



“FRIENDSHIP COOPERATION” WITHIN THE SISTER CITY INITIATIVE BETWEEN DAEJEON, SOUTH KOREA, AND SOUTH TANGERANG FROM 2015 TO 2019

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Abstract

The collaboration between Daejeon and South Tangerang, according to the author's initial view, can improve the performance of the South Tangerang city government and also support the development of South Tangerang City in various aspects. The author uses descriptive qualitative research methods to analyze the cooperation that has been carried out, and uses theories and concepts such as paradiplomacy and sister city to explain the problems in the cooperation of the two cities. In this study, the authors found that the collaboration did not succeed in developing a smart city in South Tangerang. One of the reasons why the smart city collaboration between South Tangerang and Daejeon is less successful is the lack of communication. Then, the implementation of the MoU resulted in several topics of cooperation, namely social, economic, environmental, and technology. The author finds that successful collaboration is both social and technological. From the results of this study, it was found that there was a lack of communication from the South Tangerang City Government and Daejeon City Government so that the cooperation between the two cities was hampered and only resulted in some successful collaborations.

Keyword: Cooperation, Sister City, Paradiplomacy, Regional Autonomy, South Tangerang, Daejeon

INTRODUCTION

In order to develop several sectors, a country cannot stand alone without the help of other countries. Therefore, a country engages in communication with the hope of collaborating with other countries. One of its goals is to cover the deficiencies of the country and to gain more advantages by exchanging resources that have become the country's strengths. Here, diplomacy plays an important role in connecting one country with another. Along with the rapid development of the times, a country cannot meet its needs by relying solely on itself. Cooperation between one country and another is needed to create a nation that can support the capabilities and needs of its people.

The concept of interstate cooperation or bilateral cooperation (two actors/two countries) is one of the well-known and practiced forms of cooperation to this day (Djelantik, 2008). This concept of cooperation is included in one of the tangible practices of diplomacy. Diplomacy itself can be defined as a procedure of relationships between countries that is free and depends on the abilities and skills of those who carry it out (Wiriarmaja, 1970). The concept of bilateral cooperation can enter a deeper phase, namely with the cooperation between one city in country A and one city in country B known as sister city cooperation. According to the Local Government International Bureau from the United Kingdom or UK, the first recorded sister city cooperation was between Keighley, West Yorkshire, from the UK and Poix du Nord, from France, in 1920, after World War I. This sister city cooperation was initially established because soldiers from

Keighley, UK, who were deployed in Poix du Nord, France, witnessed the devastating aftermath of World War I on the local population. This led the residents of Keighley who were there at the time to donate their money, amounting to 200,000 francs or 14,285 USD at that time, to the residents of Poix du Nord to help them recover and also to build Keighley Hall (Telegraph and Argus, 2002).

Sister city is also used as one of the efforts to enhance diplomacy conducted through bilateral cooperation between countries. Sister cities themselves can be used as an effort to deepen cooperation further. Thus, between one country and another, they not only cooperate in improving the economic standards in their respective countries, but also exchange cultures to understand each other and exchange technology to enhance the quality of life in each country.

In carrying out Sister City cooperation, not all collaborations are fully successful. There are also Sister city collaborations that fail, both in the formulation of the sister city and the implementation of the sister city itself. One example is the Sister City cooperation between the City of Semarang and the City of Beihai. Initially, the two cities collaborated because they shared similarities, namely being among the largest port cities in their respective countries. Besides being known as cities with ports in each country, the reason for the cooperation between the two cities was the rapidly developing tourism sector in each country, and the rapid development in Beihai made Semarang want to learn from and apply the knowledge gained from Beihai. The reasons why the Sister City cooperation between Beihai and Semarang did not succeed include the lack of understanding of the language of the partner city by the Human Resources (HR) of Semarang. Additionally, there was no follow-up from Semarang regarding the Sister City cooperation with Beihai, leading to uncertainty about the cooperation. Among the Sister City collaborations undertaken by Indonesia, both successful and unsuccessful, there is one that is particularly interesting to study, namely the Sister City collaboration between Daejeon and South Tangerang. In 2014, the South Tangerang government (Tangsel) visited South Korea, specifically the Daejeon area, for a study tour on the development of the smart city concept. The study visit was conducted because the Tangsel government at that time saw that the city of Daejeon had successfully integrated the smart city concept as a whole, both from the societal and governmental perspectives.

