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# Lessons Learnt from the Implementation of UK-supported Infrastructure and Urban Programmes (2013-2022) in India

***Final Report***

**Disclaimer:** This study was commissioned by South Asia Research Hub, Foreign, Commonwealth and Development Office, Government of UK. However, the views expressed herein do not necessarily represent the official policies of the Government of UK.

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## List of Abbreviations

ADB	Asian Development Bank
AFD	Agence Française de Développement (French Development Agency)
AMRUT	Atal Mission for Rejuvenation and Urban Transformation
AQI	Air Quality Index
ARS	Accident Recording and Reporting System
BASIIIC	Building Accessible, Safe and Inclusive Indian Cities
BBMP	Bruhat Bengaluru Mahanagara Palike
BDA	Bhubaneswar Development Authority
BDHC	British Deputy High Commission
BHC	British High Commission
BII	British International Investment
BIP	British Investment Partnerships
BMZ	German Federal Ministry for Economic Cooperation and Development
CFSC	Child Friendly Smart City
CGF	Commonwealth Games Federation
CITIIS	City Investments to Innovate Integrate and Sustain
CSC	City Support Coordinator
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
DBT	Department of Biotechnology
DEA	Department of Economic Affairs
DEG	Deutsche Investitions- und Entwicklungsgesellschaft (German Investment and Development Corporation)
DFID	Department for International Development
DPR	Detailed Project Report
EFO	Externally Financed Outputs
EIB	European Investment Bank
FCDO	Foreign, Commonwealth and Development Office
FTA	Free Trade Agreement
FMIS	Financial Management Information Systems
GESI	Gender Equality and Social Inclusion
GIP	Global Innovation Partnership
GIS	Geographic Information System
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German Agency for International Cooperation)
GoI	Government of India
GoUK	Government of United Kingdom
GPPD	Global Partnership Programme and Development
HR	Human Resource
HRIDAY	National Heritage City Development and Augmentation Yojana
HUDD	Housing and Urban Development Department
I&U	Infrastructure and Urban
ICC	Infrastructure Construction Committee
ICCC	Integrated Command and Control Centre
IEC	Information, Education and Communication
IMSC	Inter-Ministerial Steering Committee
IPA	Infrastructure Projects Authority
ISA	International Solar Alliance
ISCDL	Indore Smart City Development Limited
ITCN	Infant, Toddler, Caregiver-Friendly Neighbourhood
ITCF	Integrated Transport and Composite Funds
IUO	India Urban Observatory
JICA	Japan International Cooperation Agency

LESSONS LEARNT FROM THE IMPLEMENTATION OF UK-SUPPORTED INFRASTRUCTURE AND URBAN PROGRAMMES (2013-2022) IN INDIA

KfW	Kreditanstalt für Wiederaufbau (German State-owned Development Bank)
KUIDFC	Karnataka Urban Infrastructure Development and Finance Corporation
LSEG	London Stock Exchange Group
MDB	Multilateral development banks
MoHUA	Ministry of Housing and Urban Affairs
MPUSP	Madhya Pradesh Urban Services for the Poor
NDC	Nationally Determined Contribution
NGO	Non-Governmental Organisation
NIP	National Infrastructure Pipeline
NIUA	National Institute of Urban Affairs
NMP	National Monetisation Pipeline
NMT	Non-Motorised Transport
NRW	Non-Revenue Water
NULP	National Urban Learning Platform
ODA	Official Development Assistance
OJEU	Official Journal of European Union
PIDG	Private Infrastructure Development Group
PMAY-U	Pradhan Mantri Awas Yojana - Urban
PMC	Project Management Consultancy
PMU	Project Management Unit
RAG	Red-Amber-Green (rating)
REVIVE	Platform name (full form not provided)
SCM	Smart Cities Mission
SEBI	Securities and Exchange Board of India
SmUDI	Smart Urban Development in Indian States
SNCF	Société Nationale des Chemins de fer Français (French National Railway Company)
SPV	Special Purpose Vehicle
STP	Sewage Treatment Plant
TA	Technical Assistance
TASC	Technical Assistance Support for Smart Cities
TAST	Technical Assistance Support Team
TNUIDF	Tamil Nadu Urban Infrastructure Development Fund
ToR	Terms of Reference
UCCRTF	Urban Climate Change Resilience Trust Fund
UFPF	Urban Financing Partnership Facility
UKEF	UK Export Finance
UKIBC	UK-India Business Council
ULB	Urban Local Body
URTF	Urban Resilience Trust Fund
UT	Union Territories
VGf	Viability Gap Funding
UNFCCC	United Nations Framework Convention on Climate Change
WRI	World Resources Institute
X-HMG	Cross-His Majesty's Government

## Executive Summary

The **Foreign, Commonwealth, and Development Office (FCDO)** is responsible for overseeing and executing the UK Government's development initiatives & projects in India, in collaboration with the Government of India. Within the FCDO's operations in India, the Infrastructure and Urban (I&U) team (now the Resilience Infrastructure and Climate Adaptation team) leads efforts in key thematic areas such as infrastructure development, sustainable urban development, and climate resilience. FCDO has commissioned the review of its I&U portfolio between 2013-2022, focussing on three key programmes: *Infrastructure Technical Cooperation Facility (ITCF)*, *Smart Urban Development in Indian States (SmUDI)*, and *Technical Assistance for Smart Cities (TASC)*. The review aims to draw lessons learnt from the three programmes which will enable the I&U team to develop a cross-HMG delivery strategy for future British Investment Partnership (BIP) in India. This will also allow FCDO to respond more effectively to infrastructure priorities in the UK-India 2030 Roadmap, and strengthen the design of future programmes globally, especially in contexts similar to India.

The review is based on seven objectives with an overarching goal to draw insights from the three programmes as well as to provide recommendations to enhance the effectiveness and impact of FCDO's infrastructure investments in India in the next 2 to 5 years. The review has a fit-for-purpose approach and methodology to address its key objectives, consisting of 4 phases: (1) *Planning for the Review* (2) *Data Collection and Interviews* (3) *Synthesis and Primary Findings* and (4) *Detailed Analysis and Presentation of Findings*. The review adopted a mixed-methods approach, wherein both primary and secondary evidence were collected, triangulated, and analysed. Primary data collection involved Key Informant Interviews (KIIs) with a diverse range of stakeholders – including TA advisors, FCDO staff, Government officials at the Central and State levels, Bilateral and Multilateral partners, and independent experts and think tanks in the sector. The review findings are based on analysis of primary and secondary data around the Organisation for Economic Co-operation and Development (OECD)'s Development Assistance Committee (DAC) criteria i.e., *Effectiveness, Relevance, Impact & Coherence*. Some key findings include:

**Effectiveness:** The I&U portfolio has been effective in strengthening the infrastructure and urban sector in India, and in achieving broader strategic objectives. At the portfolio level, all three programmes – ITCF, SmUDI, and TASC - have achieved their expected targets, and in some cases, have exceeded expectations. The portfolio has been effective in developing a number of good practices (many of which are first-of-their-kind in India) across key areas including policy development, green investment for climate change, multilayered partnerships, institutional development, capacity building, and inclusion. Gaps to be addressed to enhance effectiveness further include strengthening the programmes' M&E systems, sustaining long-term capacity development, and bolstering the transfer of UK knowledge, expertise and technology to India.

**Relevance:** The I&U portfolio and its constituent programmes were well-aligned with the priorities of the UK Government and the Government of India (as outlined in the Bilateral collaboration Roadmap 2030), in areas of UK expertise such as governance, infrastructure, smart cities, and private investment promotion. UK-supported I&U programmes have deployed mechanisms to work closely with national and local policy stakeholders, which helped ensure that technical assistance responded to Government of India priorities. Further, I&U programming between 2013-2022 has been marked by a strategic pivot towards sectors and themes that are critical for India's future – including climate action, leveraging technology, enabling private and public finance, and mainstreaming gender and social inclusion.

**Impact:** The UK's additionality lies in the provision of upstream demand-led TA in finance and digital initiatives within the I&U sector, wherein UK expertise, technical knowhow and subsequent capacity development was welcomed by the Government of India. Key examples of UK additionality include the fostering of data-driven governance and municipal finance, development of a pipeline of bankable projects, contribution to own source revenue generation, deployment of bespoke financial instruments, and contribution to Private Public Partnership (PPP) modalities in Indian infrastructure. Areas for further consideration include the consolidation of strategic

partnerships, the synchronised use of various investment instruments, and efforts to ensure greater visibility of I&U's work through branding and dissemination.

