

국외출장 복명서

기 간: 2017. 12. 10 ~ 2017. 12. 13

출장지: 일본(도쿄)

출장자: 최성수 선임자문위원

I. 출장개요

1. 출 장 지 : 일본(도쿄)

2. 출장기간 : 2017. 12. 10 (일) ~ 12. 13 (수)

3. 출 장 자 : 최성수 (선임연구위원, GDPC)

4. 출장목적

- 우리 원과 세계은행(World Bank)은 공동워크숍-2017 메트로랩 : 대도시권 성장대응 정책을 일본과 한국에서 공동개최(도쿄 3일, 서울 3일)함(12.11-12.16)
- 우리 원과 세계은행의 워크숍 공동개최를 통해 세계은행 본부 뿐 아니라 세계은행 TDLC(Tokyo Development Learning Center)와의 네트워크 강화 및 개도국 교육 연수 경험 공유가능
- 일본에서 개최하는 공동워크숍 참석을 세계은행으로부터 요청받아 워크숍 참석
- 워크숍 참석국가 및 도시와의 네트워크 구축 및 도시 관리 분야의 지식공유를 통한 후속협력사업 수요 발굴 모색 가능

○ 공동워크숍 개최배경

- 세계은행 TDLC*(세계은행 산하 교육기관, 일본 동경)에서는 Technical Deep Dive라는 이름으로 개도국 공무원, 선진국 대도시 전문가 및 세계은행 직원 대상 지식교류 실시 중

* TDLC: Tokyo Development Learning Center

- 세계은행은 인구 5백만명 이상의 대규모 도시(mega-city) 대상 대도시권 성장 대응 정책을 주제로 한국과 일본에서 공동으로 워크숍 진행 희망
- 2014년 서울에서 개최한 메트로랩* (Global Lab on Metropolitan Strategic Planning: Seoul Global Exchange) 형식의 워크숍 기획

* 세계은행 대도시권 연구회(Metro Lab)는 2012년부터 매년 실시 중

- 6일 간 일본과 한국 2개 도시에서 공동 개최 (도쿄 3일, 서울 3일)
- 아프리카, 동아시아, 중남미, 남아시아 등 6개 지역 10개 국가별 정책결정권자 및 실무자들로 구성, 세계은행 지역 TTL 및 TDLC 관계자 참가

○ 공동워크숍 개최 목적

- 본 워크숍의 목적은 급속한 경제성장으로 발생한 다양한 도시문제 해결을 위한 대도시권 성장 대응계획 및 경험 공유
- 한국과 일본의 대도시권 관리 정책 및 전략 비교체험
- 대도시권 개발 및 관리방안 중 주택 및 교통인프라 계획과 신도시개발 및 재개발을 주제로 워크숍 진행
- 개회식, 강의 및 현장견학, 종합토론, 액션플랜 발표 등

II. 출장일정

일정 (요일)	출발지	도착지	업무수행내용	접촉예정인물 (직책포함)
12. 10 (일)	인천	도쿄	(15:00) 김포 출발 (17:30) 도쿄 도착	
12. 11 (월)			(9:00-17:00) 공동워크숍 참석 (Day 1) - 강의세션 1: 대도시권 성장 관리 계획 - 강의세션 2: 도쿄 성장 관리 계획 및 이행 사례-공공 및 민간 분야 - 토론 세션: 각 국의 도시성장 도전과제 및 해결방안 공유	- 각 국 도시 정책 관계자 : 6개지역 11개국 (약 37명) - 세계은행 지역 TTL 및 TDLC (약 24명)
12. 12 (화)			(9:30-16:30) 공동워크숍 참석 (Day 2) - 강의세션 1: 도쿄 대도시권 관리를 위한 지방정부의 역할 - 강의세션 2: 도쿄 사례 공유 및 시 관계자와의 만남 - 현장답사	
12. 13 (수)			(9:30-15:00) 공동워크숍 참석 (Day 3) - 현장답사 - 종합토론: 시사점 및 국별 적용방안 논의 (18:00) 도쿄 출발 (20:00) 김포 도착	

