

Research on International City Network Policy: Prospect on Management of Local Government International City Network

Eiko YAMASHITA

Chief Researcher, Fukuoka Asian Urban Research Center

■ **Overview** : In this paper, specifically from the viewpoint of the management technique, I described the ideal policy for the international city network, which is becoming active in the Asia-Pacific area. I have brought out the whole picture of the international city network policy, characteristics of different types of networks and their problems, by analyzing the characteristic and classifying 26 existing international city networks. Based on this outcome, I indicate the ideal way of the future management of the Asian-Pacific City Summit whose secretariat is located in Fukuoka City.

■ **Keyword** : international policy, international city cooperation, international city network, Asian-Pacific City Summit

I . Introduction

In recent years, the policy development of policy promotion through the international city networks ^{Note 1)}, in the local governments of Asia-Pacific area are getting active. I can say that the international city network strategy is becoming noteworthy as one of the new city strategies for the age of globalization.

Fukuoka City is one of the cities, which have actively tackled international city network strategy from relatively early stage. Fukuoka City has participated in many various networks sponsored by domestic and foreign cities ¹⁾. In 1994, it proposed the establishment of the Asian-Pacific City Summit ^{Note 2)} (hereinafter called Summit). Fukuoka City has served as the secretariat of the network, which 26 cities from 13 countries participated in. Summit holds biennial mayors conference, and there were seven mayors conferences so far. In addition, Fukuoka City has experienced international cooperation such as technology transfer and human resource acceptance.

As for this Summit, based on the action policy proposed by Fukuoka City at the 7th Mayors Conference, which was held in August 2006, we are tackling the activation now. The contents are the following four major fields ^{Note 3)}: ① promotion of cooperative/collaborative projects and activities; ② affiliated events at the time of the Summit; ③ expanding the number of participants, and ④ studies, research, and disseminating information on urban issues in the Asian-Pacific region.

Now, the reason we have started activation is as above-mentioned: ① due to the positive necessity of response to the activation of the movement concerning the international city network in the Asia-Pacific area, and ② the negative necessity to put the brakes on the reduction tendency with percentage of attendance to the Mayors Conference becoming remarkable. In other words, it is because we started to perceive that the Summit is removed from the object of the interest though the interest in the international

city network is rising in the society.

Taking this perception as a hypothesis, the Fukuoka Asian Urban Research Center^{Note 4)} is advancing the research to specifically develop the proposal step-by-step now.

In this paper, I am advancing the prospect by ① grasping international city networks in the Asia-Pacific area; ② reviewing the feature and problem of the major international city networks; ③ analyzing the management technique of the international city networks, and ④ exploring the ideal way of the management, which would connect with the Summit's activation.

II. Major International City Networks in the Asia-Pacific Area

There are few materials and data which cover the local government international city networks, which cities in the Asian-Pacific area participate or manage. The data collection was attempted by CITYNET, which is an international cooperation network, and the UN-HABITAT, which develops C2C Knowledge Management Center for Asia and the Pacific (K-CAP) conception. However, to cover all was difficult^{Note 5)}.

Therefore, in this research, I have tried to grasp the actual state of the international city network in the following two ways: ① checking and targeting the Japanese existing data, and ② interviewing with the metropolises in the Asia-Pacific area.

In ①, I have checked investigating results of the participation and sponsorship status for the international city network of 134 local-governments with populations of 200,000 or more. According to this investigation, the number of the networks which was confirmed at the time of 2004 was 34, and 79 local-governments sponsored these or participated in these^{Note 6)}. This time, I searched these 34 networks on the Internet, and narrowed them down to the networks whose activity in 2007 can be identified on the web at present.

In ②, by the on-site interview survey to Summit members consisting of 23 cities in the Asia-Pacific area^{Note 7)}, we grasped the networks that each city participates and sponsors.

Table 2 shows the overview of 26 existing local-government international city networks in the Asia-Pacific area, which was organized newly in these two ways.

III. Characteristic Classification of International City Network

1. Classification Keyword for Characteristic

To grasp the characteristic and the problem of each international city network, the valid technique is to figure out the characteristic of the common element of the international city networks, to organize and to classify them, and finally analyze each network separately.

Table 1 surveyed 26 networks, which Table 2 includes. It extracted the systematic element, which

would be significant for the characteristic analysis, from the viewpoint of “object,” “project,” “governing structure,” “fiscal resource,” and “status.” Also, it extracted the characteristic elements as keywords ^{Note 9)}.

We have divided them into five of “Object,” “Project,” “Governing Structure,” “Fiscal Resource” and “Status.” This is to figure network by the following policy making consideration process; declaring the object, planning the project, reviewing governing structure, and adopting and budgeting the management system. In other words, it is to find the best management system to accomplish the objects. I will describe later about the reason for adding “Status.”

Table 1 Classification standard for international city network

Classification keyword	
Viewpoint	Element : keyword
Object	Global ■Primary purpose is to share the received benefit in the whole
	Regional ■Primary purpose is to return the received benefit to the area
Project	Holding conferences
	Joint project promotion
Governing Structure	Independence of secretariat
	Existence or non-existence of executive committee
	Duty of decision making body
Fiscal resource	Participation fee
	Specific city donation
	Sponsorship
	Trust of projects
	Fund
Status	Existing or non-existing of the status in the international organizations such as the United Nations
	Existing or non-existing of the alliance with the international organizations such as the United Nations

(Created by Yamashita)

Table 2

No.	Name	Location of secretariat	Main theme	Year of establishment	Overview	Number of members
1	the Arab Towns Organization (ATO)	Kaifan City	Urban Policy	1967	The nongovernmental organization which is independent from politics and ideology. Its theme is the promotion of the local autonomy and the city self-government of Arab area. The members cooperate mutually to develop the cities while keeping traditions and identities of Arab, and the network implements projects by funds and institutions.	400 cities (or towns) or more from Arab 22 states

