About the Event

Urbanization is one of the defining trends of Asia’s transformation. Factor markets to support total factor productivity improvements, enhance competitiveness and sustain wage increases are basically an urban phenomenon. With approximately 75% of gross domestic product (GDP) today coming from the urban areas, the quality and efficiency of Asian cities will determine the region’s long-term productivity and overall stability.

The process of rapid urbanization poses both opportunities and challenges to middle-income countries. The key challenge will be to embrace a process of urbanization that is both efficient and sustainable. Efficient urbanization denotes making the best possible use of productive resources (people, land and capital) while inclusive urbanization signifies providing the people equal access to opportunity and affordable services, which allows labor to move to where it is most productive. In addition, sustainable urbanization implies providing an urban quality of life commensurate with the expectations of the urban dwellers, and which can be supported in terms of environmental and other natural resources.

This learning event recognizes that managing urbanization is an important part of nurturing growth. Neglecting cities—even in countries in which the level of urbanization is low—can impose heavy costs. Efficient, inclusive and sustainable urbanization however, poses a challenge for many middle-income countries, the increasing frequency and intensity of natural disasters, and the spurred the need to adapt to climate change has only added to this challenge.

Given the complexity of these challenges, innovation and risk taking in addressing them must be encouraged. For this reason, it is important that development practitioners, policy makers, and representatives from the corporate sector and academia have opportunities to share lessons and successful innovative approaches to managing urbanization. This learning event provides such an opportunity.
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<td><strong>Vinod Thomas</strong></td>
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<td>Director General, Independent Evaluation, Asian Development Bank</td>
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<td>9:30 a.m.–11 a.m.</td>
<td><strong>Innovative Approaches to Managing Urbanization in Middle-Income Countries</strong></td>
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<td><strong>Mari Elka Pangestu</strong></td>
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<td>Professor, International Economics, Faculty of Economics and Business, Universitas Indonesia, and former Minister of Trade, Indonesia</td>
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<td><strong>Idris Haron</strong></td>
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<td><strong>Kishore Mahbubani</strong></td>
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<td>Dean and Professor, Practice of Public Policy, Lee Kuan Yew School of Public Policy, National University of Singapore</td>
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<td>11:30 a.m.–1 p.m.</td>
<td><strong>Middle Income Trap, Inclusive Growth and Urbanization</strong></td>
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<td><strong>Deepak Waikar</strong></td>
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<td>Managing Partner, EduEnergy Consultants LLP, Singapore</td>
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<td><strong>Rico Hizon</strong></td>
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| 2 p.m.–3:30 p.m. | **Climate Change, Increasing Vulnerability to Disasters and Necessity of Green Growth**  
*Panel Speakers*  
**Nay Htun**  
Founder and Honorary Patron, Green Economy Green Growth, GEGG Myanmar Association  
**Ligia Noronha**  
Director, Division of Technology, Industry and Economics, United Nations Environment Programme  
**Myung-Rae Cho**  
Professor, Department of Urban and Regional Planning, Dankook University, Republic of Korea  
**Vinod Thomas**  
Director General, Independent Evaluation, Asian Development Bank  
*Moderator*  
**Mike Douglass**  
Professor, Lee Kuan Yew School of Public Policy, National University of Singapore |
| 3:30 p.m.–3:45 p.m. | Coffee Break                                                           |
| 3:45 p.m.–5:15 p.m. | **The Governance of Urban Services**  
*Panel Speakers*  
**Virgilio Rivera, Jr.**  
Chief Operating Officer, New Business Operations, Manila Water Company  
**Naoyuki Yoshino**  
Dean, Asian Development Bank Institute  
**Ora-Orn Pooharoen**  
Dean, Faculty of Political Science and Public Administration, Chiang Mai University, Thailand  
**Toru Hashimoto**  
Executive Director, Development Cooperation Department, City of Yokohama  
**Mark Koenig**  
Associate Director, Program Strategy, Innovation, and Learning, The Asia Foundation  
*Moderator*  
**Amy Leung**  
Deputy Director General, East Asia Department, Asian Development Bank |
| 5:15 p.m.–5:25 p.m. | Closing Remarks  
**Veronique Salze-Lozac’h**  
Deputy Director General, Independent Evaluation, Asian Development Bank |
Innovative Approaches to Managing Urbanization in Middle-Income Countries

More photos of this session at https://goo.gl/photos/XWC22txBod7Dr8Rp6
Innovative Approaches to Managing Urbanization in Middle-Income Countries

Urbanization for most of the world is a new phenomenon; until 1900, 87% of the world was rural. With the speed of urbanization, more than half of the world is now urban and this will be 70% by 2050. No country has ever crossed the $10,000 per capita mark without urbanization. For urbanization to work, societies must adapt to meet the growing and changing urban demands. Policies must be proactive. Physical expansion and systems must be efficient. Equal opportunities must be ensured.

