



Technical Assistance Report

Project Number: 46465
Regional–Capacity Development Technical Assistance (R-CDTA)
December 2013

South Asia Urban Knowledge Hub (Cofinanced by the Sanitation Financing Partnership Trust Fund under the Water Financing Partnership Facility)

Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
BUET	–	Bangladesh University of Engineering and Technology
ITN	–	International Training Network
K-Hub	–	knowledge hub
NIUA	–	National Institute of Urban Affairs
SSS	–	single source selection
TA	–	technical assistance

TECHNICAL ASSISTANCE CLASSIFICATION

Type	–	Regional–Capacity development technical assistance (R-CDTA)
Targeting classification	–	General intervention
Sector (subsectors)	–	Water supply and other municipal infrastructure and services (water supply and sanitation, waste management, urban sector development, slum upgrading and housing)
Themes (subthemes)	–	Capacity development (institutional, client relations, network, partnership development), economic growth (knowledge, science, and technological capacities), environmental sustainability (urban environmental improvement)
Location impact	–	Regional (medium), urban (high)
Partnership	–	Sanitation Financing Partnership Trust Fund under the Water Financing Partnership Facility

NOTE

In this report, “\$” refers to US dollars.

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I. INTRODUCTION

1. The regional capacity development technical assistance (TA) responds to South Asian developing member countries' (DMC) needs in the urban sector as articulated in the country partnership strategies (CPS). The CPS' have a strong emphasis on knowledge management and solutions, results orientation, and regional cooperation. The TA also recognizes that solutions for increasingly complex urban environments require bold action guided by knowledge.

2. The draft concept paper, including the design and monitoring framework, and financing and implementation arrangements were shared and discussed with the four governments.¹ They expressed interest in participating in the K-Hub; and agreed with the TA impact, outcome, outputs, implementation arrangements, cost, financing arrangements and indicative terms of reference. ADB asked each government to nominate a national center to lead hub activities in their country; and the government of India agreed to host the regional center.²

3. The TA aligns with ADB's commitment to foster development knowledge. This commitment aims to enhance the capacity of DMCs and improve the quality of ADB operations. ADB's Strategy 2020 recognizes that supporting DMCs to gain knowledge is an important driver of change.³ The TA therefore aims to strengthen the capacity of urban research and training institutions in South Asia and develop a regional network for creating and sharing urban sector knowledge. The design and monitoring framework is in Appendix 1.⁴

II. ISSUES

4. The TA aims to build the capacity of existing urban research or training institutions in select countries in South Asia to provide policy makers and practitioners with innovative and evidence-based solutions. This objective is increasingly relevant since urbanization is generally on an upward trajectory⁵ throughout the region and investments have failed to keep pace with this growth. Many of the region's cities are facing similar challenges of inadequate urban infrastructure, environmental degradation, and lack of (or low-quality) services. South Asia accounts for almost half of the world's urban poor. Maintaining vital economic growth while ensuring and improving access to services and a livable environment, including for the poor, is a major challenge facing cities in South Asia and will be the focus of the K-Hub.

5. **Challenges and opportunities.** The challenges to enhancing city competitiveness, inclusiveness, and environmental sustainability include poor leadership, weak governance, operating inefficiencies, need for substantial capital investments, and a lack of baseline data for effective analysis. Strategic thinking is needed on how to grapple with these issues and develop more integrated and evidence-based solutions to be implemented at scale. While South Asia has good examples to learn from, national and regional knowledge remains fragmented. The K-Hub will help to consolidate existing and future knowledge and disseminate it widely. It will also

¹ The following consultation missions were fielded: (i) Bangladesh–September 2013, (ii) India–February and October 2013, (iii) Nepal–August 2013, and (iv) Sri Lanka–September and October 2013. Government endorsement letters are provided in Supplementary Appendix A.

² The institution in India will play the dual role of national and regional center.

³ ADB. 2008. *Strategy 2020: The Long-Term Strategic Framework of the Asian Development Bank*, 2008–2020. Manila.

⁴ The TA first appeared in the business opportunities section of ADB's website on 20 November 2013.

