Guidebook on City-to-City Collaboration

for Zero Carbon Society

FY2025 edition

環境省
Ministry of the Environment

C3P
City-to-City Collaboration Program

Foreword

Under the Paris Agreement, the international community shares a commitment to the pursuit of limiting the global temperature rise to within 1.5 degrees Celsius above pre-industrial levels. Achieving this goal requires the realization of a decarbonized (carbon-neutral) society, where greenhouse gas (GHG) emissions from human activities are offset with absorption by forests and other natural sinks, by the latter half of this century. A key determinant of success in this effort is in how swiftly cities, which account for roughly 70% of global GHG emissions, can achieve decarbonization (local decarbonization).

Under the nation's Regional Decarbonization Roadmap (June 2021), Japan is working to achieve the effective and efficient transition to a decarbonized society by creating more than 100 Decarbonization Leading Areas by fiscal 2025, and from fiscal 2030 onward, disseminating the knowledge gained in these areas nationwide through the "decarbonization domino effect". The decarbonization solutions developed through these urban initiatives and pre-existing environmental solutions hold the potential to contribute to green growth in cities in developing countries overseas by balancing economic development with lower environmental impacts.

The Ministry of the Environment, Japan has implemented the "City-to-City Collaboration for Zero Carbon Society" program (hereinafter "city-to-city collaboration program" or "C3P") since fiscal 2013, a framework designed to support green growth in cities in developing countries in collaboration with Japanese municipalities, companies, and other stakeholders. Since its inception, 67 cities and regions from 14 countries around the world and 25 municipalities from Japan have taken part in this initiative, steadily and successfully establishing over 30 environmental infrastructure projects through the Joint Crediting Mechanism (JCM). With climate change concerns escalating, expectations are rising for the continued expansion of decarbonization solutions through such international city-to-city collaborative partnerships.

This guidebook has been developed for local governments and private companies around the world as a way to encourage their understanding of the city-to-city collaboration program. We hope it will provide valuable insights and encourage your potential involvement in this program.

March 2026
Ministry of the Environment, Japan

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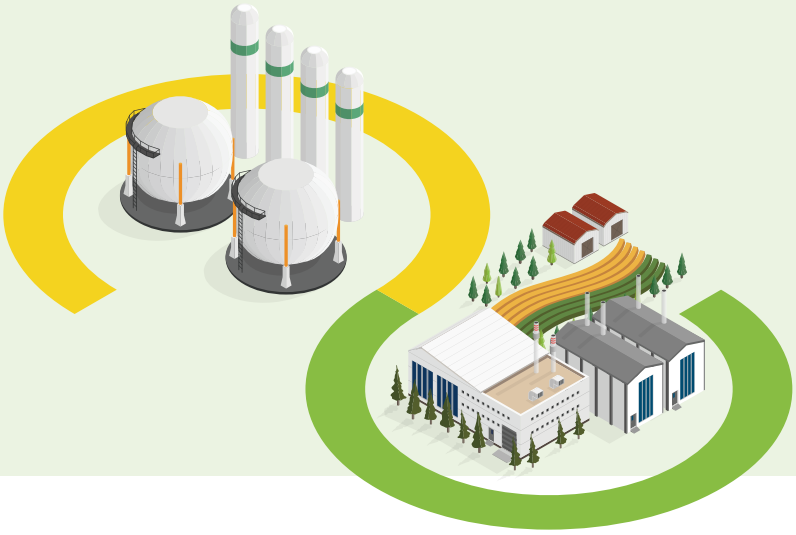
Introduction

Foundations of the City-to-City Collaboration Program



Progress of the Paris Agreement

The Paris Agreement, an international framework for climate action after 2020, aims to achieve a balance between anthropogenic greenhouse gas (GHG) emissions and sinks (net-zero emissions) in the latter half of this century in order to limit the global average temperature increase to below 1.5°C compared to pre-industrial levels. Governments around the world are implementing measures under their nationally determined contributions (NDCs), which include reduction targets for 2030. However, the global stocktake at the 28th Conference of the Parties to the United Nations Framework Convention on Climate Change (COP28) in November 2023 revealed a substantial disparity between current NDCs and scenarios needed to achieve the targets of the Paris Agreement, leading to calls for more ambitious and stronger actions. In response to these findings, governments are considering new NDCs that include more ambitious reduction targets for 2035.

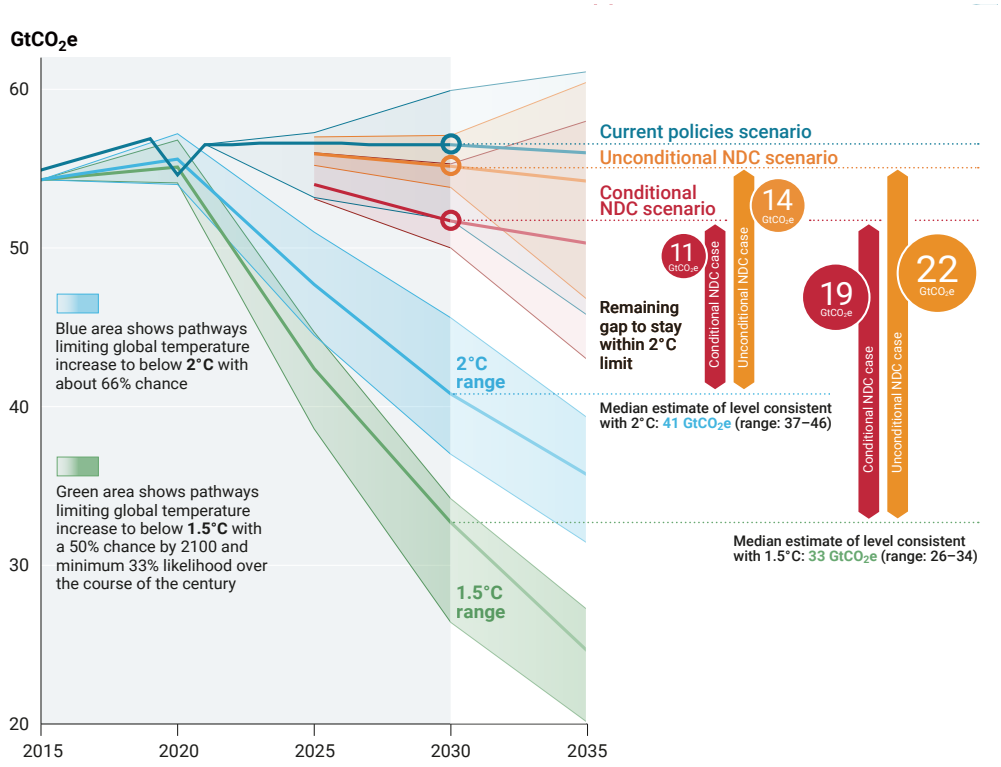


Fig.1 Global GHG emissions under different scenarios and the emissions gap in 2030 and 2035[1]

Non-state actors driving decarbonization

For the Paris Agreement to be implemented successfully, contributions from both national governments and non-state actors, such as local governments, private companies, and civil society, are essential. The "Race to Zero", a global campaign calling for non-state actors around the world to take immediate action to halve GHG emissions by 2030 and achieve net-zero emissions by 2050 at the latest, has seen more than 17,000 organizations join, highlighting the growing role of municipalities, companies and other actors in taking proactive steps towards decarbonization. In addition, even in the United States, which announced its withdrawal from the Paris Agreement in January 2025, the coalition, AMERICA IS ALL IN, which represents 60% of the population and 70% of the country's GDP, has pledged its support for the Paris Agreement, signalling the start of a new era where non-state actors drive decarbonization efforts.

1 UNEP. "Emissions Gap Report 2023: Broken Record – Temperatures hit new highs, yet world fails to cut emissions (again)". <https://wedocs.unep.org/bitstream/handle/20.500.11822/43922/EGR2023.pdf?sequence=3&isAllowed=y>

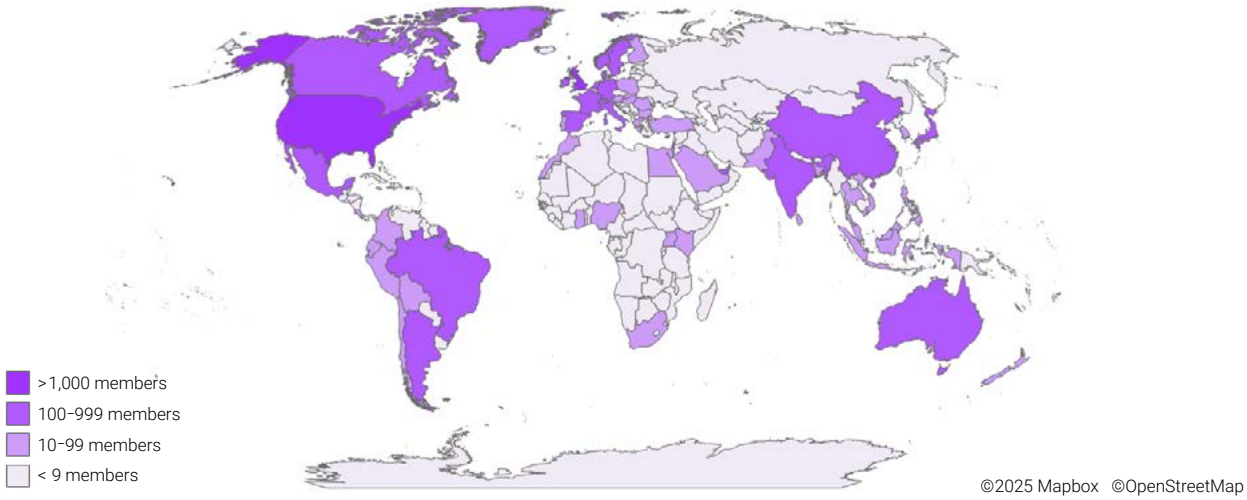


Fig. 2 Number of non-state actors participating in the Race to Zero campaign[2]

Regional decarbonization efforts gaining momentum in Japan

A number of cities, companies, and other groups in Japan are taking part in the "Race to Zero" campaign. As of November 2023, over 1,000 municipalities have declared themselves 2050 Zero Carbon Cities under the Ministry of the Environment's framework, indicating growing momentum for regional decarbonisation in the country. Building on this trend, the Japanese government set a goal to select more than 100 decarbonization leading areas by fiscal 2025 and provide concentrated support for decarbonization solutions tailored to each region's unique characteristics under the Regional Decarbonization Roadmap formulated in June 2021. Decarbonization efforts are expanding steadily across Japan, with 102 proposals selected as of February 2026.

Decarbonization Leading Areas (102 proposals)
Selected Proposals by Fiscal Year (Joint municipalities count as one proposal; nominee numbers in parentheses)

FY2022		FY2023		FY2024	FY2025	
1st	2nd	3rd	4th	5th	6th	7th
26 (79)	20 (50)	16 (58)	12 (54)	9 (46)	7 (15)	12 (18)

*Three proposals withdrawn after selection

Hokkaido Region (7 proposals, 7 Cities & Towns)
Sapporo city, Tomakomai city, Ishikari city, Assabu town, Okushiri town, Kamishihoro town, Shikaoi town

Tohoku Region
(13 Proposals, 5 Prefectures, 14 Municipalities)

Aomori Pref.	Nakadomari town & Aomori Prefecture, Sai village
Iwate Pref.	Miyako city, Kuji city, Rikuzentakata city & Iwate Prefecture, Kamaishi city & Iwate Prefecture, Shiwa town
Miyagi Pref.	Sendai city, Higashimatsushima city
Akita Pref.	Akita Prefecture & Akita city, Ogata village
Yamagata Pref.	Yonezawa city & Iide town & Yamagata Prefecture
Fukushima Pref.	Aizuwakamatsu city & Fukushima Prefecture

Chubu Region (12 Proposals, 3 Prefectures, 17 Municipalities)

Toyama Pref.	Takaoka city
Ishikawa Pref.	Ishikawa Prefecture & Nanao city
Fukui Pref.	Tsuruga city, Ikeda town & Fukui Prefecture
Nagano Pref.	Ueda city, Iida city, Komoro city, Ikusaka village
Gifu Pref.	Takayama city
Aichi Pref.	Nagoya city, Okazaki city & Aichi Prefecture
Mie Pref.	Watarai town & 5 other towns

Kanto Region (18 Proposals, 1 Prefecture, 19 Municipalities)

Ibaraki Pref.	Kasama city, Tsukuba city
Tochigi Pref.	Utsunomiya city & Haga town, Nikko city, Nasushiobara city
Gunma Pref.	Ueno village
Saitama Pref.	Saitama city
Chiba Pref.	Chiba city, Choshi city, Ichikawa city, Sosa city
Kanagawa Pref.	Yokohama city, Kawasaki city, Odawara city
Niigata Pref.	Sado city & Niigata Prefecture, Sekikawa village
Yamanashi Pref.	Kai city
Shizuoka Pref.	Shizuoka city

Chugoku Region
(12 Proposals, 2 Prefectures, 15 Municipalities)

Tottori Pref.	Tottori city, Yonago city & Sakaiminato city, Kurayoshi city & 2 other towns & Tottori Prefecture
Shimane Pref.	Matsue city, Ohnan town
Okayama Pref.	Setouchi city, Maniwa city, Nishiawakura village
Hiroshima Pref.	Higashihiroshima city & Hiroshima Prefecture, Kitahiroshima town & Hiroshima Prefecture
Yamaguchi Pref.	Shimonoseki city, Yamaguchi city

Kinki Region (13 Proposals, 2 Prefectures, 13 Cities)

Shiga Pref.	Konan city & Shiga Prefecture, Maibara city & Shiga Prefecture
Kyoto Pref.	Kyoto city, Fukuchiyama city
Osaka Pref.	Osaka city, Sakai city
Hyogo Pref.	Kobe city, Amagasaki city, Toyooka city, Kasai city, Awaji city
Nara Pref.	Ikoma city
Wakayama Pref.	Wakayama city & Wakayama Prefecture

Kyushu & Okinawa Region
(17 Proposals, 4 Prefectures, 37 Municipalities)

Fukuoka Pref.	Kitakyushu city & 17 other cities & towns, Fukuoka city, Ukiha city
Nagasaki Pref.	Nagasaki city & Nagasaki Prefecture, Goto city
Kumamoto Pref.	Kumamoto Prefecture & Mashiki town, Arao city, Kuma village, Asagiri town
Oita Pref.	Oita Prefecture & 3 other cities, Oita city
Miyazaki Pref.	Miyazaki city & Miyazaki Prefecture, Nobeoka city
Kagoshima Pref.	Hioki city, China town & Wadomari town
Okinawa Pref.	Miyakojima city, Yonabaru town

Shikoku Region
(7 Proposals, 1 Prefecture, 8 Municipalities)

Tokushima Pref.	Tokushima city
Kagawa Pref.	Takamatsu city
Ehime Pref.	Imabari city & Ehime Prefecture
Kochi Pref.	Susaki city & Hidaka village, Kitagawa village, Yusuhara town, Kuroshio town

Fig. 3 Municipalities selected as Decarbonization Leading Areas (as of February 2026)[3]

2 UN Climate Change High-Level Champions <https://www.climatechampions.net/campaigns/race-to-zero/>
3 Ministry of the Environment's Support Site for Creating Decarbonization Regions. "Decarbonization Leading Areas". <https://policies.env.go.jp/policy/roadmap/preceding-region/> (In Japanese)

Regional decarbonization solutions supporting green growth in the Global South

Cities serve as engines for economic growth. Today, about half of the world's population lives in cities and generates 80% of global GDP. However, cities are also responsible for about 70% of all global CO_2 emissions, which puts pressure on the environment. With the urban population projected to reach 70% of the global total by 2050, it is essential to promote green growth in cities around the world, balancing economic development with lower environmental impacts to create a sustainable society.

