

THE CDB PROCESS: DEVELOPING AND APPLYING URBAN INDICATORS

Matthew Westfall and Giles Clarke

I. A TOOLKIT FOR URBAN MANAGERS

Previous chapters have been devoted to the theoretical underpinnings to measuring human progress and reviewing of previous and ongoing indicators approaches and systems. For the CDB exercise, a key intention has been to create a framework for an urban indicators system that can be easily replicated and applied by city administrators and urban managers on the ground in the fast growing cities of Asia's developing countries. The CDB, then, has two primary outputs: an urban indicator formulation and collection exercise in 18 selected cities as a pilot of the process; and development of an urban indicator toolkit for replication—in whole or in part—in other cities in the Asian region.

The formulation of the CDB approach attempted to incorporate real-world constraints and issues that confront those tasked with policy making in Asia's poorer cities. To be sure, the demands of day-to-day city management in many of these resource-constrained cities do not allow for wasteful or pointless exercises that generate data for the sake of data; any efforts, if they are to be successful and sustained, must be practical, tempered by reality, and must deliver meaning-

ful results. At the same time, as Peter Newton aptly noted in his workshop presentation, there are two basic truths to any indicators exercise of this sort: (i) you cannot properly measure what you don't understand; and (ii) you cannot improve what you don't measure. The CDB urban indicators exercise was an exploration of these two truths, and a search for a means to address them.

For potential users of the CDB process, it is not expected that the full slate of urban indicators will be either applicable or appropriate in their entirety. This may present some conflict over time in data gaps and comparability of collected data between cities in the region and elsewhere—a function of the system that donor institutions and others involved in comparative analysis are keen to support—but participating cities should be driven by their own local demands and concerns. Users should distill from the CDB process the urban indicators that are most important for their respective cities, and which address their city's priority concerns such as poverty reduction, job creation, and governance.

Before attempting to apply the process, consider a few tips and pointers. At the city level, everyone involved in the process should understand clearly the reasons for establishing an urban indicators system. The system should support the strategic planning

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process of the city, helping provide answers to the important questions of “Where are we?”, “Where do we want to go?”, and “How can we get there?”. The system should be developed based on local issues and conditions and established through intensive consultations with stakeholders. The urban indicators system, and the performance measurement and benchmarking that can be derived from it, will help make cause-and-effect relationships visible by aligning goals and policies with the programs, projects, and external factors impacting the city. Senior management leadership and support will be vital. Buy-in and support by local government staff and acceptance and ownership by different stakeholders of the process will be crucial to sustain the effort.

A key lesson learned from the CDB process is that developing an indicators system requires considerable time and effort. A major impediment to sustaining an effective urban indicators and performance measurement in cities has been insufficient capacity and resources, so it is recommended to start on a manageable scale, by starting small with one or two sectors where data collection and analysis are reasonable and moving on to more complex topic areas at a later stage. Once the system is in place, it should be refined as an ongoing, iterative task. Continual reassessment of the competing demands of cost and performance data precision, simplicity, and timeliness will be required, while preserving the level of confidence in the comparative data.

The outputs of the exercise should be a stream of usable, useful information that meets a clear need and promotes improved and more efficient urban management. The exercise should support sustainable urban development by increasing efficiency, increase the involvement of people and communities in managing and developing their cities, and strengthen the linkages of economic, social, and environmental issues in decision making. To revert to the two basic truths, the CDB exercise should help illuminate issues that are to be measured and point a way forward to improvements in the cities.

II. THE CASE STUDY OF ASIAVILLE

The following case study is presented to illustrate the CDB process and the steps needed to link the urban indicators data collection effort to (specific) city goals and urban policies. Many of the indicators used are presented in Chapter 4 with descriptions of their formulas and the significance of the data. A warning trend is provided to flag a negative trend or concern that may grow into a larger problem over time if not addressed. The explicit connection to policy, as will be outlined, enables a city to highlight a goal, develop a core indicator to measure progress towards that goal, set a measurable target to monitor improvements or progress, and support a process of results reporting to the senior management and city residents. The system also promotes accountability by sharing with the city’s constituents the progress being made by urban managers towards the city’s strategic vision.