Politics and democracy
“Getting the politics right,” was central to the discussion. There is no one size fits all solution to the challenges of urbanization. Strong leadership and good governance are requisites to effective urban management. When making tough decisions, policy makers have to forget about being popular. Getting re-elected is a challenge.

Jakarta is reaping the benefits of Indonesia’s democracy under the presidency of Mr. Joko Widodo. With the government’s emphasis on transparency, the public now has access to government meetings and budgets through YouTube and websites. This vibrant democracy is rooted in the people’s desire to change, driven by young people, and mostly through social media.

Urban development must start from, and must involve citizens. But leaders must raise awareness and knowledge first. Leaders

Speakers
Mari Elka Pangestu
Professor, International Economics, Faculty of Economics and Business, Universitas Indonesia, and former Minister of Trade, Indonesia

Idris Haron
Chief Minister, Melaka State Government, Malaysia

Won-soon Park
Mayor, Seoul Metropolitan Government

Hartwig Schafer

Takehiko Nakao
President and Chairperson, Board of Directors, Asian Development Bank

Moderator
Kishore Mahbubani
Dean and Professor, Practice of Public Policy, Lee Kuan Yew School of Public Policy, National University of Singapore
More photos of this session at https://goo.gl/photos/XWC2txBod7Dr8Rp6
are also tasked to use persuasion, give alternatives, and offer incentives to effect change.

**Different approaches, multi-sectoral**
Urban solutions must be approached from various sectors and angles. The legal status conferred to Jakarta’s residents fostered inclusiveness. It promoted better access to, and monitoring of social programs. Coordination with the peripheral local and national governments was expanded. On finding solutions to its flooding, the city is now seeing the fruits of its clean-up efforts with its better paid orange troops.

**Inequalities and inclusive growth**
Inequalities have to be addressed. Urban design should minimize spatial, social, and economic inequality. Physically segregating the poor in dumps reduces their access to health and education services. This further fosters economic inequality, with the poor left with no access to the formal sector and opportunities.

Medellin, Colombia was cited for its transformation from the most dangerous city to an urban model. The improvement of urban services in Medellin, particularly elevators and escalators, has given women better access to services. It has made the city a safer place for women.

With the right support and training, improved technology can lead to higher productivity jobs. Unequal access to opportunities is the challenge behind new technology.

**Managing migration and rural development**
Making rural areas more liveable is important. The focus of rural development is on food security. Moving up the value chain and the promotion of off-farm opportunities should be part of the rural agenda. To manage the influx of migrants, urban development must be balanced with rural development. Jakarta is hounded by temporary migrants—farmers during off-planting and off-harvest season—and illegal squatters.

Melaka’s 900,000 population on weekdays shoots up to more than double during weekends. The people of Melaka can turn this potentially problematic situation into an opportunity. State policy can be more accommodating for foreigners to buy property.

**Role of Asian Development Bank**
ADB’s focus evolved from feeding rural Asia in 1966 to the present challenges of urbanization. Most of ADB’s sector groups are rooted in cities and a number of issues still need to be ironed out: growth of big cities versus secondary cities; balancing rural and city development; financing development, taxations, and allocation of resources; and investments and public-private partnerships, among others.
Middle Income Trap, Inclusive Growth and Urbanization

More photos of this session at https://goo.gl/photos/Xew7DF1fpL6UdSiPA
Middle Income Trap, Inclusive Growth and Urbanization

As drivers of growth, mobility, and change, cities have to confront various challenges.

- Urban management must focus on growth. Inclusive growth is the goal. But growth itself, independent of inclusivity, must be highlighted. Growth is conditional on private sector development. There must be adequate support for micro, small, and medium enterprises which comprise more than 90% of the economy. These offer opportunities and are the channels to the formal economy.

- Urban design and planning can aid social and economic mobility. Social services and safety nets for the poor and the marginalized can be instituted. Ensuring quality education will expand economic opportunities. Korean urban design focused on education.

- Urban environment must be supportive of innovation and change. Knowledge exchange, entrepreneurial know-how, and use of technology must be facilitated. This can help integrate low-skilled labor to the urban economy.

Tackling the middle income trap and promoting inclusive growth entails different approaches.

Speakers

Deepak Waikar
Managing Partner, EduEnergy Consultants LLP, Singapore

Sumet Ongkittikul
Research Director, Transportation and Logistics Policy, Thailand Development Research Institute

Jeongho Kim
Visiting Professor, School of Public Policy, Korea Development Institute

Veronique Salze-Lozac’h
Deputy Director General, Independent Evaluation, Asian Development Bank

Moderator

Rico Hizon
News Anchor, BBC World News
• Political leadership needs vision, based on dialogue and partnerships. Proactive urban management can transform communities into industrial, democratic, and egalitarian societies.

