



Technical Assistance Report

Project Number: 39185
December 2005

Technical Assistance Managing the Cities in Asia

Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
CSP	–	country strategy and program
DMC	–	developing member country
GDP	–	gross domestic product
RSDD	–	Regional and Sustainable Development Department
TA	–	technical assistance

TECHNICAL ASSISTANCE CLASSIFICATION

Targeting Classification	–	General intervention
Sectors	–	Energy; transport and communications; water supply, sanitation, and waste management
Subsectors	–	Energy sector development, multimodal transport and sector development, water supply and sanitation
Themes	–	Sustainable economic growth, governance, environmental sustainability
Subthemes	–	Developing urban areas, financial and economic governance, urban environmental improvement

NOTE

In this report, "\$" refers to US dollars.

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I. INTRODUCTION

1. The 2005 technical assistance (TA) program of the Regional and Sustainable Development Department (RSDD) includes a regional TA to undertake analytical work on issues related to the management of the cities in Asia.¹ Knowledge in this area is highly demanded by developing member countries (DMCs) and extremely relevant to ADB's current and future operations.² Thus, this TA responds to both DMCs' demands and ADB's operational needs. The TA design and monitoring framework is in Appendix 1.

II. ISSUES

2. Cities in Asia are experiencing rapid population growth, which is putting further pressure on their already overstretched infrastructure and degraded environment. The population in the cities of Asia is growing at about twice the rate of the total population. By 2030, the proportion of population living in the cities is projected to rise from its current level of about one third to one half of Asia's total population. The rate, scale, and pace of growth of cities throughout the region and their impacts on economic, social, and environmental conditions have emerged as a major issue in the region. Effectively managing the cities of all sizes poses a major development challenge for DMCs.

3. Some key problems of the cities relate to transport management, energy use, water supply and sanitation, environmental management, slum and squatter settlements, and land management. The productivity, business activities, competitiveness, and energy efficiency of the cities is constrained by inadequate transport infrastructure and the resultant congestion. The majority of cities in the DMCs contend with serious air pollution that reflects the existing modes of transport and patterns of energy use. Lack of adequate water supply and sanitation is reflected in higher household and business costs and adverse environmental impacts. Poor environmental conditions in these cities seriously affect the health of the inhabitants and people in neighboring areas. The economic impacts of urban pollution in terms of productivity losses and health costs have been estimated at 1–5% of gross domestic product (GDP). About one third of the total population lives in informal settlements with limited access to basic services. Some 20% of the population in Asian cities is poor, and large numbers of these people live in slums or as squatters. The infrastructure deficiencies are most severe in those slums and squatter settlements. Rising populations in these cities increasingly press on the limited land resource, which adversely affects household and business costs.

4. There is a close correlation between higher incomes and degree of urbanization. Cities in the DMCs account for a sizable proportion of GDP in those countries and serve as the centers of growth and innovation. The cities in the region are highly critical for these economies, and their efficiency and productivity have a strong bearing on the economic prospects of the DMCs. Thus, management of the cities and their development to meet the future demands are important issues for growth, sustainability, and achieving the Millennium Development Goals.

5. Asian cities of all sizes face major infrastructure and service delivery challenges, which require mobilizing sizable resources. The ongoing work to review ADB's urban sector strategy suggests that the urban infrastructure in Asia will need investments of about \$250 billion per

¹ The TA first appeared in *ADB Business Opportunities* (internet edition) on 21 November 2005.

² DMC demand for knowledge in this area was also reflected in the Strategy and Policy Department's DMC consultations relating to partnership framework with middle-income/ordinary capital resources countries.

annum for the next 25 years. How to finance these huge requirements is a key issue facing the cities in the region.

6. At the same time, the governance and financial health of the municipal bodies remain weak. That hampers their fulfilling new mandates handed to them as a result of increasing decentralization in the region. Over more than a decade, there has been growing recognition of the need to (i) improve the governance and capacity of municipalities, (ii) strengthen their financial management,³ (iii) promote private sector participation (frequently in partnership with the public sector) in delivering urban infrastructure and services, and (iv) use new technology and innovate project designs to address in a financially sustainable manner the array of challenges facing these cities. Furthermore, while the general awareness of key policy and regulatory issues has been growing, to translate ideas into practice has remained a real problem for cities in the region. Operational knowledge of relevant techniques and know-how to implement some generally agreed ideas seem to be inadequate.

