

## **Agendas of Session IV**

### **The 11th General Conference of Mayors for Peace**

Agenda Item 1: Election of Executive Officials

Agenda Item 2: Mayors for Peace Action Plan (2025-2029)

## Election of Executive Officials

President:	Mayor of Hiroshima (Japan)
Vice Presidents:	Mayor of Nagasaki (Japan)
	Mayor of Hannover (Germany)
	Mayor of Malakoff (France)
	Mayor of Muntinlupa (Philippines)
	Lord Mayor of Manchester (UK)
	Mayor of Ieper (Belgium)
	Mayor of Granollers (Spain)
	Mayor of Halabja (Iraq)
	Mayor of Biograd na Moru (Croatia)

Total: 10 Officials

### (Explanation)

- Due to the lack of response, the Mayor of Des Moines, Iowa (USA) will not be reappointed.
- The Mayor of Montreal (Canada) has not been renominated, in accordance with her intention, and will serve as the Executive Member.
- The Other 10 Mayors will be reappointed.

### (Reference)

#### **COVENANT OF THE MAYORS FOR PEACE (Excerpt)**

##### Executive Officials

##### **ARTICLE 4**

1. Executive Officials of the Organization shall consist of: one President; an appropriate number of Vice-Presidents and Executive Members.
2. The President and the Vice-President shall be elected by mayors of Solidarity Cities.
3. The President shall supervise and represent the Organization, and shall chair the Conference.
4. The Vice-President shall assist the President. In case of the inability of the President to carry out the duties of the office, the Vice-president shall fulfill the duties of the President.
5. The Executive Members shall be appointed from Solidarity Cities by the President with regional conditions taken into consideration.
6. The Executive Members shall assist the President and the Vice-President and shall act for the smooth management of the Organization.

##### Term of Office

##### **ARTICLE 5**

1. The term of office of the Executive Officials shall be until such time that new Executive Officials are elected at a succeeding General Conference. Each office shall be open to reelection.
2. Whatever the stipulations of previous clauses, if a member-city mayor holding an elected office resigns or retires his or her mayoralty, the succeeding mayor shall assume said office. In such case, the succeeding officer's term shall last as long as the original term of the retiring or resigning officer.

## **Mayors for Peace Action Plan (2025-2029)**

### **Raising our VOICE, Building LINKs, Growing PEACE, and RISING Together**

Mayors for Peace was established in 1982 based on the *hibakusha* will for peace. Since its inception, Mayors for Peace has continued to help shape international opinion and promote inter-city solidarity toward the abolition of nuclear weapons and the realization of lasting world peace. It has grown into a global network of peace cities with approximately 8,500 member cities in 166 countries and regions.

In the international community today, threats to peace have become increasingly present, including the heightened risk of nuclear weapons use, the severe impacts that wars and military confrontations have on citizens, and environmental crises such as climate change. In addressing these global challenges, the role of local governments—those closest to the citizens—is more important than ever. Continuous and collaborative initiatives by cities will serve as a vital foundation for lasting peacebuilding throughout the international community.

Against this backdrop, in 2021, Mayors for Peace adopted the *Vision for Peaceful Transformation to a Sustainable World (PX Vision)* with three objectives: “Realize a world without nuclear weapons,” “Realize safe and resilient cities,” and “Promote the culture of peace.” Under this PX Vision, member cities have been working together to pursue these goals; however, the current state of the world still falls far short of the peace we have long strived to achieve.

To help defuse the escalated global situation in which we find ourselves, this new Action Plan (2025-2029)—the second phase under the PX Vision—aims to further develop and deepen the initiatives of the current Action Plan. We will enhance the implementation framework and strengthen our network so that all member cities can undertake proactive, concrete activities tailored to the realities of their respective communities.

Notably, this Action Plan begins in the milestone 80th year since the atomic bombings. The *hibakusha*’s ardent plea for peace is the core of our organization, but these *hibakusha* will not be with us forever. In light of this fact, Mayors for Peace will place greater emphasis on conveying the realities of the atomic bombings and *hibakusha* voices to future generations. Nurturing the younger generation and encouraging their active involvement in peace efforts is the key to passing down the legacy of the *hibakusha*, so we will prioritize promoting youth-oriented initiatives alongside efforts to communicate the realities of the atomic bombings and war.