III. 수행사항

- 공동워크숍 참석 및 대도시권 성장 관리 대응 방안 토론
 - 강의 세션(대도시권 성장 관리 계획 및 도쿄 성장 관리 계획 및 이행사례 - 공공 및 민간 분야) 참석을 통한 지식 공유
 - 토론 세션을 통해 각 국의 도시성장 도전과제 및 해결방안 공유

- 참석국가와의 향후 협력사업 수요 발굴 모색
 - 참석국가 및 도시의 대도시권 성장관리 정책 및 이행방안 공유
 - 대도시권 관리를 위한 대응방안 측면에서의 후속 협력사업 수요발굴 모색

- 세계은행과의 지속적 교류 및 네트워크 강화
 - 워크숍 공동개최를 통한 지속적 교류 및 후속사업 수행을 위한 네트워크 강화

- 발표 및 토론세션 주요 내용
 - 주제 : 한국 수도권 개발 및 성장 정책 역사
 - 서울 및 수도권 지역 성장 배경
 - 전후 수도권 재건 및 개발 과정
 - 수도권 성장 대응 및 관리 정책 발전 과정

- 주요 질의응답
 - (질문) 서울 수도권 개발은 주로 주택공급의 측면을 고려한 것 같다. 전 세계 많은 도시들이 주택 공급 뿐만 아니라 고용 문제에 대해서도 고심하고 있는데, 한국의 수도권 개발 과정에서 고용 측면은 어떻게 고려되었는가?
 - (답변) 개발도상국에서 고용 문제는 주요한 사회 문제 중 하나로 특히 다수의 도시 일자리가 비공식적 일자리로 알고 있음
 - 서울의 경우, 많은 산업이 지방에 이전 된 지금도 한국 제조업의 15%를 차지하고 있으며, 최첨단산업단지가 서울 수도권 지역에 위치해 있음
 - 정부는 산업개발과 성장에 집중해 서울의 제조업과 서비스업의 고용을 늘리기 위해 노력함

- (질문) 신도시 개발을 위한 토지 수용과 관련한 질문을 하고 싶다. 정부가 신도시 개발을 위한 토지를 수용하는 과정에서 어떤 문제들이 있었으며, 농지와 공지의 경우 수용 가격이 달랐을 텐데, 어떤 방식을 통해 수용 가격이 결정되었는가? 또한 신도시 개발은 공공부문과 민간 부문 중 어느 쪽이 담당했는가?
- (답변) 토지의 개발은 오늘날 한국토지주택공사(Korea Land and Housing Corporation: LH)의 전신인 한국토지공사(Korea Land Corporation: KLC)에서 담당함
 - 그러나 신도시 및 기타 인프라 개발사업은 대규모 사업이었으므로 대통령 산하에 특별기구를 설립해 지휘본부로서의 역할을 수행하게 하였고, 정부의 강력한 리더십이 있어 단 기간(2년)에 신도시를 건설 할 수 있었음
 - 토지 수용의 경우 KLC가 담당했는데, 토지가격은 개발의 여부와 상관없이 책정되어 지주들의 반발이 심했음
 - 이에 정부는 토지수용가격에 대한 협상을 진행해 결국 시장가격에 가까운 수준에서 수용 가격이 결정됨
 - 가격책정 과정에서 문제가 발생할 경우 지방정부 대표, KLC 대표, 지주들이 참여하는 위원회를 개최해 문제를 해결 했으며, 이 과정에서도 문제가 해결 되지 않을 경우 건설교통부 산하 조정위원회에서 협상을 통해 문제를 해결함



[부록 1] 공동워크숍 영문아젠다



[Draft concept note, Dec.6]