While Japan has already made strides in decoupling GDP from CO_2 emissions, regions such as Southeast Asia have not yet reached this stage. By deploying environmental and decarbonization solutions developed in Japanese cities to these regions, it will be possible to promote green growth and contribute to the efficient and effective realization of a sustainable society.

Anticipation is growing for efforts to be expanded through city-to-city collaboration to avert the further escalation of the climate crisis and create a sustainable society, including policy support, technology development, and capacity building.

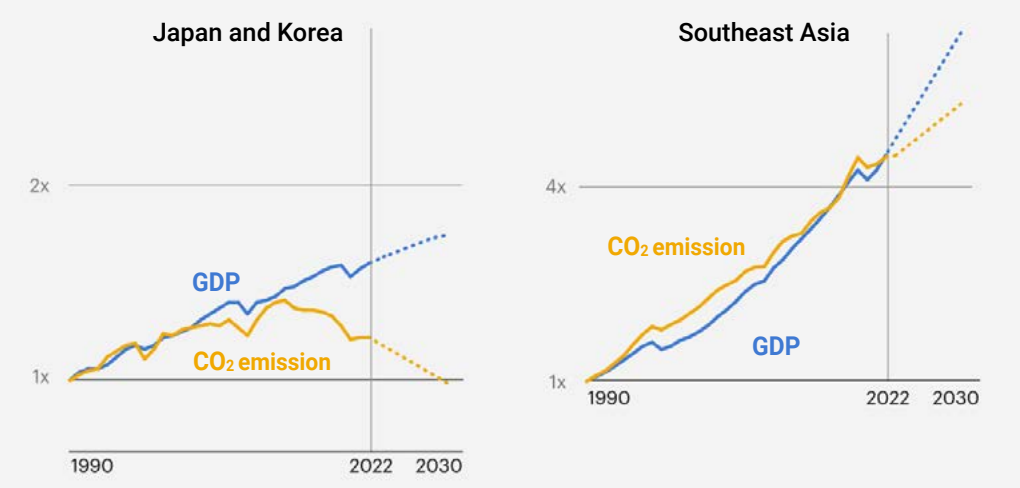
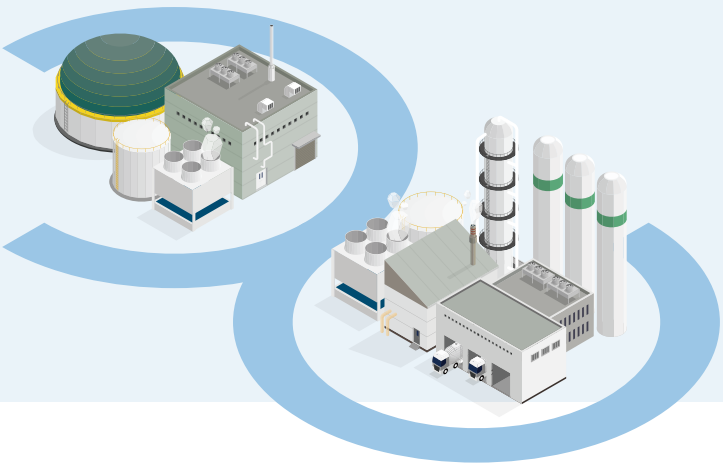


Fig. 4 GDP and CO_2 emissions by region[4]

4 Siddharth Singh "The relationship between growth in GDP and CO_2 has loosened; it needs to be cut completely", IEA Commentary, 31 January 2024 <https://www.iea.org/commentaries/the-relationship-between-growth-in-gdp-and-co2-has-loosened-it-needs-to-be-cut-completely>

Chapter 1

Overview of the City-to-City Collaboration Program



1.1 Policy positioning

In October 2020, the Japanese government declared its intention to become carbon neutral by 2050 and committed to reducing yearly greenhouse gas (GHG) emissions by 46% by fiscal 2030 compared to 2013 levels as a mid-term goal in April of the following year. Furthermore, in February 2025, Japan revised its Plan for Global Warming Countermeasures and set new post-2030 reduction targets, including a 60% reduction by fiscal 2035 and a 73% reduction by fiscal 2040, which were reported to the United Nations as part of its nationally determined contributions (NDCs). While centring its policies on domestic measures, Japan is also promoting its contributions to reducing global emissions and will count credits acquired through the Joint Crediting Mechanism (JCM, BOX 1) under Article 6.2 of the Paris Agreement towards meeting its NDC targets. Japan aims to acquire the equivalent of approximately 100 million tonnes of CO_2 by fiscal 2030 and about 200 million tonnes of CO_2 by fiscal 2040 in credits through the reduction and absorption of global emissions via the JCM.

The City-to-City Collaboration for Zero Carbon Society program (hereinafter referred to as the "city-to-city collaboration program" or "C3P") supports public-private initiatives that promote collaboration between Japanese municipalities and the private sector. The C3P encourages international city-to-city collaboration between Japan and emerging economies/developing countries, taking local needs into consideration and exploring the potential application of the JCM to promote regional decarbonization. This program is also designated as a core component of the Clean City Partnership Program (C2P2, BOX 2), which seeks to address broader urban challenges, including climate change. JCM projects will be developed through the C3P and contribute to achieving decarbonization in Japan and around the world.

BOX 1. What is the Joint Crediting Mechanism (JCM)?

The JCM was established to quantitatively evaluate the extent of contributions by Japan and partner countries to the achievement of greenhouse gas emission reductions and removals in developing countries through the diffusion of advanced decarbonization technologies and implementation of mitigation actions in the form of JCM Model Projects and others. Credits acquired through these projects can be used to achieve the nationally determined contributions (NDC) for both countries under the Paris Agreement. To date, Japan has established partnerships with 31 countries under this mechanism*.

* Mongolia, Bangladesh, Ethiopia, Kenya, Maldives, Vietnam, Laos, Indonesia, Costa Rica, Palau, Cambodia, Mexico, Saudi Arabia, Chile, Myanmar, Thailand, Philippines, Senegal, Tunisia, Azerbaijan, Moldova, Georgia, Sri Lanka, Uzbekistan, Papua New Guinea, United Arab Emirates, Kyrgyz, Kazakhstan, Ukraine, Tanzania, India (As of February 2026)

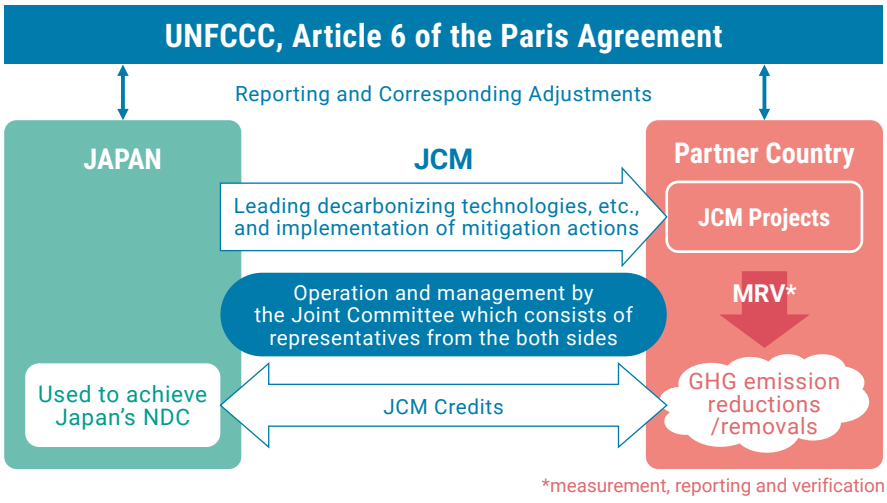


Fig. 5 Overview of the Joint Crediting Mechanism (JCM)

BOX 2. What is the Clean City Partnership Program (C2P2)?

Launched in February 2023 by the MOEJ together with Japan International Cooperation Agency (JICA), this program aims to address challenges faced by cities around the world from multiple perspectives. With the participation of Japanese local governments, private companies, financial institutions, and in collaboration with international development finance institutions (MDBs), the program aims to provide comprehensive and synergistic support to partner cities overseas to address urban challenges including climate change, environmental pollution, circular economy, and ending and reversing nature loss.

1.2 Purpose of the C3P

Co-creation and collaboration with diverse actors such as public organizations, private companies, research institutions, and NGOs—particularly those engaged in activities directly connected to communities—and international cooperation with municipalities that play a vital role in regional decarbonization and other urban stakeholders, is a highly effective approach to building a decarbonized society on a global scale. Japan's Ministry of the Environment actively supports these initiatives under the C3P.

Under this program, Japanese municipalities and private companies work together with partner cities overseas through international city-to-city collaboration partnerships that are built on sister city and other relationships. Activities include studies that will contribute to the formation of JCM and other decarbonization projects, support for the development of systems to promote decarbonization, and capacity-building initiatives (human resources development), all combined into one comprehensive package. Through these activities, the C3P aims to contribute to the effective and efficient realization of a globally decarbonized society by raising the level of ambition of partner cities overseas, supporting their development through the autonomous implementation of policies, and encouraging the broader adoption of decarbonization technologies.

The C3P is expected to identify JCM projects aligned with the needs of partner cities overseas, followed by feasibility studies, and the submission of applications for JCM Model Projects (BOX 3) by Japanese private companies. However, in cases where project characteristics do not meet JCM criteria, a flexible approach will be applied to post-project developments (exit strategies), which may involve the introduction of equipment on a business basis or the expansion of a project through other programs or funding channels.

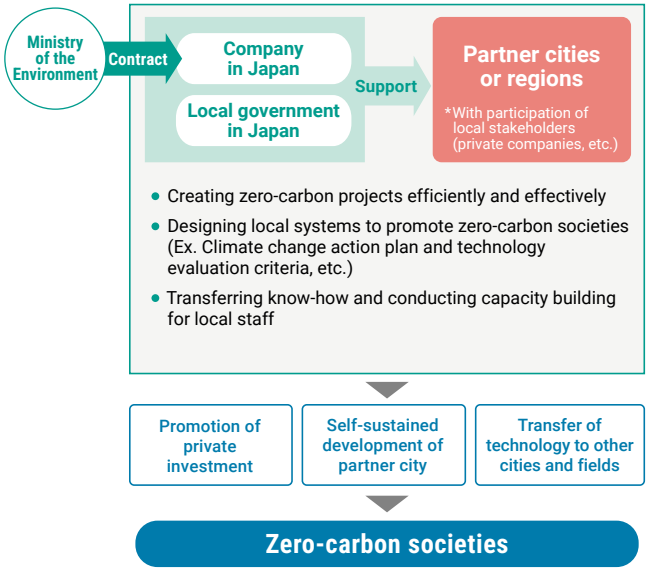


Fig. 6 Concept of the C3P

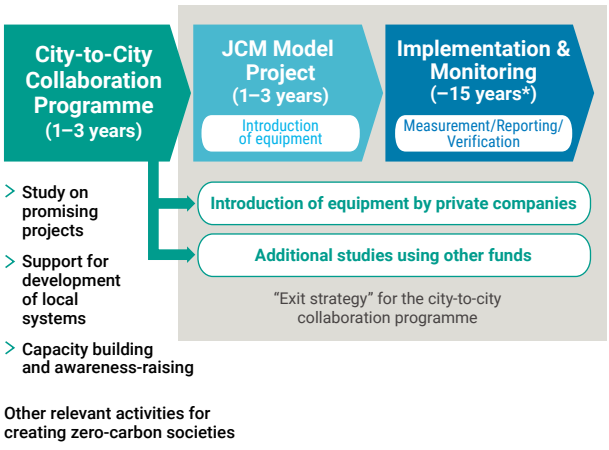


Fig. 7 Exit strategies of the C3P

BOX 3. What are JCM Model Projects?

JCM Model Projects are financed by the Japanese government through subsidies that cover a portion of the installation costs of facilities and equipment to reduce energy-related CO_2 emissions.