⁵ Proportion of urban population by country (1980 and 2025 projections): Bangladesh (14.9%/36.0%); India (23.1%/37.2%); Nepal (6.1%/22.4%); Sri Lanka (18.8%/18.0%). Note: In Sri Lanka the urbanization rate is projected to stabilize but urban population will grow in absolute terms. United Nations, Department of Economic and Social Affairs, Population Division. 2011. *World Urbanization Prospects, the 2011 Revision*. New York.

be a catalyst to accelerate the analysis of successes and failures, extract lessons from urban interventions, develop evidence-based solutions, and lead the debate on critical urban issues across the region. It will also provide a platform for engaging with organizations outside the South Asia region, including universities, think tanks, and other knowledge hubs.

6. The TA supports ADB's Urban Operational Plan, 2012–2020 and its objective of an integrated approach to urban development with systematic benefits and improvements in the quality of life in Asia's cities. ADB will leverage the K-Hub to (i) develop and promote innovative and cross-cutting ideas, (ii) integrate learning into ADB investment projects and advisory work, and (iii) strengthen knowledge partnerships in the region.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

7. The impact will be improved urban policy formulation and service delivery in selected South Asian DMCs. The outcome is improved capacity for knowledge generation and management in the urban sector in selected South Asian DMCs.

B. Methodology and Key Activities

8. The TA will (i) develop sector and thematic knowledge products, (ii) produce technical and policy briefs, (iii) build capacity of national centers to strengthen evidence-based policy advocacy, (iv) disseminate knowledge, (v) formulate recommendations to improve university urban planning curricula, (vi) develop twinning arrangements between municipalities and service providers, and (vii) conduct regional and country learning events and networking opportunities. The TA will build capacity for the K-Hub's sustainable operations. The TA has four outputs.

9. **Output 1: Regional knowledge hub established.** The TA will operationalize the hub, consolidate and share knowledge, and develop a network between national centers and strengthen links with policy makers and practitioners.

10. **Output 2: Improved capacity for outcome-oriented research and knowledge dissemination.** The TA will assess current capacity of national centers for evidence-based policy advocacy; and build the capacity of researchers and trainers for more outcome-oriented approaches to use knowledge to inform policy and practice. It will provide national centers with opportunities to apply these skills through (i) original research that is operationally relevant to governments and ADB (three knowledge products),⁶ (ii) the development of technical and policy briefs, and (iii) the provision of design and implementation support for twinning arrangements. The working group will decide on the research agenda (i.e., exact topics to be studied) based on demand, identified gaps, relevance to South Asia and operations, and competitive advantage of the national centers. Learning activities will include structured twinning arrangements for municipalities and service providers and a forum for mayors.

11. **Output 3: Improved urban management and planning education curriculum prepared.** The TA will review current urban planning curricula in the region, and identify gaps and opportunities for strengthening it, including consultations and discussions, expert analysis, and survey of graduates to understand the skills gap.

⁶ The knowledge products may have different styles and objectives. For example, they may include documentation and analysis of successful experiences, or provide "how to" guidance in the form of a manual.

12. **Output 4: Improved capacity for managing knowledge hub operations.** The TA focus will be on ensuring effective management of hub operations and thinking ahead to sustainability. All of the national centers are existing institutions with ongoing programs, activities, and funding arrangements. The TA complements and strengthens these existing activities and competencies, adds a regional dimension, and strengthens their national role. The business model for the K-Hub will be elaborated at an early stage of implementation in consultation with governments, and a consultant will work with each national center to develop a business plan related to innovative sanitation activities.⁷

13. **Emphasis on innovative sanitation.** The specific topics for research, learning events, and twinning partnerships will be determined during implementation. Prospective topics include (i) public–private partnerships (PPPs) for nonrevenue water reduction and 24-hour, 7-days a week supply; (ii) improving the implementation of wastewater contracts; (iii) corporatization of utilities; (iv) municipal finance; (v) metropolitan and regional planning and governance; (vi) low-carbon urban development; (vii) multimodal transport systems; and (viii) urban flood management. Innovative sanitation will be strongly emphasized. Sanitation is a challenge affecting all cities in South Asia, with dire consequences for public health, the environment, and the economy. In response, with the support of the Bill & Melinda Gates Foundation, the K-Hub will lead research, learning events, and twinning partnerships on non-network urban sanitation solutions at scale, with a focus on PPPs, business models, and affordable technology.

