

# ANNUAL REPORT

**TOKYO  
DEVELOPMENT  
LEARNING  
CENTER**  
FISCAL YEAR  
2019-2020



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# **TABLE OF CONTENTS**

**008**Message from the  
Global Director**011**TDLC Program  
Highlights**014**Executive  
Summary**016**

FY20 Snapshot

**018**TDLC Impact  
during Phase 3**020**

1. About TDLC

## 2. TDLC PROGRAM REVIEW



### 2.1 TECHNICAL DEEP DIVES & EVENTS

**029**

### 2.2 OPERATIONAL SUPPORT

**053**

### 2.3 INSIGHTS & PUBLICATIONS

**073**

### 2.4 CITY PARTNERSHIP PROGRAM

**081**

## MANAGEMENT & COLLABORATIONS

**095****096**3. Conference  
Management  
Support**100**4. Program  
Management &  
Administration**104**5. Collaborations  
with Internal  
& External  
Stakeholders**110**6. Financials  
for FY20 Work  
Program

## ANNEXES

**113****114**

Annex I

The TDLC Team

**120**

Annex II

Technical Deep  
Dives in FY20**124**

Annex III

Knowledge Events  
in FY20**135**

Annex IV

Operational  
Support**140**

Annex V

Media Coverage  
of TDLC

# ACRONYMS AND ABBREVIATIONS

<b>AI</b>	Artificial Intelligence
<b>ASA</b>	Advisory Services and Analytics
<b>CCA</b>	Cultural and Creative Activity
<b>CPP</b>	City Partnership Program
<b>CSW</b>	City Solutions Workshop
<b>DCNUP</b>	Dhaka City Neighborhood Upgrading Project
<b>DRM</b>	Disaster Risk Management
<b>DRM Hub</b>	Disaster Risk Management Hub
<b>DSCC</b>	Dhaka South City Corporation
<b>DTs</b>	Disruptive Technologies
<b>ECRJP</b>	External and Corporate Relations, Japan
<b>EU</b>	European Union
<b>GDLN</b>	Global Development Learning Network
<b>GPURL</b>	Global Practice for Urban, Disaster Risk Management, Resilience and Land
<b>ICT</b>	Information and Communication Technology
<b>IFC</b>	International Finance Corporation
<b>IMF</b>	International Monetary Fund
<b>IoT</b>	Internet of Things

<b>IPF</b>	Investment Project Financing
<b>JAIDA</b>	Japan-Africa Infrastructure Development Association
<b>JICA</b>	Japan International Cooperation Agency
<b>KSB</b>	Knowledge Silo Breaker
<b>METI</b>	Ministry of Economy, Trade and Industry (Japan)
<b>MLIT</b>	Ministry of Land, Infrastructure, Transport and Tourism (Japan)
<b>MoE</b>	Ministry of Environment (Japan)
<b>O&amp;M</b>	Operations and Maintenance
<b>QII</b>	Quality Infrastructure Investment
<b>STC</b>	Short-Term Consultant
<b>STT</b>	Short-Term Temporary
<b>SWM</b>	Solid Waste Management
<b>TDD</b>	Technical Deep Dive
<b>TDLC</b>	Tokyo Development Learning Center
<b>TICAD</b>	Tokyo International Conference on African Development
<b>TOD</b>	Transit-Oriented Development
<b>TTL</b>	Task Team Leader
<b>UNEP</b>	United Nations Environment Programme
<b>WHO</b>	World Health Organization



**Sameh Wahba,**  
Global Director, Urban, Disaster  
Risk Management, Resilience  
and Land Global Practice

# MESSAGE FROM THE GLOBAL DIRECTOR

**T**he COVID-19 pandemic has shaken up the world, disrupting economies, societies, and the lives of people. The Tokyo Development Learning Center (TDLC) has not been immune to these disruptions, and in FY20 we have had to respond and adapt to the evolving fallout of the pandemic. This has resulted in a reduced number of events this year. But we have used the opportunity to reflect on our program and to gain greater insights, collect practical expertise, and make preparations to respond to the new and continuing development needs of the post-COVID-19 world. At a pivotal moment such as this, TDLC's mission becomes more urgent, as effective practical solutions are desperately needed by developed and developing countries alike as they respond to the health and economic crises.

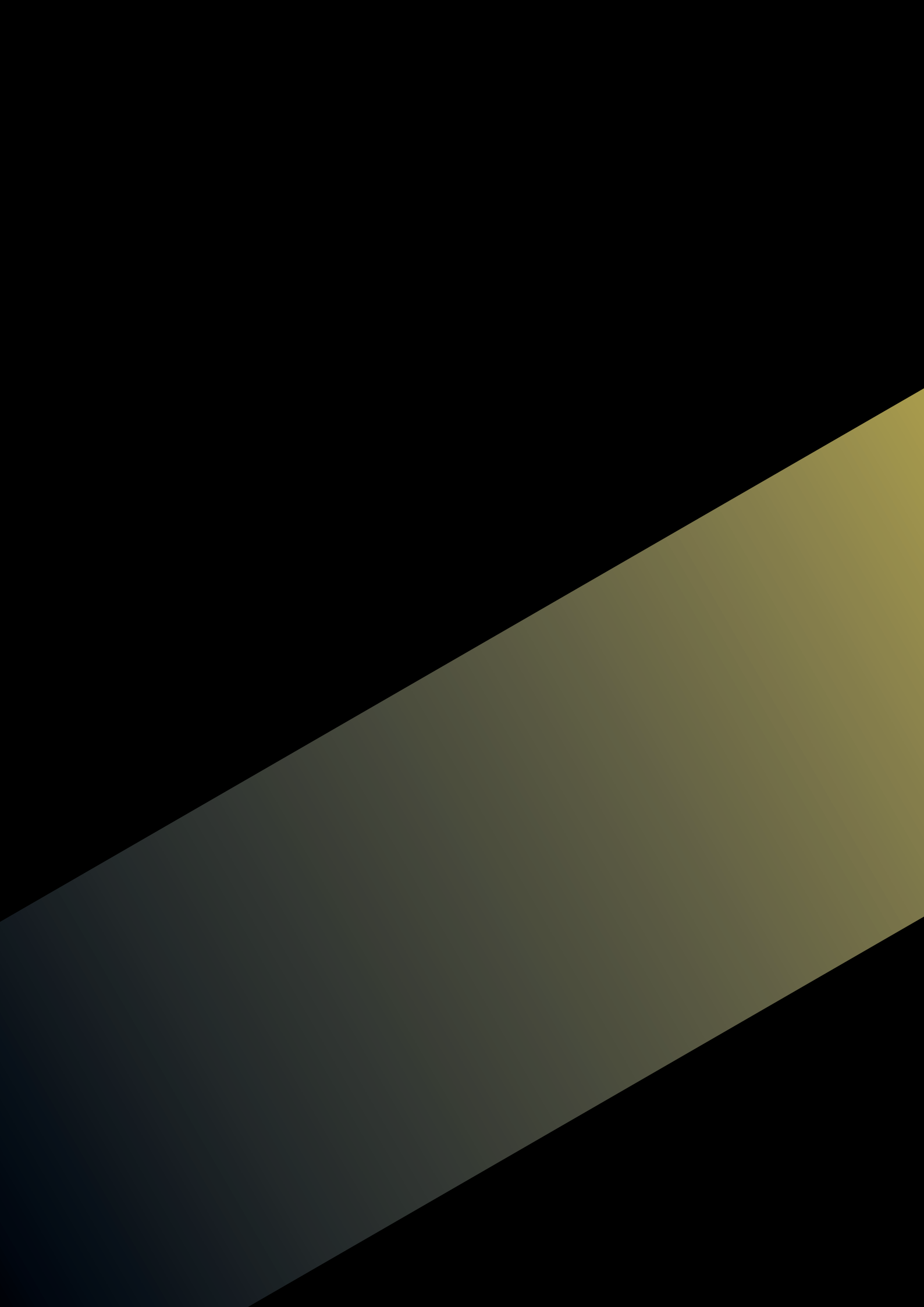
Managed by the Global Practice for Urban, Disaster Risk Management, Resilience and Land (GPURL), TDLC has emerged within the World Bank as a critical institution that influences clients, the Bank staff, and partner organizations to bring state-of-the-art practical knowledge and learning to better development outcomes.

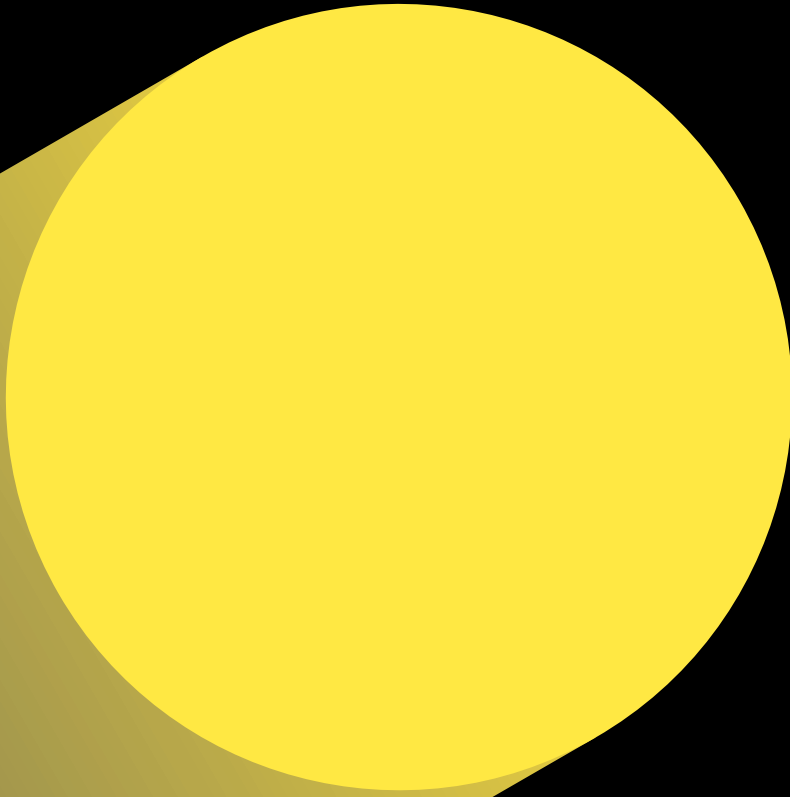
Amid the challenging circumstances generated by COVID-19, FY20 marked a milestone for TDLC with the conclusion of a five-year Phase 3 (FY16–FY20). During the last five years, TDLC effectively transformed itself into a globally recognized urban development knowledge hub. The program has supported a combined portfolio of more than US\$60 billion in committed World Bank lending operations across more than 80 countries worldwide. Over 1,000 country representatives and active operational staff have participated in TDLC activities and have been exposed to world-leading expertise that has resulted in diverse impacts on the ground.

**TDLC has emerged within the World Bank as a critical institution that influences clients, the Bank staff, and partner organizations to bring state-of-the-art practical knowledge and learning to better development outcomes.**

As part of the strategic partnership of the World Bank and Japan, TDLC effectively combines the Bank's globally recognized expertise in urban development with Japanese and global knowledge and experience to create a unique ecosystem where various actors come together to help countries solve development problems. Over the years, TDLC has innovated its signature Technical Deep Dives (TDDs) and its City Partnership Program (CPP) with key Japanese cities, including Toyama, Kitakyushu, Yokohama, Fukuoka, Kobe, and Kyoto. It has effectively utilized networks and knowledge from TDDs and the CPP to inform World Bank operations and developing countries globally.

As TDLC embarks upon a new five-year phase, we look forward to an even stronger collaboration of Japanese cities, stakeholders, and the entire TDLC ecosystem to deepen our support to our client countries through World Bank operations in these challenging times.





# TDLC PROGRAM HIGHLIGHTS

## TDLC PROGRAM

# HIGHLIGHTS

**TOKYO DEVELOPMENT LEARNING CENTER (TDLC) STARTS PHASE 4 WITH A FOCUS ON OPERATIONAL SUPPORT AND GLOBAL BEST PRACTICES AND PRINCIPLES**

This fiscal year marks the successful ending of Phase 3 and the start of Phase 4 for the TDLC, a unique Japan–World Bank distance learning partnership program that generates and shares global and Japanese best practices and principles in urban development to bolster their impact globally.

In this new phase, TDLC seeks stronger alignment of our activities with World Bank operations and better targeting of existing TDLC modalities, particularly Technical Deep Dives (TDDs). TDLC will also innovate new areas of engagement to leverage our state-of-the-art global and local solutions. Through our signature City Partnership Program (CPP), TDLC will bolster its involvement with local and global experts to leverage their best practices and strengthen our operational engagement. This approach will accelerate operationalization of key development principles, including the G20 quality infrastructure investment (QII) principles.

**TDLC INCREASES ITS QII FOCUS AND ENHANCES COORDINATION WITH QII AND DISASTER RISK MANAGEMENT (DRM) HUB PROGRAMS**

In preparation for Phase 4, TDLC has introduced QII as a cross-cutting theme. QII principles and their application are highly relevant to our Operational Support activities, and in FY20, QII principles were applied to the Extended TDD organized for three active projects in Kenya and other relevant engagements. The CPP and research activities also contributed to this agenda through case studies of QII implementation in Japan. In addition, TDLC has introduced structural changes to highlight QII principles and their operationalization in the TDDs. TDLC activities are coordinated with the QII Trust Fund and DRM Hub to connect World Bank operations and clients to these programs if demand is apparent during TDLC activities.

### **TDLC ALIGNS WITH WORLD BANK PRIORITIES ON DISRUPTIVE TECHNOLOGIES (DTS)**

Following the Development Committee mandate, TDLC introduced DTs as another cross-cutting theme. In FY20, tailored content on DTs was included in TDDs on solid waste management and upgrading of low-income settlements. TDLC contributes to the World Bank's Urban Practice network of DT focal points; this year, we helped develop a catalog of DT tools for COVID-19 response, among other resources. TDLC's research on technology ecosystems, which draws on Japanese cities' unique features, has led to increased collaboration with the Global Smart Cities Program. TDLC led the team of Japanese experts at the City Solutions Workshop (part of the Smart City Expo World Congress in Barcelona in November 2019) and contributed to the G20 Smart Cities Alliance.

### **TDLC'S FY20 PROGRAMS WERE SEVERELY DISRUPTED BY THE COVID-19 PANDEMIC**

In response to the COVID-19 pandemic, all TDLC's face-to-face activities in Japan were stopped in late February and have not yet resumed. The *“Technical Deep Dive on Vitalizing Urban Neighborhoods and Space through Transit-Oriented Development,”* scheduled for February 24–28, was postponed. As the infection spread across the globe and travel was restricted, TDLC postponed all other planned TDDs and face-to-face activities for the rest of the fiscal year. Operational Support activities requiring travel were postponed in mid-March; the last activity TDLC delivered in person was *“Kenya Urban Development Support—Building Cities on QII Principles”* on March 2–6. Knowledge and research activities, virtual knowledge exchange, and Operational Support continued and increased. TDLC also focused on COVID-19 crisis response by reviewing and updating its infrastructure and operational procedures and protocols, including safety and security protocols and procedures for pandemic and other disaster response.

# EXECUTIVE SUMMARY

**Founded in 2004, the Tokyo Development Learning Center (TDLc) is a pivotal program within the World Bank Group. Born out of the strong partnership between Japan and the World Bank, its unique mission is to serve as a leading knowledge hub that offers urban development solutions and shares global best practices to maximize their development impact.**

**A**s it emerges from its third phase of operation (FY2016–2020) and enters its fourth phase (FY2020–2024), TDLc will accelerate its effort to achieve its mission of linking developing countries with Japanese and global knowledge, expertise, and technology through its four core activities: Technical Deep Dives (TDDs) and Events, Operational Support, Insights and Publications, and the City Partnership Program (CPP). These activities are synergized with innovations, technology, and demand-driven development solutions from Japan, and respond to developing countries' urban development needs in an efficient and timely manner.

This Annual Report provides a review of TDLc's work program over the past fiscal year (FY20) and TDLc's overall impact during Phase 3. It summarizes both ongoing and new initiatives undertaken by TDLc as part of its effort to fulfil the mission of the Japan–World Bank partnership. The report also highlights all the partnerships, support systems, activities, and media coverages that TDLc leveraged in FY20.

TDLc managed to achieve success in many of its endeavors in FY20 within the context of severe disruption to operations posed by COVID-19. The pandemic limited TDLc's capacity to hold face-to-face events and constrained the travel needed to provide Operational Support. As a result, TDLc delivered a limited number of TDDs, events, and Operational Support activities.

Nevertheless, in FY20 TDLc organized three TDDs and 15 other knowledge events that reached an audience of more than 3,000 people. In addition, the TDLc team informed 19 World Bank projects through Operational Support leveraging

US\$2,431 million in investments. During its third phase, TDLc extended its influence on the World Bank's lending operations in more than 80 countries worldwide, increasing the number of projects informed and supported by leading global and Japanese knowledge, best practices, and expertise.

TDLc focuses on key thematic areas, including urban development, transport, social, technology and innovation, city competitiveness, land, environment, and disaster risk management (DRM); but it also undertakes in-depth research and develops knowledge on frontier topics that foster innovation. In FY20, TDLc focused on creative cities as the frontier topic. Besides key thematic topics and frontier topics, TDLc focuses on cross-cutting themes—overarching topics that are integrated in all program activities. In FY20, quality infrastructure investment (QII) continued as the cross-cutting theme, and disruptive technologies (DTs) was introduced as the new cross-cutting theme.

TDLc's success is bolstered by the ecosystem of partners it has built both inside and outside the World Bank. This ecosystem comprises internal World Bank audiences and urban development expert communities and practitioners, including the Japanese public and private sectors and academia. Key external partners include the Ministry of Land, Infrastructure, Transport and Tourism (MLIT), Japan International Cooperation Agency (JICA), Ministry of Environment (MoE), and Ministry of Economy, Trade and Industry (METI); internal World Bank partners include the International Finance Corporation (IFC) and Global Practices, World Bank global programs such as the DRM Hub and QII Trust Fund, and the knowledge network of Knowledge Silo Breakers (KSBs) in the Urban, Disaster Risk Management, Resilience, and Land Global Practice.

TDLC's flagship activity, the *Technical Deep Dive*, harnesses the power of the TDLC ecosystem to bring together groups of World Bank clients and Task Team Leaders (TTLs) for week-long programs of workshops, site visits, peer exchanges, and action planning. TDDs are an effective tool for synthesizing, packaging, and delivering key global and Japanese best-practice knowledge to World Bank teams and clients working on operations on the ground. In FY20, three demand driven TDDs convened 85 client government officials from 29 cities in 27 countries as well as 41 World Bank TTLs, representing US\$8.77 billion in World Bank operations. Country delegations from three regions—East Asia and Pacific, Africa, and Latin America and the Caribbean—had a higher TDDs participation rate than other regions.

TDLC's *Operational Support* component aims to provide direct and in-depth impact to World Bank lending and advisory operations. The two modalities of Operational Support—just-in-time and extended support—help advance Japan's bottom-up urban development expertise to inform World Bank operations. This year, TDLC informed 19 World Bank projects through Operational Support activities, leveraging investments amounting to US\$2,431 million in projects (US\$2,427 million in lending projects and US\$4 million in nonlending projects). Lending investments informed by TDLC through Operational Support programs are mostly in the Africa region, while nonlending projects mainly support the East Asia and Pacific region.

Under the *City Partnership Program (CPP)* component, the TDLC team draws best practices, knowledge, and expertise from the partner cities and practitioners to develop learning materials, undertake research initiatives, and document insights and analysis on subject matter. CPP cities include Fukuoka, Kitakyushu, Kobe, Kyoto, Toyama, and Yokohama. TDLC also collaborates regularly with Tokyo and Osaka for knowledge exchange and deployment of experts. Leveraging the experience of its partner cities, TDLC deploys experts from the cities to share detailed knowledge with client countries. In FY20, of the eight CPP and non-CPP cities, experts from six cities were deployed in 11 client countries.

One of the important components TDLC focuses on is *Insights and Publications*. In FY20, the TDLC team developed 13 knowledge notes and research products. Under this component, TDLC undertakes research and prepares documents broadly on three themes: Japan-focused cases and methodologies, studies on frontier topics and cross-cutting themes, and other knowledge notes and documentation. TDLC also researches new and emerging topics to develop next-generation knowledge, leveraging its Tokyo base and broad network of experts and partners. Topics such as creative cities, aging cities, quality infrastructure investments, and disruptive technologies have been the focus in FY20 for new knowledge generation. Among the myriad research partners are Japanese and global partners as well as relevant Global Solution Groups, KSBs, and other World Bank Global Practices.

With its state-of-the-art studio and conference rooms equipped with the latest technology and connectivity infrastructure, TDLC can serve as a hub to disseminate World Bank knowledge and learning to external partners. Numerous World Bank units regularly use TDLC's studio and conference rooms for high-profile activities involving senior management from the World Bank and Government of Japan. In keeping with Japanese disaster management standards, TDLC has adopted emergency and evacuation plans for offices, studio, and events.

**In FY20, TDLC represented US\$8.77 billion in WB operations in 27 countries.**

In wrapping up Phase 3, TDLC continued to strengthen its program and build new partnerships. As the program enters a new phase, TDLC seeks a stronger alignment of activities with the World Bank's operations, while also better targeting its existing products and services.

FY20

# SNAPSHOT

Victor Mulas discusses how to apply disruptive technologies in urban upgrading projects

## TECHNICAL DEEP DIVES

**3** demand-driven  
**Technical  
Deep Dives**

126 Country  
Delegations representing

US\$ **8.77** billion

in World Bank operations.

85 Client Government Officials  
from 29 cities in

**27** **Countries**  
and 41 World Bank  
Task Team Leaders



## OPERATIONAL SUPPORT

**19** **World Bank  
Projects**

assisted through Operational Support

US\$ **2,431** million

in investments leveraged for Operational  
Support (US\$2,427 million in World  
Bank lending portfolio; US\$4 million  
in World Bank nonlending portfolio)

**3** **Pipeline  
Development Activities**

2 from Ethiopia and 1 from Sri Lanka

Kremena Ionkova, Senior Urban Specialist at the World Bank, presenting on global issues and efforts around marine plastic waste management during the International Symposium in Kitakyushu.



## INSIGHTS & PUBLICATIONS

TDL developed

**5** Japan Case Studies and Methodologies

**5** studies on frontier topics and cross-cutting themes

**3** other knowledge notes and documents developed

**1** New Frontier Topic Launched: Creative Cities



## CITY PARTNERSHIP PROGRAM

**6** Partner Cities

Fukuoka, Kitakyushu, Kobe, Kyoto, Toyama, and Yokohama

**2** Other Cities

Tokyo, Osaka

Maximum participation from East Asia and Pacific region, followed by Africa and Latin America and the Caribbean.

**15** Knowledge Exchange Events

shared Japanese know-how and technical expertise in urban development sector

**3,000+** Participants

from the public sector, private sector, academia, and other development organizations.



Supported a total of

**US\$61 billion**

of committed World Bank lending in

**80 Countries**



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# **TDLC IMPACT DURING PHASE 3**

**FY2016 - 2020**

# 28 Technical Deep Dives



1,462 Participants

from 80 Countries representing

US\$60.2 billion in World Bank lending operations



# 104 Operational Support

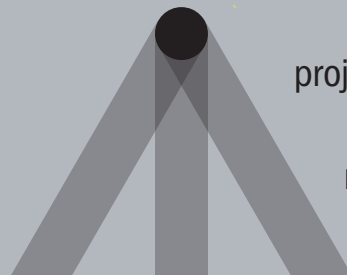
projects in 35 Countries

representing

US\$7.5 billion\*

in World Bank lending operations

\*includes US\$5.9 billion supported by TDDs



# 1. ABOUT TDLC

**As a leading global knowledge hub, TDLC offers urban development solutions and best practices to maximize the development impact of World Bank projects.**

**T**he Tokyo Development Learning Center is a pivotal program within the World Bank Group that launched in June 2004 with a partnership between Japan and the Bank. TDLC is managed by the World Bank Global Practice for Urban, Resilience, and Land (GPURL) and overseen by a steering committee comprising representatives from the Japanese Ministry of Finance and the World Bank. Day-to-day operations of the program are conducted by the highly dedicated and resourceful TDLC team in Tokyo with guidance from the World Bank's Special Representative, Japan, on partnerships and relationships with the Government of Japan.

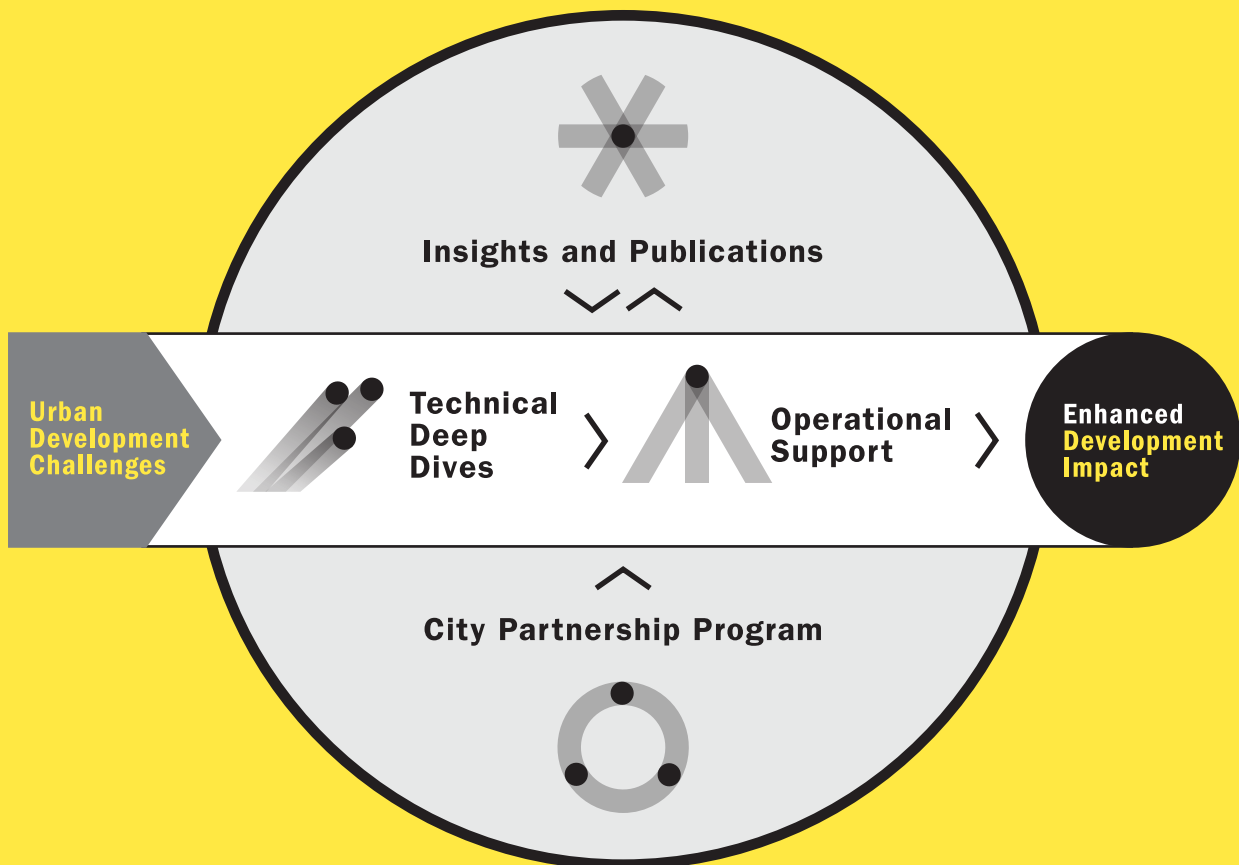
Well positioned as a global disseminator of development solutions, TDLC offers both internal and external stakeholders a one-stop shop for identifying, accessing, and making effective use of Japanese and global knowledge and best practices through four core components: Technical Deep Dives (TDDs) and Events, Operational Support, Insights and Publications, and the City Partnership Program (CPP). All of TDLC's components are synergistically integrated to identify and unpack innovations and demand-driven development solutions from Japan and beyond, thereby responding to urban development needs of developing countries in a timely manner.

## 1.1 TDLC PROGRAM OVERVIEW

**Strategically located in the heart of Tokyo, TDLC serves as a catalytic thought leader that creates a unique ecosystem of leading experts and city practitioners through joint research, knowledge exchange, and project-level engagements.**

The TDLC program consists of four main components, each of which is designed to be delivered as a part of a value-accretive cycle of engagement with clients and partners. TDLC's ecosystem generates development solutions to maximize development impact by operationalizing knowledge, accelerating project development, and networking among its diverse stakeholders.

# TDLC PROGRAM



**TDLC components are synergistically integrated to tackle urban development challenges and result in enhanced development impact**

## 1.2 TDLC COMPONENTS

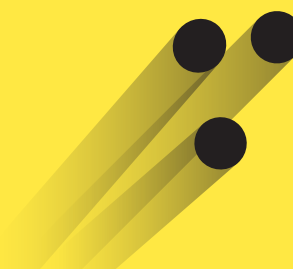
### P. 029

#### TECHNICAL DEEP DIVE AND EVENTS

##### [KNOWLEDGE NETWORKING AND OUTREACH]

Under this component, TDLC organizes, sponsors, or participates in two main channels of knowledge disseminations—TDDs and Events—that aim to provide World Bank Group clients and technical staff with access to global best practices and actionable solutions to development challenges.

- Technical Deep Dives: TDLC's signature one-week cohort-based knowledge acceleration program, TDDs are based on demand-driven topics and result in actionable project designs that incorporate key lessons and approaches from both Japanese and global experiences.
- Other key events hosted or co-organized by TDLC: TDLC continues to partner with Japanese and global stakeholders to engage in various events in both Japan and abroad.



### P. 053

#### OPERATIONAL SUPPORT

TDLC supports and facilitates delivery of tailored knowledge, capacity building, and advisory services to developing countries in connection with the World Bank's operational projects. Two modalities are used: just-in-time support and extended support.

- TDLC's Operational Support aims to provide direct and in-depth impact to development outcomes in connection with World Bank operations.
- Operational Support is typically extended as a follow-up to TDDs, based on direct requests from TTLs and client demand. Opportunities and operational linkages are identified at the upstream stage and at the project implementation stage.



**P. 073****INSIGHTS AND PUBLICATIONS****[STRUCTURED LEARNING AND RESEARCH]**

Drawing on the thematic expertise of GPURL and experts from Japan and abroad, TDLC produces and disseminates unique development insights as open knowledge accessible to global urban experts and practitioners.

- TDLC's strong partnership with key Japanese cities and global experts allows it to codify and distill its project-level experiences as sharable insights, and to collaboratively produce tailor-made knowledge products as "open insights" accessible to all urban experts and practitioners globally.
- Through TDDs and Operational Support activities, TDLC continuously implements new practical solutions in real settings, distilling insightful "how-to" knowledge. TDLC also actively catalyzes frontier topics by exploring new areas of development impact in developing countries and testing such impact in connection with Bank operations.

**P. 081****CITY PARTNERSHIP PROGRAM**

TDLC engages with selected Japanese cities to share relevant development experiences and solutions, thus linking Japanese expertise with specific opportunities for project-level engagement in developing countries.

- Currently TDLC partners with six Japanese world-class cities: Fukuoka, Kitakyushu, Kobe, Kyoto, Toyama, and Yokohama. In addition, TDLC collaborates actively with other Japanese cities, such as Osaka and Tokyo.
- TDLC captures and documents practical "how to" experiences from relevant agencies and/or knowledge institutions in selected cities in Japan, producing outputs such as knowledge notes, toolkits, good practice guides, videos, etc.



In addition to these four core activities, TDLC also provides conference management support (technology, conferencing, and outreach support) to assist with event management and post-production of videos and other media outputs. This effort supports and helps expand the World Bank's engagements in Japan. Equipped with the latest technology and connectivity infrastructure, TDLC's state-of-the-art studio and conference rooms serve as a hub to disseminate World Bank knowledge.

## 1.3 TDLC

# KEY TOPICS

TDLC's primary goal is to contribute to maximizing urban development impact in connection with World Bank operations. To further this goal, TDLC focuses on an array of foundational urban development topics that best support the Bank's operations in developing countries. Supported by Global Leads, Practice Managers, and Program Leaders from GPURL and other Global Practices, TDLC chooses the focus of each year's program based on developing countries' demands and internal Bank priorities for maximizing urban development impact.

Current key topics include the following:

### URBAN DEVELOPMENT

Compact city development, metropolitan planning, governance, legal and institutional frameworks for urban/municipal management, municipal finance, urban placemaking.

### UTILITIES AND SERVICES

Solid waste management, water supply management, sewage management, street lighting.

### TRANSPORT

Transit-oriented development, urban mobility planning.

### SOCIAL

Universal accessibility, aging population, inclusion, citizen engagement.

### DISASTER RISK MANAGEMENT

Resilient cultural heritage and tourism, resilient infrastructure, city resilience, urban flooding.

### TECHNOLOGY AND INNOVATION

Smart cities, big data, artificial intelligence, drones, GIS systems, robotics, virtual reality/augmented reality.

### CITY COMPETITIVENESS

Creative cities, competitive cities, start-up ecosystems, value chains/industrial development, tourism, local economic development.

### LAND

Land readjustment, land use planning, land tenure, land governance, geospatial, territorial development.

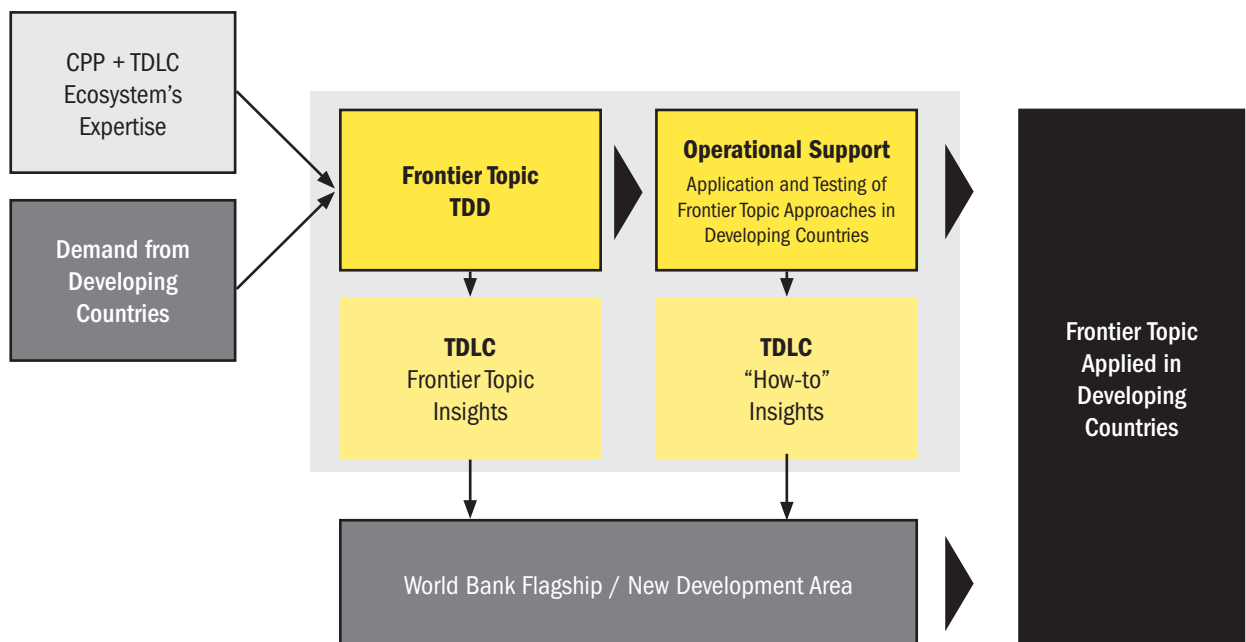
### ENVIRONMENT

Blue economy (marine plastic and ocean litter), circular economy, climate change, green infrastructure.