• A long-term master plan should go beyond individual persons and tenures. Urban development takes time and very careful planning. Policies should be consistent. Seoul took some 30-35 years of growth to build.

• Infrastructure development is inherent to urbanization. Efficient urban design is founded on efficient infrastructure. Public investments and public-private partnerships can invest in and build efficient bus systems and rail networks.

• Cities have to be smart. There is no single formula for cities. Urban solutions should be service-oriented and market- and people- driven. Connectivity, participation and engagement with the people is foremost.

• Coordinate urban planning with national and regional plans and city networks. Secondary cities—ports and industrial hubs—complement primary cities and can help manage in-migration. Urban solutions can be found away from cities.

• Urban governance can establish monitoring and evaluation systems with accountability and reform systems in place.
Impact of Climate Change, Vulnerability to Disasters and the Necessity of Green Growth

More photos of this session at https://goo.gl/photos/JKhxhPtZtUkJpOAr8
Decarbonization and managing the environment
The Paris agreement demonstrated an unprecedented convergence of political will to confront climate change and to decarbonize the global economy. Urban systems are central to this. A complete re-think is needed, to move away from the sprawling cities and to build compact, green and liveable cities. Decarbonization is good for people’s health, and is also good for the economy. Korea’s one-less nuclear plant project is successful in reducing carbon emissions.

The management of the natural physical environment must be integrated—green, blue, and brown systems have to work together. Extractive economies are not sustainable. Cities must move towards circular economies. Copenhagen is a good example for waste reduction.

Mitigating disaster impact and building resilience
Losses from the Bangkok floods and super typhoon Haiyan demonstrate that disasters can be hurdles to growth. Disasters tend to have protracted and lingering effects.

Urban systems compound impacts of events and disasters. Vulnerabilities and exposure are extremely high with the number of people in slums and generally dense populations. Climate change is making floods and storms more intense.

Speakers
Nay Htun
Founder and Honorary Patron, Green Economy Green Growth, GEGG Myanmar Association

Ligia Noronha
Director, Division of Technology, Industry and Economics, United Nations Environment Programme

Myung-Rae Cho
Professor, Department of Urban and Regional Planning, Dankook University, Republic of Korea

Vinod Thomas
Director General, Independent Evaluation, Asian Development Bank

Moderator
Mike Douglass
Professor, Lee Kuan Yew School of Public Policy, National University of Singapore
More photos of this session at https://goo.gl/photos/JKhxhPtZtUiKpoAr8
Impact from hazardous events can be mitigated, and capacity to recover from a disaster can be improved. With the advent of climate change and rising trend of disaster losses, it is necessary to build up urban resilience. Apart from sound and stable infrastructure, socio-ecological resilience must also be developed.

**Policies, technologies, and implementing change**

Environmental policies and green technologies are difficult to market and implement. Past disasters have compelled reconstruction efforts, but prevention is overlooked. With difficult to measure benefits, especially with respect to health and preventable losses, and easier to count costs—these environmental and preventive projects are dropped in favor of projects with better benefit-cost ratios.

Societies and cultures resist change. For instance, buildings need not be erected as permanent structures. Buildings can be built to last for 10 years, and houses can have moveable walls, just like office spaces. Governments are still putting up low-cost housing units that are neither sustainable nor resilient. Vested interests can oppose change.

Partnerships with various stakeholders are helpful in effecting change. Social media and social movements can be used to promote the benefits of green technologies and help convince ordinary households and small enterprises of their advantages.
The Governance of Urban Services

More photos of this session at https://goo.gl/photos/jpEN6GE822WQ22648
Effective city planning and governance is a dynamic process

Yokohama, a model secondary city, does not have a detailed master plan. Instead, the city has a long-term vision and a strategy that focuses on its leaders and citizen participation. Good city governance lies on good leadership and citizen involvement in a system that espouses transparency and accountability. Leaders have to make sure rules are clear and implemented consistently. Monitoring systems can be established.

Stringently following city plans and models can even be limiting given emergent and complex cities. Effective city planning is a dynamic process. Urban plans must be ready to confront emerging constraints, address the changing needs of city residents and adapt accordingly. Singapore’s doubling of population increased waste production six-fold. In Manila, as income levels increase, use of water intensive appliances also increases.

Political leadership and public-private partnerships

In 1992, then Philippine President Fidel Ramos utilized public-private partnerships as he focused on the country’s energy, telecommunications, and water sectors. He helped put an end to 12-hour power outages, turned around the telephone to people ratio, and substantially increased water connections.