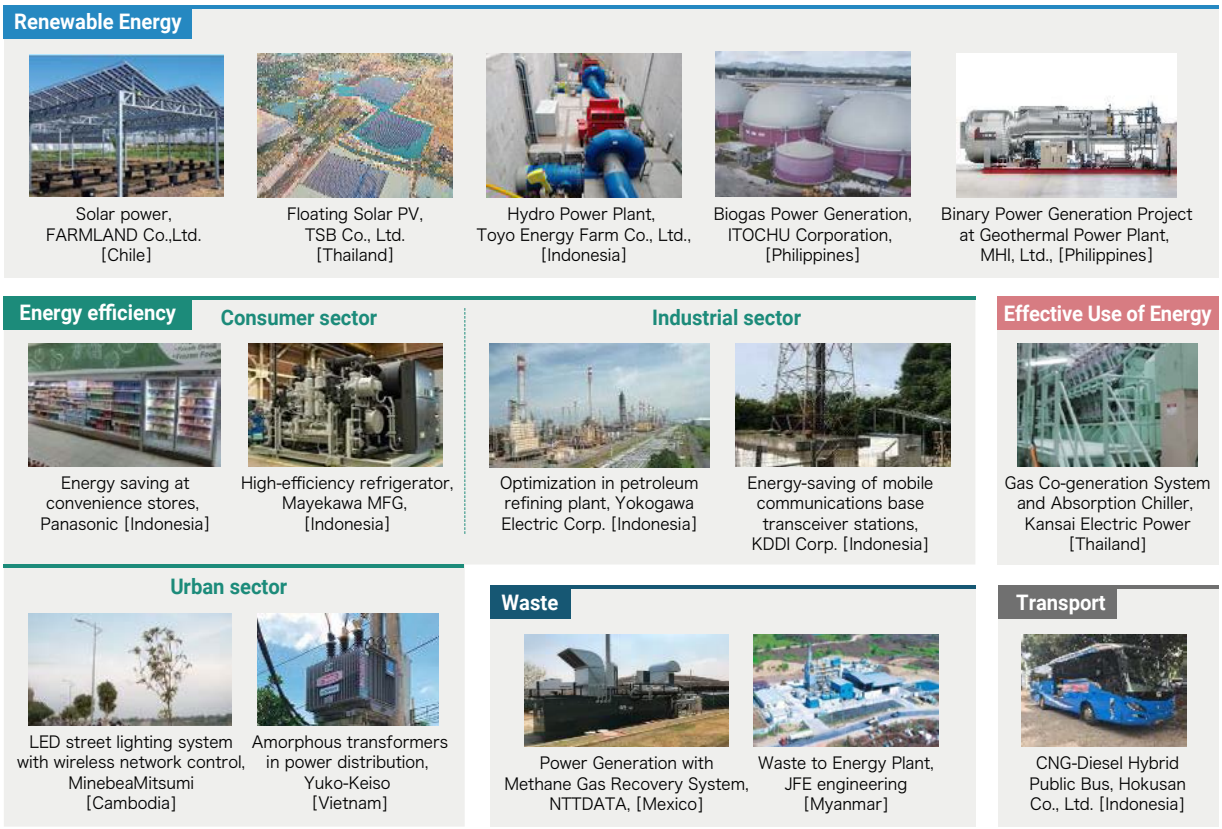


Photo 1. Examples of decarbonization technologies introduced through JCM

1.3 Program stakeholders

The C3P includes the participation of both Japanese municipalities and partner cities overseas, as well as Japanese private companies and academic institutions that have developed leading decarbonization solutions, alongside local private companies that want to adopt these innovative solutions. This broad involvement of diverse stakeholders enables the co-creation of a wide range of decarbonization solutions and ensures a seamless transition to practical implementation.

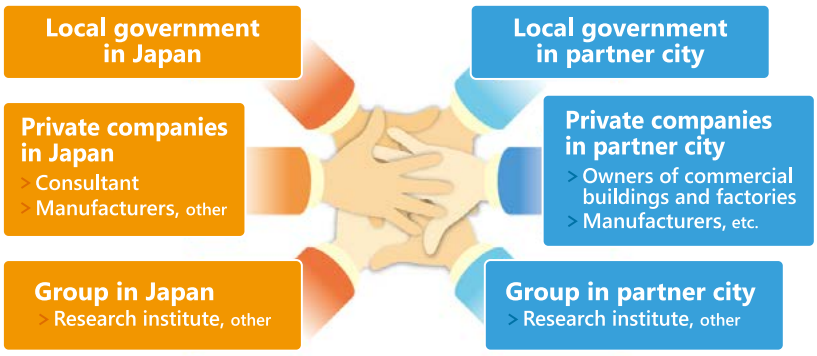


Fig. 8 Stakeholders involved in the city-to-city collaboration program

1.4 Advantages for stakeholders

Stakeholders can derive a variety of benefits from their involvement in the C3P. Japanese municipalities, for example, can take advantage of the program to achieve their policy goals, build and strengthen city networks, raise their visibility, and stimulate the local economy by supporting local businesses entering overseas markets. Collaborating with municipalities provides a level of credibility for Japanese private companies, allowing them to gather extensive information, build networks, and expand sales channels, which ultimately boosts revenue. Partner cities in developing countries can also gain insight into urban development and environmental management, including climate change measures, through public-private partnerships with the Japanese public and private sectors. Likewise, local private companies can access Japan's state-of-the-art decarbonization and environmental solutions while taking advantage of the JCM and other similar schemes to integrate these solutions in a cost-effective way.

Table 1. Advantages for partner cities

Achieve the creation of a zero-carbon city at an early stage	• Strengthens the foundation of low/zero-carbon urban development (planning and development of strategies, capacity building of staff, etc.) • Introduction of low-carbon technologies results in low/zero-carbon development in cities • Contribution to the achievement of domestic policies and international agendas • Expected co-benefits, such as improvements in the urban environment
Create business opportunities for local companies	• Encouragement of participation in studies and other activities to create business opportunities for local companies
Raise city appeal	• Improvements to the urban environment can result in clustering industries and promoting investment
Improve capacity of staff	• Participation in international activities to develop human resources that will be active on the global stage • Ability to learn environmental management know-how from Japan
Expand networks	• Building and strengthening networks with private companies in Japan • Creating networks with public organisations and private companies in Japan
Increase visibility	• Increased visibility in Japan and overseas as a result of being featured in events and publications by the Ministry of the Environment
Nurture a sense of civic pride	• Understanding the activities of local governments and businesses helps residents take pride in their communities

Table 2. Advantages for private companies in partner cities

Introduce leading low/zero-carbon technologies	• Introduction of leading low/zero-carbon technologies at low costs through JCM funding support (subsidies) • Acquisition of know-how on the operation of introduced technology • Expectation of various co-benefits, such as lower electricity/water bills and reduced waste • Lower running costs as a result of the good performance of introduced technology and low number of failures
Increase brand power	• Introduction of low-carbon technologies will lead to a reduction in GHG emissions • Stronger brand power as a result of being viewed as a company taking a proactive approach in terms of environmental measures
Improve capacity of staff	• Participation in international activities to develop human resources that will be active on the global stage • Acquisition of know-how on MRV
Expand networks	• Building and strengthening networks with local governments and private companies domestically • Creation of networks with public organisations and private companies in Japan and acquisition of new sales channels
Increase visibility	• Increased visibility in Japan and overseas as a result of being featured in events and publications by the Ministry of the Environment

Stakeholders involved in the C3P can also promote exchange with other participants and drive momentum for local decarbonization by attending seminars organised in Japan by the Ministry of the Environment. They can also take advantage of capacity-building opportunities by participating in thematic workshops, peer learning, and field visits on decarbonization solutions.

Photo 2 Seminar on city-to-city collaboration in Ehime, Japan
(Left: Open seminar, Right: Workshop and peer-learning session)

1.5 Key distinctions between the C3P and standard technology transfer support

In projects where Japanese private companies consider transferring technology overseas, they typically handle all aspects, from feasibility studies to the installation of equipment for specific technologies. However, the C3P employs a public-private partnership approach, facilitating not only technology transfer between private companies, but also providing support for system design and human resources development to promote the widespread adoption of transferred technologies, thereby amplifying their impact.

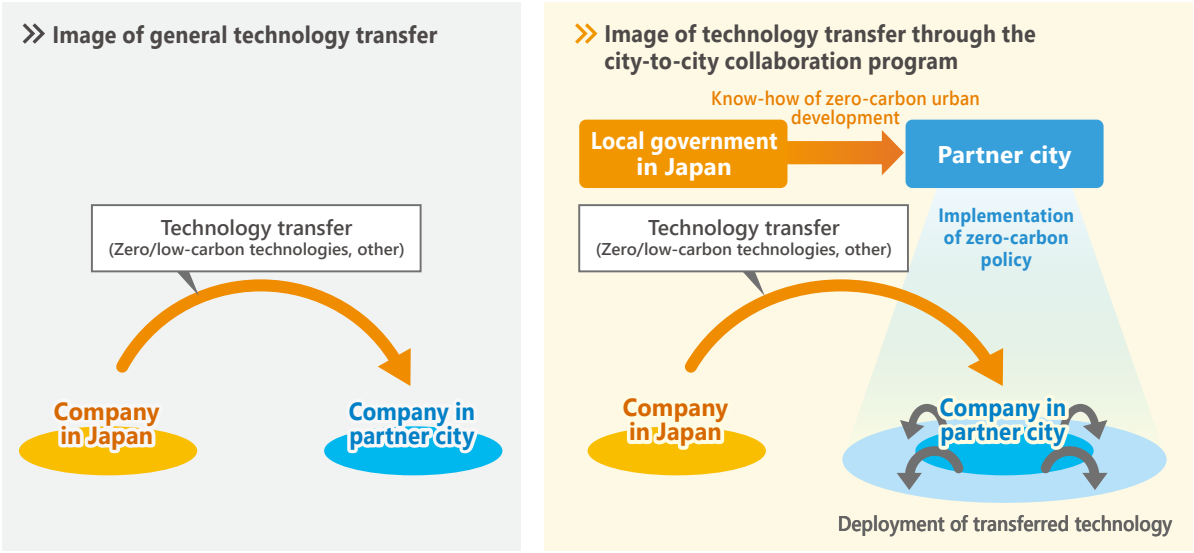


Fig. 9 Differences between general technology transfer and technology transfer through city-to-city collaboration

1.6 Partner countries and cities receiving support

The C3P supports emerging economies and developing countries, with priority given to JCM partner countries (31 nations as of February 2026). However, other non-JCM partner countries may be prioritised based on specific conditions. Please refer to the latest application guidelines for details (Chapter 3, section 3.3).

Cities from these countries that collaborate with Japanese municipalities (prefectures, cities, wards, towns, and villages) that are interested in participating in the C3P are referred to as "partner cities". Although there are no specific requirements regarding size or other characteristics, partner cities must be the most appropriate entities to effectively promote city-to-city collaboration activities.


Mongolia
Jan. 8, 2013 (Ulaanbaatar)


Bangladesh
Mar. 19, 2013 (Dhaka)


Ethiopia
May. 27, 2013 (Addis Ababa)

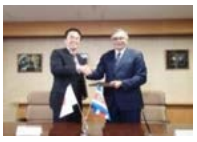

Kenya
Jun. 12, 2013 (Nairobi)

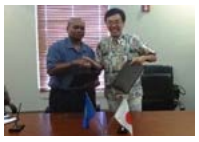

Maldives
Jun. 29, 2013 (Okinawa)


Viet Nam
Jul. 2, 2013 (Hanoi)


Lao PDR
Aug. 7, 2013 (Vientiane)


Indonesia
Dec.9, 2013 (Jakarta)


Costa Rica
Dec.9, 2013 (Tokyo)


Palau
Jan.13, 2014 (Ngerulmud)


Cambodia
Apr.11, 2014 (Phnom Penh)


Mexico
Jul.25, 2014 (Mexico City)


Saudi Arabia
May. 13, 2015


Chile
May. 26, 2015 (Santiago)


Myanmar
Sep. 16, 2015 (Nay PyiTaw)


Thailand
Nov. 19, 2015 (Tokyo)


Philippines
Jan. 12, 2017 (Manila)


Senegal
Aug. 25, 2022 (Dakar)


Tunisia
Aug. 26, 2022 (Tunis)


Azerbaijan
Sept. 5, 2022 (Baku)


Moldova
Sept. 6, 2022 (Chisinau)

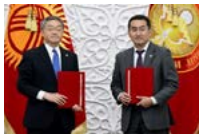

Georgia
Sept. 13, 2022 (Tbilisi)


Sri Lanka
Oct. 10, 2022 (Colombo)


Uzbekistan
Oct. 25, 2022 (Tashkent)


Papua New Guinea
Nov. 18, 2022
(Sharm-el-Sheikh)


United Arab Emirates
April. 16, 2023 (Sapporo)


Kyrgyz Republic
July. 6, 2023 (Bishkek)


Kazakhstan
Oct. 30, 2023 (Astana)


Ukraine
Feb. 19, 2024 (Tokyo)


Tanzania
May 28, 2025 (Tokyo)

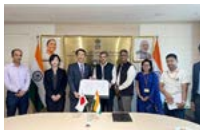

India
August 7, 2025 (New Delhi)

Photo 3. Signatories to the JCM bilateral agreement (as of February 2026)

1.7 Program achievements

Since the launch of the C3P in fiscal 2013, 67 cities and regions from 14 countries, along with 25 municipalities in Japan, have taken part. Twenty-five projects (marked with an asterisk) were implemented in fiscal 2025.

In addition, more than 30 environmental infrastructure projects have been successfully implemented using the JCM as part of activities under the C3P. The program has also supported decarbonization declarations and the development of relevant systems in partner cities overseas.

Partner city | Japanese city

Maldives

Malé City	Toyama City

India

Bangalore City	Yokohama City
Telangana State	Kitakyushu City *
Maharashtra State	Osaka City *
Tamil Nadu State	Ehime Prefecture *

Myanmar

Yangon Region	Kitakyushu City
Yangon City	Kawasaki City
Ayeyarwady Region	Fukushima City
Sagaing Region	Fukushima City
Mandalay City	Kitakyushu City
Yangon City	Fukuoka City

Mongolia

Ulaanbaatar City	Sapporo City / Hokkaido Government
Ulaanbaatar City / Tuv aimag Prefecture	Sapporo City
Ulaanbaatar City	Sapporo City *

Lao PDR

Vientiane City	Kyoto City

Palau

Koror State	Kitakyushu City *
Airai State	Urasoe City *

Vietnam

Hai Phong City	Kitakyushu City
Da Nang City	Yokohama City
Ho Chi Minh City / Thu Duc City	Osaka City
Kiên Giang Province	Kobe City
Can Tho City	Hiroshima Prefecture
Soc Trang Province	Hiroshima Prefecture
Hanoi City	Fukuoka Prefecture *
Quang Ninh Province	Shiga Prefecture
Ba Ria-Vung Tau Province / Southern Vietnam Area	Sakai City / OsakaCity *
Ben Tre Province	Ehime Prefecture
Dong Nai Province	Kobe City *
Thuan Hoa District / Hue City	Shizuoka City *
Da Nang City	Sakai City *
Hai Phong City	Kobe City *

Micronesia

Pohnpei State	Ama Town *

Thailand

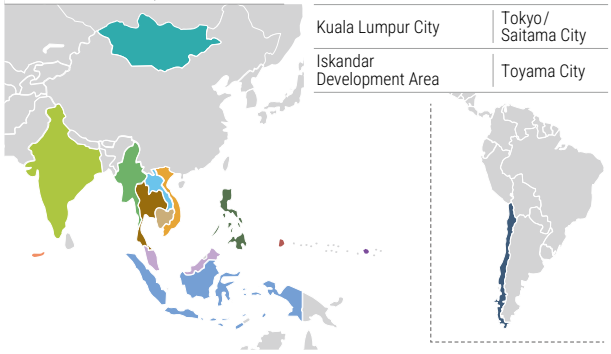
Bangkok Metropolitan Administration	Yokohama City *
Rayong Prefecture	Kitakyushu City
Chiang Mai Prefecture	Kitakyushu City
Eastern Economic Corridor (EEC)	Osaka City
Ubon Ratchathani Province / Warin Chamrap Town Municipality / Pibun Mangsahan Town Municipality	Kitakyushu City *
Pattaya City • Rayong City	Osaka City *

Cambodia

Phnom Penh Capital Administration	Kitakyushu City
Siem Reap Province	Kanagawa Prefecture

Malaysia

Iskandar Development Area	Kitakyushu City
Iskandar Development Area · Kota Kinabalu City	Toyama City
Penang State	Kawasaki City
Kuala Lumpur City	Tokyo / Saitama City
Iskandar Development Area	Toyama City



Indonesia

Denpasar City	Clean Authority of Tokyo
Surabaya City	Kitakyushu City
Batam City	Yokohama City
Semarang City**	Toyama City
Bandung City	Kawasaki City
Special Capital Territory of Jakarta	Kawasaki City
Bali Province**	Toyama City
Rokan Hulu Prefecture, Riau Provice / Pekanbaru City	Kawasaki City
Gorontalo Province	Ehime Prefecture *
Banten Province / West Java Province	Kitakyushu City *
Makassar City	Maniwa City *
Makassar City	Yokohama City *
Gianyar Regency	Osaki Town *
Badung Regency	Toyama City *
Bandung Regency	Kameoka City *

**Joint project for Bali and Semarang

Philippines

Quezon City	Osaka City
Davao City	Kitakyushu City
Metro Cebu Area (Cebu City, Mandaue City, Danao City)	Yokohama City *

Chile

Renca Municipality, Santiago City	Toyama City *

* Ongoing projects in FY2025

Fig. 10 C3P cities 2013 (FY2013–2025)

1.8 Case studies

Activities carried out under the C3P are primarily focused on studies for designing JCM-related projects and support for the development of systems to promote regional decarbonization. These activities are also designed to create synergies to address local social issues and revitalise the domestic regional economy, resulting in a wide variety of actions and approaches.