No.	Name	Location of secretariat	Main theme	Year of establishment	Overview	Number of members
2	Organization of Islamic Capitals and Cities(OICC)	Makkah City and Jeddah City	Human settlement	1980	An international non-governmental and non-profitable Organization founded in 1980 as an affiliate member of the Organization of the Islamic Conference (OIC). Its members are capitals of Islamic countries and cities from all over the world. Its Headquarters are located Kingdom of Saudi Arabia, in the city of Makkah and the city of Jeddah, respectively. Its activities are focused on the achievement of its goals within the framework of sustainable development of human settlements. It has 141 capitals and cities as active members, from 54 countries members of OIC. It also has 8 member cities, as observers, from 6 non-OIC countries, and 14 Associate members from ministries, commissions, organizations, universities, institutes, research centers and cultural centers from Islamic and non-Islamic countries in relation to the activities and goals of the Organization.	141 cities from 54 countries
3	World Winter Cities Association for Mayors(WWCAM)	Sapporo City	Urban problem in winter	1994 (1982)	Winter cities in the world with similar climatic conditions gather together and discuss common issues in order to create livable winter cities. The organization started when the city of Sapporo initiated the Northern Intercity Conference in 1981. In 1982, the first Northern Intercity Conference was convened in Sapporo. In 1994, a new member-based system was established aiming to further strengthen this network and to contribute to the development of an entire northern circle where winter cities can collaboratively work together. In accordance with this establishment, the name of the conference was changed to the Northern Intercity Conference of Mayors. In 2004, it was resolved that the target membership area would be expanded and the name of the association would be changed to the "World Winter Cities Association for Mayors (WWCAM)."	20 cities from 11 countries
4	The Mayors for Peace	Hiroshima City	Disarmament	1982	It is the organization which is composed of cities of all the countries which approve "Program to Promote the Solidarity of Cities toward the Total Abolition of Nuclear Weapons" which was proposed by Mayor of Hiroshima in the second U.N. Special Session on Disarmament in 1982. In 1990, it was officially registered as a UN NGO related to the Department of Public Information. In 1991, it became a Category II NGO(currently called a NGO in "Special Consultative Status") registered with the Economic and Social Council. The president is Mayor of Hiroshima and its secretariat is in city of Hiroshima.	2028 cities from 127 countries and areas
5	The Regional Network of Local Authorities for the Management of Human Settlements (CITYNET)	Yokohama City	Intercity cooperation	1987	In 1982, the First Regional Congress of Local Authorities for Development of Human Settlements in Asia and the Pacific (Y'LAP) was held in Yokohama. To keep Asian-Pacific intercity bond and exchange which were made there for the future, and to improve living environment in the cities and local-government capabilities, the directionality to promote the intercity cooperation was confirmed. As this result, the Regional Network of Local Authorities for the Management of Human Settlements(CITYNET) was established in 1987. It was granted Category II Status ("Special Consultative Status") with the Economic and Social Council (ECOSOC) of the United Nations. It is the only international city organization which represents Asia-Pacific region.	108 members (69 cities and 39 groups)
6	Osaka Business Partnership City(BPC)	Osaka City	Business promotion	1990	The new type of city network which each city (municipality) takes leadership and promote economic exchange at the private level. They hold the BPC Roundtable every year.	13 cities from 13 countries

No.	Name	Location of secretariat	Main theme	Year of establishment	Overview	Number of members
7	International Council for Local Environmental Initiatives (ICLEI)	Toronto City	Global environment preservation	1990	Local Governments for Sustainability (ICLEI) is an international association of local governments and national and regional local government organizations that have made a commitment to sustainable development. It was established in 1990 by the proposal of UN Environment Programme (UNEP) and International Union of Local Authorities (IULA). In 2003, it changed its name IULA to present name (ICLEI). ICLEI's World Secretariat has been hosted by city of Toronto and Japanese office is located in ICLEI Japan.	716 cities from 68 countries
8	The Organization for the East Asia Economic Development (OEAED)	Kitakyushu City	Forming of Pan-Yellow Sea Economic Region	2004 (1991)	Promoting to form Pan-Yellow Sea Economic Region by trade promoting or technology sharing in Pan-Yellow Sea Area, Kitakyushu City and Shimonoseki City invited their sister and friendship cities in Pan-Yellow Sea Area and established The East Asian Pan-Yellow Sea City Conference for mutual city development in 1991. After that, the participating cities increased to 10 cities. To organize the structure and to perform more functional management, it changed the name to "the Organization for the East Asia Economic Development (OEAED)" in 2004. At present, its activities are: ① establishment of the "East Asian FTA" for limited areas; ② creation of the Pan-Yellow Sea Environmental Model Region; ③ establishment of a system for new business creation; ④ implementation of a strategy to promote the Pan-Yellow Sea Region's tourism brand positioning, and ⑤ building a platform for technological exchange and human resources.	10 cities and 10 groups from 3 countries
9	The Northern Forum	Anchorage City	Northern Region Problem	1991 (1974)	Based on the First International Conference on Human Environment in Northern Regions hosted in Hokkaido in 1974, The Northern Forum is established in 1991. It supports cooperation among the regions to solve common challenges and global problems which affect the Northern regions.	15 areas from 8 countries
10	International Association of Peace Messenger Cities (IAPMC)	New Haven city (Chairman) secretariat moves	International peace	1991	It is the society which was established in 1991 by the cities which were conferred the title of the peace messenger by the United Nations. The United Nations formally declared "1986 is International Year of Peace" at the 40th general meeting (1985). As one of various programs which commemorated this peace year, it decided the conferment of the title of "peace messenger (apostle of peace)." It implements joint peace project and so on.	87 cities from 52 countries
11	Asian-Pacific City Summit (APCS)	Fukuoka City	Urban problem	1994	The Asian-Pacific City Summit has been held every other year since 1994, as a forum where leaders of Asian-Pacific region can get together and have exchanges of opinions in a candid manner. The purpose of the Summit is to promote friendship and mutual cooperation in this region toward solution of urban problems and network-building for further development of Asian cities.	26 cities from 13 countries
12	The League of Historical Cities	Kyoto City	Problem of Historical Cities	1994	On the occasion of the 4th World Conference of Historical Cities, held in 1994, in order to further strengthen the foundation of the World Conference of Historical Cities it was decided to reorganize and develop the existing Council to form an expanded League of Historical Cities with new member cities. It aims to promote daily exchange of the cities which are linked with the common bond "historical cities" for the future, and to perform businesses for further development of the historical cities to solve the problems which the historical cities are facing.	71 cities from 50 countries