## 1.4 TDLC

**FRONTIER TOPICS  
AND CROSS-CUTTING THEMES****TDLC FRONTIER TOPICS**

To foster innovation and push the urban development agenda forward, TDLC explores and develops at least one new frontier topic every year. Frontier topics are carefully chosen based on combined criteria of development impact, demand, practicality, and availability of new solutions and approaches. Priority is given to new topics with higher client demand and links to Japanese knowledge and competitive advantage. Figure 1 shows how TDLC catalyzes frontier topics to support World Bank operations.



In FY20, creative cities was the frontier topic, and in January 2020 TDLC organized a TDD on this topic, convening experts and practitioners to explore methodologies and solutions for developing creative communities in cities and accelerating the creative economy. Aging cities was the frontier topic in FY19; in FY21, in response to demand due to the current pandemic, the frontier topic will be healthy cities and city resilience and emergency preparedness.

**Figure 1: Development and Application of Frontier Topics**

## CROSS-CUTTING THEMES

Besides the frontier topics, TDLC develops overarching themes that cut across all the activities of the TDLC components. These cross-cutting themes are chosen based on the priorities of the Japanese government and the World Bank. In FY20, quality infrastructure investment (QII; see box 1) continued as a cross-cutting theme and disruptive technologies (DTs; see box 2) was added as a new cross-cutting theme. These two topics will continue to be the overarching themes in the next phase of the program as well.

## STEPS TO OPERATIONALIZE QUALITY INFRASTRUCTURE INVESTMENT

In FY20, TDLC mainstreamed and operationalized QII principles as a cross-cutting theme across all its program activities.

TDLC follows a three-step approach for assimilating QII in its activities, as defined below.

### STEP 1

#### TECHNICAL DEEP DIVE

As part of TDD technical sessions and site visits, TDLC offers firsthand experience of quality infrastructure's important role in achieving balanced growth and development in client countries. In FY20, TDDs included information on how Japanese urban development integrates the QII in its planning and operation. The delegates learned how solid waste management, urban upgrading, service delivery, local economic development, and urban development all integrate the QII principles.

### STEP 2

#### OPERATIONAL SUPPORT

During TDDs, the World Bank task teams and clients prepare action plans based on the key lessons, including operationalizing of QII in World Bank - financed projects. Action plans are presented to the TDLC team and other experts, and support is sought on implementing the plans, including QII principles.

### STEP 3

#### IN-COUNTRY OPERATIONAL TECHNICAL DEEP DIVE

This year, TDLC explored a new approach to disseminating practical implementation and "how-to" knowledge in the context of QII principles. Following demand from several Kenya delegations attending TDDs, TDLC organized a QII-focused Operational Technical Deep Dive. This modality of TDD was provided in-country for the first time and convened several sets of alumni of previous TDDs (who are currently implementing active Bank projects) together with a broader set of interested stakeholders within the Kenyan government. The Extended Operational Technical Deep Dive followed the TDD methodology, including technical sessions by Japanese and international experts, field visits to World Bank - financed project sites, action planning, and peer learning, ensuring that participants absorbed the practical knowledge needed to implement QII principles and enhance development impact.

## BOX 1 QII PRINCIPLES

The six G20 principles for QII include:

1. Maximizing the positive impact of infrastructure to achieve sustainable growth and development;
2. Raising economic efficiency in view of life-cycle cost;
3. Integrating environmental considerations in infrastructure investments;
4. Building resilience against natural disasters and other risks;
5. Integrating social considerations in infrastructure investment;
6. Strengthening infrastructure governance.

## DISRUPTIVE TECHNOLOGIES

In 2018, the World Bank Group developed a paper entitled “*Disruptive Technologies and the World Bank Group—Creating Opportunities—Mitigating Risks*” for the Development Committee Meeting.<sup>1</sup>

The paper highlights the need for technology-based disruptions to overcome the development challenges of traditional pathways. Following the guidance provided by this paper for the Bank, TDLC incorporated DTs as a cross-cutting theme across its activities to support Global Practices implementation on TDLC’s topics. DTs is a new cross-cutting theme across the World Bank and is being operationalized across all Global Practices by supporting countries in creating opportunities and mitigating risks associated with DTs.

<sup>1</sup> The Development Committee is the Joint Ministerial Committee of the Boards of Governors of the Bank and the Fund on the Transfer of Real Resources to Developing Countries. The paper on DTs is available on the Development Committee website at <https://www.devcommittee.org/sites/www.devcommittee.org/files/download/Documents/2018-09/DC2018-0010%20Disruptive%20Technologies.pdf>.

### BOX 2 DISRUPTIVE TECHNOLOGIES FOR DEVELOPMENT

Technology is cutting through all aspects of society, to the point where every industry may eventually be led by tech companies. Disruptive technologies are broadly defined as innovations that disrupt the status quo or lead to the creation of new markets, values, and expectations. They can be something ubiquitous like a smartphone or something more esoteric such as machine learning or quantum computing.

Disruption is driven not solely by the technologies themselves, but through the way that technologies singularly revolutionize the transformation of human activities. The 2018 World Bank Development Committee paper on disruptive technologies highlights the need to harness these technologies through Bank operations to accelerate development impact. The paper also discusses how the Bank will operationalize DTs in client country projects while mitigating the risks and maximizing the opportunities.

The cross-sectoral nature of DTs is well suited to address the many critical challenges of urban development, which are similarly cross-cutting and multidimensional. For example, the global challenge of affordable housing encompasses various issues beyond the construction of adequate homes, such as land tenure and income inequality. Affordable housing is meaningful only when residents have access to basic services, health care, and good jobs within reasonable distances to the city center.

This is where disruptive technologies come into play. Artificial intelligence—powered drones can map informal settlement areas and help provide land titles on blockchain-secured registries. In contrast to traditional construction methods, 3D printing technology can construct houses within days in a highly cost-efficient and ecological manner. Disruptive technologies are powerful tools in meeting development challenges in a timely and scalable fashion.





# TECHNICAL DEEP DIVES & EVENTS

## 2. TDLC PROGRAMS IN REVIEW

# 2.1 TECHNICAL DEEP DIVES AND EVENTS

[KNOWLEDGE NETWORKING AND OUTREACH]



Participants exploring Ameyoko district in Tokyo during a site visit for the TDD on Improving Infrastructure, Services and Livelihoods in Low Income Urban Settlements.

### OVERVIEW

**T**he Technical Deep Dive (TDD) is TDLC's flagship one-week cohort-based knowledge acceleration program that brings together groups of World Bank clients and Task Team Leaders (TTLs) who are primarily responsible for the implementation of the World Bank projects in developing countries. The TDD is uniquely positioned as an effective tool to synthesize, package, and deliver key global and Japanese best-practice knowledge to World Bank teams and clients working on operations on the ground [Refer to Box 2 for more details]. In FY20, TDLC organized three TDDs, convening 85 client representatives from 29 cities in 27 countries as well as 41 TTLs.

The program is comprehensive in its regional and sectoral coverage, emphasizing areas of urban development and resilience where Japan has strong comparative advantage. TDDs also closely link to two other Japanese-supported programs, the Japan-World Bank Program for Mainstreaming Disaster Risk Management in Developing Countries (DRM Hub) and the Quality Infrastructure Investment (QII) Partnership Trust Fund, to ensure consistency and to maximize impact and synergies, particularly in commonly addressed topics. Thus, the TDD serves as a platform to provide leads on actionable and high-quality projects for DRM Hub and QII Trust Fund support, among other related programs.

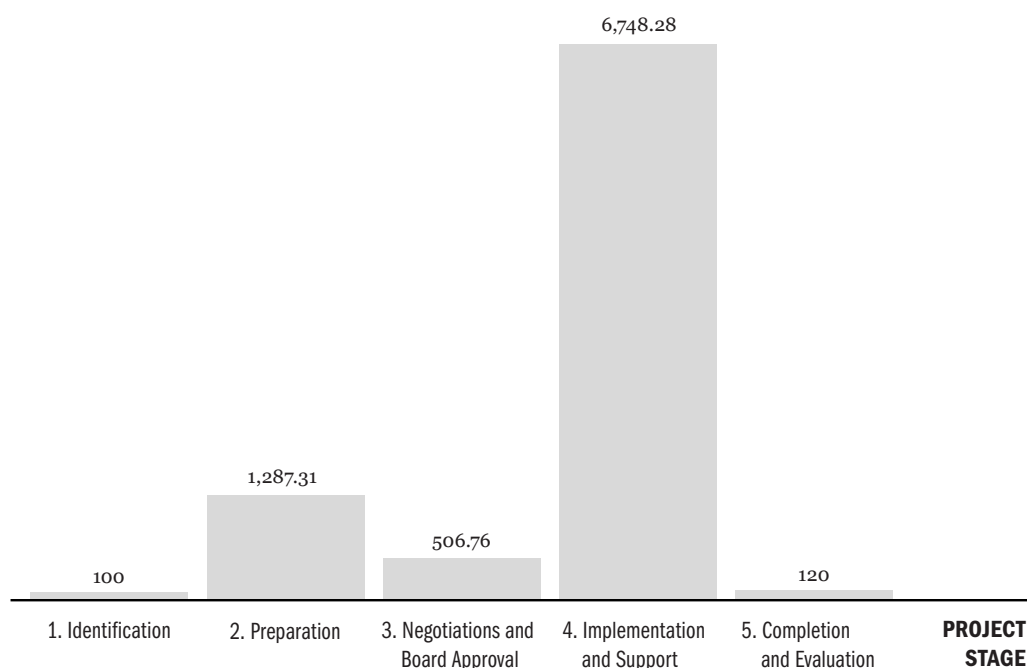
### APPROACHES

The TDDs offer blended learning opportunities to expose participants to cases, partners, and experts from Japan and abroad. It incorporates a diverse range of knowledge instruments to engage the participants on various levels:

- **Presentations by experts:** TDLC invites experts and practitioners from Japan and globally to disseminate knowledge and experiences that address development issues relevant to the fields of operation. Face-to-face interaction and networking with these experts adds crucial value for the participants.
- **Site visits:** Site visits are at the heart of the Technical Deep Dives and allow participants to witness and experience Japanese practices in urban development at first hand.
- **Peer exchanges:** The TDD includes shift-and-share exchanges, where client country teams move from table to table to discuss the challenges faced and the solutions adopted or measures taken in response. This approach enhances peer-to-peer learning with fresh and practical solutions that can be applied by participants in their home countries.

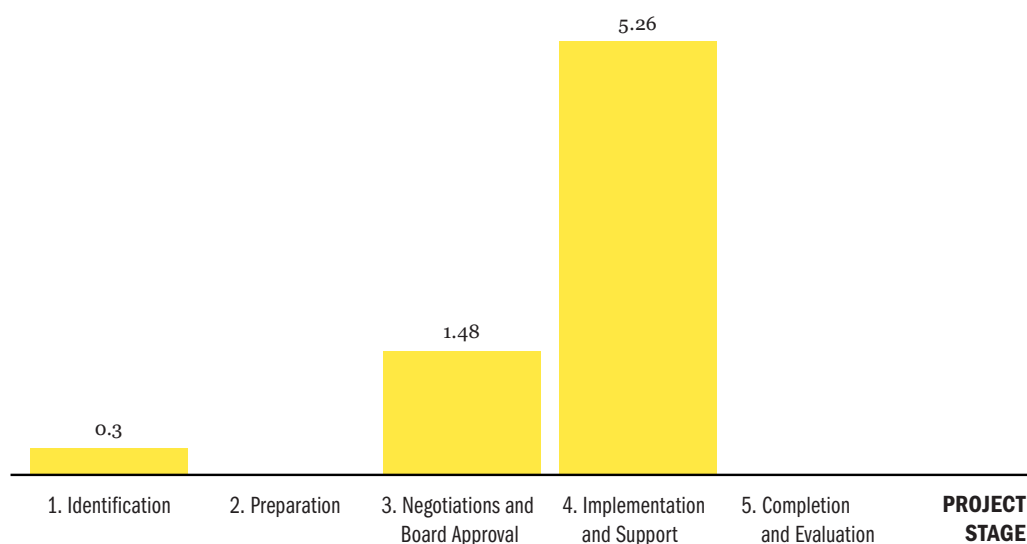
**Figure 2: Project Cycle Stages of Investments Leveraged by TDDs**

**LENDING** (IPF/P4R/DPF) US\$ million



Note: DPF = Development Policy Financing;  
IPF = Investment Project Financing;  
P4R = Program-for-Results.

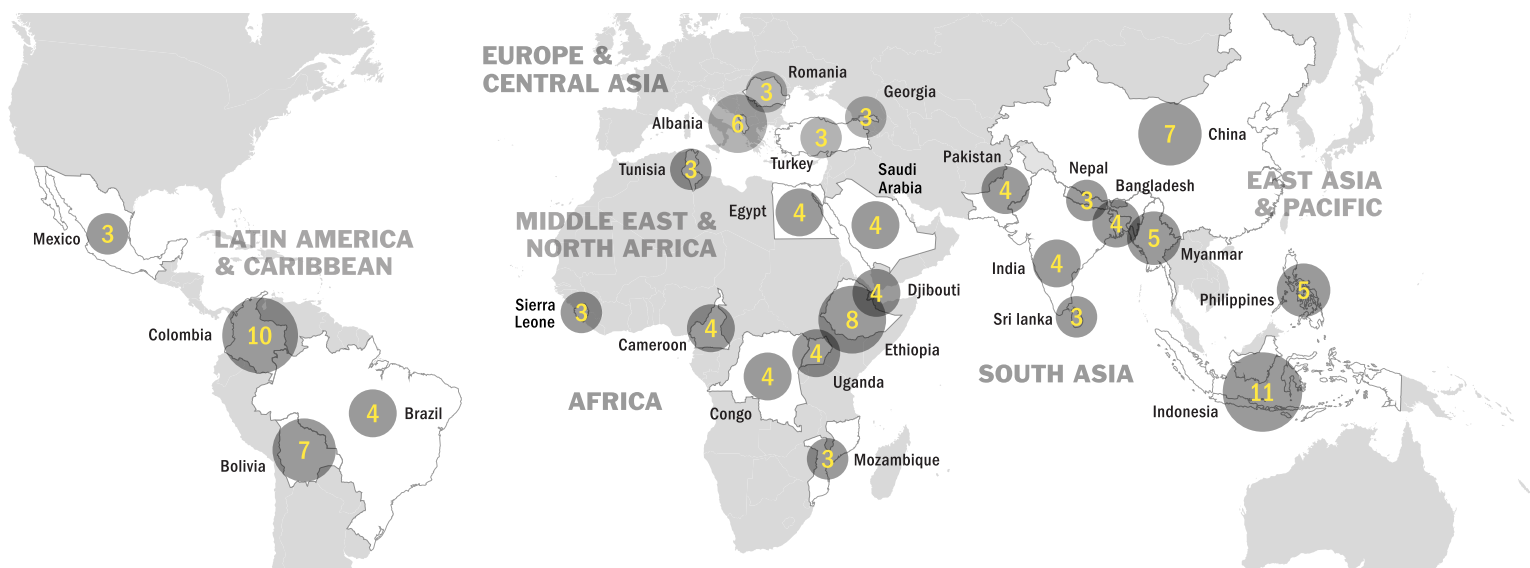
**ADVISORY SERVICES & ANALYTICS** US\$ million



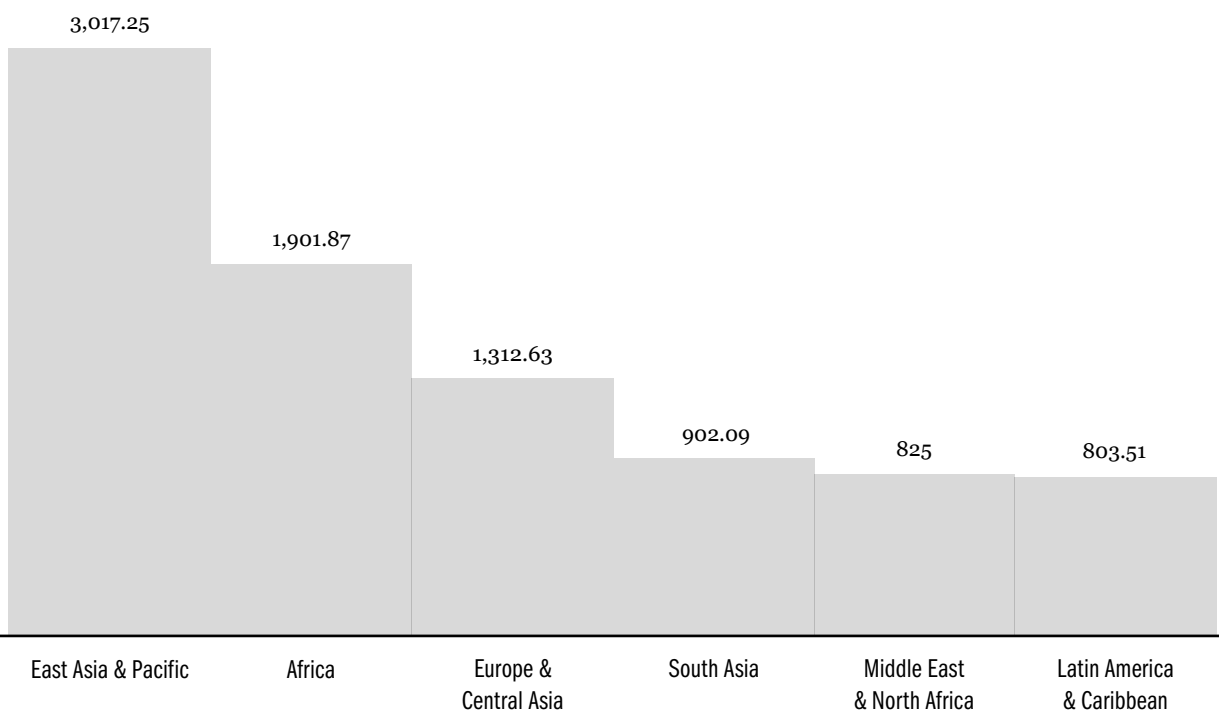
- Action planning:** Drawing on key lessons learned during the TDDs, delegates work together with their World Bank TTLs to formulate an action plan that is applicable to their project back home. This planning also includes specific “asks” that outline how the World Bank and TDLC can support realization of the action plan. The action plan provides linkages to the Operational Support component of the TDLC program, thus providing direct and in-depth support to World Bank operations.

## THE IMPACT OF THE TDDs IN FY20

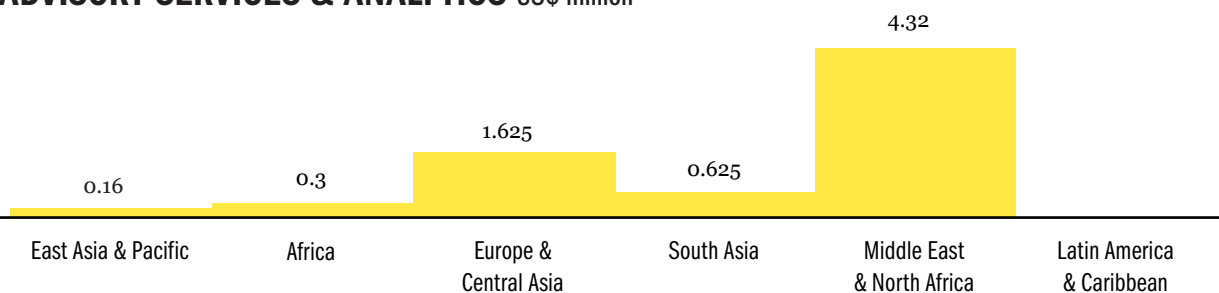
TDDs aim to inform and support clients in connection with project investments at every stage of the World Bank’s project cycle—identification, assessment and appraisal, Board approval, implementation and support, and completion and evaluation. In FY20, TDDs informed projects mainly at the implementation and support stage, followed by the assessment and appraisal stage (see Figure 2).



### LENDING (IPF/P4R/DPF) US\$ million



### ADVISORY SERVICES & ANALYTICS US\$ million



**Figure 4: Regional Distribution of World Bank Investments Leveraged by TDDs in FY20, by Portfolio Type**

Note: DPF = Development Policy Financing;  
IPF = Investment Project Financing;  
P4R = Program-for-Results.

**BOX 3**  
**WHY TDDs?****BENEFITS OF TDDS FOR PARTICIPANTS**

- Cutting-edge policy thinking and technical knowledge delivered through engaging learning sessions
- Peer learning and networking with global practitioners
- Experiential knowledge exchange through site visits and one-on-one sessions with experts and practitioners
- Customized knowledge and opportunities to engage directly with Japanese and other countries' municipalities, ministries, private sector, and academia to explore innovative solutions to clients' development challenges
- Access to follow-up operational support through TDLC's Operational Support component, to assist in the successful application of knowledge gained through the TDD

**UNIQUE CHARACTERISTICS OF TDDS**

- TDD topics are selected based on demand and implementation needs from emerging countries.
- Participants are identified and selected to maximize development impact in connection with an existing Bank operation in the design or implementation phase.
- The programs are action-driven with a focus on problem solving, resulting in an implementation-ready action plan focused on a development challenge.
- TDDs are coupled with follow-up Operational Support, which includes various instruments of engagement such as technical assistance, expert consultations, and dispatch of Japanese experts to client countries.
- Cohort-based groupings provide unique peer-to-peer learning and help develop strong Communities of Practice among participants and practitioners.
- TDDs apply a diverse range of learning instruments, including site visits, peer exchange, one-on-one expert sessions, and e-learning to ensure maximum knowledge absorption and customization of knowledge needs.
- The program connects participants with TDLC's network of experts and practitioners and provides linkages with existing or new Communities of Practice to develop case studies and best-practice lessons.

Over the course of FY20, TDLC delivered three TDDs representing US\$8.77 billion in World Bank operations through 49 projects in 27 countries. Delegations representing 29 cities in 27 countries attended TDDs over the fiscal year, and 41 World Bank Task Team Leaders as well as 85 client representatives were exposed to solutions and expertise from Japan (participants' countries are shown in Figure 3). In terms of TDD participation by region, participation from the East Asia and Pacific region was highest (22 percent), followed by Africa (21 percent) and Latin America and the Caribbean (19 percent). (Details on the World Bank projects supported by the three TDDs are in annex II.)

In FY20, TDDs leveraged US\$8.77 billion spread over 41 lending projects, as well as US\$7 million spread over eight nonlending projects. While, the largest amounts leveraged were for investments in the Africa region; the East Asia and Pacific region also received substantial support for Investment Project Financing (IPF) projects, justifying their higher participation rate at the TDDs. Figure 4 shows the regional distribution of World Bank investments leveraged by TDDs in FY20.

## KEY TOPICS & OPERATIONALIZATION OF CROSS-CUTTING THEMES

Topics for TDDs are prioritized based on Japanese knowledge and comparative advantage in the subject, comprehensive sectoral coverage, and regional and global focus. Thematic topics are chosen through direct engagement with World Bank Global Leads and Practice Managers. Once topics are identified, programs are developed in direct collaboration with World Bank Technical Leads and thematic Communities of Practice (to focus on specific client objectives and development challenges).

In FY20, TDLC organized a TDD on creative cities, a frontier topic with the potential to generate a new line of operations for the World Bank based on global and Japanese best practices and expertise.

In addition to addressing the thematic topics and new frontier topics, in FY20 TDLC sought to operationalize two cross-cutting themes—quality infrastructure investment (QII) and disruptive technologies (DTs)—across all activities, including TDDs.

## OPERATIONALIZING QUALITY INFRASTRUCTURE INVESTMENT

QII continued to be an important cross-cutting theme in FY20, and TDLC endeavors to operationalize QII principles in TDDs and Operational Support projects. Going forward, TDLC aims to include QII seminar sessions in all TDDs to discuss how QII principles could be applied in the context of development.

## OPERATIONALIZING DISRUPTIVE TECHNOLOGIES

With DTs a cross-cutting theme for FY20, this year's TDDs explored a set of curated DT solutions applicable in developing country contexts and at different levels of readiness for implementation and deployment. In the Solid Waste Management (SWM) TDD, DT solutions focused on the plastic waste challenge. In the TDD on Improving Infrastructure, Services and Livelihoods in Low-Income Urban Settlements, DT solutions addressed multiple issues, including property rights, affordable housing, and delivery of basic services (water, utilities, etc.) for upgrading low-income settlements. This TDD also explored case-based solutions for deployment of 3D printing solutions for more cost-effective affordable housing construction at scale in the context of emerging economies.

### BOX 4

### QII PRINCIPLES IN TECHNICAL DEEP DIVES

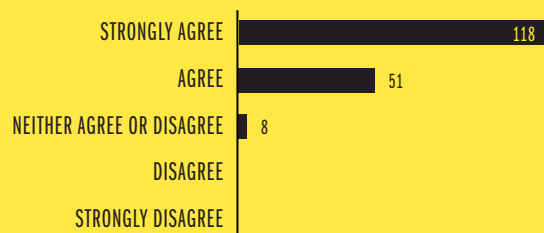
The Technical Deep Dives serve as a platform for bottom-up dissemination of QII principles. TDDs are focused on a specific set of thematic areas with a cross-cutting link to QII operationalization. Participants in TDDs represent US\$8.77 billion of lending operations, and therefore act as a conduit by which QII principles could impact a wide range of operations beyond the TDDs.

For many participants, TDDs serve as a gateway to learn and experience the practical application of QII principles and the outcomes for development (see the figure on the right, showing results of a post-TDD survey). Through TDD's thematic sessions and site visits, participants gain knowledge of how to apply QII principles to solve development challenges more effectively. For example, participants learn how QII principles can maximize positive economic, environmental, and social impact coupled with disaster risk management, resilience, and financial sustainability. Participants are also given an opportunity to learn and digest the modality of QII and develop an action plan for their projects that could benefit from the lessons on QII. This sets the stage for QII to be operationalized in post-TDD Operational Support activities, as well as in connection with World Bank projects at large.

### PARTICIPANT FEEDBACK

“Through the sessions and site visits, I observed firsthand how Quality Infrastructure is vital to achieving balanced growth and development.”

(N=173)



Source: TDLC Mid-Term Review, 2019

## BOX 5

**DISRUPTIVE TECHNOLOGY**

## SOLUTIONS EXPLORED IN TDDs

**DT SOLUTIONS FOR OCEAN PLASTIC**

Technological solutions focused on four key challenges of ocean plastics:

**1. Identifying, mapping, harvesting ocean plastics**

**Solution:** Finding ocean plastics via remote sensing (hyperspectral imaging combined with artificial intelligence (AI) and machine learning to identify different types of plastics).

**2. Reprocessing harvested plastic into usable feedstock**

**Solution:** Reprocessing technology to break down plastics into fundamental building blocks and turn them into fuel or other useful chemicals (ammonia, ethylene). Plastics can also be mixed with sand and other materials to be used for construction.

**3. Developing markets for reprocessed plastic**

**Solution:** Strengthening the recycled plastic market—for example, through mobile apps and blockchain-secured online savings instruments that provide financial inclusion for the unbanked population via collection and recycling of plastic waste.

**4. Addressing the plastics problem at its source (before it enters the ocean)**

**Solution:** Using bioplastic technologies—“plastics” made from seaweed powder and other environmentally friendly materials that can be dissolved in water and that biodegrade at room temperature. Bioplastics can also be edible by humans/animals given their dissolvable characteristics.

**DT SOLUTIONS FOR UPGRADING LOW-INCOME SETTLEMENTS**

Technological solutions focused on three key challenges in transforming low-income settlements:

**1. Mapping informal communities**

- Use of geospatial data (from drones and satellite imaging) combined with AI to identify stress zones and compare with current land registry
- Use of mobile data to create location addresses for unmapped informal settlement areas
- Digitalization of new registries and storage on government blockchain

**2. Providing affordable housing at scale**

- Use of 3D printers to construct houses at affordable prices and tremendous scale, by printing either complete houses or housing parts for modular construction

**3. Improving access to basic services in health care**

- Use of drones for emergency delivery of medical supplies/blood
- Digital storage of children’s vaccination history via biometric recognition (identifying fingerprints)
- Clinic-in-a-box: Installation of clinics in remote areas to improve access to primary care using shipping containers and 3D printing

**4. Improving access to basic services in energy**

- Use of solar power for fans, water filters, lamps, cookstoves

**DISRUPTIVE TECHNOLOGY SOLUTIONS FROM JAPAN**

The food sector is particularly vulnerable to weather-related risks. NEC Corporation and Japan Weather Association have developed an IoT (internet of things) platform that leverages AI and weather data to optimize the demand for and supply of food. The platform utilizes open weather data to provide users with food demand forecasts and information on inventory levels and sales performance. This solution helps to prevent food waste by optimizing stock levels. It also increases stores’ profitability through increased sales that optimize supply.

## SYNERGETIC IMPACT

### TDDs AND OPERATIONAL SUPPORT

The TDD methodology and structure is designed to incorporate global and Japanese best practices in a concise learning package for dissemination to client country delegations. As an output of the TDDs, participants draw on key TDD takeaways to prepare action plans for their ongoing or pipeline World Bank projects, and then seek TDLC's knowledge support to operationalize those plans. TDDs thus become a gateway allowing emerging economies and World Bank operations alike to benefit from TDLC's Japanese and global experience and expertise, especially on cross-cutting themes such as QII and DTs.

### TDDs AND CITY PARTNERSHIP PROGRAM

TDDs are closely tied to the City Partnership Program (CPP); the goal is to maximize development impact by linking Japanese cities' knowledge and expertise to developing countries in connection with World Bank projects. The CPP cities are critical sources of knowledge for identifying and documenting cases and deriving solutions from Japanese experience. Best practices derived from the CPP are packaged and delivered at the TDDs through presentations and speeches by city officials and other experts.

TDLC also works closely with advisors from various Japanese national government entities, including the Ministry of Land, Infrastructure, Transport and Tourism (MLIT), the Japan International Cooperation Agency (JICA), the Ministry of Foreign Affairs, and the Cabinet Office, as well as local governments. TDLC works with these entities to identify the Japanese experts best suited to deliver tailored content to the TDD participants.



TDLC staff facilitating discussion among participants and Kyoto speakers on creative community building at the neighborhood level during the Creative Cities TDD.

## TDDs AND TECHNOLOGY

Prior to their on-site learning opportunities at TDDs, participants are also made aware of other learning offerings such as e-learning modules co-developed by relevant World Bank Communities of Practice and experts.

TDLIC developed a customized app for the TDDs to provide event support tools for communication, file sharing, surveys and polls, social media linking, etc., including recording and management of various functions (such as registration) in one platform.

The customized app was first used at the TDD on State Property Management in November 2018 and it is being updated and further customized since. In FY20, the platform was used by four events: TDD on Solid Waste Management (November 11–15, 2019), TDD on Improving Infrastructure, Services and Livelihoods in Low-Income Urban Settlements (December 2–6, 2019), TDD on Creative Cities: Culture and Creativity for Jobs and Inclusive Growth (January 27–31, 2020), and the Kenya Urban Development Workshop: Building Cities with QII Principles (March 1–7, 2020). The app managed 283 participants for these four events, for a total of 744 contacts since November 2018.

TDD delegates from developing countries participating in a TDD Shift and Share session.



A worker compressing empty cans at the Kitakyushu Plastic Recycling Center.

## TDD AT A GLANCE

**CPP PARTNER CITIES**  
**KITAKYUSHU CITY**

**OTHER PARTNER ORGANIZATIONS**

Institute for Global Environmental Strategies (IGES)

**PARTICIPANTS**

**52**

**COUNTRY REPRESENTATION**

**13**

Ethiopia,  
Mozambique,  
Sierra Leone,  
China,  
Indonesia,  
Philippines,  
Romania,  
Turkey,  
Albania,  
Colombia,  
Tunisia,  
Bangladesh,  
India

**SPEAKERS/RESSOURCE EXPERTS DISPATCHED**

**13**  
JAPANESE

**5**  
INTL

**KEY JAPANESE EXPERTS/INSTITUTIONS REPRESENTED**

**MR. MASAYOSHI KURISU**  
Deputy Director,  
Ministry of Environment

**MR. YASUO FURUSAWA**  
Director,  
Tokyo Metropolitan Government

**MR. SHIKO HAYASHI**  
Program Director,  
Institute for Global Environmental  
Strategies (IGES)

**KEY INTERNATIONAL EXPERTS/INSTITUTIONS REPRESENTED**

**MS. GABRIELLE JOHNSON**  
Senior International Program Manager,  
Lynker Technologies



Site visit to the Kitakyushu Plastic Recycling Center during the Solid Waste Management TDD.

## TDD DIGEST #1

## TECHNICAL DEEP DIVE ON

# SOLID WASTE MANAGEMENT

## OVERVIEW

Every city is different when it comes to solid waste generation and management, in terms of waste composition and governance structure and budgets for managing waste. However, there are common challenges relating to holistic planning and policy, sustainable financing, appropriate technology selection for waste processing, integration of informal workers, citizen and private sector engagement, and governance. The TDD on Solid Waste Management (SWM) was intended to foster a technical knowledge exchange among SWM practitioners through peer-to-peer discussions and knowledge dissemination by industry experts.

While the TDD covered issues and challenges of the entire value chain of SWM, emphasis was placed on the problem of plastic waste and its accumulation in ocean environments. This TDD brought together practitioners and technical experts from 13 countries (Ethiopia, Mozambique, Sierra Leone, China, Indonesia, Philippines, Romania, Turkey, Albania, Colombia, Tunisia, Bangladesh, and India) to learn about key issues in SWM laws and policies, institutional structures, regulatory and financial mechanisms, citizen and private sector engagement, and technologies in both Japan and abroad.

During the TDD, participants visited Kitakyushu, one of the leading cities in recycling, and joined the International Symposium on Marine Litter and Ocean Plastic organized by the World Bank Tokyo Development Learning Center (TDLC) and the City of Kitakyushu. Approximately 400 people from Japan and other countries participated in the event and actively discussed challenges and approaches to solve marine plastic issues.