7. Although significant efforts have been made in the aforementioned areas, examples of success have been few. Based on past performance, two factors stand out as the main stumbling blocks in the management and development of cities. First, the governance, capacity, and financial health of the municipalities have remained weak. This undermines their ability to adequately and efficiently provide the required infrastructure and services in the rapidly growing cities. Transfers from central or provincial governments continue to be the main funding sources for municipal bodies, for example, while their abilities to raise their own resources or secure debt financing have been inadequate. Improving their governance, capacity, and financial management, as well as their abilities to mobilize resources are key issues. Secondly, like all other infrastructure, past efforts to generate private sector participation and sustainability in financing urban infrastructure and services delivery have generally fallen short of expectations.

8. Asia is the fastest growing and most dynamic region in the world, and this is reflected in the increasing complexity of the challenges facing the cities. These cut across various sectors and themes. The existing operational knowledge in DMCs and other stakeholders in this area continues to be weak. There is increasing demand by DMCs for knowledge and assistance from ADB in these areas. A recent study, *Connecting East Asia*, undertaken jointly by ADB and others, has also highlighted the need for new ways of thinking about such infrastructure issues as subsidies, competition, regulation, roles of the public and private sectors, and local capital markets.⁴ These issues are highly relevant in the urban context and call for fresh examination. DMCs are seeking from ADB the latest knowledge, innovative solutions, and cutting-edge technology to address these issues. Most of ADB's past analytical work related to cities or urban development was done in the 1990s and is now quite dated. Moreover, under its innovation and efficiency initiative, ADB proposes to increase its work with subsovereign entities and to target new business areas, many of which are in the region's cities.

9. In view of the above, there is an urgent need to undertake an integrated analysis of the issues related to management of cities while focusing on some key operational areas. While the analytical work should cover the subject comprehensively, it should focus on municipal management and such operationally relevant areas as urban transport, energy, water supply

³ Recently, ADB introduced new financing instruments that include lending to the municipalities without sovereign guarantee. Thus, financial health and credit ratings of municipalities in the region have become relevant to ADB operations.

⁴ ADB, Japan Bank for International Cooperation, and World Bank. 2005. *Connecting East Asia: A New Framework for Infrastructure*. Manila, Tokyo and Washington.

and sanitation, and environment. This work needs to be undertaken in partnership with regional experts and organizations to find solutions that are specifically relevant and applicable to Asia.

10. This analytical work will improve ADB's knowledge in the management of urban agglomerations and help it respond more effectively to DMCs' rapidly expanding needs in this area. Further, this will support implementation of ADB's forthcoming urban sector strategy, particularly in respect to the operational aspects. In the context of new financing modalities and instruments, this work will also facilitate identifying new areas for ADB operational support and business development. The analytical work is consistent with ADB's current strategic thrust, which emphasizes relevance, responsiveness, and results.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

11. The TA will undertake integrated analytical work aiming to improve the management of cities of all sizes in the DMCs. It will cover the emerging medium- to long-term trends and issues, as well as successful regional and global experiences, and suggest approaches for the future in the Asian context. It will improve operational knowledge and understanding in an area of high demand from DMCs and well place ADB to respond effectively to their needs. The TA will also improve ADB's partnership with related experts and institutions in the region and demonstrate ADB's character as a regional knowledge organization. The findings will be compiled as a knowledge product of high operational utility and widely disseminated for use by the DMCs.

B. Methodology and Key Activities

12. The TA activities will include (i) a broad analysis of the cities in the region, along with relevant data to cover the key trends, issues and challenges; (ii) a summary and analysis of regional and international good practices and new innovative approaches;⁵ (iii) research and analysis to suggest future directions in the Asian context; and (iv) a compilation of key regional data related to this subject. While the TA will cover policy and institutional issues, it will focus on operational aspects. The TA will focus more on "how" than "what" to do, and it will delve deeper into project design and financing aspects. The work will focus on (i) governance, capacity and financial management in the municipalities, and (ii) delivery of the key infrastructure and services in a financially and environmentally sustainable manner to make these cities more livable and productive. In particular, it will focus on areas related to ADB's current and potential operations, such as energy, transport, water, and environment. In the context of economic growth, which is considered the most important requirement for poverty reduction, the TA will moreover address some key issues related to the efficiency and productivity of the cities.

13. The analysis related to management of municipalities will cover legal and institutional structure, capacity, governance, resource base, financial management, access to capital markets, debt financing and credit rating issues. It will also examine innovative but tested ways of augmenting municipal revenues and leveraging market funds. Special attention will be paid to legal and institutional arrangements for engaging in partnership with the private sector. The analysis will also examine appropriate modalities for ADB to extend direct loans and guarantees to municipalities in the region.