Technical Deep Dive on Managing Urban Expansion in Mega-Metropolitan Areas

December 11-16, 2017
Tokyo and Seoul

Executive Summary

Mega metropolitan regions - clusters of large, densely populated urban areas spread across multiple local administrative jurisdictions linked by transportation networks - have emerged within countries as effective organizing units producing a sizeable bulk of the world's wealth, attracting a large share of the global talent and commanding an increasing share of the global economy. The Metro Lab Meeting / Technical Deep Dive (TDD) on Mega-Metropolitan Areas (MMAs) will bring together representatives from large metropolitan regions from emerging economies to exchange experiences and knowledge with a view to gain a better understanding of the dynamics and development trends of MMAs across the world. The overall focus will be on a major challenge facing these cities and regions; namely that of managing urban expansion, density and livability in a manner that takes advantage of the benefits of productive agglomerations, while mitigating the disadvantages of congestion pressures, such traffic, land use, mass transit, etc.

The program will take place in two cities, Tokyo and Seoul, that have successfully managed the challenge of expansion, employing quite different strategies and approaches. Participants will include practitioners and decision-makers from World Bank client countries, Task Team Leaders (TTLs) or senior project team members, and experts from Japan and Korea who will showcase approaches and experiences related to managing urban expansion in a multi-jurisdictional context. In addition to experts and practitioners from the two host cities, experts from the OECD and other organizations will be invited to contribute to the discussions.

Focus

The program will focus on two aspects of managing expansion: (i) transportation planning; and (ii) development of new towns and neighborhoods. Through presentations, discussions, and site visits, the program will look at how the two cities have managed development of transportation infrastructure and services, as well as expansion through the creation of new towns and neighborhoods, including mechanisms for planning, financing and governance. The program will also juxtapose the Japanese approach to managing urban expansion, which is largely private sector led, with the Korean approach, which is much more top-down with a larger public sector role. Participants will have an opportunity to discuss with Japanese and Korean experts, and among themselves, the applicability of the two approaches to their own cities and regions.

Organizer and Partners

In Japan, the program is being organized by the **Tokyo Development Learning Center (TDLC)** which supports and facilitates strategic WBG and client country collaboration with select Japanese cities, agencies and partners for joint research, knowledge exchange, capacity building and other activities that develop opportunities to link Japanese and global expertise with specific project-level engagements in developing countries to maximize development impact. <http://www.jointokyo.org/>

In Korea, the program is being organized by the **Korea Research Institute for Human Settlements (KRIHS)** KRIHS is a public research institution specializing in national territorial, regional, and urban planning; housing, land, and infrastructure policies, and geospatial information. It works mainly for the central government but also with municipalities, public corporations, academia, and increasingly, with foreign and international institutions. <http://eng.krihs.re.kr/>

The event will be organized in close collaboration with the Tokyo Metropolitan Government (TMG) in Japan and the Seoul Metropolitan Government (SMG) in Korea.

Format

The Technical Deep Dive (TDD) will integrate workshops, site visits, peer-peer knowledge sharing and action planning activities

Delegates to the Technical Deep Dives will benefit from:

- Cutting-edge policy thinking and technical knowledge delivered through engaging learning sessions;
- Increased capacity to assess policy and regulatory frameworks across several sectors;
- Peer learning and networking through experience exchange sessions;
- Experimental knowledge exchanges through site visits;
- Opportunity to engage directly with Japanese and Korean municipalities, ministries, private sector and academia, to learn innovative solutions and to identify areas of further collaboration and knowledge exchange;
- Access to follow-up operational support to assist in the successful application of knowledge gained through the TDD, provided through TDLC's operational support component.

Budget

The organizers will cover the following expenses (following World Bank policies):

- Airfares, hotel and actual expenses for all international participants
- Simultaneous translation services (to/from English-Japanese/Korean)
- Venue for training, including required technology facilities
- Local Transportation
- Meals