**Coherence:** Coherence between the programmes of the I&U portfolio is largely seen in the context of SmUDI and TASC, with their common objectives of smart urbanisation fostering synergies and collaboration. The I&U portfolio has collaborated to varying degrees with a range of other BHC teams and UK development initiatives, including HMG teams, departments, and partnerships. Opportunities for strengthening partnerships with other BHC teams lie in various thematic areas – including private investment, green infrastructure, climate action, and solid waste management. All three programmes demonstrated ambitions to coordinate with Multilateral development partners (including the World Bank and Asian Development Bank) and had the potential to collaborate during implementation.

The review's conclusions are structured as responses to the seven objectives of the review. *Key enabling factors* that have facilitated the I&U portfolio's work in India include close collaboration with stakeholders, the embedded nature of the TA, strategic convergence among programmes (SmUDI & TASC), rapid adaptation to evolving challenges, and leveraging previous interventions. *Key hindering factors* include administrative and procedural delays, externalities like the COVID-19 pandemic, and uncertainties caused by budget reductions. *Key gaps and areas for improvement* relate to ensuring the sustainability of the interventions, limited to moderate engagement with UK entities, addressing the limited branding and visibility of FCDO especially at the national level, and challenges in measuring programmatic outputs and impacts.

Notwithstanding these gaps, there were many *good practices* which can inform future interventions in India's infrastructure sector. These include the provision of flexible and demand-responsive TA support, 'fast start' initiatives targeting low-hanging but strategically impactful areas, technology and data-driven outputs like ICCC, NULP, IUO etc, rapid digital transition during COVID-19, targeted support to limited capacity stakeholders, and the inclusivity agenda under Building Accessible, Safe and Inclusive Indian Cities (BASIIIC). Overall, the I&U portfolio *demonstrates alignment* with India's priorities, and the UK's evolving areas of programming (with an enhanced focus on policy, smart urbanisation, private investment, and climate resilient infrastructure) and have the potential to enhance its strategic relevance and impact. *Synergies exist to varying degrees* with other BHC teams and UK institutions (including UK academia, research institutions, and private institutions); however, there is potential for strengthening these synergies further. The portfolio's *additionality* lies in the provision of demand-led TA in data and finance, in the facilitation of UK-based partnerships, and deployment of strategic advisory support at both the centre and city levels.

This review highlighted several **key lessons** around three stages of the programme lifecycle.

- **At the programme design stage**, partnering with key stakeholders at the national level (through policymaking and facilitation) and subnational levels (through technical assistance) has been valuable. While infrastructure financing has been a key strategic area wherein the FCDO has designed programmes and effectively generated outcomes, climate action has emerged as a critical sector while not being within the direct mandate of the I&U programmes.
- **At the programme implementation stage**, adopting a flexible, demand responsive, and need-driven approach has been vital for achieving success for all three programmes. Leveraging knowledge networks and digital platforms helped improve information dissemination, operationalise learnings, and create wider impact. The COVID-19 pandemic impacted the programmes differently – while SmUDI and TASC outperformed in the pandemic response, ITCF faced challenges due to external factors and the programme is yet to complete its full lifecycle. More could be done to realise direct synergies with UK based entities and link upstream technical assistance outcomes with other business entities for further down-stream support.
- **For future programme design:** Going forward, scaling up the lessons learnt into actionable solutions, capitalising on established collaborations for long-term gains, and enhancing the visibility of FCDO's work further will be vital.

Based on the lessons learnt, **key recommendations** for designing and delivering future programmes include:

- **Continue to partner with Central and State Ministries and Government agencies** by devising comprehensive programme selection criteria along with the Central agencies to select priority intervention states and ULBs, by promoting synergies between the Government of India and external development agencies (including Bilateral and Multilateral organizations), and by commissioning deep dive studies in areas of sectoral interest.
- **Prioritise key thematic areas and create value in the emerging sectors** (*Climate Action, Clean Energy, Disaster Risk Reduction in Cities, Circular Economy, Preservation of the Blue-Greens, Low Carbon Development, etc.*), based on the areas identified by the UK India Roadmap 2030 and the evolving policy direction of both countries. This can be done by tracking and forecasting changes in urban development in the Indian context, integrating emerging themes within future programme design, and adopting agile approaches to programme management and contextual adaptation.
- **Strengthen economic diplomacy through development assistance** through scaling up initiatives such as the Centres of Excellence (CoE) to help build economic intelligence among key Ministries in India, support financial reforms, regulation, and coordination with Government institutions and lending agencies, and increasing engagement with new areas and markets by achieving synergies with multinational operators.
- **Remain flexible, responsive and agile to sectoral needs** by focussing on the quality of core adaptation issues, integrating expertise from across multiple sectors, focussing on synergies to achieve additionality, and promoting innovative non-traditional business models that accelerate development impact.
- **Leverage various financial instruments to integrate a 'life cycle' approach to development investments.** This would involve leveraging financial and policy instruments *internally* (building on the successful programmes within cross-cutting FCDO portfolios and teams) and *externally* (through Bilateral and Multilateral collaborations).
- **Commission studies to examine opportunities and barriers around collaboration with UK entities and the private sector.** This would help examine the potential synergies to be realised through enhanced India-UK partnerships and private sector engagement, while also identifying the current roadblocks and challenges impeding such collaboration. Such studies would help ensure the sustainability of programmes designed in the future.
- **Strengthen the focus on integrating cross-cutting areas of support** – such as gender, social inclusion, youth, and skills development, including through the promotion of promotion of child-friendly smart cities.

As India continues to pursue its development goals, the relationship with UK agencies, and with FCDO in I&U, is expected to be more intensely collaborative and based on mutual learning and exchange of knowledge.





# 01

## Introduction

# 1.0 Introduction

## 1.1 Review Purpose and Scope

This study reviews the infrastructure portfolio managed by the Infrastructure and Urban (I&U) team within the Foreign, Commonwealth, and Development Office (FCDO) in India between 2013 and 2022. The study focuses on the programmes which were intended to strengthen the urban infrastructure policy framework in India and facilitate the development of projects during the mentioned tenure.

The study covers the programmes *Infrastructure Technical Cooperation Facility (ITCF)*, *Smart Urban Development in Indian States (SmUDI)*, and *Technical Assistance for Smart Cities (TASC)*. The review analyses the effectiveness, impact, and challenges encountered in implementing these programmes, particularly identifying lessons learnt and opportunities for improvement. Additionally, the review assesses the strategic relevance and complementarity of FCDO's infrastructure portfolio with other British High Commission (BHC) teams and activities in India. Reflections on the shifts and interventions that have contributed towards the development of the aforesaid objectives on shaping the current and future investments are extracted from the given three programmes. This review engagement intends to derive lesson which could provide a direction to FCDO for navigating their activities to potential areas of future growth in India. This study aims to inform the development of a cross-HMG (His Majesty's Government) delivery strategy for future British Investment Partnership (BIP) initiatives and to support the implementation of the UK-India Roadmap 2030 priorities related to infrastructure development. By reviewing the three programmes, the study aims to generate actionable insights that will enable the FCDO's I&U team to enhance the effectiveness, relevance, and impact of its interventions in the Indian infrastructure sector. Furthermore, the study seeks to contribute to the global knowledge base around infrastructure programming by identifying transferable lessons and best practices that can inform the design and implementation of infrastructure development and finance programmes in similar contexts globally. The report presents a comprehensive picture of various interventions, gaps, areas of improvement, the impact created by the programmes and the way forward.