Public-private partnerships for utilities should be reviewed. The government may be wrongfully transferring to the private sector

Speakers

Virgilio Rivera, Jr.
Chief Operating Officer, New Business Operations, Manila Water Company

Naoyuki Yoshino
Dean, Asian Development Bank Institute

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Moderator

Amy Leung
Deputy Director General, East Asia Department, Asian Development Bank

The Governance of Urban Services
More photos of this session at https://goo.gl/photos/jpEN6GE822WQ22648

Making Cities More Liveable
the responsibility of providing water services to its people. Tariffs are needed for sustainability. The private sector is generally working on a more limited time frame to recoup investments.

**Impact of infrastructure investment**
Changes in tax revenues in the localities of infrastructure investments approximate infrastructure impact. In the case of highways, tax revenues fall during construction, but picks up 3-4 years after completion. Corporate taxes were also observed to increase considerably, compared to individual taxes. Long-term financing for small enterprises that want to establish in areas with new infrastructure is an unmet need.

**Urban governance can benefit from the use of technical know-how and ICT.** Technical people can impart knowledge and appreciation to policy makers. Thai cities with ICT master plans have digitized revenue and disaster plans.
Making Cities More Liveable
Speaker Profiles

Idris Haron is The Right Honorable Chief Minister of Melaka and Supreme Council Member of UMNO – the biggest party in the ruling party, Barisan Nasional. His Right Honorable Datuk Seri Ir. (Dr.) Haji Idris bin Haji Haron was born in 1966 in Kampung Relau, Asahan, Jasin, in Melaka. He received his B.Sc. in Electrical Engineering from the University of Texas, El Paso, USA, and was awarded the Association of Overseas Technical Scholarship for further education at the Tokyo Kensyu Centre in Japan. He has been a professional electrical engineer from 1989 to 2001. Since 1998 he had several responsible roles with the 4B Youth Movement. In 2001, he became the Mayor of Alor Gajah Town Council in Melaka and took up higher directorial and presidential positions at the Melaka Youth Affiliation Council. Since 2003, he has been the Chairman of the Youth Bureau of the Malay and Islam World. From 2004 to 2013, Mr. Haron has been Member of Parliament and from 2008 to 2009 Deputy Minister I in the Ministry of Higher Education. Since 2010, he has been the President of the World Assembly of Youth.

Kishore Mahbubani has had the good fortune of enjoying a career in government and, at the same time, in writing extensively on public issues. He was with the Singapore Foreign Service for 33 years (1971-2004). He served as Singapore’s Ambassador to the United Nations (UN) and as President of the UN Security Council in January 2001 and May 2002. He was Permanent Secretary at the Foreign Ministry from 1993 to 1998. Currently, he is Dean of the Lee Kuan Yew School of Public Policy, National University of Singapore. He is the author of Can Asians Think?, Beyond The Age Of Innocence, The New Asian Hemisphere, The Great Convergence (selected by Financial Times as one of the best books of 2013), and Can Singapore Survive? He was conferred the Public Administration Medal (Gold) by the Singapore Government in 1998 and the Foreign Policy Association Medal in 2004. He was listed as one of the top 100 public intellectuals in the world by Foreign Policy and Prospect in 2005; included in the 2009 Financial Times list of Top 50 individuals; and selected as one of Foreign Policy’s Top Global Thinkers in 2010 and 2011. Most recently, he was selected by Prospect magazine as one of the top 50 world thinkers for 2014.

Takehiko Nakao is the President of the Asian Development Bank (ADB) and the Chairperson of ADB’s Board of Directors. He was elected President by ADB’s Board of Governors and assumed office in April 2013. Before joining ADB, Mr. Nakao was the Vice Minister of Finance for International Affairs at the Ministry of Finance of Japan. In a career spanning more than three decades, Mr. Nakao has gained extensive experience in international finance and development. He has held senior positions in the Ministry of Finance in Japan, which he joined in 1978, including Director-General of the International Bureau, where he fostered close ties with leading figures in the the Asia and Pacific region, and G20 nations. He was assigned as Minister at the Embassy of Japan in Washington D.C., between 2005 and 2007, and from 1994 to 1997 served as economist and advisor at the International Monetary Fund. He has published books and numerous papers on financial and economic issues, and in 2010 and 2011 was a Visiting Professor at the University of Tokyo. Born in 1956, Mr. Nakao holds a Bachelor’s degree in Economics from the University of Tokyo and a Master of Business Administration from the University of California, Berkeley.
Won-soon Park is the Mayor of Seoul, the capital city of the Republic of Korea with 10 million population. He was elected as Mayor in 2011, with the slogan “the citizens are the mayor,” and he maintains the philosophy “communication is democracy,” “details change the world,” and “dreams we dream together come true.” He drives innovation within the public administration, pursuing communication and collaboration with the citizens in all policy making processes. Currently, he serves as the President of ICLEI (International Council for Local Environmental Initiatives), the President of CITYNET, and the president of WeGO (World e-Governments Organization of Cities and Local Governments). Recently, his efforts to make Seoul a “sharing city” awarded him the 2016 Gothenburg Award for Sustainable Development. In 2006, he was awarded the Magsaysay Award for Public Service. Before then, he worked as a human rights lawyer, a civic activist, and a social designer.