DAY 1 MONDAY, DECEMBER 11: In Tokyo	
SCHEDULE	
8:15-9:00	Breakfast and Registration at Tokyo Development Learning Center (TDLC), Tokyo, Japan
9:00-9:45 (45 min)	<p><u>Welcome and technical deep dive objectives</u></p> <p>Agenda Setting</p> <ul style="list-style-type: none"> Facilitator: Dan Levine, Senior Officer, TDLC, WBG <p>Welcome Remarks</p> <ul style="list-style-type: none"> Ming Zhang, Urban Practice Manager, World Bank Group (WBG) <p>Icebreakers - Cultural bingo</p> <ul style="list-style-type: none"> Haruka Imoto, KM Analyst, TDLC, WBG
09:45-11:05 (80 min)	<p>Framing Presentation</p> <p>Format: Key Note presentation followed by Q&A</p> <ul style="list-style-type: none"> Tim Moonen, Managing Director, Research and Advise, The Business of Cities Limited Moderated by Barjor Mehta, Lead Urban Specialist, WBG
11:05-11:20	Coffee Break
11:20-12:00 (40 min)	<p>Overview of Managing Urban Expansion: Case of Tokyo</p> <ul style="list-style-type: none"> Yuko Okazawa, Urban Specialist, TDLC, WBG
12:00-13:30	Lunch
13:30-14:30 (60 min)	<p>Transit-oriented Development (TOD) in Tokyo</p> <p>Format: Quick overview with slides and interview followed by Q&A</p> <ul style="list-style-type: none"> Kengo Ochi, Director, City Planning Survey and Information Office, City Planning Division, City Bureau, Ministry of Land, Infrastructure, Transport and Tourism (MLIT), Government of Japan Moderated by Peter Ellis, Lead Urban Specialist, WBG
14:30-14:50	Coffee Break
14:50-16:20 (90 min)	<p>Shift and Share (1): Presentations on challenges/approaches to managing urban expansion from participating delegations</p> <p>Each participating city/region will make a brief presentation on the planning efforts undertaken and major projects under implementation in their respective cities. The intention is to get to know the challenges faced and actions taken by each participating city.</p> <p>Format: Shift and Share</p> <ul style="list-style-type: none"> Six participating cities make presentations of 6 minutes each (Guidelines provided separately) Facilitator: Phil Karp, Lead Knowledge Management Specialist, WBG in cooperation with TDLC
16:20-16:50	Summarize and Draw Common Lessons:
17:00-	Dinner at Kappogi "Grandma's Izakaya", Lino Building B1F, 2-1-1 Uchisaiwaicho Chiyoda Tokyo

DAY 2 TUESDAY, DECEMBER 12: In Tokyo	
SCHEDULE	
8:30-	Meet at bus and ride to Tokyo Metropolitan Government
9:15-9:30	Reflections from Day 1 in the bus
Thematic Sessions and Site Visit 1	
Objective: How Special Wards, Tokyo Metropolitan Government and Central Government Coordinate for Urban Development Projects? How Tokyo managed urban expansion with well-planned Transit-oriented Development?	
Venue	
Morning: Special meeting room 27, 31 st floor of Tokyo Metropolitan Government No.2 Building	
Afternoon: Hall 4A, TKP Shinjuku Conference Center (Address: 4F, 1-14-11, Nishi Shinjuku, Shinjuku)	
9:45-10:00	Welcome Remarks from Tokyo Metropolitan Government <ul style="list-style-type: none"> ▪ Speaker: Tsuyoshi Yamamoto, Special Advisor to the Governor on International Affairs, Tokyo Metropolitan Government
10:00-10:50 (50 min)	Governance structure in Tokyo What are the roles and responsibilities of Special Wards, City/Town/Villages and Tokyo Metropolitan Government? What are the budgeting allocation mechanism? How much power does Governor and Mayors have, with examples of projects around urban development and service provisions.
Format: Interview	
<ul style="list-style-type: none"> ▪ Speaker: Kazunari Arai, Deputy Director, Promotion Planning Section, Local Administration Division Bureau of General Affairs, Tokyo Metropolitan Government ▪ Facilitator: TDLC 	
10:50-11:00	Break
11:00-11:45 (45 min)	Planning and Implementing for Growth of Tokyo: Role of the Public and Private Sectors The session will provide an overview of Tokyo Metropolitan Governments experience in planning for and catalyzing the development of transport infrastructure and services.
Format: Key Note presentation followed by 15 minutes of Q&A / Discussions (30 mins)	
<ul style="list-style-type: none"> ▪ Sasaki Hirofumi, Director for Policy Coordination, Urban Development Policy Division, Bureau of Urban Development, Tokyo Metropolitan Government 	
11:45-12:00	Walk to session venue Venue: Hall 4A, TKP Shinjuku Conference Center (Address: 4F, 1-14-11, Nishi Shinjuku, Shinjuku, Tokyo)
12:00-13:20	Lunch
13:20-14:30 (70 min)	Shift and Share (2): Presentations on challenges/approaches to managing urban expansion from participating delegations Each participating city/region will make a brief presentation on the planning efforts undertaken and major projects under implementation in their respective cities. The intention is to get to know the challenges faced and actions taken by each participating city.