To achieve the three objectives of the PX Vision, we present three guiding principles—VOICE, LINK, and PEACE—to be shared by our member cities. These keywords reflect our commitment to civil society-led action: VOICE (raise our voices as citizens and cities), LINK (collaborate with one another), and PEACE (foster peace as a culture). These guiding principles are there to help member cities convey the importance of peace from their own communities to the wider world.

In addition, to effectively support these initiatives, we have added another keyword (RISE), under which, we, as a network of cities, will strengthen collaboration among member cities and reinforce the foundation of our organization to enable the proactive participation of all member cities in our initiatives.

This Action Plan thus translates the principles of the PX Vision into concrete actions, guiding all member cities and their citizens to unite and take meaningful steps toward the realization of a peaceful world.

# 1. Initiatives to realize a world without nuclear weapons (Objective A)

## **Aims of Objective A**

Promote the universalization of the Treaty on the Prohibition of Nuclear Weapons (TPNW) and foster international opinion toward the abolition of nuclear weapons by facilitating the understanding of the realities of the atomic bombings and the inhumanity of nuclear weapons.

## **Guiding principle**

VOICE: Elevate citizens' voices to shape international opinion for the abolition of nuclear weapons

V – *Voices of Hibakusha* (Pass down the *hibakusha* will for peace to future generations)

O – *Outreach for TPNW Support* (Expand support for the TPNW)

I – *International Advocacy* (Engage the international community)

C – *Citizen Action* (Encourage citizen-led initiatives)

E – *Encourage Policy Change* (Promote policy transformation)

## **V–Voices of Hibakusha**

**Initiative 1: Facilitate understanding of the realities of the atomic bombings and the inhumanity of nuclear weapons\***

### **1) Hold Mayors for Peace Atomic Bomb Poster Exhibitions around the world\*\***

To help more people deepen their understanding of the atomic bombings and the inhumanity of nuclear weapons, as well as share in the will for the abolition of nuclear weapons, member cities will hold Mayors for Peace Atomic Bomb Poster Exhibitions at public facilities and educational institutions.

The Mayors for Peace Secretariat (hereinafter referred to as “the Secretariat”) will support member cities' initiatives in collaboration with the Cities of Hiroshima and Nagasaki and Lead Cities. Support will include improving and translating the exhibition materials for the Poster Exhibitions into multiple languages to convey the realities of the atomic bombings. The Secretariat will also work with embassies and other relevant organizations to hold exhibitions globally.

### **2) Pass down atomic bomb experiences through testimonies\*\***

With support from the Secretariat, member cities will provide citizens with opportunities to listen to *hibakusha* testimonies—especially via online video conferencing—so that more people can learn from their experiences and hear their ardent plea for the abolition of nuclear weapons. This will help motivate people to take action for peace.

The Secretariat will work to enhance the system of delivering *hibakusha* testimonies.

## **O–Outreach for TPNW Support**

**Initiative 2: Promote the universalization of the TPNW among all states, including nuclear weapon states and their allies**

**1) Conduct activities urging all states, including nuclear weapon states and their allies, to join the TPNW at the earliest possible date**

Member cities will conduct activities, such as submitting letters of request addressed to the national governments of nuclear-armed states and their allies, among other nations, urging their early ratification of the TPNW and attendance at Meetings of States Parties as an observer. They will also issue open letters addressed to national governments, especially those of nuclear weapon states and their allies, urging them to join the treaty.

**2) Foster solidarity with global *hibakusha*\*\*\***

Mayors for Peace will connect with global *hibakusha* around the world who have suffered from nuclear testing or other nuclear-related damage. By sharing their voices and experiences, Mayors for Peace will raise awareness of the inhumanity of nuclear weapons and deepen international solidarity.

**I–International Advocacy**

**Initiative 3: Appeal to the UN and national governments for the abolition of nuclear weapons**

**1) Deliver messages from cities at international disarmament conferences**

Mayors for Peace will attend international conferences on nuclear disarmament, such as the NPT Review Conferences and Meetings of States Parties to the TPNW. Through official statements, meetings with UN and government representatives, and related events, Mayors for Peace will advocate for strengthening and advancing nuclear disarmament initiatives, such as support for the TPNW.

**2) Issue open letters advocating for a world without nuclear weapons or war**

Mayors for Peace will issue open letters to the UN and national governments around the world, urging action for nuclear disarmament and peace, especially at critical moments related to nuclear disarmament and security.