No.	Name	Location of secretariat	Main theme	Year of establishment	Overview	Number of members
13	World Association of Major Metropolises (Metropolis)	Barcelona City	Large city problem	1994	It is established in 1994, to control the development process in large metropolitan areas better, and to pursue happiness of the citizens. It implements international conferences every three years and helps city planning of great cities and exchanges information between the members and so on. Each member city has a population of more than one million inhabitants. (It has membership cooperation with UCLG.)	92 cities
14	Summit for International Exchange and Cooperation of Regional Governments around the Sea of Japan	Tottori Prefecture	Exchange and cooperation for environment among friendship prefectures and provinces	1994	It is held in each area as a rotation since 1994. In the Summit, governors and mayors of the friendship area of Tottori Prefecture gather in a hall to discuss the joint development and prosperity of each area.	5 local governments from 5 countries
15	The Commonwealth of Local Government Forum (CLGF)	London City	Democracy and Good Governance	1995	Established in 1995. The members have to be Commonwealth (the British Commonwealth of Nations) countries. The network consists of local governments, local government associations, ministries dealing with local government, organizations that study local autonomy and so on. In order to improve the democracy at the local level and to improve self government, it provides a wide range of programs and activities to its members.	168 members from 42 countries
16	World Association of Cities and Local Authorities Coordination (WACLAC)	Barcelona City	Local autonomy	1996	It is the loose federation which was established in 1996 by the 10 unions concerning local governments. It set the following as the goals: the expansion of the local autonomy; the reflection of the voices of cities and local-governments in the international society, and the reinforcement of the role of cities and local-governments in the international cooperation. Also it aims to adopt World Charter of Local Self-government. To achieve the above goals, it established World Solidarity Fund and it is proceeding with the activities while cooperating with UN-HABITAT. The headquarters is placed in Barcelona, Spain.	Unknown
17	Environmental Cooperation Network of Asian Cities	Kitakyushu City	Environmental engineering cooperation	1997	In order to achieve sustainable development in economically booming Asian regions, Kitakyushu and six cities in four Southeast Asian nations joined the network to share experiences and to act together for the environment. The organization was launched in Kitakyushu in 1997 at the Conference on Environmental Cooperation among Asian cities. To support these cities solve their problems, Kitakyushu accepts trainees, dispatches experts, and holds seminars.	7 cities from 5 countries
18	World technopolis Association (WTA)	Daejeon Metropolitan City	Promotion of city of science and technology	1997	It was agreed on and was established at the "World Technopolis Summit" which was hosted with the assistance of the Korean central government in 1997. Its goals are; the development of each area, and the promotion of exchange and cooperation among science cities and technopolis, and the contribution for happiness and better lives for human-beings through scientific technology.	41 cities and research parks from 27 countries
19	World New Castle City Summit	Shinshiro City	Exchange	1998	It was initiated by Shinshiro City (Japan). The cities whose names mean "new castle" all over the world gather and the members carry out a wide range of exchange by utilizing the network and address common challenges.	8 cities from 6 countries

No.	Name	Location of secretariat	Main theme	Year of establishment	Overview	Number of members
20	International Network of Affiliated Ports (INAP)	Kochi Prefecture	Affiliation between sister ports and friendship ports	1998	At the opportunity of the commissioning of the new Port of Kochi, the Hon. M. H. M. Ashraff, PC, MP, the then Minister of Ports Development, Rehabilitation and Reconstruction from the government of Sri Lanka proposed that an opportunity should be created for all affiliate ports to meet together. Governor of Kochi Prefecture proposed the "Port Network Alliance" concept based on cooperation among sister ports. The alliance would aim at exchanging and sharing information on marine transport and port affairs, studying and discussing potential measures to promote mutual exchanges, and moreover creating a world scale port network which could respond the needs of marine transport on the basis of intra-regional networks consisting of member ports.	7 ports from 6 countries
21	East Asia Inter-Regional Tourism Forum (EATOF)	Gangwon Province (secretariat rotation)	Tourism promotion	1999	The concerned "industry-academic-government" persons such as governors, public tourism sections, tourism industries and universities of the participation local-governments gather. With deepening mutual understanding, and promoting intraregional exchange, through information exchange, human resource development and joint marketing, the forum aims at improving the status as sightseeing-spot and attracting tourists from all over the world to their areas. The forum is yearly held since 1999 by rotation hosting by each area.	9 local governments from 9 countries
22	Kitakyushu Initiative Network	Kitakyushu City	Environmental engineering cooperation	2000	At the 4th Ministerial Conference on Environment and Development (MCED) of the United Nations Environment and Social Commission for Asia and the Pacific (UNESCAP) in 2000, the Kitakyushu Initiative for a Cleaner Environment was adopted, using Kitakyushu's experiences as a model for overcoming pollution and restoring the environment for a steady promotion of environmental quality enhancement in the Asia-Pacific region, where pollution has been serious. Network participating cities, 62 cities from 18 Asia-Pacific countries as of December 2006 have been involved in seminars, study tours, and pilot projects.	62 cities from 18 countries
23	The Global Citizen's Environmental Conferences	Takasaki City (secretariat rotation)	Environment cooperation among friendship cities	2000	In 1990, 4 sister cities of Takasaki city gathered together in Takasaki and they held the 1st Takasaki Summit. At the 2nd Takasaki Summit in 1995, 5 cities signed the statement pledging that they would organize a Pentilateral Environmental Exchange Program Conference each year from 1996 to 2000 in a different sister city on the theme of environment. At the 3rd Takasaki Summit (Takasaki 2000 Environmental Conference) in 2000, based upon the joint proclamation, Takasaki established the Takasaki Global Citizens Environmental Council.	5 cities from 5 countries
24	Asian Network of Major Cities 21 (ANMC21)	Tokyo Metropolitan Government	Large city problem	2001	For Asia to develop more and bear more important role in the international society in the 21st century, the great cities which are the brain and heart parts of Asia should take leadership, coordinate and form closer relationships to cooperate. Based on this idea, the network was established in 2001 as the network which jointly work on problems common to the great cities.	11 cities from 11 countries
25	The Tourism Promotion Organization for Asian-Pacific Cities (TPO)	Busan Metropolitan City	Tourism promotion	2002	It was founded in 2002 for the cities and the organizations in the Asia-Pacific area to build a network mutually, and to cooperate and to promote tourism in the concerned area.	56 cities from 13 countries