C. Cost and Financing

14. The TA is estimated to cost \$1.35 million, of which \$500,000 will be financed on a grant basis by the Sanitation Financing Partnership Trust Fund⁸ under the Water Financing Partnership Facility, and administered by ADB. The remaining \$850,000 will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF-V and TASF-others).⁹ The cost estimates and financing plan is in Appendix 2.

D. Implementation Arrangements

15. ADB is the executing agency and will play a leading role in quality assurance. ADB will support national centers in research design, analysis, and marketing of findings. It will monitor implementation progress through regular contact with the regional and national centers and as a member of the working group.

16. The implementing agencies in each participating country are:

- (i) Bangladesh: Local Government Division of the Ministry of Local Government, Rural Development and Cooperatives;
- (ii) India: Ministry of Urban Development;
- (iii) Nepal: Ministry of Urban Development; and
- (iv) Sri Lanka: Urban Development Authority.

17. The role of the implementing agencies is to (i) support and endorse their respective center as the national hub for urban knowledge management, (ii) promote integration of knowledge with policy and operations, (iii) provide guidance to national centers on research topics and hub activities, (iv) provide opportunities for national centers to share findings with

⁷ The Water Financing Partnership Facility has agreed to contribute additional funds through direct charges to help the national centers to structure their sanitation focus, e.g., to identify capacity needs and strategic partnerships.

⁸ Contributor: the Bill & Melinda Gates Foundation.

⁹ TASF funds are to be provided as follows: \$800,000 from TASF-others, and \$50,000 from TASF-V.

policy makers and practitioners, and (v) provide leadership on the K-Hub sustainability framework.

18. **Regional and national centers.** The K-Hub headquarters will be in India at the National Institute of Urban Affairs (NIUA). Each participating country government has selected a government-endorsed national center for urban knowledge management based on their capacity, reputation for urban sector research and training, and comparative advantage. The national centers for each country are (i) Bangladesh: the International Training Network (ITN) Centre at Bangladesh University of Engineering and Technology (BUET); (ii) India: NIUA (both regional and national center); (iii) Nepal: Urban Development Training Centre; and (iv) Sri Lanka: University of Moratuwa, Department of Town and Country Planning (see Figure 1).

19. **Working group.** The TA will be guided by a working group chaired by a representative of the regional center who will act as coordinator. The group will include a member of each national center and ADB. It will adopt a charter to guide its operations and meet at least annually or as needed for planning and to monitor progress of TA activities.¹⁰ It will prepare joint outputs, including a business plan and a sustainability plan. The implementing agencies will be invited to participate in the first meeting and other meetings as appropriate.

20. **Procurement.** The TA will be implemented from January 2014 to December 2016 with an additional 3 months for closing. It requires approximately 156.5 person-months of consulting services (4.5 person-months of international inputs and 152 person-months of national inputs). Outline terms of reference are in Appendix 3 and detailed terms of reference are in Supplementary Appendix B. National and international individual consultants and national centers will be selected following ADB's Guidelines on Use of Consultants (2013, as amended from time to time). For Bangladesh, single source selection (SSS)¹¹ to recruit ITN-BUET as a national center is justified as it is the leading university and research institute for urban planning and the water and sanitation sector, and has the multidisciplinary staff required for successful implementation. For India, SSS to recruit NIUA as the regional and national center is justified because of its government-endorsed mandate (urban sector, national scope, bridging the gap between researchers and practitioners) and wide network and track record working at the central, state, and local levels.¹² For Sri Lanka, SSS to recruit the University of Moratuwa as the national center is justified because it is the only university in the country with an urban planning department, and the country has no urban sector think tanks. For Nepal, SSS to recruit the Urban Development Training Centre is justified because of its mandate (urban sector, national scope) and strong networks with municipalities across the country. In addition, all four national centers have been endorsed by their governments as critical to the implementation and sustainability of the K-Hub initiative. The contracts of national centers will be output-based according to an agreed business plan. Disbursements and procurement will be made in accordance with ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time) and Procurement Guidelines (2013, as amended from time to time).¹³