In this section, we will present an overview and highlight the activities of six projects implemented in fiscal 2024. Additional examples can be found in the program brochure, which covers both current and past projects. This brochure is available on the Ministry of the Environment's website[1].

1 "City-to-City Collaboration Program" page in the MOEJ's Web Portal for City-to-City Collaboration for Zero Carbon Society <https://www.env.go.jp/earth/coop/lowcarbon-asia/english/project/>

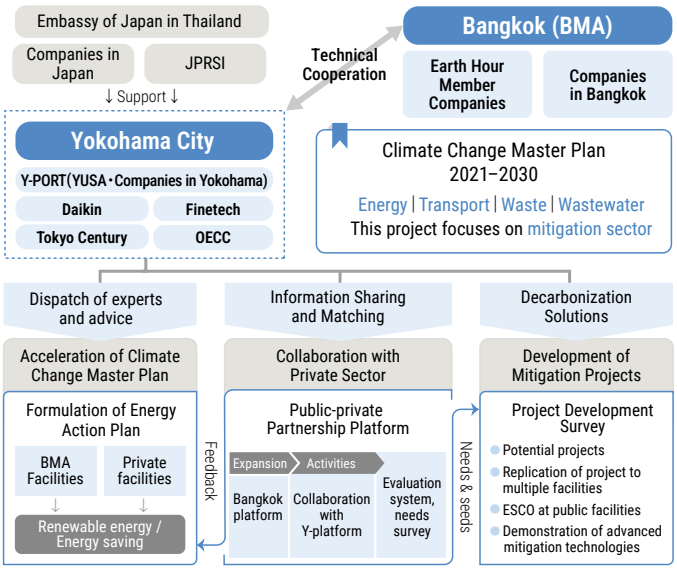
Case Study 1 **Metropolitan approach to regional decarbonization leveraging synergies between the C3P and JICA projects** (Example of activities in fiscal 2024)

Bangkok Metropolitan Administration (Thailand)— Yokohama City

Main Proposer: Overseas Environmental Cooperation Center, Japan (OECC)

Project for Accelerating GHG Net Zero Emission under the Bangkok Master Plan on Climate Change

Thailand is striving to achieve carbon neutrality by 2050, with the capital, Bangkok, playing a crucial role in this effort. Bangkok has set an ambitious long-term goal of achieving "Net Zero by 2050" and is actively working on climate action. This project, based on the partnership between Yokohama City and the Bangkok Metropolitan Administration (BMA), provides policy support and strengthens public-private collaboration to advance the implementation of Bangkok's Climate Change Master Plan. Key initiatives include establishing and managing a platform to foster public-private partnerships, implementing an energy action plan to accelerate the Master Plan, and developing greenhouse gas reduction projects through the JCM.



Case Study 2 **Metropolitan model deploying a three-way strategy to support the creation of systems promoting autonomous regional decarbonization** (Example of activities in fiscal 2024)

Kuala Lumpur City (Malaysia)– Tokyo Metropolitan Government & Saitama City

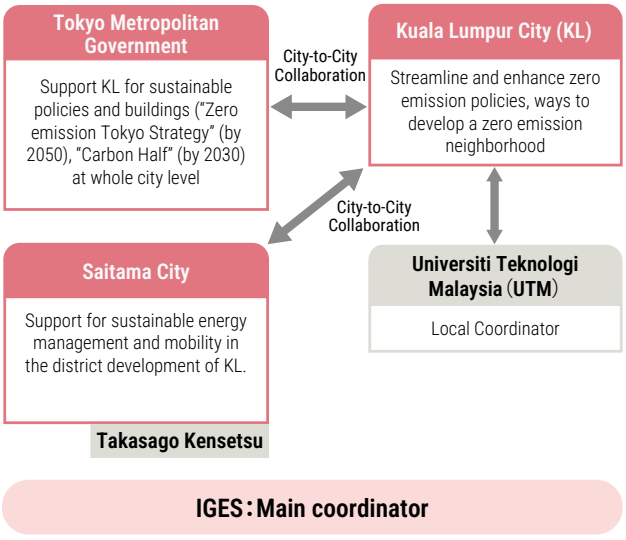
Main Proposer: Institute for Global Environmental Strategies (IGES)

Developing an Institutional Framework for Zero Carbon Kuala Lumpur and Its Neighbourhoods

During the first phase of this project (FY2019–FY2021), Tokyo Metropolitan Government shared its expertise with Kuala Lumpur City (KL City), providing practical guidance on implementing low-carbon building systems. This phase focused on supporting KL City in its efforts to promote low-carbon construction.

The second phase, which began in FY2022, has seen Tokyo and Saitama City collaborate to refine their low-carbon urban development strategies and assist in decarbonizing the Wangsa Maju district, designated as a carbon-neutral zone. A key initiative has been exploring the feasibility of introducing Japanese-style wooden houses with advanced insulation and airtightness in partnership with Malaysian research institutions. This work is part of ongoing efforts to support sustainable urban development.

At COP29, the governors and mayors of Tokyo, Saitama City, and KL City attended in person to showcase these initiatives at the Japan Pavilion.



Case Study 3 Decarbonization domino model generating multiple JCM projects through city-to-city collaboration (Example of activities in fiscal 2024)

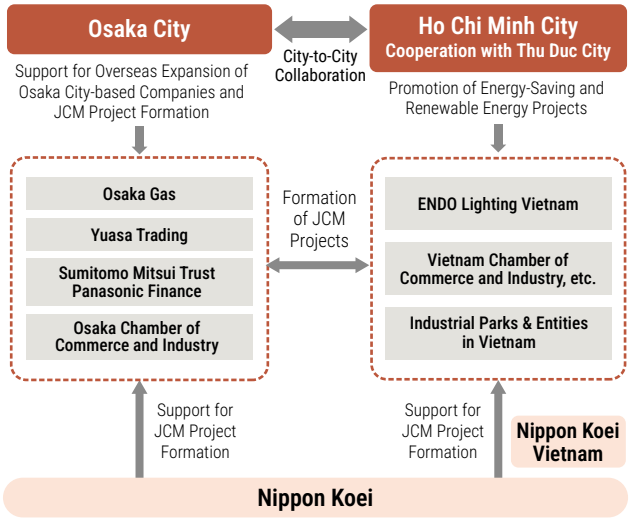
Ho Chi Minh City & Thu Duc City (Vietnam)—Osaka City

Main Proposer: Nippon Koei Co., Ltd.

Promotion of Carbon Neutrality Based on Climate Change Policies in Ho Chi Minh City and Thu Duc City

This project aims to promote carbon neutrality in Ho Chi Minh City and Thu Duc City, based on the "Memorandum of Understanding on the Formation of a Decarbonized and Low-Carbon City" signed between Osaka City and Ho Chi Minh City. Specific efforts include providing administrative advice and sharing case studies of Osaka City's climate change initiatives to support the implementation of the "Ho Chi Minh City Climate Change Action Plan (CCAP)" through annual policy dialogues and local workshops held in both cities.

In response to a request from Ho Chi Minh City, Osaka City also shares its environmental education content. Additionally, by leveraging the experience of participating companies involved in the "JCM Model Project" and "JCM Eco-Lease" initiatives, Japanese energy-saving and renewable energy technologies are being expanded horizontally to promote decarbonization in other cities and regions.



Case Study 4 Model promoting decarbonization and SDG domino effects starting in Toyama City and extending to Renca municipality and surrounding regions (Example of activities in fiscal 2024)

Renca Municipality, Santiago City (Chile)—Toyama City

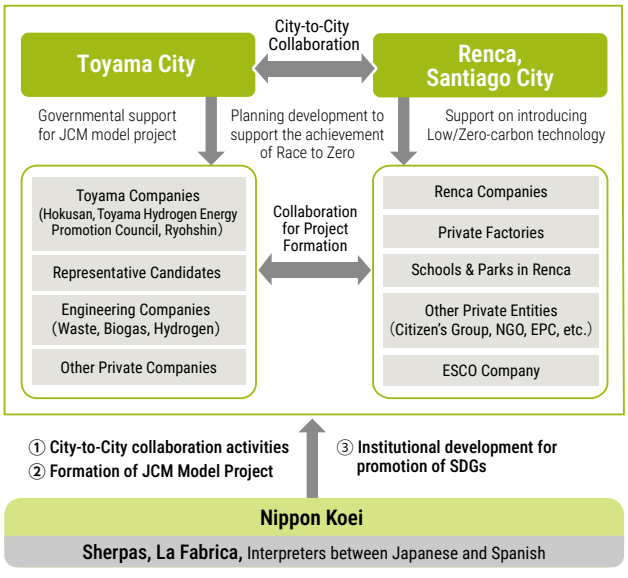
Main Proposer: Nippon Koei Co., Ltd.

Project to Promote Decarbonization and SDG Domino Effects through Participation in the Race to Zero by Renca, Santiago

This project is actively advancing GHG reduction initiatives in Renca Municipality to achieve the Race to Zero goals by supporting the formulation of plans and expanding JCM Model Projects. One key initiative is the installation of rooftop solar power systems, which are in high demand locally. Additionally, the project is investigating the potential for deploying cutting-edge decarbonization technologies, such as biogas, hydrogen, and advanced waste management solutions.

To ensure these activities are effective and do not overlap with those of other nations supporting Renca Municipality, efforts are being made to collaboate closely with various international partners. The project also shares Toyama City's expertise and experience in decarbonization and SDG initiatives with Renca Municipality. Furthermore, Nippon Koei's digital transformation technology is being used through the SDG assessment tool, TSUMUGI@.

By leveraging Renca Municipality's strong communication network, this project will be used as a starting point to promote decarbonization and SDG initiatives across neighboring municipalities within Chile.



Case Study 5 **Regional decarbonization model addressing environmental and developmental challenges through collaborative partnerships between industry, government, and academia** (Example of activities in fiscal 2024)

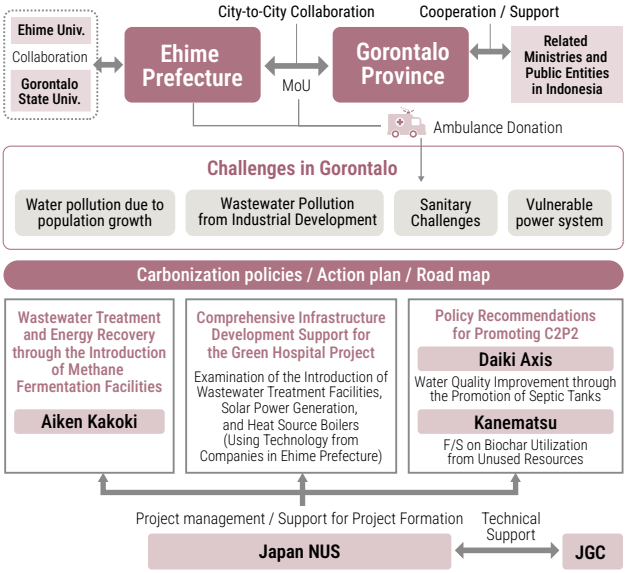
Gorontalo Province (Indonesia)—Ehime Prefecture

Main Proposer: JAPAN NUS Co., Ltd.

Support Project for Achieving the SDGs and Developing a Sustainable Decarbonized Society

Gorontalo Province in the Republic of Indonesia has requested support from Ehime Prefecture, which possesses expertise in addressing environmental and development challenges through decarbonization policies. In this project, Ehime Prefecture, local companies specializing in decarbonization technologies, and Ehime University collaborate to support the formulation of Gorontalo Province's decarbonization policies and plans.

The project also includes a survey on the promotion of methane fermentation facilities targeting industrial wastewater, infrastructure development for hospitals with green hospital plans, the introduction of septic tanks for domestic wastewater treatment to promote the Clean City Partnership Program (C2P2), and the installation of leachate treatment systems at final disposal sites. Furthermore, the project involves proposals and institutional development to facilitate the smooth implementation of these facilities, taking into account applications for Japanese government subsidies, including the JCM Model Project.



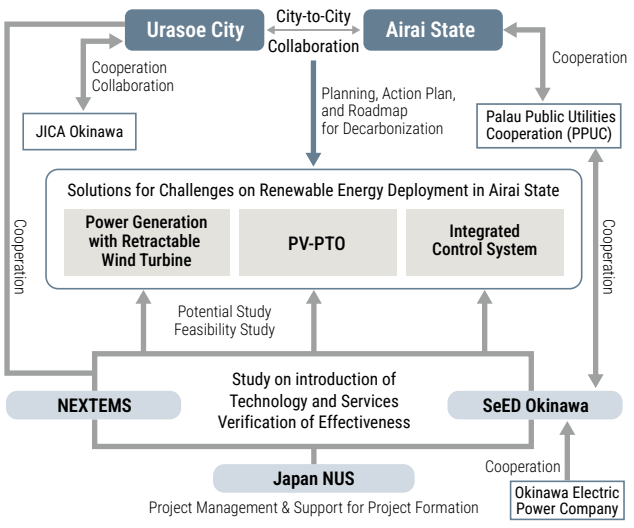
Case Study 6 **Island model approach to addressing regional decarbonization and local energy challenges by promoting renewable energy** (Example of activities in fiscal 2024)

Airai State (Palau)—Urasoe City

Main Proposer: JAPAN NUS Co., Ltd.