No.	Name	Location of secretariat	Main theme	Year of establishment	Overview	Number of members
26	United Cities and Local Governments (UCLG)	Sao Paulo City (secretariat rotation)	Local autonomy	2004 (IULA:1913 /UTO1957)	It is the result of the unification of the two largest international local government associations, the International Union of Local Authorities (IULA) and the United Towns Organisation (UTO/FMCU). It is the largest local government organization established in January, 2004. It represents and defends the interests of local governments on the world stage, regardless of the size of the communities they serve. The organisation's stated mission is to be the united voice and world advocate of democratic local self-government, promoting its values, objectives and interests, through cooperation between local governments, and within the wider international community. It has 7 area branches in the world and performs unique activities, too.	2500 members from 127 countries

Note) The numbers enclosed within brackets () in the "Year of establishment" column show the year of establishment of the predecessor networks which are the mother body. "Number of members" shows the numbers announced on each website as of the end of January 2008. (Created by Fukuoka Asian Urban Research Center)

2. Classification by Characteristics

1) Classification by Objects

I organized objects by two keywords "Global-oriented" and "Regional-oriented." However, because most of the international city networks have both of these elements, alternative classification is impossible. The local-governments ideally have the noble idea that benefits should be shared on the whole planet. Meanwhile, they also have the mission to return the benefits to the local areas and citizens as their basis to promote the policies. Therefore, as for objects, to find their priority subject is the key to classify.

To find the priority subject, you can see the process of building networks. The Summit, whose secretariat is located in Fukuoka City, has been formed by proposal of Fukuoka City to some specific cities in Asia-pacific area. Then Fukuoka City itself keeps a function of the secretariat. In such a case, the network tends to be strong Regional-oriented. On the other hand, the networks which formulated under the agreements with the cities, participants of the specific conferences which discuss issues of their governance or common area problems, tend to set Global-oriented object. ^{Note 10)} As for these processes, I temporarily name the former as "Proposal Type" and the latter as "Agreement Type."

The goal which global/regional objects aim at is various. The examples are shown in Table 3. They are the cases you can see in most networks, however they are not absolute classification elements. As the trend in recent years, the goal related with the environmental problem is increasing.

Table 3 Example of the goals by objects

	Classification Element	Element type (Some are combination types)
Object	Global	International peace, understanding, cooperation
		Resolution of global environmental problem
		Promotion of local autonomy and decentralization of power
		Others
	Regional	Promotion of intercity cooperation and contribution
		Promotion of specific policy
		City promotion
		Others
	■Object is to share the received benefit in the whole ■Object is to return the received benefit to the local area	

2) Classification by project

I organized projects into “Holding Conferences” and “Joint Project Promotion.” Hosting conferences is hosting short term regular events, such as a mayor conference and a trade show. In this regular events, the representative which include mayors, of each member gather together to share human networks, goods, and information. While no event is in session, most of their activities are hosting preparations and compiling a conference report.

Meanwhile, Joint Project Promotion also carries out regular meeting. In addition, it releases and shares the information about joint projects among members cities. In the regular event the project results are reported by project leaders or secretariats. So members can share the result of joint projects.

The network which tries to promote joint projects increased in recent years. Through their experiences, people started to recognize that: the member was getting to seek obvious advantage as the result; just holding conferences leaves the contents in a rut, and just opening events does not lead to enough network-utilization. These are the reasons why more networks started to promote joint projects. In 2004, the Organization for the East Asia Economic Development (Table 2 No.8) whose secretariat is located in Kitakyushu City, reviewed the organization of Pan Yellow Sea City Conference (launched in 1991), which is its mother’s body, and it re-organized the system, which enables to carry out a joint project by setting up sections.

The new efforts to the joint project were to satisfy the sense of participation of the members, and to enhance the satisfaction of the participants. In addition, it is expected to visualize the specific results for accomplishing objectives, and show them to home and abroad.

3) Classification by Governing Structures

(1) Classification by organization structures

I classified the networks by governing structures according to organization structures.

Here, I define the organization as the governing structure to adjust and control activities for the achievement of the specific goals. And it is the system of the cooperation, which is managed by organizations accompanied by leaders or staff. ²⁾ First, I have surveyed international city networks based on this definition. I confirmed three common organizations to all networks. They were “Secretariat,” “Executive Committee” and “Decision Making Bodies.” I, also, found that these three types of organizations can be classified into multiple types respectively. The combination of these organization-types creates the characteristic of the management systems. Therefore, at first, I organize these three characteristics of organizations.

(2) Independence of secretariat

I have classified secretariats into three types according to their independence from their local governments. Then, I named them as “Specific Municipality Type,” “Standalone Type” and “Rotation Type” to classify them.

As for its forming process, Specific Municipality Type is often found in “Proposal Type” network. The secretariat is established in the local-government in the leading specific municipality. Most of the expenses concerning management office work are budgeted for by the local-government, and

local-government staff is appointed concurrently as the secretariat staff in most cases. From the viewpoint of the characteristic, you can paraphrase it as a Specific City Dependence Type, too.

On the other hand, Standalone Type is sometimes placed inside the local-government in the specific city, too. But it is independent from the local-government for the management office expenditure and the personnel. However, in many cases, the expenses are burdened by the budget allocation and the contribution from the local-government where the secretariat locates in. As for the process, “Agreement Type” often fixes its secretariat location city by the consultation. However, when the network started through Proposal Type process, it placed a specific municipality secretariat at first. Then, the number of the networks that change to Standalone Types is increasing especially in recent years due to the expansion of the networks and so on. This maybe because the Standalone Type can exercise more enriched secretariat’s function than Specific Municipality Type to enable the development of highly fair business.

Rotation Type can be seen in the networks which only hold conferences. Generally, the secretariat moves to the host city of the next conference. Like Specific Municipality Type, it often depends on the local-government for secretariat expenses. But, because they do only event businesses such as conference hosting, the conference operating expenses can be procured as the support sponsor income and the conference participation fee collection, and so on by the secretariat’s own judgment.

(3) Existence or Non-existence of executive committee

As for executive committees, the classification is whether it is established or not. From the viewpoint of business, an executive committee is placed as the organization mostly only when the international city network promotes joint projects. In other words, you do not need to place an executive committee in the network which just holds conferences.

(4) Duty of decision making body

The decision-making bodies are classified into “Organization Type” and “Non-organization Type” according to their clarity of responsibility and role-sharing and their duty.

All the international city networks have decision-making bodies. The representatives in the member city discuss and vote for the important matters of business, budget, and membership and so on. However, you cannot say that all the decision making-bodies have their leaders (in the terms of the organization’s definition), i.e. responsible persons (such as chairpersons) and persons in charge and so on.

