



Technical Assistance Report

Project Number: 49053-001
Regional—Research and Development Technical Assistance (R-RDTA)
December 2015

Establishing the Future Cities Program in the Asia and Pacific Region

This document is being disclosed to the public in accordance with ADB's Public Communications Policy 2011.

Asian Development Bank

ABBREVIATIONS

ADB	– Asian Development Bank
COE	– center of excellence
DMC	– developing member country
TA	– technical assistance
UCCRTF	– Urban Climate Change Resilience Trust Fund

NOTE

In this report, \$ refers to US dollars.

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RESEARCH AND DEVELOPMENT TECHNICAL ASSISTANCE AT A GLANCE

1. Basic Data		Project Number: 49053-001	
Project Name	Establishing the Future Cities Program in the Asia and Pacific Region	Department /Division	SDCC/SDAS
Country	REG	Executing Agency	Asian Development Bank
2. Sector	Subsector(s)	ADB Financing (\$ million)	
✓ Multisector	ADB's corporate management, policy and strategy development		1.50
		Total	1.50
3. Strategic Agenda	Subcomponents	Climate Change Information	
Inclusive economic growth (IEG)	Pillar 1: Economic opportunities, including jobs, created and expanded	Climate Change impact on the Project	Low
Environmentally sustainable growth (ESG)	Environmental policy and legislation Urban environmental improvement		
4. Drivers of Change	Components	Gender Equity and Mainstreaming	
Governance and capacity development (GCD)	Anticorruption Client relations, network, and partnership development to partnership driver of change Civil society participation Institutional development Institutional systems and political economy Organizational development Public financial governance	No gender elements (NGE)	✓
Knowledge solutions (KNS)	Application and use of new knowledge solutions in key operational areas Knowledge sharing activities Pilot-testing innovation and learning		
Partnerships (PAR)	Implementation Private Sector Regional organizations South-South partner		
Private sector development (PSD)	Conducive policy and institutional environment Promotion of private sector investment		
5. Poverty Targeting		Location Impact	
Project directly targets poverty	No	Urban	High
6. TA Category:	A		
7. Safeguard Categorization	Not Applicable		
8. Financing			
Modality and Sources		Amount (\$ million)	
ADB		1.50	
Research and development technical assistance: Technical Assistance Special Fund		1.50	
Cofinancing		0.00	
None		0.00	
Counterpart		0.00	
None		0.00	
Total		1.50	
9. Effective Development Cooperation			
Use of country procurement systems		No	
Use of country public financial management systems		No	

I. INTRODUCTION

1. Establishing the Future Cities Program in the Asia and Pacific Region¹ will be a flagship corporate technical assistance (TA)² to enhance operational knowledge and long-term sector engagement, areas identified under the Midterm Review of Strategy 2020 of the Asian Development Bank (ADB),³ for implementing ADB's urban sector strategic priorities. The TA will facilitate ADB's long-term engagement with selected cities across Asia and the Pacific, providing integrated planning and support, and assisting them to better manage rapid urban growth to become more livable.⁴ The TA will harmonize ADB investments and assistance and facilitate the convergence of other cross-sector TA projects to support a "One ADB"⁵ approach to integrated urban development, in partnership with each selected city and government. The TA will engage centers of excellence (COEs) to provide best practice knowledge, which will guide development of investment programs linked with ADB operations and private sector partners.

2. The TA is aligned with Strategy 2020, which promotes environmentally sustainable development, particularly facilitating livable cities, and with ADB's Midterm Review of Strategy 2020, which emphasizes ADB's actions need to be innovative, inclusive, integrated, and operationally relevant.⁶ The TA will focus on knowledge solutions consistent with ADB's Urban Operational Plan, 2012–2020 by promoting livable cities that are competitive, socially inclusive, environmentally sustainable, and fiscally sound.⁷

II. ISSUES

3. From 1990 to 2010, Asia and the Pacific's urban population grew by 29%, faster than any other region. Between 2010 and 2050, Asia's cities are expected to rise from 40% to about 65% of its total population, which is expected to almost double from 1.9 billion to 3.3 billion people. While this presents opportunities for higher productivity and better living standards, there are several risks. An estimated 523 million people across the region live in squalid urban

¹ Formerly known as Flagship Study on Future Cities (2050) in Asia and the Pacific, the concept was cleared on 11 May 2015. The TA first appeared in the business opportunities section of the Asian Development Bank (ADB) website on 29 October 2015. The TA seeks to establish a model for ADB engaging with cities in an integrated urban development program.

