

Arthur D Little

Mid-Term Review for World Bank Tokyo Development Learning Center Phase 3

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Preface

Review Team

The Mid-Term Review of the Tokyo Development Learning Center (TDLC) program was conducted by Jeffrey Gutman from Brookings Institution, Kiyoshi Kodera from Overseas Development Institute, and Takashi Riku (Yu Lu) from Arthur D. Little Japan, Inc. From the World Bank, Phil Karp and Daniel Levine provided overall supervision for this review.

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Program: Japan-World Bank Distance Learning Partnership Program – Phase 3	
Program Type	Single-Donor Trust Fund
Contributing Government	Ministry of Finance, Japan
Geographical Focus	Global
Duration	2015-2020
Budget	25 million USD

Executive Summary

Introduction

The Tokyo Development Learning Center (TDLC) program is a partnership between the Government of Japan and the World Bank launched in June 2004. Phase 3 of the program, which started in 2015, is managed by the World Bank's Social, Urban, Rural and Resilience Global Practice (GSURR) under the oversight of a Steering Committee comprising representatives from the Japanese Ministry of Finance (MoF) and the World Bank. Currently in its third five-year phase, TDLC supports and facilitates strategic World Bank and client country collaboration with select Japanese cities, agencies, private sector entities, and partners for joint research, knowledge exchange, and other activities that develop opportunities to link Japanese and global expertise with specific project-level engagements in developing countries to maximize development impact.

This Mid-Term Review (MTR) is aimed at documenting the major achievements, outcomes, and impact of the TDLC program as it approaches the end of Phase 3 to ensure accountability to its stakeholders and to provide a baseline for assessment of a possible next phase. The MTR evaluates the TDLC program from the perspectives of strategic relevance, effectiveness, and quality. The methodology was a combination of a desk review of TDLC's internal data and documents as well as an online survey answered by 173 World Bank clients and interviews with 31 World Bank Task Team Leaders (TTLs) and 9 key Japanese stakeholders.

The TDLC Ecosystem

According to the Trust Fund Agreement, the strategic objective of TDLC is “to support partners and institutions in Japan and other countries in documenting and sharing development experiences, lessons and solutions and in sharing these with relevant change agents in Bank client countries.” The Trust Fund Agreement further raises six activities and their respective operational objectives to direct TDLC efforts in pursuing the strategic objective articulated above.

Over the course of Phase 3, TDLC established a unique ecosystem where World Bank clients, TTLs, and Japanese stakeholders are effectively engaged through a sequenced combination of key activities listed in the Trust Fund Agreement. The City Partnership Program (CPP), which is a bilateral partnership between TDLC and select Japanese cities, is the primary source of Japanese development knowledge for TDLC. TDLC codifies and packages Japanese development knowledge through its research activities, and the outputs are utilized to structure Technical Deep Dives (TDDs), which are week long immersive learning experiences held monthly in Japan inviting World Bank clients and TTLs. After exposure to Japanese expertise, World Bank clients may request just-in-time Operational Support for their respective World Bank projects. Japanese experts are mobilized for these follow-up activities, where they get a better understanding of client needs based on direct interaction. In addition to the above activities, TDLC participates in or hosts events and conferences for wider dissemination of Japanese knowledge and enhanced visibility.

Stakeholder Expectations

Prior to TDD participation, World Bank clients had high expectations for new knowledge, new connections, and ideas for implementation. Japanese cities viewed the CPP as an opportunity for strengthening international cooperation initiatives, capacity building, international business development, and enhancing development impact. World Bank TTLs saw TDDs as a rare opportunity for learning Japanese experience and building intimate working relationships with their clients.

Review Findings

City Partnership Program

The CPP is a bilateral partnership with selected Japanese cities to support the codification and dissemination of their development experience and link the codified Japanese expertise to World Bank operations. New cities are added on a rolling basis, and typically, a Memorandum of Understanding (MoU) is signed upon joining the CPP. As of FY19, partner cities are Fukuoka, Kitakyushu, Kobe, Kyoto, Toyama, and Yokohama.

Overall, the CPP has met most of the initial expectations expressed by partner cities. A core deliverable of the CPP are the high-quality case studies and project briefs documenting the development experience of partner cities. World Bank's high-level English editorial capacity is greatly appreciated by partner cities in the process of producing the documentations. Other key benefits for the partner cities include enhanced branding, exposure to global urban agendas, direct dialogue with client cities, and city-level focus for attentive support.

Although partner cities have been involved in Operational Support for knowledge share, their contributions in upstream project design and implementation support are rather limited. Many partner cities recognize this as a future challenge. Also, while partner cities have high expectations for international business development for local enterprises, other Japanese players such as Japan International Cooperation Agency (JICA) and Japan Bank for International Cooperation (JBIC) may be better positioned to respond to such business interests.

Research Activities

Codification of Japanese expertise may be one of the most notable achievements of TDLC Phase 3. The quality of knowledge pieces is very high relative to similar undertakings, and the outputs are highly appreciated particularly by the sources of knowledge including CPP partner cities. Furthermore, the Japanese expertise captured with a lens towards practical application is a critical input for the TDDs and other related TDLC activities. To enhance the applicability of technical takeaways, there is still scope for refinement to document "how" they have developed their cities in a historical context.

A key issue is that not many Japanese stakeholders are aware of the knowledge pieces produced by TDLC, and it is unclear how many World Bank clients and TTLs have actually read them. Currently, TDLC lacks a one-stop website where all knowledge pieces are easily accessible.

Technical Deep Dives

TDDs are the flagship deliverables of TDLC Phase 3. In these week long learning programs, World Bank clients and TTLs are invited to Japan and gain exposure to Japanese and international expertise through an immersive program for knowledge exchange that incorporates various learning modalities. Typically, a client delegation consists of 2 representatives of World Bank client countries accompanied by 1 TTL, and around 12 delegations are invited per TDD.

The TDD experience is aligned with expectations of World Bank clients. Particularly, development approaches from Japan tend to exceed expectations by far. The clients' evaluation of the quality and modalities of TDDs is high. In terms of quality, applicability of technical takeaways was rated slightly lower than other factors. In terms of modalities, clients were particularly impressed by the first-hand observation of Japanese expertise through site visits. Furthermore, clients agreed that the development impact, learning effect, and networking effect of TDDs are high.

Without exception, World Bank staff found the TDDs of extremely high value. Most important is the learning approach directed at bottom-up problem-solving. Using a team approach bringing together client representatives and World Bank staff from around 12 countries covering all six World Bank regions, the mix of Japanese experience with peer learning across delegations and the combination of different modalities for knowledge sharing such as lectures, workshops, and site visits has resulted in long term development impacts.

A rising issue is the balance between the number of client representatives per delegation and the number of client delegations present at TDDs. Having more than two client representatives per delegation can foster knowledge sharing across different sectors and levels of government in the client country, but having fewer number of delegations would jeopardize the valuable social and professional interaction between delegations.

Operational Support

Operational Support is TDLC's key instrument to materialize client learnings from Japanese experience into operations on the ground. Upon request from World Bank clients via TTLs based on action plans created during TDDs, TDLC provides support for knowledge share such as the delivery of case studies and speaker dispatch, upstream project design such as technical advisory notes, and implementation support on a just-in-time basis. Representatives from cities, private firms, government officials, and academia/non-profits are mobilized as experts for Operational Support engagements.

As more client countries and World Bank staff are exposed to Japanese expertise through TDDs, there is growing demand for follow-up support. Given limited staff and financial resources, key issues for TDLC going forward are the amount of resources to direct at follow-up support relative to other activities and the appropriate role of TDLC in facilitating these types of follow-up support.

Outreach Activities

Each year, TDLC participates in or hosts around 10-20 large scale public events and conferences. As opposed to TDDs and Operational Support, which are closed engagements with World Bank clients and TTLs, outreach activities allow TDLC to publicly disseminate the development experience from Japan globally and locally as well as to strengthen relationships with key Japanese stakeholders.

TDLC is also making significant contributions to the global promotion of Quality Infrastructure Investment (QII) and Universal Design. It should be underlined that the uniqueness of TDLC is to address QII through a bottom-up approach for urban planning, not necessarily by creating top-down principles and guidelines.

Recently, TDLC is participating in more prominent events and conferences such as the G20, U20, and APEC meetings, which can be considered as a positive trend. On the other hand, the size of TDLC's outreach activities is also increasing, which is captured in the 262.4% increase in the number of participants reached per event or conference. While this means TDLC is more efficiently reaching a larger audience, this also poses the risk of TDLC becoming "one of them" because the interaction between speaker and audience tends to be weaker in larger-scale events and conferences. Going forward, it is important to clarify what to expect from each event or conference to make sure that efforts put into outreach activities are not wasted.

Monitoring and Evaluation

A key issue regarding monitoring and evaluation is how to look at the development impact of the TDLC program, which can be rephrased as how TDLC has influenced urban policies, programs, and projects in client countries. Moreover, there are a number of activities that are currently not monitored.

Recommendations

TDLC's extensive efforts to capture and document Japanese expertise, particularly municipal-level expertise, in English and to cultivate demand for Japanese expertise among World Bank clients and TTLs should be recognized as a significant contribution to the development sector in Japan. The program is highly praised by World Bank clients, TTLs, and senior management as well as Japanese partners including CPP partner cities. The review team believes that TDLC is worthy of continued, if not expanded, investment for the remainder of Phase 3 and also for a potential Phase 4.

The review team has also noticed that TDLC is in a critical stage of its growth. Given past success, demand is growing rapidly. However, the amount of resources at hand has remained the same each year. Furthermore, as TDLC becomes more deeply engaged with World Bank clients through follow-up support, more effort must go into tailoring deliverables to the various contexts of client countries, raising costs substantially.

To assist TDLC in determining the future directions of the program, the review team provides recommendations based on the findings of this MTR. The summary of recommendations is provided below.

City Partnership Program and Research Activities

- TDLC is encouraged to selectively increase the number of CPP partner cities on a merit basis. In doing so, rigorous selection criteria should be exercised and objectives for project-level engagements beyond knowledge sharing should be clearly articulated in the MoU. This is to foster more large-scale and in-depth involvement of partner cities while maintaining the program at a manageable size. In the event of a partner city not delivering on the agreed objectives, the rigid application of the rolling basis in the form of a “dormant arrangement” may be necessary.
- TDLC should encourage CPP partner cities to become further involved in Operational Support targeting the upstream project design of World Bank projects. Their involvement is particularly encouraged in the matching of demand and supply as well as knowledge exchange on key aspects including coordination.
- To enhance the applicability of knowledge products to client country contexts, in-depth collaboration with CPP partner cities to develop narrative case studies and documentations of the city's historical experiences, particularly around policies, finance, and institutional settings, is advised. Another possible option is to increase efforts in the production of post-TDD tailored case studies and documentations. If this option were to be pursued, TDLC should build on its existing stock of codified Japanese expertise to strike a balance between the “wholesale” and “retail” approach.

Technical Deep Dives and Follow-up Activities

- TDLC is in good position to intermediate between World Bank clients, TTLs, and Japanese knowledge providers through delivery of its activities, particularly follow-up support. Continued efforts in this direction are strongly encouraged. To this end, although it is not feasible for TDLC to have sufficient in-house technical expertise to meet all demands across topics, a modest increase in the number of staff with technical expertise is highly recommended.
- The provision of “Technical Field Exchanges” is a potential new mode of post-TDD follow-up support. In other words, following a TDD in Tokyo, TDLC could bring Japanese expertise to the client country or region to offer an in-country TDD-like experience. This approach may be an effective solution for the trade-off between the sharing of TDD learnings among representatives from various sectors or levels of government within a client country/city and the valuable social and professional interaction between

representatives from different client countries. This approach also addresses the issue of English requirements inhibiting the selection of appropriate client representatives to attend TDDs.

- TDLC should provide support for TDD alumni scattered around the globe to strengthen their connections based on TDD experiences. The alumni network is a valuable opportunity for the dissemination of Japanese development knowledge and peer learning within a client country or region.
- TDLC may need to limit the number of TDDs to a manageable level to balance resources devoted to other TDLC activities including new endeavors such as the “Technical Field Exchanges”. Another approach may be to balance the composition of established themes, relatively new themes, and frontier topics, which differ in terms of how much the content can be standardized. Similarly, for Operational Support, more strategically focused interventions are necessary to maintain the quality of TDLC’s intermediation as demand increases for follow-up support, particularly the delivery of case studies from Japanese sources.
- In providing post-TDD follow-up support, TDLC should take care not to go too far beyond its original learning objectives and foster specific contracting modes, which may be perceived as posing potential conflicts of interest with World Bank procurement guidelines. TDLC must also take care not to supplant World Bank operational budgets, for example by offering grant support to projects.