	<p>Format: Shift and Share</p> <ul style="list-style-type: none"> ▪ Four participating cities make presentations of 6 minutes each (Guidelines provided separately) ▪ Facilitator: Phil Karp, Lead Knowledge Management Specialist, WBG in cooperation with TDLC
14:30-14:45	Coffee Break
14:45-15:15 (60 min)	<p>Overview of Shinjuku – Tokyo and its growth along corridors</p> <p>Format: Presentation</p> <ul style="list-style-type: none"> ▪ Tatsuo Arakawa, Deputy Director General, Urban Renaissance Department, Urban Renaissance Agency (UR)
15:15-17:00 (105 min)	<p>Shinjuku Site Visit</p> <p>Objective: How Tokyo managed urban expansion with well-planned Transit-oriented Development?</p> <p>Format: Site Visit</p> <ul style="list-style-type: none"> ▪ Guide: Tatsuo Arakawa, Deputy Director General, Urban Renaissance Department, Urban Renaissance Agency (UR) ▪ Transportation Mode: By walk
17:00-	<p>Dinner at 45th floor of Tokyo Metropolitan Bld.</p> <p>"Good View Tokyo", 45th floor of North Tower, Tokyo Metropolitan Main Building No.1</p>

DAY 3 WEDNESDAY, DECEMBER 13: In Tokyo	
SCHEDULE	
8:00-	Check-out (Please bring your luggage to TDLC)
8:30-9:00	Coffee at TDLC
9:00-9:30	Reflection from Day 3
Thematic Sessions and Site Visit 2	
Objective: Objective: How Special Wards, Tokyo Metropolitan Government and Central Government Coordinate for Urban Development Projects? How Tokyo managed urban expansion with well-planned Transit-oriented Development?	
9:30-10:00 (30 min)	Overview of Shibuya <ul style="list-style-type: none"> ▪ Tatsuo Arakawa, Deputy Director General, Urban Renaissance Department, Urban Renaissance Agency (UR) ▪ Representative, Railway companies (TBC)
10:00-10:40	Train ride to Shibuya (Metro Ginza Line)
10:40-12:00 (80 min)	Shibuya Site Visit Site visit around Shibuya station. Visit Tokyo Metro/Japan Railway (JR) Lines and Hikarie <ul style="list-style-type: none"> ▪ Guide: Tatsuo Arakawa, Deputy Director General, Urban Renaissance Department, Urban Renaissance Agency (UR)
12:15-13:00	Train ride back to TDLC (JR Yamanote Line)
13:00-14:00	Lunch at TDLC
14:00-14:30	Wrap Up
15:00-16:30	Travel to Haneda Airport (A chartered bus is available from TDLC)
19:30-22:30	Flight from Haneda to Gimpo Airport Suggested flights are: Asiana Air OZ 1035 (HND 20:05-GMP 22:35); ANA NH 867 (HND 20:00-GMP 22:30); Korean Air KE 2710 (HND 19:55-GMP 22:35); JAL JL 095 (HND 19:45-GMP 22:20)
23:30	Bus ride and check-in to hotel in Seoul