## 1.2 Objectives of the Review

The primary objective of this study is to provide insights and recommendations to enhance the effectiveness and impact of FCDO's infrastructure investments in India. The study aims to achieve the following specific objectives (Objectives are mapped to the DAC criteria):

- ▶ To identify the factors that enabled/hindered the achievement of the targeted impact of selected/identified programmes in the Indian infrastructure and urban sectors. **(Effectiveness)**
- ▶ To identify the gaps and areas of improvement in the approaches and instruments for the delivery of the programmes within these sectors. **(Effectiveness)**
- ▶ To document good practices and lessons derived from the delivery of the programmes, especially to inform the future interventions in the Indian infrastructure sector. **(Effectiveness)**
- ▶ To assess if shifts in programme priorities (as reflected in the focus areas for the future) are likely to enhance the strategic relevance and impact of I&U's work in future. **(Relevance)**
- ▶ To assess the additionality of the portfolio to a) infrastructure policy and investment ecosystem in India and b) the BHC (British High Commission) offer to the Government of India. **(Impact)**
- ▶ To assess the extent to which the I&U team portfolio complements activities of other BHC teams and make recommendations on how to strengthen synergies. **(Coherence)**

- To identify best practices and approaches followed by other Bilateral/Multilateral programmes in similar geographies and make recommendations for future programme design on this basis. **(Coherence)**

## 1.3 Overview of FCDO I&U Portfolio (2013-2022)

### A. Infrastructure Technical Cooperation Facility (ITCF)

The Infrastructure Technical Co-operation Facility (ITCF) programme was approved in June 2014 as a **£10 million** Technical Assistance (TA) programme to tackle key bottlenecks in the business environment for infrastructure development and to enhance the role of the private sector. The programme was scheduled to end in March 2019; however, it was extended by 3 years to March 2022 and again to March 2025. The programme was implemented in partnership with the Department of Economic Affairs (DEA) in the Ministry of Finance (MoF), Government of India (GoI). The programme supported various policies, model documents, guidance, analytical studies, training, and capacity-building initiatives, etc.

ITCF was focused on helping the Government of India to improve the policy and regulatory framework and to create financing solutions for infrastructure projects by leveraging private investment in infrastructure. The evolution of the ITCF within FCDO reflects a strategic shift in UK development cooperation towards supporting infrastructure development and sustainable urbanisation in India. Initially established to provide technical assistance and capacity-building support for infrastructure projects, the technical assistance component of ITCF evolved to encompass a broader mandate. It aimed at promoting inclusive, resilient, and sustainable infrastructure development extending its support to key initiatives like the National Infrastructure Pipeline (NIP) which contributed to the identification of climate resilient infrastructure for future investment and the National Monetisation Pipeline (NMP) provided innovative mechanism using existing infrastructure investments to raise finances and support investments in infrastructure. Furthermore, the FCDO, through ITCF, has increasingly emphasised the importance of leveraging partnerships and helped create an enabling environment for mobilisation of private sector investment to maximise the impact of its infrastructure initiatives. This has led to the adoption of innovative financing mechanisms and collaboration with Multilateral development banks and private sector entities to catalyse infrastructure investment and promote sustainable development outcomes. The expected impact for ITCF is enhanced capacity amongst Government partners to improve the investment climate for infrastructure investments in India. A brief snapshot of the key contributions of the programme is presented below. Refer to **Annexure 1** for more details on the programme.

1. **Review and revision of Viability Gap Funding (VGF) scheme** to re-assess effectiveness and supported 7 VGF proposals,<sup>10</sup> (Public Private Partnership Appraisal Committee) PPPAC proposals; 6 (Standing Finance Committee) SFC proposals. This support might have resulted<sup>1</sup> in revamped VGF Scheme and Guidelines which was approved by Cabinet Committee on Economic Affairs (CCEA) in November 2020 and was notified by DEA in December 2020.<sup>2</sup>
2. **Tool for estimating contingent liability for the Government** arising from terminated Public Private Partnership (PPP) projects which has been adopted by DEA to provide guidance to the Public Service Announcements (PSAs), TAs, Concessionaire/Project Development and Implementing Agencies<sup>3</sup>
3. **Study for estimating India's infrastructure requirements** to enable a USD 10 trillion economy and **Study on financial instruments to support energy transformation** in India. This might have supported DEA to publish a report on the Sub-Committee for the Assessment of the Financial Requirements for Implementing India's Nationally Determined Contribution (NDC)<sup>4</sup>
4. **Technical support for the creation of a database with information on 9000+ infrastructure projects implemented on Public-Private Partnership (PPP) mode in India** with support on PPP policy advisory on 10+ projects covering sectors like Food, Energy, Port, Telecom, Ropeways, Logistics, Green Mobility, Housing, etc.

<sup>1</sup> However, we do not have enough evidence to establish the linkages

<sup>2</sup> pppininda

<sup>3</sup> <https://www.pppinindia.gov.in/contigent-liability-toolkit>

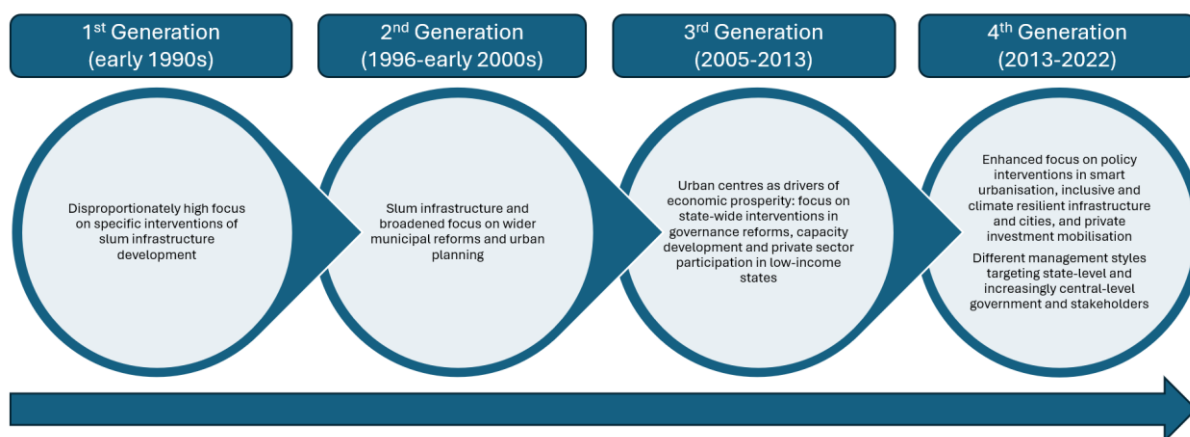
<sup>4</sup> However, we do not have enough evidence to establish the linkages

5. **Inputs to the Sovereign Green Bond Framework of the Ministry of Finance** which got approved in November 2022 and has been successful in raising funds for green projects<sup>5</sup>
6. **Prepared state profiles for 27 States/UTs detailing NIP progress** and gaps on NIP portal along with expenditure details for all 22 Departments which shall help decision on forward outlook on infrastructure projects. Further the programme prepared **Monetisation Profile** highlighting year wise target, asset classes, etc. which shall help in unlocking the value of non-core assets.
7. **Report on Coal, Power and Renewable Energy Sectors** highlighting challenges and achievements.

## B. Smart Urban Development in Indian States (SmUDI)

The programme provided up to **£5.15 million** in TA over four years (2016-20) primarily to the Urban Administration and Development Directorate (UADD), Government of Madhya Pradesh (GoMP), Indore Municipal Corporation (IMC), the Pune Municipal Corporation (PMC) and the Andhra Pradesh New Capital Region Development Authority (APCRDA). The programme later focused to provide strategic advisory support to five partner Indian cities – Indore, Bhubaneswar, Chandigarh, Amaravati, and Ranchi and aimed to design strategic interventions and urban reforms mandated under the Smart City Mission (SCM) to build partnerships with UK institutions, think tanks and businesses. This explored the possibility of extending the support for urban development initiatives in other states/ cities that are aligned to FCDO urban objectives. The SmUDI programme supported UK partnership cities to design and implement reforms for smart urban solutions and greenfield projects. It helped set up and operationalise Special Purpose Vehicles (SPVs) that enabled cities/state(s) to access Central Government funds and raise resources through external sources for sustainable urbanisation. This intervention marked a shift from the nature of interventions from the early 1990s to the 2010s. The Figure below elucidates the previous nature of interventions which can roughly be categorised into 3 generations. From the 2010s, the nature of FCDO's interventions evolved into the 4th generation i.e. enhanced focus on policy, smart urbanisation, private investment mobilisation and climate-resilient infrastructure as well as a greater focus on Central Level Government & Stakeholders.