² An ADB-wide, high-level committee, chaired by the vice-president for Knowledge Management and Sustainable Development, was established to implement action 3.11 of the Strategy 2020 Midterm Review Action Plan. A meeting on 17 September 2014 discussed flagship knowledge criteria, areas of focus, and implementation arrangements.

³ ADB. 2014. *Midterm Review of Strategy 2020: Meeting the Challenges of a Transforming Asia and Pacific*. Manila.

⁴ The initial cities were selected in close coordination with developing member countries (DMCs) and ADB's regional departments. Each selected city has current and planned ADB urban projects, strong municipal partnerships, and an ability to use financial support to build economic, equitable, and environmentally sustainable cities. The initial set of cities includes Tbilisi (Georgia), Colombo Megalopolis (Sri Lanka), Mandalay (Myanmar), Ho Chi Minh City (Viet Nam), Greater Suva Area (Suva City and Lami, Nasinu, and Nausori towns) (Fiji), Ulaanbaatar (Mongolia), and Bandung (Indonesia). Cities in the People's Republic of China and India were not considered, as ADB is already developing similar programs in those countries, including State-Level Support for National Flagship Urban Programs (India) funded by Urban Climate Change Resilience Trust Fund (UCCRTF), and Strengthening Provincial Planning and Implementation for the Yangtze River Economic Belt (People's Republic of China).

⁵ Adapted from ADB Development Effectiveness Review Report (2012). "One ADB" is the bank's approach to promote effective teamwork and clearer accountabilities which involve sector focal points reporting to sector and country directors and providing links to client sector agencies at the countries for the implementation of the sector portfolio, in this case the urban sector.

⁶ ADB. 2008. *Strategy 2020: The Long-Term Strategic Framework of the Asian Development Bank, 2008–2020*. Manila.

⁷ ADB. 2013. *Urban Operational Plan, 2012–2020*. Manila.

slums with poor services; severe living condition disparities in many cities affect social cohesion; and urban buildings and transport account for significant energy consumption and carbon emissions. Integrated urban planning is needed, focusing on managing urban sprawl and providing sustainable and affordable infrastructure and basic services.

4. The Asia and Pacific region is fast becoming a major driver of greenhouse gas emissions worldwide, and at the same time is increasingly exposed to the risks of climate-related hazards, such as floods and storm surges. In many urban areas, vulnerability is increased because of informal settlements, lack of adequate infrastructure, and limited institutional capacity. High vulnerability levels require adaptation strategies that focus on resilience to acute as well as chronic climate impacts. The region's cities must develop strategic approaches to climate-resilient urban infrastructure investment.

5. With about 75% of Asia's gross domestic product generated in urban areas, the quality and efficiency of its cities will determine the region's long-term productivity and stability.⁸ Asian cities are integrated into trade corridors through which they are as connected to global economic networks as to their own economy. They are magnets for people seeking a better quality of life and economic opportunities, and loci of regional cooperation (footnote 7). Conversely, inefficient and uncompetitive cities inhibit economic growth and impede inclusive development (footnote 8). Asian municipal infrastructure financing is at only 40% of its \$100 billion annual maintenance requirement.⁹

6. Stemming the decline or failure of Asian and Pacific cities, while facilitating their rapid growth, is essential for the region. The United Nations Sustainable Development Goal 11 is clear: "make cities and human settlements inclusive, safe, resilient and sustainable." ADB's Urban Operational Plan also supports this goal through an integrated urban investment approach across the region, emphasizing engagement with a range of public and private partners, and use of ADB resources to leverage increased and diversified funds.

7. ADB's Midterm Review of Strategy 2020 also addresses the urban development challenge, particularly in rapid urbanization, significant infrastructure constraints, weak governance, lack of institutional capacity, and financial instability. It encourages cross-sector initiatives that support clean energy, sustainable transport, climate adaptation, and strengthened disaster risk management, and that apply better integrated planning, governance, and finance models to sustain urban basic services. The strategy emphasizes long-term engagement and technical expertise to optimize sector resources, and to advance understanding of sector-specific challenges to find lasting solutions. There is a need to mobilize interdepartmental and interdisciplinary teams to provide timely and effective multisector solutions to client developing member countries (DMCs) under the One ADB approach.