This smart city also produces what is called Smart People, as a result of the development of the smart city. These Smart People will later become an investment for the future. In the future, there will also be an exchange of youth or entrepreneurs from the city that has already implemented a Smart City (Daejeon) with the city that is striving to create a Smart City (Tangerang Selatan). This cooperation will serve as the initial foundation for future collaborations in various fields, ranging from education, economy, to technology. The South Tangerang City Government also signed a Memorandum of Understanding (MoU) on Friendship Cooperation in 2016, regarding the cooperation that will and has been carried out between South Tangerang and Daejeon. Where it states that Tangerang Selatan is in a middle position, where Tangerang Selatan has established itself as Partner Cities with Daejeon, but has not yet reached the stage of signing the MoU to formalize the Sister City cooperation itself. Seeing the numerous

collaborations between Daejeon and South Tangerang, with several aspects still unexplained, the author is interested in writing a paper on the friendship cooperation as part of the sister city relationship between Daejeon, South Korea, and South Tangerang for the period 2014-2019. This research aims to identify the factors causing the stagnation of the sister city cooperation between Daejeon and South Tangerang, and to understand the implementation of the cooperation between Daejeon and South Tangerang in the MoU friendship cooperation and whether there is any ongoing cooperation to this day or not.

LITERATURE REVIEW

Paradiplomacy

Here, paradiplomacy is closely tied to collaboration. Cooperation with other nations is essential since, at its core, a nation cannot exist independently. In this situation, paradiplomacy is required to help nations cooperate with one another. The term "paradiplomacy" itself refers to diplomacy in which the actors are not restricted to a single nation. With the help of the central government or on their own initiative, a local government or substate member may engage in unlimited diplomatic relations with local governments in other nations. The collaboration between the cities of Daejeon and South Tangerang is a type of foreign cooperation in which the two cities serve as the primary actors and are able to create policies that are thought to be advantageous for both without constantly consulting the national government. Analyzing the interactions between two local governments both before and after a cooperation agreement is signed is done using paradiplomacy. Additionally, how each region's representatives meet to advance their unique interests.

Regional Autonomy

There are so many different regions in Indonesia. A single central authority would not be able to oversee all of Indonesia's regions due to the country's many regions and population. particularly in overseeing regional collaboration, both domestic and foreign, within Indonesia. As a result, laws were made to regulate Indonesia's many areas. Prior to the establishment of regional autonomy in 1998, the Minister of Home Affairs Regulation more especially, Permendagri Number 1 of 1992 concerning the organization of foreign relations and cooperation within the Ministry of Home Affairs governed collaboration between local and foreign governments. This rule provided the foundation for local governments to collaborate with local governments abroad in order to improve the quality of life in their particular areas. Law Number 32 of 2004, which was passed following the introduction of regional autonomy in 1998, clarifies the power of regions to participate in international collaboration in relation to approving cooperation and overseeing the execution of agreements. The limits of power between the national and local governments are further outlined in Law Number 32 of 2004. It is clear from the preceding explanation of Law Number 32 of 2004, especially Article 10, that regional

governments have the power and freedom to organize and carry out the desired international cooperation, and that the central government can also support them.