## CONTEXT

### JAPAN'S APPROACH TO SWM

In Japan, there is a fairly clear demarcation between the national, prefectural, and municipal (city, town, village) governments in dealing with solid waste issues. The national government is responsible for basic SWM policies, management, facility standards, and emergency measures; prefectural governments typically permit and supervise waste management facilities; and municipal governments set and execute general waste management plans and manage subcontractors that work on the collection and disposal of solid waste.

Integrated solid waste management requires investments in infrastructure development and operation.

In the case of Japan, the national government provides a subsidy for capital expenditure, but municipal governments spend more than 60 percent of the investment for SWM. To provide a source of financing, many Japanese municipal governments now charge their residents for refuse collection by selling designated bags for garbage disposal.



**To tackle the issues of solid waste, we have to work together across all sectors to begin to address the problem—from upstream production, design and consumption, to post-consumer waste product management.”**

**Catalina Marulanda**  
Practice Manager, World Bank

## ENGAGEMENT OF JAPANESE EXPERTS

Several Japanese policy makers and practitioners explained Japan's SWM experience and its journey over the decades in developing a circular economy.

A speaker from the Japanese Ministry of Environment, Mr. Kurisu, explained the historical development of Japan's SWM approaches and asserted the importance of synergy between regulation, technology, and financial support to ensure proper solid waste management at a local government level.

Mr. Shiko Hayashi, Program Director at the Institute for Global Environmental Strategies, explained the breakdown of SWM revenue and expenditure in the city of Kitakyushu and argued for the importance of a phased approach to introducing recycling policy.

## LEVERAGING THE JAPANESE EXPERIENCE SITE VISITS IN KITAKYUSHU

From Day 2 to Day 4 of the TDD, participants visited the city of Kitakyushu to learn about the city's environmental initiatives for establishing a sound approach to the material cycle. Mr. Kawasaki from the city of Kitakyushu introduced the concept of a "material-cycle society" and explained the city's collaboration with local stakeholders, including residents, business operators, nonprofit organizations, and various administrative units. He stated that a city has a responsibility to draw up a plan for "where" and "how" nonindustrial waste generated in its districts is to be disposed of, and to ensure that the disposal is carried out as planned. After the presentation, participants visited the Hiagari Recycling Center for Waste Cans and Bottles and the Kitakyushu Plastic Recycling Center to witness firsthand how the city collects and treats recyclable wastes.

TDD participants also visited the Kitakyushu Eco-Town, an eco-friendly industrial complex that opened in 1997 based on a unique regional policy that joins environmental conservation policy with industrial promotion policy.

“

**It is impressive how Japan implemented waste-to-energy technologies. We would like to know more about effective project schemes and appropriate applications of technologies.”**

Delegate from Indonesia

The city of Kitakyushu collaborates with over 25 private companies, universities, and research institutions for basic and applied research, education, and manufacturing in the environmental field. TDD participants visited two private companies in Kitakyushu's Eco-Town (JEPLAN, Inc., and Nishi-Nippon PET-Bottle Recycle Co., Ltd.) and learned how used cell phones, clothes, and PET bottles can become sources for energy or resources to generate new products, such as new sportswear, plastic trays, and school bags.

## LESSONS FOR TDD PARTICIPANTS

The TDD concluded with action plans presented by each country delegation highlighting key takeaways and next steps in addressing SWM in their home countries. Among the key takeaways were the following:

- National governments can provide a comprehensive framework but need to help local governments to develop and implement concrete solid waste management policies and legal frameworks that can involve citizens.
- National and municipal governments can build on and improve the existing SWM system by collaborating with the private sector and informal recyclers. To facilitate collaboration, the government needs to offer both financial and nonfinancial incentives (i.e., health services, training opportunities, and social empowerment) to share knowledge and scale up good practices.
- Sorting waste at one's home is the core of effective solid waste management. The municipal government needs to offer learning opportunities for citizens (especially schoolchildren) to understand the 3R principles (reduce, reuse, and recycle) and the importance of waste separation at home.
- Visualizing and sharing the latest data on waste at one's city or country is the starting point to accelerate SWM. Technologies such as smart sensors can help us monitor the fill levels of waste and provide insights for collection optimization. Data also provide solutions for optimizing collection, sorting, and reducing other operational costs.
- Producers should take responsibility for the environmental impact of their products through their life. They need to think about the selection of materials, product design, and production process as well as products' use and end-of-life management of used products.

Solid Waste Management TDD participants visiting a recycling company in Kitakyushu Eco Town.



TDD participants witness firsthand how the Ameyoko district has transformed itself into one of Tokyo's busiest market streets.

## TDD AT A GLANCE

### PARTICIPANTS

45

### COUNTRY REPRESENTATION

11

Democratic Republic of Congo, Uganda, Indonesia, Myanmar, Bolivia, Brazil, Colombia, Mexico, Egypt, Djibouti, Pakistan

### SPEAKERS/RESSOURCE EXPERTS DISPATCHED

21  
JAPANESE

6  
INTL

### KEY JAPANESE EXPERTS/INSTITUTIONS REPRESENTED

**MR. ISAO HOSHINO**

President,  
Ameyoko Shopping District Association

**MR. KAZURO YAHIRO**

President  
THINK ZERO Co., Ltd.

### KEY INTERNATIONAL EXPERTS/INSTITUTIONS REPRESENTED

**MS. MARTHA CHEN**

Lecturer,  
Harvard University

**MS. SOMSOOK BOONYABANCHA**

Chairperson,  
Community Organizations  
Development Institute

**MS. ANACLAUDIA ROSSBACH**

Regional Manager Latin  
America and Caribbean,  
City Alliance

Dr. Martha Chen, Lecturer at Harvard Kennedy School, discussing the importance of protecting urban informal businesses at the Improving Infrastructure, Services and Livelihoods in Low Income Urban Settlements TDD



## TDD DIGEST #2

# TECHNICAL DEEP DIVE ON IMPROVING INFRASTRUCTURE, SERVICES, AND LIVELIHOODS IN LOW-INCOME URBAN SETTLEMENTS

## OVERVIEW

Globally, an estimated 1 billion people live in informal communities and other types of informal settlements, and that number is expected to grow to more than 3 billion by 2050. Informal dwellers typically live in overcrowded conditions and in low-quality housing, have limited access to basic services, and are often at risk due to natural disaster and insecure tenure, which can mean displacement. Many of the urban poor work in the informal sector, as informal vendors or workers in low-skill and low-wage jobs without social insurance or protections.

For the urban poor living in informal communities, it is essential to address the challenges of living conditions and livelihoods opportunities by scaling up existing and new solutions to achieving the Sustainable Development Goals and helping cities improve livability and inclusion for all residents.

This week-long TDD brought together practitioners and technical experts from 11 countries (Democratic Republic of Congo, Uganda, Indonesia, Myanmar, Bolivia, Brazil, Colombia, Mexico, Egypt, Djibouti, and Pakistan) to share knowledge and learn from each other, as well as from Japanese and global experiences on urban upgrading. They explored approaches to addressing land issues to improve tenure security; ways to provide safe and reliable basic services in low-income and informal settlements; the role of government, civil society, and the private sector in informal community improvement; and ways to improve opportunities for livelihoods and address the needs of informal workers. During their stay, delegates visited Ameyoko Shopping Street in Ueno to learn about the formalization process for Japanese markets and food stands.

## CONTEXT

### WHY IS IT IMPORTANT TO ADDRESS INFORMAL SETTLEMENTS AND LIVELIHOOD ISSUES?

The resource experts emphasized that governments need to involve the urban poor in urban upgrading initiatives to set a new vision and reframe conventional policies to foster and promote social inclusion. Ms. Soomsook Boonyabancha, an expert on affordable housing in informal settlements, argued that rapid urbanization often causes regular evictions of informal dwellers and thus the weakening of communities. Thus a critical element for city governments is to actively engage with the urban poor to understand the multidimensional challenges being faced; this step helps empower communities and facilitates local initiatives to upgrade local infrastructure and services.

Dr. Martha Chen, Lecturer in Public Policy at the Harvard Kennedy School, asserted the importance of recognizing and supporting informal workers, as over 61 percent of the world's workers are in the informal sector. According to her, cities cannot address informal settlement issues unless they understand the livelihood challenges of the urban poor (whose homes tend to be their workplace) and help them secure their legal rights and representation as well as gain access to public goods.



**Strong urban upgrading cases include improved health outcomes, better livelihood opportunities, more private investment in home improvements, better access to transport and jobs, and a reduction in crime and violence.”**

**Judy Baker**

Global Lead on Urban Poverty and Housing, World Bank

## LEVERAGING THE JAPANESE EXPERIENCE

### SITE VISITS IN TOKYO

During this TDD, the delegates visited Ameya Yokochō (Ameyoko) in Ueno, where Mr. Isao Hoshino (Chairperson of the Ameyoko Shopping Street Association) briefed the delegation on how the district transformed from an informal market following the Second World War to one of the most popular shopping streets in Japan today. He said that securing an alternative site for temporary business was the catalyst to accelerate the redevelopment process. Following the presentation, the delegates walked around Ameyoko and discussed the importance of land registration and development that accounts for the flow of foot traffic.

### ENGAGEMENT OF JAPANESE EXPERTS

During this TDD, TDLc invited Dr. Kazuro Yahiro, CEO of a Fukuoka-based think tank and a member of Fukuoka City's Food Stall Appointment Committee, to make a presentation on the formalization process for food stalls in Fukuoka. While he admitted that the formalization process has been politically challenging, he emphasized that the city can provide new context and guidance to preserve "informal businesses" and foster new start-up businesses. In the case of Fukuoka City, the city has started open recruitment initiatives to improve and diversify local food stall culture, bringing in younger chefs to start mobile restaurants.

### LESSONS FOR TDD PARTICIPANTS

To sum up the week-long TDD, delegates shared some lessons for addressing challenges faced by both middle-income and lower-income residents in securing access to formal housing as well as work. Here are some key takeaways:

- **Housing strategies for the middle class**  
As the middle class in developing countries occupies much of the affordable housing, it is essential to think about the housing strategy for middle-income families in addition to affordable housing for low-income families.
- **Community participation**  
It is crucial to have community participation in urban upgrading projects to reflect the community's perspectives (including technical knowledge, concerns, and willingness).
- **Urban connectivity**  
It is crucial to think about how to ensure urban residents' access to jobs. Urban connectivity has a positive impact on addressing urban upgrading challenges.

Mr. Isao Hoshino, Chairman of the Ameyoko Shopping District Association, presenting the history of this district to TDD participants.



“

**Urban solutions must be customized and domesticated, cognizant of societies and cultures.”**

Delegate from Uganda

Ms. Hiroko Ajiki, Founder of Ajiki Roji, shares the story behind the artist community at Ajiki Roji during the Creative Cities TDD.

## TDD AT A GLANCE

**CPP PARTNER CITIES**  
**KYOTO CITY**

**OTHER PARTNER ORGANIZATIONS**

UNESCO

**PARTICIPANTS**

**32**

**COUNTRY REPRESENTATION**

**10**

Albania,  
Bolivia,  
Cameroon,  
China,  
Ethiopia,  
Georgia,  
Nepal,  
Philippines,  
Saudi Arabia,  
Sri Lanka

**SPEAKERS/RESSOURCE EXPERTS DISPATCHED**

**21**  
JAPANESE

**6**  
INTL

**KEY JAPANESE EXPERTS/INSTITUTIONS REPRESENTED**

**MR. FRAM KITAGAWA**  
Setouchi Art Festival

**MR. HISAHIRO SUGIURA**  
Director General,  
Cultural Affairs Agency

**MR. MASAYUKI SASAKI**  
Creative Cities Expert

**KEY INTERNATIONAL EXPERTS/INSTITUTIONS REPRESENTED**

**MS. DORINE DUBOIS**  
UNESCO

**MR. DONG HOON SHIN**  
Seoul Urban Solutions Agency

Participants learn about digital manufacturing and Monozukuri at Kyoto Maker's Garage during the Creative Cities TDD.



## TDD DIGEST #3

## TECHNICAL DEEP DIVE ON

# CREATIVE CITIES

## OVERVIEW

Urban development practitioners and technical experts from 10 countries (Albania, Bolivia, Cameroon, China, Ethiopia, Georgia, Nepal, Philippines, Saudi Arabia, Sri Lanka) engaged in a week-long Technical Deep Dive on Creative Cities, breaking ground as the first World Bank knowledge platform to engage and explore this frontier topic. This TDD was done in collaboration with UNESCO, a key partner in finding best practices and approaches for bringing together tangible and intangible cultural heritage in the development of creative cities.

This TDD centered on how to enable cultural and creative activities (CCAs) for inclusive economic development, focusing specifically on the policy, institutional, and cultural conditions that promote an enabling environment for inclusive and sustainable development of creative cities. On the final day of the TDD, the delegations worked with their World Bank counterparts in drafting an action plan, revisiting the framework once more to draft next steps for their home countries and explore ways the World Bank could help in furthering the creative city agenda. This exercise included plans for creative asset mapping to see what cultural and creative assets can be leveraged.

“

**My only wish is that we can bring this to other people to show how a creative economy can really eradicate poverty, bring up per capita incomes, and most important of all improve and better the quality of life of our citizens and our communities.”**

**Arthur Yap**

Governor of Bohol, Philippines

## CONTEXT

### WHY CREATIVE CITIES? UNDERSTANDING CREATIVE INDUSTRIES AND CITIES

More and more, practitioners are looking to leverage creativity as a tool to address urban development challenges, contribute to local economic development, and better the quality of life of citizens.

CCAs have been growing over time; world exports of creative goods doubled from 2002 to 2015. Economic activity generated in creative fields provides an opportunity for inclusivity, with high engagement rates from marginalized groups such as women and youth.

Japan and Japanese cities have tested various models for enabling cultural and creative industries in recent years. There are eight Japanese cities registered under the UNESCO Creative Cities Network. The Ministry of Economy, Trade and Industry (METI) promotes creative industries in Japan with a variety of different initiatives, focusing on enabling and disseminating Japanese culture globally. The Japanese Agency of Cultural Affairs established the Creative City Network of Japan (CCNJ) in 2013 as a platform to promote cooperation and exchange among creative cities in Japan (including Kyoto) and in the world.

There is no one-size-fits-all approach to creative cities. Interventions, both top-down and bottom-up, were explored by the delegations in considering how to develop creative cities in their home countries.

## LEVERAGING THE JAPANESE EXPERIENCE

### KYOTO, A CREATIVE CITY

The highlight of the TDD was a three-day visit to Kyoto to experience creativity at play in urban development and regeneration. A recurrent theme in the Kyoto visit was the fusion of tradition and the new. Kyoto, being the former capital of Japan, has a rich history with multiple layers of culture. While the city safeguards its traditions and cultural heritage, it is also attracting the new. Indeed, start-ups and CCAs often leverage traditions and history in the development of their goods and services.

In Kyoto, the TDD focused on the spatial dimension of creative cities. In the past, conventional CCAs such as galleries and museums opted to operate in the commercial or tourist areas, keeping other areas of the city from capturing the economic benefits of increased tourism. Against this backdrop, small creative businesses have begun to cluster in the station area, often in vacant and underutilized buildings. This clustering of CCAs, along with the upcoming relocation of key facilities such as the Kyoto City University of Arts, is contributing to the development of a new identity for the area.

The TDD participants engaged in experiential learning in the form of a creative district self-guided walking tour. The delegates were given a “mission” to complete at each of the CCAs to experience firsthand the impact of creativity on the local economy and area development. For example, delegates visited Box & Needle, a traditional paper company that has expanded its business model to include an interactive papercraft workshop with paper from all over the world.

## LESSONS FOR TDD PARTICIPANTS

On the final day of the TDD, participants came together to discuss key takeaways derived from the week-long learning program. Some key takeaways include:

- City governments do not necessarily have to lead the initiative, but they can support bottom-up movements through policies that create an enabling environment for achieving CCA growth.
- Kyoto’s story is not about reinventing the past. It is about adding a modern twist to make cities more robust and competitive while still retaining their core values and traditions.
- A key facility (art university, innovation center, etc.) can act as a catalyst to attract more creative amenities to the area.

Mr. Kosuke Kinoshita, Manager of FabCafe Kyoto, discussing the role this space has played in building creative communities in Kyoto, during the Creative Cities TDD.



“

**We have so many such [creative] businesses in my city, so I am going to make a fusion of the traditional with modern technology so that the outcome will be excellent, and a lot of jobs will be created.”**

**Chiri Babu Maharjan**  
Mayor of Lalitpur, Nepal



Catalina Marulanda, Practice Manager of the Urban Development Unit in the South Asia Region, presents to members of the general public, academia, private sector, and government officials at the International Symposium on Marine Litter and Ocean Plastic in Kitakyushu.

## KEY EVENTS HOSTED OR CO-ORGANIZED BY TDLC

In FY20, TDLC organized and participated in over a dozen knowledge-exchange events in Japan and overseas, attracting over 3,000 participants from the public sector, private sector, academia, and other development organizations.

While some events aimed to share the World Bank–TDLC approach to urban development and knowledge exchange with Japanese stakeholders, others focused on sharing Japanese experience with and knowledge about development topics with a wider global audience. Key topics included smart city development, transit-oriented development (TOD), and QII principles.

Among the events organized by TDLC was an Operational Support mission for Japanese experts participating in the TOD Academy for Latin American Cities at the 3<sup>rd</sup> Global Meeting of the Global Platform for Sustainable Cities (GPSC) in São Paulo. At the event, Japanese experts shared TOD-related experience in developing Shibuya in Tokyo. This event opened a new window for TDLC and Japanese experts to reach a wider audience around the globe and introduce this audience to Japanese TOD practices and the QII principles embedded in them.

Table 1 summarizes TDLC’s FY20 events and outreach activities.  
**FOR MORE DETAIL, SEE ANNEX III.**

**TABLE 1**  
**EVENTS AND OUTREACH ACTIVITIES BY TDLC**

EVENT/ACTIVITY TYPE	TITLE	LOCATION	DATE	ORGANIZERS	PARTICIPANTS
<b>International (Japan)</b>	2 <sup>nd</sup> Africa-Japan Public-Private Conference for High-Quality Infrastructure	Yokohama	August 27, 2019	MLIT, Japan-Africa Infrastructure Development Association (JAIDA), JICA	<b>500</b>
	The 2 <sup>nd</sup> General Meeting of the African Clean Cities Platform	Yokohama	August 27, 2019	Ministry of Environment (MoE), JICA, UN Environment Programme (UNEP), UN-Habitat	<b>450</b>
	8 <sup>th</sup> Asia Smart City Conference	Yokohama	October 8-11, 2019	City of Yokohama, TDLC, Asian Development Bank Institute	<b>400</b>
	International Symposium: Challenges and Approaches to Addressing Problems of Marine Litter and Ocean Plastic	Kitakyushu	November 13, 2019	TDLC, City of Kitakyushu	<b>400</b>
<b>International (Abroad)</b>	TOD Academy for Latin American Cities (at GPSC's 3 <sup>rd</sup> Global Meeting)	São Paulo, Brazil	September 16-17, 2019	TDLC	<b>1,000</b>
	Art of Knowledge Exchange Workshop	Sejong, Seoul, Republic of Korea	September 20, 2019	TDLC	<b>11</b>
	City Solutions Workshop	Barcelona, Spain	November 23, 2019	Smart Cities Program, International Finance Corporation (IFC), TDLC, Smart City Expo World Congress	<b>70</b>
<b>Other events in Japan</b>	Regional Revitalization Symposium of the Next Generation Entrepreneur Development Project	Yamagata, Japan	November 30, 2019	Yamagata University Business Research Institute for Global Innovation	<b>100</b>
	Art of Knowledge Exchange Workshop for JICA	Tokyo, Japan	January 24, 2020	TDLC	<b>11</b>
	14 <sup>th</sup> General Meeting of JAIDA	Tokyo, Japan	February 6, 2020	MLIT, JAIDA	<b>96</b>
	JICA Land Program	Tokyo, Japan	February 27, 2020	JICA	<b>8</b>
<b>Lectures/ Training by TDLC staff for talent development</b>	Special lectures in grad course: "Global Social Entrepreneurship"	Kyoto, Japan	July 1, 2019	Kyoto University	<b>30</b>
	Guest Speaker at JICA Urban Development Training	Tokyo, Japan	October 16, 2019	JICA	<b>40</b>
	Special lectures for undergraduate course: "International Policies for Cultural Sustainability"	Tokyo, Japan	December 10 and 17, 2019	Sacred Heart University	<b>15</b>
	Special Course III (International Economy and Business)	Tokyo, Japan	2019	Gakushuin Women's College	<b>40</b>





## 2. TDLC PROGRAMS IN REVIEW

# 2.2 OPERATIONAL SUPPORT



Ms. Sheila W. Kamunyori, Senior Urban Development Specialist at the World Bank, Mr. Seichiro Akimura, Senior Station Area Development Specialist at JIC, and participants of the Kenya Extended Operational TDD, visiting the Nairobi Standard Gauge Railroad station.

### OVERVIEW

**T** DLC supports and facilitates delivery of tailored knowledge, capacity building, and advisory services to developing countries in connection with World Bank operational projects. Its customized support to developing countries helps advance operationalization of TDLC's knowledge ecosystem, including Japan's bottom-up urban development expertise. Operational Support is typically offered following TDDs to meet the demands and requests made by participating countries.

The World Bank leverages TDLC's operational linkages both at the upstream stage, using TDDs and Operational Support to help identify new support opportunities for developing countries in connection with World Bank projects, and at the project implementation stage, to inform and support such projects. This year, TDLC support informed 19 operational projects. Please see annex IV for details of the projects.

## APPROACHES

Under the Operational Support component, TDLC works together with World Bank task teams to support developing countries and inform Bank-financed projects. TDLC connects Japanese and global knowledge, experiences, and expertise to developing countries facing development challenges. TDLC Operational Support is provided mainly through two modalities, just-in-time support and extended support. Both types of support are provided based on demand.

### JUST-IN-TIME SUPPORT

Just-in-time support is a short-term commitment (lasting up to 10 working days) that responds to immediate needs, such as technical evaluation, identification of technical solutions, drafting of TORs and technical specifications, advice, and transfer of expert knowledge and Japanese and other global best practices. Just-in-time support comprises both basic knowledge sharing and customized knowledge sharing. Basic knowledge sharing leverages and matches existing knowledge products. It matches and customizes TDLC's existing knowledge products—case studies, policy notes, flagship reports—to meet the needs of World Bank clients. It may also undertake “twinning” of partners for further collaboration—that is, connect practitioners and experts from the CPP and other city counterparts to World Bank clients in connection to existing operations. On the other hand, customized knowledge sharing tailors existing TDLC knowledge to focus specifically on the demands of World Bank clients and task teams. It does so through speaker dispatch, which connects and dispatches experts and practitioners to client sites to support the delivery of knowledge products, and through virtual review, which provides Operational Support by arranging teleconferencing of experts and practitioners with World Bank clients.

### EXTENDED SUPPORT

Extended Operational Support is a longer-term engagement that provides support to develop specific urban components in World Bank operations. Through this modality, TDLC directly supports developing countries in connection with World Bank operations through leveraging of Japanese and other knowledge and expertise. This engagement requires more time and resource commitment from both task teams and TDLC, and often includes missions to the field. The duration of Japanese experts' deployment depends on the scope of work and needs. The indicative list of activities under this modality includes the following:

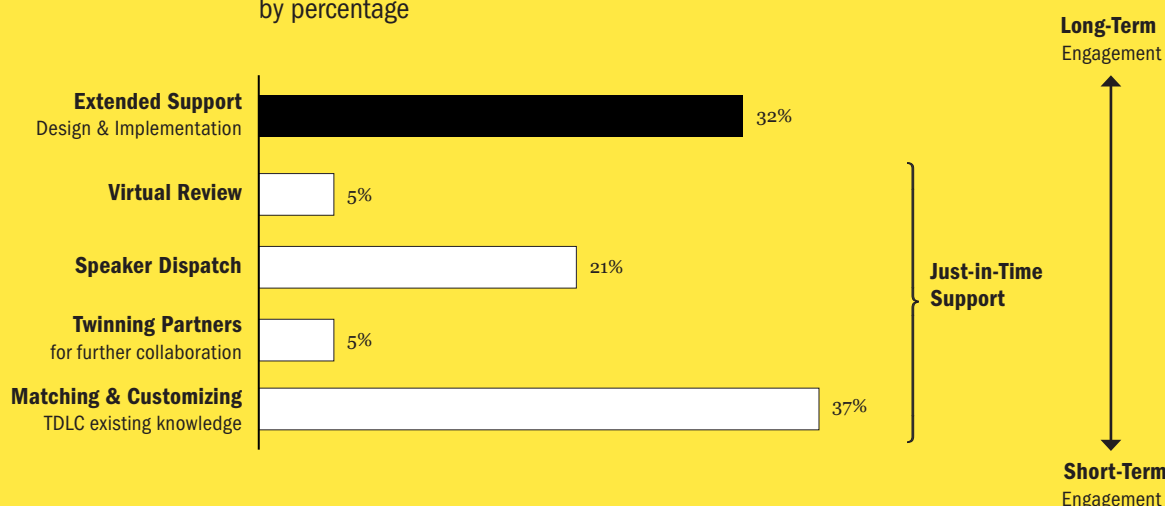
- **Technical advisory:** Extend support through advisory on technical and policy matters and analytical review of the existing documents and baseline materials; support the development of strategies, roadmaps, and action plans to foster more sustainable, competitive, resilient, and inclusive urban development
- **Project preparation support:** Support preparation of urban development components in operational projects
- **Implementation support:** Help improve urban projects' design and implementation
- **Supervision support:** Extend support of project supervision by bringing Japanese and other know-how and methodologies on board
- **Capacity-building support:** Help enhance capacity of client organizations

**BOX 6**  
**OPERATIONAL SUPPORT**  
**MODALITIES**

In FY20, just-in-time support accounted for 68 percent of the Operational Support offered by TDLC (basic knowledge sharing represented 42 percent, and customized knowledge sharing represented 26 percent). Extended support represented 32 percent of the Operational Support. Within just-in-time support, matching and customizing TDLC existing knowledge was one of the most popular tools, followed by speaker dispatch to international conferences and workshops. Extended support, which provides in-depth knowledge and expertise tailored to a developing country's needs in connection

with a Bank operation, is provided less often. Because extended support entails more time and resources, however, it has a larger impact on knowledge customization and application to development challenges. Extended support typically comprises a scoping mission, desk review, and analytics, with optional field visits, distribution of outputs, and final mission (which sometimes includes ad hoc trainings for capacity building and workshops to disseminate the technical strategy, roadmaps, or action plans).

**OPERATIONAL SUPPORT MODALITIES**  
by percentage



**OPERATIONAL SUPPORT IMPACT IN FY20**

Ongoing TDD delivery has created great interest among participants in Japanese and other expertise, and TDLC is receiving an increasing number of requests for Operational Support.

During FY20, TDLC Operational Support supported Bank operations amounting to US\$2,427 million in committed lending and US\$4 million in nonlending projects (figure 5). Operational Support interventions have been deployed globally, with TDLC matching Japanese and other countries' expertise based on client demands in

connection with Bank operations under the leadership of regional Practice Managers and TTLs. Impact stories of some of the Operational Support projects of TDLC are available in Annex IV. In FY20, TDLC's Operational Support to developing countries in connection with Bank lending projects went mostly to the Africa region, followed by Europe and Central Asia and the Middle East and North Africa. However, for Advisory Services and Analytics (ASA) projects, which are nonlending, the East Asia and Pacific region was the most supported, followed by South Asia (figure 6).

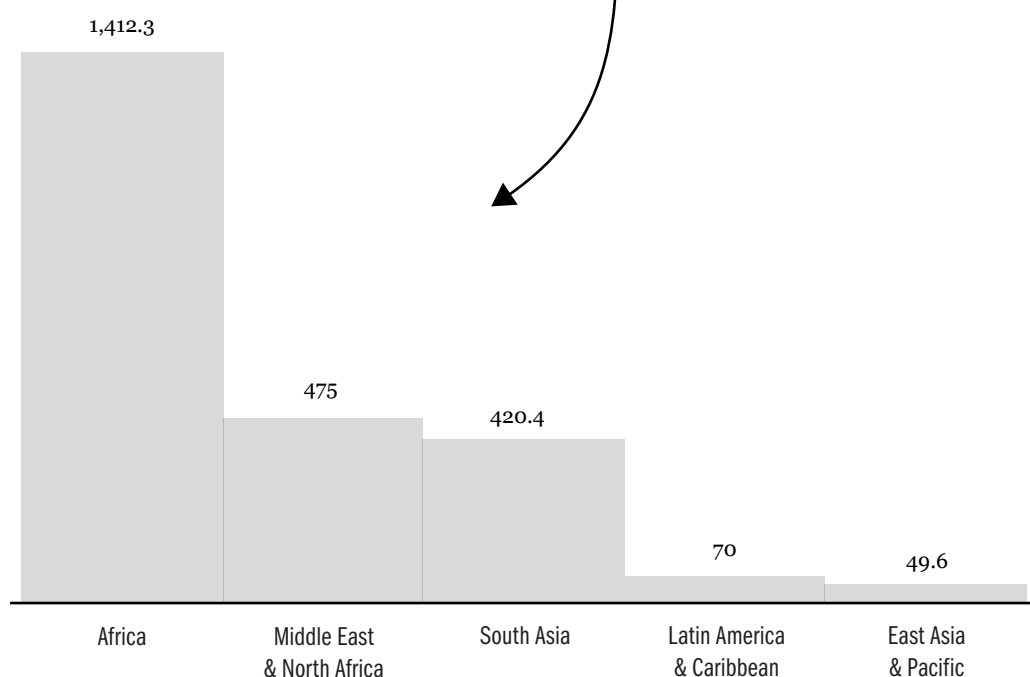
## TOTAL INVESTMENTS LEVERAGED BY TDLC OPERATIONAL SUPPORT

BY PORTFOLIO TYPE (US\$ million)



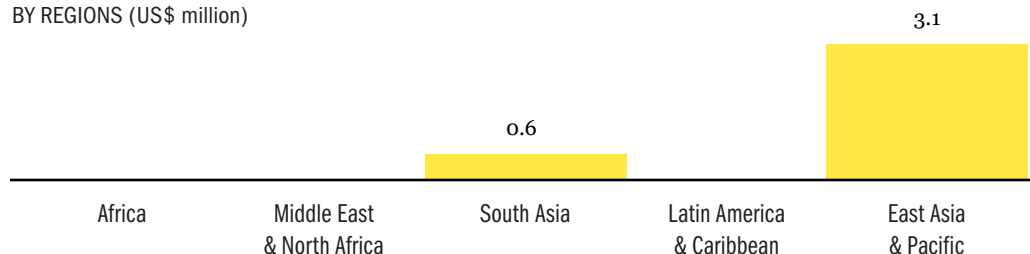
### LENDING

BY REGIONS (US\$ million)



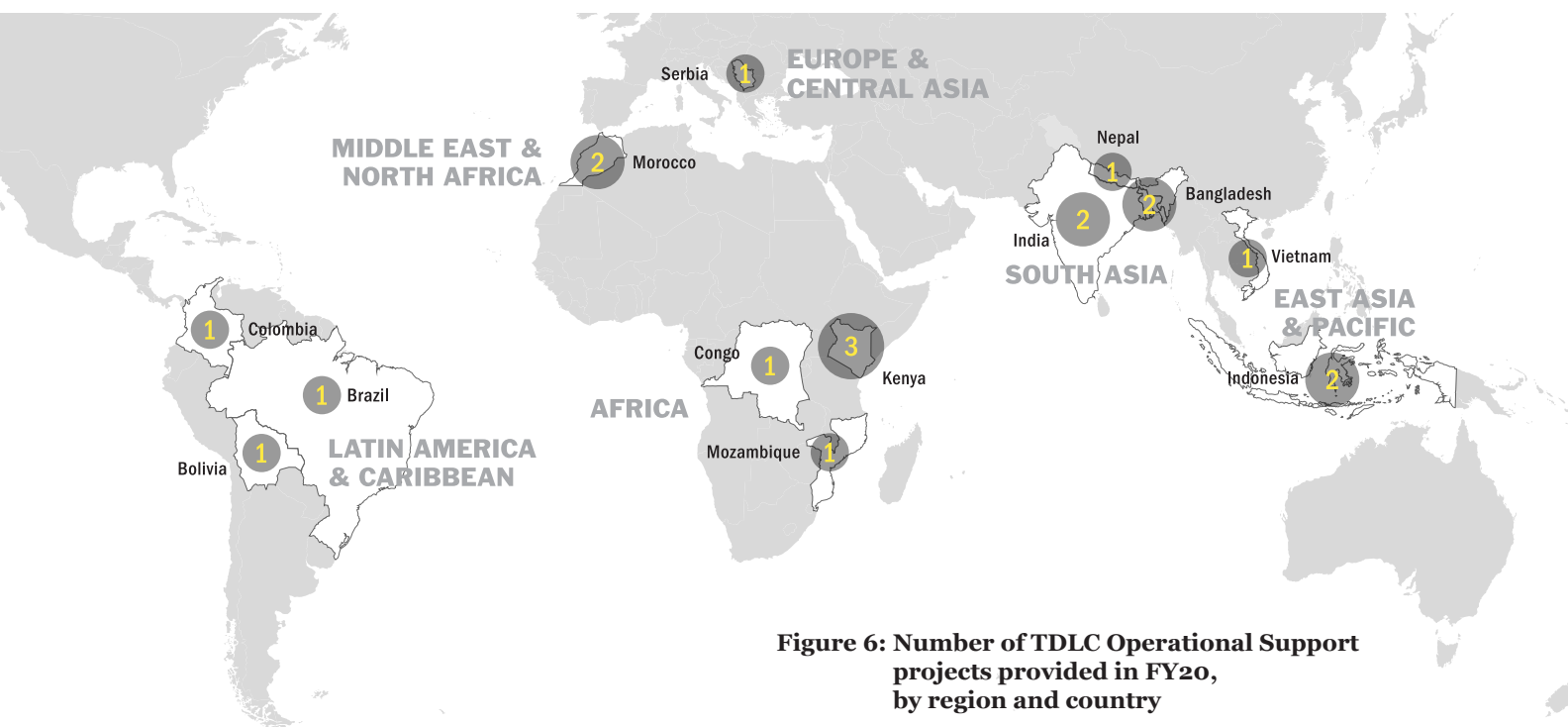
### ADVISORY SERVICES & ANALYTICS

BY REGIONS (US\$ million)



Note: IPF = Investment Project Financing;  
P4R = Program-for-Results;  
DPF = Development Policy Financing;  
ASA = Advisory Services and Analytics;  
SCD = Systematic Country Diagnostic.