Consider for example “Asiaville,” a hypothetical medium-sized city of two million, growing at some 4 percent per year and located in the low-lying floodplain of a major river delta. Migration accounts for some 60 percent of this growth, and contributes to a thriving informal economy located in poor environmental conditions in many areas. Asiaville is growing physically by both urban expansion and densification and is experiencing air and water pollution and overcrowding. Garment and service industries are fast expanding while the provision of serviced land and institutional frameworks has fallen behind so that the city’s administration is in disarray and budgets are pressured by many competing demands.

There has been a start to privatize solid waste collection and disposal services, but other services such as water supply and sewerage are still in the public sector and are inefficient. Despite the new companies providing employment, there are still some 20 percent of households living below the poverty line. The lack of serviced land for commercial and residential use is a constraint on

efficient land use development, but the Asiaville authorities are beginning to address the problem through new forms of public-private partnerships.

While there has been a start to discussions on urban management at the local level, in reality there is little interdepartmental liaison. Asiaville receives very little income from local taxes, the bulk of which is derived from very low and poorly collected real property taxes. Instead, Asiaville relies on the sometimes erratic transfer of funds from central government. As a result, the city cannot arrange for a rational program of infrastructure investment, and there is little incentive to generate forward-looking strategic plans. At the same time, the central government has initiated decentralization of various functions, but the city has not yet been able to take over these functions in a satisfactory way. Many mandates have been devolved without the necessary resources, and while the city is supposed to lead on the urban development front, it lacks the requisite capacity. There has also been much discussion on greater community involvement in decision making at the local level, but as yet, improved institutional procedures which could provide a forum for partnerships with nongovernment organizations (NGOs), community-based organizations (CBOs), and civil society at large have not been established.

At a regional level, the Asiaville administration has now realized that with globalization trends, it must compete with neighboring cities for potential inward investment. So far it has had some success with the garment industry and some services sectors, but now wants to attract other new industries by forming public-private partnerships to provide the high quality road, utilities, and other infrastructure needed to attract such firms. It also realizes that it should be providing better communications, hotels, and information on the city's potential advantages for new investors.

For the purposes of the case study it is assumed that the city authorities have or are developing goals, strategies, and targets which will address these shortcomings and

needs, but they still have to convince some key figures in the city administration. Sector plans have been prepared for utilities, roads, and the electricity sector, but in each case ultimate responsibility is with central government.

III. LINKING URBAN INDICATORS TO CITY GOALS

The above conditions in a hypothetical city in Asia apply to varying degrees to most cities in the Asian and Pacific region. For Asiaville to develop and apply the CDB urban indicators system, it would first review its priority concerns as outlined in their various strategic planning documents, and then draw on the extensive list of urban indicators presented in Chapter 4. The importance of the strategic plan cannot be overemphasized, in which both short- and long-term city performance goals and objectives need to be identified.

Progress can be measured, for instance, in sectoral strategies, institutional reforms, and financial forecasting, depending on the city's priority concerns. Benchmarking the performance allows the city to provide a standard or reference by which it can measure or judge its own performance—against other cities, government averages, or even its past performance. Resistance of city officials, department heads, and employees may prove to be the biggest obstacles to benchmarking, which can be overcome with strong leadership and commitment to achieving goals and improving city performance.

The following chart illustrates the tasks carried out under the CDB exercise. Once objectives are identified through a participatory process, and a commitment from stakeholders is achieved, an appropriate urban indicators system can be developed. The methodology is discussed in Chapter 2 for identifying the long-list of indicators, the contents and method of using the consultant's kit (consisting of a worksheet, definitions and significance of indicators, notes and sources, and calculation assistance), and a summary of the potential