Sister City

Numerous factors might either help or impede a region's progress toward improvement. Therefore, in order to cover the limiting factors and facilitate the facilitating variables, a developing region requires another region that is either developing or already established. A partnership was formed between Daejeon City and South Tangerang City to promote the growth of both communities, both culturally and economically. Sister City is the term used to describe this deeper degree of cooperation between the two parties. A sister city is a long-term strategic alliance between communities in different places, with one city serving as the focal point and requiring approval from the local government that supports community initiatives (Villiers, 2009). Through this Sister City partnership, one region's knowledge, skills, and capacities can be transferred to another to help fill up the gaps in that region. Several areas of collaboration are separated into the following categories in the book *A Study of Sister City Relations*:

1. **Culture:** This section explains that cultural cooperation, which typically involves music arts, cultural exchanges, and other elements that highlight the cultures of each region, aims to mutually understand the diversity of cultures from each region, thereby fostering an understanding of each culture's backgrounds. This can facilitate closer cooperation between cities.
2. **Academic,** as mentioned above, typically entails sending an ambassador or delegation from one area to another with the goal of promoting and learning about another culture in order to build stronger ties.
3. **Information exchange** is described here as having the goal of addressing issues that both parties encounter in order to resolve them and create technologies that will improve the areas that are cooperating.
4. The most crucial area for putting Sister City collaboration into practice is the economy, as discussed here. Since this is the cornerstone of building collaboration between Sister Cities. Deeper objectives in this subject include boosting trade between all regions (Bell-Souder & Bredel, 1997).

METHOD

The author of this study employs qualitative research techniques. According to John W. Cresswell, qualitative research is a means of investigating and comprehending the importance of numerous individuals or groups of people for social and humanitarian issues. The author will use primary data from interviews and secondary data from books, journal articles, news websites, and government websites and other sources.

RESULTS AND DISCUSSION

The initial goal of the Sister City Cooperation policy

The primary objective of South Tangerang in forming a Sister City cooperation with Daejeon was to develop a Smart City in South Tangerang and to enhance relations with Daejeon to enable the acquisition of additional collaborations. The collaboration between the two cities extends far beyond the mere construction of a smart city. The cooperation delineated in the Letter of Intent phase 1 between Daejeon and South Tangerang highlights numerous key themes underlined by both municipalities. The points comprise; Social, emphasizing education, cultural interaction, and the advancement of urban service systems. Economic emphasis on the advancement of the creative economy and urban agriculture Environmental, emphasizing waste management and renewable technologies Information and Communication Technology. So far, of the four designated areas of collaboration, only a limited number have been executed, with the majority either not meeting the criteria established by KOICA or not advancing as anticipated by both municipalities.

Signing of the First Letter of Intent and the Second Letter of Intent/Memorandum of Understanding Friendship

Mr. Aris, the Head of the Government Subdivision at that time, stated that the initial phase of the Letter of Intent was formulated in response to the demands of South Tangerang at that time, which encompassed: Social, emphasizing education, cultural interchange, and the development of urban service systems. Economic development, emphasizing the creative economy and urban agriculture. Environmental considerations, emphasizing waste management and renewable technologies, Information and Communication Technology (Sutatmo, 2021). The initial phase of the Letter of Intent was explicitly formulated to address the prevailing requirements, notably in education, economic development, environment, and information and communication technology. Nonetheless, the text of the Letter of Intent remained overly generic, resulting in the implementation of only one aspect, specifically the social focus in education. The second stage of the Letter of Intent, referred to as the Memorandum of Understanding, closely resembles the initial stage of the Letter of Intent, serving as a continuation of the first stage. The provisions of the Memorandum of Understanding about friendship between Daejeon and South Tangerang are delineated as follows:

1. Daejeon and South Tangerang will collaborate to enhance mutual promotion through exchanges in education, culture, sports, and youth initiatives. Daejeon and South Tangerang will collaborate intensively in the economic sector, emphasizing the advancement of the creative economy and urban agriculture. Daejeon and South Tangerang will collaborate proactively in environmental initiatives, emphasizing garbage control. Daejeon and South Tangerang will vigorously promote research and development in advanced science and technology, particularly in biotechnology and information technology, through collaborative partnerships between universities and the business sectors of both cities. Furthermore, Daejeon and South Tangerang will collaborate to enhance friendship and mutual understanding among their citizens by consistently developing diverse programs and

activities. The Letter of Intent Phase 1 and Phase 2 are fundamentally identical in content; however, Phase 2 is transformed into a Memorandum of Understanding of Friendship between Daejeon and South Tangerang, wherein Daejeon regards its collaboration with South Tangerang as a Sister City relationship. The aforementioned MoU delineates several collaborations between Daejeon and Tangerang Selatan, some of which have been effective while others have failed to satisfy the aspirations of both regions or remain unimplemented. Among them are: Youth exchange program from Daejeon, the teenagers from Daejeon visited South Tangerang to see and experience Indonesian culture and lifestyle.

2. Tangerang International Innovation Forum

South Tangerang, in partnership with the World Technopolis Association and UNESCO, convened a general assembly, inviting representatives from 97 countries, including participation from universities, municipal governments, and the business sector. The theme of that year's conference was Innovation for Sustainable Development.

3. Korean Heart to Heart

The South Tangerang City Government was invited to Daejeon to acquire experience and study Korean culture. They are moreover dispatched to the local administration for a duration of six months. Establishment of an innovation center in Tangerang Selatan to bolster the regional innovation system. Tangerang Selatan partners with various universities and research organizations, including Daejeon Technopark, Chungnam National University, Bandung Institute of Technology, and KEMENRISTEKDIKTI. This initiative aims to establish a collaboration hub among academics, industry, and government to enhance the regional innovation system. Global Official Development Assistance program with United Nations-Habitat. South Tangerang has been selected as a research site for initiatives by United Nations-Habitat, which will, upon completion of the research, identify the appropriate economic development cooperation activities for the community in South Tangerang.

Certainty of Sister City MoU

Certainty of the Sister City Memorandum of Understanding The South Tangerang City Government is encountering a similar challenge with the Sister City relationship with Daejeon. The human resources of the South Tangerang City administration exhibit weaknesses in managing the collaboration with Daejeon. Despite conducting city-to-city visits, South Tangerang's comprehension of Daejeon remains insufficient to formally invite Daejeon to engage in the Memorandum of Understanding stage. Discussions regarding the viability of the sister city partnership between Daejeon and South Tangerang are underway, although various impediments hinder the continuation of the Memorandum of Understanding between the two municipalities.

This situation is encountered by Semarang in its collaboration with Beihai. The distinction lies in the fact that the collaboration between Semarang and Beihai ceased by 2016, despite the existence of a signed sister city Memorandum of Understanding, whereas the partnership between Daejeon and South Tangerang has not advanced to the signing of such a memorandum,

yet remains active to this day. In the Semarang-Beihai partnership, challenges include the reassignment of the individual overseeing the Sister City cooperation program to another location and insufficient follow-up on the phases of the program that had been implemented. Analogous to the situation in Daejeon with South Tangerang, after the establishment of the Memorandum of Friendship Cooperation in 2016, there was a transition of leadership within the South Tangerang City government, shifting from Airin Rachmi Diany to Benjamin Davnie. The personnel previously responsible for sister city collaboration have been relocated to different government departments, creating a vacuum in information transfer from the former team to the new staff. The South Tangerang City government's failure to follow up on the implementation of the sister city collaboration with Daejeon.

The sister city partnership between Daejeon and South Tangerang has been operational for only a few years. Despite ongoing conversations since 2013, the signing of the Letter of Intent commenced only in 2015, with its contents having been previously deliberated. Subsequent to the execution of the Letter of Intent, collaboration between the two cities commenced to broaden across multiple domains. Commencing with technology, followed by economy, and concluding with education. However, the sister city relationship between Daejeon and South Tangerang remains static. The term "stagnant" refers to the sister city collaboration between Daejeon and South Tangerang, which exists in a liminal state; the partnership has persisted, however it lacks formal recognition between the two nations. The city of Daejeon formally regards the sister city cooperation as ongoing, since it has consistently asked South Tangerang to participate in events held by Daejeon. Nonetheless, there is currently no enforceable Memorandum of Understanding between the two countries at the state level. Consequently, it is described as being central.