**3) Conduct member city-led activities calling on their respective national governments to contribute to the abolition of nuclear weapons**

Member cities will each call on their own national governments to contribute to the abolition of nuclear weapons by activities, such as submitting letters of request.

**C–Citizen Action**

**Initiative 4: Actions by a wide range of citizens aiming at a world without nuclear weapons**

**1) Conduct petition drives urging all states to join the TPNW promptly**

The TPNW, a symbol of lasting world peace, was brought into effect by the strong will of the *hibakusha* and many others for the abolition of nuclear weapons. In recognition of the significance of this treaty, member cities will work to spread public opinion around the world that nuclear weapons are an absolute evil and must not exist on earth. They will work with their citizens to conduct petition drives calling for all states to join the TPNW at the earliest date. These petitions will urge policymakers to shift their policies.

The Secretariat will support member cities, collect signed petitions, and submit them to UN officials during international disarmament conferences and other occasions.

## **2) Promote youth-centered citizen activity and interactions\*\*\***

Member cities will pass down the *hibakusha* will for peace to younger generations, encouraging them to understand the inhumanity of nuclear weapons and the realities of the bombings. This will serve as a foundation for action toward a world free of nuclear weapons. Member cities will also foster youth-centered activity and interactions among citizens.

## **E–Encourage Policy Change**

### **1) Promote outreach regarding the current international nuclear weapons situation**

Member cities will engage in outreach to help citizens understand both the inhumanity of nuclear weapons and devastating consequences of their use, as well as the limitations of security policies that rely on nuclear deterrence based on prioritizing national interests. These efforts aim to foster public opinion which is in favor of policy shifts by spreading awareness and building empathy for the abolition of nuclear weapons among citizens.

### **2) Support research, education, and human resource development related to nuclear disarmament\*\*\***

The Secretariat will support research, education, and human resource development on nuclear disarmament and arms control in collaboration with international peace research institutes, such as the Hiroshima Platform for Peace Studies and Education, the Research Center for Nuclear Weapons Abolition of Nagasaki University (RECNA), and the United Nations Institute for Disarmament Research (UNIDIR). The Secretariat will also disseminate the latest knowledge and information analysis on nuclear weapons via the Mayors for Peace website and other communication channels to support the outreach activities of member cities.

## 2. Initiatives to realize safe and resilient cities (Objective B)

### **Aims of Objective B**

Promote the creation of communities where all people can live safely, learn from each other, and collaborate. In addition, contribute to the resolution of global issues while promoting international cooperation and working to realize sustainable, safe, vibrant, and peaceful cities.

### **Guiding principle**

LINK: Contribute to the international community through networking and collaboration between cities

L—*Local Engagement* (Engage in community-based practices)

I — *Inclusion* (Respect for diversity and inclusion)

N— *Network of Cities* (Promote collaboration and exchanges among cities)

K—*Knowledge-Sharing* (Share knowledge and experiences)

### **L—Local Engagement**

#### **Initiative 1: Promote community-based initiatives to address global social challenges**

##### **1) Promote local initiatives to address global issues**

Member cities will work with experts and relevant organizations to tackle global social issues—such as environmental degradation, healthcare, pandemics, terrorism, refugee crises, and social division—in accordance with the local situation and with the participation of citizens.

##### **2) Facilitate understanding of global issues**

Member cities will report their initiatives to the Secretariat, which will compile case studies and share information among member cities, to foster a deeper understanding of global social issues.

### **I—Inclusion**

##### **1) Build diverse and inclusive cities that “leave no one behind”**

To help realize a society that “leaves no one behind”—a core principle of the UN Sustainable Development Goals—member cities will strive to develop sustainable communities where everyone can live safely, learn from one another, and collaborate while respecting diversity and promoting inclusion.

##### **2) Share results and make use of the network**

Member cities will report the outcomes of their initiatives to the Secretariat, which will compile case studies and share them among member cities to support more effective practices.

## **N–Network of Cities**

### **Initiative 2: Build networks among cities to promote collaboration and exchange**

#### **1) Hold regional conferences led by Lead Cities**

Lead Cities will organize regional conferences to share information about local initiatives among member cities within their chapter, to address region-specific challenges, and to enhance community-led efforts in the region.

#### **2) Build regional networks across the world**

The Secretariat will support regional networking efforts in areas, such as Asia, Latin America, the Middle East, and Africa. It will provide necessary information and offer support for organizing and managing regional conferences.