Organization Type is the network where the responsible person who was chosen from the members and the executives who hold posts, bear the responsibility of the decision-making.

Non-organization type network holds a place for discussion for decision-making, too, and the chairperson who chairs the meeting is elected at the conference. However, the chairperson does not assume the role of responsible person who represents the whole network. He or she stays in the task only as the chairperson of the single conference. Therefore, it is not clear who is responsible for decision-making. Then we can not classify as organization based on the definition. So, I named this decision-making body as Non-organization Type.

4) Classification by Fiscal Resource

(1) Main fiscal resource of international city network

The main fiscal resource of international city network is the combination of Membership Fee, Specific City Donation, Sponsorship, Trust of Programs, Fund and so on. However, the ratio is various according to Object, Project, and Governing Structure of each network. Hereinafter, I describe the outline of the main fiscal resources.

(2) Membership Fee and Specific City Donation

In this research, I have considered only about international city networks, which have a membership system. However, many networks do not collect membership fee. The main fiscal resource of the network without collecting membership fees is a specific city donation. In this case, the specific city generally means the location of the secretariat.

In the network which collects membership fee, the main method is to impose the annual membership fee according to the economic development degree (GDP, and so on) and the effective scale of each member city ^{Note 11)}. But, it is nearly impossible to cover the expenses for whole business only with the membership fee. Therefore, in many cases, the annual membership fees are allocated to the secretariat operational expenses, and participation fees are collected separately at the time of the business operation such as a conference hosting. Some networks that do not apply the annual no-host system adopt a participation fee system.

Because it is difficult to cover the network management expense by only the membership fee income, usually the specific city offsets for shortage by donation. This donation for Specific Municipality Type or Rotation Type secretariat is a budget allocation, while that for Standalone Type secretariat is a grant or contribution. Some networks are funded by several specific cities as their host cities.

(3) Sponsorship

More and more networks actively try to get grant money from upper tier local governments and support money from private companies and so on as their implementation fiscal resource of the business. In recent years, private companies, which work on public activity support as their part of the social activities started to get interested in international city networks, too. They are contributing to the implementation of the joint projects such as education.

To get continuous support in addition to single isolated business support, while limiting their full member to local-governments, some networks set an associate membership. Using this new membership system, more and more networks started to accept private companies and industrial organizations and so on, too. In addition, many networks whose theme is intense relationship with industrial promotion such as tourism policy do not limit their membership to local-governments.

(4) Trust for Programs

Trust for Programs is the main activity fund of the networks which aim at promoting the joint project, international cooperation especially.

In Japan, organizations such as the Japan International Cooperation Agency (JICA) and Japan Bank For International Cooperation (JBIC), and also in the world, World Bank (WB) and Asian Development Bank (ADB) regularly advertise for projects, and provide funds to meaningful ones and entrust the execution of them.

Some of the entrusted projects are for a single fiscal year. However, many projects are promoted for

the mid and long term. Therefore, to be entrusted with project regularly, many networks try to build relationship of mutual trust by always exchanging information with their public partners who are their financial backers.

(5) Fund

Not many networks have their own funds. In Table 2, only the network of the area limitation, which has a federal union body (such as EU in Europe) to their higher rank body such as the Arab Towns Organization (ATO) (No. 1) and Organization of Islamic Capitals and Cities (OICC) (No. 2) have their own funds.

Although they do not have their own funds, when performing a project, many networks utilize the fund of the federal union body of the area to implement the project. In case of the Commonwealth of Local Government Forum (CLGF) (No. 15), it uses the fund of EU and works on the development cooperation of the African countries and cities.

The latter fund utilization and the above-mentioned trust for programs have something in common. In both cases, networks receive an offer of funds from the outside organizations. Therefore, as I mentioned before, an effort to build the relationship of mutual trust with specific outside organizations is necessary. Thus, the number of the networks which work on making special relationships with the United Nations (UN) to get the kind of certificate of trust is increasing in recent years.

5) Classification by Status

The United Nations gives the right of conference participation and the opinion presenting to a wide range of organizations in the world (such as NGOs) as the status to seek their opinions at the policy consultation and reviewing step. Some international city networks have this status, too.

The United Nations status is the proof of the trust in the international community; also it is a source of pride for the members and the citizens of the member cities. In addition, because the network with the status can report its activity description to the United Nations and it can advise a policy to the United Nations based on the activity results, the network has a persuasive power when explaining and reporting the specific purposes and activities to the citizen.

When the network relies on the city for financial resources, the status maintenance is effective to gain citizens' understanding.

Despite the absence of the status, more and more networks are building alliance relations through the promotion of the joint project with the United Nations and the joint statement, and publicizing their relationships through their website.

IV. Characteristics and Challenges of International City Network – What is the management to support accomplishing object and expanding business? -

1. Four Types of Network by Object and Project

Based on the characteristic classification I have organized so far, I diagnosed the major international city networks in Asia area (Table 2). I divided the results into two groups of “Regional-oriented” and “Global-oriented” by object, and then divided into four types by working status to the business “Joint Project Promotion.” Table 4 shows the classified results.

Table 4 Characteristic classification of international city networks from the viewpoint of object and project