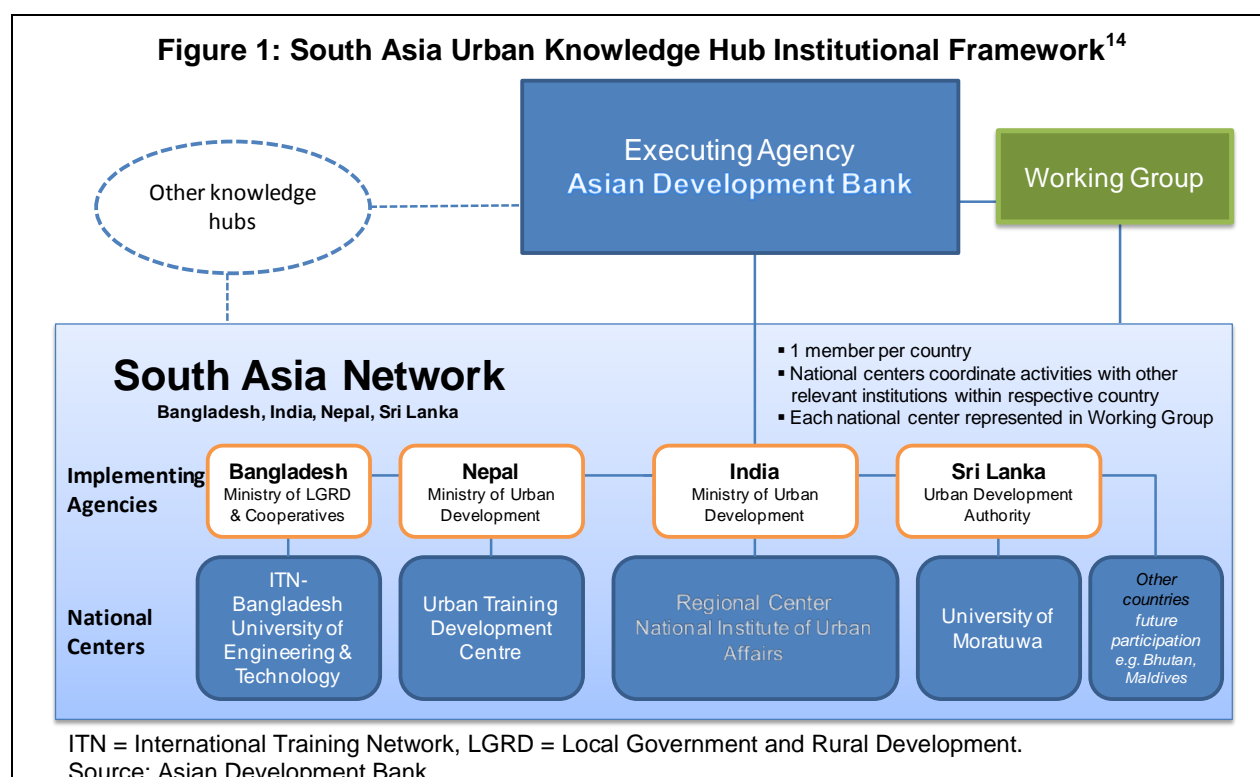
¹⁰ Meetings will be planned in connection with other events as much as possible to reduce travel costs.

¹¹ This initiative aims to build the capacity of leading research and training institutes, which may include government-owned institutes, to increase the overall knowledge management generating and management capability of each participating country and across the region. Due to the nature of the initiative and its long-term objective, SSS is considered appropriate for their engagement.

¹² NIUA is an autonomous scientific and research organization registered as a society under the Societies Registration Act XXI of 1860 on 12 January 1976.

¹³ The equipment will remain with NIUA upon TA completion.

21. **Output dissemination.** The TA outputs will be disseminated through a wide variety of mediums, including ADB and national center channels and networks. The outputs will be in a variety of forms, including publications, policy notes, reports, conference proceedings, and the



K-Hub website. Outputs will be posted or referred to on ADB, K-Hub, and government websites, as well as national center websites. ADB will identify opportunities to integrate outputs with ongoing and future operations, policy dialogue, and learning events.