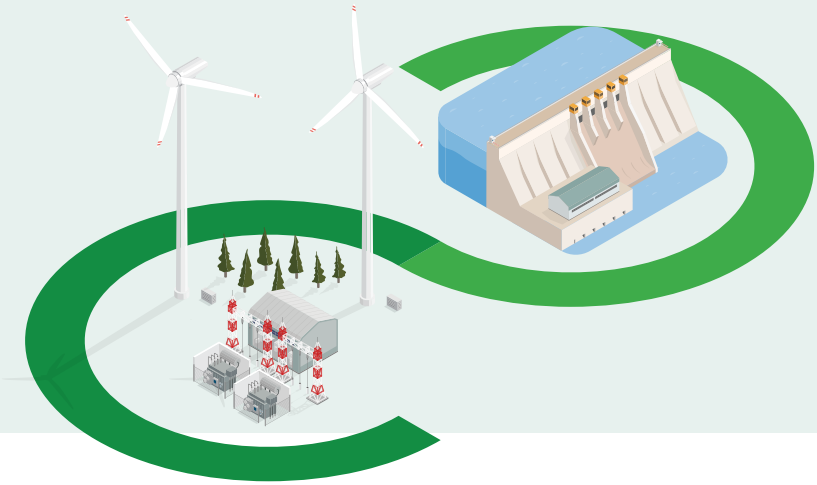
Support Project for Developing a Sustainable, Eco-friendly Smart City: An Intercity Collaboration between Urasoe City and Airai State

In Palau, the widespread adoption of renewable energy is considered essential for achieving the government's NDC (Nationally Determined Contribution) targets. However, progress has been hindered by vulnerabilities in the power grid and a lack of control technologies. This project aims to establish a model initiative for independent grids as a successful example of optimal renewable energy management, contributing to the expansion of renewable energy adoption. Additionally, a study on the introduction of tiltable wind power generation technology will be conducted to promote diverse renewable energy utilization. The project will also develop an energy-saving model initiative to demonstrate its effectiveness and encourage further adoption. By supporting the implementation of integrated control technologies for the comprehensive management and operation of renewable energy systems, the project seeks to contribute to sustainable regional development not only in Airai State but across Palau as a whole.



Chapter 2

Details of Activities Under the City-to-City Collaboration Program



2.1 General structure of the City-to-City Collaboration program

The C3P, a commissioned project by the Ministry of the Environment, invites private companies and local municipalities from Japan to collaborate with partner cities overseas in developing project proposals, which are then submitted through the Ministry's process of open calls for proposals. If selected, projects can be implemented under the C3P framework.

The C3P is designed to promote regional decarbonization in partner cities overseas through co-creation and collaboration among stakeholders. Key activities include studies on formulating JCM projects aimed at introducing decarbonization technologies and supporting the development of systems that will encourage the introduction and widespread use of these technologies.

The project period lasts for one phase (three years). If requirements are met, including the originality of themes, it is possible to extend the project for a maximum of two phases, even if the same cities continue to collaborate.[1] However, it is important to note that because the contract is renewed annually, an implementation plan must be submitted each year when the contract is signed. A business report and expense settlement report will also be required at the end of each contract period.

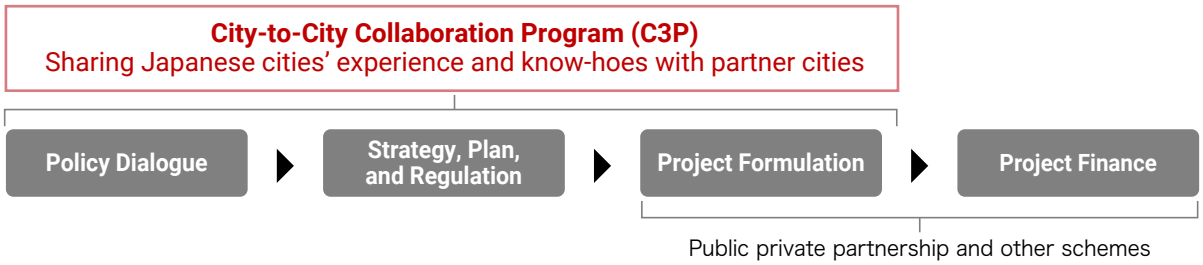


Fig. 11 Scope of activities supported by the C3P

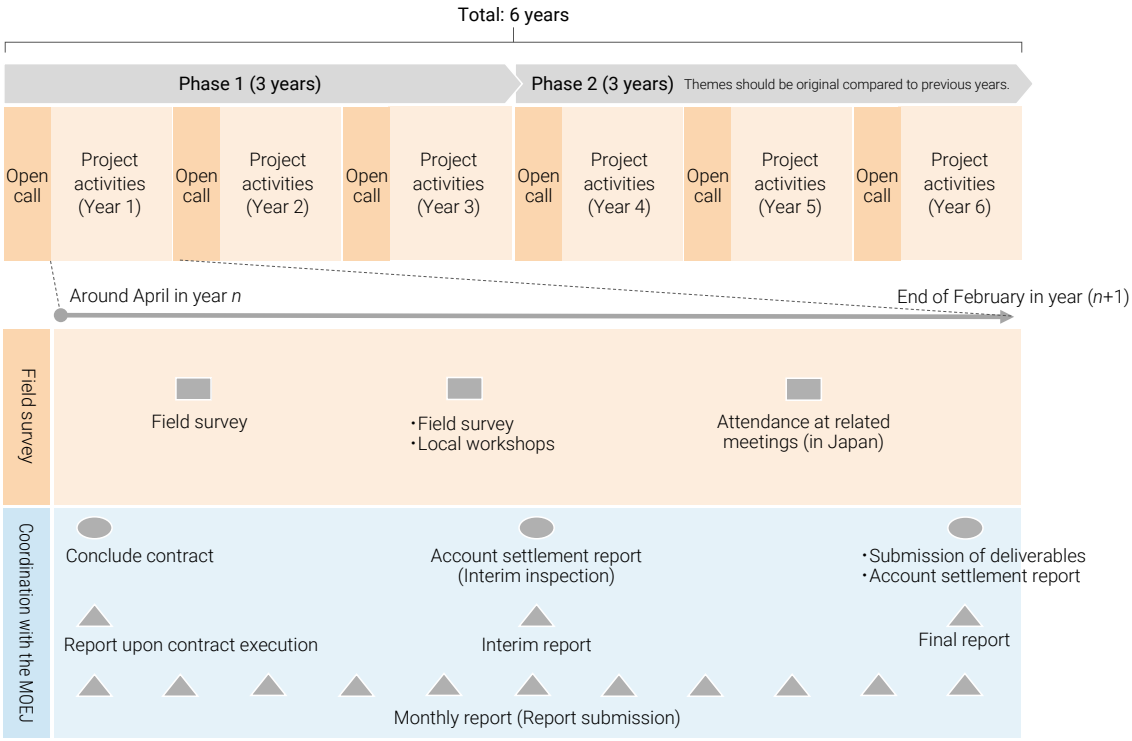


Fig. 12. Example of the C3P project period and yearly process

(Note) Created based on application guidelines[2] for fiscal 2026. Implementation timing and content may vary. Projects can be implemented for up to two phases if requirements are met.

1 Projects implemented under the same combination of a Japanese city and a partner city may not exceed a total of seven years. This seven-year limit applies to the cumulative implementation period, even if there have been interruptions during the project. However, if the interruption period has lasted six years or more, the project may be submitted again as a new proposal.

2 Ministry of the Environment. "First open call for proposals for the City-to-City Collaboration Program for Zero Carbon Society in FY 2026". 2 February 2026. <https://www.env.go.jp/press/press_04310.html>

2.2 Scope of support under the C3P

The C3P supports the projects, sectors, and countries shown in the table below. The use of the JCM, a scheme that subsidises the installation of equipment to reduce energy-related CO_2 emissions, is a key focus of the program. Therefore, the C3P focuses on supporting activities such as studies related to project formation and system development that can help reduce energy-related CO_2 emissions, such as in the areas of energy efficiency, renewable energies, and hydrogen technologies.

Table 3. Scope of support under the C3P

Category	Details
Projects	The eligible projects shall be those in which Japanese private companies, research institutions, and other relevant entities, in collaboration with a Japanese prefecture, municipality, or other local government entity possessing experience and know-how in the development of a decarbonized society (hereinafter referred to as "Japanese cities"), provide support tailored to the circumstances of the overseas target region or city (hereinafter referred to as "partner cities") for the realization of a decarbonized society. Such projects shall also promote the overseas deployment of Japan's advanced decarbonization and environmental technologies, including through equipment installation under the Joint Crediting Mechanism (JCM). The project must include the activities listed in items (1) through (6) below. (1) Deliverables: Japanese version of report (hard copy), English/Japanese summary (PowerPoint), electronic version of report (DVD-R). (2) Monthly reports: Electronic submission of progress reports, surveys and event schedules (approximately one A4-size page). (3) Report sessions: About 3 times/year (upon contract execution, interim reporting, and final reporting), to be conducted online. (4) Field surveys, invitations for partner cities to visit Japan, workshop, other (including the use of local consultants, etc.): Approximately 2 times/year. (5) Presentations at related meetings, coordination, other: 1 time/year in Japan. (6) Collaboration with supporting organisations (in addition to the Ministry of the Environment): Collaboration with support programs in foreign countries and international organisations other than the Ministry of the Environment. Discussions are expected to be held with JICA field offices once a year.
Sectors	Projects should target energy efficiency, renewable energies, hydrogen and other decarbonization technologies across different sectors (with the aim of reducing energy-related CO_2 emissions and encouraging the formation of a decarbonized society), and include support for system development to promote the installation of equipment in each sector, as well as support for the introduction of related environmental technologies.
Countries/regions	Priority countries: JCM partner countries and candidate countries (Brazil, Malaysia): As of February 2026, there are 31 JCM partner countries: Mongolia, Bangladesh, Ethiopia, Kenya, Maldives, Vietnam, Lao PDR, Indonesia, Costa Rica, Palau, Cambodia, Mexico, Saudi Arabia, Chile, Myanmar, Thailand, Philippines, Senegal, Tunisia, Azerbaijan, Moldova, Georgia, Sri Lanka, Uzbekistan, Papua New Guinea, United Arab Emirates, Kyrgyzstan, Kazakhstan, Ukraine, Tanzania, India. Please find more information on partner countries on the Japanese Ministry of Foreign Affairs website below. Ministry of Foreign Affairs, Japan: "Joint Crediting Mechanism (JCM)": https://www.mofa.go.jp/ic/ch/page1we_000105.html

(Note) Table created based on guidelines from the fiscal 2026 open call for proposals.

Although the scope of support is clearly defined, many initiatives that align with the needs of partner cities overseas frequently contribute to the creation of a decarbonized society through the reduction of non-energy CO_2 emissions, or focus on enhancing regional sustainability through resilience strategies, circular economy practices, and nature-positive economic approaches. Project screening criteria (BOX 4) also cover the feasibility of achieving multiple benefits. Projects receive additional points if they align with or are incorporated into the plans and strategies of partner cities overseas, or if they aim to transfer initiatives and expertise from Decarbonization Leading Areas to partner cities. A list of past city-to-city collaboration projects (BOX 5) reflects a wide range of sectors and underscores how this program can accommodate a broad spectrum of activities.

Fig. 13 Sustainable Development Goals (SDGs)

BOX 4. Screening criteria for project proposals (evaluation of proposed content)

The screening criteria and scoring system are specified in the application guidelines. The highest weight is assigned to "Overall originality and competitive advantage of the project" (40 points for new proposals / 20 points for continuing projects). This criterion assesses whether the city-to-city collaboration concept and the proposed technologies align with local needs and the partner country's strategies, and whether the proposal demonstrates clear advantages over competing submissions.

The next highest scores are allocated to "Project implementation structure" (30 points) and "Feasibility of technology deployment through the JCM" (30 points). Evaluation focuses on the appropriateness of the implementation framework, the involvement of local companies, the concrete prospects for technology deployment under the JCM, as well as expected CO_2 reduction effects and cost-effectiveness.

Other criteria include "Content of policy cooperation between local governments" (20 points), "Feasibility of projects other than JCM projects" (20 points), and, for continuing projects, "Past-year achievements" (20 points). In addition, "Synergy effects" (10 points) assess broader co-benefits beyond decarbonization.

In this way, proposals are expected to demonstrate a clear pathway toward practical implementation and broader impact.