III. THE RESEARCH AND DEVELOPMENT TECHNICAL ASSISTANCE

8. The TA will focus on long-term engagement with selected cities, supporting integrated planning activities and addressing the urban challenge by bridging quality urban research and practice with operationally focused funding and projects. Acting as an umbrella and convergence for other urban and cross-sector initiatives, it will embody the One ADB approach.

⁸ ADB. 2011. *Asia 2050: Realizing the Asian Century*. Manila.

⁹ World Economic Forum and European Bank for Reconstruction and Development. 2014. *Accelerating Infrastructure Delivery New Evidence from International Financial Institutions*. World Economic Forum: Geneva.

The TA has been developed in cooperation with, and with support from, ADB's regional departments, particularly their urban development operations divisions. The selected cities have agreed to the proposed partnerships (Supplementary Appendix B).

9. Working with the selected cities, the TA will draw upon regional and country studies, and lessons and practices from other leading urban sector institutions.¹⁰ International COEs will engage with cities and catalyze municipal stakeholders—contributing valuable and action-focused research and support, and aligning knowledge, funding, and practice. The TA will harmonize initiatives from several current and planned regional TA projects, encouraging cross-sector practice and identifying public–private partnerships or opportunities to leverage funds—from ADB's Urban Climate Change Resilience Trust Fund (UCCRTF), the Cities Development Initiative for Asia, and other donors—to prepare feasibility and investment projects.¹¹

A. Impact and Outcome

10. The impact will be improved planning for integrated urban development for future cities in Asia and the Pacific, which aligns with ADB's Urban Operational Plan, Strategy 2020, and Midterm Review of Strategy 2020. The outcome will be that selected cities are engaged in an integrated approach towards becoming more livable. The design and monitoring framework is in Appendix 1.

B. Methodology and Key Activities

11. The TA will identify and conduct prefeasibility on new projects for each selected city based on an integrated growth management approach. Municipalities will be engaged in understanding, identifying, and sharing best practice pathways towards future livable cities, and will be supported by COEs, additional cross-sector TA support, and partnerships with other cities. Identified projects will be integrated with ADB's pipeline and city growth management approaches and be matched with appropriate project funding modalities for further planning and implementation. Action learning and practice will inform the development of knowledge products that can be shared between future cities and used for engagement with additional cities.

12. **Preparation** (by June 2016). As each selected city is at a different growth stage and requires different technical approaches, ADB will begin by preparing integrated urban assessments.¹² Using expertise from COEs, urban diagnostics will be undertaken with each city to assess long-term development perspectives and connections and commonalities between ongoing and proposed work, and to establish a platform for further discussion of proposed issues, themes, and interventions. The TA will prepare an inventory of existing projects and identify areas for harmonization. The TA will also identify linkages between COEs and the cities and preliminary research work. Current and planned cross-sector TA projects that can add value to each city's planning program will be ascertained and aligned with the COE program. Partner cities, local and international universities, and private organizations for development cooperation between cities will be identified and explored for mutual support, complementing TA projects already twinning selected cities for research and mentoring on urban management

¹⁰ For example: ADB. 2014. *State of the Pacific Cities and Towns*. Manila.

¹¹ TA projects that will be converged by the Future City Program are outlined in Supplementary Appendix A.

¹² Initial assessments of each city's specific needs and context and ongoing initiatives are in Supplementary Appendix B. Methodology and activities will be tailored to the needs of each of the selected cities.

issues.¹³ City mayors will meet to discuss harmonization and mutual learning opportunities supported by preliminary TA research results. Detailed work plans will be prepared for each city, identifying outputs, responsibilities, budgets, and timing in consultation with central government agencies. These will then be shared project-wide. This phase will inform the TA's work and study program with each city.

13. **Pathways towards future livable cities** (by December 2016). Following preparation, selected cities will be supported to explore and identify urban growth pathways towards a future livable city.¹⁴ COEs and other identified partners will work with each city and undertake directed research. This will be reinforced through research from other cross-sector TA projects and city twinning arrangements. Each city will identify best practice urban growth models, financing mechanisms, and development approaches, and will assess their municipal planning, management, and financial policies and practices. Urban management pathways towards livable cities will be identified through consensus-building symposia, bringing together research, visioning, and urban practitioners, and identifying integrated infrastructure investments and funding options. These approaches and proposed programs will be shared with other selected cities, twinning, and private sector partners through a future cities forum.