⁵ This will include experiences of both developing and developed countries.

14. Regarding infrastructure and service delivery, the TA will focus on design, technology, and management aspects of projects, along with appropriate financing options. The analysis will cover regional and global experiences that could be applied in the Asian context and identify or develop replicable solutions. Special attention will be paid to financial and environmental sustainability, as well as to the perspectives of utility operators and institutional lenders. In the process, the TA will focus on the latest technology, know-how, new project designs, and financial innovations based on the various successful and innovative approaches tried across the globe in a range of settings. Based on research and analysis of international and regional good practices, the TA will identify suitable approaches and methodologies, as well as establish benchmarks, where applicable, for different categories of cities in the region. The latter will be based on such common parameters as per capita income, legal and institutional settings, and socioeconomic conditions. The work will include to identify commonalities and variations. The TA will identify workable solutions while avoiding one-size-fits-all solutions.

15. The TA will build upon all such recent and related ADB work as the innovation and efficiency initiative, energy efficiency initiative, and ongoing work of the special initiatives group in RSDD. It will coordinate with related ongoing or planned activities in ADB, including the forthcoming urban sector strategy, the international conference on investing in Asia's urban future scheduled for February 2006, the clean air initiative, and others. To ensure the relevance and applicability of its findings while capturing cutting-edge knowledge, the TA will strive for close involvement of selected regional and global experts and institutions of high standing. This will also facilitate dissemination of the findings. Further, apart from policymakers and development practitioners in the DMCs, the analytical work will closely involve institutional lenders and utility operators in order to fully capture the operational perspective.

16. The findings of the analytical work under the TA will enhance ADB's ability to engage more effectively with the DMCs in policy dialogue and in delivering lending and technical assistance in some key areas of ADB operations. Further, since the analytical work will cover successful regional and global experiences while suggesting possible future directions suitable for the Asian context, the TA will contribute to improving the management in cities of all sizes in the region by benefiting DMC policymakers and development practitioners.

C. Cost and Financing

17. The total cost of the TA is estimated at \$980,000. The TA will be financed on a grant basis by ADB's TA funding program. The TA cost estimate and financing plan is shown in Appendix 2.

D. Implementation Arrangements

18. ADB will be the Executing Agency for the TA, with the Regional and Sustainable Development Department (RSDD) as the nodal department for its implementation. RSDD will undertake the TA activities in collaboration with other relevant departments. The TA implementation team will comprise a team leader in RSDD and selected staff drawn from across ADB. It is expected that the team will form subgroups and divide responsibility for the analytical work across the relevant sectors and themes. The team and its subgroups will be supported by international and domestic consultancy expertise. An advisory group of four regional and global experts of high standing will support the detailed design and analysis, and review the findings of this project from inception to completion intermittently. Overall supervision and guidance will be provided by a task force chaired by RSDD, comprising representatives of the departments

concerned, and reporting to the Management through the Vice-President Knowledge Management and Sustainable Development.

19. Implementing the TA will require about 15 person-months of international individual consultants, including urban and infrastructure experts in energy, transport, water supply and sanitation, environment, and municipal management. Two of those person-months will be for a subject expert editor and a copy editor. Implementation will also require about 50 person-months of individual domestic consultants to provide quality support to research and data analysis. In addition, implementation will involve several technical studies and specialized analytical inputs (some of an academic nature, others more applied) from a range of external experts. Preferably, these experts will be from the region. These additional experts will be engaged as resource persons, which approach is considered proper in that the activities involved will be of short duration. Moreover, the TA implementation team will commission technical or field studies on a selective basis. The engagement periods of consultants and resource persons with various skills will be refined and finalized in consultation with the advisory group during the TA inception. The consultants will be engaged by ADB in accordance with its guidelines on using consultants and other arrangements satisfactory to ADB for the engagement of domestic consultants.⁶

20. The TA implementation team will closely collaborate and regularly consult with relevant communities of practice and networks of ADB. As will be appropriate, the team will organize focused discussions, workshops, and seminars. The outputs of this analytical work will be compiled as a knowledge product of high operational utility. The findings of this analytical work will be widely disseminated through various modalities, including publication, seminars, workshops, and conferences. The TA will be implemented over 18 months, starting in January 2006 and ending in June 2007. The TA's outcome should be evaluated with a view toward ADB's policy dialogue with DMCs, demand for ADB's assistance, and developments in DMCs related to the management of cities in the region.