Table 4. Example of criteria and scoring sheet for city-to-city collaboration projects

Items to Include in Proposal	Evaluation Items	Evaluation Criteria	Point Allocation		Score
			New project	Ongoing project	
Evaluation of content of project application	Overall originality and competitive advantage of the project	• Evaluate the overall outline of the proposed project—including the envisioned form of city-to-city collaboration, the technologies to be introduced, and the target country and city—from the perspectives of originality, alignment with local needs (e.g., positioning within the partner country's plans and strategies), and comparative advantages over other proposals. • In the case of non-priority countries, the evaluation shall take into account the potential for the country to become a JCM partner country.	40	20	
	Past-year achievements (only for ongoing projects)	• For ongoing projects, evaluate the achievements attained in previous fiscal years. For projects that will complete the final (third) year of Phase 1 in FY2025 and apply for Phase 2, the novelty of the proposed theme compared to previous years shall be assessed at a higher standard than other ongoing projects. Proposals lacking any novelty will not be eligible for selection. • Additional points will be awarded in accordance with past adoption records under JCM projects.	-	20	
	Project implementation structure	• Evaluate the appropriateness, credibility, and level of commitment (e.g., submission of letters of interest) of the stakeholders participating in the project. • Additional points will be awarded where participation of local companies or SMEs from the Japanese city possessing proprietary technologies is particularly anticipated. • Additional points will be awarded where the Japanese city has been designated as a Decarbonization Leading Area and there is strong potential for international deployment of initiatives undertaken in that area.	30	30	
	Content of policy cooperation between local governments	• Evaluate whether the proposed policy cooperation between local governments, based on the knowledge and experience of the Japanese local government, demonstrates originality and appropriately reflects the needs of the partner city. • Additional points will be awarded, as appropriate, if the proposal includes support for institutional development and/or planning formulation that serves as a foundation for promoting the introduction of environmental infrastructure.	20	20	
	Feasibility of technology deployment through the JCM	• Evaluate the likelihood that, during or after the project period, decarbonization technologies will be introduced in the partner city through the JCM. In particular, the proposal must explain whether the project is expected to receive approval as a JCM project by the partner country's government. • In the evaluation, consideration will be given to factors such as whether the technology is of Japanese origin and has a competitive advantage; whether it contributes to the overseas expansion of SMEs and regional enterprises; and whether it demonstrates high potential for replication in other cities or regions and a high degree of innovativeness. Either utilization of the JCM equipment subsidy program or private-sector JCM schemes is acceptable. • Additional points will be awarded where the project demonstrates particularly strong cost-effectiveness in CO_2 emission reductions and/or a high projected volume of emission reductions.	30	30	
	Feasibility of projects other than JCM projects	• Evaluate the feasibility of introducing decarbonization and environmental technologies through projects utilizing public funding schemes other than the JCM, as well as through privately financed projects. • Additional points will be awarded if the proposal includes plans for expansion to other cities or regions.	20	20	
	Synergy effects	• Evaluate the extent to which policy cooperation under this project, as well as the equipment expected to be introduced, will contribute to synergy effects in the partner city, including decarbonization transition and resilience, the circular economy, the nature-positive economy, air pollution control, and other related areas (not limited to environmental aspects).	10	10	

(Note) Excerpt from scoring sheet in Attachment 6 of the application guidelines for fiscal 2026

BOX 5. Areas of focus in the list of selected city-to-city collaboration projects

Selected city-to-city collaboration projects are available in a list format that includes details on the project name, overview, targeted sectors, and stakeholders (proposal proponent, Japanese municipalities, partner cities and countries overseas). Descriptions of some target sectors include terms that meet application criteria, such as "energy efficiency, renewable energy, hydrogen technology, and support for system development", while others use descriptions that reflect a broader approach to achieving multiple benefits.

Descriptions in the "Target sector" column in the list of adopted projects in fiscal 2025[3]

- Energy efficiency
- Renewable energies
- Hydrogen technologies
- Support for system development
- Waste treatment and disposal
- Transportation infrastructure
- Development of smart cities
- Digital technologies
- Other (Industrial parks)
- Other (Port infrastructure)
- Other (CFC recovery and destruction)
- Other (Green infrastructure)
- Other (Methanation)
- Other (Decarbonization in the agricultural sector)
- Other (Wastewater treatment)
- Other (Industrial parks / Large-scale residential developments / Port areas)

2.3 Specific examples of city-to-city collaboration project activities

The key activities in city-to-city collaboration projects can be broadly divided into three main categories, as shown in Fig. 6 (Chapter 1): Feasibility studies for identifying decarbonization projects using the JCM and other schemes, policy dialogue and support for developing systems through city-to-city partnerships, and capacity building.

Feasibility studies for identifying decarbonization projects using the JCM and other schemes

Following a review of financial support scheme requirements, such as the JCM Model Project[4], private companies take the lead in conducting needed studies. If preparing a JCM proposal, this involves conducting local market surveys on target technologies and facilities, preparing supporting documents that demonstrate the feasibility of the project, evaluating the cost-effectiveness of the project (including CO_2 reduction and installation cost estimates), forming an international consortium as the implementation framework, and reaching agreements on monitoring after installation. The JCM subsidises up to 50% of the costs associated with installing equipment that helps reduce energy-related CO_2 emissions, meaning that it is essential for stakeholders to reach an agreement on how to cover the remaining costs. Additionally, JCM projects must be monitored, progress reported, and credits issued after equipment is installed, requiring consensus on the division of roles within the international consortium.

Photos 4. Field survey

3 List of adopted city-to-city collaboration projects in fiscal 2025: First call for proposals <https://www.env.go.jp/content/000302826.pdf>, Second call for proposals <https://www.env.go.jp/content/000324824.pdf>

4 See the JCM-The Joint Crediting Mechanism's website (https://gec.jp/jcm/kobo/) for information on the requirements for JCM model projects, other.

Policy dialogue and support for developing systems through city-to-city partnerships

Cities (local governments) play a key role in policy dialogue, which involves confirming intended impacts and approaches through city-to-city collaboration and commitment to the project. In addition, activities such as discussions with local officials and stakeholders, study sessions, and workshops may be conducted at the request of partner cities to support the development and implementation of policies that promote regional decarbonization. In some cases, these activities may also involve sharing the expertise of Japanese municipalities or combining them with field visits in Japan as part of training programs.

Moreover, activities such as surveys to identify potential JCM projects, organizing seminars for local and on-site stakeholders, and hosting business matching events may be conducted to support the feasibility studies for decarbonization projects using the JCM and other schemes that are primarily led by private companies. These activities can be effectively conducted under the C3P framework through public-private partnerships.

Photos 5. Field survey

Capacity building

Simply promoting co-creation and collaboration among stakeholders participating in the C3P helps develop the capacity of those involved in the project. Sharing the knowledge of Japanese municipalities and the advanced technologies of private companies creates a mutually beneficial learning experience by elevating the knowledge of staff and stakeholders in partner cities and offering municipalities and private companies the opportunity to access local expertise or reassess their own solutions.

By participating in seminars hosted by the Ministry of the Environment and other events, participants can gain an understanding of international and market trends related to decarbonization and enrich their knowledge by engaging with a diverse range of stakeholders both in Japan and abroad, which can be applied to the development of new policies and technologies.

Photos 6. Field survey

As part of project activities, stakeholders may also be required to respond to interviews, participate in review meetings, and assist with public relations and awareness-raising activities (such as attending presentation meetings on project outcomes in Japan and overseas) upon request by the Ministry of the Environment. The project's progress must also be reported to the Ministry of the Environment (monthly written reports and approximately three regular reports per year online). Project participants will also be required to cooperate with the inspection of financial documents by submitting account settlement reports (approximately twice a year).

BOX 6. Signing contracts and implementation plan

Once a proposal submitted through the open call has been accepted, the contractor must prepare an implementation plan (which includes a project overview, implementation methods/content, implementation structure, timeline, other) before starting the project. After a review of the proposed (requested) project cost, a contract will be signed with the Ministry of the Environment at the agreed contract amount. It is important to be aware of the time gap between the adoption and start of the project.

Multiple organisations are involved in the planning and implementation of city-to-city collaboration projects, but contracts are concluded between the lead organisation (one company) and the Ministry of the Environment. If the project will be implemented jointly, an agreement between the lead organisation and joint implementers can be submitted as part of the formal process. Coordination with the lead organisation is required to determine the role of Japanese municipalities and other stakeholders in the contract.

BOX 7. Participation in Seminars on City-to-City Collaboration for Zero Carbon Society organized by the Ministry of the Environment

The Ministry of the Environment holds a seminar on the C3P each year in Japan. This event brings together stakeholders from all of the projects adopted in the current fiscal year (Japanese municipalities, partner cities overseas, Japanese private companies, other) to promote regional decarbonization and strengthen international solidarity. In addition to this open seminar, workshops, peer-learning sessions, and field visits are offered to provide stakeholders with capacity-building opportunities. Since these events are excellent opportunities for staff from partner cities overseas to come to Japan, visits to Japanese municipalities and project stakeholders are sometimes arranged to coincide with the seminar schedule. Collaborating in the organization of this seminar is also part of project activities.

Photos 7. Participants at the Seminar on City-to-City Collaboration (February 2026, Ehime, Japan)

MIURA CO., LTD.

Daiki Axis Co. Ltd.

Photos 8. Field visit to decarbonization facilities (February 2026, Ehime, Japan)

2.4 Implementation structure for city-to-city collaboration projects

City-to-city collaboration projects are implemented within a multilayered framework of intergovernmental and inter-city cooperation, where private companies, academic institutions, and other organizations with decarbonization solutions are involved in activities to support the formulation of JCM projects, creation of systems, and development of human resources. An example of an implementation framework is shown in the following figure. Collaboration with companies that have experience in implementing JCM projects, chambers of commerce, and financial institutions is also recommended to increase the potential for introducing decarbonization technologies through the JCM.

Several activities are implemented simultaneously in city-to-city collaboration projects, which makes communication and progress management with diverse stakeholders, including the Ministry of the Environment, essential. Therefore, coordination by the lead organisation (contractor) is crucial.

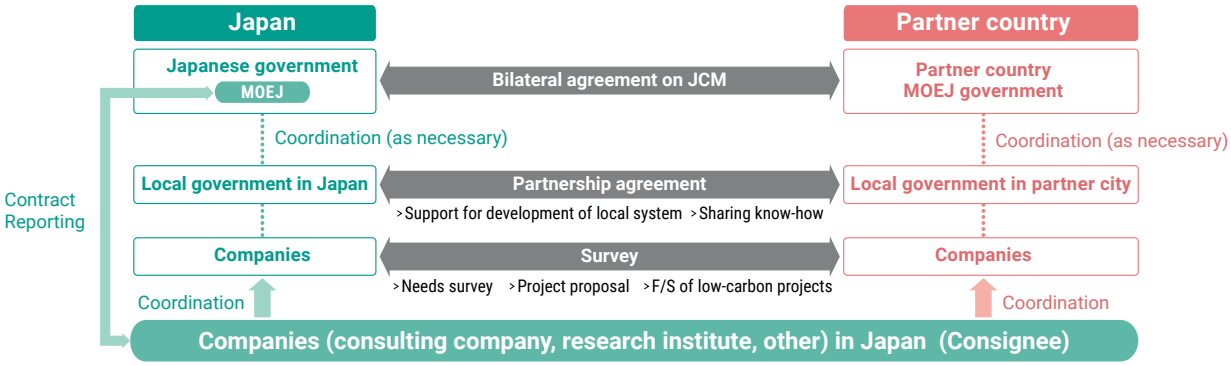


Fig. 14 Example of C3P project implementation system

BOX 8. City-to-city collaboration agreement between cities in Japan and overseas

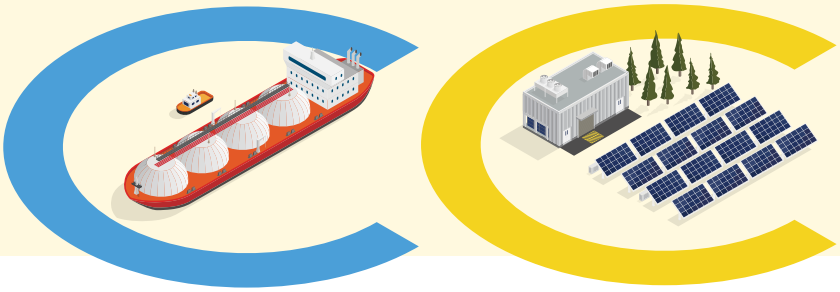
The open application guidelines for the C3P include a requirement for eligibility stating that a "city-to-city collaboration agreement or the equivalent must be concluded between a Japanese city and partner city, or the project should be implemented with the intention of concluding such an agreement". Examples of qualifying agreements include sister city agreements and memorandums of understanding (MOUs) on cooperation in specific sectors. For example, several of the 25 survey projects in fiscal 2024 were developed under such collaborative agreements, covering a range of sectors and partners.

- Ho Chi Minh City (Vietnam): Memorandum of understanding on the formation of a decarbonised and low-carbon city concluded between **Ho Chi Minh City and Osaka City** (renewed March 2021).
- Quezon City (Philippines): Memorandum of cooperation for environmental partnership between **Quezon City and Osaka City** (renewed August 2021)
- Memorandum of understanding on cooperation between the **Eastern Economic Corridor (EEC) of the Kingdom of Thailand and Osaka City** on the formation of a decarbonised society with the aim of achieving Thailand4.0 (February 2022).
- **Ehime Prefecture and Ben Tre Province (Vietnam)**: Memorandum of understanding on economic cooperation (August 2022).
- Memorandum of understanding on cooperation between **Urasoe City and Airai State (Palau)** for regional environmental conservation (August 2024).
- **Kitakyushu City and Ramky Group** (India): Comprehensive collaboration on promotion of international environmental business projects (September 2023) *The partner city for this project is located in Telengana State, which is a candidate site for an eco-town in India.

There may be times when city-to-city collaboration agreements are not concluded at the start of a project. In such cases, a letter of interest must be received from the partner city overseas stating their intention of concluding an agreement in the future. This helps to confirm the partner city's legitimacy, reliability, and interest and provides assurance that the project can move forward smoothly.

Chapter 3

A Guide to Starting a City-to-City Collaboration Project



3.1 Preparing to participate in the C3P

Preparing to apply for a city-to-city collaboration project requires thorough preparation, such as collecting information on relevant policies and the needs of cities overseas, considering the expected impact of the project, identifying interested municipalities, private companies and other stakeholders in Japan, assessing potential decarbonization solutions, and reviewing application guidelines. A project does not necessarily need to be started by municipalities in Japan or overseas. In some cases, projects are initiated by private companies or other entities. There is no definitive route for launching a project, but the recommended preparatory steps are outlined in 1 to 5.

1. Collecting information on related policies

The latest information on city-to-city collaboration projects, the JCM, and the deployment of environmental infrastructure overseas can be found on websites run by the Ministry of the Environment. The main websites are shown in Fig. 15, and an overview of each site is provided below.

The "Web Portal for City-to-City Collaboration for Zero Carbon Society" is a website dedicated to city-to-city collaboration program. The site includes introductory videos about the program, pamphlets that detail the activities of selected projects, reports on past projects, and information on related policies and events.

The "Japan Platform for Redesign: Sustainable Infrastructure (JPRSI)" is a public-private partnership platform launched by the Ministry of the Environment in September 2020 to provide comprehensive support to Japanese private companies and other organisations working on the overseas deployment of environmental infrastructure. The permanent online pavilion allows visitors to explore the advanced environmental infrastructure technologies of private companies in Japan. Members of JPRSI can also receive the latest information on policy trends in Japan and related events through online newsletters and webinars.

The "JCM—The Joint Crediting Mechanism" provides information on open calls for JCM Model Project proposals and introduces JCM project case studies. The site also provides information about other funding support schemes.