**Figure 5: Investments Leveraged by TDLC Operational Support in FY20, by Portfolio Type**



**Figure 6: Number of TDLC Operational Support projects provided in FY20, by region and country**

## OPERATIONAL SUPPORT ACTIVELY LEVERAGING THE CPP

Operational Support continued to actively leverage TDLC's City Partnership Program to contribute to urban development activities in developing countries. Given high operational demands on universal urban development issues, such as affordable housing strategies (housing supply and housing finance), transit-oriented development (corridor level and station level), regional and territorial development, and SWM, Operational Support tapped into the strengths of CPP partner cities to share knowledge and expertise, as follows:

- **The city of Kitakushu's** experiences with **SWM** have supported a US\$1,090 million portfolio of Investment Project Financing (IPF) projects with committed funding, including support in Kenya.
- **The city of Fukuoka's** experiences with **public placemaking and SWM** have impacted project design and implementation of US\$500 million in IPF projects with committed funding, including support in Bangladesh.
- **The city of Kyoto's** experiences with **cultural heritage preservation and urban regeneration** have influenced US\$234 million in IPF projects with committed funding.
- **The city of Yokohama's** experiences with **urban design, citizen engagement, and urban regeneration** have reached US\$150 million in IPF projects with committed funding.

- TDLC greatly benefited from the knowledge and experiences of non-CPP partners, including the **city of Osaka**, which shared its practical knowledge on multi-jurisdictional metropolitan governance and SWM (focusing on industrial waste); and the **Tokyo Metropolitan Government** and its 23 special wards, which shared their unique urban planning and development stories.

## OPERATIONALIZATION OF QUALITY INFRASTRUCTURE INVESTMENT

Under the Operational Support component, TDLC endeavors to support the practical implementation and operationalization of G20 QII principles. It does so not just by creating top-down approaches and guidelines, but also through a bottom-up approach to projects on urban development and service delivery, local economic development, and municipal financing. Box 7 highlights TDLC-supported examples of operationalizing QII principles for active development challenges in developing countries in connection with Bank projects in FY20.

Additionally, this year TDLC introduced a new format to further support operationalizing of the knowledge acquired by TDLC program participants: the Operational Technical Deep Dive. This new modality of TDD builds on the demand for Bank-supported operations represented in previous TDDs to conduct a focused in-country TDD for a wider audience. The first Operational Technical Deep Dive focused on operationalizing QII principles in urban development projects in Kenya; details are in box 8.

**BOX 7**  
**OPERATIONALIZING QII****QII PRINCIPLE 2**  
**RAISING ECONOMIC EFFICIENCY**  
**IN VIEW OF LIFE-CYCLE COSTS**  
**Dhaka Community Neighborhood**  
**Upgrading Project, Bangladesh**

As part of the Dhaka Community Neighborhood Upgrading Project (an IPF project), the Dhaka South City Corporation of Bangladesh requested TDLC's assistance in improving the city's public facilities, specifically seeking expertise on asset management and integration of operations and maintenance (O&M). TDLC produced an O&M and asset management guidebook as a reference for the 20 newly built community centers. This Operational Support activity leveraged Japanese knowledge of QII Principle 2, which calls for increasing economic efficiency of life-cycle costs by developing high-quality infrastructure and systems at the beginning of the project cycle. The activity is based on the view that large up-front investments make sense for infrastructure with a long design life; costs are smaller if understood as distributed over the life cycle and represent value for money and economic efficiencies. The guidebook developed by TDLC integrates economic efficiency through the project's long-run sustainability and can serve as an example for other World Bank projects supporting infrastructure and service delivery in client countries.

**QII PRINCIPLE 4**  
**INTEGRATING ENVIRONMENTAL CONSIDERATIONS**  
**IN INFRASTRUCTURE INVESTMENTS**  
**Leveraging the Circular Economy to Reduce**  
**Industrial & Marine Pollution, Bangladesh**

TDLC supported the project team in Bangladesh in addressing the marine litter problem as part of the Leveraging the Circular Economy to Reduce Industrial & Marine Pollution ASA. Recommendations by the TDLC team included assimilation of QII Principle 4, which focuses on integrating environmental considerations in infrastructure investments. TDLC shared Japanese knowledge and experience related to this principle, particularly on extended producers' responsibility (EPR), with the Government of Bangladesh so it could develop a sound SWM ecosystem for Bangladesh. With assistance from World Bank teams, the Government of Bangladesh is building on the success of applying of QII principles and is preparing a new IPF project that will apply QII Principle 2. This project will enhance public-private engagement, in part by modeling and analyzing the life cycle of plastics across select industry value chains in Bangladesh.

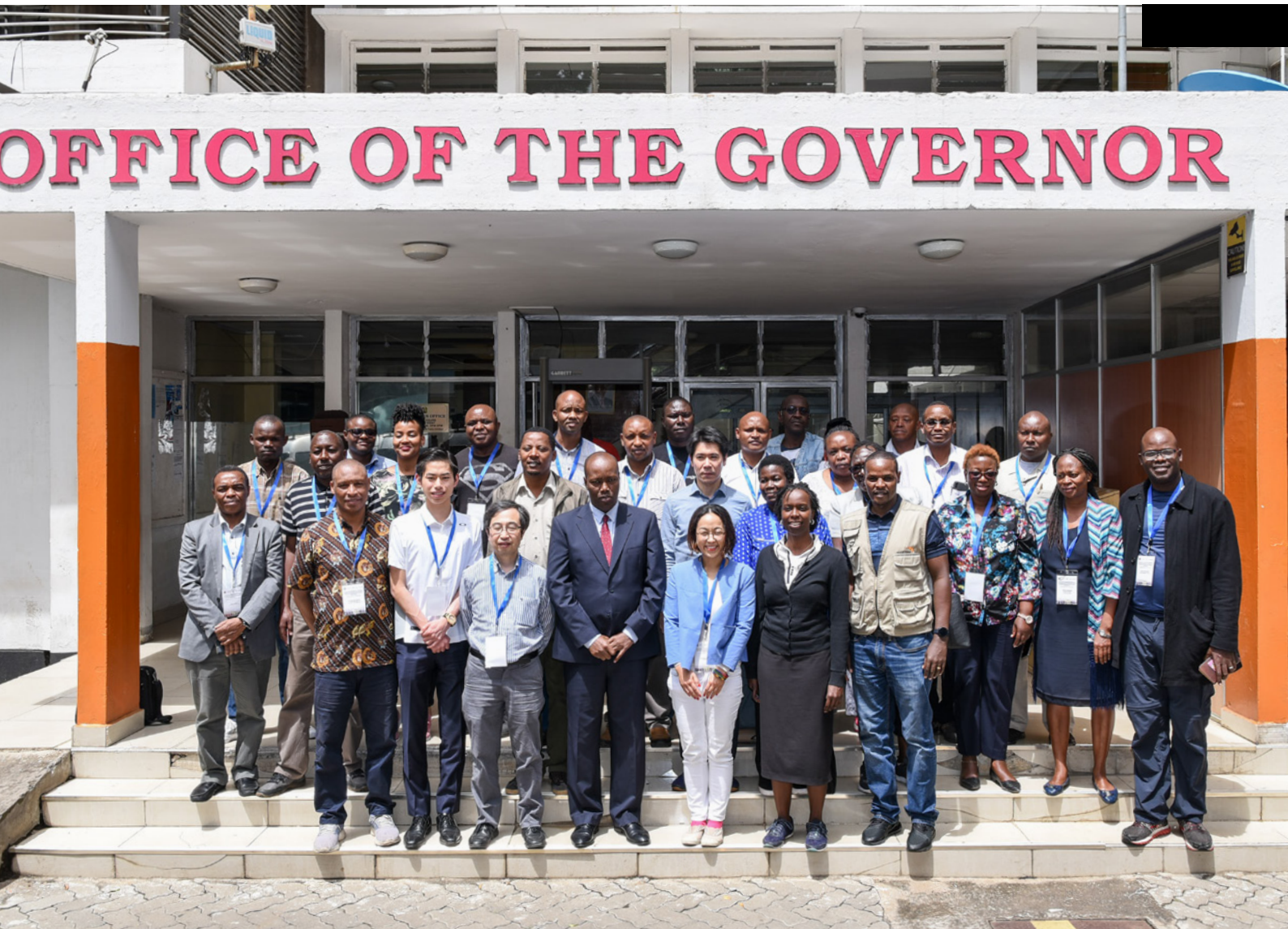
**BOX 8**  
**ANCHORING KENYA'S URBAN DEVELOPMENT**  
**THROUGH QII PRINCIPLES**

The Government of Kenya, through various delegations, participated in several TDDs between FY16 and FY19, including the QII Conference and Metro Lab in FY17. One of the key takeaways from Japan was knowledge of the QII principles and their application across various urban projects in Japan. On Kenya's request for support in operationalizing QII in ongoing World Bank projects<sup>1</sup>, TDLC organized the first country-specific Extended Operational Technical Deep Dive in March 2020.

The Operational Technical Deep Dive comprised thematic sessions by the Japanese QII and urban development experts, strategy-making sessions on integrating quality in future urban infrastructure, and discussions and action planning on how to integrate QII in existing operations. The participants learned how to integrate QII in urban development operations to promote economic efficiency, social and environmental inclusion, resilience, and effective infrastructure governance. This new format of TDD was successful in disseminating in-depth knowledge of best urban development practices to the ongoing IPF operations in Kenya and opened up potential follow-up engagements for TDLC.

<sup>1</sup> Projects include the Nairobi Metropolitan Services Improvement Project, Kenya Urban Support Program, and Kenya Informal Settlements Improvement Project II.

Mr. Shiko Hayashi, Program Director at IGES, meeting the Lee Kinyanjui Nakuru County Governor office, along with other Japanese experts, Kenyan counties officials, and the World Bank team as part of the Extended Operational TDD.



## IMPACT STORIES #1

FIRST EXTENDED OPERATIONAL TECHNICAL DEEP DIVE:

# KENYA

## URBAN DEVELOPMENT SUPPORT

Extended Support

## OVERVIEW OF THE FIRST COUNTRY-SPECIFIC AND OPERATIONALLY FOCUSED TDD

**K**enya is strongly committed to addressing urban development challenges and has been a regular participant in numerous TDDs held in the past. More than 20 participants joined seven TDDs from FY16 to the present. The Government of Kenya in conjunction with the World Bank Kenya Urban team and Tokyo Development Learning Center (TDLC) organized the Kenya Urban Development Workshop, the first country-specific and operationally focused Technical Deep Dive in a World Bank client country.

The five-day TDD included thematic presentations on quality infrastructure investment (QII), affordable housing, transit-oriented development (TOD), and solid waste management (SWM) from national and county governments and private sector companies. The week was interspersed with site visits to Nairobi Standard Gauge Railway stations and platforms, an upgraded Naivasha informal settlement, the Gioto dumpsite, and the Sanitation Social Enterprise in Naivasha, as well as a ride on the local public transportation system, matatus.



The Operational TDD was organized to (1) reconnect with participants from previous TDDs on themes of TOD, affordable housing, and SWM; and (2) translate TDD knowledge and insights into concrete action through World Bank–financed urban projects in Kenya.

The TDD was attended by about 60 participants from the Kenya State Department of Urban and Housing Development; directors responsible for departments of planning, housing, transport, urban development, and SWM from eight counties; Kenya Railway representatives; and the private sector. Japanese experts from Ministry of Land, Infrastructure, Transport and Tourism (MLIT), Japan International Consultants for Transport (JIC), and Institute for Global Environmental Strategies, as well private sector actors in construction, real estate, renewable energy, and building materials, also joined the workshop as speakers and observers. Participants presented and discussed how QII principles could be operationalized in housing, SWM, and TOD in World Bank–financed projects.

## METHODOLOGY AND OUTCOME

The Kenya Urban Development Operational TDD leveraged a well-designed TDD methodology that has been implemented by TDLC in cooperation with the relevant Community of Practice/Knowledge Silo Breakers. The workshop comprised thematic sessions on the three core topics to share global and Japanese expertise.

The TDD also provided the opportunity for the national government and county governments in Kenya to share the status of World Bank–financed urban projects, including Nairobi Metropolitan Services Improvement Project (NAMSIP), Kenya Urban Support Program (KUSP), and Kenya Informal Settlements Improvement Project (KISIP1) and to identify just-in-time and post-workshop technical assistance opportunities from Japanese experts through TDLC Operational Support.

Leveraging the original TDD methodology, this Kenya workshop was framed as a “Programmatic Approach Operational TDD” focusing on further deepening of operations and follow up.



Officials from the Department of Housing and Urban Development and participants from local counties evaluating the Mombasa-Nairobi Standard Gauge Railway as a potential TOD opportunity, as part of the Kenya Extended Operational TDD.

## KEY TAKEAWAYS

During the week, Japanese experts exchanged experiences on TOD, housing development, and SWM; also participating were national and county government practitioners and regional private sector developers engaged in real estate development and investment. Key takeaways from the TDD were operationally focused to the needs of the projects and activities of the Kenyan government:

1. The concept of QII is widely recognized by the Kenyan State Department, and the Kenyan government showed interest in exploring World Bank–financed projects integrating value for money and other QII principles. The bottom-up QII opportunities are identified through dialogue with county governments.
2. The existing railway system could be a great entry point for station-level TOD and corridor-level TOD. Some opportunities include increasing ridership and utilizing public land along the rail tracks.
3. The government is conscious of meeting affordable housing needs both in quality and quantity. Mixed-use housing near transit nodes would foster livability, economic growth, and sustainability of housing stocks.
4. Ensuring housing finance access and offering a housing stock online platform allows a transparent and active housing market.
5. SWM is important for socioeconomic development. The country can build on and scale successful projects, such as the recent Mitubiri sanitary landfill project. Such projects can be documented and shared with other regions.

“

**Existing projects, such as the Nairobi Metropolitan Services Improvement Project (NAMSIP), Kenya Urban Support Program (KUSP), Kenya Informal Settlements Improvement Project (KISIP) and new projects can further incorporate resilience and other QII principles.”**

**Dr. Joseph Karago**

State Department of Housing and Urban Development

Kenya government officials presenting the Park Road Project in Nairobi to Japanese QII experts and participants from other Kenyan counties, as an example of affordable housing projects in Kenya.



“

**QII principles are a great way to plan quality urban development that serves to better the future for citizens in Kenya.”**

Participant in the TDD



Site visit to the Goto Dumpsite in Nakuru County during the Kenya Extended Operational TDD.

Open space near the Lalbagh Community Center, one of twenty community centers that will be rebuilt as part of the Dhaka City Neighborhood Upgrading Project.



## IMPACT STORIES #2

**INTRODUCING JAPANESE GREEN DESIGN, O&M, AND ASSET  
MANAGEMENT TO REGENERATION OF 20 COMMUNITY CENTERS IN**

# OLD DHAKA

Extended Support



## OVERVIEW OF DHAKA CITY NEIGHBORHOOD UPGRADING PROJECT (DCNUP) AND TDLC'S SUPPORT

In January 2019, Dhaka South City Corporation (DSCC) joined the Technical Deep Dive on Unlocking City Spatial Plans through TOD and Neighborhood Urban Spaces and Assets, and in June 2019, the World Bank Group approved Investment Project Financing (IPF) of US\$100.50 million to enhance public spaces and improve urban services in selected neighborhoods in Dhaka, including urban regeneration of 20 community centers and surrounding public spaces. In order to ensure that these subprojects could be quickly and successfully implemented, TDLC provided Extended Operational Support to DSCC to introduce guidelines for Japanese green building design, operations and maintenance (O&M), asset management, and public spaces. This was a great way to shape World Bank lending at the early stage of implementation.

## INSUFFICIENT MANAGEMENT AND LEVERAGING OF PUBLIC ASSETS AND SPACES

*The Hidden Wealth of Cities: Creating, Financing, and Managing Public Spaces* (World Bank 2020) states that on average, public spaces account for about one-third of a city's total land area. Despite such significance, public-space assets are often not sufficiently well planned, and their function has been overlooked by many client cities, including Dhaka.

## JAPAN'S EXPERIENCE IN MANAGING PUBLIC SPACES

For over a decade, many Japanese cities have been facing municipal financial deficits. From experiencing drastic demographic changes and acute demographic movement from rural to urban areas, Japan has accumulated useful knowledge on managing public-space assets to trigger district-level vibrancy, economic growth, and social cohesion. Japan has done so through stakeholders' cooperation. Cities work closely with citizens, citizen groups, the private sector, and academics. Many cities are seeing successful urban regeneration and revitalization, including areas of Kokura and Kitakyushu, Ikebukuro in Tokyo, and Tenjin in Fukuoka, just to name a few. Given this in-depth practical knowledge, it was a natural fit for TDLC to support DSCC in implementing community centers that integrate QII principles and leverage best practices from the Japanese experience.

## INCREASING DISTRICT ECONOMIC VALUE THROUGH O&M AND ASSET MANAGEMENT STRATEGY

First, the TDLC team identified and analyzed the current asset management and O&M practice. Second, the team prepared technical reference for a new O&M strategy for the newly created community centers, one that makes economic sense from the perspective of financial value and ensures that the assets are sustainable, resilient, and socially inclusive. The new strategy included guiding principles for applicable design, such as flexibility to accommodate permanent and temporary design elements.

### LEVERAGING COMMUNITY SPACES AS A SOURCE OF ECONOMIC GROWTH

The TDLC team also provided public space design and planning guidelines.

Public space can make cities more livable for residents. If planned and managed well, public space (like community centers) is a great source of value generation. TDLC experts provided practical recommendations related to spaces' physical features and maintenance, such as how to create well-managed and flexible public spaces that make appropriate use of technology. The design brief also provided recommendations at the individual building level and at the overall district level.

### CLIMATE-RESPONSIVE BUILDING

Finally, the TDLC team provided a guideline for climate-responsive building for the local tropical and humid climate as well as construction techniques to improve the energy efficiency of operations while limiting the exposure to flood and seismic risks.

### KEY TAKEAWAYS

Investments in community centers are rare opportunities to trigger bigger social, economic, and environmental impacts in the surrounding area. The DCNUP will therefore sequence, plan, and implement projects composed of these steps:

#### STEP 1: SETTING A VISION

Dhaka South City Corporation designs community centers to represent the local culture and value. It prepares the vision and the concept of the community center neighborhood based on the present and future prospect for the surrounding area.

Demographic data and real estate valuation are useful means to identify both the challenges and opportunities for the present and the future.

#### STEP 2: PREPARATION

It is important to ensure and prioritize design functions that are inclusive and forward-looking. Inclusive designs will not only maximize flexibility to meet diverse and evolving local needs, but will also ensure present livability and inclusion to catalyze future innovation and growth of the community area. Designs that allow for flexibility will also maximize invested value, as local needs and perspectives may change over the years.

#### STEP 3: SPATIAL PLANNING

In order to build long-lasting city infrastructure, it's important to comply with international and domestic structural regulation when appropriate and promote responsive design rather than solely relying on technologies.

#### STEP 4: BACKCASTING O&M

When building community centers in Japan, the guideline indicates basic O&M schedules and lists. In general, O&M costs can be three to four times the initial investment cost. O&M costs also scale with the size of the buildings; thus size consideration is important in making sure that long-term O&M costs will be financially sustainable.

#### STEP 5: PLANNING NEW WAYS OF PLACEMAKING

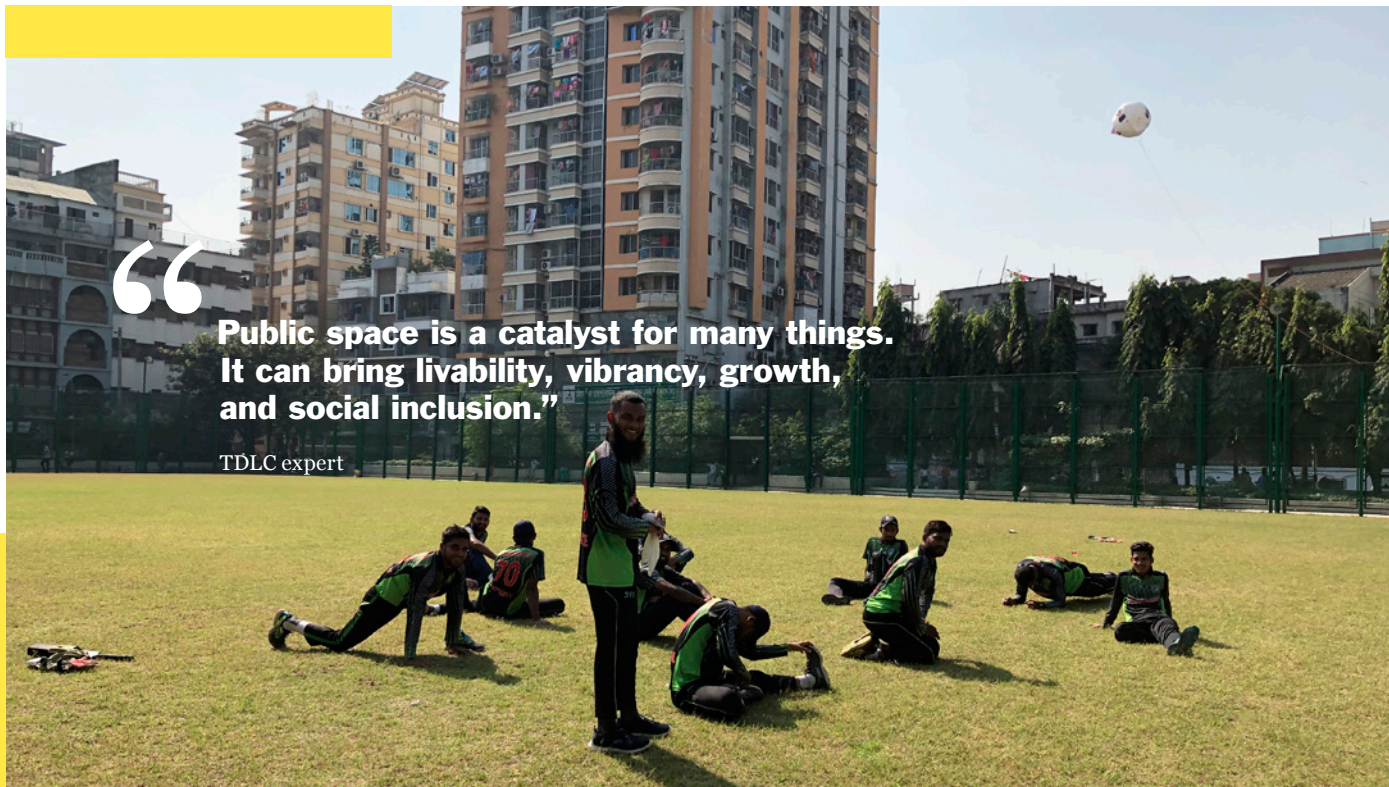
The workshop introduced some of the global trends in community space use and new ways of catalyzing asset management. The experts introduced new ways of generating revenues so DSCC could start planning usage after project completion.

“

**Through discussions and sessions with TDLC experts, we found how beautiful Old Dhaka is. We love its vibrant culture, busy and chaotic streets, and charming people. We cherish the diversity and generosity of the community. We have simple but good amenities like the public hospital. We want to regenerate old Dhaka keeping its historical sites, existing festivals, and social activities.”**

Participant in the DCNUP 2<sup>nd</sup> mission and capacity-building workshop

Site visit to one of the regenerated public parks in Old Dhaka.



“Public space is a catalyst for many things. It can bring livability, vibrancy, growth, and social inclusion.”

TDLC expert



The Neighborhood Envisioning Workshop kick-off meeting with officials from the Dhaka South City Corporation.

Urban Sketch Workshop participants exploring Siape, the Zone 1 district of Barranquilla, to experience and understand the local community and neighborhood



**IMPACT STORIES #3**

**TRANSFORMING CITY PLANNING IN  
BARRANQUILLA**

**THROUGH COMMUNITY-DRIVEN URBAN DESIGN  
AND COLLECTIVE ENVISIONING EXERCISE**

Extended Support

## OVERVIEW OF THE TDLC URBAN SKETCH DESIGN WORKSHOP MODEL

**T**he Urban Sketch Design Workshop is based on the Yokohama cityscape sketchbook methodology inspired by the city in the late 1960s, as one of the strategies to promote post-war reconstruction and to address rising urban challenges as a product of rapid economic growth. The Yokohama urban design methodology takes a thematic approach to urban planning rather than one that is based on administrative zones, socio-economic considerations, such as income, ethnicity, history or culture. The thematic approach allows urban sketch participants to identify major urban or social issues that can be targeted in a comprehensive and multidimensional manner.

Through TDLC's City Partnership Program (CPP), the city of Yokohama collaborates actively with TDLC to share the city's urban development stories and experiences with World Bank client countries and cities. Yokohama has many competitive domains, but the city is most known for its well-designed waterfront area in the Minato Mirai 21 district and has successfully involved citizen engagement at early stages of urban planning. The city even has a special division (called the Urban Design Division) that is dedicated to integrating urban planning with the local landscape.

The Urban Sketch Design Workshop starts off with a series of site visits where the participants can understand the characteristics of sections of city neighborhoods and identify key challenges.

Once the sites are profiled, the next step is for the participants to sketch out their vision of community zones with aspects that can be improved. The process of sketching captures the shared vision of the future city and what the community values as a collective.

The ideas behind the urban sketch are to:

- Empower citizens to be part of the envisioning through sketching;
- Allow participants to understand human-scale urban development through guidance from urban planning and landscape experts;
- Provide city governments opportunities to gauge the interest and values of the citizens. The sketching exercise is an inclusive process that is open to citizens of all age groups and genders.

## OPERATIONALIZING THE URBAN SKETCH METHODOLOGY PANAMA WATERFRONT REDEVELOPMENT AND RESILIENCE (APRIL 2019)

TDLC provided the first urban sketch Operational Support to Panama City through the Cityscape Sketchbook Workshop. The objective of the workshop was to follow up on the action plans formulated as part of the Cultural Heritage and Sustainable Tourism TDD (May 2017) and the Solid Waste Management TDD (September 2018). During these TDDs, the Panama delegation requested support on (1) the interplay of solid waste management and urban floods; and (2) urban design guidelines and participatory planning process for waterfront development. To address these requests, TDLC identified relevant experiences and expertise from the cities of Kitakyushu and Yokohama, which are both City Partnership Program partners.

TDLC's delivery of the Urban Sketch Workshop was supported by Yokohama experts and a group of architecture students from Florida State University's Urban Risk Center. Participants were grouped to visit and profile different parts of the Rio Abajo River Basin, including the Condado del Rey zone, Rio Abajo zone, and Panama Viejo zone.

After producing sketches for the different zones, the participant groups presented their vision of the future. Key themes were:

- Greening of the city, which focuses on the development of green spaces as multipurpose areas for creative cultural activities;
- Community revival, which improves community safety by upgrading public infrastructure while preserving cultural architecture and heritage;
- Community connection, which envisions the development of dedicated bicycle and pedestrian pathways that incorporate ecological mobility to better connect citizens across the region.

To carry out the urban sketch exercise, the workshop included extensive site visits to four neighborhoods with different geographic profiles. These included residential areas, commercial fishing areas, and a historical neighborhood. After the sketching and envisioning exercise, the 70 participants—community leaders, local student ambassadors, architects, real estate companies, and city officials—came together to propose solutions to the problems that were identified as critical.

### IMPORTANCE OF EARLY COMMUNITY ENGAGEMENT IN URBAN DESIGN PLANNING

In both operations, TDLC helped identify the power of early community engagement in urban design and regeneration projects. The Urban Sketch Design Workshop was the first opportunity for city planners to actively interact with local citizens and to co-create solutions to urban development issues. In participant feedback, the workshop was described as a stimulating platform to propose innovative ideas and a way to provide all the participants a voice in city planning. City governments have shown interest in further applying the methodology as a tool to analyze urban issues in other city areas. Most importantly, early engagement leads to final design outcomes that are more inclusive, sustainable, and utilitarian.

“

**This intervention allows us the possibility to live in the city not just as citizens, but as architects—by reflecting on and identifying problems, and by giving us the power to propose solutions.”**

**Oscar B.**

Participant in Barranquilla Urban Sketch Design Workshop

“

**The outputs from this workshop will be the starting point for the future. Participants can start to act on some of the proposals and the Barranquilla government can accept some as waterfront policies.”**

**Tsunee Noda**

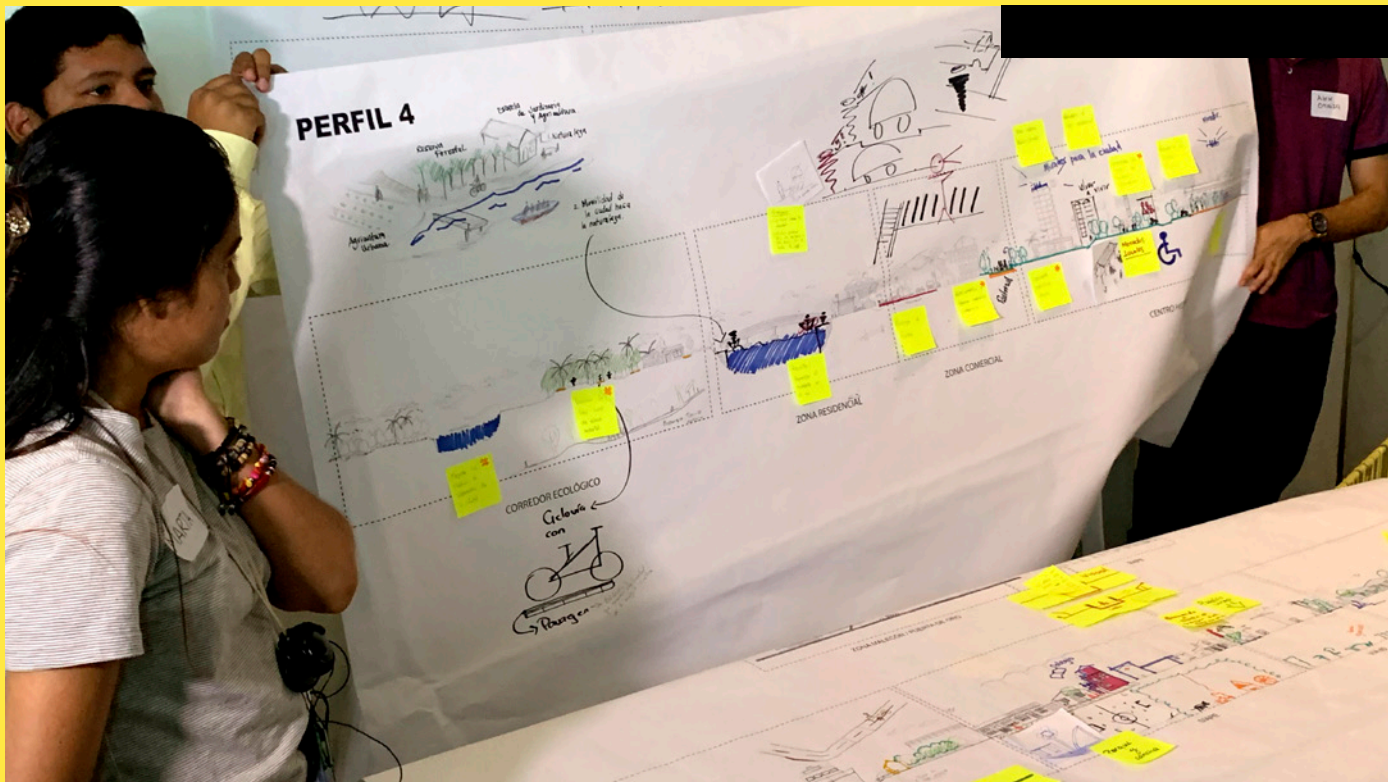
Architect and Industrial Designer

### OPERATIONALIZING THE URBAN SKETCH METHODOLOGY

#### URBAN SKETCH WORKSHOP IN BARRANQUILLA, COLOMBIA (FEBRUARY 2020)

The second Operational Support, to the city of Barranquilla, was accompanied by city experts from Japan and architecture faculty from Universidad del Norte. The workshop was additional direct Operational Support in response to the request from the Colombian delegation, which after attending the Urban Regeneration TDD (February 2018) had expressed particular interest in applying the urban sketch method in the regeneration of the Barranquilla waterfront area.

Residents of Barranquilla creating sketches during the Yokohama Urban Sketchbook Workshop facilitated by Mr. Tsuneo, Yokohama expert, and Ms. Yoh Sasaki, Professor at Waseda University.



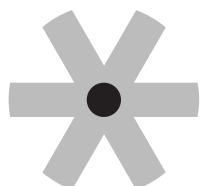
Participants in the Barranquilla Urban Sketch Workshop presenting their city designs, which are based on the Yokohama Urban Sketch Design Methodology.





INSIGHTS &  
PUBLICATIONS

## 2. TDLC PROGRAMS IN REVIEW



# 2.3 INSIGHTS AND PUBLICATIONS

[STRUCTURED LEARNING AND RESEARCH]

### OVERVIEW

**D**rawing on thematic expertise of the World Bank Global Practices and the practical solutions offered by Japanese and global experts, and in response to demand, TDLC drives its own research activities or collaboratively works on World Bank research initiatives to distill local/global experiences into new development insights. TDLC utilizes various platforms—publications, websites, social media, and videos—to distribute such insights as open knowledge accessible to all urban experts and practitioners globally.

TDLC produces insights via three complementary approaches:

1. TDLC leverages its strong partnerships with various Japanese and other stakeholders to document and distill practical knowledge and experience. This approach involves researching, documenting, and codifying tacit practical knowledge from CPP partners and other city practitioners and experts.
2. Through TDDs and Operational Support activities, TDLC continuously uses new knowledge and implements practical solutions in real settings, testing the operationalization of solutions and approaches in real developing country contexts. Through an iterative implementation process, TDLC distills, codifies, and packages insightful “how-to” knowledge for the development context.
3. In close connection with the World Bank and based on demand needs from developing countries, TDLC actively catalyzes frontier topics to produce new insights. The frontier topics explore new approaches and ideas together with emerging areas of operationalization to tackle pressing development challenges. TDLC leverages Operational Support activities to test and iterate the relevance and effectiveness of these new frontier topics in real operational settings on the ground.

TDLC’s insights are published in full-length reports, short notes, blogs, and Japan Project Briefs (four to six page analytical notes showcasing specific Japanese experience in addressing development challenges), or as part of a World Bank global study or flagship report. In addition, TDLC also produces tailor-made reports and notes for World Bank clients in the course of follow-up Operational Support activities.



## INSIGHTS & PUBLICATIONS IN FY20

A TDD participant learning about new streetscapes through virtual reality.

During FY20, 13 knowledge products and notes were developed by TDLC in collaboration with Japanese and global partners as well as relevant Global Solution Groups, Knowledge Silo Breakers, and other World Bank Global Practices. These products document Japanese development approaches in specific thematic areas with the goal of applying them to Bank operations in developing countries.