## **K–Knowledge-Sharing**

#### **1) Collaborate with the international community on global social issues\*\*\***

Member cities will strengthen initiatives aligned with SDGs and other international efforts addressing global social challenges. They will deliver locally-developed knowledge and practices to policymakers, thereby contributing to international society in their role as cities.

#### **2) Enhance City PR through international cooperation\*\*\***

Member cities will promote cooperation with citizens, governments, and international organizations to enhance the effectiveness of their initiatives and expand international cooperation. These efforts will help cities disseminate information more widely and raise their global profile.



### 3. Initiatives to promote a culture of peace (Objective C)

#### **Aims of Objective C**

Raise awareness of peace in civil society through community-based peace education and cultural activities, creating a society in which each citizen can take action for peace in their daily lives.

#### **Guiding principle**

PEACE: Build social infrastructure to support peace

P—*Promote Peace* (Promote the preciousness of peace)

E—*Empower the Future Generation* (Foster the leaders of the next generation)

A—*Act Together* (Collaboration among cities and citizens)

C—*Cultivate Peace* (Practice the culture of peace in daily life)

E—*Engage Locally* (Create a community-based culture of peace)

#### **P—Promote Peace**

##### **Initiative 1: Disseminate and share the realities of the atomic bombings and war\***

###### **1) Conduct initiatives to convey the realities of the atomic bombings and war\*\***

Member cities will hold exhibitions and other events to convey the realities of the atomic bombings and war, helping citizens deepen their understanding and share in the collective will for peace.

The Secretariat will work with the Cities of Hiroshima and Nagasaki to introduce new technologies—such as VR and AI—to enhance exhibition materials. It will also compile a database of exhibition materials owned by member cities to facilitate mutual use.

###### **2) Pass down the experiences of the atomic bombings and war through testimonies\*\***

To help more people understand the experiences of the atomic bombings and war, share in the will for peace, and take action for peace, member cities will provide their citizens with opportunities to listen to testimonies from survivors through online video conferences or recorded videos, as well as to read or recite written testimonies.

###### **3) Distribute and nurture seeds and seedlings from atomic-bombed trees**

To raise citizen awareness of peace and pass down the memory of war to future generations, member cities will work with the Secretariat to receive seeds and seedlings from atomic-bombed trees that still stand in Hiroshima and Nagasaki. These will be planted at public facilities or educational institutions to be nurtured and utilized as symbols of peace in their city.

#### **E—Empower the Future Generation**

##### **Initiative 2: Develop youth leadership for future peace activities\***

###### **1) Promote peace and disarmament education\*\***

Member cities will provide peace education that encourages young people to learn about and act on peace-related issues, such as the abolition of nuclear weapons, disarmament, and sustainable community development. The Secretariat will support these efforts by supplying materials and examples for use in their cities.

## **2) Promote peace education through initiatives such as the annual Children's Art Competition "Peaceful Towns"**

To encourage young people to reflect on the importance of peace and foster a peace-oriented mindset, member cities will participate in the annual Children's Art Competition "Peaceful Towns," organized by the Secretariat. Member cities will also promote peace education by hosting exhibitions of the submitted works in their city.

## **3) Expand programs to host youth in the atomic bombed cities, such as the Youth Exchange for Peace Support Program**

The Secretariat will enhance programs, such as the Youth Exchange for Peace Support Program, which invite youth from member cities to visit the atomic-bombed cities and learn about the realities of the bombings. These experiences will inspire them to engage in peace activities for the abolition of nuclear weapons in their own cities.

Member cities will work with youth participants to conduct peace activities, including the dissemination of the realities of the atomic bombings.

## **4) Send young people to international disarmament conferences**

The Cities of Hiroshima and Nagasaki will send youth involved in peace activities to attend international disarmament conferences, such as review conferences for the NPT and the TPNW. These opportunities will allow young people to learn about global disarmament efforts and deliver messages for nuclear abolition from the atomic-bombed cities.

The Secretariat will also organize events, such as the Mayors for Peace Youth Forum, inviting young peace activists from around the world to participate in discussions and share their experiences.

## **5) Support the establishment of Hiroshima-Nagasaki Peace Study Courses at more universities**

With support from the Secretariat, member cities will encourage local universities to establish Hiroshima-Nagasaki Peace Study Courses. Accredited by the Hiroshima Peace Culture Foundation, these courses approach the realities of the atomic bombings and the value of peace from an academic point of view.