Figure 1: Evolution of FCDO's interventions in infrastructure and urban sectors<sup>6</sup>



HMG's mid-2020 ODA prioritisation exercise approved funding of **£0.7 million** to respond to the ongoing challenges within cities in India through the SmUDI programme for COVID initiatives. The additional funding addressed the immediate challenges faced by workers in the informal sector and increased access to services for the most vulnerable with a focus on women and girls. SmUDI developed outputs on Governance Surveys and Human Resource Modules, based on which, assessment of three SmUDI cities (Bhubaneswar, Ranchi, Chandigarh) was provided. Additionally, Chandigarh customised and adopted the HR policy to strengthen its

<sup>5</sup> Framework for Sovereign Green Bonds, Gol, [link](#)

<sup>6</sup> Building upon OPM & CRISIL (2013). *Research into Lessons Learnt from DFID India Urban Investments over 20 Years*, [link](#); DFID (2014). *The UK Development Footprint in India: Urban Sector Presentation*, February 24 2014, [link](#).

capabilities and implement its Smart City Proposals (SCP). Chandigarh was also identified by Technical Assistance for Smart Cities (TASC) for the implementation of a Financial Management Information Systems (FMIS). Another key highlight was facilitating and sharing several sector framework documents with Ranchi - especially the Infant, Toddler, Caregiver-Friendly Neighbourhood (ITCN) framework- to inform Ranchi's green field planning and development policy. In summary, SmUDI supported 7 thematic areas with a total of 17 interventions in four phases. A brief snapshot of key contributions is provided below. Refer *Annexure 1* for key outcomes of the programme.

1. **City Revenue Augmentation Strategy, Indore** which resulted in establishing a Non-Revenue Water (NRW) Cell to reduce Non-Revenue Water (NRW) and started a new campaign on water conservation designed by SmUDI. Further, it enabled IMC to carry a pilot project on data triangulation which was completed in two wards (10,000 residents) and led to an increase in revenue of INR 30 lakh over a period of 1 year.
2. **Strategy for data based urban governance in Indore**; First of its kind initiative mandated under the smart governance pillar for the SCM aimed to ensure transparency, accountability and better governance. As a result of this intervention, The Indore Smart City Development Limited (ISCDL) accepted the recommendation from SmUDI and appointed key technical staff and interdepartmental coordinators, with support from the SmUDI team<sup>7</sup>.
3. **Operationalisation of Investment Promotion Cell, Bhubaneswar**; First of its kind cell by any ULB in the country, for fostering long-term investments in the city infrastructure which is still functional and managed by the State Government<sup>8</sup>.
4. **Assessment and operationalization of e-Nagarapalika in Indore** has led to the implementation of modules related to property tax registration, trade license, new water connections and project systems. Indore Municipal corporation is now using this online interface that has further strengthened the citizen services deliveries, reduced wait time for resolving public queries and avoiding physical visit to the Government office in paying utility and services bills.
5. **Strategy for pedestrianisation and non-motorised transport in Chandigarh** which resulted in the updation of the Road Safety Policy by the Chandigarh Urban Planning Department and Chief Engineer's Office. Based on the programme recommendations, City Traffic Department created a NMT Cell, recruited staff and volunteers for the NMT Cell and operationalised the Accident Recording and Reporting System (ARS). The information from ARS is now shared with Planning and Traffic Departments and utilised as an accident database to identify black spots and design appropriate road geometry measures to mitigate, evaluate and monitor improvement.
6. **Development planning and urban design guideline for the greenfield area, Ranchi** which focused on using the principles of transit-oriented land use planning and appropriate land-based value capture financing techniques<sup>9</sup>.
7. **Business plan for smart city incubation centre in Indore** whose recommendations were adopted by Indore Smart City Development Limited (ISCDL) in the procurement process for the developer which was completed by Q3 2020. Furthermore, the recommendations supported ISCDL in unlocking Central funds (£ 4 M) for supporting the innovation ecosystem. These funds were committed for three years for supporting a cohort of 50 first phase innovators in Madhya Pradesh.
8. **Parking Management Strategy in Indore** which resulted in inclusion of a zone wise parking pricing strategy by adopting a variable parking fee charge based on usage, congestion, and time slots rather than fixed fee model. It also supported IMC and ISCDL to in suggesting amendments to the Madhya Pradesh (MP) Motor Vehicles Rules, 1994.
9. **Preparation of City Economic Development Strategy - Bhubaneswar** was a follow up action of support to investment promotion cell. This resulted to the adoption of the strategy by Bhubaneswar Development Authority (BDA) who mandated the inclusion of these recommendation in the Bhubaneswar Masterplan 2030.
10. **Preparation of Business plan for Odisha Urban Infrastructure Development Fund (OUIDF)** which resulted in support to 5 municipal corporations, promoting the long-term financial sustainability of the OUIDF and enabling the Government of Odisha to explore innovative means of financing for urban infrastructure investments by leveraging private capital.

<sup>7</sup> However, we do not have information on the outcome following the initiative.

<sup>8</sup> Investment Facilitation Cell

<sup>9</sup> However, we do not have evidence to understand the outcome of the initiative.

11. **Informal Economy Recovery Strategy in Indore** as a response to COVID enabled the city administration became a leader in the implementation of Pradhan Mantri Atma Nirbhar Nidhi Scheme and sanctioned an estimated 35,000 loans to registered street vendors in the city.
12. **Dashboard to record, analyse, monitor and report on Climate change Resilience Indicators** which was a follow-up intervention of “**Management Strategy for Results-based Monitoring and Reporting of Environment and Climate Change Action**” which enabled the digitisation of a system which has the potential to get upscaled based on future requirements apart from its contribution to support city authorities in evidence-based decision making and monitoring of the climate change outcomes i.e. clean energy, improved Air Quality Index (AQI), water resource management, solid waste, and natural resources<sup>10</sup>.
13. **Smart cities Assessments and data monetisation, Indore** resulted to the identification of 30 use cases for direct and indirect monetisation to improve governance and municipal services through use of data and generate revenue streams for ISCDL. The larger expected impact<sup>11</sup> was to enable ISCDL to leverage national level platforms and services offered under the National Urban Innovation Stack.

### C. Technical Assistance for Smart Cities (TASC)

Technical Assistance for Smart Cities (TASC) is a **£4.98 million** Technical Assistance (TA) programme delivered in partnership with the Ministry of Housing and Urban Affairs (MoHUA) over 4 years from July 2016 to January 2021. TASC was designed to support the implementation of the Government of India’s (GoI) Smart Cities Mission (SCM) by providing TA at the Central Ministry and City level to create a pipeline of investable projects in India’s Smart Cities. It helped to ensure that India’s urban investments maximise social and economic benefits for the urban poor, particularly for groups that are at high risk of exclusion, support energy efficient, green growth in India’s cities, facilitate UK-India partnerships and knowledge sharing. The programme also aimed to provide the benefits of UK cities’ expertise to the implementation of the SCM and in particular, to enable the SCM to access best practices and innovative urban solutions to achieve the goals of inclusive green growth in Indian cities. A brief snapshot of key contributions is provided below. Refer **Annexure 1** for key outcomes of the programme.

1. **Support for the procurement of contractors and developers for 10 urban infrastructure projects**, with a total investment value of £32.98 Mn.
2. **Demonstrating integration of climate and environment considerations** in the SCM through the delivery of four solid waste management (SWM) projects and four ‘smart road’ projects
3. **Developing Smart City Mission policy guidelines, model procurement documents**, - and templates that have been adopted by the Government of India at either Central or city level. Value addition by TASC includes:
  - a. Sharing of international best practices and business plan development for the creation of the National Urban Innovation Hub (NUIH), now called the National Urban Learning Platform (NULP)<sup>12</sup>
  - b. Support for National Urban Leadership Programme
  - c. Technical Support in the preparation of a model RFP document for Integrated Command and Control Centres (ICCCs)<sup>13</sup>
  - d. Governance Study<sup>14</sup> and HR Policy<sup>15</sup> for Special Purpose Vehicles (SPV)
  - e. GDP measurement framework (City Economic Product)<sup>16</sup>
  - f. Sector framework documents for 10 sectors<sup>17</sup>
  - g. Support for Ease of Living Index<sup>18</sup> and Municipal Performance Index<sup>19</sup>

<sup>10</sup> However, we do not know whether this dashboard is still functional as there is no information available in the public domain

<sup>11</sup> However, we have no evidence to support the uptake of the same.

<sup>12</sup> National Urban Learning Platform (NULP) now exists within the National Institute for Urban Affairs (NIUA). The NULH (which TASC prepared the business case for) has been included in the MoHUA’s Vision for 2024 document.