### JAPAN CASE STUDIES & METHODOLOGIES

Recognizing that Japan is a leader in addressing many development challenges and building resilient systems, the TDLC team researches and documents specific cases from Japan on topics requested by clients and World Bank teams or deemed relevant to Bank projects. TDLC leverages the experience of Japanese experts and practitioners for in-depth understanding of technical knowledge and methodologies. These insights are disseminated through knowledge events such as TDDs, blog posts and feature stories, and many other modalities. Most importantly, TDLC endeavors to use the customized knowledge from Japan in its Operational Support activities to inform ongoing and pipeline World Bank projects in developing countries. In FY20, TDLC team members disseminated five case studies, as described below.

### JAPAN RAILWAY STATION REDEVELOPMENT CASE STUDIES

Japan has rich examples of railway station redevelopment, and this analytical work documents lessons learned from redevelopment of six stations, including Tokyo station, Shibuya station, Jiyugaoka station, Tama Plaza station, Osaka Umeda station, and Sendai Nagamachi station. The case studies document how railway operators and TOD practitioners have built institutional capacity, prioritized complex activities, and conducted preparatory planning, design, and consultations before procurement. The case studies were prepared in conjunction with a forthcoming guidebook on public-private partnerships in station redevelopment.



Participants of the Creative Cities TDD discussing their experiences with the week-long TDD sessions, following the lunchtime calligraphy workshop.

### THE DEVELOPMENT STORY OF TOYAMA

TDLc updated “*The Development Story of Toyama*,”<sup>1</sup> initially issued in 2017, and added some policy and data analysis. The revised publication looks at the impact of compact city project implementation on municipal finance and the local economy, based on a review of selected flagship infrastructure investments (light rail tram, Toyama station extension, and public space revitalization in the central business district). The update offers city practitioners more extensive and in-depth lessons on compact city planning, implementation, and financing.

### YOKOHAMA URBAN SKETCHBOOK TRANSLATING COMMUNITY-LED VISION INTO IMPLEMENTATION

Translating community-led urban visions into actual urban design and public space can make the city a more creative, welcoming, and open place. The Yokohama Urban Sketchbook codifies a method for developing a community-led vision with citizens, offering a simple, practical “how-to” guide tailored to urban practitioners globally. It draws lessons from the workshops delivered in Panama City, Panama (FY19), and Barranquilla, Colombia (FY20). In the latter city, application of the methodology in the context of developing countries was tested. The codification of the methodology will allow for easy deployment and implementation by developing countries.

1 <http://documents.worldbank.org/curated/en/684691569561769406/pdf/Development-Knowledge-of-Toyama-City.pdf>

### THE GREEN BOOK

A GUIDE TO VISION, CONCEPTUALIZE,  
AND CONSTRUCT COMMUNITY  
CENTERS IN OLD DHAKA

TDLc prepared the Green Book for the Dhaka South City Corporation as a guide to catalyzing and informing the construction, maintenance, and management of 20 newly built community centers in Old Dhaka. The green book was prepared at the implementation phase of the US\$100.5 million Dhaka City Neighborhood Upgrading Project (an IPF project). The guidebook details the steps by which urban neighborhood-level public facilities can leverage O&M planning, develop an asset management plan, and construct climate-responsive public facilities. The guidebook draws on Japanese experience integrating QII Principle 2 (economic efficiency through the long-run sustainability of the project) and Principle 6 (good infrastructure governance).

### JAPAN PROJECT BRIEF ADDRESSING THE MARINE LITTER AND PLASTIC PROBLEMS

Countries worldwide are grappling with increasing amounts of plastic and microplastic. While Japan has been a leader in managing solid waste, it has struggled with managing marine litter and ocean plastic. Recently, however, Japan has taken several steps to address this problem, which TDLc has documented in a brief that also includes lessons learned. The brief describes Japan’s Osaka Blue Ocean Vision and efforts to realize this vision by establishing a marine waste collection and disposal system, engaging the private sector, taking initiatives at the city level for recycling plastic waste, and using technology and innovation in this sector.



Participants share their experiences during a discussion session at the Creative Cities TDD.

## STUDIES ON FRONTIER TOPICS & CROSS-CUTTING THEMES

As a knowledge hub, TDLC aims to develop knowledge and insights on new and emerging topics to keep up with the demands of changing global demographics and environments. As part of this effort, TDLC leverages the World Bank platform and Japanese experiences and knowledge to undertake pathbreaking analytical studies. The TDLC team's research on frontier topics and cross-cutting themes—issued as stand-alone publications or as part of flagship programs—acts as the new knowledge center for World Bank projects and informs future projects. Examples of some of the studies undertaken in FY20 are given below. For some topics, TDLC is a focal point for research for the larger thematic World Bank groups, such as the Disruptive Technologies network of the GPURL. Global knowledge on DTs is used to inform the TDDs and TDLC projects, and the knowledge generated by TDLC is leveraged for projects across the world.

### KYOTO A CASE STUDY OF CREATIVE CITIES

Following the TDD on Creative Cities, TDLC has continued its contribution to the development of this frontier topic by documenting the case of Kyoto featured in the TDD. The report on Kyoto distills the leading policies and practices of the city

and analyzes in detail the economic, urban revitalization, and social inclusion impact of new creative communities at neighborhood level. TDLC is actively involved in the creation of the creative cities framework and is a main contributor to the flagship report on creative cities, which is expected to be undertaken in FY21 and which will set the basis for this new topic going forward. The Kyoto case study will feed into, provide valuable inputs for, and feature in this flagship report.

### ANALYTICAL STUDY OF AGING CITIES

TDLC is contributing to the ongoing flagship study and report “*Global Review of Age-Ready Cities*”. This study is developing aging cities as a new area of engagement for the World Bank, one first explored at the FY19 TDD on the topic. The study aims to provide a conceptual framework to enhance cities’ aging readiness from a built environment perspective and to identify engagements for proactively transforming the built environment in response to changing demographics. The framework is based on practical and tested approaches worldwide and is organized under three pillars: (1) Adaptive: Aging in Place; (2) Productive: Spatial Accessibility; and (3) Inclusive: Social Connectivity. Further, each pillar is studied through several lenses: policy and regulatory framework, institutional and capacity building, service delivery, and use of technology and innovations.

## **QUALITY INFRASTRUCTURE INVESTMENT JAPANESE CASE STUDIES**

To further the knowledge and understanding of QII as a cross-cutting theme, and to provide practical “how-to” knowledge for implementation in developing countries, TDLC is conducting analytical work on case studies and lessons learned from implementation of QII principles in Japan. The resulting publication will present the general evolution of quality dimensions in infrastructure construction in Japan, drawing on two strategic case studies that focus on two dimensions of quality: (1) economic efficiency, and (2) infrastructure governance. These cases demonstrate a clear linkage between the aspects of quality and overall results and are a practical illustration of the way that life-cycle considerations, when combined with strong infrastructure governance, can reduce the long-term costs of constructing and maintaining infrastructure. This analytical work focuses on economic efficiency in view of life-cycle cost and on strengthening infrastructure governance. It will serve to inform the G20 Infrastructure Working Group on QII principles through practical case studies.

## **JAPAN URBAN START-UP ECOSYSTEM CASE**

Cities have become an attractive place for start-ups and new industry development, as start-ups can leverage the talent and economic opportunities that arise from urbanization, in turn fostering the development of competitive cities. TDLC is conducting an analytical piece to survey the state of the Japanese start-up ecosystem and provide policy recommendations for policy makers and stakeholders to promote the growth and sustainability of the ecosystem. Japan is uniquely positioned with its strong universities, robust R&D programs, and advanced high-tech and manufacturing industries as well as the Japanese culture of *monozukuri*, or manufacturing/production of goods, which links large supply networks of small producers. These characteristics can provide unique and relevant experiences and examples applicable to cities in emerging economies that aspire to develop these high-tech and manufacturing sectors. This study explores a new area of engagement for the World Bank within the competitive and creative cities areas.

## **TDLC DISRUPTIVE TECHNOLOGIES BRIEFINGS**

In FY20, TDLC delivered three DTs briefings on the themes of marine plastic litter, solid waste management, and upgrading of urban informal settlements. These briefings dealt not only with the creative use of emerging technology to address urban development challenges, but also with innovative business models that introduce market incentives in solving these global issues. The briefings on SWM and marine plastics focused on ways to redesign the entire life cycle of solid wastes and the role of technology in optimizing collection, disposal, and recycling of waste products. It showcased the use of single-technology solutions, such as bioengineering that makes completely dissolvable packaging, as well as combined technologies, such as machine learning-enabled advanced robotics to optimize waste sorting. Concerning upgrading of urban informal settlements, TDLC prepared a briefing that investigated how technology can improve the provision of affordable housing and access to basic resources like water, electricity, and food. Some of the prominent technologies explored in this context included 3D printing technology that can build a housing unit within 24 hours at affordable prices. Drones are also playing an increasing role in mapping informal settlements and delivering critical medical supplies to rural areas. It is worth noting that artificial intelligence cuts across all these technologies and continues to enable greater efficiency and continuous improvement.



Dr. Maitreyi Das, Practice Manager of GPURL, presenting the findings of the What a Waste 2.0 Report at the Conference on Municipal Solid Waste Management.

## KNOWLEDGE NOTES AND DOCUMENTS

Besides specific studies and research on Japanese cases, QIIs, and DTs, TDLC also documents its engagement in other knowledge and operational projects. It does so through various modalities, from web stories to compendiums of conference proceedings to background research work involved in TDDs and Operational Support. Examples are given below.

### PROCEEDINGS FOR INTERNATIONAL CONFERENCE ON MUNICIPAL SOLID WASTE MANAGEMENT

In collaboration with NITI Aayog and the Indian Ministry of Housing and Urban Affairs, the World Bank held the International Conference on Municipal Solid Waste Management on October 10–11, 2019, in New Delhi. The conference was co-sponsored by TDLC, and experts from Japan shared their experiences in solid waste management sector. The conference also featured key findings from “*What a Waste 2.0: A Global Snapshot of Solid Waste Management to 2050*”, a report produced by the World Bank and funded by TDLC and the Government of Japan. After the event, TDLC documented the proceedings, lessons, and takeaways from the conference.

### FEATURE STORY

#### ON URBAN DEVELOPMENT SESSIONS ON QII AT THE 7<sup>TH</sup> TOKYO INTERNATIONAL CONFERENCE ON AFRICAN DEVELOPMENT (TICAD7)

On August 28–30, 2019, urban development sessions at TICAD7 were co-organized by TDLC in Yokohama. Africa aims to learn from and collaborate with Yokohama City on QII and related urban development efforts as it seeks to meet the Sustainable Development Goals. The TDLC team prepared a feature story summarizing the presentations and seminars at the event, along with key takeaways for the African delegation and recommendations on the way forward for TDLC and the World Bank on supporting African countries.

### FEATURE STORY

#### ON IMPLEMENTATION OF INTEGRATED URBAN DEVELOPMENT AND TRANSPORTATION PROJECTS (TOD) IN LATIN AMERICAN CITIES

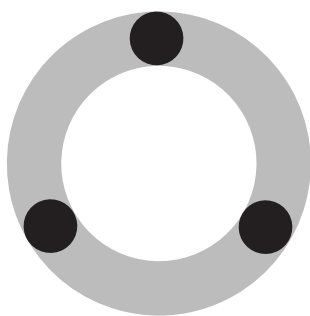
On September 16–17, 2019, as part of the 3rd Global Meeting of the Global Platform for Sustainable Cities, a two-day workshop was organized in São Paulo, Brazil, on Integrated Urban Development and TOD in Latin American Cities. TDLC sent an expert to present information on TOD—Mr. Masafumi Ota of the Tokyu Corporation, a major private railway company, land developer, and hotel and retail store operator in the Greater Tokyo Area. Mr. Ota presented the cases of TOD in Tokyo, specifically the Den-en-Chofu, Tama, and Shibuya areas, where large-scale residential and commercial space was developed along the private railway line operated by Tokyu. The TDLC team documented this experience in a feature story published on the World Bank and TDLC websites.





## 2. TDLC PROGRAMS IN REVIEW

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# 2.4 CITY PARTNERSHIP PROGRAM

### OVERVIEW

**A**s a critical pillar of its ecosystem, TDLC has developed a close partnership with a number of selected Japanese cities through the City Partnership Program. CPP cities are selected based on their global leadership in the development sector and their shareable knowledge and expertise on subjects relevant to TDLC. CPP is a critical, integral part of the TDLC program, one that supports the production and sharing of knowledge with practical know-how, insights, and operational expertise.

The CPP is currently formed by six Japanese cities. The first batch of CPP cities—Kitakyushu, Kobe, Toyama, and Yokohama—were selected in July 2016 by a committee of development professionals. Fukuoka and Kyoto City were added as CPP partners in 2018. To complement the CPP, TDLC has developed extended partnerships and collaboration with other Japanese cities, including Tokyo and Osaka, as well as with cities in other countries.

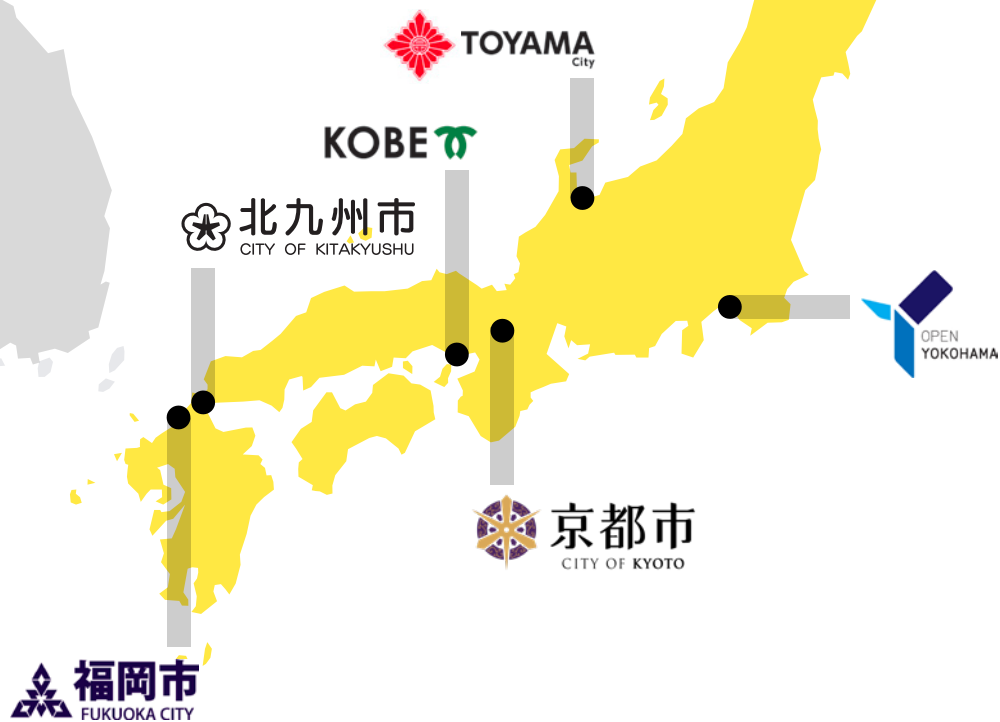


Figure 7: City Partnership Program Partners

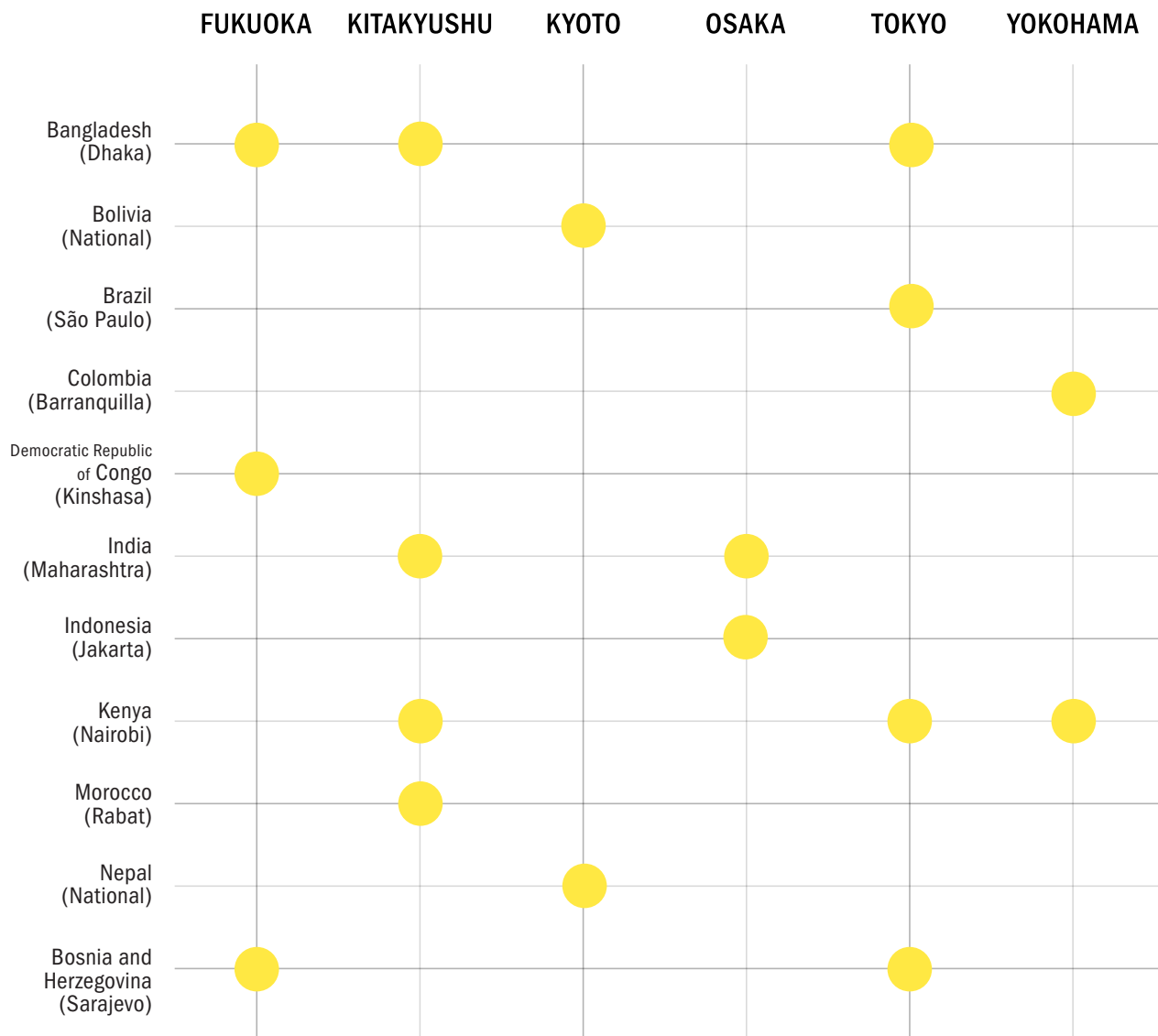
## CPP IMPACT IN FY20

CPP supported all TDL activities. Each of the TDLs partnered with one or more CPP cities to present practical knowledge, methodologies, and approaches to the TDL's topic, together with field visits and sessions with technical experts and practitioners. Kitakyushu, Fukuoka, Kyoto, Kobe, and Tokyo were substantial partners and hosts of this year's three TDLs; sharing their knowledge and expertise with 28 countries. Fukuoka was a critical partner in the design and development of the Technical Deep Dive on Innovating the Urban Neighborhood: Leveraging Transit, Public Assets, and Local Economy, which had to be cancelled due to the COVID-19 emergency.

**Table 2: Examples of CPP Contributions to TDL Insights and Publications**

CPP cities were also a critical source of knowledge and expertise for this year's Insights and Publications. Table 2 lists examples of CPP contributions.

CITY PARTNER	INSIGHTS AND PUBLICATIONS SUPPORTED
<b>FUKUOKA</b>	Japan Startup Ecosystem Assessment Project
<b>KITAKYUSHU</b>	Proceedings of the International Conference on Municipal Solid Waste Management (includes Kitakyushu case)
<b>KOBE</b>	Japan Start-up Ecosystem Assessment Project
<b>KYOTO</b>	Kyoto, A Creative City
	Japan Start-up Ecosystem Assessment Project
<b>OSAKA</b>	Japan Railway Station Redevelopment Case Studies (includes case of Osaka Umeda station)
	Japan Start-up Ecosystem Assessment Project
<b>TOKYO</b>	Japan Railway Station Redevelopment Case Studies (includes Tokyo, Shibuya, Tama Plaza, and Jiyugaoka stations)
<b>TOYAMA</b>	Development Story of Toyama
	Global Review of Age-Ready Cities (includes Toyama case)
<b>YOKOHAMA</b>	Yokohama Urban Sketchbook: Translating Community-Led Vision into Implementation



Note: Kitakyushu also supported the city of Delhi in India.

TDLIC codifies and distills the experiences of the CPP cities and other partner cities to provide hands-on support to client countries through TDDs and Operational Support activities. The materials produced in conjunction with the CPP cities and other city partners are used as the basis for TDLIC learning and knowledge-sharing activities, which take place both face to face and virtually and include site visits to maximize the learning were deployed through Operational Support in 11 client countries to share their knowledge and experiences (see Figure 8).

**Figure 8: Deployment of CPP city expertise through Operational Support in FY20, by country**

## CPP CITIES & ACTIVITIES

# 福岡市 FUKUOKA CITY FUKUOKA

Boasting one of Japan's best transportation systems and convenient access from the airport to the city center, the city of Fukuoka has a strong comparative advantage in Japanese transit-oriented development (TOD) practices. Demographically, the city's share of youth is higher than the country average, partly due to the concentration of universities in Fukuoka. The city also has innovative policies in place to address aging challenges, such as Fukuoka 100, and it is committed to creating a livable and sustainable city. Against this background, TDLC has collaborated with the city in organizing a TDD on TOD and public space as well as an international conference ("Population Aging and City Management"). Fukuoka's competitiveness and economic growth, urban and transport development, strong international relationships, and favorable demographics are its key strengths, and TDLC is a key partner for disseminating to client countries what the city has learned in these areas.

### AREAS OF ENGAGEMENT

- Urban and transport development, including TOD
- Innovations and success in environmental management, including the "Fukuoka Method" (an innovative landfilling system), and measures to conserve water resources and ensure continuous water supply in the city
- Competitiveness and economic growth, including ecosystem development for start-up and smart cities

### FY20 COLLABORATIVE ACTIVITIES WITH THE CITY OF FUKUOKA

- TDLC enlisted key representatives from the city of Fukuoka to help deliver the **Technical Deep Dive on Solid Waste Management** in November 2019.
- TDLC, in partnership with the city of Fukuoka, planned for the delivery of the **Technical Deep Dive on Vitalizing Urban Neighborhoods and Space through Transit Oriented Development** in February 2020, but the event was postponed due to the spread of COVID-19.
- TDLC brought the city of Fukuoka's experience in public placemaking and SWM to bear on project design and implementation of US\$500 million in IPF projects, including the **Dhaka City Neighborhood Upgrading Project** and **Kinshasa Multisector Development and Resilience Project**.
- An officer from Fukuoka made a presentation on the city's smart city initiatives at the World Bank session of the **8<sup>th</sup> Asia Smart Cities Conference**.
- TDLC made courtesy visits to Fukuoka in July and December 2019. The team also carried out scoping missions in December 2019 as part of organizing the TOD TDD.
- TDLC launched its homepage (English and Japanese versions), which features the city of Fukuoka and its initiatives pertaining to the key thematic areas of engagement.



The Nishitetsu Fukuoka  
(Tenjin) Station Ticket Gate.



Waste sorting plant in Kitakyushu

北九州市  
CITY OF KITAKYUSHU

# KITAKYUSHU

The city of Kitakyushu is an internationally recognized leader in efforts to overcome environmental problems while at the same time supporting economic growth. In 2011, the Organization for Economic Co-operation and Development selected Kitakyushu, a modern industrial city pursuing green growth, as the first “*Green Growth City*” in Asia to be assessed under its Green Growth Cities Program (other assessed cities included Paris, Chicago, and Stockholm). The city of Kitakyushu is TDLC’s key partner in the area of SWM, including recycling, treatment, and disposal. The knowledge and practices of Kitakyushu have been valuable assets for client countries looking to address their own solid waste and environmental issues. Through the TDLC-Kitakyushu partnership, several Japanese experts have been dispatched to client countries, further strengthening the impact of Japanese technical expertise abroad.

## AREAS OF ENGAGEMENT

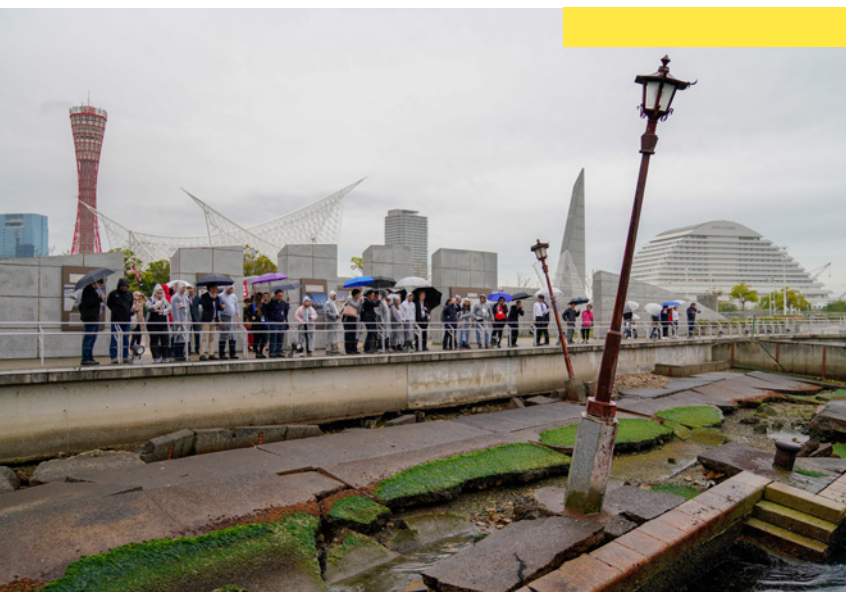
- Managing solid waste—through waste collection, transportation, recycling, treatment, and scientific disposal
- Promoting the concept of a circular economy
- Managing other environmental challenges, such as industrial pollution and marine litter

## FY20 COLLABORATIVE ACTIVITIES WITH KITAKYUSHU CITY

- An officer from Kitakyushu made a presentation on the city’s smart city initiatives at the World Bank session of the **8<sup>th</sup> Asia Smart Cities Conference**.
- TDLC partnered with Kitakyushu City in delivering the **Technical Deep Dive on Solid Waste Management** in November 2019. Special attention was given to challenges and solutions for addressing the problem of plastic waste and its accumulation in ocean environments.
- **The International Symposium on Ocean Plastics and Marine Litter** was held in Kitakyushu, organized by TDLC in cooperation with the city of Kitakyushu. Japanese and international speakers from both the public and private sectors shared challenges and lessons learned from current practices in SWM and marine litter, highlighting the importance of data transparency and citizens’ engagement in addressing marine litter and ocean plastic challenges. Approximately 400 people participated in this event.
- TDLC brought the city of Kitakyushu’s experience with SWM to bear on a combined portfolio of US\$1,090 million in IPF projects with committed funding, including the **Nairobi Metropolitan Services Improvement Project** and **Kerala Solid Waste Management Project**.
- TDLC made courtesy visits to Kitakyushu in July and December 2019. The team also carried out scoping missions in September 2019 to organize the SWM TDD.
- TDLC launched its homepage (English and Japanese versions), which features the city of Kitakyushu and its initiatives pertaining to the key thematic areas of engagement.

# KOBE KOBE

As a port city and a gateway for new ideas, Kobe is a city that has continuously evolved. The economic strength of Kobe has varied in its history and has included shipbuilding, followed by machinery and advanced materials, consumer goods from footwear to agriculture, and the life sciences. While the Great Hanshin-Awaji Earthquake of 1995 devastated the city, Kobe now boasts around 300 research facilities, start-ups, and hospitals and clinics and has become one of the largest biomedical clusters in Japan. TDLC leverages the rich experiences and expertise of Kobe City to share with the clients and inform the World Bank's lending and nonlending projects.



Participants of the Integrated Urban Floods Risk Management TDD join a tour of the Port of Kobe as a part of the site visit.

## AREAS OF ENGAGEMENT

- Disaster risk management
- Creative cities/industries
- ICT education

## FY20 COLLABORATIVE ACTIVITIES WITH KOBE CITY

- An officer from Kobe City made a presentation on Kobe's smart city initiatives at the World Bank session of the **8<sup>th</sup> Asia Smart Cities Conference**.
- Kobe was featured as a case study in the city models session at the **Creative Cities Technical Deep Dive** in January 2020; the initiatives in place in Kobe to promote creative thinking and apply creativity to societal challenges were showcased.
- TDLC made courtesy visits to Kobe in July and December 2019. The team also carried out a scoping mission in Kobe in October 2019 in preparation for the Creative Cities TDD.
- TDLC launched its homepage (English and Japanese versions), which features Kobe City and its initiatives pertaining to the key thematic areas of engagement.



 京都市  
CITY OF KYOTO  
**KYOTO**

Kyoto City has a wide range of experiences, including cultural heritage, tourism, and creative industries, which can be leveraged and shared with World Bank projects in client countries.

With a history spanning more than 1,000 years and as Japan's former capital city, Kyoto City is unique in seeking to preserve its culture and traditions, while also achieving high growth in the new economy through tourism and start-ups. The city government safeguards traditions while also providing the support structure for bottom-up growth initiatives, such as for the growing number of creative industries in Kyoto. Kyoto City has been a key partner of TDLC and has disseminated its knowledge and experiences at TDDs and other World Bank events, and it has also collaborated with TDLC to provide Operational Support to client countries.

Mr. Shoichiro Suzuki, Vice Mayor of Kyoto, discussing Kyoto City's vision as a creative city during the Creative Cities TDD.

#### AREAS OF ENGAGEMENT

- Cultural heritage and tourism
- Creative cities/industries
- Community participation and citizen engagement in planning and development processes

#### FY20 COLLABORATIVE ACTIVITIES WITH KYOTO CITY

- TDLC partnered with Kyoto City in delivering the **Creative Cities Technical Deep Dive** in January 2020; representatives from Kyoto City Government as well as key enablers of Kyoto's creative community participated as speakers and key resource experts.
- Based on the key findings from the TDD, TDLC developed a knowledge product that showcases the development of Kyoto's creative community and the city's role in leveraging its creative assets.
- TDLC brought the city of Kyoto's experience on cultural heritage preservation and urban regeneration to bear on US\$234 million in IPF projects, including the **Bolivia Urban Resilience Project** and the **Nepal Urban Governance and Infrastructure Project**.
- TDLC made courtesy visits to Kyoto in July and December 2019.
- TDLC launched its homepage (English and Japanese versions), which features Kyoto City and its initiatives pertaining to the key thematic areas of engagement.



Mr. Masashi Mori, Mayor of Toyama, presenting the city's experiences and policies in the topic of Aging Cities.

# TOYAMA

Toyama City was selected as the first Japanese city partner of the World Bank in 2016 and has continued to play a critical role in the refinement and delivery of Japanese expertise through active engagement with the TDLC program. Toyama's compact city policy is a comprehensive approach to addressing cities' demographic and financial challenges, one that can be highly applicable to other cities in the world. In collaboration with the city, TDLC has organized TDDs on compact cities and aging cities and dispatched city representative to the Chile Aging Seminar.



## AREAS OF ENGAGEMENT

- Compact cities
- Disaster risk management, including flood control
- Aging and accessibility

## FY20 COLLABORATIVE ACTIVITIES WITH TOYAMA CITY

- Toyama City officials presented their **experiences with sustainable city development at TICAD7 sessions organized by the World Bank.**
- TDLC collaborated with the city for the revision of a key knowledge product, "*Development Knowledge of Toyama City*", which features some recent developments such as the new north-south transit corridor of Toyama station.
- TDLC made courtesy visits to Toyama in July and December 2019.
- TDLC launched its homepage (English and Japanese versions), which features Toyama City and its initiatives pertaining to the key thematic areas of engagement.



# YOKOHAMA

Yokohama City faced significant urban issues arising from strong economic growth coupled with a dramatic population increase. In response, Yokohama introduced various development projects focused on sustainability and long-term growth as well as integrative regulative measures. Yokohama encouraged the active participation of citizens and the private sector in addressing these urban challenges. As a result, Yokohama has transformed itself from a decaying suburban residential town into an eco-friendly, livable city with a strong economic base.

The city has accumulated substantial experiences in solid waste reduction through citizen participation, sludge treatment, and other means. TDLC's partnership with Yokohama has benefited client countries, which have learned from its knowledge and experiences. Furthermore, TDLC has actively collaborated with Yokohama outside of TDDs, including co-organizing the Asia Smart City Conference.



Ms. Fumiko Hayashi, Mayor of Yokohama, speaks at the Asia Smart City Conference 2019.

## AREAS OF ENGAGEMENT

- Compact and smart urban area development
- Transit-oriented development, mobility planning
- Comprehensive urban environment planning (source segregation for disposal and integration of solid waste and wastewater treatment, etc.)
- Area development of Minato Mirai 21, Kohoku New Town, and Kanazawa Reclamation Development

## FY20 COLLABORATIVE ACTIVITIES WITH YOKOHAMA CITY

- TDLC partnered with Yokohama as a co-organizer of the **8<sup>th</sup> Asia Smart City Conference**. Specifically, TDLC led a panel discussion on disruptive technology and city development, and participated in several other sessions including the "*Role of Knowledge Hub for Smart Urban Solutions*" and the closing panel.
- Yokohama City participated in the **City Solutions Workshop**—jointly organized by the World Bank and Smart City Expo World Congress—in Barcelona, Spain, in November 2019.
- Yokohama City engaged with TDLC to support the **Cityscape Sketchbook Workshop** in Barranquilla, Colombia, in February 2020. Experts from Yokohama accompanied TDLC on a mission to Barranquilla, where the delegation supported the delivery of a participatory city planning workshop using Yokohama's cityscape sketchbook methodology, which was developed by the Urban Design Division of Yokohama.
- TDLC brought the city of Yokohama's experience on urban design, citizen engagement, and urban regeneration to bear on US\$150 million in IPF projects.
- TDLC provided technical advisory service to the city of Yokohama in setting up a knowledge hub at the Y-PORT center.
- TDLC made courtesy visits to Yokohama in July and August 2019.
- TDLC launched its homepage (English and Japanese versions), which features the city of Yokohama and its initiatives pertaining to the key thematic areas of engagement.

## PARTNERSHIPS WITH NON-CPP CITIES

In addition to CPP cities, TDLC also partners with other key cities in Japan to deliver curated knowledge to client countries at TDDs. Below are examples of TDLC's engagements with other Japanese cities outside of the City Partnership Program:

# OSAKA

TDLC has collaborated with the city of Osaka in several knowledge exchange events, including TDDs and Operational Support projects. Having addressed many social challenges caused by urbanization, including administrative coordination among wards, solid waste management, and poverty support, the city has many lessons learned that can be shared with World Bank client countries.