14. **Project identification** (by June 2017). Through this cross-sector, consensus-building planning approach, an integrated series of future livable cities-focused projects will be identified for financing. A few investment projects will be developed to prefeasibility stage, so their concept can be easily developed into full projects. Funding modalities and partners for further planning and implementation will be identified and discussed, and projects will be matched with mechanisms such as ADB grants (e.g., UCCRTF), sovereign and nonsovereign loans, TA, and public-private partnerships. Executing agencies, resident missions, and regional departments will be engaged throughout the process so projects are supported and incorporated into country operational business plans. Projects identified will include strengthening municipal planning approaches and institutions so they can further integrate research and partner knowledge, sustaining the future cities approach.

15. **Knowledge management.** Throughout the TA, knowledge management will be at the forefront. Research and practice will be published for exchange with and use by other future cities, and will be accessible by their citizens. Using planned information and communication technology-related TA projects, such as the Promoting Smart City Development, cities will be able to share data and learning with their populace, and encourage citizen engagement in planning. It is expected that urban management practices and approaches discerned and recorded by each city will inform preparatory activities for additional cities in subsequent TA proposals. A program to disseminate the TA results will be developed and disseminated through an international symposium (with possible initial discussion of results at ADB's 2017 Annual Meeting in Yokohama).

16. The TA assumes continued support for the selected cities' development and growth by central and local governments, continued interest by DMC policy makers and stakeholders to improve urban planning and management, adequate funding and institutional capacity in the selected cities, and stakeholder ability to reach consensus on priorities and attract project implementation funding. The risk is that urban stakeholders will ignore best practice approaches,

¹³ TA projects include, for example, the planned Technical Assistance for Promoting Smart City Development, to be funded by the Japan Fund for Poverty Reduction, and is expected to be approved in 2016.

¹⁴ Integrated framework approaches such as ADB's GrEEEn City Action Plan will be reviewed for lessons.

or not wish to harmonize their activities or share information and data. Policy dialogues, knowledge sharing and peer-to-peer learning, in close consultation with the regional departments, will be conducted during the TA implementation.

C. Cost and Financing

17. The TA is estimated to cost \$1,500,000 to be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF-V). In-kind contributions from the government include technical personnel and support services, and from centers of excellence research support and workshops. The cost estimates and financing plan is in Appendix 2.

D. Implementation Arrangements

18. ADB will be the executing agency and will implement through the Urban Sector Group Secretariat in the Sustainable Development and Climate Change Department. The Secretariat will work regional departments, Private Sector Operations Department and with other sector and thematic groups to facilitate cross-sector approaches in the selected cities. Representatives identified from ADB's regional departments will play an important role in TA management and implementation. International and national consultants, as well as researchers from COEs and other institutions, will support the implementation team. The TA will be implemented from January 2016 to December 2017.

19. The TA will build on ADB urban development TA, projects, and programs, in addition to national urban assessments being undertaken to meet the urban operational plan outputs. Supplementary Appendix A outlines current and planned cross-sector TA projects that will be applied in some or all of the selected cities. The planning approach will coordinate with the Cities Development Initiative for Asia and UCCRTF on project preparation and will provide detailed planning and implementation support.

20. The TA will require 14 person-months of international and 62 person-months of national individual consultant inputs. Consultants will be engaged following ADB's Guidelines on the Use of Consultants (2013, as amended from time to time). COEs that are partnered with ADB through a knowledge partnership agreement and have delivered high-quality research and urban diagnostics will provide resources, research, and international best practice knowledge for the city planning process, centered on a work plan to be identified with cities during preparation.¹⁵ TA disbursements will be made following ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time).¹⁶

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 \$1,500,000 on a grant basis for Establishing the Future Cities Program in the Asia and Pacific Region, and hereby reports this action to the Board.

¹⁵ COEs will be engaged under their existing Knowledge Partnership Agreements based on the memo for Head of Departments on Clarification on Cooperation Arrangements for Development Partnerships, 7 August 2014 (internal).

¹⁶ Appendix 3 provides the outline terms of reference for the consultants.