IV. THE PRESIDENT'S DECISION

21. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$980,000 on a grant basis for Managing the Cities in Asia, and hereby reports this action to the Board.

⁶ ADB. 2005. *Guidelines on the Use of Consultants by ADB and Its Borrowers*. Manila.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
<p>Impact Improvement in the management of cities of all sizes in the developing member countries (DMCs).</p>	<p>The infrastructure, service delivery and environmental parameters in these cities, along with financial management of municipalities.</p> <p>Achievement of the Millennium Development Goals.</p>	<p>Urban sector and sector and/or thematic reports of DMC governments and international organizations.</p> <p>Asian Development Bank's (ADB's) and international progress reports on Millennium Development Goals.</p>	<p>Assumptions</p> <ul style="list-style-type: none"> • Greater commitment by stakeholders and policymakers in DMCs to improve the management of cities. • Improved knowledge and policy dialogue translates into improved management of the cities.
<p>Outcome Improvement in operational knowledge and understanding about management of cities in Asia.</p> <p>Improvement in ADB's policy dialogue, relevance, and responsiveness to the demands of DMCs in this area.</p>	<p>Better planning, development, and management of cities in DMCs.</p> <p>ADB's policy dialogue with the DMCs.</p> <p>Demand for ADB's assistance related to management and development of cities.</p>	<p>DMC reports and ADB's country strategy and programs (CSPs).</p> <p>CSPs and DMC feedback received through various formal and informal channels.</p> <p>Project processing information system and CSPs.</p>	<p>Assumptions</p> <ul style="list-style-type: none"> • Continued interest of the DMC policymakers and stakeholders to improve management of cities. • Effective engagement of some key regional and DMC resource persons in this analytical work. • Wide dissemination of the resultant knowledge product.
<p>Outputs</p> <p>1. Operationally useful knowledge covering trends, issues, challenges, regional and international good practices, new innovative approaches, suggestions for the future, and regional data related to management of the cities in the region.</p> <p>2. Expanded network of ADB with related experts and institutions, particularly in the region.</p> <p>3. A published knowledge product of high operational utility.</p>	<p>Timeliness of selecting the TA implementation team, advisory group, consultants, and resource persons.</p> <p>Achievement of the milestones.</p> <p>3 reviews by the advisory group.</p> <p>Number and extent of involvement of related experts and institutions in this project.</p> <p>The published knowledge product.</p>	<p>Periodic progress reports provided to the task force.</p> <p>Comments and suggestions of the advisory group.</p> <p>Communications from related external experts and institutions.</p>	<p>Risk</p> <ul style="list-style-type: none"> • Suitable experts and institutions are not available for involvement in this analytical work.
<p>Activities with Milestones</p> <p>1.1 Establishment of the task force, selection of the TA implementation team, and selection of the advisory group (by February 2006).</p> <p>1.2 Preparation of the detailed outline of the analytical work and engagement of key consultants (March-April 2006), advisory group review (April 2006).</p> <p>1.3 Analytical work (initial report by September 2006, mid-term advisory group review in</p>			<p>Inputs ADB: \$980,000</p> <ul style="list-style-type: none"> • International consultants, resource persons, and editors, \$451,000

<p>early-October 2006, and draft report for interdepartmental circulation by November 2006).</p> <p>1.4 Finalization of the findings (post-interdepartmental circulation draft and advisory group review in December 2006-January 2007), draft final knowledge product (February 2007)</p> <p>2.1 Following item 1.1 above, identification of suitable experts and institutions preferably from the region (March 2006).</p> <p>2.2. Involvement of these experts and institutions based on honoraria and consultancy assignment for direct contribution and conduct of special studies (April 2006-January 2007).</p> <p>3.1. Editing of the final draft following item 1.4 above by a subject expert editor and a copy editor (March-April 2007).</p> <p>3.2. Printing of the knowledge product (May 2007).</p> <p>3.3 Release of the knowledge product along with adequate publicity (May/June 2007).</p>	<ul style="list-style-type: none"> • International and local travel, \$122,000 • Local research and technical assistants, \$150,000 • Reports and communications, \$10,000 • Workshop, seminars, meetings and support costs, \$50,000 • Printing, communication and support costs, \$50,000 • Contingencies, \$147,000
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ADB = Asian Development Bank, CSP = country strategy and program, DMC = developing member country.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Total Cost
Asian Development Bank (ADB) Financing^a	
1. Consultants	
a. Remuneration and Per Diem	
i. International Consultants	336.0
ii. Resource Persons	115.0
iii. Domestic Consultants	150.0
b. International and Local Travel	122.0
c. Reports and Communications	10.0
2. Workshops, Seminars, and Conferences	50.0
3. Printing, Communications, and Support Costs	50.0
4. Contingencies	147.0
Total	980.0