<sup>13</sup> [https://smartnet.niua.org/sites/default/files/resources/iccc\\_maturity\\_assessment\\_framework\\_toolkit\\_vf211218.pdf](https://smartnet.niua.org/sites/default/files/resources/iccc_maturity_assessment_framework_toolkit_vf211218.pdf)

<sup>14</sup> Vault ID# 46703079, TASC project closure report

<sup>15</sup> The guidelines document was uploaded on SmartNet for cities to customise and adopt: [link](#)

<sup>16</sup> Vault ID#59083747 TASC project closure report

<sup>17</sup> <https://smartnet.niua.org/sector-framework>

<sup>18</sup> <https://eol.smartcities.gov.in/home> - city rankings, <https://smartnet.niua.org/content/f3fe50c5-70f1-4830-bdda-6d9a2b565842> - Ease of Living Index 2020: Assessment Report

<sup>19</sup> <https://smartnet.niua.org/content/f01d009b-7c1c-4ff2-a742-1402b801c2f7>

4. **Contributed to the establishment of the IUO** by providing expertise from conceptualisation of the IUO to supervision of the design and implementation.
5. **Ujjain (developing a business plan for sustainability for Ujjain SPV) and Amritsar (implementation of a financial management system)** and developing a HR policy template that have been adopted in 15 cities.
6. **Shared UK expertise and knowledge between cities, the MoHUA** and multiple key finance actors which included the London Stock Exchange Group (LSEG) and the Securities & Exchange Board of India (SEBI) which subsequently acted to ease cities' ability to issue bonds.
7. **Collaborated with the MoHUA and the Economist Intelligence Unit and tested an innovative City Economic Product Framework** which aimed to measure and compare city level economic progress and benchmarking across cities and fostering a spirit of competition between cities. This resulted into the release of a consultation paper on City GDP Measurement Framework<sup>20</sup>.
8. **Response to the Covid-19 pandemic** which resulted to the establishment of a Covid-19 'war room' for Bengaluru (BBMP); and coordinating with 51 cities around initiatives to manage and contain the pandemic.

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<sup>20</sup> City GDP Measurement Framework, [link](#)



# 02

## Approach & Methodology

## 2.0 Approach & Methodology

### 2.1 Approach

The review framework *Annexure 2* guided the collection and analysis of data around the Development Assistance Committee (DAC) criteria<sup>21</sup> i.e. Relevance, Coherence, Effectiveness and Impact and questions mapped in line with the 7 objectives in the project Terms of Reference (ToR). Drawing upon understanding of India's infrastructure landscape and knowledge of India-UK partnership and trends, the approach followed a consultative and participatory process to capture perspectives of stakeholders of the three programmes. The review has utilised a mixed-method approach, triangulating qualitative evidence from primary and secondary sources to draw findings.

### 2.2 Methodology & Data Sources

This methodology consisted of four phases.

Table 1: Methodological Framework

Phases	Description
Phase 01: Planning for the review	<p>A <b>co-design two stage</b> period where a strong collaborative relationship was established between FCDO team and the Review team.</p> <ol style="list-style-type: none"> <li><b>Team mobilisation and kick-off meeting:</b> This established a broader perspective of the review and understanding of the expected outcome along with the areas where support was essential.</li> <li><b>Finalisation of methodology and workplan:</b> A consultative approach to fine-tune the methodology, and mapping of objectives in the DAC structure finalising the workplan and review framework.</li> </ol>
Phase 02: Data Collection and Interviews	<p>To capture the breadth and depth of the programmes, this phase included 4 steps.</p> <ol style="list-style-type: none"> <li><b>Data Collection Tools/Strategies:</b> During this phase we finalised our <b>purposive sampling</b> across the 5 categories with <b>Snowball approach</b> and developed tailored <b>KII topic guide</b> for stakeholder interview. <b>We also developed a framework for systematic assessment</b> of evidence against the review framework and developed an approach to <b>assess the strength of evidence (Annexure 3)</b> in line with thrust on ensuring honesty, integrity, and respect for people and quality control procedures of Ecorys.</li> <li><b>Stakeholder Mapping:</b> Conducted a comprehensive stakeholder mapping based on programme deconstruct and categorised the stakeholders in <b>5 broad categories</b> i.e. Central Government; State institutions; TA advisors; FCDO internal team and others.</li> <li><b>Secondary data collection:</b> This was carried out in a combination of consultative approach and inventory of documents available on publicly accessible websites. This included support from FCDO team to procure programme specific documents (Business case, Annual review reports, programme closure report etc.) which provided <b>evidence from the programmes</b> (such as key enablers/hindrances, good practices, gaps and lessons) whereas documents strategic in nature were procured from open websites which provided information on <b>portfolio perspective</b> (such as shifts in programme priorities, additionality of the portfolio, complementary and synergy of activities of other BHC teams and understand the approaches by other Bilateral/Multilateral led programmes in similar geographies). A detailed list of documents and their sources have been attached in the <i>Annexure 4</i>.</li> </ol>

<sup>21</sup> <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

- iv. **Primary data collection:** Primary data collection was through one-to-one stakeholder interview through online and physical modes and consisted of two forms i.e. **strategic interviews** and **programmatic interviews**.

**Phase 03:**  
**Synthesis and Primary Findings**

Review findings were developed based on a three-stage process:

- i. **Review of programmatic interventions and understanding of strategic context:** This was conducted with **an in-depth review of each programme and its interventions based on the evidence** collected in phase 02 based on questions mapped with the DAC framework i.e. **relevance** to Indian and UK development priorities, internal and external **coherence**, **effectiveness** in delivering outcomes, and overall **impact**. In parallel, key themes and patterns from the programmatic interviews were also mapped in the DAC criteria which helped categorise and organise data collected and analysis of themes/patterns ensuring reliability.
- ii. **Synthesis of Preliminary findings:** We synthesised and triangulated our evidence across the three programmes and developed preliminary review findings. Triangulating the evidence helped in identifying the valuable insights highlighting on the achievements, challenges, lessons and led into actionable recommendations. **Assessment of strength of evidence** also helped in identifying areas where evidence is missing or lacks strength.
- iii. **Consultation with various officials from FCDO on preliminary findings:** Phase 03 concluded with a presentation of preliminary findings which provided an opportunity to engage, interpret and discuss the study findings, lessons learnt and to discuss the way forward on the assignment.

**Phase 04:**  
**Detailed Analysis and Presentation of findings**

This is the final stage wherein the focus was to prepare final review products and refine them in line with the feedback received from FCDO and other key stakeholders and conducting a dissemination activity. This consisted of 4 stages.

- i. **Detailed analysis at the programmatic level:** At this stage, the preliminary findings of Phase 03 were triangulated supported by a synthesis of all programmatic evidence, impacts and good practices mapped against the review framework.
- ii. **Detailed analysis at the portfolio level:** Drawing from the programmatic analysis, the portfolio level lessons which helped in identifying the impacts achieved by I&U portfolio. The portfolio analysis included a **benchmarking exercise** which included a benchmarking of FCDO portfolio (consists of three programmes, i.e. ITCF, SmUDI and TASC) against other Bilateral and Multilateral agencies in the urban space. This also helped us in **identifying the added value of FCDO's portfolio<sup>22</sup>** in the urban and infrastructure sectors in comparison to other donors.
- iii. **Development of Draft Report:** The draft technical report (including review findings, lessons learnt, and recommendations for future partnerships and programming) was presented through **physical meeting**. The key purpose of this meeting was to validate and build a collective interpretation of our findings, encourage reflection, and ensure actionable lessons and recommendations.
- iv. **Final Technical Report:** The final technical report consolidated and addressed the feedback received to further **strengthen the review products and develop actionable recommendations** to maximise the impact of FCDO's current infrastructural investments. This is to inform FCDO's future programming, and to support the development of a cross-HMG strategy for delivering future BIP. A final presentation in a dissemination workshop was conducted at BHC.

<sup>22</sup> Additionality brought by FCDO I&U portfolio in India.