The South Tangerang City Government has stated that Daejeon City does not currently intend to advance the Memorandum of Understanding to a subsequent step. The Daejeon city government and the South Tangerang city government concurred that the Memorandum of Understanding on friendship cooperation will be advanced to a Memorandum of Understanding on sister city relations. Both sides concurred that the implementation of this Sister City Memorandum of Understanding will occur after efficient communication and reciprocal contacts are established between them. Both partners are committed to collaboratively participating in structured events to enhance their relationship. A cooperation agreement in the form of a Memorandum of Understanding (MOU) for sister cities will be executed at the designated time. The South Tangerang City Government must fulfill several requirements, including securing approval from the Regional People's Representative Council (DPRD) for the cooperation plan and obtaining Full Power from the Minister of Foreign Affairs to sign the Sister City Memorandum of Understanding. This Memorandum of Understanding includes detailed provisions with enforceable clauses for both parties.

Implementation of MoU Friendship 1

Following the signing of the Memorandum of Understanding by the Daejeon City administration and the South Tangerang City government on September 21, 2016, numerous cooperation have occurred in both South Tangerang and Daejeon. Ultimately, there has been more collaboration with the Daejeon City Government as the organizer. The Memorandum of Understanding on friendship cooperation outlined in the preceding chapter identifies four areas of collaboration between Daejeon and South Tangerang: social, economic, environmental, and technological. The primary collaboration between the two cities has occurred in the social domain, particularly in education.

The collaboration in the educational sector encompasses the exchange of youth between Daejeon and South Tangerang, as well as the deployment of personnel from the South Tangerang City Government to Daejeon. The collaboration between Daejeon and South Tangerang in various domains has been relatively unsuccessful, with certain initiatives remaining unexecuted. In the realm of environmental matters, there was no subsequent discourse from either Daejeon or South Tangerang, hence it cannot be deemed successful. The collaboration in the realms of technology and economy finally failed. In the realm of technology, technological advancement has not substantially influenced South Tangerang City. The smart city development was suboptimal, and the construction of the UMKM innovation building failed due to problems in the ODA Project selection. In the economic sector, economic development did not exert a direct influence on the city of South Tangerang. This is due to an economic upsurge preceding and succeeding the Tangerang Selatan Global Innovation Forum 2016.

Implemented Cooperation

1. Tangerang Selatan Global Innovation Forum

The Tangerang Selatan Global Innovation Forum 2016 occurred over three days, from September 20 to September 23, 2016. The event commenced with a ribbon-cutting ceremony officiated by Puan Maharani, the coordinating minister for Human Development and Culture of Indonesia; Airin Rachmi Diany, the Mayor of Tangerang; Prof. M. Nasir, the Minister of Research, Technology, and Higher Education; and Keon Sun Taik, the Mayor of Daejeon. The 3-day event featured multiple activities, including Conferences on Innovation, a UNESCO-WTA Training Workshop, a Hi-tech Exhibition, Business Matching, side events, and the WTA General Assembly (WTA University President Forum, WTA Executive Board Meeting, Mayor's Forum). A Memorandum of Understanding on Friendship Collaboration between Daejeon and South Tangerang was signed during this event, establishing a basis for future collaborations.