Mari Pangestu served as Indonesia’s Minister of Trade from 2004 to 2011, and as Minister of Tourism and Creative Economy from 2011 until October 2014. She is one of Indonesia’s well-known economists working in various areas of international trade, financial sector, macroeconomics and policy reforms at the University of Indonesia and Centre for Strategic and International Studies, as well as being a consultant to many international organizations. She was and continues to be active with the Pacific Economy Cooperation Council, Davos World Economic Forum (including being on various Global Agenda Councils), China Boao Forum for Asia, Asian Economists Panel and many other international leadership forums. She was awarded Bintang Mahaputra, the highest award for public service from the Indonesian government, in 2013 and “lifetime achievement for women and government leadership” award during the World Chinese Enterprise Forum in Chongqing, People’s Republic of China. Currently, she is a Professor of International Economics at the University of Indonesia, on the Board of Trustee, Centre for Strategic and International Studies and Board of Advisers, Prasetya Mulya University. She obtained her Bachelor and Master degrees in Economics and Doctor honoris causa degrees from the Australian National University, and her PhD from the University of California, Davis, in 1986 where she specialised in macroeconomics, and international trade.

Hartwig Schafer is the Vice-President, Operations Policy and Country Services of the World Bank Group. He is responsible for the World Bank’s business policies, practices, and procedures for lending products and knowledge services for client countries. Mr. Schafer also leads key reforms, including the review and update of the Bank’s procurement and environmental and social safeguard policies, and the implementation of the new approach to country engagement. He is also responsible for monitoring and strengthening corporate risk management for operations, and for performance and results measurement of Bank operations. Mr. Schafer, a German national, has worked for over 25 years in technical and managerial positions in the World Bank as well as the European Commission. He brings strong operational experience across several regions and sectors. His academic background is in Economics (PhD) and Agricultural Economics (MA and MSc). Mr. Schafer most recently served as Country Director for Djibouti, Egypt and Yemen in the Middle East and North Africa Region. Previously, he was the Director of Strategy and Operations in the Sustainable Development Network, where he oversaw the World Bank’s engagement in the areas of climate change, sustainable infrastructure, and agriculture and food security. He has also served as Director for Operations and Strategy, in the Africa Region. Prior to this, he was the World Bank’s Country Director for Malawi, Zambia and Zimbabwe, and the Chief Administrative Officer for the Africa Region.
Rico Hizon is a multi-award-winning broadcast journalist. He joined BBC World News in 2002 in Singapore, where he is the presenter of the daily business and finance program Asia Business Report, and the co-presenter of Newsday. In his almost 25 years as a broadcast journalist he has interviewed personalities in the financial, political and sporting worlds. Among the world leaders he has interviewed are former Malaysian Prime Minister Mahathir Mohammad, European Union President Jose Manuel Barroso, Nobel Prize Laureate Muhammad Yunus, Indonesian President Susilo Bambang Yudhoyono, US President Bill Clinton, and Philippine presidents Fidel Ramos and Gloria Macapagal Arroyo. Before starting his broadcast career, he lectured at De La Salle University in the Philippines. He then started his journalism career at Manila-based GMA-7 and also worked at CNBC Asia in Hong Kong, China, and Singapore.

Jeongho Kim is Professor at the School of Public Policy and Management, Korea Development Institute teaching courses on housing economics, urban economics, transportation economics, local administration and public finance, and cost-benefit analysis. He served in various government agencies in advisory capacity such as Economic Planning Board, Prime Minister’s Office, Ministry of Construction (currently Ministry of National Land and Maritime Affairs), and the cities of Seoul and Busan. He also served as a consultant in various public corporations such Korea National Housing Corporation, Korea Land Development Corporation, Korea Housing (Kukmin) Bank, Korea Housing Finance Corporation, and Korea Home Builders’ Association. He earned his bachelors degree in Political Science and Public Administration and masters in City and Regional Planning at University of California at Berkeley. He has a PhD in Urban, Environmental and Technological Planning at University of Michigan. He is the author of How to Reset the Korean Construction Industry (fortcoming August 2016) and Housing Economics and Policy (fortcoming 2016).