Classification and Project	[Explanatory note] ●: Applicable ★: In trial /Blank cell: Not Applicable /DK: Unknown	Process	Object	Project	Governing Structure						Fiscal resource				Status				
					Secretariat	Executive committee	Decision-making bodies												
Local Benefit Type	8 The Organization for the East Asia Economic Development(OEAD)	Kitakyushu City	●		●	●	●	●	●	●	●		●	●					
	17 Environmental Cooperation Network of Asian Cities	Kitakyushu City	●		●	●	●	●		●	●		●	●					
	18 World technopolis Association(WTA)	Daejeon Metropolitan City	●		●	●	●	●	●		●	●	●	●					
	22 Kitakyushu Initiative Network	Kitakyushu City	●	●	●	●	●	●	●		●	●	●	●					
	24 Asian Network of Major Cities 21(ANMC21)	Tokyo Metropolitan Government	●		●	●	●	●	●	●	●		●	●					
	25 The Tourism Promotion Organization for Asian-Pacific Cities (TPO)	Busan Metropolitan City	●		●	●	●	●	●	●	●		●	●					
11 Asian-Pacific City Summit(APCS)		Fukuoka City	●		●	●	★	●	●	●	●	●	●	●	●				
Local Welfare Type	3 World Winter Cities Association for Mayors(WWCAM)	Sapporo City	●		●	●	●	●	●	●	●	●	●	●					
	6 Osaka Business Partnership City(BPC)	Osaka City	●		●	●	●	●	●	●	●	●	●	●					
	12 The League of Historical Cities	Kyoto City	●		●	●	●	●	●	●	●	●	●	●					
	14 Summit for International Exchange and Cooperation of Regional Governments around the Sea of Japan	Moves within Tottori Prefecture	●		●	●	●	●	●	●	●	●	●	●					
	19 World New Castle City Summit	Shinshiro City	●		●	●	●	●	●	●	●	●	●	●					
	20 International Network of Affiliated Ports (INAP)	Kochi Prefecture	●		●	●	●	●	●	●	●	●	●	●					
	21 East Asia Inter-Regional Tourism Forum (EATOF)	Gangwon Province (secretariat rotation)	●	●	●	●	●	●	●	●	●	●	●	●					
23 The Global Citizen's Environmental Conferences	Takasaki City (secretariat rotation)	●		●	●	●	●	●	●	●	●	●	●						
International Cooperation Type	1 The Arab Towns Organization (ATO)	Kaifan City	DK	DK	●	●	●	●	●	●	●	DK	DK	DK	DK	●	●	●	
	2 Organization of Islamic Capitals and Cities(OICC)	Makkah City and Jeddah City	DK	DK	●	●	●	●	●	●	●	DK	DK	DK	DK	●	●	●	
	4 The Mayors for Peace	Hiroshima City	●	●	●	●	●	●	●	●	●	●	●	●					
	5 The Regional Network of Local Authorities for the Management of Human Settlements (CITYNET)	Yokohama City	●	●	●	●	●	●	●	●	●	●	●	●					
	7 International Council for Local Environmental Initiatives (ICLEI)	Toronto City	●	●	●	●	●	●	●	●	●	●	●	●					
	9 The Northern Forum	Anchorage City	●	●	●	●	●	●	●	●	●	●	●	●					
	13 World Association of Major Metropolises (Metropolis)	Barcelona City	●	●	●	●	●	●	●	●	●	●	DK	DK	DK	●	●	●	
15 The Commonwealth of Local Government Forum (CLGF)	London City	DK	DK	●	●	●	●	●	●	●	●	DK	DK	DK	●	●	●		
26 United Cities and Local Governments (UCLG)	Sao Paulo City (secretariat rotation)	●	●	●	●	●	●	●	●	●	●	●	●						
International Solidarity Type	10 International Association of Peace Messenger Cities (IAPMC)	New Haven city (Chairman) secretariat moves	●	●	●	●	●	●	●	●	●	●	●	●					

(Note) Because No. 16 is a network of international city networks, it is excluded from this classification.

Global-oriented, does not promote joint projects.

(Created by Yamashita)

As I described in the beginning, giving suggestion on the ideal way of the management in the Asian-Pacific City Summit is one of the purposes of this research. The Summit is promoting a joint project based on the activation guideline experimentally at present. This is another reason why I would like to review the group, which is typified from the viewpoint “what kind of management will enable joint projects promotion?”

2. Characteristics and Management Challenges of Four Types

1) Local Benefit Type

This group “has Regional-oriented object” and “proceeds the joint project” I name it as “Local Benefit Type.” This type means returning benefits to the members and to the citizens.

I have classified the following six networks as Local Benefit Type. Common to all networks are that they have the Specific Municipality Secretariat and that the fiscal resource is the Specific City Donation. I have reviewed the networks according to countries. The networks whose secretariat is in Korean cities adopt the no-host system, but the networks in the Japanese cities, however, rely on the local-government for all of the fiscal resource, rather than the no host system.

To promote the joint project, an executive committee is more required than a decision making body. Executive committees are established except at two networks for environment cooperation in Kitakyushu City (Table 4 No. 17, No. 22). However, these two networks are the organizations which concentrate on the project promotion, still do not prescribe conference hosting. Without making executive committees, the two networks may have the systems that their relevant sections in the cities can promote the project directly.

Many networks of this type clarify their themes compared to the other groups. The themes such as environment, scientific technology, and tourism become parts of their names except Asian Network of Major Cities 21: ANMC21 (Table 4 No. 24) whose secretariat is in Tokyo.

I have organized the characteristic of Local Benefit Type. Now, I can say it is “the network which based on the fiscal resource of the local-government narrows down their activities to the theme which brings benefit to local area as the part of city management, and can surely implement the activities as the business.” Then, the biggest problem is the securing of a fiscal resource. The network which can implement more than one joint project without narrowing down the theme is maybe limited to the network which has financial able like Tokyo. In the situation that the project cost reduction by the local-government continues securing same amount of fiscal resource and promoting the project are becoming more difficult. Interpreting such a situation, the Organization for the East Asia Economic Development (Table 4 No. 8) began to review the introduction of the no-host system. Also, the World Technopolis Association (WTA) (Table 4 No. 18) puts an effort on the acceptance of the sponsorship and trust of the project by the alliance cooperation with the international organization for financing.

For the network which has only Specific City Donation Type fiscal resource, finding new source of funding is an urgent challenge.

2) Local Marketing Type

I think the group which “has Regional-Oriented object” and “does not perform the joint project” has future potential. Therefore, I call it as “Local Marketing Type.” However, in the present situation, it stays in “Local Interaction Type” or “Local Convention Type.” I will mention the reason later. First, let us see the characteristic.

The biggest characteristic which can not be seen in the other groups is secretariat rotation. Because all fiscal resource is the Specific City Donation Type, the network which the secretariat rotates has the

merit to reduce a fiscal burden than the Specific Municipality Secretariat. The system of the networks which does not collect membership fee is generally unstable. By contrast, the system of Kyoto City or Sapporo City that collect participation fees is firm. In addition, more networks put priority on communications such as information exchange and encounters than on reviews of specific themes.

This communication-oriented style is one of the reasons why I named it as “Local Marketing Type.” The network on which you can meet many persons is getting popular in the world. Especially Chinese cities are actively participating in this type of networks. In this research, I am proceeding with the consideration with targeting the membership system network. But “Local Marketing Type City Network,” which performs periodical hosting, has open membership, collects participation fee ^{Note 13)} is becoming popular. The exchange of “Local Interaction Type” with little membership falls into a rut. Unless “Local Convention Type” always makes an effort to expand the members to increase participants, their participants are absorbed into the open membership network.