Communications and Visibility

- An urgent task for TDLC is to create a one-stop website where all knowledge pieces are easily accessible. A potential challenge is the World Bank policy on quality control. Since TDLC documents typically do not go through a formal peer review, the policy may reject these documents. The review team strongly urges the World Bank to review this policy and permit the uploading of lighter materials such as working papers.
- To effectively reach World Bank clients and TTLs, TDLC should strengthen the targeted distribution of tailored content. In addition to existing dissemination channels, which are TDDs, Operational Support, and outreach activities, TDLC should explore new approaches to timely and proactively deliver knowledge pieces tailored to the local context and the project stage of the targeted audience.
- TDLC is encouraged to continue its selective engagement in outreach activities that either reach a large number of participants for enhanced visibility or contribute to maintaining and strengthening relationships with key stakeholders in Japan.
- TDLC’s efforts in communications and visibility should be strongly supported by World Bank Tokyo Office since their function is predominantly communications and government relationships.

Monitoring and Evaluation

- In its Annual Reports, TDLC should inform readers on what is working, what are the future directions, and what corrective actions will be taken.
- TDLC is strongly encouraged to monitor project-level development impact by collecting project information for all TDDs and following up with TTLs. Although it would take several years to observe any specific impact, TDLC most likely will be able to understand how and when TDDs or follow-up support affected on-the-ground initiatives and where this was less successful.
- For activities that are currently not monitored, the initiation of some form of monitoring is recommended. For research activities, as a starting point, the creation of a one-stop website would allow TDLC to measure the number of downloads, for example. For the CPP, it may be worthwhile to ask partner cities for voluntary targets for the next few years for monitoring progress and incentivizing further contributions to TDLC engagements including speaker dispatch and Operational Support.

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Abbreviations

AFR	Africa
CCSA	Cross-Cutting Solution Areas
CoP	Communities of Practice
CPP	City Partnership Program
EAP	East Asia and Pacific
ECA	Europe and Central Asia
FY	Fiscal Year (Based on World Bank fiscal year from July to June). FYXX refers to FY20XX.
GP	Global Practice
GSURR	Social, Urban, Rural and Resilience Global Practice
JBIC	Japan Bank for International Cooperation
JICA	Japan International Cooperation Agency
LAC	Latin America and Caribbean
MLIT	Ministry of Land, Infrastructure, Transport and Tourism
MNA	Middle East and North Africa
MoF	Ministry of Finance
MoU	Memorandum of Understanding
MTR	Mid-Term Review
OECD	Organization for Economic Co-operation and Development
OLC	Open Learning Campus
QII	Quality Infrastructure Investment
SAR	South Asia
TDD	Technical Deep Dive
TDLC	Tokyo Development Learning Center
TTL	Task Team Leader
VC	Video Conferencing

I Introduction

I.1 Program Overview

The Tokyo Development Learning Center (TDLC) program is a partnership between the Government of Japan and the World Bank launched in June 2004. Phase 3 of the program, which started in 2015, is managed by the World Bank's Social, Urban, Rural and Resilience Global Practice (GSURR) under the oversight of a Steering Committee comprising representatives from the Japanese Ministry of Finance (MoF) and the World Bank. Day-to-day operation of the program is conducted by the TDLC team in Tokyo under the management of the Partnerships and Resource Mobilization unit of GSURR with the guidance of the World Bank's Special Representative of Japan with respect to partnerships and relationships with the Government of Japan.

Currently in its third five-year phase, TDLC supports and facilitates strategic World Bank and client country collaboration with select Japanese cities, agencies, private sector entities, and partners for joint research, knowledge exchange and other activities that develop opportunities to link Japanese and global expertise with specific project-level engagements in developing countries to maximize development impact. The TDLC program is thematically focused on urban and has a global mandate.

The main components of the TDLC program as articulated in the Trust Fund Agreement are the following:

- City Partnership Program
- Knowledge Networking and Outreach Support
- Operational Support
- Design & Delivery of Structured Learning for Clients, Partners and Staff
- Technology, Conferencing and Outreach Services
- Program Management and Administration

Detailed explanations on TDLC activities are provided in the following Chapters.

I.2 Purpose of the TDLC Mid-Term Review

The Mid-Term Review (MTR) is aimed at documenting the major achievements, outcomes and impact of the TDLC Program as it approaches the end of the current Phase 3 to ensure accountability to its stakeholders and to provide a baseline for assessment of a possible next phase. In particular, the review addresses the contributions of the program to enhancing development impact, which was a key criterion for success identified by the Government of Japan at the beginning of Phase 3. The review is not necessarily a comprehensive evaluation of all dimensions of the program over the five years of the current phase. It will instead focus on key features and functions of TDLC to answer central questions for understanding to what degree TDLC Phase 3 has achieved the current goals, operated effectively, and what impact has been generated and is likely to be generated in the future.

The review findings of TDLC Phase 3 will be made publicly available, as was the case with the review of Phase 2. Reviewers will be external experts who are proficient in monitoring and evaluation, development impact, knowledge exchange, and capacity building.

1.3 Review Structure and Methodology

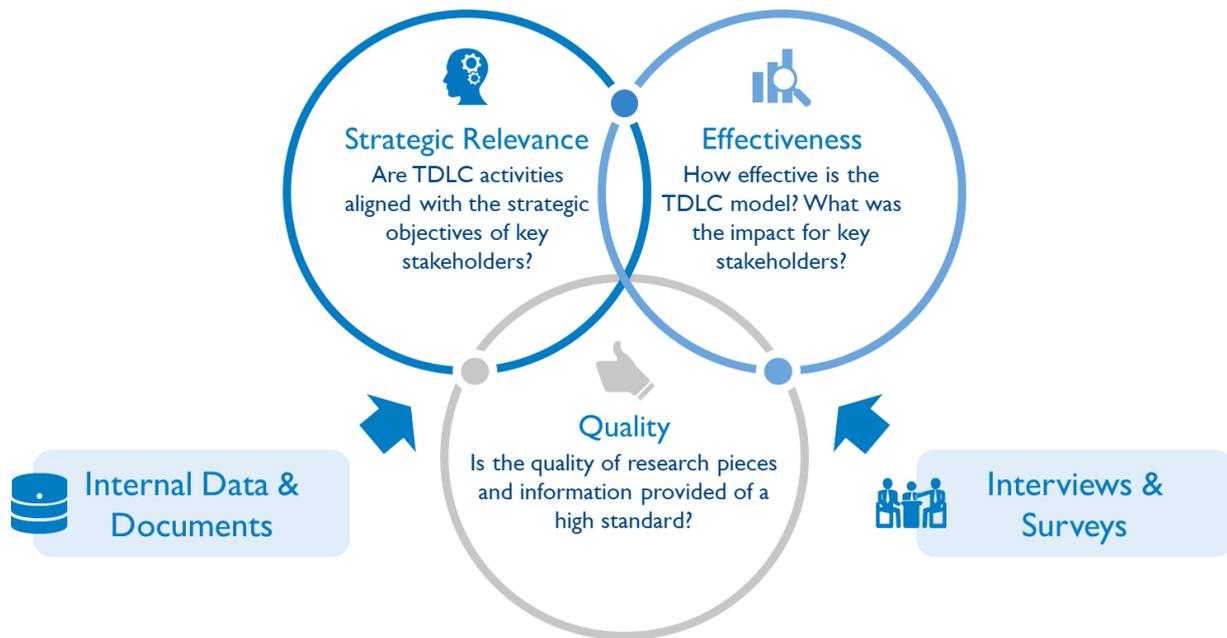


Figure 1. Review Structure and Methodology

The MTR evaluates the TDLC program from three perspectives:

- **Strategic Relevance:** Are TDLC activities aligned with the strategic objectives of key stakeholders?
- **Effectiveness:** How effective is the TDLC model? What was the impact for key stakeholders?
- **Quality:** Is the quality of research pieces and information provided of a high standard?

The MTR was conducted through a desk review of TDLC’s internal data and documents as well as through interviews and surveys with various stakeholders ranging from high-level stakeholders to individual event participants. The MTR report is structured around the key activities of the TDLC program. Each activity is reviewed from the aforementioned perspectives of strategic relevance, effectiveness, and quality. Comments on the way forward are provided where applicable.

For this MTR, the review team conducted the following interviews and surveys:

- Online survey sent out to over 550 World Bank clients, of whom 173 provided responses
- Interviews with 31 World Bank Task Team Leaders (TTLs), staff, and related managers
- Interviews with 9 key Japanese stakeholders including central and local government officials

2 Evolution of the TDLC Program

2.1 Trust Fund Agreement as a Starting Point

The strategic and operational objectives for TDLC Phase 3 agreed by World Bank and MoF at the beginning of the phase are described in the Trust Fund Agreement. According to the document, the strategic objective of TDLC is:

“To support partners and institutions in Japan and other countries in documenting and sharing development experiences, lessons and solutions and in sharing these with relevant change agents in Bank client countries.”

To pursue the above strategic objective, the Trust Fund Agreement lists six activities as eligible for financing. The Trust Fund Agreement further describes the operational objectives for each activity, which are provided below.

City Partnership Program

- Collaborate with selected cities in Japan to document experiences and lessons on various development challenges and solution areas through joint research, knowledge delivery and learning activities designed to share experience around specific development solutions.
- Capture and document 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.
- Use the materials referred to in the above bullet as the basis for learning and knowledge sharing activities that bring officials from Bank client countries, sometimes together with Bank staff, to Japan to learn from the selected cities and to share knowledge through peer-to-peer learning and benchmarking mechanisms such as deep dives, master classes, etc.
- Explore linkages with other city partnership initiatives housed in the Bank.
- Facilitate operational linkages between Bank clients and selected cities in Japan.

Knowledge Networking and Outreach Support

- Support knowledge outreach, dissemination and networking activities of selected World Bank Global Practices (GPs) and Cross-Cutting Solutions Areas (CCSAs) as a platform for exchange of knowledge and experience on development through partnerships with various public and private organizations in Japan and the region. The GPs and CCSAs for collaboration will be selected in consultation by the Bank and the Donor based on thematic/development solution topics of mutual interest.
- Support Communities of Practice (CoP) as an instrument for ongoing knowledge exchange among Bank staff, clients and partners around specific thematic development topics or issues.

Operational Support

- Support and/or facilitate delivery of knowledge, capacity building, and advisory services, particularly on a just-in-time basis in conjunction with Bank operational projects.

- Use the TDLC's networking and connectivity capacity to transform traditional modes of technical assistance and advisory services into more programmatic and sustained approaches through inclusion of virtual delivery elements.
- Identify operational linkages and opportunities both at the upstream stage and at the project implementation stage.

Design & Delivery of Structured Learning for Clients, Partners and Staff

- Utilize TDLC as a platform for a number of e-learning courses that have been developed by the World Bank and are currently being delivered through the World Bank's e-Institute, including: (a) sustainable urban land use planning; (b) municipal finance; (c) street addressing and management of cities; (d) integrated urban transport planning; (e) urban crime and violence protection; (f) safe and resilient cities; (g) cities and climate change leadership.
- Identify opportunities for utilizing content developed by the Donor in the courses mentioned in the above bullet and other e-learning courses to be delivered through the World Bank's Open Learning Campus (OLC).

Technology, Conferencing and Outreach Services

- Utilize TDLC as a delivery platform both for World Bank knowledge, learning and outreach programs and for those of development partners.
- Provide conferencing support for various types of development events.
- Coordinate with other World Bank units in Japan to ensure optimal use of the technology and conferencing facilities to support World Bank and development partner needs, including the provision of the necessary facility and event coordination support for other partnerships housed in the World Bank.

Program Management and Administration

- Program management and administration activities for the Trust Fund including but not limited to supporting the governance arrangements and Trust Fund related meetings, planning and executing work plans and budgets, developing communications programs including visibility activities and conducting outreach, disseminating lessons learned, reporting on progress, and monitoring and evaluating the program.

2.2 The TDLC Ecosystem

At the beginning of each fiscal year, TDLC agrees with MoF on its annual work program. Reflecting changes in stakeholder needs and the surrounding environment, the annual work programs occasionally contain items that are not necessarily aligned with the operational objectives articulated in the Trust Fund Agreement but are important for TDLC to keep evolving and to maintain its relevance and effectiveness.

Over the course of Phase 3, TDLC established a unique ecosystem where World Bank clients, Task Team Leaders (TTLs), and Japanese stakeholders are effectively engaged through a sequenced combination of key activities listed in the Trust Fund Agreement. The ecosystem allows TDLC to operationalize and scale its activities while ensuring that all stakeholders continually benefit from their engagements.