Web Portal for City-to-City Collaboration for Zero Carbon Society

Latest developments in city-to-city collaboration projects and related event information

www.env.go.jp/earth/coop/lowcarbon-asia/english

JAPAN PLATFORM for REDESIGN: SUSTAINABLE INFRASTRUCTURE

A comprehensive public-private partnership platform to encourage Japanese companies to develop environmental infrastructure overseas

jprsi.go.jp/en

JCM – The Joint Crediting Mechanism

Case studies of JCM Model Projects and information on the open application process

gec.jp/jcm

Fig. 15 Websites with information on city-to-city collaboration program, the JCM, and other schemes

The Ministry of the Environment also organizes seminars and other events to build momentum for regional decarbonization and promote increased understanding of city-to-city collaboration program. Participating in these types of events offers an efficient way to acquire relevant information, and if attending in person, enables participants to network with project stakeholders.

Stakeholders from city-to-city collaboration projects from all over Japan come together for the "Seminar on City-to-City Collaboration for Zero Carbon Society" organized by the Ministry of the Environment. Part of the seminar is open to the public. Seminars are also held as side events at the Conference of the Parties (COP) to the United Nations Framework Convention on Climate Change (UNFCCC). At COP30, a seminar was held together with JICA as part of their Clean City Partnership Program (C2P2). In both cases, simultaneous interpretation is available in Japanese and English, as well as a live stream, which provides both a global reach and allows people to gather information efficiently by viewing the proceedings at home.

BOX 9. Seminar at the COP30 Japan Pavilion

Clean City Partnership Program (C2P2) Seminar
Organizer: Ministry of the Environment, Government of Japan
Co-organizers: Japan International Cooperation Agency (JICA), Institute for Global Environmental Strategies (IGES)
Date: 12 November 2025

The Ministry of the Environment, Government of Japan launched the Clean City Partnership Program (C2P2) together with JICA to address contemporary challenges faced by cities around the world from a variety of perspectives. This seminar introduced activities being implemented by the Ministry of the Environment and JICA and invited representatives of municipalities from Japan and partner cities to share successful C2P2 cases (collaboration projects between Yokohama City and Bangkok, and Ehime Prefecture and Gorontalo Province (Indonesia)).

Mayor Fujii, Toyama City

Mayor Castro, Renca, Chile

Video message from Mayor Yokoyama, Osaka City (above), Mr. Kuwahara, President and CEO, Kanadevia (below)

2. Identify interested municipalities in Japan and overseas and Japanese companies

The following factors will be considered to determine if cities in Japan and overseas are likely to be interested in a project. It is important to confirm their interest and potential areas of contribution through both paper surveys and direct inquiries in order to build relationships.

Cities in Japan and overseas

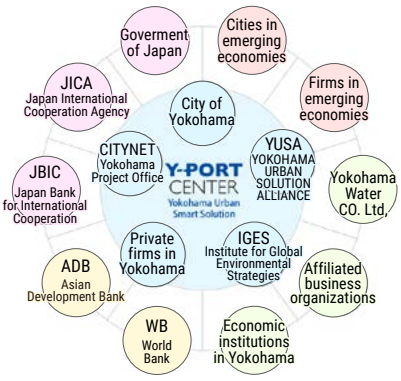
- Related policies (regional decarbonization, green growth, smart cities, support for expanding into overseas markets, branding, other)
  > Check administrative documents, participation in international city networks, delivery of presentations at related events, other.
- Participation in city-to-city collaboration projects
  > Check if the city has participated in city-to-city collaboration projects in the past.
- International cooperation experience (in the fields of climate change, environmental management, water and sewage, other)
  > Check publicly available documents from JICA, the Ministry of the Environment, Ministry of Economy, Trade and Industry, UN organisations, other.
- Intercity cooperation agreements, such as sister city agreements
  > Check the Council of Local Authorities for International Relations (CLAIR)'s website for sister and friendship city agreements.
  > Check websites and administrative documents of relevant local governments for other cooperation agreements.
- Public-private partnership platforms in cities
  > Check for public-private partnership platforms that support the local companies expanding into overseas markets.

Japanese private companies and other organisations

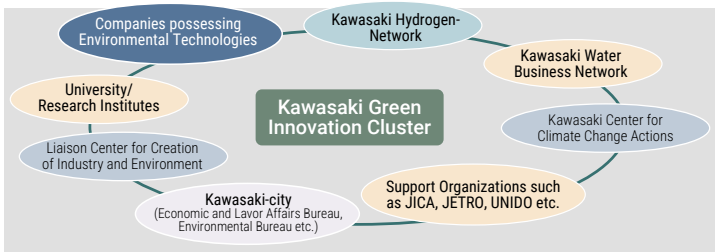
- Management policies
  > Check information on the company's website, medium-term plans, sustainability reports, other.
- Overseas bases
  > Check if the company has an overseas base(s).
- Participation in city-to-city collaboration projects
  > Check if the company has participated in city-to-city collaboration projects in the past.
- International cooperation experience (in the fields of climate change, environmental management, water and sewage, other)
  > Check publicly available documents from JICA, the Ministry of the Environment, Ministry of Economy, Trade and Industry, UN organisations, other.
- Participation in public-private partnership platforms in cities
  > Check public-private partnership platforms run by municipalities, other.
- Decarbonisation solutions
  > Check the company's technologies and services that contribute to low-carbon development and decarbonization.

BOX 10. Public-private partnership platforms of Japanese municipalities

Some local governments operate public-private partnership platforms to promote the global expansion of environmental technologies, such as Yokohama City's Y-PORT Center, Kawasaki City's Kawasaki Green Innovation Cluster, Osaka City's Team OSAKA Network, and Kitakyushu City's Asia Center for Carbon Neutrality. Municipalities with these functions are actively engaged in international cooperation between cities and supporting the expansion of local companies into overseas markets, frequently building networks with private companies and cities in other countries.



Y-PORT Center (Yokohama City)



Kawasaki Green Innovation Cluster (Kawasaki City)

Kitakyushu Asia Center for Carbon Neutrality
(Kitakyushu City)

Fig. 16 Examples of public-private partnership platforms promoting the overseas deployment of environmental technologies

3. Collect information on the needs of cities overseas

Since city-to-city collaboration projects are designed to contribute to the decarbonization and development of partner cities overseas, it is necessary to plan projects based on the specific needs of these cities. While certain aspects can be checked from administrative documents or the content of presentations at events, it is necessary to verify that the information is current and how priorities are set when multiple needs exist. In preparation for proposing and implementing projects together in the future, it is important to coordinate with stakeholders to ensure that there is a route for direct communication with representatives in partner cities overseas, either on-site or online.

- If a partnership agreement is in place, ask the Japanese municipality to set up meetings or conduct interviews.
- Ask private companies with a local base to set up meetings or conduct interviews.
- If feasible, ask a local consultant or similar professional to arrange meetings or conduct interviews.
- If attending an international event together, conduct interviews during the event.
- If involved in activities in the partner city via another scheme, conduct interviews during field surveys.

4. Identify solutions based on the needs of cities overseas and criteria for open calls for proposals

The widespread adoption of regional decarbonisation solutions requires a public-private partnership approach. It is crucial to identify the solutions to be studied based on the needs of the partner city overseas, as well as the requirements in the guidelines of the open call for proposals. Project stakeholders are also recommended to move forward with coordinating the implementation structure, with the intention of moving on to the execution phase.

Japanese municipalities

Knowledge that Japanese municipalities can provide must be identified and shared in a way that aligns with the needs of partner countries and cities. A closer examination of knowledge, from advanced initiatives like Decarbonization Leading Areas to daily tasks such as developing and implementing regional strategies and plans, reveals many factors that are crucial to success. It is important to note that sharing knowledge may require coordination within municipalities, as it may not be possible for staff involved in city-to-city collaboration projects to handle this alone.

Japanese private companies and other organisations

Private companies in Japan can present advanced decarbonization solutions in response to the needs of partner countries and cities, or with an eye on overseas markets, and conduct feasibility studies through city-to-city collaboration projects. Guidelines on the open call for proposals specify that city-to-city collaboration projects should focus support on the target sectors of energy efficiency, renewable energy, and decarbonization technologies such as hydrogen that help reduce energy-related CO_2 emissions; and thus, proposals are expected to adhere to these requirements.

5. Identify a coordinator for the project

A wide range of stakeholders, including Japanese municipalities, partner cities overseas, and private companies in Japan, take part in city-to-city collaboration projects. Creating a shared vision that incorporates multiple proposals requires strong coordination among stakeholders to support regional decarbonization and sustainable development in partner cities. Highly skilled private companies and academic institutions are expected to act as coordinators to facilitate these efforts. Companies and institutions that share a common management philosophy with their business operations, maintain relationships with Japanese municipalities and partner cities overseas, or have overseas bases and networks are well-suited to serve as coordinators for city-to-city collaboration projects. Nevertheless, intercity communication and coordination per se are more efficient when led by municipalities.

3.2 Setting up an implementation structure for city-to-city collaboration projects

Once stakeholders with an interest in the project and that possess solutions for regional decarbonization are identified through information gathering activities, the next step is to examine the project plan and implementation structure. Here, the focus is on the implementation structure.

According to the application guidelines, only organizations that meet the following criteria are eligible to apply for city-to-city collaboration projects. Private companies, research institutions, universities and other organizations in Japan are expected to serve as project leaders. Although projects are designed with cities in mind, Japanese municipalities or partner cities overseas are not expected to apply on their own. Project coordinators will facilitate the process and set up the implementation structure.

Eligibility criteria (Information on the open call for proposals for fiscal 2026)

(1) The organisation must be incorporated.

(2) The organisation must not fall under the provisions of Article 70 of the Cabinet Order on Budgets, the Settlement of Accounts, and Accounting. Minors and persons subject to a conservatorship or curatorship that have obtained the required consent to enter into a contract qualify as having special reasons as described in the same provision.

(3) The person must not fall under the provisions of Article 71 of the Cabinet Order on Budgets, the Settlement of Accounts, and Accounting.

(4) The person must not be subject to a suspension of designation by the Director of the Budget and Accounting Division of the Ministry of the Environment during the designated period.

(5) The person must be able to pledge commitment regarding the exclusion of organized crime groups as specified in the application guidelines.

(6) The person must have a rating of "A", "B", "C" or "D" in the "Survey/Research" category under the Ministry of the Environment's eligibility criteria to participate in competitive bidding (comprehensive qualifications for all ministries) for fiscal years 2025, 2026, and 2027 by the submission of the application documents.

(7) A city-to-city collaboration agreement or the equivalent must have already been concluded between a Japanese municipality and partner city, or the project must be implemented with the intention of entering into such an agreement.

(8) A consortium must be formed with a Japanese city to collaborate with the partner city that will receive support.

(9) Letters of interest must be obtained from both the Japanese and partner cities that will engage in joint implementation.

3.3 Creating a proposal for the city-to-city collaboration project

When preparing the proposal, it is necessary to align the project content with the requirements specified in the open call guidelines. It is important to incorporate the ideas from cities and private companies that have expressed interest in participating in the project into the application documents in a way that meets the criteria for support targets, funding guidelines, and evaluation criteria for the city-to-city collaboration project.

(1) Check open call guidelines

The call for proposals for city-to-city collaboration projects will be posted on the Ministry of the Environment's website under "Press Releases" (https://www.env.go.jp/press/). Application forms and guidelines will be available as attachments and should be used to draft the proposal.

The exact timing of the call for proposals is not disclosed; however, in fiscal 2025, the first round of applications was set in February 2025, with the second

round taking place in April 2025. These dates can be used as a guideline. However, there is no guarantee that there will be a second or third round of applications, so it is advisable to prepare to submit a proposal in the first round.

(2) Check support targets

This is explained in Chapter 2, section 2.2.

(3) Check support costs

The call for proposals for city-to-city collaboration projects specifies the maximum contract amount (project costs) per application survey as a guideline. In fiscal 2026, this limit was set at JPY 20 million/year (including tax).

When preparing the project proposal and estimating project costs, it is necessary to include items (1) to (6) (single fiscal year) from Table 3 (Chapter 2) in the target project and allocate them according to the expense categories listed in the table below. Although costs can be estimated up to the maximum limit, it is important to note that the actual contract amount will be determined after a detailed review of the application. Additionally, once the contract amount is finalised, there is a possibility that the project may be suspended, or costs reduced depending on the project's progress and outcomes. Expenses and necessary documentation for settling accounts will be handled in accordance with the basic guidelines and manuals issued by the Ministry of the Environment at the time the contract is signed.

Table 5. Expense categories for funding city-to-city collaboration projects

Expense Category			Description
Direct costs	Personnel costs	Personnel costs	Personnel costs for individuals directly engaged in contracted work that fall under the following items (1) and (2). (1) Salaries of personnel performing work, including paid leave, legal welfare costs, allowances (commuting, dependent, location, retirement (limited to individuals exclusively assigned to work for the Ministry of the Environment), bonuses, etc. (2) Salaries of staff seconded from other organisations.
	Operating costs	Remuneration	Remuneration required to perform contracted work that fall under the following items (1) to (4). (1) Remuneration for external committee members of study groups that are part of contracted work. (2) Remuneration for external experts invited to lectures, etc. (3) Remuneration for the provision of services using an individual's expertise (technical guidance, manuscript preparation, peer review, proofreading, etc.). (4) Remuneration for other services as needed to implement contracted work.
		Domestic travel costs	Transportation costs, accommodation costs, accommodation allowances for domestic business trips directly related to contracted work.
		Overseas travel costs	Transportation costs, accommodation costs, accommodation allowances, travel expenses (visa fees, vaccination fees, entry and exit taxes, ESTA fees, etc.) for overseas business trips directly related to contracted work.
		Committee member travel costs	Travel costs for external committee members of study groups that are part of contracted work and external experts invited to lectures, etc.
		Meeting costs	Drink costs associated with the organization of meetings, symposiums, seminars, and other events that are directly required for contracted work.
		Equipment costs	Purchasing costs for equipment directly required for contracted work (items with a purchase cost of JPY 200,000 or more that do not fall under the category of consumables). In some cases, equipment may be purchased depending on specific project guidelines.
		Consumable costs	Purchase of items directly required for contracted work that fall under the following categories (1) to (4). (1) Items with a purchase cost of less than JPY 200,000 (2) Items with a purchase cost of JPY 200,000 or more that cannot be used repeatedly over a relatively long period of time (approximately 2 years), such as reagents and experimental supplies. (3) Items that can withstand repeated use over a relatively long period of time, but are prone to breakage, such as laboratory materials (glass items). (4) Items that are no longer useful after a maximum of two years (e.g., map data and satellite photographs that are updated regularly).
		Rent and damage costs	Leasing or rental fees for machinery and equipment directly required for contracted work, as well as costs for damages, meeting venue rental fees, and land or property rental fees.
		Wages	Salaries for assistants who provide direct support for contracted work.
		Communication and logistics costs	Transportation costs, postage, data communication fees and other costs directly required for contracted work.
		Water and electricity costs	Utility costs for electricity, water, and gas.
		Printing and binding costs	Expenses related to printing materials, such as pamphlets and study group materials directly required for contracted work, and binding of reports, etc.
		Miscellaneous costs	Expenses required for supplementary tasks related to the core implementation of contracted work (e.g., maintenance costs for required equipment, stenography services, interpretation and translation fees).
		Outsourcing costs	Costs associated with outsourcing work when the contractor is unable or should not directly perform tasks directly. * In principle, subcontracting costs may not exceed one-half of the total amount of direct costs (personnel expenses plus project expenses) and indirect costs (general administrative expenses).
Joint implementation costs	Joint implementation costs	Joint implementation costs	Costs incurred for outsourcing part of contracted work to organizations (co-implementers) that will carry out tasks with the contractor.
Indirect costs	General and dministrative costs	General and administrative costs	Costs that are not easily classified as related to the specific tasks of the contracted work but are recognised as allowable expenses at a certain percentage when the contact is signed. Expenses such as allowances for employees, management expenses for administrative departments, office rent, utility costs, communication fees, and general expenses for office supplies that are difficult to specify as being directly related to contract work but are recorded due to the general burden they impose.
Consumption tax	Consumption tax	Consumption tax	Consumption tax and local consumption tax (10%)

(Note) Created based on open calls for proposals for fiscal 2026

(4) Evaluation criteria

Project evaluation criteria for the application are covered in BOX 4 in Chapter 2. However, additional factors (listed in the table below) are also included in the evaluation, such as the implementation structure, and acquisition of sustainability-related certifications by the proposing organization, as well as the status of its decarbonization efforts.