DESIGN AND MONITORING FRAMEWORK

Impact the Technical Assistance is Aligned with

Improved planning for integrated urban development for future cities in Asia and the Pacific. (ADB's Urban Operational Plan, 2012–2020, Strategy 2020, and Midterm Review of Strategy 2020)^a

Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting	Risks
<p>Outcome</p> <p>Selected cities are engaged in an integrated approach towards becoming more livable.</p>	<p>By 2017:</p> <p>a. One new urban sector project, based on the new approach, conceptualized in at least three cities.</p> <p>b. At least three partnership agreements formed with COEs covering work programs in at least four selected cities.</p> <p>c. Each selected city has a better understanding of urban growth approaches that are competitive, socially inclusive, and environmentally sustainable.</p> <p>(2015 baseline: Not applicable)</p>	<p>a. Prefeasibility report</p> <p>b. COE agreement; COE quarterly report</p> <p>c. Mayors' feedback</p>	<p>Government will not continue to support the identified future cities' development and growth and have no interest to improve urban and regional planning and management.</p> <p>Lack of funding, municipal credit worthiness, or institutional capacity in the targeted DMCs</p>
<p>Outputs</p> <p>1. Integrated urban assessments are prepared.</p>	<p>By 2017:</p> <p>1a. One urban diagnostic report completed in each selected city.</p> <p>1b. One inventory of existing projects and areas for harmonization identified for each selected city.</p> <p>(2015 baseline 2015: Not applicable)</p>	<p>1a. Urban diagnostic report</p> <p>2b. Inventory and assessment report</p>	<p>Urban stakeholders do not wish to harmonize</p>
<p>2. Cities are engaged in understanding, identifying, and sharing best practice pathways towards future livable cities</p>	<p>2a. At least one COE partnered and working in each selected city.</p> <p>2b. One workshop between private sector and public sector stakeholders held in at least three cities.</p> <p>2c. At least one additional urban and/or cross-sector ADB TA support focused in each selected city.</p> <p>2d. Visioning, research, and practice symposia conducted in at least three cities.</p> <p>2e. A model partnership agreement developed for</p>	<p>2a. COE agreement; COE quarterly report</p> <p>2b. Workshop reports</p> <p>2c. TA reports and studies</p> <p>2d. Symposia report</p> <p>2e. Model partnership templates</p>	<p>Best practices are ignored by city decision makers</p> <p>Twinning partners are unable to commit time and resources</p>

Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting	Risks
	at least three cities. 2f. Best practices exchanged through at least South–South, North–South, and/or PPP city partnerships in critical sectors in at least three cities.	2f. Twinning or exchange progress reports	
3. Integrated projects are conceptualized with concrete funding modalities.	3a. An integrated city growth management report prepared for at least three cities. 3b. A municipal funding workshop held in at least three cities. 3c. In at least three cities, one identified project has in-principle funding support by least one non-ADB funding modality (PPP, private, public, grant, and TA). 3d. At least one TA-identified project from at least two cities included in the relevant COBP.	3a. City growth management report 3b. Workshop report 3c. Partnership agreement 3d. COBPs	Cities cannot reach consensus on priorities Regional departments do not wish to harmonize approach Funding cannot be secured
4. Urban best practice and learning is prepared, disseminated, and utilized for future cities.	4a. An integrated urban planning knowledge product developed for at least three cities. 4b. Future cities TA topped up and extended to additional cities. 4c. Integrated urban growth approach presented by each selected city.	4a. Knowledge product 4b. TA (additional financing) paper 4c. Mayors summit report	Lack of capacity at city knowledge hub Stakeholders are unwilling to share information and data

Key Activities with Milestones

1. Integrated urban assessments are prepared (by June 2016)
 - 1.1 Undertake urban diagnostics for each city.
 - 1.2 Complete inventory of existing projects and identify areas for harmonization.
 - 1.3 Establish linkages between COEs and each city and facilitate preliminary research work.
 - 1.4 Identify current and planned ADB TA projects that can add value to each city and ensure they are aligned.
 - 1.5 Identify and gain support through development cooperation between cities and twinning arrangements.
 - 1.6 Convene city mayors meeting to discuss harmonization and mutual learning opportunities supported by preliminary TA research results.
 - 1.7 Prepare detailed work plan for each city—with outputs, responsibilities, budgets, and timing—and link project-wide.
 - 1.8 Explore options for further ADB cross-sector support and integration.
 - 1.9 Submit inception report.
2. Cities are engaged in understanding, identifying, and sharing best practice pathways towards future livable cities (by December 2016)
 - 2.1 Identify urban research areas and task COEs.
 - 2.2 Identify best practice urban growth models, financing mechanisms, and development