TDLC functions as a catalyst for development impact by codifying and packaging Japanese expertise and linking such knowledge assets to World Bank Operations. The City Partnership Program (CPP) is the main source of Japanese knowledge, which is then codified and packaged by TDLC through joint research. The research outputs are utilized to structure Technical Deep Dives (TDDs), which are week long learning programs held in Japan inviting World Bank clients and TTLs. After exposure to Japanese expertise, World Bank clients may request just-in-time technical support for their respective World Bank projects. The last piece to close the cycle is the feedback CPP partner cities get on client needs, which allows them to enhance the relevance and effectiveness of their international cooperation initiatives. In addition to the above cycle, TDLC also engages various technical communities by participating in or hosting events and conferences, thus disseminating structured Japanese knowledge to a wider audience and increasing visibility while at the same time channeling in global knowledge to Japanese stakeholders.

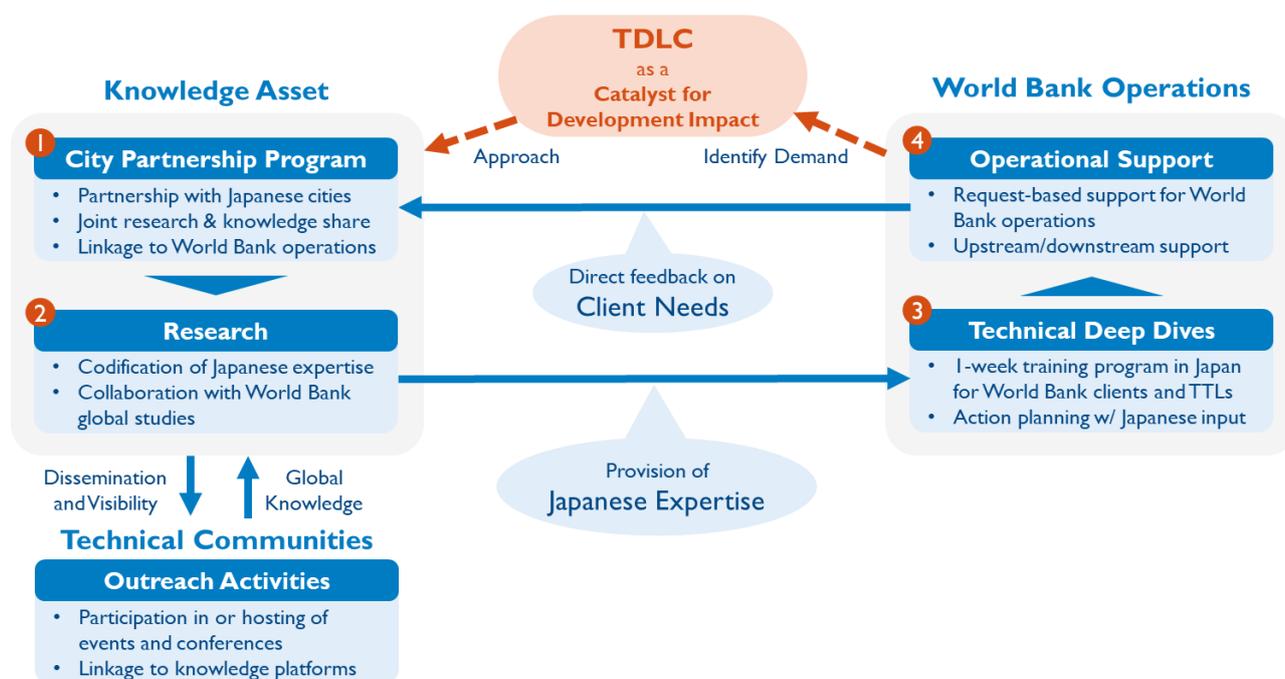


Figure 2. The TDLC Ecosystem

The following are brief descriptions of each activity and how they correspond with the components listed in the Trust Fund Agreement.

City Partnership Program

The CPP is a bilateral partnership between TDLC and select Japanese cities possessing relevant development experiences and solutions. TDLC supports the CPP partner cities in codifying, packaging, and disseminating their expertise through joint research and knowledge share activities. TDLC also provides opportunities for project-level engagements with World Bank operations through TDDs and Operational Support.

This activity corresponds to “City Partnership Program” in the Trust Fund Agreement.

Research Activities

In coordination with World Bank research initiatives and client priorities, TDLC drives its own research initiatives focused on documenting experiences and solutions from Japan in the form of full-sized reports, short notes, or as part of a World Bank global study. Efforts are focused on the documentation of national-level development concepts and systems as well as city or project-level experience, drawing on relationships with various Japanese stakeholders. TDLC also produces tailor-made reports and notes for World Bank clients in the course of follow-up activities including Operational Support.

This activity corresponds to “Design & Delivery of Structured Learning for Clients, Partners and Staff” in the Trust Fund Agreement.

Technical Deep Dives

TDDs are 1-week learning programs held about 8 times per year in Japan inviting World Bank clients and TTLs. For each TDD, a specific urban theme is selected, and participants get exposure to Japanese and international expertise through an immersive program consisting of workshops, site visits, and peer-to-peer knowledge exchange sessions. At the end of each TDD, World Bank clients create an action plan incorporating Japanese knowledge.

This activity corresponds to “Knowledge Networking and Outreach Support” in the Trust Fund Agreement.

Operational Support

Following engagement through TDDs, TDLC is able to provide just-in-time technical support for World Bank operations, based on request from World Bank clients via TTLs. The type of support can be delivery of knowledge, advisory services, or capacity building, either remotely or on-site. In most cases, Japanese partners are mobilized for Operational Support engagements.

This activity corresponds to “Operational Support” in the Trust Fund Agreement.

Outreach Activities

To disseminate codified Japanese knowledge and to increase visibility of the program, TDLC participates in or hosts events and conferences. Through outreach activities, TDLC engages with relevant technical communities and create linkages with other knowledge platforms.

This activity corresponds to “Knowledge Networking and Outreach Support” in the Trust Fund Agreement.

3 Expectations of Ecosystem Stakeholders

3.1 World Bank Clients

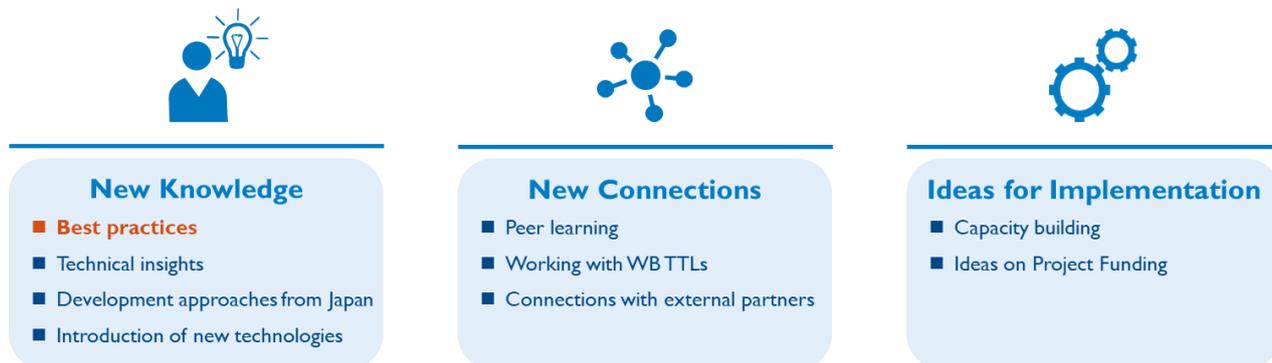


Figure 3. Expectations of World Bank Clients

Prior to participating in TDDs, World Bank clients had high expectations for new knowledge, new connections, and ideas for implementation. World Bank clients had particularly high expectations to learn best practices from Japanese and international experts.

3.2 CPP Partner Cities

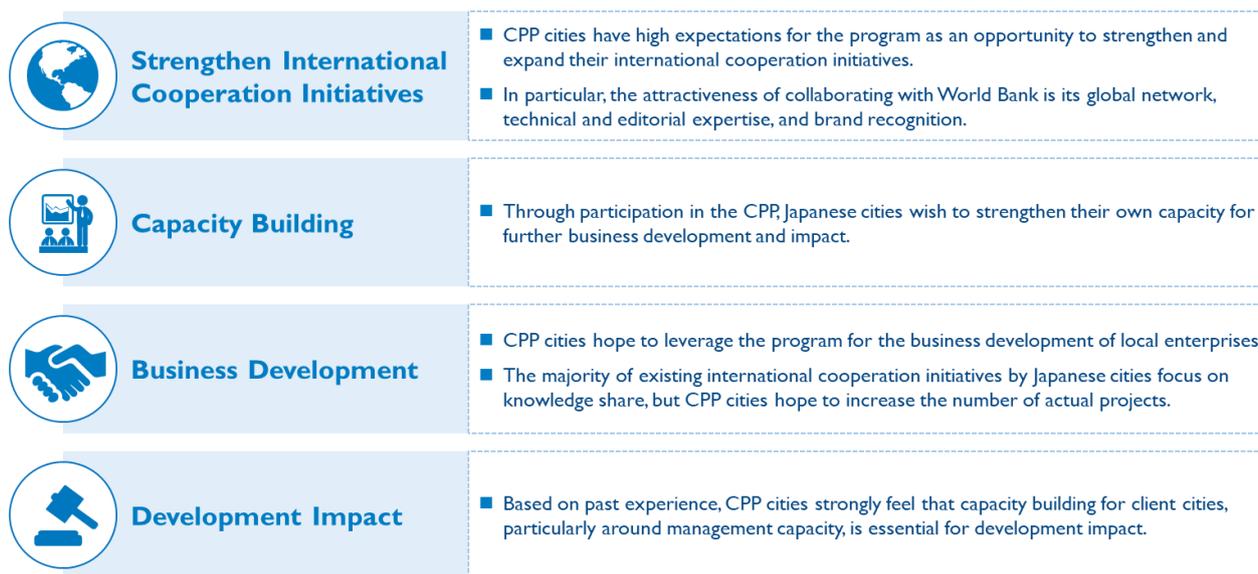


Figure 4. Expectations of CPP Partner Cities

CPP partner cities have high expectations for CPP as an opportunity to strengthen and expand their international cooperation initiatives, build capacity for further business development and impact, conduct business development for local enterprises, and enhance development impact by addressing critical aspects such as capacity building for client countries.

3.3 World Bank Task Team Leaders



Figure 5. Expectations of World Bank TTLs

World Bank TTLs originally saw TDLC, and TDDs in particular, as a rare opportunity for learning the Japanese learning experience, networking with other TTLs, and building client relationships. Discussing directly with Japanese experts and practitioners would allow TTLs to better understand Japanese experience on key urban issues, and devoting an intensive week of dialogue with client representatives was a business development opportunity like no other.

4 Review of Operational Performance and Impact

4.1 City Partnership Program

4.1.1 Overview of the CPP

TDLC developed the CPP to support and facilitate strategic collaboration with selected cities in Japan. The collaboration involves not only the city government but also the private sector and academia of the partner city. CPP activities focus on joint research to identify and document best practices as well as on identifying and building on opportunities to link Japanese expertise with specific project-level engagements in World Bank client countries. MoF also has high expectations for the strong engagement of Japanese cities from a strategic and tactical perspective.

CPP partner cities are selected based on their strengths and focal development areas. Since FY16, Fukuoka, Kitakyushu, Kobe, Kyoto, Toyama, and Yokohama have joined the CPP. Typically, upon joining the CPP, partner cities sign a Memorandum of Understanding (MoU) with TDLC. Within the MoU, the objectives of the partnership are set forth in accordance to the operational objectives of the CPP articulated in the Trust Fund Agreement.

The CPP adds new Japanese cities on a rolling basis based on strong client demand and available CPP resources. The selection process is open and transparent, starting with proposals submitted by cities in response to a call for Expressions of Interest. The submitted Expressions of Interest are reviewed by the TDLC secretariat and by a technical committee comprising relevant experts from the World Bank and Japanese stakeholders. Key criteria for selection include the following:

- Comparative advantage in the specified thematic area
- Level of thematic expertise assessed by World Bank technical staff
- Capacity to deliver practitioner-level knowledge
- Commitment of local government leadership for knowledge exchange
- Sufficient funding to sustain active engagement in CPP activities

4.1.2 Interviews with CPP City Officials

The review team conducted interviews with city officials from a number of CPP partner cities to understand their expectations, outlook for future collaborations, and major achievements through their engagements.