### AREAS OF ENGAGEMENT

- Metropolitan coordination
- Solid waste management
- Safe and inclusive cities

### FY20 COLLABORATIVE ACTIVITIES WITH OSAKA CITY

- An officer from the city of Osaka made a presentation on SWM at **the International Symposium on Municipal Solid Waste Management**, held in New Delhi, India, in October 2019.
- An officer from the city of Osaka made a presentation on institutional challenges of metropolitan coordination and operationalizing of the strategy to overcome inefficiencies at **the Jakarta Urban Transformation Lab** Workshop in December 2019.

# TOKYO

TDLC has collaborated with the Tokyo Metropolitan Government in several knowledge exchange events, including TDDs and Operational Support projects. Having addressed many social challenges caused by urbanization, including coordination among wards, solid waste management, and urban transportation, the city has many lessons learned that could be shared with World Bank client countries.

### AREAS OF ENGAGEMENT

- Solid waste management
- Metropolitan governance
- Urban transportation

### FY20 COLLABORATIVE ACTIVITIES WITH TOKYO METROPOLITAN GOVERNMENT

- An officer from Tokyo Metropolitan Government made a presentation on solid waste management at **the Technical Deep Dive on Solid Waste Management**, held in November 2019.
- TDLC brought Tokyo Metropolitan Government's experience on metropolitan governance and urban transportation to bear on IPF projects in Argentina, Serbia, and Kenya.

“

**Through our work with the World Bank TDLC, we realized that the technologies, know-how, and systems that Fukuoka has produced in collaboration with the private sector can be beneficial for developing countries. We believe that the city partnership program has significant advantages for the participating municipalities, and we look forward to collaborating with TDLC going forward.”**

**Mr. Kazuhiro Kubota**

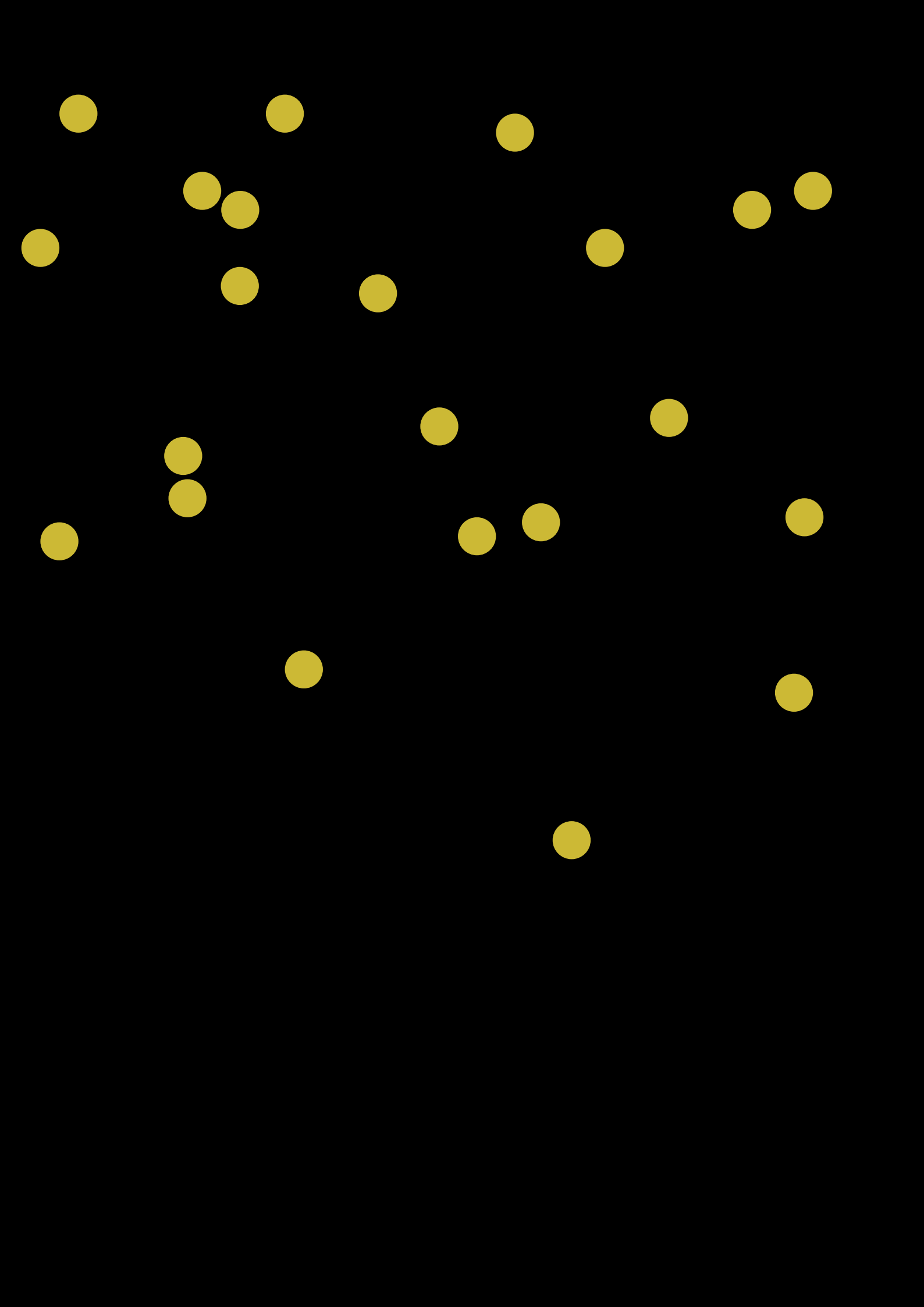
International Affairs Department,  
General Affairs & Planning Bureau,  
Fukuoka City

“

**Kobe is a leader in disaster prevention and preparedness based on experiences such as the Great Hanshin-Awaji Earthquake. As such, we held a TDD together with TDLC, which provided knowledge on earthquake disaster prevention/preparedness and flood risk management in cities. We also organized a TDD on creating a competitive city through a biomedical innovation cluster and produced a research report which was made available to people across the globe. We believe that these TDDs and other such events organized by TDLC help connect local companies to opportunities for developing new businesses by improving their understanding of the needs of developing countries.”**

**Mr. Atsushi Okada**

Director of International Bureau,  
Kobe City

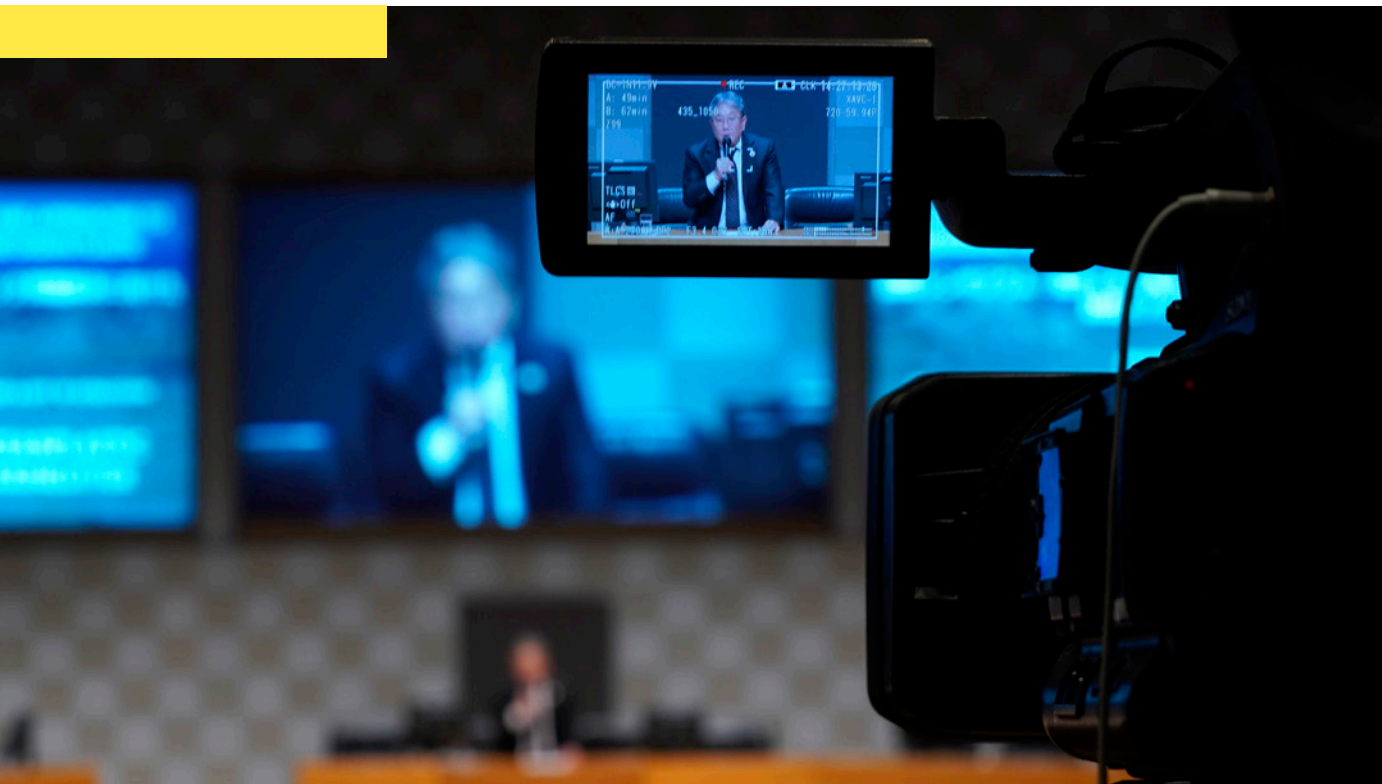




# MANAGEMENT & COLLABORATIONS

## 3. CONFERENCE MANAGEMENT SUPPORT

[TECHNOLOGY, CONFERENCING, AND OUTREACH SUPPORT]



TDLC staff facilitating the live web-streaming at the International Symposium: Challenges and Approaches to Addressing Problems of Marine Litter and Ocean Plastic in Kitakyushu

### 3.1 OVERVIEW

**T** DLC's studio and conference rooms, equipped with the latest technology and connectivity infrastructure, serve as a hub to disseminate World Bank knowledge and learning to external partners. TDLC's studio and conference rooms are used regularly by External and Corporate Relations, Japan (ECRJP), the Disaster Risk Management (DRM) Hub, the Global Infrastructure Facility (GIF), and other World Bank units for various types of events, including high-profile activities involving senior management from the Bank and the Government of Japan.

Supported by state-of-the-art conferencing technology, TDLC repackages content recorded at its events into digestible knowledge products and online training.

### 3.2 CONFERENCE MANAGEMENT SUPPORT

## IMPACT IN FY2020

During FY20, TDLC supported 99 public events in its conference rooms, including seminars, Technical Deep Dives (TDDs), roundtable/luncheon meetings, and career seminars (table 3). In addition to providing rooms for these events, TDLC also provided technical support such as audio, camera, and recording.

Seminars are scheduled throughout the day to increase outreach across a wide range of demographics, with 60 to 130 participants attending on average, including members of the general public, high school and university students/academics, officials from embassies and the Government of Japan, and partner organizations.

**Table 3: Events Organized  
at TDLC Studios  
in FY20**

UNIT	NO. OF EVENTS
DRM Hub	6
External organizations (embassies, universities, development organizations)	5
Global Development Learning Network	4
World Bank Group Headquarters (30 Minutes on Thursday, Carbon Finance team)	3
International Finance Corporation	5
International Monetary Fund	1
Tokyo Office (ECRJP)	57
TDLC	(incl. 3 TDDs) 18
<b>TOTAL</b>	<b>99</b>

Some of the noteworthy events hosted at TDLC's conference rooms are listed below:

### INTERNATIONAL MONETARY FUND (IMF)

Townhall for Japan-IMF Scholarship Program for Asia (JISPA) Scholars

Date: November 25, 2019

Participants: 60–80

Speakers: Kristalina Georgieva  
IMF Managing Director

Format: Townhall with a VC connection to Hitotsubashi University

### ECRJP MORNING SEMINARS

Focusing on Tokyo International Conference on African Development (TICAD) Issues

Date: Every Tuesday morning between 7:45 and 8:45 (spring and summer, running up to the TICAD meetings)

Participants: Between 20 & 45 on average

Speakers: World Bank economists and report authors

Format: VC connection to World Bank staff (in headquarters and country offices) and participants at TDLC

### WORLD BANK, INTERNATIONAL FINANCE CORPORATION (IFC)

IFC career outreach events to Japanese public

Date: Ongoing throughout the year

Participants: Between 40 & 60 on average

Speakers: World Bank Group staff and human resources representatives

Format: Speakers at TDLC or connecting by VC, with participants attending at TDLC or via live web streaming

Additional technical services include the video recording and live streaming of off-site events, and the recording of video interviews with Japanese and international experts for knowledge dissemination at TDDs. Two to three video interviews are recorded during a TDD and are made available on the TDLC website and the World Bank Sustainable Communities blog.

TDLC is also providing technical support for “just-in-time” seminars on the COVID-19 pandemic through video conferencing and WebEx technology to hospitals, health ministries, and financial institutions worldwide. This approach allows information on the virus to be shared while travel restrictions and limits on large gatherings are in place. Examples of some of the COVID-19 seminars are given below.

### GLOBAL DEVELOPMENT LEARNING NETWORK (GDLN)

Global Knowledge sharing on the Impact and Responses to the Coronavirus (COVID-19)

Region: East Asia & Pacific

Date: March 16, 2020

Registered Participants: 297

Speakers: Health ministry officials, university academics, and World Health Organization (WHO) representatives

### GDLN GLOBAL KNOWLEDGE SHARING ON THE IMPACT AND RESPONSES TO THE CORONAVIRUS (COVID-19)

Sharing Experiences from Asia Pacific for African Countries

Region: Africa

Date: April 2, 2020

Registered Participants: 111

Speakers: University academics, former Asian Development Bank economist, and WHO representatives

Sharing Experiences from Mexico and Korea

Region: Latin America & the Caribbean

Date: April 17, 2020

Registered Participants: 120

Speakers: University academics and medical institution representatives

Format: Speakers connecting on WebEx and viewers watching live web streaming on YouTube

## BOX 9 KEY FEATURES OF TDLC CONFERENCE ROOMS

The state-of-the-art design of the control room and conference rooms (Studios A and B) are based on five key principles that reflect the requirements and objectives of the TDLC program:

### 1. Knowledge dissemination and knowledge capture

The conference rooms have the capacity to accommodate a wide range of presentations on the stage area, which includes a 175-inch video wall for visual materials, or to connect speakers via video conference, Skype, and WebEx. Recording of seminars and presentations is possible in full HD (1920x1080), with audio tracks recording in English and Japanese for the repackaging of content for online courses.

With the increasing importance of social media outreach in TDLC's communications strategy, Facebook, Twitter, and LinkedIn are integrated into the audio-visual infrastructure to encourage participants to share knowledge on SNS during a seminar.

### 2. Versatile technical operation

For large events, a technician works in the control room; but nontechnical staff can also handle technical operation directly in the room via an iPad AMX controller. This capacity ensures continuity for large public seminars and flexibility for smaller ad-hoc or confidential meetings.

### 3. Flexible room configurations

The conference rooms have maximum flexibility to accommodate a wide range of events, from public seminars with a seating capacity of 120, TDDs accommodating 80 participants, and roundtable meetings for 52 people.

TDLC staff providing technical support for the International Symposium: Challenges and Approaches to Addressing Problems of Marine Litter and Ocean Plastic in Kitakyushu



### 4. Built-in system redundancy to minimize technical malfunctions

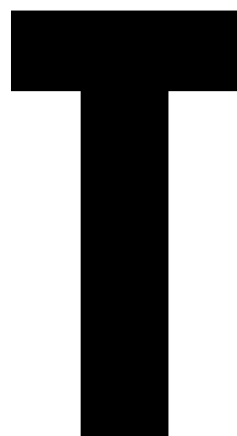
The audio-visual infrastructure has equipment redundancy built into the system via an audio and video patch bay to reconfigure the technical set-up in the event of malfunction or equipment failure. The infrastructure is also designed to meet local health and safety ordinances and building codes. Since the installation of the system in 2015, malfunctions have been minimal and without any impact on the seminar.

### 5. Universal access

The design of the room and use of equipment increases engagement for participants in many ways, offering wider walkways for people with disabilities, stage access via ramp for wheelchair users, individual audio receivers for people with hearing disability, and simultaneous interpretation to bridge language barriers between Japanese experts and international participants.

## 4. PROGRAM MANAGEMENT & ADMINISTRATION

### 4.1 OVERVIEW



DLC's day-to-day activities include many tasks: supporting governance arrangements, holding meetings, planning, and executing work plans and budgets. TDLC's operations and development of its activities follow a set of carefully curated and tested procedures to ensure high-quality delivery. In conducting events, TDLC performs various management and administrative tasks, such as conducting dry runs for site visits, arranging for language interpretation and visa assistance, and handling logistics, including hotel reservations and transport for participants and speakers (see box 10). All these groundwork tasks prepare the foundation for the implementation of technical deep dives (TDDs) and other TDLC events.

TDLC is conscious of the high standards it is expected to meet in delivering its services, and it has developed a solid, well-functioning system that is revised and improved in every new activity delivered. TDLC conducts after-activity quality assessments for each of its TDDs and timely reviews of its other activities to ensure quality control and improvement of performance over time. TDLC's methodologies and implementation (particularly related to TDDs) meet the World Bank's very highest standards.

**TDLC's operations and development of its activities follow a set of carefully curated and tested procedures to ensure high-quality delivery.**

In order to ensure the safety of TDLC staff and participants in TDDs and other events, and as part of COVID-19 prevention and response measures, in FY20 TDLC reviewed and revamped the emergency/evacuation plans for the office and events. These efforts are described in more detail in the next subsection and in box 11.

Besides day-to-day program management and administration, TDLC proactively engages in communication and outreach. TDLC's social media and outreach service, including the newly launched website in English and Japanese, along with Twitter and Facebook, help TDLC reach and disseminate knowledge to a wide audience.

As part of its contribution to university outreach activities by the World Bank Japan office, TDLC hired two graduate students in FY20 to serve as research intern and translation intern. These students are expected to contribute to the desk research and do rough translations of TDLC's knowledge products. They will also participate in TDD programs and other knowledge-sharing events on urban development challenges and good practices to address those challenges. TDLC plans to rotate student interns every year to continue providing practical work experience in the World Bank program.

## BOX 10

### ADMINISTRATIVE PROCESSES AND PROCEDURES SUPPORTING HIGH-QUALITY DELIVERY OF TDDS

#### DRY RUNS

For TDD site visits, TDLC conducts a few dry runs of the best possible walking routes to ensure that the site visit is successful and does not disturb residents or people in the area. These dry runs are usually organized in coordination with City Partnership Program officials. For sessions organized outside Tokyo, they also include in situ location technical checks and testing.

#### LANGUAGE INTERPRETATION

While the primary language of the TDDs is English, we invite many speakers and participants who understand Japanese better. So TDLC always arranges simultaneous interpretation for TDD lectures, both at TDLC and at site visits outside Tokyo. Efforts are made to enhance the interpreter's understanding of the theme of each TDD to ensure sound interpretation, through discussions and sharing of TDD materials in advance.

#### ADVANCE HOTEL RESERVATIONS

TDLC secures hotels in convenient locations for TDD participants according to the annual plan of TDDs at the beginning of the fiscal year.

#### PROMPT ISSUANCE OF VISA LETTERS

TDLC issues a visa package as soon as possible, within 24 hours after the participant registers, so that participants can obtain their visas on time. As part of this effort, Japanese embassies in client countries, mostly in the Africa region, are contacted and asked to accelerate the visa process.

#### DISASTER/FIRE PREVENTION AND EVACUATION DRILLS

The TDLC team regularly carries out these drills and educates participants on evacuation plans during the TDDs and other events.

#### CODIFICATION AND DEVELOPMENT OF OPERATIONAL MANUAL

TDLC is developing an operational manual addressing every detail of TDDs to guide the team and other World Bank knowledge hubs in organizing similar knowledge events.

#### APPS/TOOLS

The Cvent app is used for TDDs to share information and conduct surveys. TDLC has configured and tailored this app and continues to update it as needed.

**BOX 11**  
**TDLC'S PROTOCOL FOR**  
**COVID-19**

As it prepared for the Technical Deep Dive on Transit Oriented Development, TDLC enacted the following protocol in response to COVID-19. The protocol covers a set of actions to best prepare a safe environment for the TDDs.

**BEFORE THE TDDS**

- Restriction on TDD participation
  - Personnel (both World Bank staff and clients) originating from China [the only COVID-19 hotspot at the time] are not able to participate in the TDDs.
  - Personnel (both World Bank staff and clients) who have been in China within 14 days before the entry date to Japan will not be able to participate in the TDD.
- Stockpiling of goods
  - Masks, hand soap, disposable gloves, trash bins, tissues, cleaning supplies, and laser thermometers are stockpiled.
  - Posting of World Health Organization (WHO) prevention guidelines in the TDLC studio area and bathroom; distribution of hard copy to participants.
- Identification of relevant COVID-19 hotlines, embassy contacts, and World Bank emergency hotlines.
- Contacting of building management to ensure regular cleaning of bathrooms, air ventilation.
- Staff briefing on COVID-19 protocols by internal designated health officer, mapping out actions to be taken in case a participant presents flu-like symptoms during the TDDs.

**DURING THE TDDS**

- Group briefing to all participants on prevention protocols on first day of TDDs.
- Distribution of mask to each participant to be used during travel by public transport.
- Ongoing availability of thermometers to check for fever.

## 4.2 EMERGENCY AND EVACUATION PLAN

TDLC has upgraded its internal protocols for natural disasters and emergency situations for the safety of its team and participants in TDLC events. These revised measures follow safety requirements as prescribed by the local authorities and include an evacuation plan, especially in case of earthquake or fire outbreak. TDLC has also reviewed and revised its inventory of emergency items as part of disaster preparedness, which is an important consideration when conducting business in Japan. Structurally, the control room, studios, and equipment server room are fully compliant with local construction, earthquake, and fire safety ordinances. They have been inspected and certified by the Tokyo Fire Department and the building management company.

With the recent outbreak of the COVID-19 pandemic, TDLC took active response measures. It drafted and implemented an internal protocol for COVID-19, outlining the steps to be taken in case a TDD participant or TDLC member presented with flu-like symptoms. As part of the protocol, the TDLC team identified local health authorities, hotlines, and embassies to be contacted in case a participant was found to be infected with COVID-19.

## 4.3 COMMUNICATIONS

TDLC has bolstered its external communications activities via its newly launched website, social media, and media outreach. TDLC's English and Japanese website was launched in 2019 as a platform to introduce TDLC activities to urban expert communities in Japan and beyond. TDLC's Facebook and Twitter accounts have continued to serve as popular platforms to disseminate timely updates on TDLC to digital native stakeholders. Japanese local media also actively covered TDLC's key events and activities, and comments from World Bank experts and TDD stakeholders were widely featured in the news.

### MEDIA COVERAGE

TDLC's events and activities were covered by local media in FY20. There was particular interest in the International Symposium on Ocean Plastics and Marine Litter that took place in November as a part of TDLC's Solid Waste Management TDD. Comments from World Bank specialists, TDLC staff, and TDD participants were featured by major local TV stations, local newspapers, and local cable TV. See annex V for details on media coverage.

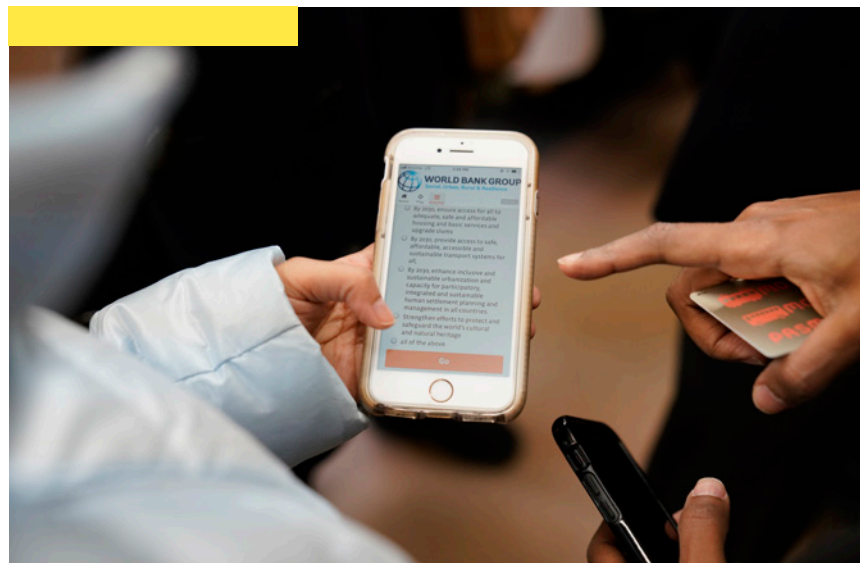
### TDLC WEBSITE

TDLC launched English and Japanese versions of its website in September and November 2019, respectively, to inform international and Japanese stakeholders about the TDLC program. Users can navigate to pages on knowledge sharing (with summaries of recent TDDs), Operational Support (with information on operational and technical support received by TDD participants), the City Partnership Program (with profiles of partner cities and lessons learned), publications, and conferencing and outreach. TDLC's recordings, interviews, impact stories, announcements on events, news, and other links are also featured on the website. This website does not just provide information about TDLC but also provides hyperlinks to other World Bank websites. TDLC team endeavors to continually update the content of the website in both languages.

URL: <https://www.worldbank.org/en/programs/tokyo-development-learning-center> (English)

<https://www.worldbank.org/ja/programs/tokyo-development-learning-center> (Japanese)

TDD delegates participating in an urban regeneration exercise.



### f TDLC FACEBOOK

For more than three years, TDLC has had an active presence on Facebook, where it summarizes and livestreams TDDs and other events, posts interviews, and makes announcements. Given the popularity and quick outreach of this platform—TDLC's Facebook page has 1,540 followers—it can be impactful; last year it reached 10,500 people. Information is currently provided in both English and Japanese, and the page is updated on a regular basis.

<https://www.facebook.com/WBGTDLC/>

### 🐦 TDLC TWITTER

Through its Twitter account, TDLC can send out instant information, announcements, and operational updates. With approximately 1,000 followers, this medium provides high outreach to a specialized audience.

@TDLcen

# 5. COLLABORATIONS WITH INTERNAL AND EXTERNAL STAKEHOLDERS

## 5.1 INTERNAL WORLD BANK PARTNERS

**T**DLC continues to play a critical role in supporting other World Bank programs and activities, based in Japan and overseas, in efforts to enhance their knowledge dissemination and reach.

### EXTERNAL AND CORPORATE RELATIONS, JAPAN (ECRJP)

TDLC holds numerous events each month in close coordination with ECRJP. These events for the Japanese public and development community are recorded, edited, and reposted for greater dissemination across the World Bank's various channels. In FY20, TDLC supported ECRJP in organizing several major events, including the Carbon Fund Meetings, a climate change seminar, an International Monetary Fund (IMF) career seminar with Kristalina Georgieva, and Tokyo International Conference on African Development (TICAD) seminars. TDLC also supported several career/recruitment seminars organized by ECRJP and International Finance Corporation (IFC) for recruitment to the World Bank, particularly aimed at Japanese personnel.

### QUALITY INFRASTRUCTURE INVESTMENT (QII) TRUST FUND AND TOKYO DISASTER RISK MANAGEMENT (DRM) HUB

TDLC's TDDs closely link to the other two Japanese-supported World Bank programs, the DRM Hub and QII Trust Fund, to ensure consistency and maximize impact and synergies, particularly in commonly addressed topics. TDDs serve as a platform to provide an actionable, and high-quality projects for DRM Hub and QII Trust Fund support. With funding support from the QII Trust Fund, in FY20 TDLC began developing case studies on Japanese cities that implement QII principles in their operations. These studies should help in disseminating Japanese best practices to inform World Bank projects.

In FY20, TDLC supported the DRM Hub in organizing six events focused on knowledge dissemination and outreach, while the DRM Hub aligned just-in-time DRM financing to support the implementation of action plans developed during TDDs. An additional area of collaboration is TDLC's City Partnership Program, which the DRM Hub supports in areas pertaining to disaster risk reduction and management. As part of this collaboration, TDLC and the DRM Hub team met with the Resilient Cities Network and officials of Toyama and Kyoto City in FY20. Continued collaboration between the QII Trust Fund, Tokyo DRM Hub, and TDLC is expected in FY21.

## INTERNATIONAL FINANCE CORPORATION

In FY20, IFC sought TDLC's support in organizing five knowledge dissemination events and meetings. In addition, TDLC and IFC jointly participated in and collaboratively deployed experts at the City Solutions Workshop as part of the Smart Cities Conference in Barcelona in November 2019.

## SMART CITY GLOBAL PROGRAM

TDLC actively engages with the Smart City Global Program to advance its agenda on smart cities. In FY20, TDLC co-organized the 8<sup>th</sup> Asia Smart City Conference in Yokohama to disseminate knowledge on smart cities' development and use of disruptive technologies (DTs). In collaboration with the Smart City Global Program, TDLC co-organized the City Solutions Workshop at the Smart City Expo World Congress in November 2019 to provide targeted solutions to its country clients. TDLC is also collaborating with the World Economic Forum's Smart Cities Alliance.

## DISRUPTIVE TECHNOLOGIES FOCAL POINT FOR URBAN, DISASTER RISK MANAGEMENT, RESILIENCE, AND LAND GLOBAL PRACTICE

As a focal point for the newly introduced DTs theme of the World Bank, TDLC showcases innovative frontier technologies that can be applied to solve urban development challenges beyond traditional pathways. TDLC's TDD model shares disruptive technology solutions with the client countries convening for TDDs on thematic topics. For instance, during the SWM TDD focusing on ocean plastics, TDLC discussed remote sensing technology for locating marine waste, machine learning-enabled robots for efficient waste sorting, and biotechnology for development of new consumer packaging. In the TDD on upgrading informal urban settlements, TDLC presented the use case of geospatial data powered by artificial intelligence to identify informal communities and areas without land titles.

## KNOWLEDGE SILO BREAKERS (KSBS) AND GLOBAL PRACTICES

These important partners collaborate with TDLC on knowledge development for TDDs and other events. For example, TDLC collaborated with the Environment Global Practice and Solid Waste Management KSB in organizing the Solid Waste Management TDD, and it collaborated with the Affordable Housing KSB in organizing the TDD on Improving Infrastructure, Services and Livelihoods in Low-Income Urban Settlements. TDLC also collaborated with the Culture, Heritage, and Sustainable Tourism KSB in the organization of a Creative Cities TDD. In collaboration with various regions and task teams, TDLC organizes brown-bag breakfast and lunch events to disseminate information on Japanese engagement with and progress on operational projects. One key example was the brown-bag breakfast on "*Exploring the Extended TDD Model: Programmatic Approach to Operational TDD in Kenya*", which discussed application of the extended TDD model to projects in Kenya through operationalizing of QII.

## 5.2 EXTERNAL STAKEHOLDERS

TDLC works with, and has mutually reinforcing relationships with, a wide range of partners within Japan and globally. These partnerships have been critical in delivering knowledge to client countries and developing solutions based on best practices. TDLC's partners represent the public sector, private companies, academia, multi-donor and UN agencies, and various other institutions. TDLC collaborates with the Japan International Cooperation Agency (JICA) to support its program, including trainings, knowledge sharing and dissemination, event organizing, and many other activities. Additionally, various ministries of Japan, including the Ministry of Land, Infrastructure, Transport and Tourism (MLIT), Ministry of Environment (MoE), and Ministry of Economy, Trade and Industry (METI), have

**Table 4: Areas of Collaboration for TDLC and Partners in FY20**

PARTNER	AREA OF COLLABORATION
BLOOMBERG ASSOCIATES	Collaborated on smart city cases in Japan; TDLC's Kobe case study to be featured in Bloomberg's global publication on best cases of technology for cities
CENTER FOR LIVABLE CITIES (CLC), CITIES ALLIANCE, CITYNET	City Partnership Program, peer learning, city networking
GLOBAL DEVELOPMENT LEARNING NETWORK (GDLN)	Distance learning courses for the Asia and Africa regions Support for video conference and webinar series on development issues and more recently (March and April 2020) in response to COVID-19
GLOBAL RESILIENT CITIES NETWORK (GRCN)	Convened with TDLC and representatives from Kyoto and Toyama in January 2020 to discuss potential collaboration on knowledge sharing on urban management and resilient cities
GRIPS (NATIONAL GRADUATE INSTITUTE FOR POLICY STUDIES)	Collaboration on research on innovation and start-ups for Sustainable Development Goals
INSTITUTE FOR GLOBAL ENVIRONMENTAL STRATEGIES (IGES)	Collaboration with and outreach to cities, especially around the environment agenda Experts deployed for International SWM Conference in India in October 2019 Experts participated in Technical Deep Dive on Solid Waste Management (November 2019) as resource expert, November 2019 Collaborated in organizing the International Symposium on Ocean Plastics and Marine Litter, in Kitakyushu, November 2019 Experts deployed for World Bank's operational project in Kenya
INTERNATIONAL COUNCIL FOR LOCAL ENVIRONMENTAL INITIATIVES (ICLEI)	Collaboration with and outreach to cities, especially around the environment agenda

regularly partnered with TDLC to promote its agenda and support it in achieving its objectives. JICA and MLIT are key partners of TDLC and participate as observers in its Steering Committee. Details of TDLC activities undertaken in collaboration with JICA and MLIT in FY20 are described in the next subsection.

TDLC has been strengthened by its collaboration with external partners, which contribute important experience and expertise to TDLC activities. In FY20, external stakeholders partnered with TDLC to deliver TDDs and other events, and experts were deployed for World Bank operational projects. A summary of key partners and their areas of engagement is in table 4.