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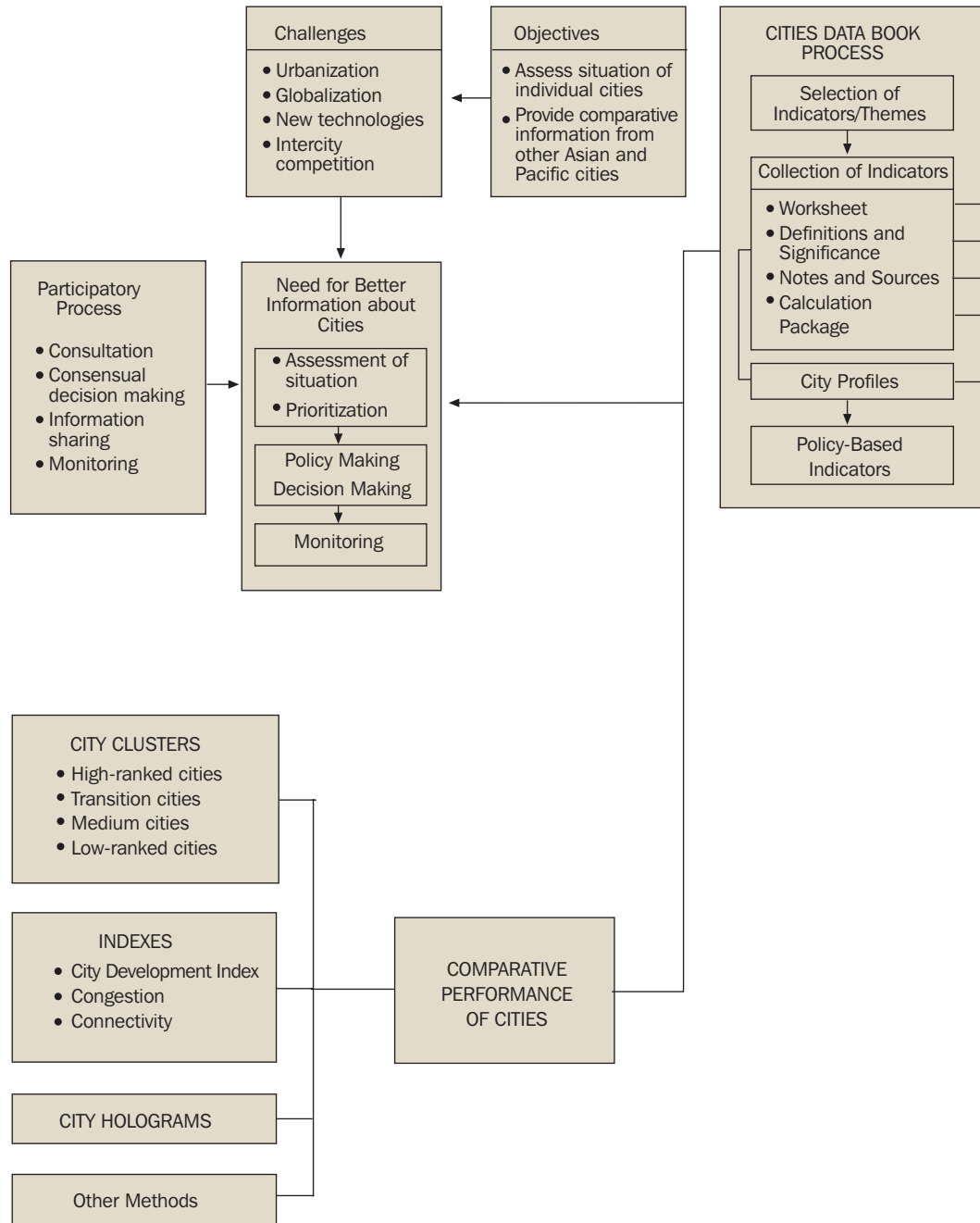
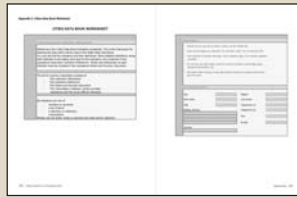


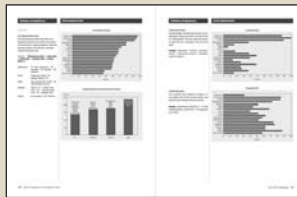
Figure 3.1. Urban Indicators for Managing Cities

WORKSHEET



The worksheet on Excel '97 is CDB's survey instrument. Divided into 13 themes, the worksheet provides data entry spaces for 122 quantitative indicators. A copy of the indicators worksheet is found in Appendix 3.

DEFINITIONS AND SIGNIFICANCE



Definitions provides brief descriptions of the indicators presented in Chapter 4.

NOTES AND SOURCES

A page from a document featuring a table with multiple columns and rows of text, likely listing sources or providing detailed notes on data collection.

Notes and Sources contains documentation of the sources of data for 18 cities as shown in Chapter 7. CDB data are mostly for 1998. Time series data and special methods for calculating the figures are also noted here. The Notes also provides a brief background or distinction of the information provided (e.g. cultural, geographic, etc.)