Overall, the CPP has met most of the initial expectations expressed by partner cities, which were mainly around strengthening their international cooperation initiatives, capacity building of the partner city, international business development for local enterprises, and enhancing development impact. Among the perceived benefits of the CPP, key aspects are:

- Boost to the brand and recognition of the partner city
- Exposure to global agendas and trends in the urban sector
- Direct dialogue with client cities
- City-level focus for attentive support
- Packaging and dissemination of the partner city’s experience, drawing on World Bank’s high-level editorial capacity and global network

By comparing the expectations and benefits expressed by CPP partner cities, the following can be identified as unmet expectations and challenges to address in the future:

- Strengthening external communication of CPP activities
- Strengthening the CPP partner city’s own international cooperation organization
- Advancing from knowledge share to development projects
- Further involvement in Operational Support

These are all critical remarks for the sustainability and development effectiveness of the future CPP. Building on these key points, more in-depth observations on the CPP are provided below.

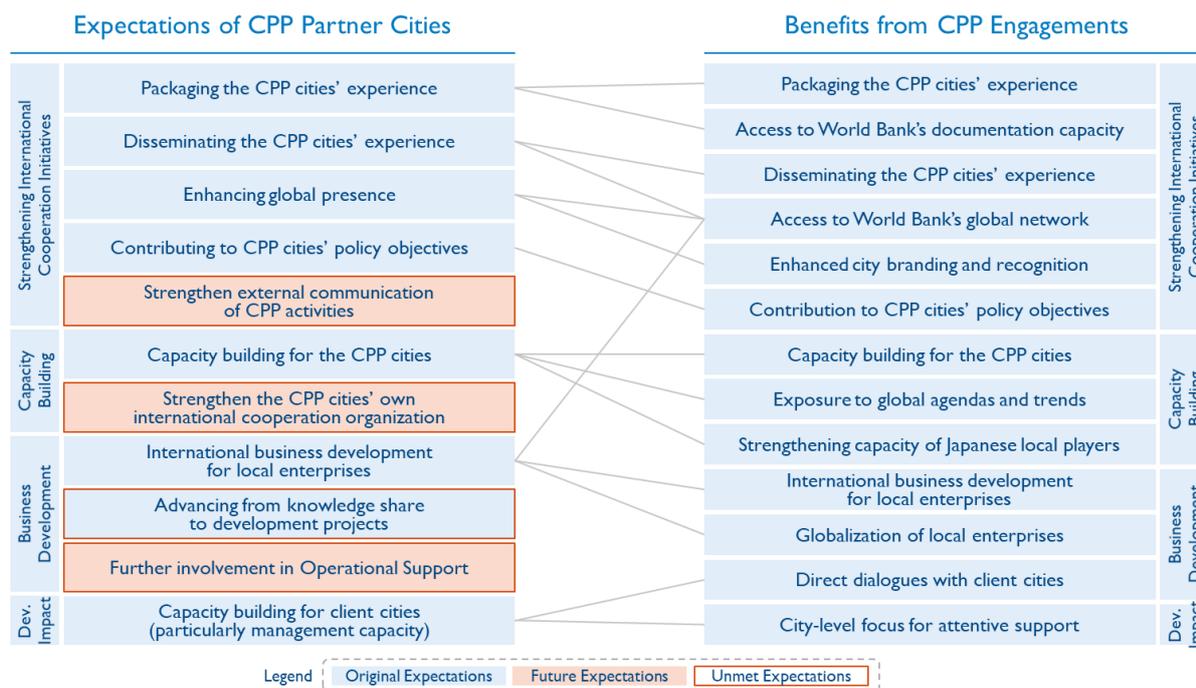


Figure 6. Expectations and Benefits for CPP Partner Cities

Case Studies as a Core Deliverable of the CPP

Over the course of Phase 3, TDLC produced 6 full-sized case studies and 6 project briefs dedicated to the documentation of development experience provided by CPP partner cities. These deliverables can be regarded as a considerable fulfillment of the core objectives of the CPP set forth in the Trust Fund Agreement, and they may be one of the most notable achievements of TDLC Phase 3. The quality of the case studies and project briefs are very high relative to similar undertakings to document Japanese development experience in English, mainly from the perspective of incorporating global context and the level of editorial English.

Full-sized Case Studies (approx. 20-100 pages)



Project Briefs (under 10 pages)



Figure 7. Knowledge Pieces Focusing on CPP Partner Cities

Linking Japanese Expertise with Specific Project-Level Engagements in Client Countries

CPP partner cities are mainly involved in Operational Support as knowledge providers, sharing their development experience in the form of case studies, speaker dispatches, or video conferencing (VC) connections. However, their contributions in upstream project design and implementation support are rather limited. As perceived in the interviews, many CPP partner cities recognize this point as a challenge to address in the future. TDLC should identify and assist in the removal of specific impediments for further involvement of CPP partner cities, particularly the private firms in the partner cities, in Operational Support targeting the upstream project design and implementation support stages of World Bank projects.

In pursuing larger-scale and in-depth involvement of CPP partner cities in Operational Support, it is important for CPP partner cities to have justification for their engagements, particularly given that most CPP partner cities are not certain of the future resource capacity of the relevant departments. Through the interviews, two items came up as sound reasons for CPP partner cities to become more actively engaged in Operational Support:

- Operational Support can be central to the skill succession strategy of a CPP partner city. For practitioners, Operational Support is a valuable opportunity to apply their technical skills in a new environment and conceive a development plan from scratch.
- Operational Support is an opportunity for CPP partner cities to establish a co-existence model with the increasing non-Japanese workforce. By interacting with practitioners and city officials from various countries, CPP city officials can expand and deepen their experience and skills in working with people from different cultures and nationalities.

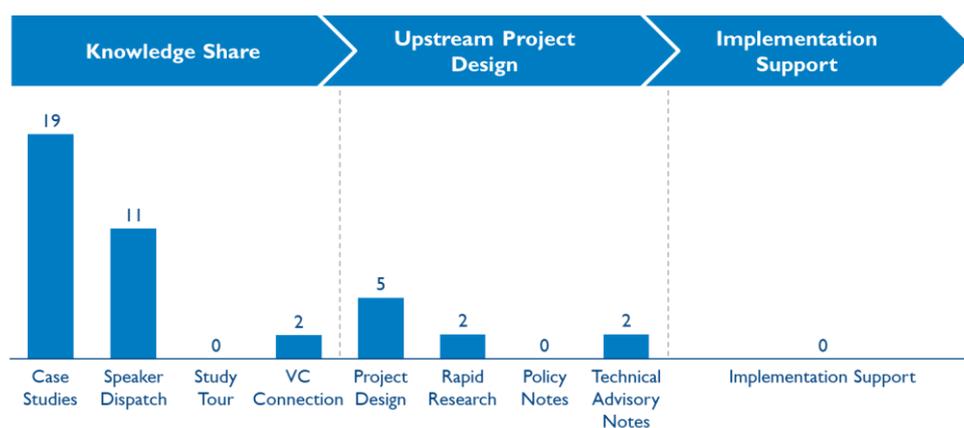


Figure 8. Cumulative Number of Direct Mobilization of CPP Partner Cities for Operational Support

Expectations and Reality of International Business Development for Local Enterprises

While CPP partner cities have high expectations for international business development for their local enterprises, TDLC’s central role is to provide exposure, opportunities, and connectivity for Japanese solution providers. If TDLC goes too far beyond its learning objectives and fosters specific contracting modes, it may be perceived as posing conflicts of interest contrary to World Bank procurement guidelines. Other Japanese players such as Japan International Cooperation Agency (JICA) and Japan Bank for International Cooperation (JBIC) are better positioned to respond to the business interests of the CPP partner cities.

4.1.3 *Future Directions for the CPP*

Regarding program management, the proactive engagement and efforts by TDLC to develop and selectively increase the number of CPP partner cities on a merit basis would be highly appreciated. However, the number of Japanese cities registered in the CPP would be constrained by TDLC's capacity to manage relationships with partner cities and by the need to balance between CPP and other TDLC activities such as TDDs and Operational Support, both of which are critical to maintain the high quality of the CPP and the TDLC program as a whole.

Indeed, several Japanese cities seem to have a desire to become a new CPP partner city. Considering TDLC's capacity, this situation raises questions on the definition of "rolling basis" and the manageable size of CPP based on the current TDLC Ecosystem. For new applicants, rigorous selection criteria should be exercised. In addition, the aspect of linking Japanese expertise with specific project-level engagements in World Bank client countries should be explicitly articulated as an objective in the MoU to ensure client-oriented engagements. For current partner cities, a more rigid application of the "rolling basis" concept, or in other words a "dormant arrangement", may be an option to consider in the case where a partner city fails to achieve the objectives articulated in the MoU.

Regarding individual engagements, although there has been substantial delivery of knowledge sharing in the form of case studies and speaker dispatch, most CPP partner cities seem to struggle in how to enlarge and deepen their contributions in Operational Support targeting upstream project design and implementation support. For the next few years, it is essential to support and measure the efforts by CPP partner cities both in joint research and in Operational Support. A modest increase in the number of TDLC staff with technical expertise may be necessary to provide sufficient support.

4.2 Research Activities

4.2.1 Overview of Research Activities

Codification of Japanese expertise may be one of the most notable achievements of TDLC Phase 3. From FY16 to FY19, TDLC produced 19 full-sized case studies and over 30 short knowledge pieces documenting Japanese experience. The quality of the knowledge pieces are very high relative to similar undertakings to document Japanese development experience in English, and the outputs are highly appreciated particularly by the sources of knowledge including CPP partner cities. Furthermore, the Japanese expertise captured with a lens towards practical application is a critical input for the TDDs and other related TDLC activities.

4.2.2 Future Directions of Research Activities

Enhancing Applicability of Technical Content for World Bank Clients

According to a survey sent out to World Bank clients who participated in a TDD (explained in detail in Section 4.3.2), World Bank clients perceived that improvement is desirable in terms of the applicability of technical takeaways. TDD participants acknowledged the availability and application of high-level technology in the city planning of Japanese cities, but at the same time, they have come to recognize the evolutionary nature of urban planning as well as the importance of institutional arrangement, public participation, and public consultation processes.

While codification of Japanese expertise is a major achievement of TDLC, there is still scope for refinement in terms of collaborating with partner cities to document “how” they have developed their cities in a historical context. Such information is critical for World Bank clients to succeed in their respective countries. A number of full-sized case studies are good trials to depict the historical experiences of Japanese cities, particularly CPP partner cities. The review team encourages TDLC to push forward such attempts to dig deeper into the history behind policies and institutional settings. The following are examples of key questions to address:

- How were policies and institutional frameworks for implementation developed? What was the time frame?
- What was the requirement for human resources both in term of quality and quantity?
- How was the plan financed? By subsidy from central government? Bond issue? PPP?
- What were the requirements and incentives to effectively involve the private sector?
- What kind of political leadership is required to formulate and sustain an urban program?
- What was the role division between central and local governments?
- How did new engineering/technology affect and was incorporated into existing implementation plans?

Strengthening the Focus and Dissemination of Research Outputs

Although the quality of TDLC’s knowledge pieces are very high, a key issue raised was that currently not many Japanese stakeholders are aware of the knowledge pieces produced by TDLC, and it is unclear how many World Bank clients and TTLs have actually read them. This raises two issues going forward. Who reads the knowledge pieces and when? How can TDLC strengthen its communications and visibility strategy?

The target audience of TDLC’s knowledge pieces are World Bank clients, TTLs, Japanese stakeholders, and the general audience. As opposed to Japanese stakeholders and the general audience who are not necessarily in a position to apply Japanese knowledge to a development project, World Bank clients and TTLs expect the knowledge pieces to be an input for their respective projects. Therefore, the relevance and applicability of the solutions documented in the knowledge piece are key aspects for World Bank clients and TTLs. To effectively reach World Bank clients and TTLs, targeted distribution of tailored content is required in addition to mass dissemination of general content.

In addition to the existing dissemination channels in the current TDLC Ecosystem, which are outreach activities, TDDs, and Operational Support, TDLC should create a one-stop website where all knowledge pieces are easily accessible. This will be the backbone of all forms of dissemination. TDLC should also explore new approaches to timely and proactively deliver tailored content to World Bank clients and TTLs. Since over-customization of content would be too burdensome, TDLC must strike a balance between the “wholesale” and “retail” approach for the production of knowledge pieces. Increased efforts would be welcome in terms of production of post-TDD tailored case studies and documentations, building on Japanese development knowledge codified through traditional knowledge management activities including TDDs.

Moreover, TDLC’s efforts in communications and visibility should be strongly supported by World Bank Tokyo Office since their function is predominantly communications and government relationships.