** KRIHS staff will provide buses for airport pick-up. Please do not leave the airport by yourselves.*










DAY 4 THURSDAY, DECEMBER 14: In Seoul	
SCHEDULE	
8:30-9:00	Registration at conference venue
9:00-9:30	<p>Welcome and setting the agenda for Seoul</p> <ul style="list-style-type: none"> ▪ Jewon Lee, Vice Mayor for Administrative Affairs, Seoul Metropolitan Government ▪ Dong-Ju Kim, President, KRIHS <p>Group Photo</p>
9:30-10:00	<p>Introduction Accommodating the Growth of Seoul Metropolitan Region: A Brief History</p> <ul style="list-style-type: none"> ▪ Songsu Choi, Senior Advisor, KRIHS
10:00-10:20	Coffee Break
10:20-11:00	<p>Planning and Implementing for Growth in and around Seoul</p> <p>Presentation 1: Development and Regeneration of Seoul: Inner city townships, redevelopment and environment</p> <ul style="list-style-type: none"> ▪ Jaemin Song, SMG and University of Seoul
11:00-11:40	<p>Presentation 2: Development of large new towns and the regional transportation in Seoul Metropolitan Region</p> <ul style="list-style-type: none"> ▪ Jeongho Moon, Senior Research Fellow, KRIHS
11:40-12:00	Round table (open Q&A)
12:00-13:30	Lunch
13:30-18:00	<p>Story of Seoul – Site Visit (1): Township(s)</p> <p>Site visits – Seoul History Museum, Haneul Park, Sangam Digital Media City (Cheonggye Stream, if time allows)</p> <p>Format: Site Visit, Briefing and Q&A</p> <ul style="list-style-type: none"> ▪ Guided by representatives, SMG & KRIHS
18:00-19:00	Move to reception venue
19:00-21:00	Dinner - hosted by KRIHS










DAY 5 FRIDAY, DECEMBER 15: In Seoul	
SCHEDULE	
9:00-9:15	Reflection from Day 4
9:15-10:45	<p>Reflecting on Seoul's experiences and identifying principles that could be applied in the participating mega metros</p> <p>Each participating metro will reflect on lessons learnt from Seoul and how and what can be done to apply the principles in their respective cities. The focus will be on the "principles" learnt from observations about Seoul's experience and discussions with the other participating cities.</p> <p>Format: Participants to be seated in small discussion groups to identify and discuss principles learnt from Seoul. (Moderated by WBG/Tokyo/Seoul/ Resource Cities)</p>
10:45-11:00	Coffee Break
11:00-12:00	<p>Explanation about action plan</p> <ul style="list-style-type: none"> ▪ Facilitator: Phil Karp, Program Manager, TDLC, WBG (10 min) <p>Presentation of Operational Support by TDLC & KRIHS</p> <ul style="list-style-type: none"> ▪ Yuko Okazawa, Urban Specialist, TDLC, WBG (20 min) ▪ Yehyun An, Associate Research Fellow, KRIHS (20 min) <p>Q&A about action plan (10 min)</p>
12:00-13:30	Lunch
13:30-18:00	<p>Seoul Story – Site Visit (2): Township around Seoul</p> <p>Site visits – New towns: Bundang and Pangyo</p> <p>Format: Site Visit, Briefing and Q&A</p> <ul style="list-style-type: none"> ▪ Guided by representatives, SMG & KRIHS
18:00	Back to Seoul and free dinner