^a Financed by ADB's technical assistance funding program.
Source: ADB estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

A. General

1. The technical assistance (TA) will require inputs from international and domestic consultants and resource persons drawn from a range of experts, institutions, and organizations. These will include individual consultants, consulting firms, research organizations, government, and the private sector to provide both analytical and operationally relevant inputs. The consultants and resource persons will include urban and infrastructure experts in the areas of energy, transport, water supply and sanitation, environment, and municipal management. The domestic consultants will provide technical and research assistance support to the TA implementation team and should have strong backgrounds and experience in data collection, data analysis, and analytical research in the above areas. The consultants and resource persons will ensure general consistency across the various chapters, including theoretical consistency in the analysis and suggestions emerging from the analytical work. The detailed terms of reference for the consultants and resource persons with different skills and their engagement periods will be finalized in consultation with the advisory group during inception of the TA.

B. Consultants and Resource Persons

1. Urban and Infrastructure Consultants (international, 13 person-months)

2. The overall task of the urban and infrastructure consultants will be to undertake theoretically sound analytical work to prepare an operationally relevant and Asia-focused knowledge product covering the latest modalities and innovative solutions, particularly in the areas of energy, transport, water supply and sanitation, environment, and municipal management. This will involve a review of existing literature, including the ongoing work within and outside ADB, collection of data, analysis of trends and issues, identification of good practices and innovative approaches, and suggestions for the future in the Asian context. The general approach will be to analyze the existing situation and trends in the region, as well as to analyze the experiences of other developing and developed countries to draw lessons from their successful experience and capture the latest knowledge. The analysis will carefully examine what international experiences are relevant for the region, given its socioeconomic conditions and the overall economic setting.

3. In terms of specific tasks, the consultants will prepare an overall picture of the cities in Asia, including their economic structure, policy and institutional arrangements, infrastructure, environment, poverty scenario, and management of municipalities. In this context, the consultants will also examine and assess the current and future contribution of cities to the total gross domestic product (GDP) of these countries, the role of cities as growth centers, and the requirements to improve or maintain their efficiency and productivity. Moreover, the consultant will cover intercity and interregional relationships including urban-rural-subregional linkages.

4. For each of the identified areas—including energy, transport, water supply and sanitation, and environment—the consultants will analyze the existing Asian situation, including broad growth trends; policy and institutional arrangements; technology and management practices; shares of public and private sector participation; modalities of private sector participation; constraints, efficiency and cost-effectiveness of various modalities; cost recovery and affordability (where applicable); resource mobilization, financing; regulation and enforcement; integration with land use planning; role of civil society; effectiveness of present

arrangements; and issues for consideration. The analysis will also compare Asia with other regions, including the developed world, on key items that include technology, design, and financing modalities. Further, the consultants will examine the areas and methodologies of existing public-private partnership across the globe in various settings. In this process, the analysis should identify the latest successful and cutting-edge technologies, new project designs, and financial innovations tried across the globe. Options should be examined to deliver and/or maintain these facilities and services in a financially viable manner. The task will include analysis of what works and what does not, including the reasons why and why not, and to identify workable solutions for the future. Special attention will be given to sustainability of the local and global environment by examining various options, including mass transit systems, environmentally friendly technologies, energy use, demand-side management of energy use, innovative solid and wastewater management, as well as affordability and financial viability of these options. Based on this analysis, the consultants will identify suitable approaches and methodologies and establish benchmarks, where applicable, for different categories of cities in the region. The latter will be based on such common parameters as per capita income, legal and institutional settings, and socioeconomic conditions. The task will also include identifying key domestic, regional, and global utility operators, institutional financiers, and others involved in providing infrastructure and services, where applicable, including the preferred modes of their operations. Further, the consultants will identify the type of projects where ADB assistance will be most useful to the DMCs, either due to a lack of alternative sources of funds or due to relatively more innovative nature of such projects.