CALCULATION ASSISTANCE

A simple **Calculation Assistance** package may be used to calculate a few of the more difficult indicators, e.g. rates of growth, house price to income ratio, etc. See *downloadable Calculation Assistant in the Consultants Kit under Resources of the Cities Data Book on CD-Rom.*

CITY PROFILES



City Profiles in Chapter 6 contains basic information about the city.

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problems in the collection of data for the CDB. Many of these resources are provided in the appendixes, and are available in CD-ROM and in the CDB website.

For the CDB exercise, a number of additional outputs were pursued in each city, such as the drafting of a city profile to place the data in context. While not necessary to the establishment of an urban indicators system, this narrative summary of the city's resources, strengths, and concerns helped focus the CDB exercise. It also helped identify which aspects are required in data collection as they relate to the analysis on the comparative performance of cities.

The CDB process provides a comprehensive approach to urban indicators for a city administration to draw upon to meet its particular needs. Thus, for example, City A in the low-income group of cities as described in Chapter 4 may be prioritizing job creation and appropriate infrastructure support, in which case it will be particularly interested in the indicators groupings on urban productivity, new technology, and municipal services. Poverty mapping exercises, for example, may be assisted by the results of the survey on income and poverty. City B however may be concerned with financial self-sufficiency and administrative reforms, in which case it may be interested in the groupings addressing local government, urban governance, and indicators related to municipal services which measure efficiency and effectiveness.

It should be emphasized that where city resources are limited it may be only realistic to collect data in two or three phases, starting with the most urgent data needs of that city. In addition, such a phased program allows time for city officials to evaluate the usefulness of the initial data collected, apply the knowledge gained to subsequent collection phases, and decide whether to allocate more resources to a particular topic. Where the city plans to carry out wide-ranging collection, it may be helpful to publicize the objectives and procedures that will be used through the media, chambers of commerce, NGOs, and CBOs. While the city may choose to hire a consultant to collect data, it

will be important that the appropriate department in the city administration, such as the strategic planning office, is clearly in charge of the work and can quickly decide on queries raised during the work.

As an example of the application of indicators to policy making and improved city management, Table 1 shows the relationship of CDB urban indicators to the goals, strategies, and targets needed to address the issues affecting Asiaville. In this example, the city authorities decided to comprehensively review city development and planned to collect data under eight headings. It is emphasized that many of the figures are arbitrary and not taken directly from the CDB. They do, however, illustrate how performance indicators can be used to measure progress in achieving targets, which in turn can realize strategies and goals. In addition, much of this table is relevant to achieving the goals of ADB's Urban Sector Strategy (see Appendix 5).

IV. FOLLOW-ON WORK, REPLICATION, AND SCALING UP

The CDB findings were presented at ADB headquarters in February 2001 to participating cities, and to representatives from international agencies. In discussions on the CDB, there was general agreement that a more permanent network of cities involved in the use of indicators was necessary, and that broad dissemination of the findings and outputs of the CDB exercise should be undertaken. ADB prepared a CD-ROM version of the CDB, and installed a website with an interactive version of the book. These efforts will help to disseminate the findings, and make the approach accessible to a greater number of candidate cities.

Increasingly, as city governments throughout Asia concern themselves not just with what they do, but how well they do it, policy-based urban indicators will become commonplace. While modest, the CDB exercise puts forward a locally driven framework for key urban indicators in a number of thematic areas of urban management and

Table 3.1. ADB's Urban Sector Goals, Strategies and Targets, and Cities Data Book Indicators