It is becoming more difficult to keep Convention Type Conference under the membership system than before. It is mainly because of the outer social environment changes such as the prosperity of the free participation network and increase of the network, which shows a specific advantage such as the joint project. In other words, the difficulty is caused by the escalation of the competition of the city network market, the change of the qualitative needs.

In such a change, the conversion into open “Local Marketing Type,” which can attract the information and persons adapted to the times will be the challenge in the future. However, the reality is very severe. Without high name recognition of the host city, the brand power of conference itself or the status of the network, the network cannot be even an option candidate under the free competition. While maintaining the membership system and gaining the cooperation of the members, the network needs promotion activities to make an appeal to the other cities.

3) International Cooperation Type

I named the group which “is Global-oriented” and “promotes joint projects” as “International Cooperation Type.” This group includes two types of network: one is NGO, which declares the theme which is common to the human race such as peace, environment and sustainable community building, and cooperates with the international organizations such as the United Nations to promote projects, and another is the lobbying organization which promotes local self-government and decentralization of authority. Because they are big organizations due to their many members, many of them establish area-based branches. Therefore, the secretariat is a Standalone Type.

This network is always carrying out activities for securing membership and financing. Therefore, to attract participants to its large-scale periodical conference that is the stage of the activity is one of the major challenges. Unless it makes the conference great success, the members are disappointed and new members cannot be secured. The city that is a member of the network of this group overlaps more than one member subscription. For example, Bangkok Metropolitan Administration allows its name to be added to five of twenty-six networks (Table 2). In this case, even if it subscribes to multiple networks, it is impossible for the mayor to go to all conferences.

To hold an attractive conference and to make the program which gathers the guests such as the mayors who have status is the important issue of this network.

4) International Solidarity Type

I named the network which “is Global-oriented” and “does not promote joint projects” as the “International Solidarity Type.” Only International Association of Peace Messenger Cities was classified to this type. This organization’s main activity is cooperation appeal for peace realization and it has a very deep relationship with the United Nations. Any one of these organized alone is not enough to judge the characteristics and problems of the group. Therefore, I excluded the characteristics and problems for this group type.

V. Conclusion – Suggestion to Asian-Pacific City Summit Management -

As we reviewed so far, a local-government international city network was classified into the four types by the objects and the project characteristics. However, to classify and to show the characteristics are not the purpose of this research. The real purpose is to explore the ideal way of management as it leads to activation of the Summit by analyzing the management technique of the international city network.

Therefore, in this chapter, as the summary of this article, I take these types as the alternative for the direction where the Asian-Pacific City Summit moves to in the future and I organize them as the suggestion for the Summit management plan decision.

By the way, among these four types, where does the Asian-Pacific City Summit can be classified to now?

The Summit is attempting to implement the joint project at present. Therefore, you can say that it is in the transitional stage from ① “Local Interaction Type” to “Local Benefit Type” (Figure 1- ①).

However, because Dalian City, which is the host city for the next Mayors conference plans business expansion by “Local Marketing Type,” which is post “Local Interaction Type,” you can say that it is trying to convert to the ② “Local Marketing Type.”(Figure 1- ②).

On the other hand, since some networks asked Asian-Pacific City Summit for cooperation and association ^{Note 15)}, it is in the position to plan joining the “International Cooperation Type” and will be performing more global activities than now (Figure 1 ③).

When thinking of the current position of Asian-Pacific City Summit, the following three types are the options in the future: ① “Local Benefit Type” which enriches the project, ② “Local Marketing Type” which is very flexible and ③ association with “International Cooperation Type”

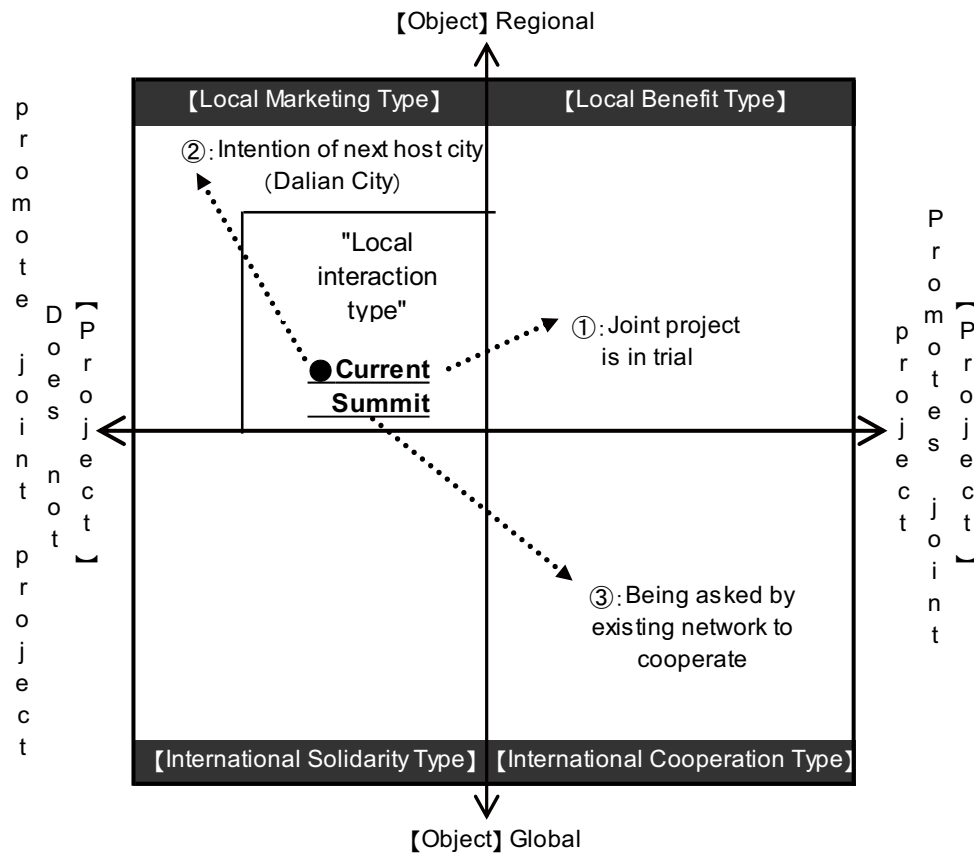


Figure 1 Possible directionality for Asian-Pacific City Summit

I cannot say these three cover all situations, and you might think deeper discussion on the original purpose is necessary. However, to assume these three directions from the viewpoint of the management and to discuss a policy is not wasteful to manage the Summit continuously.