## **A-Act Together**

### **Initiative 3: Support citizen-led initiatives\*\*\***

#### **1) Promote citizen-led peace culture activities**

To encourage individuals to take active roles in promoting peace, member cities will support citizen-led peace culture activities through the development of grant systems and by cooperating in their promotional activities.

#### **2) Promote global exchange among citizens rooted in the culture of peace**

Member cities will work with citizens and organizations that engage in peace culture activities to expand the global network of solidarity rooted in the culture of peace by promoting international peace cultural exchange.

## **C–Cultivate Peace**

### **Initiative 4: Promote initiatives to instill the culture of peace in daily life**

#### **1) Hold outreach events through art and sports**

By designating a Peace Culture Month, member cities will hold various outreach events to encourage more citizens to share in the will for peace through music and fine art (which are created in the spirit of peace), as well as sports activities that transcend language barriers.

#### **2) Promote the culture of peace by using social media and other accessible platforms\*\*\***

With the recent development of digital technology, social media has become a familiar and accessible medium for citizens. Member cities will utilize these platforms to widely promote peace culture events and citizen activities in their regions. These efforts will help citizens feel connected to peace in their everyday lives, engage in real-time participation, and share messages of peace with fellow member cities— expanding the global circle of peace culture.

#### **3) Raise peace awareness in conjunction with international commemorative days**

Member cities will undertake outreach activities for the citizens to deepen their understanding of the value of peace and the importance of non-violence and dialogue by holding events on occasions such as the UN International Day of Peace and UN International Day for Disarmament and Non-Proliferation Awareness.

## **E–Engage Locally**

### **Initiative 5: Foster the culture of peace rooted in local communities\*\*\***

#### **1) Promote peace culture activities utilizing local resources**

Member cities will leverage their unique resources, such as their history, citizens, traditional culture, monuments, and natural settings to promote the culture of peace. These efforts will raise citizen awareness of peace and help create the culture of peace rooted in the community. In addition, member cities will report these efforts to the Secretariat, which will compile and share them with member cities to facilitate the implementation of effective practices in each city.

#### **2) Implement region-specific measures and collaborate with diverse entities**

Recognizing that each region has different social issues and needs, member cities will collaborate with diverse local partners, including primary and secondary schools and other educational institutions, citizen groups, and businesses, to implement tailored peace promotion efforts. These partnerships aim to build sustainable peace through a whole-community approach.

## 4. Initiatives to promote sustainable organizational development

### Aims

Establish a sustainable and highly effective organizational structure to support the dissemination of Mayors for Peace principles and the implementation of activities by member cities, aiming for further growth as a global network of cities.

### Guiding principle

RISE: Grow as a network of cities

R—*Reach New Members* (Expand membership)

I—*Inspire Action* (Strengthen activities in member cities)

S—*Strengthen Partnerships* (Collaborate with various entities)

E—*Enhance Our Organization* (Strengthen the organizational foundation)

### R—Reach New Members

#### Initiative 1: Further expand membership

##### 1) Strengthen membership recruitment activities in regions worldwide

Member cities will call on their partner cities, such as sister and friendship cities, to join the network.

Lead Cities will enhance their recruitment efforts by referring to examples of initiatives and collaboration by the Secretariat and other regional chapters. Special focus will be placed on expanding membership, particularly in nuclear weapon states and their allies, with the aim of creating strong momentum for peace by reaching our goal of 10,000 member cities.

The Secretariat will support membership expansion efforts in various countries and regions by preparing and distributing multilingual invitation letters and promotional materials about Mayors for Peace.

##### 2) Support new member cities\*\*\*

The Secretariat will work with Lead Cities to provide individual orientation sessions within approximately two months of joining, as well as hold follow-up meetings with cities that joined in the previous fiscal year. The Secretariat will also provide information, expertise, and support for human resource development to help establish peace activities in each city.

### I—Inspire Action

#### Initiative 2: Strengthen activities in member cities

##### 1) Collect and share good practices from member cities

To encourage proactive engagement, the Secretariat and Lead Cities will collect and publish good examples of member city initiatives on the Mayors for Peace website and monthly News Flash newsletter in various languages.

##### 2) Establish a Lead Cities-led implementation system\*\*

The Secretariat will support the establishment of implementation systems with strong financial foundations led by Lead Cities. This will allow Mayors for Peace activities to be carried out independently and in alignment with regional characteristics. The

Secretariat will also promote information sharing with member cities and strengthen policy coordination, with the aim of ensuring that active regional activities continue to be undertaken around the world. The Secretariat will also support peace activities led by regional chapters, and through collaborative initiatives, further vitalize region-based activities.