Goal	Strategy	Target	CDB Performance Indicator
Alleviation of Urban Poverty	Implement poverty reduction programs	Increase access to poverty funds by city residents by 50%	<ul style="list-style-type: none"> ■ Expenditure on poverty reduction per head ■ No. of households below poverty line ■ Improvement in household income distribution
	Improve access to micro-credit	Disburse \$2 million in first year	<ul style="list-style-type: none"> ■ No. and value of small business loans*
	Strengthen gender equity	Improve access by women to urban services, employment, health and credit by 30%	<ul style="list-style-type: none"> ■ Labor force participation of women* ■ Women's housing loans ■ Access to services by gender*
	Develop public-private community-based poverty programs	Allocate minimum of \$0.5 million to antipoverty programs in first year	<ul style="list-style-type: none"> ■ No. of formal and informal jobs created ■ No. of public-private meetings held per month ■ Program outcomes
Improved Quality and Quantity of Social Infrastructure	Improve access to health and education services	<ul style="list-style-type: none"> ■ Improve life expectancy by 10% over next decade ■ Reduce deaths from infectious diseases by 20% over next decade. ■ Achieve full adult literacy over next decade ■ Achieve full school enrollment of eligible children over next decade ■ Reduce class size by 20% over next decade 	<ul style="list-style-type: none"> ■ Life expectancy ■ Child mortality rate ■ Infectious diseases mortality ■ Adult literacy rate (male and female) ■ School enrollment rates ■ No. of school children per classroom
	Promote social integration	Achieve success in crime prevention campaign with 25% drop in reported crime over 3 years	<ul style="list-style-type: none"> ■ Reported crime
Urban Productivity and Competition	Support measures to improve competitiveness of city	<ul style="list-style-type: none"> ■ Increase share of employment in key areas of business services ■ Increase inward investment in all sectors, with objective of minimum 5% growth per year for city GDP 	<ul style="list-style-type: none"> ■ Change in employment share by sector ■ City product per head ■ No. of corporate headquarters ■ Volume of freight by road, rail and air ■ City investment by sector, including R&D ■ No. of commercial flights arriving per year ■ Cost of business overnight stay ■ No. of business permits granted per year ■ Level of business satisfaction with city and wider urban area
	Increase city attractions to national and international tourists	Attract 25% more tourist visits and extend average stay by one night over next 3 years	<ul style="list-style-type: none"> ■ No. of tourist nights per year ■ Tourist expenditure per year ■ List of attractions
	Increase use of computerization and automation in city administration	Convert all departments to computer-based systems within 3 years	<ul style="list-style-type: none"> ■ Level of computerization compared to agreed department standards
	Encourage investments in R&D in the city	Create high quality working environment for new/existing firms	<ul style="list-style-type: none"> ■ R&D expenditure per year
	Invest in high quality new communications systems	Establish joint ventures for \$20 million new systems in next 3 years	<ul style="list-style-type: none"> ■ Telephone calls per year ■ Growth of Internet connections per year
	Urban Land and Housing	Provide adequate land to help improve the economic efficiency and quality of life in the city	<ul style="list-style-type: none"> ■ Assist market to reduce cost of serviced land to no more than 3 times the cost of unserviced land ■ Reduce public sector housing expenditure in favor of infrastructure spending ■ Assist market to stabilize cost of prime land through planning, controls etc., ditto for prime rental commercial space ■ Ensure minimum of 2 years supply of vacant land with planning permission ■ Reduce amount of unused public sector land by 50% over 3 years ■ Maximize share of infrastructure costs to be paid by developer ■ Ensure minimum ratio of open space to built-up areas of city
Improve systems for land regulation, land transfer, structure planning, and planning / building controls		Establish maximum time for land transfer, approval of subdivisions	<ul style="list-style-type: none"> ■ Time for obtaining planning permission

Table 7 continued.