To promote a project with the “Local Benefit Type,” it is necessary to secure finances and to develop executive committee. Moreover, to keep being a “Local Marketing Type”, the effort on the city promotion and the branding is essential. Members should always be active in “International Cooperation”.

This prospect shows the picture of the international city network, and by characteristic analysis and classification, it just shows that there are three directions of reviewing the Asian-Pacific City Summit. Which specific direction should it advance towards in the future? Is it better to explore the other way? To answer these questions, the more precise research such as a case study, the looking for the fourth direction (the network which does not adopt membership system) by the expansion of the subject of research directionality, and the deeper understanding of member needs is necessary.

Notes

Note 1) The definition of the international city network is ambiguous. Here, I assumed it as the multilateral membership system network, by which three cities from multiple countries participated in. By the way, in recent years, the network with a loose consortium type (you may call it participation-consensus-system), which does not adopt a membership system is emerging. I should have taken such non-membership networks as a subject of research, but the present mainstream is a

membership system. Therefore, in this research, I limited the object to the membership system. Here, I introduce the upper tier “Puget Sound Regional Council (PSRC),” which Seattle City (USA) belongs to and “The International Regions Benchmarking Consortium,” which PSRC and the chamber of commerce of the area take the lead in as the examples of the new non-membership systems. In this paper, I sometimes abbreviated an international city network to a network.

Note 2) The mayors of the cities in the Asia-Pacific area gather in a hall, and exchange mutual experiences on municipal administration. The cities have hosted the mayors conferences bi-annually since 1994 by rotation. They aim at cooperation for the solution of the civic problems, and at the building of the network for further development of the cities. Incidentally, the eighth mayors conference will be held in Dalian City in September 2008.

Note 3) The seventh Asian-Pacific City Summit was hosted by Urumqi City, China. Refer to the report for the conference contents 3).

Note 4) In April, 2006, to strengthen the secretariat function, Fukuoka City moved APCS secretariat to the Fukuoka Asian Urban Research Center from the international affairs department of the city.

Note 5) According to the words of Ms. Tjandradewi who is a Programme Manager of The Regional Network of Local Authorities for the Management of Human Settlements (CITYNET), and the words of Mr. Susuki who is a Coordinating Officer of UN-HABITAT Regional Office for Asia and the Pacific.

Note 6) From the questionnaire to each local-government about the “inter-regional network”, official website, public material and data. The targets for both investigations are 134 local-governments, which consist of 47 prefectures, 13 ordinance-designated cities, 35 core cities and 39 designated cities. In August 2004, questionnaires were delivered to and collected from the international policy sections of the local-governments via electric mail, and resulted in responses from 94 local governments (70.1 % collection rates). Incidentally, the definition of the network on the occasion of questionnaire survey was “multilateral network, which consists of member from 2 or more countries and 3 or more areas.” For the details, refer to Yamashita (2008).

Note 7) I visited 22 cities from January to May, 2007 (Auckland City, Bangkok Metropolitan Administration, Brisbane City, Busan Metropolitan City, Dalian City, Fukuoka City, Guangzhou City, Ho Chi Minh City, Ipoh City, Provinsi Daerah Khusus Ibukota Jakarta, Kagoshima City, Kitakyushu City, Kuala Lumpur City, Kumamoto City, Manila City, Miyazaki City, Nagasaki City, Naha City, Oita City, Saga City, Shanghai City, Republic of Singapore).

Note 8) Published as the keynote report material to “Asian-Pacific City Network Forum” held on November 27 in 2007.

Note 9) A clear basis seems to be necessary for the classification standard. But, I will consider about it, with classification that is more detailed, later days when I deepen this research.

Note 10) For example, The Northern Forum (Table 2-1 No. 9) is a Consensus Type.

Note 11) For example, as for the full member’s membership fee for the local-government of CITYNET (The Regional Network of Local Authorities for the Management of Human Settlements) (Table 2-1 No. 5), the annual membership fee varies in 56 categories according to the combination of

population and GDP. Meanwhile, some networks like the League of Historical Cities (Table 2-1 No. 12) charge a uniform membership fee such as 100 US dollars.

Note 12) World Technopolis Association (WTA) (Table 2-2 No. 18) has not accepted members in the industrial world such as private companies at its establishment year in 1997. However, it changed the provision in 2001 to enable to accept individuals and organizations that approve the main points and the activities and to offer inexpensive member status.

Note 13) Asia Pacific Cities Summit, which places its secretariat in Brisbane City, is considered as a network of this type. The nucleus of this network consists of the seven cities which Brisbane City links sisterhood with. However, it is free participation. The invitations to the Cities Summit, including the bi-annual mayor conference, are sent to the main cities all over the world. To seek the opportunity of the information on the urban policy and the business exchange with other cities, 700 guests gathered at the opening of the first day of the 6th Cities Summit hosted by Brisbane City in 2007. The 7th Summit will be hosted in the Incheon Metropolitan City in Korea, which ran as a candidate and was chosen.

Note 14) Dalian City, which is the next (2008) host City of Asian-Pacific City Summit, wants to hold a magnificent mayors conference with large numbers of participants attending. Therefore, it is doing influential public relations such as delivering invitation cards to the influential cities in addition to its members, and inviting eminent guest speakers.

Note 15) Asian-Pacific City Summit was invited for cooperation and association enthusiastically from International Cooperation Type networks, which are panel guests (such as UCLG, CITYNET) at the “Asian-Pacific City Network Forum” hosted by Fukuoka Asian Urban Research Center in November, 2007.

References

- 1) “International Policy for local municipality –by creating strategic alliance and network among cities” Eiko Yamashita, Seibundo, p.208, 2008
- 2) Edited by Kiyomi Morioka (chief editor), Shiobara Tsutomu, Honma Kohei “New Sociological Dictionary” YUHIKAKU PUBLISHING CO., LTD., p.920, 1993
- 3) Asian-Pacific City Summit Secretariat of Fukuoka Asian Urban Research Center “7th Asian-Pacific City Summit report (Urumqi City)” Fukuoka Asian Urban Research Center, p.125,2007

Also, the websites of the international city networks were referenced.