<p>approaches.</p> <p>2.3 Prepare municipal planning, management, and financial policy assessment.</p> <p>2.4 Establish twinning arrangements between cities and identified stakeholders (COEs and private sector).</p> <p>2.5 Identify future urban management pathways towards livable cities with supporting infrastructure investments and funding options.</p> <p>2.6 Identify ADB cross-sector support for integrated solutions.</p> <p>2.7 Conduct an urban growth management consensus workshop (including visioning, research, and practice symposia) in each city.</p> <p>2.8 Convene a future cities mayors' summit with research institutions and partners to exchange knowledge.</p> <p>3. Integrated projects are conceptualized with concrete funding modalities (by June 2017)</p> <p>3.1 Develop project design concepts for innovative and integrated urban sector projects for financing by ADB, other development partners, and the private sector.</p> <p>3.2 Strengthen municipal planning approaches so that municipalities are able to integrate COE research and partnership knowledge.</p> <p>3.3 Work with executing agencies, resident missions, and ADB's regional departments to integrate and support identified projects into country pipelines.</p> <p>4. Urban best practice and learning is prepared, disseminated, and utilized for future cities (by June 2017)</p> <p>4.1 Prepare and disseminate research and practice publications for future city use and citizen engagement.</p> <p>4.2 Undertake facilitative processes that encourage citizen engagement in planning.</p> <p>4.3 Prepare tailored knowledge products for other cities as preparation for future cities expansion.</p> <p>4.4 Develop and implement program to disseminate TA results, through an international symposium (at ADB's Annual Meeting in 2017).</p> <p>4.5 Prepare draft final report.</p>	
Milestones	
1. Consultants procured and mobilized	Q1 2016
2. Inception report submitted	Q2 2016
3. Urban planning approaches interim report submitted	Q4 2016
4. Integrated project designs report submitted	Q1 2017
5. City mayors summit held	Q2 2017
6. Final report submitted	Q2 2017
Inputs	
ADB (TASF-V): \$1,500,000.00	
Assumptions for Partner Financing	
Not applicable.	

ADB = Asian Development Bank, COBP = country operations business plan, COE = center of excellence, DMC = developing member country, PPP = public-private partnership, Q = quarter, TA = technical assistance.

^a ADB. 2013. *ADB's Urban Operational Plan, 2012–2020*. Manila; ADB. 2008. *Strategy 2020: The Long-Term Strategic Framework of the Asian Development Bank, 2008–2020*. Manila; ADB. 2014. *Midterm Review of Strategy 2020: Meeting the Challenges of a Transforming Asia and Pacific*. Manila.

Source: ADB.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Amount
Asian Development Bank^a	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	294.0
ii. National consultants	358.0
b. International and local travel	60.0
c. Reports and communications	10.0
2. Training, seminars, and conferences	
a. Facilitators and translators	15.0
b. Training program	90.0
3. Vehicle Rentals	5.0
4. Surveys and studies	
a. Centers of excellence studies ^b	600.0
b. Data and surveys	5.0
5. Miscellaneous administration and support costs ^c	5.0
6. Contingencies	58.0
Total	1,500.0

Note: In-kind contributions from the government include technical personnel, meeting rooms, and support services. In-kind contributions from centers of excellence, based on existing partnership agreements, include research staff time, in-house workshops, and prior research and knowledge.

^a Financed by ADB's Technical Assistance Special Fund (TASF-V).

^b Centers of excellence will provide research and best practice knowledge under their existing knowledge partnership agreements with ADB, which will detail an ADB contribution.

^c Includes telecommunication and intermittent local secretarial and office support.