Goal	Strategy	Target	CDB Performance Indicator
Urban Services (water, electricity, sanitation, and solid waste management)	Establish or improve procedures for public participation	Level of involvement of all stakeholders at each stage of planning process	<ul style="list-style-type: none"> ■ Amount of access to city information ■ Public meetings
	Support innovative housing schemes and owner/builder construction which incorporate incremental standards and better compliance	Increased share of legal, affordable housing available for low-income households; better balance between housing by dwelling/tenure type and affordability	<ul style="list-style-type: none"> ■ Distribution by dwelling and tenure type ■ Distribution by tenure type ■ House price to income ratio ■ House rent to income ratio ■ Level of compliance with modified planning and building codes ■ Floor area per person ■ Dwelling construction and investment
	Recognize informal housing areas as legitimate parts of the city	Legalize all informal housing (except those in dangerous locations) over next 3 years	<ul style="list-style-type: none"> ■ Informal housing, squatters, and dwellings in compliance ■ No. of households regularized or resettled per year ■ No. of homeless people
	Leverage financial resources, minimizing use of subsidies	Establish lending programs for housing in community-based finance institutions over next 3 years	<ul style="list-style-type: none"> ■ Ratio of total mortgage credit to all credit, per year ■ Proportion of houses with mortgages ■ New loans* ■ Housing subsidies*
	Improve quantity, reliability, and quality of supply	Undertake commercialization of supply organization within 5 years, including private sector participation, increased institutional autonomy, and improved finance resource management	<ul style="list-style-type: none"> ■ Number of household connections and ratio to number of households ■ Investment per head of population ■ Share of budget spent on operations and maintenance ■ Output of service per staff member ■ Consumption of service per head ■ Median price of water (and other services*)
	Reduce unaccounted for supply and/or interruptions in supply	Reduce unaccounted for supply by 50% over next 3 years	<ul style="list-style-type: none"> ■ Amount of unaccounted supply and disruptions over 3-year period
Environment	Improve financial resources	Achieve break-even operations by year 3, with revised tariff and well trained staff in place	<ul style="list-style-type: none"> ■ Level of cost recovery ■ Level of investment ■ Staff to output ratio ■ Recurrent expenditure
	Maintain qualities and quantities at safe levels	Establish standards for air, water, noise and ground pollution to be achieved by 2005	<ul style="list-style-type: none"> ■ Levels of air pollution concentrations ■ No. and type of noise' complaints
	Manage domestic solid and liquid wastes	Achieve 50% sustainable domestic waste collection and disposal within 3 years	<ul style="list-style-type: none"> ■ Amount of solid waste generated, per year ■ Current levels of household liquid waste disposal ■ Current levels of household solid waste disposal ■ Current percentage of wastewater subjected to some form of treatment ■ Current percentage of BOD removed from wastewater
Urban Transport	Provide for disaster mitigation	Establish preparedness programs in all city districts to help reduce losses during earthquakes, floods, severe weather, accidents, and man-made disasters	<ul style="list-style-type: none"> ■ No. and extent of disasters over past 10 years
	Maximize benefits of transport infrastructure	Implement traffic management on existing road network and use new transport infrastructure, particularly roads, to guide urban expansion. Reduce congestion by 50% over 5 years	<ul style="list-style-type: none"> ■ Expenditure on road infrastructure ■ Extent of road congestion ■ Automobile ownership ■ Median travel time ■ Existing mode of travel ■ Transport-related deaths
	Generate competitive markets; in particular develop market-based skills among state-owned transport enterprises	Develop more equitable tariffs with prices reflecting as far as possible the full impact of externalities	<ul style="list-style-type: none"> ■ Cost recovery from fares
	Develop public transport alternatives	Need to develop mass rail transport as a vital tool in structuring city, but requires associated property development to boost incomes; an alternative solution is the use of high capacity bus lanes	<ul style="list-style-type: none"> ■ Transport mode

Table 7 continued.

Goal	Strategy	Target	CDB Performance Indicator
Urban Governance and Management	Incorporate in city activities the four principles of good governance: accountability, predictability, transparency, and participation	Set benchmark indicators for delivery of services by city and contracted out to the private sector (e.g., not less than 90% of buses on service at any time)	<ul style="list-style-type: none"> ■ Ratio of city employees per 1 000 population ■ Share of wages in city budget ■ Realization of annual plan/budget ■ Proportion of current expenditure spent on services contracted out ■ Revenue from city enterprises
	Increase predictability in the application of legal and administrative procedures, with particular application to the poor	Set standards and regulations, e.g., for land transfer, which are clear and unambiguous, particularly as they relate to the poor	<ul style="list-style-type: none"> ■ Functions of local government ■ City plans
	Increase transparency in public-private dealings	For example, make land market data freely available at local offices; computerization will assist transparency	<ul style="list-style-type: none"> ■ Extent of computerization of functions, e.g., land registration
	Increase community participation, including demand management to improve service delivery	Establish procedures for ensuring all stakeholders have the opportunity to participate in the development cycle Develop effective systems for communication, replication, and feedback	<ul style="list-style-type: none"> ■ Access to relevant information; authority given to stakeholders to make decisions and act on them ■ Extent of contact between city authorities and public; e.g., public meetings, senior management discussions, etc. ■ Voter participation rates
	Promote decentralization as an instrument for achieving more effective service delivery and increasing stakeholder participation	Establish decentralization of key functions within 3-year period, including private sector participation in some sectors	<ul style="list-style-type: none"> ■ Extent of decentralization, e.g., no. of local government units in wider urban area, and no. of decentralized units in core local government ■ Functions carried out independently of higher government ■ No. of elected and nominated councilors
	Promote financial independence of local government	Increase share of city revenues from property and business taxes, as well as user charges. Assess potential for new sources of funds, including private capital, as well as city's long term access to capital markets	<ul style="list-style-type: none"> ■ Sources of local government revenues, by year ■ Capital and recurrent expenditure per head ■ Costs of collecting property tax ■ Level of debt service charge
		Increase use of market-based pricing of services in designated service sectors such as water supply, and allow for cross-subsidy to maintain the poor's access to service	<ul style="list-style-type: none"> ■ Extent of impact of more efficient financial management on profitability and tariffs
	Define clear roles for public and private sectors in strategic planning, financing, and delivery of services; in particular, consider new cross-sectoral responsibilities for policy making	Where possible assign roles for a service to one level of government, to the community, or to the corporate private sector	<ul style="list-style-type: none"> ■ Functions of local government
Give strong support for skills training and other capacity-building initiatives	<ul style="list-style-type: none"> ■ Develop training programs, especially in urban management ■ Review salary structure and status of staff ■ Promote regional cooperation by bringing city staff from different DMCs together to share best practices, problem solving, and networking. 	<ul style="list-style-type: none"> ■ Proportion of city staff undergoing training per year* 	