Deepak Waikar is the Managing Partner, EduEnergy Consultants LLP, Singapore. He has been Associate, Visiting and Adjunct Faculty at premier institutions and academies in India and Singapore. He has authored and co-authored book chapters, research articles and policy papers on energy, education, management and leadership. He has served on various committees in professional bodies such as Chairman of IEEE, Power Engineering Chapter, Singapore; Vice Chairman of World Energy Council, Singapore; Vice President of International Energy Foundation, Asia-Pacific. He is a recipient of IEEE Power Engineering Society Outstanding Power Engineers’ Award 2003 and SP Green Buddy Award 2004. Dr. Waikar is a Fellow of the International Energy Foundation, Senior Member of IEEE USA and a life member of the Institution of Engineers, India. He has Ph.D. from National University of Singapore and Masters degree from University of Saskatchewan, Canada. He also has PG-Dip in Business Management, Master of Technology & Bachelor of Engineering from Nagpur University, IIT-Banaras Hindu University and Dr. Ambedkar Marathwada University in India.

Sumet Ongkittikul is a research director for transportation and logistics policy at the Thailand Development Research Institute. He holds a PhD in Social Sciences (Transport Studies) from Erasmus University Rotterdam. His main research interests are in the fields of transport policy, transport regulation, logistics, and road safety. His current research includes transport and trade facilitation in ASEAN; financing transport infrastructure; urban bus regulatory reform; public transport safety; and road safety policy.
Véronique Salze-Lozac’h is the Deputy Director General of the Independent Evaluation Department of the Asian Development Bank. She is an economist, with a strong political science background, and has worked for both the public and the private sector on foreign direct investments, inclusive growth, private sector development, and policy reforms in Africa and Asia. Prior to joining the ADB, Ms. Salze-Lozac’h was Senior Director of Economic Development and Chief Economist at The Asia Foundation, where she oversaw strategic planning for the Foundation’s economic activities and developed programs across 18 Asian countries in areas of policy reform, enabling business environments, regional cooperation, trade and women entrepreneurship. In this role she supported Asian initiatives to accelerate inclusive and sustainable economic growth and broaden economic opportunities. Prior to that, she worked on a variety of investment projects for both the public and private sectors in Africa, Europe and Asia. As the founder and managing director of VSL Consulting, she lead private investment projects in Africa and managed multicountry public-private partnerships for research and development industrial programs. Other areas of expertise included microfinance, value-chain analysis and trade. She finished M.A. (honors) in English/political sciences, Paris IV Sorbonne, France; M.A. in international affairs/economic development, the Institut d’Etudes Politiques de Paris (Sciences-Po Paris), France; M.A. (honors) in public and international affairs and Ph.D. (all but dissertation) in economic development at the Graduate School of Public and International Affairs of the University of Pittsburgh, United States.

Myung-Rae Cho is Professor of Urban and Regional Planning, College of Social Science, Dankook University, Republic of Korea. He obtained his D.Phil in Urban and Regional Studies from University of Sussex, England where he studied spatial political economy. He was Kookmin Bank Professor of Korean Studies, KIMP, Kazakhstan and a visiting professor at a number of universities including University of Lancaster, University of Carleton and University of Sussex. He has engaged in various advisory works for the public sector in Republic of Korea, such as Chairs of the Committee of Sustainable Development and the Committee of Cheoggyecheon Restoration in the City of Seoul, Chair of the Special Committee of Administration Innovation in Chungnam Province, Members of the Presidential Commission on Sustainable Development and the Presidential Committee on Balanced Regional Development. He was also Chairs of the Korea NGO Studies Association and the Korea Space and Environment Studies Association. Currently he leads a number of civil society organizations, such as Co-Presidents of the Citizens’ Coalition for Environmental Justice and the National Trust of Korea. Recently, he is elected as a member of Executive Committee of International National Trusts Organization. He has produced over 70 books, among which 9 are authored by him. 3 of his own books won the Award for Distinguished Academic Book from Ministry of Culture and Tourism, and Korean Academy House. Recent books include Reading Society by Space, Green Constructionism and Environmental Crisis, Beyond Creative Cities, Globalization: Looking Back and Forwards.