22. **Monitoring and evaluation.** The ADB project team will work closely with national centers to develop the detailed business plan in accordance with the design and monitoring framework, and regularly monitor implementation progress. National centers will prepare quarterly progress reports. The regional center will submit a consolidated quarterly report within 30 days of quarter end to ADB and the implementing agencies. ADB will consult with participating governments in preparing the TA completion report, which evaluates the quality of the outputs post-implementation.

IV. THE PRESIDENT'S DECISION

23. The President, acting under the authority delegated by the Board, has approved (i) ADB administering a portion of technical assistance not exceeding the equivalent of \$500,000 to be financed on a grant basis by the Sanitation Financing Partnership Trust Fund under the Water Financing Partnership Facility, and (ii) ADB providing the balance not exceeding the equivalent of \$850,000 on a grant basis for the South Asia Urban Knowledge Hub, and hereby reports this action to the Board.

¹⁴ Other countries in South Asia, e.g. Bhutan and Maldives, will not be excluded from participation in the K-Hub. They will be invited to participate in events and may be invited for full membership in the future.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
Impact Improved urban policy formulation and service delivery in selected South Asian DMCs	By 2022 Four DMCs incorporate recommendations from K-Hub knowledge products and activities into development plans for more sustainable, inclusive, and competitive cities	Government development plans and policy announcements	Assumption Policy makers recognize the K-Hub and the national centers as reputable institutions in urban planning and development
Outcome Improved capacity for knowledge generation and management in the urban sector in selected South Asian DMCs	By project completion (2016) National centers have a research agenda and business plan for knowledge management activities up to 2019, including identification of flagship programs K-Hub database provides quarterly updates (Baseline for all = 0)	Annual reports of working group Regional hub newsletter Quarterly database reports (K-Hub)	Assumption K-Hub members have access to accurate and current urban sector data
Outputs 1. Regional knowledge hub established	Regional hub established with headquarters in one DMC and national centers in at least four of the six DMCs in South Asia by Q1 2014 Regional hub website launched by Q2 2014	Memorandum of understanding Website download statistics (K-Hub, ADB, national centers)	
2. Improved capacity for outcome-oriented research and knowledge dissemination	Three knowledge products produced on operationally relevant topics (e.g., benchmarking utilities, tariff reform, sludge management, public–private partnerships, nonrevenue water, land value capture, solid waste, low carbon growth, climate change resilience) by Q3 2016 At least 100 web downloads of each knowledge product (three) by Q4 2016 Eight technical or policy briefs produced by Q4 2014 At least four twinning arrangements established between municipalities and service providers by Q4 2016 At least 100 senior DMC officials participated in learning events by Q4 2016 (Target: 20% women)	Knowledge products Website download statistics (K-Hub, ADB, national centers) Technical and policy briefs Memorandum of understanding Workshop reports	