DAY 6 SATURDAY, DECEMBER 16: In Seoul	
SCHEDULE	
9:00-9:15	Reflection from Day 5
9:15-10:15	<p>Action Plan Preparation</p> <ul style="list-style-type: none"> Facilitator: Phil Karp, Program Manager, TDLC, WBG
10:15-11:15	<p>Action Plan Presentations (1)</p> <p>Each delegation presents their action plan; comments from expert panel</p> <ul style="list-style-type: none"> Facilitator: Phil Karp, Program Manager, TDLC, WBG Expert Panel consisting of WBG, KRIHS, SMG
11:15-11:30	Coffee Break
11:30-12:30	<p>Action Plan Presentations (2)</p> <p>Each delegation presents their action plan; comments from expert panel</p> <ul style="list-style-type: none"> Facilitator: Dan Levine, Senior Officer, TDLC, WBG Expert Panel consisting of WBG, KRIHS, SMG
12:30-13:45	Lunch
13:45-14:00	Evaluation
14:00-15:00	<p>Action Plan Presentations (3)</p> <p>Each delegation presents their action plan; comments from expert panel</p> <ul style="list-style-type: none"> Facilitator: Phil Karp, Program Manager, TDLC, WBG Expert Panel consisting of WBG, KRIHS, SMG
15:00-15:30	<p>Closing Circle</p> <p>Reflection from participants on main takeaways and lessons learned</p> <ul style="list-style-type: none"> Facilitator: Phil Karp, Program Manager, TDLC, WBG
15:30-15:45	<p>Closing Remarks</p> <ul style="list-style-type: none"> Dong-Ju Kim, President, KRIHS Ming Zhang, Practice Manager, WBG <p>Group Photo</p>




[부록 2] 공동워크숍 참가자 명단







연수 참가자 및 WB 지역 TTL							
연번	사진	국가	이름	기관	부서	직위	
1		Congo (Kinshasa)	Lucie Bakajika Ngenyibungi	Ministry of Urban Planning and Housing	-	Urban Planner	
2		Congo (Kinshasa)	Robert Mavema Luzolanu	Government of Kinshasa	Department of Planning, Public Works and Infrastructure	Minister	
3		Congo (France)	Sylvie Claudine Debomy	World Bank	-	Lead Urban Specialist	TTL
4		South Africa (Cape Town)	Peter Khaled Ahmad	City of Cape Town Metropolitan Municipality	City Growth Management	Manager	
5		South Africa (Cape Town)	Keresha Naidoo	City of Cape Town	Transport Planning, Transport and Urban Development Authority (TDA),	PPO	
6		South Africa	Carli Bunding-Vent ner	World Bank	-	Urban Economis t	TTL
7		Vietnam (Ho Chi Minh City)	Dinh Nguyen Nguyen	Ho Chi Minh City people's Committee Office	Management Planning and Building,	Official	
8		Vietnam (Ho Chi Minh City)	Ly Khanh Tam Thao	Ho Chi Minh City	General Planning Division, Department of Planning and Architecture	Official	

9		Vietnam (Ho Chi Minh City)	Hanh Phuc Le Quang	Ho Chi Minh City	General Planning Division, Department of Planning and Architecture	Official	
10		Vietnam (China)	Jerry Chen	World Bank	-	Urban Sector Coordinator, Vietnam	TTL
11		Indonesia (Jakarta)	Mia Amalia	National Development Planning Agency	-	Head of Sub-directorate for Urban Affairs	
12		Indonesia (Bandung)	Endang Damayanti	National Development Planning Agency	Spatial and Environment Sub Division	Planner in Natural Resources	
13		Indonesia (Malaysia)	Marcus John Jin Sarn Lee	World Bank	-	Senior Urban Economist	TTL
14		Turkey (Izmir)	Banu Dayangaç	Izmir Metropolitan Municipality	Department of City Planning	Municipality	
15		Turkey (Izmir)	Mert Yaygel	Izmir Metropolitan Municipality	-	Manager	
16		Turkey (Ankara)	Ece Ayça Altinişik	Ministry of Environment and Urbanisation	-	City Planner	
17		Turkey (Ankara)	Koray Velibeyoğlu	Izmir Institute of Technology	-	Associate Professor	