Table 6. Evaluation criteria and scoring sheet for city-to-city collaboration project proposals

Items to Include in Proposal		Evaluation Items	Evaluation Criteria	Point Allocation		Score
				New project	Ongoing project	
1	Evaluation of content of project application	Overall originality and competitive advantage of the project	• Evaluate the overall outline of the proposed project—including the envisioned form of city-to-city collaboration, the technologies to be introduced, and the target country and city—from the perspectives of originality, alignment with local needs (e.g., positioning within the partner country's plans and strategies), and comparative advantages over other proposals. • In the case of non-priority countries, the evaluation shall take into account the potential for the country to become a JCM partner country.	40	20	
		Past-year achievements (only for ongoing projects)	• For ongoing projects, evaluate the achievements attained in previous fiscal years. For projects that will complete the final (third) year of Phase 1 in FY2025 and apply for Phase 2, the novelty of the proposed theme compared to previous years shall be assessed at a higher standard than other ongoing projects. Proposals lacking any novelty will not be eligible for selection. • Additional points will be awarded in accordance with past adoption records under JCM projects.	-	20	
		Project implementation structure	• Evaluate the appropriateness, credibility, and level of commitment (e.g., submission of letters of interest) of the stakeholders participating in the project. • Additional points will be awarded where participation of local companies or SMEs from the Japanese city possessing proprietary technologies is particularly anticipated. • Additional points will be awarded where the Japanese city has been designated as a Decarbonization Leading Area and there is strong potential for international deployment of initiatives undertaken in that area.	30	30	
		Content of policy cooperation between local governments	• Evaluate whether the proposed policy cooperation between local governments, based on the knowledge and experience of the Japanese local government, demonstrates originality and appropriately reflects the needs of the partner city. • Additional points will be awarded, as appropriate, if the proposal includes support for institutional development and/or planning formulation that serves as a foundation for promoting the introduction of environmental infrastructure.	20	20	
		Feasibility of technology deployment through the JCM	• Evaluate the likelihood that, during or after the project period, decarbonization technologies will be introduced in the partner city through the JCM. In particular, the proposal must explain whether the project is expected to receive approval as a JCM project by the partner country's government. • In the evaluation, consideration will be given to factors such as whether the technology is of Japanese origin and has a competitive advantage; whether it contributes to the overseas expansion of SMEs and regional enterprises; and whether it demonstrates high potential for replication in other cities or regions and a high degree of innovativeness. Either utilization of the JCM equipment subsidy program or private-sector JCM schemes is acceptable. • Additional points will be awarded where the project demonstrates particularly strong cost-effectiveness in CO_2 emission reductions and/or a high projected volume of emission reductions.	30	30	
		Feasibility of projects other than JCM projects	• Evaluate the feasibility of introducing decarbonization and environmental technologies through projects utilizing public funding schemes other than the JCM, as well as through privately financed projects. • Additional points will be awarded if the proposal includes plans for expansion to other cities or regions.	20	20	
		Synergy effects	• Evaluate the extent to which policy cooperation under this project, as well as the equipment expected to be introduced, will contribute to synergy effects in the partner city, including decarbonization transition and resilience, the circular economy, the nature-positive economy, air pollution control, and other related areas (not limited to environmental aspects).	10	10	
2	Implementation structure of the applicant	Survey schedule	• Evaluate whether the proposed survey schedule is appropriate.	5	5	
		Suitability of the proposed project manager	• Evaluate the qualifications and experience of the proposed project manager.	5	5	
		Organizational support structure and internal survey framework within the applicant's organization	• Evaluate the organizational support structure and the internal survey framework within the applicant's organization.	5	5	
3	Scale of the Local Government	Additional points according to the scale of the participating Japanese local government	• Additional points will be awarded if the financial capability index of the participating Japanese local government meets the following conditions: In the case of a prefecture: financial capability index of less than 0.40 In the case of a municipality (city, ward, town, or village): financial capability index of less than 0.51	10	10	

Items to Include in Proposal		Evaluation Items	Evaluation Criteria	Point Allocation		Score
				New project	Ongoing project	
4	Status of the organization's acquisition of environmental management system certifications, etc.	Acquisition of environmental management certifications from a third party, such as ISO14001, Eco-Action 21, Eco-First Program, Eco-Stage, or local government certification schemes	Specify whether the business entity's office (hereinafter referred to as "head office") has acquired environmental management system certifications from a third party, such as ISO14001, Eco-Action 21, Eco-First Program, Eco-Stage, or local government certification schemes. If applicable, list the names of the certifications and submit a copy of the certificate. Note that the certification should be valid at the time the proposal is submitted. Alternatively, if the company is not currently certified, but has obtained certification for environmental management systems from a third party in the past, and is currently establishing and operating its own environmental management system at its head office, specify the name of the past certification and the current environmental management system, and attach a copy of the past certification and the rules and regulations related to the establishment and operation of the current environmental management system.	5	5	
5	Status of the organization's certification promoting work-life balance and other initiatives	Specify if certifications have been obtained based on the Act on the Promotion of Women's Active Engagement in Professional Life (hereinafter referred to as "Women's Active Engagement Act"), Act on Advancement of Measures to Support Raising Next-Generation Children (hereinafter referred to as "Next-Generation Act"), or the Act on Promotion of Youth Employment (hereinafter referred to as "Youth Employment Promotion Act"). If applicable, list the names of the certifications (Platinum "Eruboshi" Certification, "Eruboshi" Certification, Platinum "Kurumin" Certification, "Kurumin" Certification, Youth "Yell" Certification, other), and attach a copy of relevant notifications pertaining to the certification. (Foreign corporations that have received equivalent recognition from the Director-General of the Gender Equality Bureau, Cabinet Office should also attach relevant notifications.) Note that the certification should be valid at the time the proposal is submitted.	Accreditations and certifications based on the Women's Active Engagement Act (Platinum "Eruboshi" Certification, "Eruboshi" Certification, other) ・Platinum "Eruboshi" (*1): 5 points ・"Eruboshi" Level 3 (*2): 4 points ・"Eruboshi" Level 2 (*2): 3 points ・"Eruboshi" Level 1 (*2): 2 points ・Implementation plan (*3): 1 point *1 Certification based on Article 12 of the Women's Active Engagement Act (enacted 1 June 2020) *2 Certification based on Article 9 of the Women's Active Engagement Act Compliance with standards related to working hours and other working conditions is required. *3 Limited to employers with 300 or fewer full-time employees (only in cases where an implementation plan is in place and is still within its period of validity) Accreditations and certifications based on the Next-Generation Act (Platinum "Kurumin" Certification, "Kurumin" Certification) ・Platinum "Kurumin" Certification: 4 points ・"Kurumin" Certification (new standard *4): 3 points ・"Kurumin" Certification (old standard *5): 2 points *4 New "Kurumin" Certification (certified in line with revised certification criteria (effective 1 April 2017) *5 Former "Kurumin" Certification (certified under previous certification criteria or transitional provisions in Article 2, paragraph 3 of the revised ministerial ordinance) Certification based on the Youth Employment Promotion Act (Youth Yell Certification): 4 points * In the case of multiple certifications, points will be added according to the category with the highest score.	5	5	
6	Targets for reducing greenhouse gas emissions to achieve carbon neutrality by 2050	Specify greenhouse gas emission reduction targets, participation in the Decokatsu Supporters Club, and registration with the Decokatsu Declaration.	・List the greenhouse gas emission reduction targets set by the applicant, such as achieving carbon neutrality (Scope 1+2) by 2050 or earlier. Make note of intermediate targets (e.g., a reduction of 46% or more by 2030 from fiscal 2013 levels) or Scope 3 reduction targets as well, if set. * Targets should, in principle, be disclosed. Include the URL of the website where the target is published or attach relevant documents. ・List whether the applicant participates in the Decokatsu Supporters Club. ・List whether the applicant has made a Decokatsu Declaration.	15	15	
				200	200	Points

Source: Attachment 6: Scoring sheet for open call for proposals for fiscal 2026

3.4 Apply for the C3P

The following documents must be submitted when applying. Documents that have specific formats will be available for download on the application website together with the open call for proposals and can be filled out there.

Since projects involve a wide variety of stakeholders, time will be needed to prepare the proposal and to confirm details with the parties involved. The process of obtaining letters of interest from stakeholders for the application may also take time, depending on the partner country and city. The application period is approximately one month, so it is important to pay careful attention to the time allocated for preparation. When a Japanese municipality with limited international experience is participating in a project for the first time, the internal approval process may take longer, so it is advisable to confirm details with stakeholders in advance.

Documents required for application (Information on the open call for proposals for fiscal 2026)

(0) Cover sheet
(1) Application documents (specified format)
(2) Overview of survey project (specified format) (Japanese, English)
(3) Summary of proposed project (specified format (Japanese, English)
(4) Written pledge concerning the exclusion of organized crime groups (specified format)
(5) Overview of organisation (optional format) (If multiple organisations are applying for a joint project, attach documents that provide information about each organisation.)
(6) Status of environmental management certification for the organisation (copies permitted)
(7) Status of certification promoting work-life balance and other initiatives (copies permitted)
(8) Letter of interest from stakeholders on the project and Japanese translation (copies permitted)
(9) Copy of qualifications from the Ministry of the Environment permitting participation in competitive bidding for fiscal 2025, 2026 and 2027 (comprehensive qualifications for all ministries)
(10) Other required documents

[Reference]

Next Steps Beyond the C3P

The primary "exit strategy" for projects surveyed under the C3P is the formulation of JCM projects. However, if a project does not meet JCM requirements, alternative support schemes may be available, so it is important to explore these options during the study phase. Below is a list of support schemes offered by the Japanese government.

Table 7. Support from the Japanese government to JCM partner countries

Competent Government Agency	Name	Reference URL
Ministry of the Environment, Japan	Subsidy Programme for the JCM Facility Introduction	https://gec.jp/jcm/kobo/mp250407/ Information on open call for proposals for fiscal 2025 (as of April 2025)
	Japan Fund for the Joint Crediting Mechanism (JF JCM): Contribution to the Asian Development Bank	www.adb.org/what-we-do/funds/japan-fund-for-joint-crediting-mechanism
	Contribution to the United Nations Industrial Development Organization (UNIDO)	jcm-gm.my.site.com/JCMGlobalMatch/s/what-is-jcm/unido-jcm?language=en_US
	Contribution to the European Bank for Reconstruction and Development (EBRD)	https://www.env.go.jp/content/000337039.pdf (In Japanese only)
	Synergistically Beneficial JCM Demonstration Programme	https://gec.jp/jp/synergy_kobo2025/ Information on open call for proposals for fiscal 2025 (as of April 2025) (In Japanese only)
	Project development/capacity building/MRV support	–
Ministry of Economy, Trade and Industry, Japan	Infrastructure Development Survey Project for Bilateral Credit Acquisition (JCM Feasibility Study)	https://jcmfs.meti.go.jp/ (In Japanese only)
	Program to Facilitate Overseas Promotion of Low Carbon Technology Through the Joint Crediting Mechanism (JCM)	https://www.nedo.go.jp/english/activities/activities_ZZJP_100022.html
	Global South Future-Oriented Co-creation Project Subsidy	https://www.meti.go.jp/policy/external_economy/cooperation/oda/index.html (In Japanese only)
Ministry of Agriculture, Forestry and Fisheries, Japan	Contribution from the Asian Development Bank to develop MRV for the Agricultural Sector	www.maff.go.jp/j/press/y_kokusai/kikou/240628.html Information as of June 2024 (In Japanese only)

(Note) Created based on "Overview and Latest Developments of the Joint Crediting Mechanism (JCM)" (February 2026).

Support for system development and cooperative projects between cities are key components of the C3P. However, these activities typically do not fall under the aforementioned existing support schemes. If cities wish to continue collaboration after the project period ends, they can consider exploring support options during the project period from JICA, the Council of Local Authorities for International Relations (CLAIR), and other organisations that may provide assistance at the municipal level.

Table 8. Examples of financial support schemes that can be used by local authorities in Japan (solely or in partnership with other organisations)

Competent Government Agency/ Organisation	Name	Support Type	Reference URL
Ministry of Foreign Affairs, Japan	Grant Assistance for Grass-Roots Human Security Projects	Financial assistance	www.mofa.go.jp/mofaj/gaiko/oda/files/000123711.pdf
JICA	JICA Partnership Program (Local revitalization for local governments)	Commissioned project	www.jica.go.jp/english/activities/schemes/partner/partner.html
JICA	Grants in Cooperation with Local Governments	Technical cooperation	www.jica.go.jp/english/activities/schemes/grant_aid/about.html
JICA	SDGs Business Supporting Survey (JICA Biz)	Commissioned project	www.jica.go.jp/Resource/priv_partner/case/ku57pq00002avzny-att/pr_pamph_eng001.pdf
CLAIR	Local Government International Cooperation Project Subsidy (Model Project)	Subsidy	www.clair.or.jp/e/cooperation/model/
CLAIR	Local Government International Cooperation Specialist Dispatch Project	Specialist dispatch	www.clair.or.jp/e/cooperation/special/

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