## 2.3 Stakeholders' Consultations

Stakeholders' consultations included a diverse range of stakeholders across five distinct categories, namely Technical Assistance (TA) advisors, Government institutions at the Central and state levels, the FCDO internal team, Bilateral and Multilateral agencies, and other stakeholders, including experts from the field of urban infrastructure. The approach was designed to ensure inclusivity, representation, and meaningful engagement. Each category represented a unique perspective and expertise crucial for the success of our project. By engaging TA advisors, we tapped into specialized knowledge and technical insights and understood the nuances of challenges and practices that worked positively during the project implementation. Government institutions, especially institutions at the state level, offered valuable local context, contribution to regulatory guidance such as URDPFI, Harmonised Guidelines and Standards for Universal Accessibility in India and opportunities which worked and did not work for collaboration, fostering ownership and sustainability. The FCDO internal team provided institutional support, alignment with overarching goals, and coordination across departments, ensuring coherence and effectiveness. Consultation with Bilateral and Multilateral agencies provided broader perspectives on best practices and approaches followed in the similar geographies and suggested potential partnerships among the BHC teams. Moreover, engaging experts previously associated with the three programmes added credibility, validated the takeaways and findings of the consultation and provided enhanced visibility. This multi-faceted approach helped the consultative process and brought robust, inclusive, and impactful insights about the programmes. Refer *Annexure 5* for detailed List of Stakeholders consulted.

## 2.4 Review Limitations

The limitations of the study are given below:

- ▶ **Missing stakeholders' views.** The study, with the support of FCDO India to follow up regularly, was not able to reach certain stakeholders who received UK technical assistance delivered under UK-supported I&U programmes in India to provide evidence for the review. These include MoHUA, state institutions, and UK institutions such as UK Trade and Investment.
- ▶ **Institutional memory.** Some stakeholders consulted were unable to provide reflections on their involvement in I&U programmes due to a lack of institutional memory and staff turnover, considering the end date of completed programmes (e.g., SmUDI and TASC ended in 2021)



# 03

## Findings

## 3.0 Findings





### 3.1 Effectiveness

#### 3.1.1 Good practices and Gaps

Programme logframes demonstrate that the three I&U programmes have largely met their expected targets, indicating each programme has made its own effective contributions to I&U sectors in India (*High Confidence*). SmUDI and TASC have achieved their expected targets in supporting the implementation of the Smart Cities Mission and business environment for investment in smart urban infrastructure, and in some cases, have exceeded expectations. ITCF was concluded in June 2023 (later extended till 2025) and, at this stage, has largely met objectives in contributing to improvements in the enabling environment for infrastructure investment in India.

When considered together, the I&U portfolio and its constituent programmes have collectively contributed to strategic and positive improvements in various parts of the I&U policy and investment ecosystem in India. Some of these contributions are evidenced as ‘good practices’<sup>23</sup> that could be continued, while in some areas ‘gaps’<sup>24</sup> and areas for improvement have been identified. Good practices from other Bilateral and Multilateral development partners operating in I&U sectors in India, including France, Germany, Japan, the World Bank, and the Asian Development Bank (ADB), have also been integrated to validate and substantiate the effectiveness of the UK’s contributions. We have associated each finding with relevant logframe indicators of each programme in the I&U portfolio using the RAG rating matrix in Table 2 to assess the level of achievement.

Table 2: RAG rating matrix

RAG Rating		
Exceeded	Outcome/output has exceeded the targets set out in the programme log frame	
Achieved	Outcome/output has met the expected targets set out in programme log frame	
Largely met	Outcome/output has met the majority of targets set out in the programme log frame	
Not met	Outcome/output has not met the expected targets set out in the programme log frame	

#### A. Development and dissemination of plans, policies, frameworks, and other outputs

*All three I&U programmes were demand-driven technical assistances which supported the development of plans, policies, frameworks, and other interventions including facilitation of best practices and capacity-building support to improve the enabling environment for I&U policy and finance in India.*

Overall, the I&U portfolio supported the development of 93 outputs aimed at informing and improving the enabling environment for I&U policy and finance. SmUDI and TASC’s demand-responsive technical assistance collectively contributed to the design and delivery of 43 projects/policies, templates, and guidelines among other outputs which were adopted, and in some cases actioned, by Government stakeholders at the municipal, city, state or Central level, supporting the implementation of the Smart Cities Mission at multiple levels, which is considered *good practice*.<sup>25</sup> Similarly, the ITCF provided its tailored support to DEA and developed 24 analytical products oriented to improve policymaking, regulations and guidelines, PPP market studies; innovative financial instruments; capacity building design, develop, structure, appraise and commence PPP projects; frameworks including knowledge products and dialogue mechanism. Additionally, it extended its support in monitoring and

<sup>23</sup> We define ‘good practices’ as strategies, approaches and/or activities that have been shown to be effective, efficient, sustainable and/or transferable, and to reliably lead to a desired result.

<sup>24</sup> We define ‘gaps’ as areas where there are discrepancies between intentions and what happened in reality, including where the ability to draw conclusions is prevented by insufficient evidence.

<sup>25</sup> FCDO (2021). *TASC Project Completion Report*, [link](#); FCDO (2021). *SmUDI Project Completion Review*, unpublished.

reporting on progress of implementation of National Infrastructure Pipeline (NIP); National Monetisation Pipeline (NMP) and reporting on the progress of NIP and NMP to the Inter-Ministerial Steering Committee (IMSC), set up by the Finance Minister of India.<sup>26</sup>

At the beginning of SmUDI and TASC, some of these outputs constituted ‘Fast Start’ initiatives which can be considered as **good practice** as they helped assess needs, maintain relationships with MoHUA and partner cities, and build strong foundations for the rest of the programme.<sup>27</sup> For example, Under SmUDI, engagement of British Standards Institution (BSI) to work on city standards; Arup’s engagement to review the procurement process for Amaravati smart city projects and recommend smart guidelines and Eunomia engagement to initiate work on assessing green growth policies and market opportunities for private sector in smart cities. These fast start initiatives kept the momentum on while the focus cities were identified, and Official Journal of the European Union (OJEU) aligned procurement process was finalised in addition to the value added by their outputs.

Table 3: Progress against relevant programme objectives related to the development and dissemination of plans, policies, frameworks and other outputs

Relevant Programme Objectives	RAG Rating
<b>TASC Logframe</b>	
<b>Outcome:</b> Enhanced job creation and improved implementation of Smart Cities Mission (SCM) in cities	Green
1 Best international experience including UK expertise to inform policy, regulatory and institutional framework for smart cities	Light Green
1.1 Number of best practices / policy or regulatory frameworks made available to the Mission Directorate	Green
1.2 Number of best practices made available to Cities and included in draft project documents	Light Green
<b>SmUDI Logframe</b>	
1 Improved city governance enabling increased investment, inclusive and sustainable growth	Green
1.1 Number of projects taken up by SPVs and other city institutions on city specific needs	Green
1.2 Number of policy recommendations adopted by the City/State Government on city governance	Green
<b>ITCF Logframe</b>	
1.1 Number of significant analytical products for improved policy making, regulations and guidelines developed and supported	Light Green
2.2 Development of new / improved frameworks, approaches, tools, instruments and standard / model documents supported to enhance capacity of Ministry of Finance / selected line Ministries / state Governments	Red
3 Policy-relevant knowledge (including robust evidence of what works in private sector-supported Programmes and approaches in India) generated and disseminated (including in newly established dialogue mechanisms between key public and private sector stakeholders).	Yellow
3.1 Number of analytical pieces, evaluations & knowledge products developed, for example: i) PPP experiences & case studies documented and disseminated, ii) costs & benefits to private sector players for improved environmental & social practices in projects	Light Green
3.2 Number of effective dialogue mechanisms and forums conducted to facilitate information sharing, dissemination and exchange	Light Green

At all levels, the FCDO has supported the development of:

- **Model documents** such as TASC’s model Detailed Project Report (DPR) for smart roads or ITCF’s revision of model Requests for Proposal (RfP) for Public-Private Partnership projects;

<sup>26</sup> FCDO (2022) ITCF Annual Review, July 2022, unpublished.

<sup>27</sup> FCDO (2017). TASC Annual Review 2017, [link](#); FCDO (2017). SmUDI Annual Review 2017, [link](#).