Source: ADB estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

A. General

1. The Asian Development Bank (ADB) will administer a corporate technical assistance (TA) to support selected cities in the Asia and Pacific region. The TA will act as a sector umbrella, coordinating and converging other technical assistances, consultants, centers of excellence (COEs), and private sector partners to engage with the cities. ADB, through its Sustainable Development and Climate Change Department (SDCC), will be the executing agency. SDCC will lead overall implementation in collaboration with ADB's regional departments and Private Sector Operations Department.
2. ADB's regional departments identified the future cities with support by the city mayors. In principle, authorities of each relevant developing member country and other stakeholders have consented with the TA project. The initial cities selected include Tbilisi (Georgia), Colombo Megalopolis (Sri Lanka), Mandalay (Myanmar), Ho Chi Minh City (Viet Nam), Greater Suva Area (Suva City and Lami, Nasinu, and Nausori towns) (Fiji), Ulaanbaatar (Mongolia), and Bandung (Indonesia).
3. COEs will provide the core research and practices underpinning the future city planning process. ADB already has partnership agreements with some COEs and has engaged them in early knowledge work through ADB's Knowledge Sharing and Services Center. The COEs will be engaged under their existing ADB partnership agreements. They will deliver analytical and operationally relevant inputs based on partner cities' work plans, formulated during preparation, and later as needed.
4. The TA will require 14 person-months of international and 62 person-months of national consultant inputs to coordinate and manage the planning processes for the selected cities. The experts, who will play a critical facilitation role, should have strong technical planning knowledge and skills to adequately use resources and engage with partner agencies. The consultants will be engaged as individual consultants following ADB's Guidelines on the Use of Consultants (2013, as amended from time to time).
5. One international senior urban and municipal planning expert will assist the TA mission leader and team in coordinating team activities and consolidating outputs. The expert will provide 14 person-months of services intermittently over the project, providing high-level technical oversight for all associated inputs. Up to seven urban planners will be engaged as national consultants in each of the cities for up to 10 months intermittently over the project. They will coordinate all TA activities in the city and lead the engagement with municipalities. Their roles will differ in each city, based on the needs. One national urban planning coordinator, based in Manila for 14 person-months, will provide day-to-day TA support and processing, and will liaise with the technical team, COEs, and other team members.

Table A3: Summary of Consulting Services Requirement

Position	Person-Months	Position	Person-Months
A. International		B. National	
1 senior urban and municipal planning expert	14	7 urban planning experts (variable months)	48
		1 urban planning coordinator	14
Total	14		62

Source: Asian Development Bank estimates.

B. International Consultant

6. **Senior urban and municipal planning expert and team leader** (14 person-months, intermittent). It is preferred that the specialist has at least a master's degree in economics, environmental science, urban planning and management, or a related discipline, and 15 years of experience related to urban and municipal planning and development. Knowledge of ADB and experience in Asia and the Pacific, particularly in urban growth management and ADB project delivery, are highly desirable. The specialist will be responsible for the following tasks:

- (i) assist the TA mission leader and team to coordinate team activities and consolidate outputs;
- (ii) provide expertise on and coordinate the future city planning process;
- (iii) coordinate and plan overall TA implementation, including working closely with COEs and other TA projects to prepare city diagnostics, urban management plans, urban technical assessments, and prefeasibility studies for identified projects;
- (iv) ensure a consistent, harmonized, and supportive approach across selected cities, leveraging existing knowledge and avoiding duplication;
- (v) coordinate inputs of other consultants and COE members, and identify and coordinate team members and partner institutions;
- (vi) liaise with ADB's regional departments and Private Sector Operations Department to promote coordination with regional departments' program pipelines;
- (vii) create a framework for developing future cities—establish the approaches, metrics, standards, and references for building future cities in succeeding projects including sequential steps (e.g., urban diagnostics, value chain analysis, readiness assessment, and approaches and methods) that can be tailored depending on each city's development focus;
- (viii) achieve outputs as described in the design and monitoring framework, including but not limited to:
 - (a) complete urban diagnostics for each city;
 - (b) complete inventory of existing projects and identify areas for harmonization in each city;
 - (c) establish linkages between COEs and each city and facilitate preliminary research work;
 - (d) identify current and planned ADB TA projects that can add value to each city and ensure they are aligned;
 - (e) identify and gain support through development cooperation between cities and twinning arrangements;