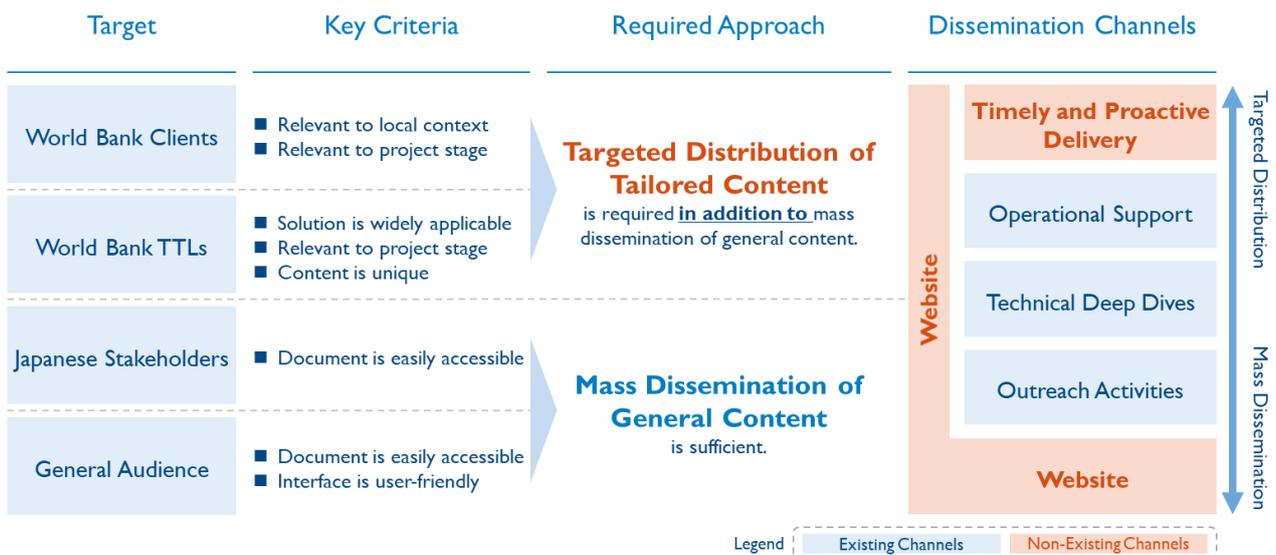


Figure 9. Future Direction for Production and Dissemination of Knowledge Pieces

4.3 Technical Deep Dives

4.3.1 Overview of TDDs

TDDs are the flagship deliverables of TDLC Phase 3. TDDs are week long immersive learning programs held about 8 times per year in Japan inviting World Bank clients and TTLs. Participants gain exposure to Japanese and international expertise through an immersive program for knowledge exchange that incorporates workshops, e-learning, peer learning, site visits, and action planning. Typically, a client delegation consists of 2 representatives from a World Bank client country accompanied by 1 World Bank TTL. For each TDD, around 12 client delegations are invited, and the total number of participants is around 60 including subject matter experts invited internationally or from Japan.

Prior to TDDs, client demand is identified through demand surveys and prioritized under direct guidance by World Bank Global Leads and Practice Managers. Once thematic areas are identified, appropriate learning programs are developed in collaboration with World Bank Technical Leads and thematic CoPs to focus on specific client objectives and development challenges. TDLC works with relevant partners in Japan including JICA, Ministry of Land, Infrastructure, Transport and Tourism (MLIT), and local governments to identify the appropriate Japanese experts. While the study tour approach is at the heart of TDDs, TDLC has begun to incorporate multiple knowledge sharing activities for a structured learning experience.

From FY16 to FY19, TDLC organized 25 TDDs. Through the delivery of TDDs, TDLC influenced more than 300 projects in 80+ countries globally. More than 280 country delegations and 300 city delegations attended TDDs, which is equivalent to more than 550 client representatives and over 280 World Bank TTLs; today there is a vast network of TDD alumni across World Bank client countries as well as within World Bank. These figures suggest that TDDs are contributing significantly to the global dissemination of Japanese expertise.

To collect direct feedback from past TDD participants, the review team conducted a survey for World Bank clients and interviews for World Bank TTLs who have participated in at least one TDD.

Number of World Bank Projects, Clients, and TTLs Reached



Over the past 4 years, TDDs influenced more than **300 projects** in **80+ countries**.

More than **280 country delegations** and over **300 city delegations** were invited.



In terms of individuals, more than **550 World Bank clients** and over **280 World Bank TTLs** were exposed to Japanese expertise.

Figure 10. Influence and Reach of TDDs

4.3.2 *World Bank Client Survey*

The review team designed a survey for World Bank clients to understand whether their expectations were met, how they evaluate TDDs, and the effectiveness of the TDD experience. The survey was sent out to over 550 World Bank clients who had participated in at least one TDD from the beginning of FY16 to February 2019. The survey message was viewed by 421 World Bank clients, and 173 (41%) of them responded to the survey as of April 2019.

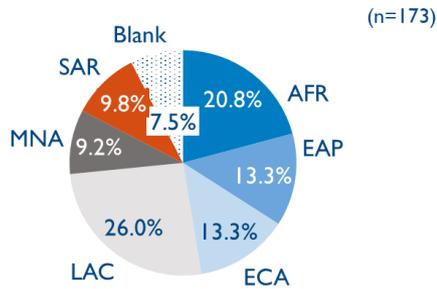
Responses came from all six World Bank regions with relatively large representations of Africa (AFR) and Latin America and Caribbean (LAC). In terms of income level, 38.2% of the responses came from upper middle income economies, 31.2% from lower middle income economies, and 17.3% from low income economies. Moreover, although recent TDDs have a slightly larger representation, all past TDDs are represented in the survey results.

Of the 173 respondents, nearly half (47.4%) were national representatives, and the other half (49.7%) were sub-national representatives. Furthermore, 100 (57.8%) respondents had never visited Japan prior to TDD participation, and 98.3% of respondents participated in only one TDD. This means that, for many respondents, participation in TDDs was their first and only first-hand exposure to Japan and its development expertise.

Key findings from the survey are provided below.

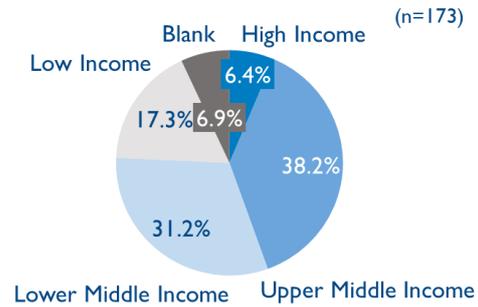
Regional Breakdown of TDD Participants (%)

All six regions are well represented in the survey. AFR and LAC have a relatively large representation.



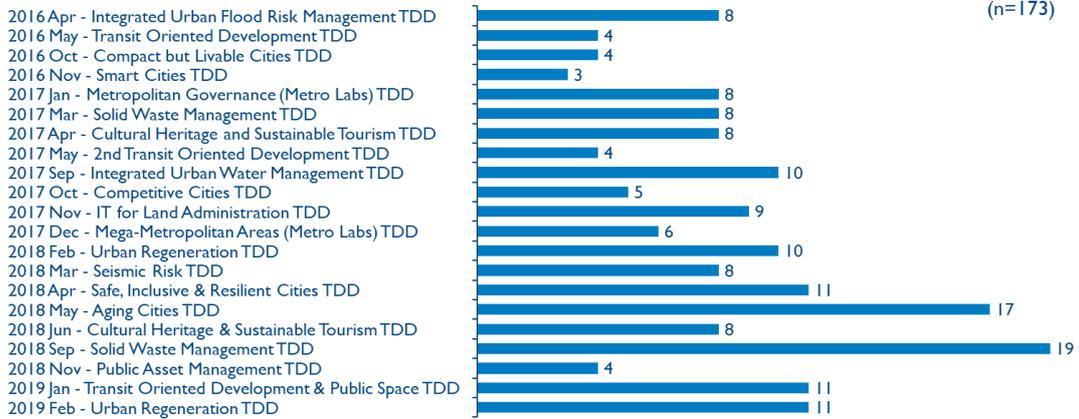
Breakdown of TDD Participants by Income Level (%)

The survey results mainly represent the views of upper middle income, lower middle income, and low income economies.



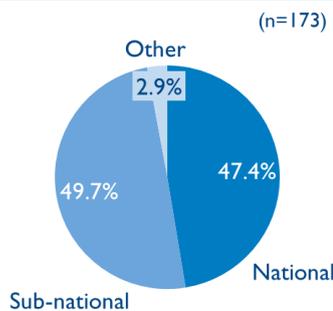
Number of Respondents by TDD

Although recent TDDs have a slightly larger representation, all past TDDs are represented in the survey.



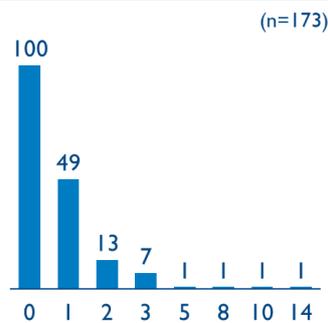
Percentage of National and Sub-National Representatives (%)

Nearly equal numbers of national and sub-national representatives responded to the client survey.



Number of Visits to Japan Prior to TDDs

More than half of respondents had never visited Japan prior to participation in TDDs.



Number of TDDs Joined

Nearly all respondents participated in one TDD only.

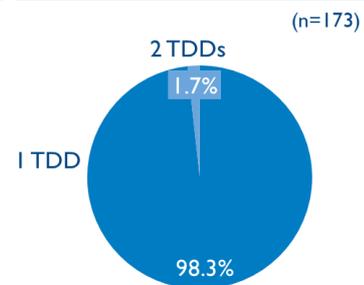


Figure 11. Respondent Profile of World Bank Client Survey

Delivering on Client Expectations

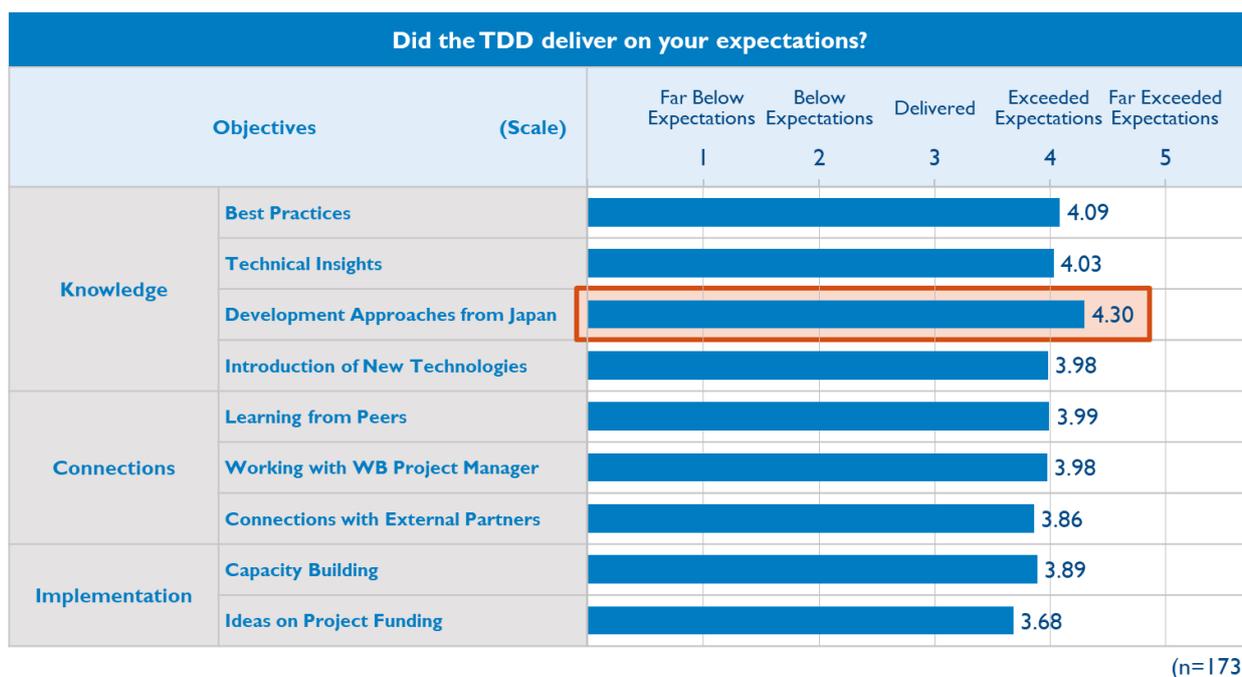


Figure 12. Average Rating of Effectiveness of TDDs in Meeting Expectations of World Bank Clients

Overall, the TDD experience is aligned with client expectations. For most expectations, the average score of submitted responses is around 4.0, which is “Exceeded Expectations”. In particular, the development approaches from Japan tend to exceed expectations by far.