- ▶ **City-level investment plans**, such as SmUDI's business model for the Odisha Urban Infrastructure Development Fund (OUIDF) and Incubation Centre Business Plan in Indore;
- ▶ **City-level strategies**, such as SmUDI's City Economic Development Strategy in Bhubaneswar and Strategy for Pedestrianisation and Non-Motorised Transport (NMT) in Chandigarh;
- ▶ **Analytical products** such as ITCF's PPP Procurement and Appraisal Manuals, Infrastructure India Database and other studies on the landscape of Indian infrastructure and infrastructure financing;
- ▶ **Assessment of indexes** such as the Municipal Performance Index; case studies such as on spatial economic planning;
- ▶ **Framework documents**, such as TASC's sectoral framework documents developed for 10 sectors, and SmUDI's Framework for Data-based Governance for Indore;
- ▶ **Compendiums of best practices** such as on solid waste management (TASC) and PPPs in India (ITCF);
- ▶ **Best practices documents and case studies**, such as TASC's focus on solid waste management in Diu and smart roads in Shimla;
- ▶ **Guidelines** such as TASC's framing on Human Resource (HR) guidelines for SPVs, SmUDI's harmonised design guidelines for inclusive city planning or SmUDI's guidelines for development planning and urban design for Ranchi;
- ▶ **Technology or data platforms**, such as TASC's India Urban Observatory and India Urban Data Exchange, as well as SmUDI's National Urban Learning Platform and Chandigarh Climate Change Portal.

With respect to the Smart Cities Mission, “pioneering” technology and data-driven outputs, and certain policy-based outputs, demonstrated the greatest extent of adoption, action and replication or scale to strengthen city management.<sup>28</sup> As cities continue to implement ‘smart’ solutions, data and technology infrastructure will increasingly become a significant asset and enabler for data driven governance, although how to gather, handle and make effective use of data still remains a challenge for decision-makers within MoHUA and Indian cities.<sup>29</sup> Many of SmUDI and TASC’s outputs in this domain are pioneering interventions in India which can be directly attributed to the UK’s support. In most cases, these outputs created opportunities for capacity development, replication and scale of smart cities implementation and decision-making not only in India, such as under the National Urban Digital Mission,<sup>30</sup> but potentially a model for other contexts.<sup>31</sup> They have also created potential opportunities for further UK-India collaboration. These include the UK’s support for preparation of model documents for Integrated Command and Control Centres, review of MoHUA’s DataSmart Cities strategy, operationalisation of the India Urban Observatory, India Urban Data Exchange, and National Urban Learning Platform, and Indore’s framework and policy for data-based urban governance.<sup>32</sup> Refer **Annexure 1** for more detail on their respective achievements. This is considered **good practice** in strengthening the UK’s achievements and use of funds in the implementation of Smart Cities, particularly where there was an identified need for such interventions. These data-driven innovations and solutions for the Indian cities is a niche strategic domain for future UK-India collaboration, like AFD’s strategy to occupy niche positions to differentiate itself from other development partners’ operations and promote its expertise and innovation, such as in urban transport and mobility.<sup>33</sup>

Supporting the dissemination of policies, plans, guidelines and other outputs helped stakeholder raise their awareness and visibility. However, while the outputs were created, **there is limited evidence on the follow up action either within or beyond the control of the programmes or mapping of chain of evidences** which could indicate

<sup>28</sup> Finance is another key area of the I&U portfolio's achievements, which is explored in more detail under Point B.

<sup>29</sup> FCDO (2021) *TASC Project Completion Report*, [link](#); FCDO (2021). SmUDI Project Completion Report, unpublished.

<sup>30</sup> Smart Cities Mission (n.d.). National Urban Digital Mission, [link](#).

<sup>31</sup> International Smart Cities Network (2023). Insights from deployment of National Urban Data Platforms in India, [link](#).

<sup>32</sup> FCDO (2021) *TASC Project Completion Report*, [link](#); FCDO (2021). SmUDI Project Completion Report, unpublished.

<sup>33</sup> AFD (2018). *India: 2017-2021 Strategy*, [link](#); AFD (2020). AFD and India: Focus on Urban Transport, [link](#)

their uptake, replicability and sustainability by intended user post completion of the project. Considered as [good practice](#), all programmes made efforts to disseminate various outputs to some degree in collaboration with key partners, including the DEA, MoHUA and NIUA alongside the UK's delivery partners. **The ADB also identified the acceleration of knowledge exchange for successful project implementation practices across states and cities in India as good practice**, with the intent that this supports scalability and replication.<sup>34</sup> The most common routes of dissemination for the I&U portfolio included publishing documents via the Government portals such as India's Smart Cities Mission Smartnet portal,<sup>35</sup> the National Urban Learning Platform,<sup>36</sup> the DEA's "PPP in India" website,<sup>37</sup> or sharing them directly with stakeholders such as SmUDI handed over the outputs to the partner cities. Further dissemination was carried out through joint studies such as SmUDI carried out study with the World Bank and MoHUA on Financing Gaps for Urban Infrastructure, , and TASC's conducted conferences with Smart City CEOs and other stakeholders.<sup>38</sup>

The ITCF is the only programme in the portfolio which, as part of its logframe, aimed to both generate and disseminate policy-relevant knowledge through dialogue mechanisms between public and private stakeholders.<sup>39</sup> However, it is unclear whether these strategies were successful in enabling further action or replicability, given the lack of clarity of how outputs are being used since completion. Further, ITCF acknowledged in its logframe that indicators related to capacity building, knowledge development and networking were expected to have a combined effect to enable sustainability, replication or scale. This was evident in some the outputs which had widespread dissemination and adoption such as the Model Concession Agreement for Integrated Municipal Solid Waste Management projects. Further other contributions such as NIP and NMP were important milestones and represent a huge innovation in raising infrastructure financing. However, the overall impact of these outputs including model RFPs, toolkits and training programmes is expected to be visible over the long term, which is beyond the timelines of our current review.<sup>40</sup>

Further, there is lack of chain of evidence which could inform on the further uptake of the outputs under TASC. For example TASC produced a consultation paper on City GDP Measurement Framework<sup>41</sup> which was supposed to form a Technical Advisory Committee (TAC) with officials from statistical agencies (Centre and State), subject matter experts, city representatives, academia/researchers within a month from the release of the consultation paper and finalisation of methodology within 3 months to release first set of city GDP estimates for the review of TAC. Further deep dive reveals that Ministry of Statistics and Programme Implementation (MoSPI) released first set of advance GDP framework in January 2024 but there is no established evidence which can suggest that TASC output contributed/supplemented this advance set of GDP framework. Similarly, there is no evidence of uptake of the Municipal Bond Readiness Scorecard.<sup>42</sup> However, there is strong evidence that some of the outputs under TASC were adopted. For example, **Ease of Living Index (EoLI)** and **Municipal Performance Index**,<sup>43</sup> were adopted by MoHUA and are still functional through AMPLFI portal<sup>44</sup>.

Similarly, there are outputs where SmUDI products might have contributed but there is no direct chain of evidence which can establish the same. For example, SmUDI supported to prepare a Strategy for Data-based Governance and later a report on Data Smart Strategy was published by MoHUA. Similarly, there is no information on further

<sup>34</sup> ADB (2023). *ADB's Support for Urban Infrastructure and Services in India, 2012–2022*, [link](#).

<sup>35</sup> NIUA and MoHUA (n.d.). *SmartNet: Solutions Exchange for Urban Transformation of India*, [link](#).

<sup>36</sup> DEA (n.d.). *PPP in India Guidance Material and Reference Documents*, [link](#).

<sup>37</sup> NIUA and MoHUA (n.d.). *National Urban Learning Platform*, [link](#).

<sup>38</sup> FCDO (2021). *SmUDI Project Completion Report*, unpublished; FCDO (2021) *TASC Project Completion Report*, [link](#); FCDO (2023). *ITCF Annual Review 2023*, unpublished.

<sup>39</sup> This is observed across all ITCF Annual Reviews.

<sup>40</sup> FCDO (2020). *ITCF Annual Review 2020*, [link](#); FCDO (2022). *ITCF Annual Review 2022*, unpublished; FCDO (2023). *ITCF Annual Review 2023*, unpublished.

<sup>41</sup> Publicly available mentions do not exist after 2019, which is when a consultation paper on the framework for City GDP was published: MoHUA (2019). *Consultation paper on city GDP measurement framework*, [link](#).

<sup>42</sup> There is no public mention of this, in these terms at least.

<sup>43</sup> The last Municipal Performance Index assessment was published in 2020: MoHUA (2020). *Municipal Performance Index 2020*, [link](#). The main website, which houses the UK-supported assessment framework, has not been updated since 2019: MoHUA (n.d.). *Municipal Performance Index*, [link](#).