PARTNER	AREA OF COLLABORATION
JAPAN-AFRICA INFRASTRUCTURE DEVELOPMENT ASSOCIATION (JAIDA)	<p>Collaboration on QII in Africa</p> <p>Collaboration on the 2<sup>nd</sup> Africa-Japan Public-Private Conference for High-Quality Infrastructure in Yokohama, August 27, 2019</p> <p>At the invitation of MLIT, TDLC attended 14<sup>th</sup> General Meeting of JAIDA to promote further engagement of Japanese private sector in TDLC activities and operations</p>
JAPAN INNOVATION NETWORK (JIN)	Collaboration with private sector in Japan, innovation through medium-to large-scale enterprises
JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)	Collaboration on research, knowledge exchange and dissemination, training programs, Operational Support, and city partnerships (details in next subsection)
MINISTRIES OF JAPAN (MLIT, MOE, METI AND OTHERS)	Collaboration on research, knowledge exchange and dissemination, training programs, Operational Support, and city partnerships (details in next subsection)
UNESCO	Key partner in TDD on Creative Cities in January 2020
UN-HABITAT	<p>Various research initiatives around the thematic areas</p> <p>Collaborated on 2<sup>nd</sup> General Meeting of the African Clean Cities Platform in Yokohama, August 27, 2019</p> <p>City Partnership Program</p>
UNITED NATIONS ENVIRONMENT PROGRAMME (UNEP)	<p>Collaboration on environment-related research and knowledge</p> <p>Collaborated on 2<sup>nd</sup> General Meeting of the African Clean Cities Platform in Yokohama, August 27, 2019</p>
WORLD ECONOMIC FORUM (WEF)	Collaboration on ongoing initiatives under G20 Smart City Alliance

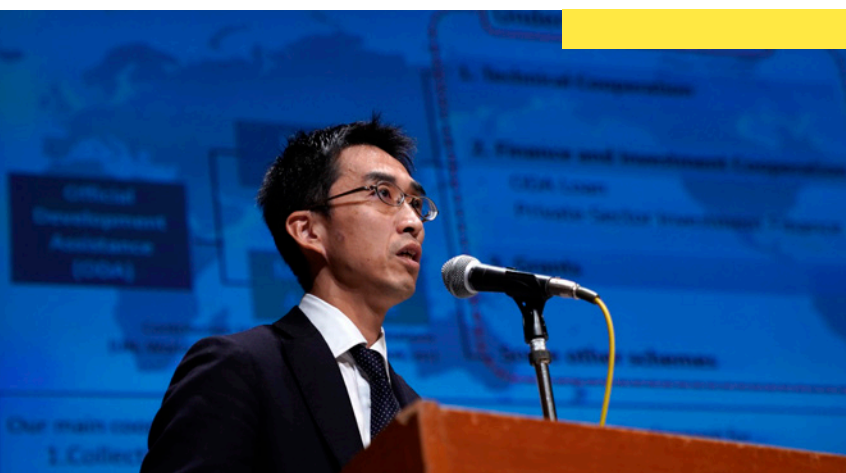
## 5.3 JICA AND TDLC COLLABORATION

JICA and the World Bank undertake an annual high-level dialogue to identify issues of common interest and agree on areas of collaboration. Several common interests emerged from the last dialogue. TDLC, JICA, and the World Bank share a commitment to supporting the development of sustainable cities as a priority goal in the post-2015 development agenda, and collectively recognize the importance of disaster and climate resilience as an essential feature of sustainability. In keeping with the successful adoption of the Sendai Framework for Disaster Risk Reduction 2015–2030, they are committed to reducing disaster risk. JICA and the World Bank are also closely aligned in their commitment to QII as an important modality for achieving the Sustainable Development Goals.

In the last high-level dialogue, JICA and the World Bank also noted the useful role that the World Bank DRM Hub and TDLC play as knowledge hubs that facilitate the operational and policy relationship between the two institutions and help adapt and bring Japanese expertise to development planning and investment. TDLC and JICA will continue to jointly organize workshops, draft technical notes and further collaborate through the City Partnership Program.

In FY20, JICA and TDLC collaborated on the following events and activities:

- TDLC and two JICA departments—the Urban and Regional Development Department and the Global Environmental Department—are in close communication about cooperating on World Bank projects and collaborating on Operational Support.
- JICA collaborated with the World Bank for organizing the 2<sup>nd</sup> General Meeting of the African Clean Cities Platform.
- TDLC “twinned” the World Bank Urban team in Mozambique with the JICA Mozambique team for potential collaboration on SWM.
- TDLC staff supported dialogue between JICA and the World Bank Urban team in the Democratic Republic of Congo to introduce Japanese SWM methodologies and technologies, including the Fukuoka Method.
- JICA invited TDLC for the Public Event of the 2<sup>nd</sup> Africa-Japan Public-Private Conference for High-Quality Infrastructure in Yokohama on August 27, 2019.
- JICA invited the World Bank to the Africa Clean City Platform session of TICAD on August 28, 2019; TDLC led the session.
- TDLC invited a speaker from JICA during the International Symposium on Ocean Plastics and Marine Litter on November 13, 2019.
- Two JICA staff participated as observers in the Solid Waste Management TDD and the TDD on Improving Infrastructure, Services and Livelihoods in Low-Income Urban Settlements.
- JICA collaborated with TDLC for organizing the 2<sup>nd</sup> General Meeting of the African Clean Cities Platform, organized in Yokohama on August 27, 2019.
- At the JICA urban development training, held October 16, 2019, Phil Karp, Lead Knowledge Management Specialist at TDLC, was invited to deliver a presentation.
- TDLC organized the Art of Knowledge Exchange Workshop for JICA staff on January 24, 2020.
- JICA invited a TDLC guest speaker to present at a session on “VGGT and the Sustainable Development Goals” at a JICA land program in Tokyo on February 27, 2020.



Mr. Sei Kondo, Director of the Environmental Management Team 2 at JICA, presenting at the International Symposium: Challenges and Approaches to Addressing Problems of Marine Litter and Ocean Plastic in Kitakyushu.

## 5.4 MLIT AND TDLC COLLABORATION

MLIT and the World Bank are closely aligned in their commitment to QII as an important modality for achieving the Sustainable Development Goals.

In FY20, MLIT and TDLC collaborated on the following events and activities:

- MLIT invited TDLC to moderate the high-level panel for the 2<sup>nd</sup> Africa-Japan Public-Private Conference for High-Quality Infrastructure, during TICAD7 on August 27, 2019; TDLC moderated the high-level panel.
- MLIT invited TDLC to the 14<sup>th</sup> General Meeting of the Japan-African Infrastructure Development Association (JAIDA) on February 6, 2020.
- TDLC invited a speaker from MLIT to the Technical Deep Dive on Transit-Oriented Development planned for February 2020.<sup>1</sup>
- TDLC invited speakers from MLIT to make presentations at the Kenya Urban Development Workshop.
- TDLC made courtesy visits to MLIT Director General Onodera, Deputy Minister for International Projects HIRAI in August 2019.

<sup>1</sup> Due to the spread of COVID-19 and resulting travel restrictions, TDLC cancelled this TDD.



Mr. Toshihiro Kamatani, Director, Housing Bureau, MLIT, presenting affordable housing policies at Kenya Extended TDD.

## 6. FINANCIALS

### FOR FY20 WORK PROGRAM

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**C** OVID-19 impact on FY20 TDLC's activity is reflected in this year's financials. Cancellation of TDDs and other CPP events and activities, as well as limitations of Operational Support activities due to travel restrictions and suspension of country activities resulted in lower expenses in these three categories vis-a-vis planned budget. TDLC refocused its activities to producing more insights (structured learning) from the knowledge generated during the year and to providing a stronger technology support to online and other remote means of delivery, increasing slightly the expenses in these two components. As a result, in FY20 TDLC presents a surplus for carryover for next FY21 activities.

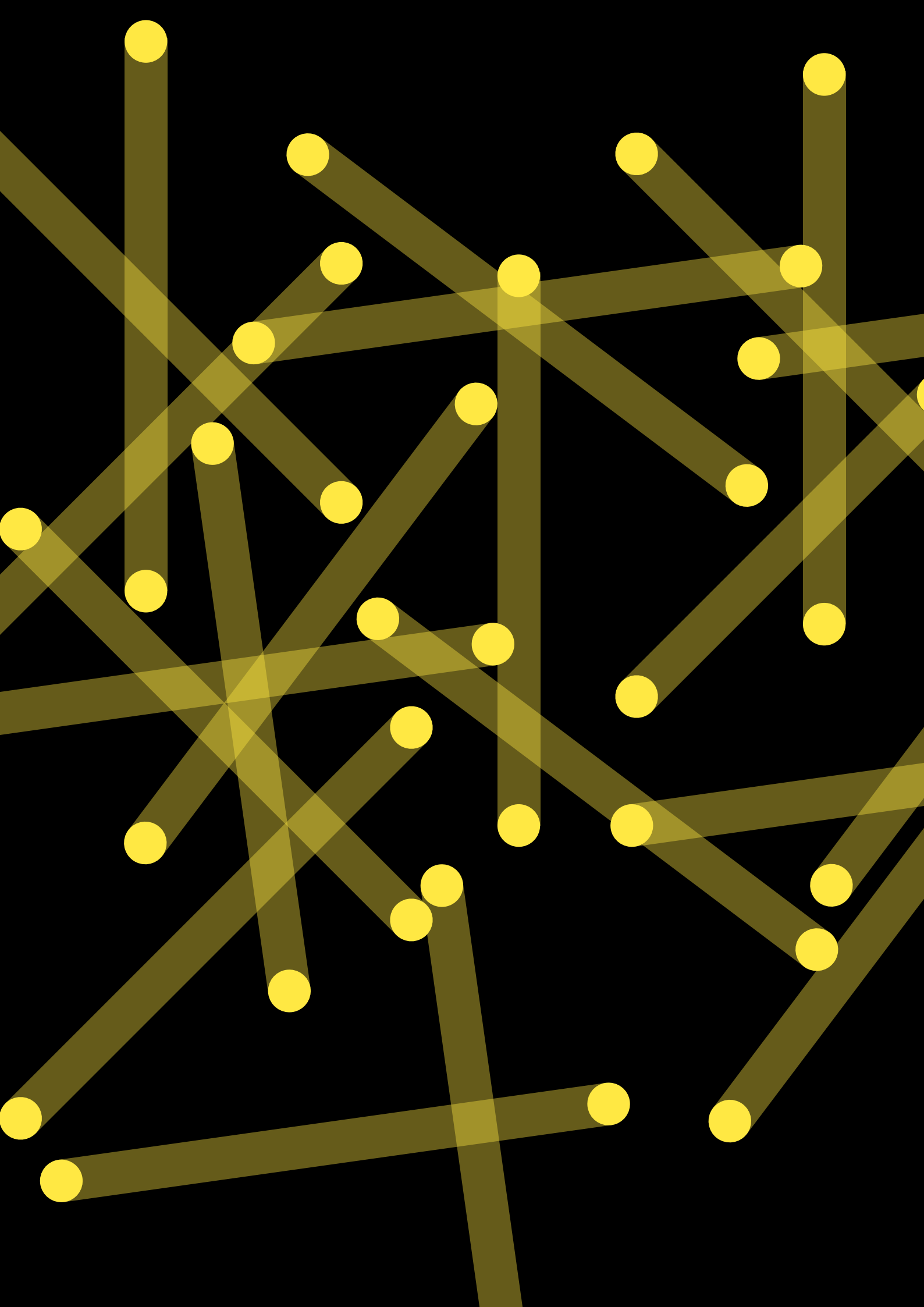
TDLC's FY20 budget and expenditures year to date are shown in table 5.

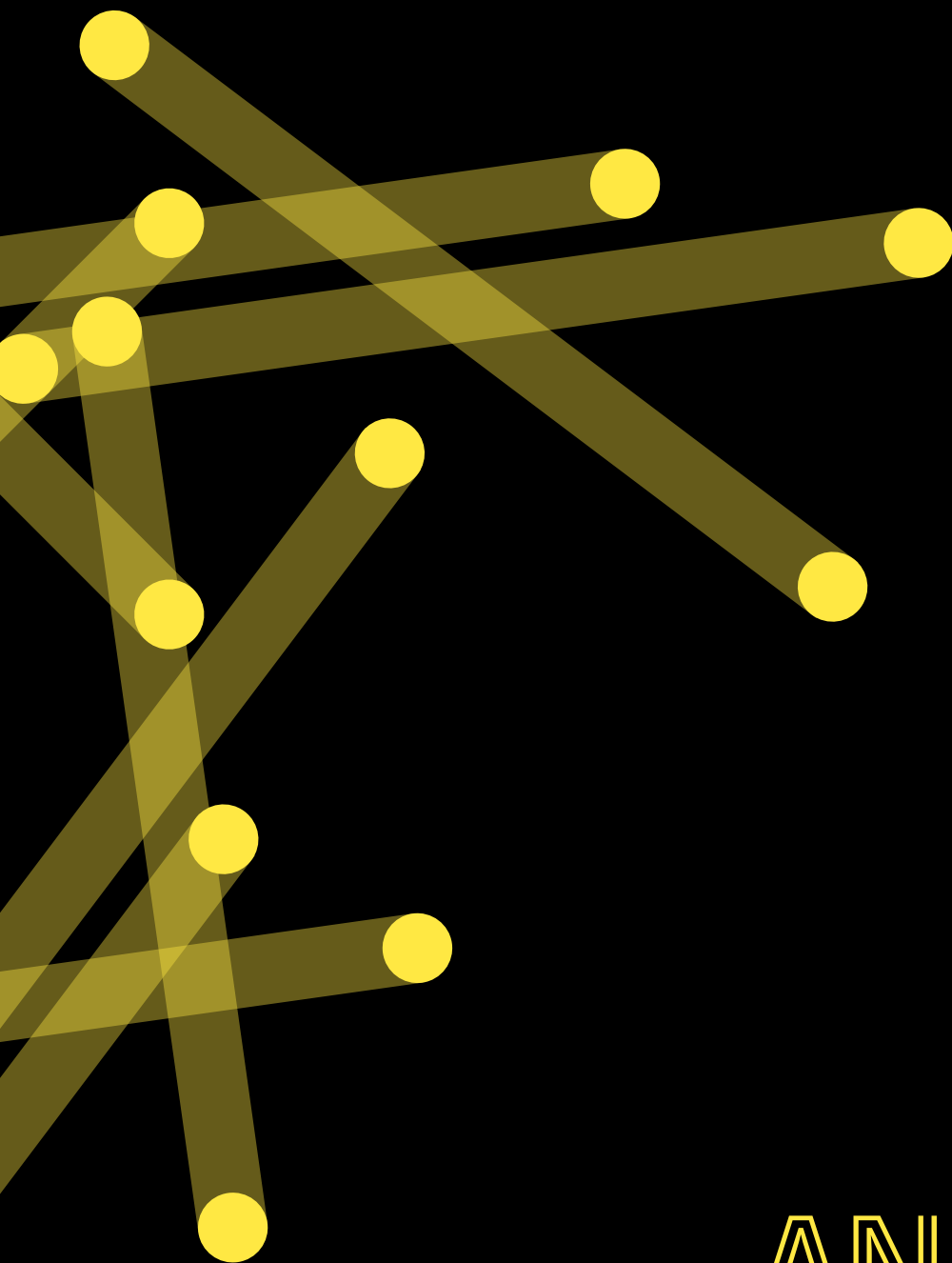
<b>COMPONENT</b>	<b>BUDGETED</b>	<b>FY20 ACTUALS</b>	<b>DIFFERENCE</b>
City Partnership Program	\$800.00	\$648.76	\$151.24
Knowledge networking	\$2,100.00	\$1,616.46	\$483.54
Operational Support	\$1,247.10	\$843.52	\$403.58
Structured learning	\$200.00	\$483.77	\$(283.77)
Technology & conferencing	\$100.00	\$131.87	\$(31.87)
Program management & administration	\$325.00	\$311.06	\$13.94
TDLC office fixed costs	\$788.76	\$776.58	\$12.18
<b>TOTAL</b>	<b>\$5,560.86</b>	<b>\$4,812.02</b>	
Carryover amount			<b>\$748.85</b>

(All values are in US\$ thousands)

Note: Accounted expenses as of June 1, 2020.  
Amounts to be updated with pending expenses and completion of accounting upon closing of FY.

**Table 5: TDLC FY20  
Annual Budget**





# ANNEXES

**ANNEX I: THE TDLC TEAM**

**ANNEX II: TECHNICAL DEEP DIVES IN FY20**

**ANNEX III: KNOWLEDGE EVENTS IN FY20**

**ANNEX IV: OPERATIONAL SUPPORT IN FY20**

**ANNEX V: MEDIA COVERAGE OF TDLC**

## ANNEX I

# THE TDLC TEAM

In FY20, the World Bank went through a realignment process by which the Social Urban, Rural and Resilience Global Practice (GPURR) under a Senior Director became the Urban, Disaster Risk Management, Resilience and Land Global Practice (GPURL) under Sameh Wahba as Global Director. The new Practice reorganized its global programs, including TDLC, in the Global Programs Unit under Maitreyi Das as Practice Manager. Philip Karp, TDLC's program manager since its inception, retired from the World Bank, and Daniel Levine, Team Leader of TDLC during Phase 3, also changed his position. In preparation of Phase 4, these two roles were unified, with Victor Mulas serving from the Tokyo office.

The new TDLC management structure provides TDLC with a strong leadership team, ensuring a direct connection and alignment with GPURL's and World Bank's technical and strategic priorities and operational linkages. As we move to a new Phase, the Team wants to acknowledge the commitment and devotion from Phil Karp and Daniel Levine during their tenure, as well as the strategic impact that Phil Karp has had in TDLC over its history, and particularly in this Phase 3.

## LEADERSHIP

**SAMEH WAHBA** is the Global Director at the Urban, Disaster Risk Management, Resilience and Land Global Practice, based in Washington, D.C. The Global Practice, which also covers territorial development, geospatial and results-based-financing issues, has a portfolio of close to \$30bn in commitments in investment project, program-for-results and development policy lending and about 450 staff.

Prior to this, he served as the Director for Urban and Territorial Development, Disaster Risk Management and Resilience at the World Bank Group's Social, Urban Rural, and Resilience Global Practice, where he oversaw the formulation of the World Bank's strategy, design, and delivery of all lending, technical assistance, policy advisory activities, and partnerships at the global level. He also served as Practice Manager for the Urban and Disaster Risk Management unit in Africa and the Global Urban and Resilience Unit, and as Acting Director of Operations and Strategy for the Global Practice. He worked as Sustainable Development Sector Leader for Brazil, based in Brasilia, and as an urban specialist focused on housing, land, local economic development, and municipal management and service delivery in Latin America and the Caribbean as well as the Middle East and North Africa Regions. Prior to joining the Bank in 2004, he worked at the Institute of Housing and Urban Development Studies in Rotterdam and at the Harvard Center for Urban Development Studies.

He holds a Ph.D. and Master's degree in urban planning from Harvard University, and a B.Sc. and M.Sc. in Architectural Engineering from Cairo University. He speaks Arabic, French, English, and Portuguese. He co-authored the World Bank's flagship publications on "*The hidden wealth of cities: creating, financing and managing public spaces*", "*Regenerating Urban Land: A Practitioner's Guide to Leveraging Private Investment*" and "*Culture in City Reconstruction and Recovery*" jointly with UNESCO.

**MAITREYI DAS** is the Practice Manager of the Global Programs Unit at the Urban, Disaster Risk Management, Resilience and Land Global Practice. Based in Washington DC, she leads a talented group of professionals who work on urban development, resilience and inclusion. She has long-standing experience in both human development and infrastructure related sectors. Of these, urban development, water and sanitation, demography, health, social protection and social development, stand out.

Dr. Das has led and been part of, several research and policy initiatives. She was lead author of the 2013 report, "*Inclusion Matters: The Foundation for Shared Prosperity*"; the 2015 publication, "*Scaling the Heights: Social Inclusion and Sustainable Development in Himachal Pradesh*" and most recently, "*Inclusion Matters in Africa*". She started her career as a lecturer in St Stephen's College, University of Delhi, has been a MacArthur Fellow at the Harvard Center of Population and Development Studies and an advisor to the United Nations Development Program. She has a PhD in Sociology (Demography) from the University of Maryland.

Before joining the World Bank, Dr. Das was in the Indian Administrative Service (IAS).

## STAFF

**VICTOR MULAS** is TDLC Program Manager. He previously worked in the Markets and Technology Unit at the Finance, Competitiveness and Innovation (FCI) Global Practice. He joined the Bank in 2010 and has been since involved in numerous operations and technical assistance initiatives at the intersection of technology, innovation, start-ups, and cities, across regions. Victor has also led Bank-wide programs to mainstream innovation and technologies in operations, including the Innovation Acceleration Program from the Innovation Labs Unit and, most recently, the Disruptive Technologies for Development (DT4D) Program. He currently co-leads the Smart Cities Global Program. Before joining the World Bank Group, Victor worked in global consulting and legal firms, advising governments and multinational companies on technology regulatory strategy. He holds an MBA from the McDonough School of Business at Georgetown University, an LLM in telecommunications law from Universidad de Comillas, and a law degree from Universidad Autonoma de Madrid.

**HARUKA MIKI-IMOTO** is an Operations Officer for the World Bank TDLC in the Urban, Resilience, and Land Global Practice. Haruka leads TDLC's Operational Support activities and works on projects across regions. Previously, Haruka was a key member organizing Technical Deep Dives (TDDs) and analytical activities, including the "*What a Waste 2.0*" publication, competitive cities case studies, and start-up ecosystem analysis for innovative districts. Throughout her career, Haruka has worked for more sustainable, resilient, competitive, and inclusive urban development. She worked with cities in Europe and works closely with cities in Japan. Before joining the World Bank, Haruka worked at Morgan Stanley and at the Institute for Global Environmental Strategies in Japan. She holds dual MPAs from the London School of Economics and Sciences Po Paris, and a BSc in social sciences from Hitotsubashi University.

**SHIN TANABE** is a Knowledge Management Analyst at TDLC. He serves as functional lead of TDDs and other international knowledge exchange programs, ensuring their design, development, and implementation. Before joining the World Bank, Shin worked with the Association for Overseas Technical Scholarship (a Japanese nonprofit organization for human resource development in developing countries), Robert Walters Japan K. K. (a global recruitment firm), and Kwansei Gakuin University (a private university in Japan), focusing on global talent acquisition and development. He has also been active in learning design and program evaluation and in developing, implementing, and evaluating service-learning courses, internship courses, and other knowledge exchange programs in collaboration with local and international stakeholders. Shin holds a master of arts degree in political science from the University of Toronto and two bachelor of arts degrees in political science, one from Amherst College and one from International Christian University.

**SHOKO TAWARA** is a Knowledge Management Analyst at TDLC overseeing the design, development, and implementation of knowledge activities and partnerships. Prior to joining TDLC, Shoko was Assistant Manager in project management at a consultancy firm, where key areas of engagement included budget and contract management and resource mobilization for large-scale infrastructure projects. Her project portfolio includes consultancy for design and construction supervision projects in rail, bridge, and shipbuilding in India and the Philippines. She also was a Sales Consultant for a SaaS (software as a service) company providing media and brand monitoring solutions to public relations and marketing executives in Japan and the Republic of Korea. Shoko has a BA in political science from Northwestern University and an MA in international affairs from the John Hopkins School of Advanced International Studies (SAIS).

**IAIN MITCHELL** joined the TDLC in August 2004 to support multimedia operations for a wide range of World Bank Group events including distance learning seminars, public seminars, high-level government roundtable meetings, and Technical Deep Dives. In 2015, Iain was assigned as Task Team Leader and system architect for the multimedia and conference room upgrade project which involved the redesign of the Control Room and Conference Rooms to reflect the latest trends in presentation and communication technologies. In his current position, Iain is responsible for technical operations and facility maintenance within the center and shoots offsite events and records interviews before editing the content for distribution on the TDLC website and social media networks. Prior to joining the World Bank Group, Iain was working in live television news operations for CNBC Financial Television in London, Reuters Financial Television Tokyo, and Bloomberg Financial Television in Tokyo.

**ASAMI OTSUKA** is the TDLC Program Assistant. She interfaces and communicates with individuals at all levels of the organization, managing general affairs (office administration, finance, human resources), coordinating the logistics of Operational Support, and assisting the Senior Program Officer. Prior to joining the World Bank, she gained experience in both the private sector and international diplomatic organizations as an Executive Assistant in Edenred Japan and at the Honduran Embassy in Japan. Having lived 15 years in Latin America, Asami is proficient in Japanese, English, and Spanish. She holds a BA in English literature from Aoyama Gakuin University.

**CHIYUKI MIFUJI** joined the TDLC in FY17 as Event Coordinator STT (Short-Term Temporary) for the delivery of Technical Deep Dives. Previously, she organized seminars and study tours at Passive House Japan, the general incorporated association that teaches architectural methods for energy-saving residences. She also worked at the Institute for Global Environmental Strategies as a Program Officer and organized several international conferences mainly focused on climate change issues. Since joining TDLC she has organized more than 20 TDDs as well as some events related to Smart Cities and G20.

**YUMI SARUMARU** joined TDLC in FY17 as an Event Coordinator STT. After graduating from university, Yumi worked for two airline companies to pursue her interest in international cultural differences and to enhance her communication skills. She also worked for the Institute for Global Environmental Strategies as an administrative assistant and supported study tours and conferences related to climate change and natural resources ecosystem services.

# SUPPORTING STAFF

**RUTSUKO TANAKA** is the TDLC's Communications and Public Relations Consultant. She has over seven years of professional PR and communications experience, gained at a leading global PR agency (Weber Shandwick) and at not-for-profit organizations in Japan, New York City, and Southeast Asia. She has a strong track record in development of bilingual communications strategy, consultancy, and day-to-day PR support for enterprises of all sizes, from small start-ups to large multinational organizations. Leveraging her academic training in social work (gained in New York) and in coaching, Rutsuko is passionate about empowering the "stories" of socially minded organizations and people in order to unleash their untapped potential. She holds a BA in comparative culture studies from Sophia University (Tokyo, Japan) and a master of social work from New York University. She is a certified PR Planner.

**MIHO INAGAKI** joined TDLC as Communications Consultant in January 2020. Since joining the World Bank in 2009, she has worked on multiple teams, mainly in the Social Protection Global Practice. Prior to joining the World Bank, she worked as a front-end web developer at a private website development company in the United States, and as an Application Engineer/Project Manager at a systems integrator in Japan. She holds a BA from Sophia University.

**VIBHU JAIN** is an Urban Consultant who joined TDLC in FY18. Vibhu holds a master's degree in urban regional planning and public policy. She has worked at the World Bank since 2012, first on urban development projects in the New Delhi office and currently in support of TDLC, Disaster Risk Management (DRM) Hub, and Global Infrastructure Facility (GIF) teams in the Tokyo office. Before joining the Bank, she worked with PricewaterhouseCoopers Ltd. and Deloitte Touche Tohmatsu. Much of her work has been on infrastructure sector projects, including solid waste management and transport, with a focus on project design, transaction advisory for public-private partnerships, and implementation support. Currently, she is supporting TDLC with research and operational projects on urban issues.

**ASAKO SATO** is a Knowledge Management Associate Consultant at TDLC. She started her career at the Asian Productivity Organization, where she helped disseminate knowledge and provide technical assistance to member countries in the Asia Pacific region through study missions, technical expert services, and e-learning programs. She joined the Bank in 2010 as a Senior Knowledge Management Assistant for TDLC (during Phase 2) and was responsible for managing program delivery through blended learning utilizing the distance learning platform (e-learning, Global Development Learning Network, and WebEx). During Phase 3, she was responsible for developing the Community of Practice platform, event websites, and mobile apps, as well as data management and knowledge research products.

**JAMES LEE** joined TDLC in 2019 as a Technology and Operations Consultant and has worked on TDD research and preparation, with a focus on the use cases of disruptive technologies as scalable solutions to many urban challenges. Previously, he worked as an Emerging Markets Equity Research Analyst at Limiar Capital Management. He holds an MS in global business and finance from Georgetown University and a BA in international affairs from the George Washington University.

**XIN ZHANG** joined TDLC as a Research and Operations Consultant in October 2019. Since joining the World Bank in 2017, Xin has worked with multiple teams, including the Development Research Group, Finance Competitiveness & Innovation (FCI), and Corporate IDA & IBRD (DFCII) on project management, event organization, and analytical research. Currently, she is supporting TDLC's work on the Start-up Ecosystem Assessment Project and TDDs. Prior to joining the World Bank, she worked for the United Nations Development Programme and International Labour Organization as a Research Assistant. She holds a master's degree in public policy from Georgetown University and a bachelor's degree in international politics from Renmin University of China.

**KOICHI ITO** joined TDLC as a Research Intern in April 2020. He supports the team's research activities with his skills in data analysis. Before joining TDLC, he had interned at various IT start-ups and developed his skills and knowledge in data analysis. He also worked at an international nonprofit organization in Senegal, supporting research activities for developing water infrastructure. He holds a BA degree in liberal arts from Soka University of America and currently attends a master's program in urban planning at the National University of Singapore.

**NOZOMI KOGA** joined TDLC in March 2020 as a Translation Intern. She supports the team with written translations, as well as with proofreading and editing of documents. Prior to joining TDLC, she worked on urban/transportation development projects at a construction consulting company, mainly carrying out translations and data collection for international projects. Nozomi holds a bachelor of arts degree from International Christian University and currently attends a master's program in international studies at the University of Tokyo.

# ADVISORS

**KIYOSHI KODERA** is a Senior Advisor to TDLC. He served as the TDLC's Mid-Term Review reviewer in 2019. He has over 40 years of experience working in international finance and development. He also works as Senior Research Associate for Overseas Development Institute, UK; is currently Chair of the Water Aid Japan Board of Trustees; and is a Trustee of Save the Children Japan. Mr. Koderá has served as Executive Secretary for the joint World Bank/IMF Development Committee, World Bank Country Director for Central Asia, Senior Vice President of the Japan International Cooperation Agency (JICA), and Deputy Vice Minister for International Affairs at Ministry of Finance, Japan.

**PHIL KARP** is currently a Senior Advisor for TDLC. Previously, he was the Lead Knowledge Management Specialist in the Global Practice for Urban, Disaster Risk Management, Resilience and Land (GPURL) and served as the TDLC Program Manager until last year. In his current role he advises on TDLC's programming, including research and operational support activities. In his previous role he provided technical oversight to TDLC and helped link it to GPURL's operational program, knowledge communities, and partnerships. He has more than 25 years of experience in the fields of knowledge, learning, and advisory services, with special emphasis on practitioner-to-practitioner and South-South knowledge exchange. He holds a master's degree in public policy from the University of California, Berkeley.

**PAUL KRISS** is the Lead Urban Specialist at the World Bank Group and a Senior Advisor of TDLC for QII. Paul seeks to provide value and help cities deal with their enormous challenges by successfully integrating the planning, social, technical, and financial aspects of urban development. Recent changes, such as large migrations and extreme weather events, require new and innovative solutions in the urban space. Paul has more than 20 years of experience in urban development and infrastructure projects in large, medium, and small cities, and over this time has demonstrated that attention to detail can significantly improve results in delivering services to poor populations. He has identified, prepared, and executed large-scale investment programs for the World Bank that target urban and rural infrastructure across the world.

**BANNING GARRETT** is a Senior Advisor of TDLC for Disruptive Technologies. Banning is a Washington-based strategic thinker, writer, keynote speaker, and consultant with more than four decades of experience in national security, US-China relations, and long-term global trends. He currently focuses on exponential technologies and their impact on the economy and intersection with long-term global trends, urbanization, and geopolitics. Banning has consulted to the World Bank, the United Nations, and the US government. He has written for more than two dozen journals and media outlets and has been interviewed by numerous international broadcast and print media. Banning is on the faculty of Singularity University, a Senior Fellow at the Global Federation of Competitiveness Councils, and a Senior Fellow at Global Urban Development. He received his BA from Stanford University and his PhD in Politics from Brandeis University.

ANNEX II  
WORLD BANK PROJECTS SUPPORTED BY  
**TECHNICAL  
DEEP DIVES**  
IN FY20

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## SOLID WASTE MANAGEMENT (SWM) TECHNICAL DEEP DIVE

REGION	COUNTRY	TITLE	LENDING (IPF/PFR/ DPO) OR NON-LENDING (ASA)	COMMITTED FUNDING (US\$ MILLION)	STATUS
AFRICA	Ethiopia	Urban Institutional and Infrastructure Development Program	P4R	859.50	Active
		Addis Ababa City for Transformation Diagnostic ASA	ASA	0.30	Active
	Mozambique	Cities and Climate Change	IPF	120.00	Active
		Cities and Climate Change PPCR AF	IPF	15.75	Active
		Cyclone Idai and Kenneth Emergency Recovery and Resilience Project	IPF	21.00	Active
	Sierra Leone	Resilient Urban Sierra Leone Project (RUSL_P)	IPF	50.00	Pipeline
EAST ASIA AND THE PACIFIC	China	Chongqing Small Town Water Environment	IPF	218.62	Active
	Indonesia	Improvement of Solid Waste Management to Support Regional and Metropolitan Cities	IPF	326.00	Active
	Philippines	Philippines - Sustainable Inclusive and Resilient Tourism Project	IPF	300.00	Pipeline
		Managing Tourism Growth in the Philippines	ASA	0.16	Active
EUROPE & CENTRAL ASIA	Albania	Realizing the Blue Economy Potential of Albania	ASA	0.15	Active
		Central Asia: Climate and Environment (CLIENT) Program (Action on Circular Economy for Green Growth)	ASA	1.48	Active
	Romania	Romania Integrated Nutrient Pollution Control Project	IPF	127.62	Active
	Turkey	Sustainable Cities Project 1	IPF	132.77	Active
		Sustainable Cities 2	IPF	92.54	Active
		Sustainable Cities 2 Additional Finance	IPF	561.72	Active
		Municipal Services Improvement Project in Refugee Affected Areas	IPF	296.76	Active
LATIN AMERICA AND CARIBBEAN	Colombia	Colombia Plan PAZcifico: Water Supply and Basic Sanitation Infrastructure and Service Delivery Project	IPF	133.51	Active
		Colombia Institutional Strengthening for Territorial Development DPF (Support to the Ministry of Housing and Urban Development)	DPF	400.00	Active
MIDDLE EAST & NORTH AFRICA	Tunisia	Supporting SWM Modernization in Tunisia	P4R	300.00	Active
		Tunisian Urban Development and Local Governance Program	P4R	300.00	Active
SOUTH ASIA	Bangladesh	Dhaka City Neighborhood Upgrading Project	IPF	106.00	Active
		Leveraging the Circular Economy to Reduce Industrial and Marine Pollution in Bangladesh	ASA	0.63	Active
	India	Kerala Solid Waste Management Project (KUSDP- Problue)	IPF	150.00	Pipeline

Note: ASA = Advisory Services and Analytics;  
DPF = Development Policy Financing;  
IPF = Investment Project Financing;  
P4R= Program-for-Results.