18		Turkey	Canan Yildiz	World Bank	-	Infra-structure Specialist	TTL
19		Argentina (Buenos Aires)	Tomas Fernando Alet Baker	Buenos Aires City Government	Transportation Secretariat	Lead Advisor	
20		Argentina (Buenos Aires)	Facundo Jose Serigos	Government of the City of Buenos Aires	Ministry of Urban Development	Advisor of the Environmental Urban Plan Board	
21		Argentina (Buenos Aires)	Horacio Raul Barcellandi	National Ministry of Interior, Civil Works and Housing	Under-secretary of Territorial Planning of Public Investment,	National Director of Development and Territorial Order	
22		Argentina (Buenos Aires)	Nestor Oscar Pamos		Secretary of Transport	Project Coordinator	
23		Argentina	Santiago Ezequiel Arias	World Bank	-	Transport Specialist	TTL
24		Egypt (Qalyoubia)	Eslam Elsayed Ibrahim	General directorate of Qalyoubia Governorate	informal areas development department	Executive Director	
25		Egypt (Qalyoubia)	Mohamed Fawzy Abdelrehim	General directorate of Qalyoubia Governorate	Technical office for Qalyoubia Governor	Director	
26		Egypt (Cairo)	Mohamed Anwar Helal	New Urban Communities Authority (NUCA)		Assistant to the Minister	

27		Egypt (Cairo)	Hazem Mohamed Kamaleldin Abdelfattah Mohamed	World Bank	-	Urban Develop- ment Specialist	TTL
28		Egypt	Mohamed Adel Mohamed Nada	World Bank	-	Senior Urban Specialist	TTL
29		Pakistan (Karachi)	Khalid Mehmood Shaikh	Government of Sindh	Planning Department	Director General UPSP	
30		Pakistan (Karachi)	Tariq Ahmed Rind	Government of Sindh	Karachi Neighborhood Improvement Program P&D	Architect Planner	
31		Pakistan (Singapore)	Jon Kher Kaw	World Bank	-	Senior Urban Specialist	TTL
32		Bangladesh (Dhaka)	Md Sufi Ullah Siddik Bhuyan	Dhaka South City Corporation	Department of Engineering	Executive Engineer	
33		Bangladesh (Dhaka)	Itrat Hossain Zakaria	Dhaka Transport Coordination Authority (DTCA)		Additional Executive Director	
34		Bangladesh (Dhaka)	Mohammad Abul Kashem	Dhaka South City Corporation	Department of Engineering	Executive Engineer	
35		Bangladesh	Ishita Alam Abonee	World Bank	-	Urban Specialist	TTL

36		Sri Lanka (Colombo)	Champika Manohari De Silva	Urban Development Authority		Deputy Director General	
37		Sri Lanka (Colombo)	Shastriya Udaya Bandara Dolapihilla	Colombo Municipal Council	Department of Municipal Engineer	Senior Architect	
38		Sri Lanka (Australia)	Katherine Gail Davis	World Bank	-	Urban Develop- ment Specialist	TTL

World Bank					
연번	사진	이름	기관	부서	직위
1		Zhang Ming	World Bank	GSU10	Practice Manager
2		Phil E. Karp	World Bank	GSURR	Lead Knowledge Management Specialist
3		Peter Ellis	World Bank	GSU13	Lead Urban Economist
4		Barjor Mehta	World Bank	GSU 08	Lead Urban Specialist
5		Dan Levine	World Bank	TDLC	Senior Officer
6		Haruka Imoto	World Bank	TDLC	Knowledge Management Analyst
7		Yuko Okazawa	World Bank	TDLC	Urban Specialist

발표자 및 일본 고베시 참석자						
연번	사진	국가	이름	기관	부서	직위
1		Japan	Tadashi Matsumoto	OECD	Cities, Urban Policy and Sustainable Development	Coordinator for National Urban Policy, Climate Change and Green Growth
2		Japan	Atsushi Okada	Kobe City Government	International Business, International Department, Office of the Mayor	Director, International Business
3		Japan	Toshinori Akaeda	Kobe City Government	-	Director
4		Japan	Shinji Koike	Kobe City Government	-	Director
5		Korea	Jaemin Son	SMG (Seoul Metropolitan Government)	International Urban Development Collaboration	General Director
6		Korea	Jeongho Moon	KRIHS	National Territorial Regional Research Division	Senior Research Fellow