Client’s Evaluation of TDDs

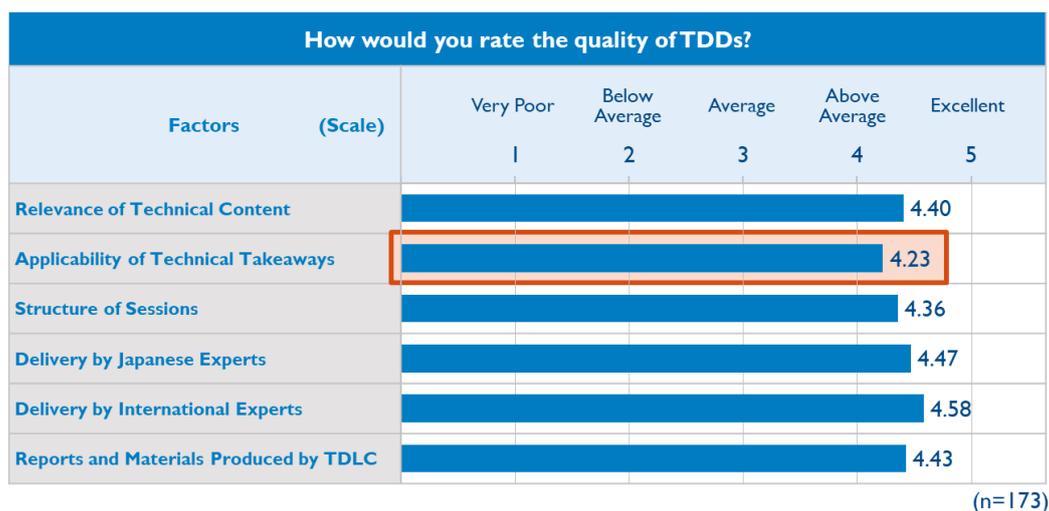


Figure 13. Average Rating of the Quality of TDDs

World Bank clients believe that the quality of TDDs is high. For most factors, the average score of submitted responses is around 4.5, which is between “Above Average” and “Excellent”. The “Applicability of Technical Takeaways” scored slightly lower than other factors, implying a small room for improvement in this aspect.

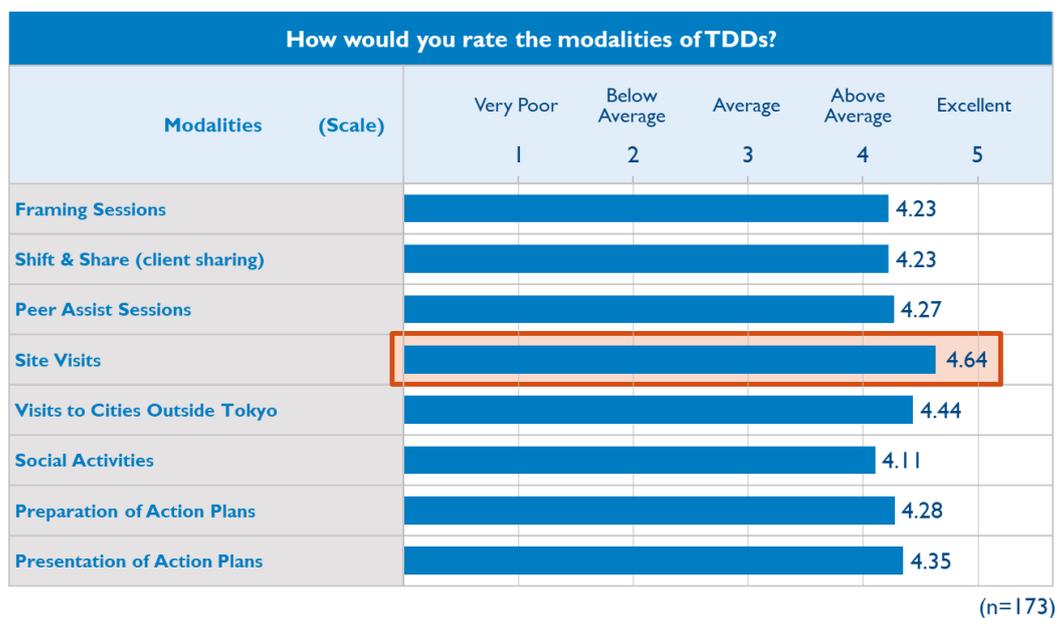


Figure 14. Average Rating of the Modalities of TDDs

World Bank clients believe that the modalities of TDDs are effective. For all modalities, the average score of submitted responses is higher than 4.0, which is “Above Average”. In particular, “Site Visits” scored high, suggesting that participants were deeply impressed by the first-hand observation of Japanese expertise.

Effectiveness of the TDD Experience

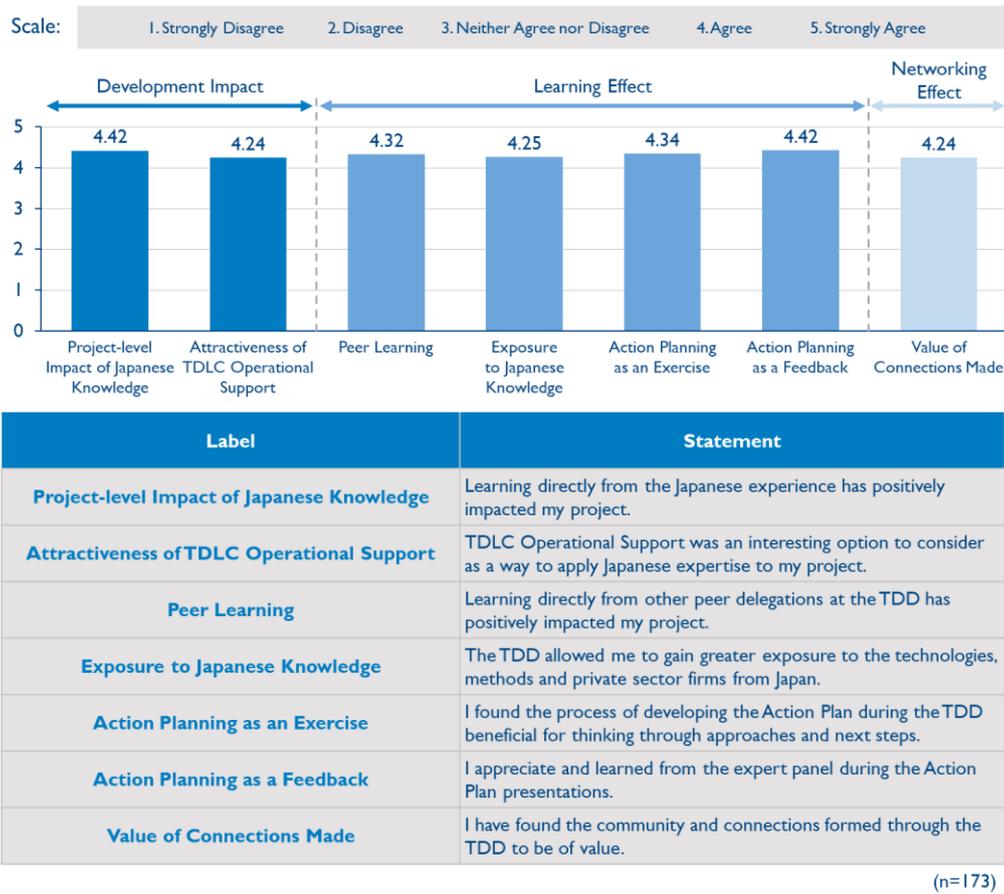


Figure 15. Degree of Agreement on the Effectiveness of TDDs

Clients appreciate the various aspects of the TDD experience including development impact, learning effects, and networking effects. For all given statements, the average score of submitted responses is higher than 4.0, which is “Agree”. Two statements that scored relatively high are the following:

- Learning directly from the Japanese experience has positively impacted my project.
- I appreciate and learned from the expert panel during the Action Plan presentations.

4.3.3 World Bank TTL Interviews

The TDLC approach is built around an issue or problem-oriented bottom-up process in which developing countries are invited to put forward their urban issues and to work with Japanese experts and practitioners as well as other sources to understand options that have been applied in Japan and elsewhere. As opposed to individual training or group study tours, the key product of TDLC are the TDDs, targeting groups of country representatives engaged in analytical or project discussions with the World Bank.

Central to this approach is the engagement of World Bank TTLs who work with these countries. They guide and assist TDLC to highlight the relevance of the discussions considering the context of client countries. Ultimately, they are essential in managing the follow-up support and application of the lessons learned within the client countries' work program.

As a result, the views of the TTLs and their managers are critical in setting forth the demand for the TDDs. The following summarizes the views of World Bank staff that have been engaged in one or more of the TDDs.

Survey Approach

Individual interviews of 30-45 minutes each were conducted with 31 World Bank TTLs, staff and related managers who have been involved and attended at least one of the TDDs. They had accompanied delegations from 32 different countries spread across the six World Bank regions to 16 different TDDs.

The questions focused on three aspects of the program:

- The relevance of the TDD to the country and related work program.
 - Was the information and experience relevant to the specific country?
 - Was the TDD timely in terms of the stage of dialogue with the country whether in terms of ongoing analytical work, conceptualization of a project concept or related project component, design and preparation of a project or project implementation?
- The quality of the TDD.
 - Was the quality of the information provided and the speakers of a high standard?
- The effectiveness of the TDD as a learning model.
 - Did it help to better understand a country's issues and help think through options for addressing them?
 - Did it ultimately have an impact in the client country?

Overall Results

Without exception, the World Bank staff found the TDDs of extremely high value. Many freely expressed that it was the most effective learning program they had ever experienced at the World Bank. The organization was "impeccable", but most important was the learning model directed at bottom-up problem-solving using a team approach: bringing together client representatives and World Bank staff; the mix of Japanese experience together with peer-to-peer exchanges across delegations; and the combination of different modalities for knowledge sharing such as lectures, workshops, and site visits to foster long term effects. The demand by staff to bring delegations, even from outside GSURR, is a measure of the program's success.

Most notable was the focus of the interviewees on how TDLC could do more to enhance the follow-up support and impact post-TDD. This will be discussed in more detail in Section 4.4.

Relevance

The question of relevance was explored at two levels. The first level was regarding the relevance of the Japanese experience to the contexts of the various developing countries. It is clear that the topics selected are areas in which Japanese experience sets a standard. Whether it is Transit Oriented Development, disaster risk management, integrated urban water management, or solid waste management, the World Bank staff believed Japanese experience was very relevant to a wide range of countries.

A question for the evaluation was whether it made sense to mix lower income countries with middle income countries. While the context and opportunities may be different, the mix was considered to be beneficial. Although Japanese experience may be considered beyond the short or even medium-term potential for many countries, it opened country representatives' eyes to what can be done. Having a range of developing countries in the group offered an opportunity for south-south learning and a focus on how one can work towards such vision.

The second level of questioning was to look at relevance with regard to the most appropriate timing in the project cycle for participation in the TDD. Some TTLs argued that the most effective timing for a TDD is when a project is under implementation. At that point, client representatives have a very clear idea of the issues they face and the concrete questions for which they need answers. At the same time, others felt it was as important, if not more important, to attend TDDs during preparation of a project before the concept is cast in concrete. In both cases, the selection of representatives from a client country is relatively straightforward given responsibilities assigned by government for project preparation or implementation.

Often, the engagement is about analytical work or technical assistance being considered or under way such as a master plan or institutional review rather than an investment project per se. TTLs similarly argued on the relevance for such efforts.

Less clear was the relevance when the objective is to offer an introduction to a concept which may be related to upstream work being considered in that country or to generate interest for a concept that is not well-known. While the TTLs still believed this is highly relevant, it does seem to be the point at which follow-up is more uncertain and representation by the country is less clear-cut.

One observation on the selection of topics was the example of an early TDD on Smart Cities. The comment was to be careful of selecting topics that are not clearly defined. Such broad or ambiguous topics make it difficult to focus expectations on the types of issues to be addressed at the TDD.

There was high praise for including "frontier" topics such as "Aging Cities" which stimulated a number of cities that are facing such issues and for which Japanese experience has much to offer.

Quality

There was universal high praise for the quality of the information provided and how it was presented. Whether it was the presentations, the site visits, or the documentation provided, all were considered appropriate and well formulated. Clearly, there are difficulties in coordinating with various speakers and English language issues, but the way the sessions were interwoven with active engagement of participants and the balance between site visits and sessions mitigated the risk of "death by power point".