# IMPROVING INFRASTRUCTURE, SERVICES, AND LIVELIHOODS

## TECHNICAL DEEP DIVE

REGION	COUNTRY	TITLE	LENDING (IPF/PFR/ DPO) OR NON-LENDING (ASA)	COMMITTED FUNDING (US\$ MILLION)	STATUS
AFRICA	Democratic Republic of Congo	Kinshasa Multisectoral and Urban Resilience Project	IPF	150.00	Dropped
	Uganda	Second Phase of the Kampala Institutional and Infrastructure Development Project	IPF	183.75	Active
		Uganda Support to Municipal Infrastructure Development Project, PforR	P4R	150.00	Active
		Support to Institutional Capacity Enhancement for Urban Development and Management	IPF	2.87	Pipeline
EAST ASIA AND THE PACIFIC	Indonesia	Indonesia National Slum Upgrading Project	IPF	1,743.00	Active
	Myanmar	Myanmar Southeast Asia Disaster Risk Management Project	IPF	116.00	Active
LATIN AMERICA AND CARIBBEAN	Bolivia	Bolivia Urban Resilience	IPF	70.00	Active
	Brazil	Urban Upgrading of Izidora, Belo Horizonte	IPF	-	Pre Identification
	Colombia	Resilient and Inclusive Housing Project	IPF	100.00	Pipeline
	Mexico	Improving Access to Affordable Housing Project	IPF	100.00	Active
MIDDLE EAST & NORTH AFRICA	Djibouti	Djibouti Integrated Slum Upgrading Project	IPF	20.00	Active
	Arab Republic of Egypt	Upper Egypt Local Development Program	P4R	500.00	Active
SOUTH ASIA	Pakistan	Punjab Cities Program	P4R	236.00	Active
		Pakistan Housing Finance Project	IPF	145.00	Active

Note: ASA = Advisory Services and Analytics;  
DPF = Development Policy Financing;  
IPF = Investment Project Financing;  
P4R= Program-for-Results.

# CREATIVE CITIES

## TECHNICAL DEEP DIVES

REGION	COUNTRY	TITLE	LENDING (IPF/ PFR/DPO) OR NON-LENDING (ASA)	COMMITTED FUNDING (US\$ MILLION)	STATUS
AFRICA	Cameroon	Cameroon: Inclusive and Resilient Cities Development Project	IPF	160.00	Active
	Ethiopia	Addis Ababa Diagnostic	ASA	0.30	Active
EAST ASIA AND THE PACIFIC	China	Gansu Revitalization and Innovation Project	IPF	312.63	Active
	Philippines	Philippines Sustainable Tourism Project	IPF	300.00	Pipeline
		Managing Tourism Growth in the Philippines	ASA	0.19	Active
EUROPE & CENTRAL ASIA	Albania		-	-	Pre Identification
	Georgia	Third Regional Development Project	IPF	75.00	Active
LATIN AMERICA AND CARIBBEAN	Bolivia	Bolivia Urban Resilience Project	IPF	70.00	Active
MIDDLE EAST & NORTH AFRICA	Saudi Arabia	KSA SMNUR-1: Saudi Arabia Culture, Heritage, and Sustainable Tourism Programmatic RAS	ASA	4.32	Active
SOUTH ASIA	Nepal	Nepal Urban Governance and Infrastructure Project (Kathmandu Integrated Urban Upgrading)	IPF	164.44	Pipeline
	Sri Lanka	Local Development Support Project	IPF	100.65	Active

Note: ASA = Advisory Services and Analytics;  
DPF = Development Policy Financing;  
IPF = Investment Project Financing;  
P4R= Program-for-Results.

# ANNEX III

# KNOWLEDGE EVENTS

## IN FY20

### INTERNATIONAL EVENTS (JAPAN)

#### THE 2<sup>ND</sup> AFRICA-JAPAN PUBLIC-PRIVATE CONFERENCE FOR HIGH-QUALITY INFRASTRUCTURE YOKOHAMA, AUGUST 27, 2019

**Organizers:** Japan Ministry of Land, Infrastructure,  
Transport and Tourism (MLIT),  
Japan-Africa Infrastructure  
Development Association (JAIDA),  
Japan International Cooperation Agency (JICA)

**Speakers:** **Keiichi Ishii**, Minister of MLIT;  
**Masashi Adachi**, Vice Minister of MLIT;  
**Takuya Kurita**, Vice Minister for Land, Hokkaido  
Development, and International Affairs, MLIT;  
**Eric Wendmanegda Bougouma**,  
Minister of Infrastructure, Burkina Faso;  
**Kwasi Amoako-Attah**,  
Minister for Roads and Highways, Ghana;  
**James Wainaina Macharia**, Cabinet  
Secretary of Transport, Infrastructure,  
Housing and Urban Development, Kenya;  
**Hajo Andrianainarivelo**, Minister of Territorial  
Planning, Housing and Public Works, Madagascar;  
**Katumba Wamala Edward**,  
Minister of State for Works, Uganda;  
**Ambassador Amani Abou-Zeid**, Commissioner for  
Infrastructure and Energy, African Union Commission;  
**Sameh Wahba**, Global Director, World Bank



Panelists at the 2<sup>nd</sup> Africa-Japan Public-Private  
Conference for High-Quality Infrastructure  
a side event held during TICAD7.

**Participants:** **500**

As part of the 2<sup>nd</sup> Africa-Japan Public-Private Conference for High-Quality Infrastructure, which was held during the 7<sup>th</sup> Tokyo International Conference on African Development (TICAD7), TDLC moderated the Ministerial Roundtable on “*African Ministers in Charge of Infrastructure*.” This roundtable discussion aimed to address infrastructure development approaches, specifically challenges in implementing G20 quality infrastructure investment (QII) principles and other Japanese development initiatives. In addition, TDLC moderated a panel session entitled “*Realization of Sustainable Cities in Africa*,” which explored key factors (methodologies, finance, technologies) to facilitate urban planning and development in Africa.

## THE 2<sup>ND</sup> GENERAL MEETING OF THE AFRICAN CLEAN CITIES PLATFORM YOKOHAMA, AUGUST 27, 2019

**Organizers:** Ministry of Environment (MoE),  
Japan International Cooperation Agency (JICA),  
City of Yokohama,  
United Nations Environment Programme (UNEP),  
United Nations Human Settlement Programme  
(UN-Habitat)

**Speakers:** **David Marquis**, Sustainable Development  
Goals Data and Information Unit, UNEP;  
**Nobuyuki Konuma**, Deputy Director, MoE;  
**Hiroshi Kato**, Manager, Clean Authority of Tokyo;  
**Ismo Tiainen**, Director General, MoE, Finland;  
**Mitsuo Yoshida**, Technical Advisor, JICA;  
**Isaac Muraya**, Director of Environment,  
Nairobi City County Government;  
**Kazushige Endo**, Director, United Nations  
Centre for Regional Development;  
**Ludgarde Coppens**, Head, SDG Data  
and Information Unit, Science Division, UNEP;  
**Nao Takeuchi**, Associate Expert, UN-Habitat;  
**Abdouraman Bary**, Regional Officer, UNEP;  
**Andre Dzikus**, Coordinator, UN-Habitat;  
**Sameh Wahba**, Global Director, World Bank;  
**Megumi Muto**, Director General, JICA;  
**Yusuke Amano**, Senior Vice President, JICA

**Participants:** **450**

The conference sought to deepen discussions on solid waste management (SWM) in cooperation with multilateral development banks and other related international organizations. In addition to serving as a follow-up event to the previous conference (held in Rabat, Morocco, in 2018), this conference also sought to help build the capacity of officials in charge of SWM. TDLC made a presentation on the World Bank's flagship publication "*What a Waste 2.0*," with a focus on the African region.



Global Director Sameh Wahba presenting on World Bank initiatives in SWM in Africa.



Mr. Shigenori Tanabe (City of Kobe) talks about the 500 Kobe Accelerator program and its impact on the city's digitalization initiatives.

## 8<sup>TH</sup> ASIA SMART CITY CONFERENCE YOKOHAMA, JAPAN, OCTOBER 8-11, 2019

**Organizers:** City of Yokohama,  
World Bank TDLC,  
Asian Development Bank Institute

**Speakers:** **Victor Mulas**, Senior Program Officer, World Bank TDLC;  
**Kazufumi Fujimoto**, Director, Planning, Planning & Coordination Department, General Affairs & Planning Bureau, Fukuoka City Government;  
**Shigenori Tanabe**, Director, New Business Promotion Division, Kobe City Government;  
**Emiko Murakami**, Director of Business Promotion, Kitakyushu Asian Center for Low Carbon Society, City of Kitakyushu;  
**Kosuke Adachi**, Director of Policy Division, Policy Bureau, City of Yokohama;  
**Yoto Eguchi**, Director of 3R Promotion Division, Resources and Waste Recycling Bureau, City of Yokohama;  
**and others**

**Participants:** **400**

In response to a request from Yokohama City, TDLC co-organized the Asia Smart City Conference, an international conference bringing together Asian city leaders and representatives from international organizations, academic institutions, and private companies with the goal of establishing a knowledge hub for smart cities. At this conference, city leaders shared their vision for growth as well as their current challenges and needs; private companies and academic institutions proposed innovative solutions; and international organizations offered programs to support efforts by cities and private companies. In addition, best practices around the world were shared as case models of smart city development.

TDLC led a panel discussion on disruptive technology and city development. Leading Japanese cities from TDLC's City Partnership Program (Fukuoka, Kobe, Kitakyushu, and Yokohama) introduced their recent initiatives using conventional solutions to urban challenges, along with solutions using disruptive technologies such as big data, artificial intelligence, and blockchain. Based on the presentations, participants discussed the possibilities and challenges of implementing disruptive technologies in city development. TDLC also made presentations in several panel discussion sessions including the "*Role of Knowledge Hub for Smart Urban Solutions*" and the closing panel.



## INTERNATIONAL SYMPOSIUM CHALLENGES AND APPROACHES TO ADDRESSING PROBLEMS OF MARINE LITTER AND OCEAN PLASTIC KITAKYUSHU, NOVEMBER 13, 2019

Keynote speech by Mr. Satoru Iino  
(Deputy Director, Office of Marine  
Environment, Ministry of Environment).

**Organizers:** World Bank TDLC,  
City of Kitakyushu

**Speakers:** Akira Kondo, City of Kitakyushu;  
Satoru Iino, Deputy Director, MoE;  
Philip Karp, Lead Knowledge  
Management Specialist, World Bank;  
Catalina Marulanda, Practice Manager, World Bank;  
Azusa Kojima, Japan Environmental  
Action Network (JEAN);  
Sei Kondo, JICA;  
Ridha Yasser, Coordinating  
Ministry of Maritime Affairs, Indonesia;  
Frank van Woerden, World Bank;  
Gabrielle Johnson, National Oceanic and  
Atmospheric Organization (NOAA), United States;  
Eiji Nakamura, City of Kitakyushu;  
Masaki Takao, JEPLAN, Inc.;  
Yasushi Kawata, Toppan Printing Co., Ltd.;  
Taro Ishii, Alliance to End Plastic Waste (AEPW);  
Junichi Sono, City of Kitakyushu

**Participants:** 400

In connection with the TDD on SWM, TDLC and the city of Kitakyushu co-organized the International Symposium on Marine Litter and Ocean Plastic. Phil Karp (Lead Knowledge Management Specialist) and Mr. Satoru Iino (Deputy Director, Office of Marine Environment, MoE) made keynote presentations explaining the World Bank's and Japan's efforts to address marine plastic issues. In the panel discussion, Japanese and international panelists from both the public and private sectors shared their challenges and lessons learned from current practices, highlighting the importance of data transparency and citizens' engagement.

## INTERNATIONAL EVENTS (ABROAD)

### TOD ACADEMY FOR LATIN AMERICAN CITIES IN THE GLOBAL PLATFORM FOR SUSTAINABLE CITIES (GPSC)

3<sup>RD</sup> GLOBAL MEETING, SÃO PAULO, SEPTEMBER 16-17, 2019

**Organizers:** World Bank TDLC

**Speakers:** **Felipe Targa**, Senior Urban Transport Specialist, World Bank;  
**Angus Laurie**, Liama Urban Design;  
**Juan Felipe Pinilla**, JFP Associados;  
**Francisco Cabrera**, Deloitte;  
**Fernando de Mello Franco**, Institute of Urbanism and Studies for the Metropolis (URBEM);  
**Chang Gyu Choi**, Urban Design Analysis Lab (U-DAL);  
**Masafumi Ota**, Tokyu Corporation;  
**Richard Liu**, Institute for Transportation & Development Policy

**Participants:** **1,000**

This two-day interactive workshop, organized within the framework of the GPSC's 3<sup>rd</sup> Global Meeting, brought together government officials from 12 Latin American and Caribbean cities and four Chinese cities, along with World Bank technical teams and international experts, to help delegations identify barriers and challenges related to transit-oriented development (TOD) in their respective cities and map out suitable action plans. TDLC dispatched a Japanese TOD expert, Mr. Masafumi Ota, as a presenter and resource expert to the workshop. He stressed that the success of TOD relies on coordination between various stakeholders, including public authorities and the private sector from multiple fields such as railways, land and urban development, and real estate development. He also emphasized the importance of determining the scale and nature of urban and commercial development around transport nodes to get a profitable return on investments.

The panelists from Transit-oriented Development City Academy Session 3 on Finance



## CITY SOLUTIONS WORKSHOP BARCELONA, NOVEMBER 23, 2019

**Organizers:** Smart Cities Global Program,  
International Finance Corporation (IFC),  
Smart City Expo World Congress,  
TDLC

**Speakers:** **Maurizio Travaglini**, Facilitator, Smart.City\_Lab,  
and Founder/CEO, Architects of Group Genius;  
**Mustafa Tunç Soyer**, Mayor of Izmir

**Participants:** **70**

The City Solutions Workshop (CSW) convenes a curated selection of city leaders and global experts to provide targeted solutions to selected Bank client cities. The CSW is designed to tackle city challenges under high-uncertainty environments and to achieve practical solutions by leveraging human-centered design and co-creation methodologies. For cities in developing countries, the CSW provides a carefully chosen pool of experts and practitioners with unique knowledge, deep expertise, and real-life experience. TDLC dispatched two city officers from Yokohama to the workshop as experts representing Japanese cities: Mr. Shuhei Okuno and Ms. Reiko Nishiyama.

Yokohama experts - Mr. Shuhei Okuno, Deputy Director-General of Climate Change Policy, and Ms. Reiko Nishiyama, Director for Development Cooperation - participating in the plenary session of the City Solutions Workshop with the Mayor of Izmir, Mr. Mustafa Tunç Soyer.



## OTHER EVENTS ORGANIZED IN JAPAN

### REGIONAL REVITALIZATION SYMPOSIUM OF THE NEXT GENERATION ENTREPRENEUR DEVELOPMENT PROJECT YAMAGATA, NOVEMBER 30, 2019

**Organizer:** Yamagata University Business  
Research Institute for Global Innovation

**Speakers:** **Victor Mulas**, Senior Program  
Officer, World Bank TDLC;  
**Hideyuki Horii**, Executive Director,  
Japan Social Innovation Center;  
**Tsunesaburo “Sunny” Sugaya**,  
Managing Director, Miyako Capital

**Participants:** **100**

At the request of the Business Research Institute for Global Innovation, TDLC participated in this symposium organized by Yamagata University Business Research Institute for Global Innovation. This event explored how governments and companies can work together to reform and create new industries, thereby revitalizing the local economy in the countryside of Japan. TDLC delivered a keynote lecture entitled “*Start-up as an Opportunity for Local Revitalization.*”

### ART OF KNOWLEDGE EXCHANGE WORKSHOP FOR JICA TOKYO, JANUARY 24, 2020

**Organizer:** World Bank TDLC

**Speakers:** **Philip E. Karp**, Lead Knowledge Management  
Specialist, World Bank;  
**Shoko Tawara**, Knowledge Management  
Analyst, World Bank TDLC

**Participants:** **11**

JICA staff members explore how to develop an effective knowledge sharing program using the Art of Knowledge Exchange framework.



TDLC delivered a workshop on the Art of Knowledge Exchange to JICA. Based on the Art of Knowledge Exchange Planning Guideline developed by the World Bank, this hands-on interactive workshop provided participants with tools to design and implement effective knowledge exchange initiatives using a systematic model to achieve measurable results. Participants learned how to apply a simple five-step model for successful knowledge exchange (anchor, define, design & develop, implement, measure & report results) and how to utilize a range of instruments and activities to ensure that learning objectives are met.

## **THE 14<sup>TH</sup> GENERAL MEETING OF JAPAN-AFRICA INFRASTRUCTURE DEVELOPMENT ASSOCIATION (JAIDA) TOKYO, FEBRUARY 6, 2020**

**Organizer:** MLIT,  
JAIDA

**Participants:** **96**

TDLC was invited by the MLIT to the 14<sup>th</sup> General Meeting of JAIDA to promote further engagement of the Japanese private sector in TDLC activities and operations. An invitation was extended to JAIDA firms to participate in the Kenya Urban Development Workshop (February 29–March 7), giving Japanese firms an opportunity to engage with senior-level World Bank experts and Kenyan government counterparts for ongoing and upcoming World Bank projects in Kenya. The TDLC program was introduced as a tool for Japanese firms seeking to identify trends, initiatives, and client demand in urban development for new pipeline projects. The general meeting was attended by 96 representatives of Japanese firms that are currently engaged in or interested in entering African markets. As a result of this event, several Japanese firms registered to attend the Kenya Urban Development Workshop, providing these firms with an opportunity for intimate engagement with TDLC activities. This event supported TDLC's objective of reaching a broader level of engagement with Japanese stakeholders outside of the City Partnership Program framework.

## **JICA LAND PROGRAM TOKYO, FEBRUARY 27, 2020**

**Organizer:** JICA

**Participants:** **8**

TDLC was invited by JICA to participate in a JICA land program and present as a guest speaker at the session on “VGGT and the Sustainable Development Goals (SDGs).” This program for delegates from Vietnam (from the Ministry of Natural Resources and Environment as well as the Ministry of Agriculture and Rural Development) aimed to enhance techniques for and increase knowledge of planning and managing land development projects. TDLC made a presentation on the World Bank's approaches and impact of its land projects.

## LECTURES/TRAINING BY TDLC STAFF FOR TALENT DEVELOPMENT

### SPECIAL LECTURES FOR SPECIAL COURSE III INTERNATIONAL ECONOMY AND BUSINESS, 2019

**Speaker:** Haruka Imoto,  
Operational Officer, World Bank TDLC

**Participants:** 40

In the summer of 2019, at the request of Professor Aki Kinjyo of Gakushuin Women's College, Haruka Miki-Imoto participated as a guest in Special Course III: International Economy and Business at the Gakushuin Women's College. Haruka shared her working experience and introduced Japan's urban development experiences to the World Bank city practitioners.

### SPECIAL LECTURES FOR GLOBAL SOCIAL ENTREPRENEURSHIP (GRADUATE COURSE), JULY 1, 2019

**Speaker:** Victor Mulas,  
Senior Program Officer, World Bank TDLC

**Participants:** 30

At the request of the Graduate School of Management of Kyoto University, TDLC gave a lecture in the course on global social entrepreneurship. TDLC explained common enabling elements for innovation and entrepreneurship. During the class, students were invited to discuss what Kyoto needs to do to become a global ecosystem hub.

## **JICA URBAN DEVELOPMENT TRAINING**

### **OCTOBER 16, 2019**

**Organizer:** JICA

**Speakers:** **Phil Karp,**  
Lead Knowledge Management Specialist, World Bank

**Participants:** **40**

TDLC was invited by JICA to participate as a guest speaker in Introduction to Urban Development, a JICA training course. This course for JICA experts and consulting firms aimed to enhance techniques for and increase knowledge about planning and managing urban development projects. TDLC made a presentation on the World Bank's approaches and the impact of its urban development engagements.

## **SPECIAL LECTURES FOR INTERNATIONAL**

### **POLICIES FOR CULTURAL SUSTAINABILITY**

#### **(UNDERGRADUATE COURSE), DECEMBER 10 AND 17, 2019**

**Speaker:** **Haruka Imoto,**  
Operational Officer, World Bank TDLC

**Participants:** **15**

At the request of Dr. Junko Okahashi of Sacred Heart University, TDLC made two presentations in the undergraduate course on international policies for cultural sustainability. In the first class, TDLC offered an overview of World Bank operations on urban regeneration, cultural heritage, and sustainable tourism. The session covered the World Bank's relevant interventions in client countries and how they can serve the World Bank's twin goals of ending extreme poverty and promoting shared prosperity. The session provided some practical operational examples in client countries in the Europe and Central Asia region and the East Asia and Pacific region. In the second meeting, students presented examples from Japan and made the case for why they were urban regeneration projects rather than urban development projects.



# ANNEX IV OPERATIONAL SUPPORT

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## COMPLETED OPERATIONAL SUPPORT FY20

In FY20, TDLC supported lending and advisory projects across a number of regions, including Africa (Ethiopia, Democratic Republic of Congo, Kenya, Mozambique), East Asia and Pacific (Indonesia, Vietnam), Europe and Central Asia (Serbia), South Asia (Bangladesh, India, Nepal), Latin America and the Caribbean (Argentina, Bolivia, Brazil, Colombia), and the Middle East and North Africa (Morocco).

TYPE OF SUPPORT	REGION	COUNTRY	PROJECT	LENDING (IPF/P4R/ DPF) OR ASA	EXPERT ORGANIZATIONS	TDD PARTICIPATED BETWEEN FY16 TO FY20
EXTENDED SUPPORT	AFRICA	KENYA	Nairobi Metropolitan Services Improvement Project	IPF	IGES, JIC Consulting, MLIT	Smart Cities, MetroLabs & QII, SWM, TOD & LVC, IUWM, Seismic Risk, TOD & Urbanscapes, Affordable Housing
			Kenya Urban Support Program	IPF	IGES, JIC Consulting, MLIT	Smart Cities, MetroLabs & QII, SWM, TOD & LVC, IUWM, Seismic Risk, TOD & Urbanscapes, Affordable Housing
			Kenya Informal Settlements Improvement Project 2	IPF	IGES, JIC, MLIT	Smart Cities, MetroLabs & QII, SWM, TOD & LVC, IUWM, Seismic Risk, TOD & Urbanscapes, Affordable Housing
	LATIN AMERICA & CARIBBEAN	COLOMBIA	Urban Sketchbook	RAS	City of Yokohama, Waseda University, Kanto Gakuin University	Urban Regeneration
	SOUTH ASIA	BANGLADESH	Dhaka City Neighborhood Upgrading Project	IPF	Lion Architect, SDA Architect	Mega-Metro, SWM, TOD & Urbanscapes
			Leveraging the Circular Economy to Reduce Industrial & Marine Pollution	ASA	IGES	SWM
EXPERT DISPATCH	EAST ASIA & PACIFIC	INDONESIA	National Urban Development Project	IPF	City of Osaka, Tokyu Corporation	Compact Cities, IT for Land, TOD, Affordable Housing
			City Planning Labs and Spatial Planning	IPF	City of Osaka, Tokyu Corporation	Compact Cities
	SOUTH ASIA	INDIA	Kerala Urban Service Delivery Project	IPF	IGES, City of Osaka	SWM
JUST-IN-TIME VIRTUAL REVIEW	EAST ASIA & PACIFIC	VIETNAM	Vietnam Urbanization Advisory Services and Analytics	ASA	JIC Consulting	Mega-Metro

TYPE OF SUPPORT	REGION	COUNTRY	PROJECT	LENDING (IPF/P4R/ DPF) OR ASA	EXPERT ORGANIZATIONS	TDD PARTICIPATED BETWEEN FY16 TO FY20
MATCHING & CUSTOMIZING KNOWLEDGE	AFRICA	CONGO, DEM. REP.	Kinshasa Multisector Development and Resilience	IPF	City of Fukuoka	Urban Upgrading
	EUROPE & CENTRAL ASIA	SERBIA	Redevelopment for Serbia, Sarajevo Bosnia & Herzegovina SCD update	SCD	City of Fukuoka, Tokyo Metropolitan Government	Urban Regeneration
	MIDDLE EAST & NORTH AFRICA	MOROCCO	Morocco Catastrophe Deferred Drawdown Option	P4R	City of Kitakyushu	Direct support request from task team without TDD participation
			Integrated Risk Management Program	DPF	City of Kitakyushu	Direct support request from task team without TDD participation
	SOUTH ASIA	INDIA	Kerala Urban Service Delivery Project	IPF	City of Kitakyushu	SWM
		NEPAL	Nepal Urban Governance and Infrastructure Project	IPF	City of Kyoto	Creative Cities
	LATIN AMERICA & CARIBBEAN	BOLIVIA	Bolivia Urban Resilience	IPF	City of Kyoto	Creative Cities
		ARGENTINA	Metropolitan Buenos Aires Urban Transformation	IPF	Tokyo Metropolitan Government	IUWM, Mega-Metro, State Property Management TOD
TWINNING PARTNERS FOR FURTHER COLLABORATION	AFRICA	MOZAMBIQUE	Mozambique DRM and Resilience Program	P4R	JICA	SWM

Note: ASA = Advisory Services and Analytics;  
DPF = Development Policy Financing;  
IPF = Investment Project Financing;  
P4R= Program-for-Results;  
DRM = disaster risk management;  
IGES = Institute for Global Environmental Strategies;  
IUWM = Integrated Urban Water Management;  
JICA = Japan International Cooperation Agency;  
LVC = land value capture;  
MLIT = Ministry of Land, Infrastructure, Transport and Tourism;  
SCD = Systematic Country Diagnostic;  
QII = quality infrastructure investment;  
SWM = solid waste management;  
TOD = transit-oriented development.

## ONGOING OPERATIONAL SUPPORT FY20

TYPE OF SUPPORT	REGION	COUNTRY	PROJECT	LENDING (IPF/P4R/ DPF) OR ASA	EXPERT ORGANIZATION	TDD PARTICIPATED BETWEEN FY16 TO FY20
EXTENDED SUPPORT	AFRICA	ETHIOPIA	Ethiopia UIIDP	P4R	City of Fukuoka	SWM
			Integrated Strategic Development of Addis Ababa	ASA	City of Fukuoka	SWM
	SOUTH ASIA	SRI LANKA	Local Economic Development Support	IPF	Expert on art festivals, creative clustering (TBC)	Creative Cities

Note: ASA = Advisory Services and Analytics;  
DPF = Development Policy Financing;  
IPF = Investment Project Financing;  
P4R= Program-for-Results;  
SWM = solid waste management;  
UIIDP = Urban Institutional and  
Infrastructure Development Program.

## DETAILS OF ONGOING OPERATIONAL SUPPORT FY20

### SOLID WASTE MANAGEMENT IN ETHIOPIAN PILOT CITIES OPERATIONAL SUPPORT

ETHIOPIA (P163452/P172091)

#### TDLC TOOL

EXPERT DISPATCH (Long-term)

Capacity Building Analysis & Workshop

#### TDLC ENGAGEMENT

- Assess the current systems and gaps of the solid waste management (SWM) initiatives of Addis Ababa and Bahir Dar. Recommend tools and the use of such tools for integrated SWM of the two cities. Determine how quality infrastructure investment (QII) principles can be implemented in the recommendation.
- Assess the capacity gaps and training needs of the concerned agencies and develop and deliver a training and knowledge sharing activity to provide targeted training to relevant government officials from Addis Ababa and a few selected cities in Ethiopia. Include how the recommended training can meet QII principles.
- Identify and prioritize SWM national investment activities and recommend an action plan to implement an integrated SWM strategy in Addis Ababa and Bahir Dar.

#### ASSOCIATED LENDING PROJECT

Ethiopia Urban Institutional and Infrastructure Development Program (UIIDP)

### LOCAL ECONOMIC DEVELOPMENT PROJECT

SRI LANKA (P163305)

#### TDLC TOOL

EXTENDED SUPPORT

#### TDLC ENGAGEMENT

- As part of a medium-term plan under the project's economic cluster and local economic development (LED) support, TDLC offers an array of options to benchmark innovative approaches to LED. Experiences in Japan using creative industries and local creative/artistic capital to reinvigorate rural and economically challenged areas may offer important lessons for lagging provinces in Sri Lanka.
- Building on consolidated examples (such as the Setouchi Triennale, Echigo-Tsumari Art Field, Oku-noto Triennale), the team will assess the viability of implementing a methodology to identify and organize these anchor events in Sri Lanka.
- The support will help the strategic vision in provinces to develop the tourism sector and capture a growing share of the inbound markets that are increasingly positioning Sri Lanka as a tourism destination. Building destinations around this unique and differentiating sources of comparative advantage would also align with current business trends shifting global tourism markets, as tourists seek genuine experiences and prioritize do-it-yourself travel over packaged tours.

#### ASSOCIATED LENDING PROJECT

Local Economic Development Project

# ANNEX V MEDIA COVERAGE OF TDLC

\*Non exhaustive list

## **MEDIA REPORT ON INTERNATIONAL SYMPOSIUM**

### **CHALLENGES AND APPROACHES TO ADDRESSING PROBLEMS OF MARINE LITTER AND OCEAN PLASTIC**

The International Symposium on Challenges and Approaches to Addressing Problems of Marine Litter and Ocean Plastic took place at the Main Hall of Kitakyushu International Conference Center on November 13, 2019. It was part of TDLC's Technical Deep Dive (TDD) on Solid Waste Management, and about 70 practitioners from 13 countries joined the conference together with over 400 participants from the Kyushu area. The symposium provided a great opportunity for these officials and practitioners to share knowledge about addressing marine plastic waste in Japan and abroad.

The symposium was featured on NHK's prime time news in the evening, as well as in one of the most subscribed local newspapers and on local cable TV. The head commentator at Kyushu Asahi Broadcasting Co., Ltd., also plans to feature the World Bank's initiatives on marine litter and ocean plastic on his radio program.

#### **NHK KITAKYUSHU**

#### **AIRIED A STORY ON THE EVENING NEWS ON NOVEMBER 13, 2019: "SYMPOSIUM ON PLASTIC LITTER"**

<https://www3.nhk.or.jp/lnews/kitakyushu/20191113/5020004433.html>

#### **SUMMARY OF THE NEWS STORY**

An international symposium was held in Kitakyushu City, inviting experts from Japan and abroad to get interested in the problem of marine pollution from plastic waste. At the event, World Bank specialists discussed the challenges of this issue, and the TDD participants from Indonesia introduced their work to reduce solid waste.

## THE NISHINIPPON SHIMBUN

**RAN AN ARTICLE IN THE KITAKYUSHU EDITION ON SATURDAY, NOVEMBER 16, 2019: “INTERNATIONAL SYMPOSIUM AT KITA-WARD, KOKURA CITY: ‘MARINE PLASTIC IS THE CHALLENGE FOR CITIZENS’”**

<https://www.nishinippon.co.jp/item/n/559977/>

### ABOUT NISHINIPPON SHIMBUN

The Nishinippon Shimbun is a Japanese-language daily newspaper published by the Nishinippon Shimbun Co., Ltd. As of 2013, it had a circulation of about 875,000 (total of morning and evening editions). It is headquartered in Fukuoka, which accounts for the bulk of its circulation, and is also sold throughout the Kyushu region.

### SUMMARY OF THE ARTICLE

Philip Karp, Lead Knowledge Management Specialist of the World Bank, said, “*The widespread use of potable plastic bottles is one reason for the increase in plastic waste in the world. It takes about 450 years to disassemble a plastic bottle.*” A representative of the Ministry of the Environment reported, “*Based on the declaration issued at Osaka G20, specific countermeasures have been implemented in many countries.*” According to Kitakyushu City, the marine plastics issue will be raised on the agenda at the Environment Ministers Meeting among Japan, China, and the Republic of Korea to be held on November 23 and 24. There were about 500 participants at the symposium.

## KYUSHU ASAHI BROADCASTING

**INTERVIEWED CATALINA MARULANDA, PRACTICE MANAGER, ON NOVEMBER 13, 2019**

About Kyushu Asahi Broadcasting: Kyushu Asahi Broadcasting Co., Ltd., is a broadcasting station in Fukuoka, Japan, that is affiliated with TV Asahi Network. Its programs are aired to 2 million households in Northern Kyushu. Mr. Kenichiro Usui, the head commentator of the station, asked Catalina about the World Bank’s global development agenda, especially as it relates to solid waste management and marine plastics.

### SUMMARY OF THE INTERVIEW

Catalina described the international challenges and the World Bank’s activities on marine litter and ocean plastic. She also said that Japan is a leading country in addressing this issue.

## A LOCAL CABLE STATION, JCOM TV

**AIRD AN INTERVIEW WITH SHIN TANABE, KNOWLEDGE MANAGEMENT ANALYST**

### SUMMARY OF THE INTERVIEW

Shin explained the partnership with Kitakyushu City under TDLC’s City Partnership Program (CPP) and the city’s role in the Technical Deep Dive on Solid Waste Management. He also talked about the need to raise awareness of issues surrounding solid waste management.

## THE KANKYO SHIMBUN

**PUBLISHED AN ARTICLE ON WEDNESDAY, JANUARY 29, 2020:  
“AIMING FOR PROPER RECYCLING OF PLASTIC RESOURCES”**

<http://www.kankyo-news.co.jp/ps/qn/guest/news/showbody.cgi?CCODE=84&NCODE=1949>

### ABOUT KANKYO SHIMBUN

The Kankyo Shimbun is a Japanese-language weekly newspaper published by the Kankyo Shimbun Co., Ltd. As of 2020, it had a circulation of about 74,000. It is headquartered in Tokyo, which accounts for the bulk of its circulation, and is also sold throughout Japan.

### SUMMARY OF THE ARTICLE

Kitakyushu City launched the Kitakyushu City Plastic Smart Promotion Project in FY19 to solve the marine plastic problem that has become a global issue, with the aim of reducing emissions and promoting reuse and recycling, through waste collection and other initiatives. In March last year, the city concluded an agreement with city supermarkets and related organizations to reduce emissions. On November 13 last year, an international symposium was also held at the Kitakyushu International Convention Center. In collaboration with the World Bank, the event discussed approaches to the current challenges and solutions to address the marine plastic waste problem.

## UNESCO CREATIVE CENTER FOR MUSIC IN BOHOL

### THE MANILA BULLETIN

**ISSUED AN ARTICLE ON SUNDAY, FEBRUARY 2, 2020: “DOT TO  
CONDUCT RAPID ASSESSMENT OF BOHOL’S CULTURAL ASSETS”**

<https://news.mb.com.ph/2020/02/02/dot-to-conduct-rapid-assessment-of-bohols-cultural-assets/>

### ABOUT THE MANILA BULLETIN

The Manila Bulletin is one of the Philippines’ largest English-language broadsheet newspapers by circulation and is issued by Manila Bulletin Publishing Corporation. As of 2017, it had a circulation of about 320,000. It is headquartered in Manila, which accounts for the bulk of its circulation, and is also sold throughout the Philippines.

### SUMMARY OF THE ARTICLE

The Department of Tourism proposed a rapid assessment of Bohol’s cultural assets be made on top of its more well-known physical assets, in connection to Bohol’s application for a UNESCO Creative Center for Music. Edwin Enrile and Bohol Governor Arthur Yap shared the lessons learned through week-long conferences in Tokyo and Kyoto, Japan.

**ISSUED AN ARTICLE ON MONDAY, FEBRUARY 3, 2020:  
“BOHOL VIES FOR UNESCO CREATIVE CENTER FOR MUSIC”**

<https://www.pressreader.com/philippines/manila-bulletin/20200203/281629602255591>

### SUMMARY OF THE ARTICLE

In Tokyo, Japan, on January 31, 2020, clients from the Philippines announced their decision to apply for a UNESCO Creative Center for Music in Bohol. World Bank Task Team Leader Lesley Cordero is finalizing a presentation for the World Bank’s Creative Cities and Industries Project.



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