Note (*) Not included in the current collection.

BOD - biological oxygen demand, DMCs - developing member countries (of ADB), R&D - research and development

governance. Its initial success may be in part to its limited scope; rather than a grandiose scheme to generate an unsustainable laundry list of indicators in numerous cities, a limited array of indicators that are linked to clear policy concerns were tackled in a manageable number of cities.

Significant effort was spent on cleaning the data for comparability, avoiding the common problem of data that is “apples-to-oranges” and therefore unable to be compared. In this first effort, the data can be characterized as “apples-to-apples.” Whether problems will emerge in the future depends on the

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manner in which the CDB process is scaled up, and for what purposes. Ideally, the process would remain locally driven, with the objective of generating information and providing a toolkit for analysis to urban managers on the ground. Truly successful replication of the CDB exercise in other Asian cities would be due to the inherent strengths and utility of the urban indicators system as designed, which would be self-replicating on its own merits and accord. This, of course, remains to be seen.

The CDB has noted the various distributed indicators databases already in place that will enable municipalities to establish their own sets of indicators databases. Such databases would include a core set of indicators, common to an agreed network of cities and agencies in the region or further afield, as well as a specialized set of relevance to a particular network member. For example, there are some 75 organizations dealing with some aspects of urbanization in Asia, many of which have their own databases and would be likely candidates for networking with the CDB.

ADB will continue to explore the opportunity for follow-on activities to build on the network established to date, and to incorporate indicators in its operational lending and technical assistance activities. An important outcome may be the formulation of a core urban indicators system for cities involved in ADB's urban sector operations, which would support baseline measurement and monitoring trends and intervention impacts over time.

Another area for application of the CDB urban indicators approach would be in the city development strategy (CDS) planning initiated in a number of cities in Asia under the Cities Alliance, a multi-donor coalition which has the primary objective of urban poverty reduction. CDS is essentially a participatory strategic planning process intended

to help cities take stock of their endowments, their role in the current production or service function, and to link outputs to choices that may improve the city's competitive position. The CDS is both a process and a product, which together identify ways of creating conditions for attaining sustainability, as well as priority areas for donor support and intervention. A recent assessment of CDS, however, has found that more work is needed on monitoring and performance indicators, both as a guide to decision making and managing cities, as well as to help the Cities Alliance gauge the impact of its efforts. The CDB urban indicators process may be a readily usable tool to meet this need.

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Giles Clarke is an urban development specialist with particular interests and experience in urban management, sustainable urban development, land and shelter policy, and capacity building. He has directed two strategic planning projects in Asia and has developed urban expansion and upgrading projects in Asia, Africa and the Middle East. He has directed national shelter strategies for Jordan, Nepal and Moldova. He served as co-team leader during the first stage of the Urban Management Programme and assisted UNCHS in a midterm review of the Global Shelter Strategy, as well as in the start-up of the Sustainable Cities Program and in the use of urban indicators in assessing urban policies. He was co-editor of an ADB book on megacities management in Asia and more recently drafted ADB's Urban Sector Strategy. Mr. Clarke is Managing Director of PADCO Europe Ltd., London, UK.