The case studies were welcomed as there is little English information on Japanese cities and related development experiences. In addition, follow-up demand for specific items such as building codes was handled timely and well.

Effectiveness

Clearly, the TDD, as it has evolved, is a unique pedagogical approach that is being considered elsewhere in the World Bank. The creativity embodied in its design has captured the imagination of many TTLs. It goes well beyond the traditional individualized capacity building that is more directed at the development of the individual participant, and it is much more substantive than a traditional study tour. As a result, TTLs and their managers have identified a number of benefits, some of which were unexpected:

- The exposure to the Japanese experience was a first for many TTLs with longer term implications as this learning is incorporated in their day-to-day work with a wider range of client countries and the potential for calling on Japanese sources for relevant assistance.
- The model offers an intensive group learning that supports team building between the various members of the client delegations, many of whom come from different sectors and different levels of government.
- By taking World Bank staff and client representatives out of their day-to-day work, the experience fosters a more personal relationship and understanding critical to follow-up work.
- TTLs who are based in country offices also point to the opportunity for networking with other TTLs that is generally absent and not easily accomplished through World Bank sector weeks.
- In a number of cases, TDDs have facilitated networking between the different delegations that is sustained post-TDD.

Measuring Impact

The World Bank staff generally consider that the TDDs have had impact if it results in influencing the thinking of the client country on an issue. This is measurable by the dialogue within a country on the related topic in which the TDD and Japanese experience is evident, the specific adoption of related principles, regulations or processes, or the incorporation in a specific follow-up or ongoing project. Even when follow-up did not occur due to change in officials or dropping of a project or project component, World Bank staff still observed a tendency of those country representatives to stay connected and engaged.

A rising issue is the balance between the number of client representatives per delegation and the number (i.e. variety) of client delegations present at TDDs. Currently, a typical client delegation is composed of two client country/city officials and one World Bank TTL, and each TDD hosts around 10 client delegations. There was some feedback from clients and TTLs alike that it would be good to have more than two client country/city officials from different bureaus and positions to enhance organizational impact, but at the same time, the interaction with various other client cities during the TDD is highly beneficial as well. A “Technical Field Exchange”, which is an idea to deploy Japanese experts to client countries for an in-country TDD-like experience, as a new mode of follow-up may be an effective approach for this issue.

4.3.4 Future Directions for TDDs

The results of the World Bank client survey indicate that TDDs are delivering on client expectations and are highly appreciated by World Bank clients. Overall, TDLC is encouraged to continue the delivery of TDDs, maintaining the current high level of quality. A minor issue that was raised is room for improvement in terms of the applicability of technical takeaways. Since this is relevant to TDLC's research activities, this point is addressed in Section 4.2.2.

While there is overwhelming and unprecedented support across the World Bank for TDLC and the TDDs, World Bank staff offer a number of suggestions for future refinements to enhance effectiveness and ultimate impact:

- TDLC usually limits the number of participants per client delegation to two people. This is a significant constraint to potential impact. It is especially problematic when it is important to have representatives from various sectors or levels of government. Although this would suggest fewer client delegations per TDD to manage resources, World Bank staff also understood that if the number per delegation gets too large, say beyond 3-4, it would jeopardize the valuable social and professional interaction between delegations.
- The English language requirement for client representatives often limits the ability to select the right person for the particular topic. This is of particular concern in French West Africa and Latin America. It is especially problematic when trying to identify the right person at the municipal level in countries where English is less prevalent.
- There is demand for more follow-up support from Japan subsequent to the TDDs. This is different from direct "Operational Support" with an expert or consultant dispatched to assist the client country. It is more about helping the client representatives to disseminate and discuss lessons learned to a broader group within the client country or region. This is discussed in more detail in Section 4.4.2.

Additionally, TDLC should provide support for TDD alumni scattered around the globe to strengthen their connections based on TDD experiences. For TDLC, the alumni network is an invaluable channel for the dissemination of Japanese development knowledge within a country or region. For World Bank clients, the alumni network provides an opportunity for peer learning.

4.4 Operational Support (Post-TDD Follow-up Support)

4.4.1 Overview of Operational Support

Operational Support is TDLC’s key instrument to materialize client learnings from Japanese experience into operations on the ground. Based on requests from World Bank clients via TTLs post TDDs, TDLC supports and facilitates the delivery of knowledge, capacity building, and advisory services on a just-in-time basis. Representatives from cities, private firms, government officials, and academia/non-profits are mobilized as experts for Operational Support engagements. From FY16 to FY19, TDLC provided support to 39 World Bank projects and 10 portfolio development opportunities through 93 Operational Support engagements.

Of the 93 engagements, nearly half were knowledge sharing (47.4%) including case studies, speaker dispatch, study tours, and VC connections, and the other half were mostly upstream project design (46.3%) including project design, rapid research, policy notes, and technical advisory notes. Implementation support accounted for 6.5% of all engagements. Furthermore, of the 93 engagements, over two thirds were done remotely. In terms of regional breakdown, Operational Support was provided to all six World Bank regions with East Asia and Pacific (EAP) and LAC having relatively large numbers of engagements.

Note that these data exclude follow-up support that is not directed by the TDLC. For example, the Integrated Urban Water Management (IUWM) TDD led to a visit by three delegations (Indonesia, Ghana, and Ethiopia) to Brazil to review the Brazilian experience. It is an example of how the TDD fosters south-south knowledge exchanges as well as knowledge exchange with Japan. As this visit was not directly supported by TDLC, it is not accounted for in the data. Similar exchanges have occurred with other topics such as Transit Oriented Development and have been effective, illustrating the broad impact of TDLC activities, particularly TDDs.

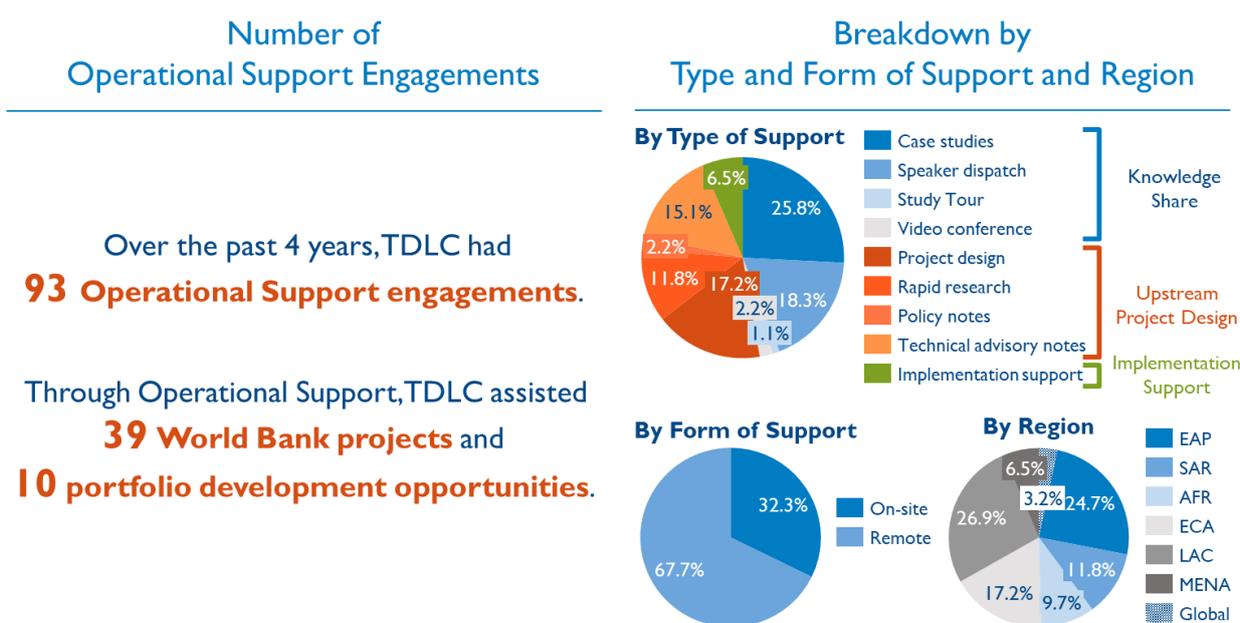


Figure 16. Number and Size of Operational Support and Breakdowns

4.4.2 *Future Directions for Post-TDD Follow-up Support*

As more client countries and World Bank staff are introduced to Japanese expertise and experience through the TDDs, there is a growing demand for follow up support. Although TDLC has played a key role in intermediating that demand and facilitating it, given the limited staff and financial resources, there are two key issues for Operational Support going forward:

- How much of their time and resources should be directed at this support relative to its other activities such as the delivery of the TDDs
- What should be the role of TDLC and its staff in facilitating this support?

It is clear that TDLC is in a good position to intermediate between client countries, World Bank operational staff, and Japanese sources for expertise, including CPP partner cities. This means TDLC is encouraged to field requests from client representatives and World Bank staff and connect them with the right practitioners, experts or private sector sources of expertise. It also means TDLC should provide assistance to those sources of expertise to help them adapt to the contexts in client countries.

However, more strategically focused interventions are necessary to maintain the quality of TDLC's intermediation as demand increases for follow-up support, particularly the delivery of case studies from Japanese sources. This is because it is not feasible for TDLC to have in-house expertise to meet all demands across topics given its staffing limitations.

Moreover, TDLC must take care not to cross the line in terms of how it promotes commercial access to Japanese expertise. Directing client countries to the sources of knowledge is acceptable, but to actually foster contracting modes may cause conflicts with World Bank procurement guidelines. Similarly, TDLC should be careful about not supplanting the use of country project resources by offering grant support for World Bank projects. As a principle, TDLC should focus on its original learning objectives.

There is demand for TDLC to organize and deliver what could be called a "Technical Field Exchange". In this case, following a TDD in Tokyo, TDLC could sponsor a TDD in a country or a region, bringing Japanese expertise to the client country. As the TDD in Tokyo can only accommodate two or three representatives from a country, there has been demand for, and actual examples of, follow up TDD-type in-country discussions.

A "Technical Field Exchange" has multiple benefits. The primary benefit is that it would help TDD participants to disseminate and deepen the learning from Tokyo. A secondary benefit is to expose more government officials and stakeholders in the client country to the Japanese expertise and broaden demand for that expertise beyond what is managed by TDLC.

4.5 Outreach Activities

4.5.1 Overview of Outreach Activities

Each year, TDLC participates in or hosts around 10-20 events and conferences aside from TDDs. In these events and conferences, TDLC either presents their activities and knowledge pieces or facilitates discussion around Japanese development expertise. Given that TDLC lacks a one-stop website or online platform where all knowledge products are easily accessible and that TDDs and Operational Support entail only closed engagements with World Bank clients and TTLs, outreach activities are essential to reach a wider audience beyond the TDLC Ecosystem as well as to strengthen relationships with key Japanese stakeholders, who are often the organizers of the events and conferences.

From FY16 to March of FY19, TDLC organized and participated in 58 events and conferences, reaching nearly 6,000 participants. Over the past three years, despite the number of events and conferences remaining more or less the same, the number of participants reached has increased significantly. In fact, the number of participants reached per event or conference has increased 262.4% from FY18 to FY19, as of March 2019.

Furthermore, in recent years, TDLC is participating in more prominent events and conferences such as the G20 meeting on climate change, the U20 summit, and the APEC Tokyo Conference on QII.