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks																		
3. Improved urban management and planning education curriculum prepared	Recommendations completed and issued to relevant universities and agencies in at least four DMCs by Q3 2015	Recommendation report endorsed by the K-Hub working group	Assumption Universities in DMCs are keen to improve their curricula and acknowledge the expertise of national centers in urban planning and development																		
4. Improved capacity for managing knowledge hub operations	Sustainability plan for K-Hub operations post-ADB financial support prepared by Q2 2016	Sustainability plan developed by the working group																			
Activities with Milestones Output 1: Regional hub established in South Asia 1.1 Establish working group with representatives of all founding members (Q1 2014) 1.2 Members endorse detailed business plan for K-Hub (Q1 2014) 1.3 Launch quarterly K-Hub newsletter (Q1 2014) 1.4 Operationalize the K-Hub's website (Q1 2014) Output 2: Improved capacity for outcome-oriented research and knowledge dissemination 2.1 Assess current capacity for evidence-based policy advocacy in the DMCs (Q2 2014) 2.2 Conduct regional workshop on strengthening links between policy makers and researchers (Q2 2014) 2.3 Develop country-specific strategies for strengthening links between policy makers and research community in the DMCs (Q2 2014) 2.4 Convene mayor's forum (Q2 2014) 2.5 Train hub members to develop skills in writing technical and policy briefs (Q2 2014) 2.6 Select study topics for flagship knowledge products (Q2 2014; Q4 2014; Q1 2015) 2.7 Peer-review concept papers and flagship knowledge products (Q3 2014; Q1 2015; Q2 2015) 2.8 Publish knowledge products (Q2 2015; Q1 2016; Q3 2016) 2.9 Conduct regional learning events related to knowledge projects (Q3 2015; Q3 2016) 2.10 Conduct national and city learning events, e.g., workshops, twinning arrangements, study tours; five per DMC (Q4 2016) Output 3: Improved urban management and planning education curriculum prepared 3.1 Review urban planning curricula in four DMCs (Q3 2014) 3.2 Identify opportunities to improve curricula (Q4 2014) 3.3 Prepare recommendations and presentation to relevant stakeholders (Q2 2015) Output 4: Improved capacity for managing knowledge hub operations 4.1 Conduct training on evidence-based advocacy (Q2 2014) 4.2 Develop note on lessons from implementation of K-Hub (Q4 2016) 4.3 Develop a sustainability plan for regional activities (Q3 2015)			Inputs ADB: \$850,000 <table><tr><th>Item</th><th>Amount (\$'000)</th></tr><tr><td>Consultants</td><td>685.8</td></tr><tr><td>Equipment</td><td>31.0</td></tr><tr><td>Training, seminars, conferences</td><td>88.1</td></tr><tr><td>Contingencies</td><td>45.2</td></tr></table> Sanitation Financing Partnership Trust Fund under the Water Financing Partnership Facility: \$500,000 <table><tr><th>Item</th><th>Amount (\$'000)</th></tr><tr><td>Consultants</td><td>467.4</td></tr><tr><td>Training, seminars, conferences</td><td>22.8</td></tr><tr><td>Contingencies</td><td>9.9</td></tr></table>	Item	Amount (\$'000)	Consultants	685.8	Equipment	31.0	Training, seminars, conferences	88.1	Contingencies	45.2	Item	Amount (\$'000)	Consultants	467.4	Training, seminars, conferences	22.8	Contingencies	9.9
			Item	Amount (\$'000)																	
			Consultants	685.8																	
			Equipment	31.0																	
			Training, seminars, conferences	88.1																	
Contingencies	45.2																				
Item	Amount (\$'000)																				
Consultants	467.4																				
Training, seminars, conferences	22.8																				
Contingencies	9.9																				

Note: Input figures may not add up exactly due to rounding.

ADB = Asian Development Bank, DMC = developing member country, K-Hub = knowledge hub.

Source: Asian Development Bank.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Amount
A. Asian Development Bank^a	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	18.1
ii. National consultants	561.8
b. International and local travel	79.1
c. Reports and communications	26.8
2. Equipment ^b	31.0
3. Training, seminars, and conferences	
a. Resource persons	5.0
b. Seminars and workshops	83.1
4. Contingencies	45.2
Subtotal (A)	850.0
B. Sanitation Financing Partnership Trust Fund under the Water Financing Partnership Facility^c	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	42.4
ii. National consultants	390.4
b. International and local travel	17.9
c. Reports and communications	16.8
2. Training, seminars, and conferences	
a. Resource persons	4.0
b. Seminars and workshops	18.8
3. Contingencies	9.9
Subtotal (B)	500.0
Total	1,350.0

Note: Country allocations (approximate) are: Bangladesh: \$240,000, India: \$475,000 (regional and national center), Nepal: \$240,000, and Sri Lanka: \$240,000. Remaining funds will be used for the proposed Mayor's Forum and regional capacity building activities to be carried out by international consultants.

Note: Subtotals may not add up exactly due to rounding.

^a Financed by the Asian Development Bank's Technical Assistance Special Fund (TASF-others = \$800,000 and TASF-V = \$50,000).

^b This includes videoconference and website-related equipment.

^c Contributor: Bill & Melinda Gates Foundation. Administered by the Asian Development Bank.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

A. Regional and India National Center

1. The National Institute of Urban Affairs (NIUA) in India will play the roles of regional and national centers. Its regional responsibilities include coordinating the national centers; developing linkages between knowledge hubs, professional associations, and universities outside the region; leading regional activities and building the profile of the South Asia Urban Knowledge Hub ('K-Hub'); developing knowledge tools (e.g., website); and producing regional knowledge products. Its national responsibilities include identifying innovative practices in the urban sector, coordinating between relevant partners in India, developing India-specific policy and technical notes, and supporting a twinning arrangement.