- (f) coordinate a city mayors' meeting to discuss harmonization and mutual learning opportunities supported by preliminary TA research results;
- (g) prepare detailed work plan for each city—with outputs, responsibilities, budgets, and timing—and ensure it is linked project-wide;
- (h) explore options for further ADB cross-sector support and integration;
- (i) oversee COEs undertaking directed research;
- (j) coordinate the preparation and publishing of best practice urban growth models, financing mechanisms, and development approaches for each city;
- (k) coordinate and contribute to assessment of municipal planning, management, and financial policy;
- (l) facilitate twinning arrangements with cities and other stakeholders (COEs and private sector);
- (m) identify future urban management pathways towards livable cities in addition to supporting infrastructure investments and funding options;
- (n) convene and oversee an urban growth management consensus workshop (including visioning, research, and practice symposia) in each city;
- (o) convene a future cities mayors summit with research institutions and partners to exchange knowledge;
- (p) develop project design concepts for innovative and integrated urban sector projects for financing by ADB, other development partners, and the private sector;
- (q) strengthen municipal planning approaches so that municipalities are able to integrate COE research and partnership knowledge;
- (r) work with executing agencies, resident missions, and ADB's regional departments to integrate and support identified projects into country pipelines;
- (s) oversee the preparation and dissemination of research and practice publications for future city use and citizen engagement;
- (t) facilitate processes that encourage citizen engagement in planning;
- (u) tailor knowledge products for other cities as preparation for future cities expansion;
- (v) develop and implement a program to disseminate TA results, including the organization of an international symposium (at ADB's Annual Meeting in 2017); and
- (w) prepare regular TA progress reports and deliver inception, interim, and final reports.

C. National Consultants

7. **Urban planners** (up to 7 national consultants with varied inputs based on city requirements, for a total of 48 person-months, intermittent). It is preferred that each urban planner have a minimum of a master's degree in urban planning or municipal engineering, or a related discipline, and 15 years of work experience. The urban planners will be responsible for engaging with city stakeholders and developing the future city planning program. They will have a detailed terms of reference based on the city's specific needs, following diagnostics. In general, they will be responsible for the following tasks:

- (i) provide expertise on and inputs into the future city planning process;

- (ii) liaise and work closely with COEs and other TA projects to prepare city diagnostics, urban management plans, urban technical assessments, and prefeasibility studies of identified projects;
- (iii) prepare regular progress reports for the city and contribute to the TA inception, interim, and final reports;
- (iv) participate in regional workshops and summits, as required; and
- (v) assist the team leader to achieve outputs described in the design and monitoring framework—in particular, but not limited to:
 - (a) complete inventory of existing projects and identify areas for harmonization;
 - (b) prepare detailed work plan for each city—with outputs, responsibilities, budgets, and timing—and link project-wide;
 - (c) contribute to developing best practice urban growth models, financing mechanisms, and development approaches in the city;
 - (d) arrange and act as secretariat to workshops supporting urban growth management consensus (including visioning, research, and practice symposia) and provide background data on supporting infrastructure investments and funding options;
 - (e) identify areas and facilitate capacity building to strengthen municipal planning approaches so that municipalities are able to integrate COE research and partnership knowledge;
 - (f) work with executing agencies, resident missions, and ADB's regional departments to integrate and support identified projects into country pipelines; and
 - (g) convene and facilitate processes that encourage citizen engagement in the planning process.

8. **Urban planning coordinator** (national, 14 person-months, intermittent). An urban planning coordinator will be engaged to provide substantive TA coordination and support. It is preferred that the planning coordinator has at least 10 years of experience in urban planning and/or project administration, and at least a bachelor's degree in a related discipline. Experience with ADB is highly desirable. The coordinator will be responsible for day-to-day TA operations and liaising between stakeholders and team members. The coordinator will be responsible for the following tasks:

- (i) support the team leader in organizing and coordinating TA implementation;
- (ii) support coordination and scheduling of inputs by consultants, COEs, and other assisting TA projects;
- (iii) develop project implementation schedules and apply adaptive management approaches to ensure smooth delivery of outputs;
- (iv) support the recruitment of consultants under the TA and associated TA projects;
- (v) support financial administration of the TA and associated TA projects;
- (vi) coordinate and organize workshop logistics, including invitations, financial arrangements, and logistics;
- (vii) support the team leader in organizing and facilitating meetings and consultations;
- (viii) support the project knowledge product preparation and information dissemination, including background research and synthesis and editing;
- (ix) coordinate arrangements for the publication of reports, including desktop publishing, editing, printing, and dissemination; and
- (x) perform any other tasks needed to ensure smooth TA implementation.