2. Daejeon Youth exchange program

The Youth Daejeon Exchange visit occurred from November 3 to November 7, 2017. The Youth Daejeon Exchange's visit to South Tangerang is a continuation of the Memorandum of Understanding on cooperative friendship previously established between Daejeon and South Tangerang. This event is coordinated by the International Exchange Center of Korea, a Non-Governmental Organization (NGO) dedicated to student and youth

exchanges from South Korea, in collaboration with the Daejeon City administration and the Tangerang Selatan City government, involving 18 participants. This visit is to offer the young of Daejeon the chance to observe and engage with Indonesian culture and lifestyle, particularly that of the residents of South Tangerang.

3. Korean Heart to Heart sending ASN to South Korea and Global ODA Program with UN-Habitat

Korean Heart to Heart is an initiative by the Governors Association of Korea (GAOK), which facilitates international endeavors and advocates for local governance in South Korea. The city of Daejeon welcomes Civil Servants (ASN) to South Korea for a six-month program to acquire experience in the culture, history, and language of the country. Subsequently, participants of this program will be assigned to different departments of the South Korean government that typically manage Sister City relations, to analyze and utilize South Korea as a benchmark against their respective municipal governments, specifically the South Tangerang City government, while also serving as liaison officers to foster collaboration between the two cities.

Subsequently, there exists the Global ODA Program initiated by UN-Habitat. This program is a project initiated by the Daejeon City government in partnership with a team from UN-Habitat, responsible for executing activities in South Tangerang. Researchers from UN-Habitat are examining locations in South Tangerang that they consider suitable for intervention. Intervention refers to a region with a comparatively high likelihood of an occurrence transpiring, which might be transformed into an activity inside that area. The investigation was done between August 19, 2019, and January 20, 2020. This research was executed using multiple methodologies, initially via a literature review of existing online data and governmental papers, followed by direct surveys and an extensive data analysis. The primary objective of this research is to implement the program from Daejeon known as Crime Prevention Through Environmental Design (CPTED).

Failed/unsuccessful cooperation

Despite South Tangerang's numerous collaborations with Daejeon, not all have yielded the anticipated results. Collaborations that fell short of expectations include the relationship with DCIC and the Daejeon city administration. Tangerang Selatan may emulate the collaboration between Semarang and Brisbane. The collaboration between the two cities has persisted for an extended period, however it has not yielded discernible results. The Semarang City council has amended the policies governing its sister city collaboration with Brisbane to ensure clear outcomes. One objective of these policy adjustments is to realign cooperation to address contemporary requirements (Wirastomo & Lituhayu).

1. Cooperation with Daejeon Metropolitan City International Centre (DCIC)

The collaboration commenced with a visit from the Daejeon Metropolitan City International Centre, a non-governmental organization situated in Daejeon City, on December

18, 2017. They intend to dispatch volunteer healthcare representatives from Daejeon to South Tangerang, similar to initiatives in Laos and Myanmar. Healthcare workers from South Tangerang who are prepared to be sent there are also welcomed. DCIC aims to facilitate student exchanges between junior high and high schools, while seeking assistance from South Tangerang on customs charges and permits for healthcare professionals dispatched to the region. This project cannot advance for multiple reasons, the primary one being that the communication has been notably succinct. The meeting between the South Tangerang City government and the DCIC representatives occurred only once, with no subsequent communication.

Consequently, there are no more signals regarding its continued implementation from either the South Tangerang City government or the DCIC. Secondly, the South Tangerang City government has communicated further with the pertinent authorities, as the deployment of healthcare professionals or foreign workers to Indonesia necessitates stringent permits and consultations with the aforementioned important departments. Once more, owing to insufficient communication, there has been no subsequent correspondence from the pertinent departments or from DCIC itself.

2. *SMART CITY* Cooperation

The primary focus of the partnership between South Tangerang and Daejeon is the advancement of a Smart City in South Tangerang. The relationship has been delineated in the Letter of Intent phase 1, which addresses the technology pertinent to both cities. Despite an early concept for the smart city envisioned by the South Tangerang City Council, the intended smart city ultimately had to be realized via their own endeavors. Despite Daejeon City being a commendable model of an efficiently functioning smart city, its longstanding collaboration with South Tangerang has not significantly contributed to the implementation of smart city initiatives in South Tangerang.