Table A3.1: Deliverables and Payment Schedule: Regional and India National Center

Deliverable		Due Date	Payment
No deliverable—mobilization payment			20%
1.	Operational issues finalized 5-year business plan (agreed by working group) Charter (agreed by working group) Website operating Newsletter launched	Q1 2014	10%
2.	Policy briefs (2)	No. 1: Q3 2014 No. 2: Q4 2014	5%
3.	Knowledge product 1	Concept paper by Q3 2014 Draft report by Q1 2015 Final report by Q2 2015	20%
4.	Knowledge product 2	Concept paper by Q1 2015 Draft report by Q4 2015 Final report by Q1 2016	20%
5.	Knowledge product 3	Concept paper by Q2 2015 Draft report by Q2 2016 Final report by Q3 2016	15%
6.	Report: recommendations for urban planning curricula	Establish committee by Q2 2014 Diagnostic report by Q3 2014 Final report by Q2 2015	3%
7.	Twinning partnership completion report	Final report by Q2 2016	3%
8.	Final report Sustainability plan (agreed by working group) Notes on lessons in the implementation of regional K-Hub (10 pages)	Draft sustainability plan due: Q3 2015 Final report due: Q3 2016	4%

Source: Asian Development Bank.

2. **Qualifications (national consultants).** The assignment is for an estimated 49 person-months including the inputs of the following:

- (i) a regional hub project manager (19 person-months) with a master's degree or higher, at least 15 years of professional experience, demonstrated experience working on urban knowledge management in South Asia;
- (ii) an urban specialist (10 person-months) with a master's degree or higher, at least 10 years of professional experience, at least 5 years experience working on urban development in South Asia, and research experience preferred;

- (iii) an infrastructure specialist (10 person months) with a master's degree or higher in economics, engineering, or other relevant degree; at least 10 years professional experience; at least 5 years experience working on urban infrastructure in South Asia; and research experience preferred; and
- (iv) other experts (to be determined) may be needed for an estimated 10 person-months.

B. Bangladesh, Nepal, and Sri Lanka National Centers

3. The responsibilities of the national centers in Bangladesh, Nepal, and Sri Lanka include identifying innovative practices, coordinating between relevant partners in-country, developing country-specific policy and technical notes, supporting a twinning arrangement, and developing a sustainability plan post-ADB financial and technical support.

Table A3.2: Deliverables and Payment Schedule: Bangladesh, Nepal, and Sri Lanka National Centers

Deliverable		Due Date	Payment Schedule
No deliverable—mobilization payment			20%
1.	Policy briefs (2)	No. 1: Q3 2014 No. 2: Q4 2014	5%
2.	Case studies (2)	No. 1: Q3 2015 No. 2: Q1 2016	5%
3.	Knowledge product 1	Draft inputs by Q4 2014 Final inputs by Q1 2015	20%
4.	Knowledge product 2	Draft report by Q3 2015 Final report by Q4 2015	15%
5.	Knowledge product 3	Draft report by Q1 2016 Final report by Q2 2016	15%
6.	Report: diagnostic and recommendations for urban planning curricula improvement	Country report by Q3 2014	10%
7.	Twinning partnership completion report	Final report by Q2 2016	10%

Source: Asian Development Bank.

4. The following detailed tasks will be conducted:
- (i) participate in regional hub planning activities;
 - (ii) provide inputs into the development of three regional knowledge products;
 - (iii) participate in the review process of university urban planning curricula;
 - (iv) organize national and subnational seminars and learning events;
 - (v) establish an annual eminent speaker lecture series;
 - (vi) develop at least two case studies or technical briefs, and two policy briefs;
 - (vii) participate in training to improve evidence-based policy advocacy; and
 - (viii) identify and support twinning arrangement for sanitation.
5. **Qualifications (national consultants).** The assignment is for an estimated 33 person-months per national center including the inputs of the following:
- (i) a project coordinator (10 person-months) with a master's degree or higher, at least 15 years of professional experience, demonstrated experience working on urban knowledge management in South Asia;

- (ii) an urban specialist (10 person-months) with a master's degree or higher, at least 10 years of professional experience, at least 5 years experience working on urban development in South Asia, and research experience preferred;
- (iii) an infrastructure specialist (5 person-months) with a master's degree or higher in economics, engineering, or other relevant field; at least 10 years of professional experience; at least 5 years experience working on urban infrastructure in South Asia; and research experience preferred; and
- (iv) other experts as needed (8 person-months).