5. In the area of municipal management, the analysis will cover (i) the institutional and legal framework, (ii) governance and capacity, (iii) sources of funds, (iv) financial management and cost recovery, (v) role of the private sector in resource mobilization, (vi) tariffs and taxation, (vii) the effectiveness of present arrangements, and (viii) issues for consideration. Special attention will be given to (i) access to financial markets, (ii) possible credit ratings of the municipalities, (iii) issuance of municipal bonds, and (iv) capacity to partner effectively with the private sector. Further, the consultants will examine urban planning and land management aspects, particularly with respect to the focal areas of this TA. The analysis will compare Asia with other regions, including the developed world, on key items. In this process, the analysis should identify (i) successful policy and institutional arrangements, (ii) financial management practices, (iii) good governance approaches, and (iv) innovations in municipal management tried across the globe that could be suitable to different categories of cities in Asia. The consultants will also examine the experience of direct subsovereign financing by multilateral development banks, including the necessary policy, institutional, and legal arrangements.

6. The consultants will support the organization and conduct of seminars and workshops, assist in establishing appropriate contacts with resource persons and institutions, review the inputs from the resource persons and special studies, review the various draft reports, provide inputs at different stages of TA implementation, and coordinate various activities required for the successful completion of this project. In this process, the consultants will also undertake other tasks as required by the TA implementation team.

2. Resource Persons (international)

7. The inputs of the resource persons will be needed in the identified areas, including urban energy, transport, water supply and sanitation, environment, and municipal management. These will include review of academic and/or operational literature; conduct of technical and field studies; preparation of technical papers; technical, financial, and economic analysis; facilitation of workshops and seminars; and other specialized tasks required by the TA implementation

team. The tasks assigned to the resource persons will be time bound and have mutually agreed outlines for the outputs. Depending upon the task, and as required by the TA implementation team, the resource person will provide inputs from their own offices, at ADB headquarters. or undertake a mission.

3. Domestic Consultants (domestic, 50 person-months)

8. The main task of the domestic consultants will be to provide high-quality, research-based assistance and inputs, backed (where needed) by strong data analysis, to the TA implementation team. The tasks of the domestic consultants will include review of related documents and literature, collection of data and information, research and analysis (both quantitative and qualitative), and preparation of notes and briefs. Further, the consultants will prepare charts, and tables, and ensure data consistency across the document. The domestic consultants will provide technical and administrative support to assist the TA implementation team through to the completion of the TA. The domestic consultants will coordinate internally and externally with individuals and organizations concerned. The consultants will undertake such other tasks as required by the TA implementation team.

4. Subject Specialist Editor (international, 1 person-month)

9. The subject specialist or urban sector specialist editor will edit the manuscript of the resultant knowledge product for consistency and technical content. In particular, the urban sector specialist editor will edit the manuscript for internal consistency, consistency with theory, consistency with empirical evidence, and balanced coverage and degree of detail and precision. The urban sector specialist editor will ensure that all data and information contained in the knowledge product is based on the most recent information available as of the cut-off date specified by the TA implementation team. The consultant will review the validity and accuracy of information, tables, and charts included in the document. The consultant will check the knowledge product for its structure, content, and format to ensure that it conforms to ADB requirements. In this process, the consultant will confer with writers regarding gaps in the document, important questions, and needed revisions. In addition, the consultant will prepare the key message and review press releases for this knowledge product, and perform other functions and responsibilities as may be assigned by the TA implementation team.

5. Copy Editor (international, 1 person-month)

10. The copy editor will have overall responsibility for editing the knowledge product in accordance with ADB's editorial style and for balance (in terms of layout). He or she will be responsible for typesetting and proofreading the text, tables, and charts of the knowledge product from the preliminary draft to the digital printing stage before forwarding to the printer. In this process, the copy editor will edit the manuscript for consistency and accuracy while calling attention to obvious errors across the manuscript in terms of facts and inconsistencies of data between text, tables, and charts. The copy editor will alert the relevant TA implementation team members of discrepancies in data, ensure that queries are addressed, and assist in making corrections. The copy editor will be responsible for data linking, as required, to ensure data consistency in the final manuscript and will review the final manuscript for digital printing. The copy editor must have full working knowledge of relevant computer programs to do the required typesetting and copy fitting. The copy editor will also prepare the definitions of terms and list of abbreviations; edit all dissemination materials, including press releases, speeches, questions and answers, key messages and presentation slides; convert desktop files to .pdf and .html

format consistent with the ADB website guidelines; and perform all other functions and responsibilities as may be assigned by the TA implementation team.