for the continuous implementation of programs to raise 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 goals:
  - Implement structural and non-structural developments to enable Tokyo to welcome foreign VIPs 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 between the bureaus and firm management of the progress of concrete measures, and to implement review of strategy when 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