C. Knowledge Management Specialist (international)

6. The assignment involves supporting four national centers (Bangladesh, India, Nepal, and Sri Lanka) to improve their skills in outcome-oriented research and build their capacity to influence policy makers and practitioners through evidence-based policy advocacy. The work will mainly be carried out remotely, with one regional workshop.

7. The consultant will carry out the following tasks (estimated 3 person-months):

- (i) **Assessment.** Assess the current capacity of the four national centers for outcome-oriented research through survey (designed by consultant) and telephone interview, and assess the effectiveness of links between the national center and policy makers.
- (ii) **National center strategies.** Develop a template that national centers may use to develop their own strategy for strengthening the links between themselves and policy makers, and review the strategies and provide comments once they have been drafted by the national centers.
- (iii) **Regional workshop.** Develop material and lead 2-day workshop in the region covering the following topics: results of assessment, outcome-oriented research, strengthening links between policy makers and researchers (why it's important, how to do it, share template developed for strategy), how to write effective technical briefs, and how to write effective policy briefs.
The consultant will use the results of the assessment to tailor the workshop activities. The consultant is expected to develop the draft program and may ask participants in advance to prepare presentations on certain topics. The workshop is meant to be interactive and use a variety of teaching styles (not only lecture).
- (iv) **Peer review.** The consultant will review a total of eight policy and technical briefs produced by national centers and provide comments on how to improve their structure and presentation of key messages. The goal is to mentor national centers on improving their evidence-based policy advocacy through written documents. The consultant will also review three knowledge products developed by the regional knowledge hub and provide comments on improving their marketability and/or packaging of messages for policy makers and practitioners.

8. **Qualifications.** The specialist must have a master's degree or higher, at least 10 years of professional experience, demonstrated experience working on knowledge management in developing countries, and demonstrated experience building capacity for outcome-oriented research and evidence-based policy advocacy.

D. Urban Specialist (international)

9. The urban specialist will help design and facilitate a South Asia forum for mayors to be hosted by ADB in Manila in Q2 2014. The forum will include participants from about 10 secondary cities in South Asia. The objective will be to engage with mayors on pressing issues related to urban development, share experiences, and strengthen ADB's partnership with these cities and their leaders.

10. The assignment is for an estimated 1.5 person-months. The specialist will (i) work with ADB to finalize the forum program and develop the detailed program; (ii) be responsible for securing presentations and/or preparing the presentations and activities; and (iii) facilitate the event, manage the national consultant and assistant, and work closely with the ADB task manager throughout the assignment.

11. The expected deliverables and due dates are (i) detailed program for the program due by Q1 2014 (payment 25%) and (ii) facilitation of the forum and final report (summary proceedings including presentations) by Q2 2014 (payment 75%).

12. **Qualifications.** The urban specialist must have a master's degree or higher; at least 10 years of professional experience in the urban sector, particularly in municipal management issues; experience in organizing international forum is preferred; and demonstrated experience working on knowledge management in developing countries and organizing learning events.

E. Urban Specialist (national)

13. The urban specialist will support the international consultant to organize and facilitate a South Asia forum for mayors to be hosted by ADB in Manila.

14. The assignment is for an estimated 4 person-months paid on a lump sum basis. The urban specialist will work closely with the international consultant and provide support with logistics and planning, and:

- (i) manage logistics related to the forum (e.g., invitations, flights, accommodation, venue, meals, printing);
- (ii) support communications with invitees on any issues related to the forum; and
- (iii) provide any other support, as requested, by the international consultant.

15. **Qualifications.** The urban specialist (Philippine national) must have a master's degree or higher; at least 10 years of professional experience in the urban sector; and experience in organizing international forums is preferred.