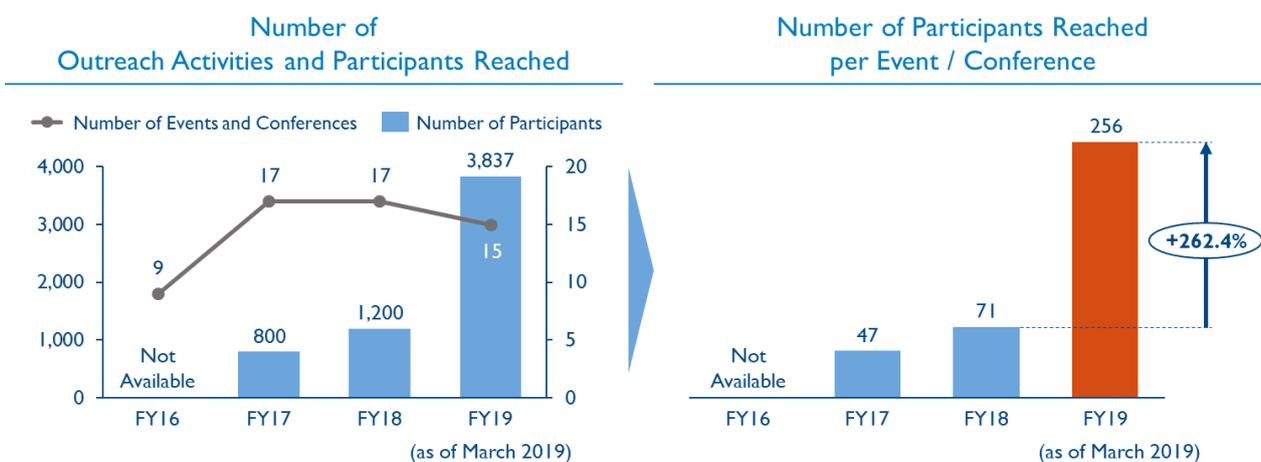


Figure 17. Number of Outreach Activities and Participants Reached

4.5.2 Promotion of Quality Infrastructure Investment and Universal Design

Through the delivery of its various activities, TDLC is making significant contributions to the global promotion of Quality Infrastructure Investment (QII) and Universal Design. Participation in the APEC QII seminars since 2017 and the co-organizing of the QII seminar with MoF and OECD in 2018 are notable examples. Furthermore, according to the World Bank client survey conducted for this MTR, many of the World Bank clients who participated in TDDs strongly agree on the importance of QII and Universal Design, implying that TDDs successfully conveyed the essence of the Japanese experience.

It should be underlined that the uniqueness of TDLC is to address QII through a bottom-up approach for urban planning, not necessarily by creating top-down principles and guidelines, which are now debated in the G20 finance track. TDLC provides a valuable opportunity for the application of QII.

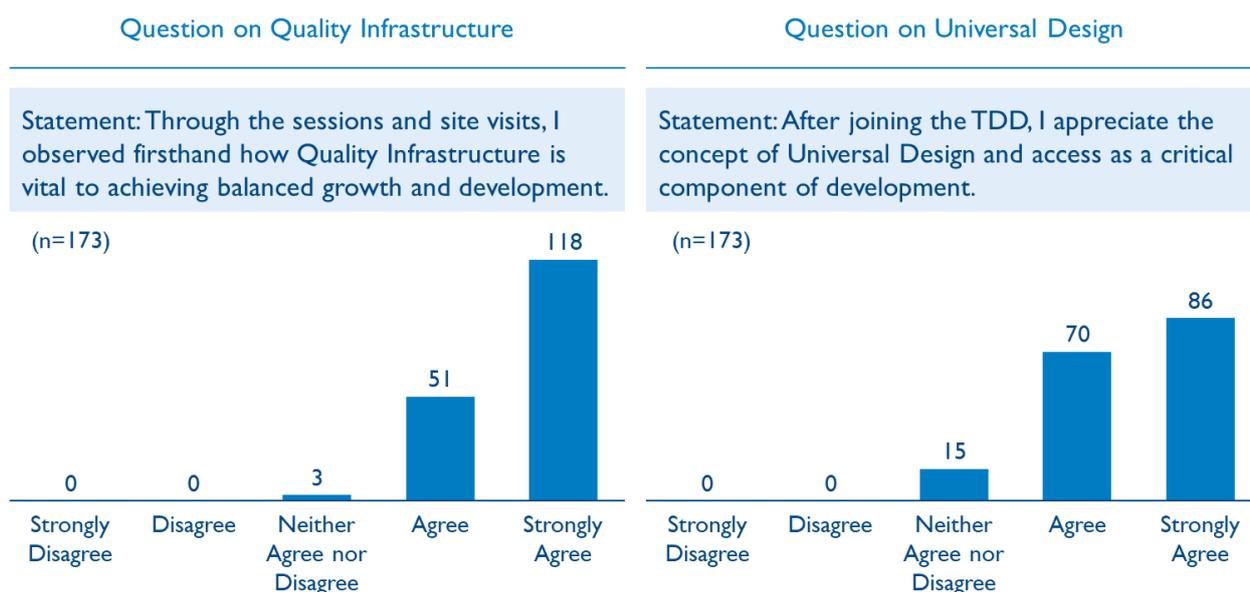


Figure 18. World Bank Client Survey Results on Quality Infrastructure and Universal Design

4.5.3 Future Directions for Outreach Activities

TDLC is encouraged to stay engaged in prominent events and conferences such as the G20 meetings, U20 summit, and APEC conferences. In terms of the size of events and conferences attended or hosted by TDLC, the data shown in Figure 17 implies that TDLC is participating in or hosting larger-scale events and conferences in recent years. On one hand, this means that TDLC is becoming more efficient in reaching a large number of people, but on the other hand, such large-scale events make it more likely for TDLC to become “one of them” because the interaction between the speaker and the audience tends to be weaker. Given the limited staff and financial resources, it is important to clarify what to expect from each event or conference and to make sure that efforts put into outreach activities are not wasted.

Undoubtedly, support from key stakeholders as well as the general audience in Japan is a key element for continued success. TDLC is encouraged to continue their selective engagement in outreach activities that either reach a large number of participants for enhanced visibility or contribute to maintaining and strengthening relationships with key stakeholders in Japan.

4.6 Monitoring and Evaluation

The TDLC Annual Reports provide very extensive reporting on the details of what has been provided across all the elements of the program. These reports offer a good mix of quantitative as well as qualitative material on each activity. What is missing is a focused summary that brings this material into an overall perspective on the relevance, quality, and effectiveness of the program. Readers are not guided in terms of what is working and future directions and course corrections.

In terms of impact, the key question is how the TDLC program has influenced urban policies, programs, and projects in client countries. Determining a cause and effect relationship is clearly a challenge, but World Bank staff and client country representatives were very clear as to how and when TDLC affected on-the-ground initiatives and where this was less successful (e.g. when a project or component was dropped from consideration). The Annex in the Annual Report on Operational Support provides a basis for such impact assessment. This type of information could be collected for all TDDs, after which following up with TTLs is desirable. The timeline, however, would have to allow for two to three years from a TDD for observation of any specific impact.

There is no monitoring and evaluation of the case studies and documentations. This is made even more difficult by the fact that these papers are not available on a website where one could measure the number of downloads. The results of interviews and surveys indicated different views between client countries and World Bank staff.

It may be worthwhile to ask CPP partner cities for voluntary targets for the next two to three years for monitoring progress. This will also function as an incentive to foster increased contributions by CPP partners to speaker dispatch and Operational Support.

5 Summary of Recommendations

Over the course of Phase 3, TDLC established a unique and effective ecosystem where Japanese expertise is codified, packaged, and incorporated in World Bank operational projects for development impact. TDLC's extensive efforts to capture and document Japanese expertise, particularly municipal-level expertise, in English and to cultivate demand for Japanese expertise among World Bank clients and TTLs should be recognized as a significant contribution to the development sector in Japan. The program is highly praised by World Bank clients, TTLs, and senior management as well as Japanese partners including CPP partner cities. It is evident that the program is of great "value for money" for the Government of Japan; the review team believes that TDLC is worthy of continued, if not expanded, investment for the remainder of Phase 3 and also for a potential Phase 4.

The review team has also noticed that TDLC is in a critical stage of its growth. As a result of success over the past few years, demand is growing rapidly. There is demand for more TDDs from World Bank TTLs and their managers, and there is demand for more follow-up support from World Bank clients and TTLs, particularly around the dissemination of TDD takeaways to a broader group within the client country or region. CPP partner cities are looking for more opportunities for involvement in Operational Support, and other Japanese cities are interested in joining the CPP. TDLC has great potential to expand its operations and further enlarge development impact.

However, a rapid increase in demand brings challenges as well. Naturally, TDLC needs more resources if they wish to meet all demand, but the number of staff and financial resources they have at hand is at the same level as the past few years. Furthermore, as TDLC becomes more deeply engaged with World Bank clients through follow-up support, more effort must go into tailoring deliverables to the different contexts of various client countries, which would raise costs substantially.

To assist TDLC in determining the future directions of the program, the review team provided recommendations based on the findings of this MTR, assuming that TDLC operates with the same amount of staff and financial resources. The summary of recommendations is provided below.

5.1 City Partnership Program and Research Activities

- TDLC is encouraged to selectively increase the number of CPP partner cities on a merit basis. In doing so, rigorous selection criteria should be exercised and objectives for project-level engagements beyond knowledge sharing should be clearly articulated in the MoU. This is to foster more large-scale and in-depth involvement of partner cities while maintaining the program at a manageable size. In the event of a partner city not delivering on the agreed objectives, the rigid application of the rolling basis in the form of a “dormant arrangement” may be necessary.
- TDLC should encourage CPP partner cities to become further involved in Operational Support targeting the upstream project design of World Bank projects. Their involvement is particularly encouraged in the matching of demand and supply as well as knowledge exchange on key aspects including coordination.
- To enhance the applicability of knowledge products to client country contexts, in-depth collaboration with CPP partner cities to develop narrative case studies and documentations of the city’s historical experiences, particularly around policies, finance, and institutional settings, is advised. Another possible option is to increase efforts in the production of post-TDD tailored case studies and documentations. If this option were to be pursued, TDLC should build on its existing stock of codified Japanese expertise to strike a balance between the “wholesale” and “retail” approach.

5.2 Technical Deep Dives and Follow-up Activities

- TDLC is in good position to intermeditate between World Bank clients, TTLs, and Japanese knowledge providers through delivery of its activities, particularly follow-up support. Continued efforts in this direction are strongly encouraged. To this end, although it is not feasible for TDLC to have sufficient in-house technical expertise to meet all demands across topics, a modest increase in the number of staff with technical expertise is highly recommended.
- The provision of “Technical Field Exchanges” is a potential new mode of post-TDD follow-up support. In other words, following a TDD in Tokyo, TDLC could bring Japanese expertise to the client country or region to offer an in-country TDD-like experience. This approach may be an effective solution for the trade-off between the sharing of TDD learnings among representatives from various sectors or levels of government within a client country/city and the valuable social and professional interaction between representatives from different client countries. This approach also addresses the issue of English requirements inhibiting the selection of appropriate client representatives to attend TDDs.
- TDLC should provide support for TDD alumni scattered around the globe to strengthen their connections based on TDD experiences. The alumni network is a valuable opportunity for the dissemination of Japanese development knowledge and peer learning within a client country or region.
- TDLC may need to limit the number of TDDs to a manageable level to balance resources devoted to other TDLC activities including new endeavors such as the “Technical Field Exchanges”. Another approach may be to balance the composition of established themes, relatively new themes, and frontier topics, which differ in terms of how much the content can be standardized. Similarly, for Operational Support, more strategically focused interventions are necessary to maintain the quality of TDLC’s intermediation as demand increases for follow-up support, particularly the delivery of case studies from Japanese sources.
- In providing post-TDD follow-up support, TDLC should take care not to go too far beyond its original learning objectives and foster specific contracting modes, which may be perceived as posing potential conflicts of interest with World Bank procurement guidelines. TDLC must also take care not to supplant World Bank operational budgets, for example by offering grant support to projects.

5.3 Communications and Visibility

- An urgent task for TDLC is to create a one-stop website where all knowledge pieces are easily accessible. A potential challenge is the World Bank policy on quality control. Since TDLC documents typically do not go through a formal peer review, the policy may reject these documents. The review team strongly urges the World Bank to review this policy and permit the uploading of lighter materials such as working papers.
- To effectively reach World Bank clients and TTLs, TDLC should strengthen the targeted distribution of tailored content. In addition to existing dissemination channels, which are TDDs, Operational Support, and outreach activities, TDLC should explore new approaches to timely and proactively deliver knowledge pieces tailored to the local context and the project stage of the targeted audience.
- TDLC is encouraged to continue its selective engagement in outreach activities that either reach a large number of participants for enhanced visibility or contribute to maintaining and strengthening relationships with key stakeholders in Japan.
- TDLC's efforts in communications and visibility should be strongly supported by World Bank Tokyo Office since their function is predominantly communications and government relationships.

5.4 Monitoring and Evaluation

- In its Annual Reports, TDLC should inform readers on what is working, what are the future directions, and what corrective actions will be taken.
- TDLC is strongly encouraged to monitor project-level development impact by collecting project information for all TDDs and following up with TTLs. Although it would take several years to observe any specific impact, TDLC most likely will be able to understand how and when TDDs or follow-up support affected on-the-ground initiatives and where this was less successful.
- For activities that are currently not monitored, the initiation of some form of monitoring is recommended. For research activities, as a starting point, the creation of a one-stop website would allow TDLC to measure the number of downloads, for example. For the CPP, it may be worthwhile to ask partner cities for voluntary targets for the next few years for monitoring progress and incentivizing further contributions to TDLC engagements including speaker dispatch and Operational Support.