Mike Douglass is Professor at the Lee Kuan Yew School of Public Policy and Professor and Leader of the Asian Urbanisms Cluster at the Asia Research Institute, National University of Singapore. He teaches and does research on cities in Asia. He is Emeritus Professor of Urban Planning and former Director of the Globalization Research Center, University of Hawaii. He holds a Ph.D. in Urban Planning from UCLA. He has been a consultant on urban policy and planning for major international development and donor agencies as well as national and local governments in Asia. His books include: Disaster Governance: The Urban Transition in Asia; The Rise of Mega-Urban Regions in Pacific Asia; Connected Cities: Histories, Hinterlands, Hierarchies and Networks.
Nay Htun is currently Founder and Honorary Patron, Green Economy Green Growth (GEGG) Myanmar (not for profit) Association, Yangon, that organize training workshops and annual GEGG Forums on green, sustainable, resilient, smart and inclusive development. He is also Research Professor, Department of Technology and Society, Stony Brook, State University of New York and Fellow & Visiting Professor Imperial College London; Honorary Professor Tongji University, Shanghai People’s Republic of China, Visiting Professor and International Advisor, Chulabhorn Research Institute, Bangkok, Thailand. He was formerly with UNEP and UNDP where he held the rank of UN Assistant Secretary General at both organizations. At UNDP he was Assistant Administrator and Regional Director Asia Pacific Bureau managing 24 country offices. At UNEP, he as Deputy Executive Director and Regional Director Asia Pacific Office helped establish the Paris Industry and Environment Office. He was seconded to the UNCED Secretariat, Geneva, Switzerland where he was the Program Director and Special Advisor for business & industry and played a key role in organizing the 1992 Rio Earth Summit. He was also the focal point for business and industry and in particular with the World Business Council for Sustainable Development, Geneva. He was a visiting scholar in a number of distinguished universities, and served in various capacities in a number of not-for-profit institutions. In November 2014, he was awarded by the International Institute for Energy Conservation (IIEC) for his outstanding contributions and guidance to the IIEC in its mission to accelerate energy and efficiency, promote sustainability and reduce GHG emissions in developing and emerging countries. He graduated with a Ph.D. degree in Chemical Engineering from Imperial College London, which was one of the major colleges of the University of London.

Ligia Noronha was appointed Director of the United Nations Environment Programme (UNEP) Division of Technology, Industry and Economics in April 2014. Since her appointment, she has guided the Division in delivering its mandate of promoting environmental sustainability through technology, industry, and economic policy, and has led the implementation of three of UNEP’s seven subprograms on climate change, chemicals and waste, and resource efficiency. Ligia has published internationally on issues relevant to energy and resource security, climate change, India’s environmental and coastal policy, responsible mining, and resource federalism. She holds a Masters in Economics from the University of Bombay, a Masters in Sea Use Law, Economics and Policy, and a PhD from the London School of Economics.

Vinod Thomas is Director General of Independent Evaluation at the Asian Development Bank (ADB). In this capacity he reports to ADB’s Board of Directors on the development effectiveness of the organization. This work is intended to assess the accountability of the organization in delivering results while providing lessons of experience to help strengthen those results. Prior to coming to ADB in August 2011, Vinod was the Director-General and Senior Vice-President of the Independent Evaluation Group at the World Bank Group. He was formerly Country Director for Brazil and Vice-President, a position that he held from October 2001 to July 2005. Before that he was Vice-President of the World Bank Institute, where he led the Institute’s efforts to improve its focus, quality, and impact. He joined the World Bank in 1976 and held several positions, including Chief Economist for the East Asia and Pacific region, Director for the World Development Report (on The Challenge of Development), Chief of Trade Policy and Principal Economist for Colombia, and Economist for Bangladesh. Vinod has a PhD and MA in Economics from the University of Chicago and a BA from St. Stephen’s college, Delhi. He has authored numerous books, articles, and reports on macroeconomic, social and environmental issues and has addressed numerous professional and academic fora in all regions.
Mark Koenig is the Associate Director for Program Strategy, Innovation and Learning at the Asia Foundation. He supports the development of program strategy and overall country strategy across all 18 Foundation field offices, and current co-leads regional efforts to expand the Foundation’s programming and research on urban governance. Mark has recently been working closely with teams implementing urban governance programming in Mongolia, Cambodia, Nepal and Myanmar on a range of issues, with a particular focus on findings ways to use flexibility and political economy strategies to achieve impact in urban governance programming. Mark holds a BA from the Johns Hopkins University, and an MA from the Fletcher School of Law and Diplomacy at Tufts University.

Amy S. P. Leung is Deputy Director General of ADB’s East Asia Department covering ADB’s operation in the People’s Republic of China and Mongolia. Prior to her current position, she was Director of Southeast Asia Urban Development and Water Division and of East Asia Urban and Social Sectors Division where she was in-charge of loan and grant portfolio for urban development, water supply and sanitation, education, health and social protection. She was former Chair of ADB’s Water Community of Practice which undertakes peer reviews of water projects, promotes knowledge management and capacity building and facilitates partnerships and regional cooperation. Amy has over 20 years of experience in managing multistakeholder and multidisciplinary projects in Canada, Hong Kong, China, Indonesia, Malaysia, People’s Republic of China, Philippines, Uzbekistan, Viet Nam, Myanmar, Cambodia, Lao People’s Democratic Republic, Thailand, and Mongolia. She is as an urban planner with expertise in urban development, water resources management, project design and monitoring, and public-private partnerships. She finished her MBA at National University of Singapore, and M.Sc. at University of Toronto, Canada.