**3) Strengthen collaboration with member cities and human resource development through the Mayors for Peace Internship Program\*\***

The Secretariat will foster cooperation with member cities and promote local peace activities by hosting appropriate staff members from member cities as interns at the Secretariat and conducting practical online training programs for member city staff.

**4) Develop an information infrastructure to strengthen collaboration among member cities\*\***

The Secretariat will renovate the Mayors for Peace information system to better facilitate collaboration and activate the network among member cities. By compiling a database of member cities initiatives, promoting mutual information sharing and communication, and facilitating discussions and initiatives, the Secretariat will revitalize the network.

**S–Strengthen Partnerships**

**Initiative 3: Strengthen collaboration with various entities**

**1) Collaborate with local government organizations, such as USCM, NFLA, UCLG**

The Secretariat and Lead Cities will encourage local government organizations with a track record of collaboration with Lead Cities—such as the United States Conference of Mayors (USCM), the Nuclear Free Local Authorities (NFLA) , and the United Cities and Local Governments (UCLG)—to endorse and cooperate with the activities of Mayors for Peace to foster momentum and expand activities toward peace at both city and citizen levels.

**2) Collaborate with international organizations and NGOs, such as the UN, ICRC, and ICAN**

The Secretariat and Lead Cities will effectively promote the creation and expansion of international public opinion for lasting world peace by collaborating with international organizations and NGOs, such as the United Nations, the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations High Commissioner for Refugees (UNHCR) and other UN specialized agencies, the International Committee of the Red Cross (ICRC), the International Campaign to Abolish Nuclear Weapons (ICAN), Peace Boat, Abolition 2000, the International Physicians for the Prevention of Nuclear War (IPPNW), the Pugwash Conferences, and other international organizations and NGOs.

**3) Strengthen collaboration with peace research institutions such as the Hiroshima Platform for Peace Studies and Education, RECNA, and UNIDIR**

The Secretariat will strengthen collaboration with international peace research institutions, such as the Hiroshima Platform for Peace Studies and Education, the Research Center for Nuclear Weapons Abolition of Nagasaki University (RECNA), and the United Nations Institute for Disarmament Research (UNIDIR). These

collaborations aim to utilize the results of academic research and human resources in the fields of nuclear weapons, peace, and disarmament in Mayors for Peace activities.

#### **4) Collaborate with museums around the world that convey the realities of the atomic bombings and war**

The Secretariat will strengthen ties with the Hiroshima Peace Memorial Museum and the Nagasaki Atomic Bomb Museum, and seek collaboration with museums around the world that depict the horrors of war. The partnerships will provide citizens of member cities with opportunities to listen to testimonies from atomic bomb and war survivors and deepen their understanding of Mayors for Peace activities.

### **E–Enhance Our Organization**

#### **Initiative 4: Promote international recognition and presence and strengthen organizational foundations**

##### **1) Promote public relations to gain wider support**

The Secretariat and Lead Cities will conduct diverse public relations activities to raise awareness of Mayors for Peace and build a broader support base.

##### **2) Strengthen communication through social media and other platforms**

The Secretariat and Lead Cities will effectively promote the creation and expansion of international public opinion toward lasting world peace by utilizing social media in addition to their websites to disseminate real-time information on their activities.

##### **3) Operate the Mayors for Peace Supporter System\*\*\***

The Secretariat will manage the Mayors for Peace Supporter System to increase the number of individuals and organizations supporting Mayors for Peace activities. Through collaboration with these supporters, and by appointing and working with PR ambassadors who actively share our information, the Secretariat will also create a virtuous cycle of raising awareness of Mayors for Peace and promoting the culture of peace through shared information.

##### **4) Strengthen the membership fee system**

The Secretariat and Lead Cities will consider increasing membership fees and improve collection rates to build a stable financial foundation to ensure sustainable and stable activities, as well as the further development of Mayors for Peace.

##### **5) Broaden fundraising efforts**

The Secretariat will enhance public relations and improve systems and mechanisms for raising funds, including securing donations and grants from many supporters, to reinforce its financial base.

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### **Footnotes**

\* Initiatives conducted as part of the core operations

\*\* Initiatives implemented with expansion

\*\*\* Newly established Initiatives