Despite South Tangerang's concerted efforts to attain the status of an ideal smart city, numerous problems hinder its progress towards this goal. The factors encompass:

- Regulations of Regional Government, The absence of governmental regulation to provide a foundational framework for the smart city initiative leads to inefficient execution. Human Resources, The scarcity of human resources with IT expertise renders them ill-equipped to manage the smart city initiative.
- Budget, The budget remains centralized and entails complex bureaucracy, necessitating time for actualization while urgent situations on the ground demand prompt action.

Public Awareness, This is crucial for realizing smart mobility within the smart city framework, as the initiative is designed for the community, necessitating robust community support for the successful implementation of the smart city program.

3. Development Project Through Oda (Not Selected)

South Tangerang has already entered into a Memorandum of Understanding of friendship with Daejeon, which encompasses a micro, small, and medium enterprises (MSMEs) development initiative funded by Official Development Assistance from KOICA.

The MSMEs development initiative is designated as the establishment of the Centre for Academia-Industry-Government Cooperation Supporting the Regional Innovation System. This is the project associated with the development of STP in Indonesia, frequently mentioned in the press. This MSME development initiative seeks to establish an MSME innovation center that will exhibit diverse enterprises from the local communities, together with laboratories designed to foster company development. This project cannot be executed as it failed to meet the criteria established by KOICA. KOICA states that this MSME development initiative is not among the I-STP projects scheduled in prior years.

According to the National Development Planning Agency (BAPPENAS), this project is categorized as one of the I-STP initiatives and is deemed ineligible for financing from BAPPENAS. Consequently, it was not sanctioned by BAPPENAS, despite being first classified as a STP development project, while it is, in fact, an MSME development project. Consequently, KOICA determines that this project lacks support from the central government of South Tangerang and, as a result, fails to meet the criteria for KOICA ODA project selection.

CONCLUSION

The establishment of sister city cooperation between Daejeon and South Tangerang was a protracted process, commencing with the initiative by the South Tangerang City government at the annual World Technopolis Association meeting in Daejeon, culminating in the formal establishment of the sister city in 2016. Despite the establishment of a Memorandum of Understanding for cooperative friendship between Daejeon and South Tangerang, the sister city partnership has not been officially acknowledged. Both the Daejeon City government and the South Tangerang City government are collaborating under the auspices of their sister city relationship. The sister city relationship between Daejeon and South Tangerang appears stagnant, as Daejeon has not indicated a willingness to advance the Memorandum of Understanding to the next level, specifically the sister city Memorandum of Understanding, which would formally establish the two cities as twin cities.

A Memorandum of Understanding on friendship cooperation has been established, positioning the collaboration between Tangerang Selatan and Daejeon below that of a sister city agreement, yet above the standard bilateral cooperation typically engaged in by countries. Several factors impede the advancement of the Memorandum of Understanding, including the lack of a substantial program to initiate the sister city relationship, insufficient communication to promote discussions on enhancing the Memorandum, and the South Tangerang City government's exclusive focus on program procurement.

The areas of collaboration undertaken encompass economy, education, and technology. In the economic sector, collaboration for the advancement of the creative economy and urban agriculture failed to materialize. In the technology sector, a smart city was conceptualized in partnership with the World Technopolis Association; however, it ultimately resulted in mere

discourse without any execution. A successful student exchange occurred between Daejeon and South Tangerang, with plans for future exchanges underway. This cooperation exerts a more significant influence on South Tangerang than on Daejeon. Daejeon assumes a more proactive role in this context than South Tangerang, the host of the cooperation. Daejeon engages in more activities in South Tangerang than South Tangerang does in Daejeon. Consequently, the effect is less pronounced for Daejeon in comparison to that experienced by South Tangerang.

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