Toru Hashimoto is Executive Director of Development Cooperation Department, the City of Yokohama, and in charge of program Y-PORT (Yokohama Partnership of Resources and Technologies). Y-PORT is public private partnership endeavor to deliver knowledge and cutting-edge technology for urban solutions. For more details, please refer to http://www.city.yokohama.lg.jp/kokusai/yport/en/. He was instrumental to conclude Memorandum of Understanding between ADB and the City of Yokohama in regards of urban management and solutions. Before joining the City of Yokohama he took managerial positions in World Bank and Asia Development Bank Institute. He was educated in University of Tokyo, Asia Institute of Technology, and Massachusetts Institute of Technology on urban planning, engineering and human settlements. Away from professional career he enjoys composing pop music and performance as a keyboard player.

Ora-Orn Poocharoen is the Dean of the Faculty of Political Science and Public Administration, Chiang Mai University, Thailand. Dr. Ora specializes in public management—strategic management, performance management, network management, collaborative governance, and public participation. She has published in top journals such as Journal of Public Administration Research and Theory, Public Management Review, and Review of Public Personnel Administration. She is leading the Smart Secondary Cities Project, funded by Microsoft, to investigate information and communication technology and public services in 40 cities of Thailand, Viet Nam, Philippines and Indonesia. She holds a PhD from the Maxwell School of Citizenship and Public Affairs, Syracuse University, and a Masters from the Faculty of Law, University of Tokyo.
Virgilio C. Rivera Jr. is the Chief Operating Officer for New Business in Manila Water Company, Inc. He concurrently serves as the President and CEO of Manila Water Philippine Ventures and Manila Water Asia Pacific which house its new subsidiaries in the Philippines. He also holds directorships in Thu Duc, Kenh Dong and Saigon Water, subsidiaries of Manila Water Company in Viet Nam. As the principal strategist, he provides the overall strategy for new business operations and new business development as the company expands its core business to new geographies in the Philippines and ASEAN markets. Mr. Rivera has extensive experience in strategic planning, price reviews and contract amendments resulting in extension of concession period and enhanced profitability of the concession company. He serves in various capacities in a number of organizations, including as independent director of the Toilet Board Coalition, member of the Academy of Regulatory Professionals, and adjunct professor in the Global Change Institute of University of Queensland, Australia. His achievements have earned him distinction as a valuable resource person for multilateral development banks, academic institutions and national governments in emerging countries. He holds two university degrees in Economics and Behavioral Science from the University of Santo Tomas. He completed graduate-level course work in Masters in Economics from De La Salle University. In 2011, he completed the Advanced Management Program of the Harvard Business School. His book on Manila Water, Tap Secrets: The Manila Water Story, An Exercise in Successful Utility Reform in Urban Water Sector, was published by the Asian Development Bank in 2014.

Naoyuki Yoshino is Dean of the Asian Development Bank Institute (ADB Institute); Professor Emeritus of Keio University, in Tokyo, Japan; and Senior Adviser at the Japan Financial Services Agency’s (FSA) Financial Research Center (FSA Institute). He obtained his PhD from Johns Hopkins University in 1979, where his thesis supervisor was Sir Alan Walters (who was Margaret Thatcher’s Economic Adviser). He was a visiting scholar at the Massachusetts Institute of Technology (United States) and has been a visiting professor at various universities including the University of New South Wales (Australia), Fondation Nationale des Sciences Politiques (France), and University of Gothenburg (Sweden). He was an Assistant Professor at the State University of New York at Buffalo and an Economics Professor at Keio University from 1991 to 2014. He was appointed chair of the Financial Planning Standards Board in 2007, and also served as chairperson of the Japanese Ministry of Finance’s Council on Foreign Exchange and its Fiscal System Council (Fiscal Investment and Loan Program Section). He was also a board member of the Deposit Insurance Corporation of Japan, chairperson of the Meeting of Japanese Government Bond Investors (Ministry of Finance), and was President of the Financial System Council of the Government of Japan. He was conferred honorary doctorates by the University of Gothenburg (Sweden) in 2004 and by Martin Luther University of Halle-Wittenberg (Germany) in 2013; he also received the Fukuzawa Award for his contribution to academic research in 2013.
Think Sustainable, Act Responsible

About the Asian Development Bank

ADB's vision is an Asia and Pacific region free of poverty. Its mission is to help its developing member countries reduce poverty and improve the quality of life of their people. Despite the region's many successes, it remains home to the majority of the world's poor. ADB is committed to reducing poverty through inclusive economic growth, environmentally sustainable growth, and regional integration. Based in Manila, ADB is owned by 67 members, including 48 from the region. Its main instruments for helping its developing member countries are policy dialogue, loans, equity investments, guarantees, grants, and technical assistance.

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The Independent Evaluation Department evaluates the policies, strategies, operations, and special concerns of ADB relating to organizational and operational effectiveness. It contributes to development effectiveness by providing feedback on performance and through evaluation lessons.

ASIAN DEVELOPMENT BANK
6 ADB Avenue, Mandaluyong City
1550 Metro Manila, Philippines
www.adb.org

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