<sup>44</sup> AMPLFI Portal [link](#)

uptake of Revenue Augmentation Strategy of Indore, yet it was noted that during the SmUDI intervention, Indore Municipal Corporation improved its financial performance and thereby enhanced borrowing capacity, which facilitated municipal bonds in 2018 and subsequent issuance of Green Municipal Bonds in 2021. Further, Vadodara became the first issuer of certified Green Municipal Bond (in March 2024) following the guidelines supported by FCDO which might be an example of cross pollination or replication. However, there are evidence that few of the outputs under SmUDI have been adopted and has evolved to continue to be used by the stakeholders. For example, operationalisation of Investment Cell of Bhubaneswar is still functional.

In addition, SmUDI recommended that future programmes should focus on the replication and adaptation of SmUDI's pilots, acknowledging "cross-pollination" of successful interventions is an effective way to share experience and support wider replication.<sup>45</sup> The ADB also identified this challenge and highlighted the importance of incentive mechanisms to ensure uptake, such as how stronger or successful ULBs could support weaker ULBs to adopt good practices.<sup>46</sup>

## B. Mobilising investment into urban and infrastructure

*The UK has made positive contributions to the investment climate for smart, green, climate-resilient infrastructure, including the attraction and mobilisation of investment as well as important demonstration effects with the potential to deliver positive market signals. However, while the programme efforts are captured (see below), the impact of continual investment (or non-continual investments) is to be seen and cannot be assessed at this stage of the review.*

The UK enhanced capacity at state and city levels to develop investable pipelines of projects and attract investment into urban and smart infrastructure. However, a **gap** is that it is not clear to what extent public or private finance has flowed since the completion of outputs. TASC supported 6 city SPVs including for Varanasi, Diu, Shimla, Shillong, Kakinada and Bhagalpur to develop 10 projects or procurement initiatives across transport, solid waste management and smart roads sectors with a cumulative investable value of **£33.0 million** (INR 296.83 crore), and provided direct management support to SPVs in Ujjain to develop a sustainable business plan and in Amritsar to develop a financial management and information system, enabling cities to unlock funds for smart infrastructure. Once these projects are operational, they are expected to generate 11,835 direct and indirect jobs, and a further 38,766 potential induced jobs. Another example is SmUDI's support of sustainable planning and design guidelines in Ranchi which were adopted by city authorities for integrated greenfield land use, which was expected to act as a catalyst to attract private investments worth over **£702 million** (INR 6000 Crore).<sup>47</sup> However, since SmUDI and TASC had supported these "to be tendered" projects, there is a lack of evidence to illustrate the extent private or public finance flowed into the supported projects since these programmes concluded.<sup>48</sup>

Table 4: Progress against relevant programme objectives for attracting and mobilising investment into urban and infrastructure

Relevant Programme Objectives		RAG Rating
<b>TASC Logframe</b>		
2	Build capacity of TASC smart cities to improve the investment climate/system to facilitate investment	<span style="color: green;">■</span>
2.1	Number of projects supported till RfP stage or initiatives that mainstream inclusion, climate and environment issues	<span style="color: green;">■</span>
2.2	Business planning done for SPVs under SCM	<span style="color: green;">■</span>
3.1	Number of innovations tested through UK India collaboration	<span style="color: green;">■</span>
<b>SmUDI Logframe Outputs</b>		
<b>Outcome:</b> Cities improve their business environment to attract investments in smart urban infrastructure including in smart and energy-efficient technology.		<span style="color: green;">■</span>
2	Contribute to strengthening the investment climate in select cities urban infrastructure	<span style="color: green;">■</span>

<sup>45</sup> FCDO (2021). *SmUDI Project Completion Report*, unpublished.

<sup>46</sup> ADB (2023). *ADB's Support for Urban Infrastructure and Services in India, 2012-2022*, [link](#).

<sup>47</sup> FCDO (2019). *SmUDI Annual Review 2019*, [link](#); FCDO (2021). *SmUDI Project Completion Report*, unpublished.

<sup>48</sup> FCDO (2021). *TASC Project Completion Report*, [link](#); FCDO (2021). *SmUDI Project Completion Report*, unpublished.

2.1	Number of interventions, projects, activities - specific to economic development for the whole city (investments, jobs) for improved urban service delivery and job creation, incorporating a gender focus, in select cities	
2.2	Number of institutions strengthened for attracting investments in the city	
<b>ITCF Logframe</b>		
<b>Outcome:</b> Enhanced capacity amongst Government partners to further improve the investment climate for infrastructure investments in India		
1	Improved business environment for private sector participation in infrastructure, including a focus on providing international experience and perspectives on regulations and policies, particularly in sectors with limited PPP experience	
1.2	PPP market studies, feasibility studies or transactions supported / or advanced to next stage of development and implementation	
1.3	Innovative financial instruments for the infrastructure sector: i) developed, ii) implemented	
2	Increased capability to formulate development-oriented infrastructure projects and to address implementation barriers	
2.1	Specialised support provided to enhance capacity in designated line Ministries/state Governments to design, develop, structure, appraise and commence PPP projects	

FCDO demonstrated significant gains in promoting and attracting investments for Indore, where **good practices** of providing targeted support focused across programmes on strengthening the investment climate and having stronger relationships with stakeholders resulted in better outcomes. SmUDI delivered 6 of its 17 strategic interventions in Indore,<sup>49</sup> most of which were focused on strengthening the city's investment climate, which is considered a **good practice** to provide targeted support. Indore Municipal Cooperation was also supported under the ITCF's support for innovative models to raise finances through capital markets, in which Indore raised finance successfully from capital markets for infrastructure projects through municipal bonds in 2018.<sup>50</sup> SmUDI reported Indore increasing its own source revenue, investments into its Incubation Centre, incremental revenue from parking contracts, and allocations of fiscal budget from MoHUA which resulted in a total **inward investment of £38.4 million**. It was estimated that the implementation of recommendations identified for City Revenue Augmentation for the City of Indore would lead to additional revenue of **£58.52 million** over a period of three years. This is likely, given the Indore Municipal Corporation achieved an 11% annual increase equivalent to **£6.4 million** over two years, due to increases in property tax, water tax, rental incomes and user charges as a result of SmUDI's City Revenue Augmentation Strategy developed for Indore. However, it has been observed, that inward investments were not consistent across all the partner cities. While the targets were exceeded overall, Indore was the only city to attract investment to the expected, compared to other cities such as Chandigarh and Ranchi.<sup>51</sup> Amravati (APCRDA) did raise funds (through municipal bond) of **£200 million** (INR 2000 crores) using a state Government guarantee as credit enhancement, but further intervention was stalled due to political reasons. Consultations reveal that Ranchi has been keen to issue municipal bonds, but the current creditworthiness levels in the BBB category make it difficult for commercial borrowing at this juncture. However, it was highlighted during the stakeholder consultations that the capacity to absorb and benefit from the TA varies across cities, particularly with respect to attracting private investments in the form of municipal bonds and PPP projects, which validates Indore's success and slow progress/low impact in other cities.

The UK also demonstrated significant success in Bhubaneswar, where **good practices** of delivering "pioneering" interventions, drawing on "comparable best practices" including from the UK, and "providing follow-on support" helped to achieve greater scale. Further, replication between cities was also identified from Chandigarh learning from Bhubaneswar's experience. SmUDI supported the Bhubaneswar Investment Promotion and Facilitation cell, which was the first-of-its-kind by any ULB in India, to foster long-term investments in city infrastructure, acting as

<sup>49</sup> This included the (i) city revenue augmentation strategy; (ii) assessment of e-Nagarpalika and roadmap for implementation, development; (iii) incubation centre business plan, (iv) informal economy recovery strategy during COVID-19, (v) data monetisation strategy and city data policy, and (vi) framework and policy for data-based urban governance. Indore was also involved in the smart city assessment for four cities, which also included Bhubaneswar, Chandigarh and Chennai – FCDO (2021). SmUDI Project Completion Report, unpublished.

<sup>50</sup> FCDO (2018). ITCF Annual Review 2018, [link](#).

<sup>51</sup> FCDO (2021). SmUDI Project Completion Report, unpublished.

a support centre for entrepreneurs and start-ups in the city. This leveraged best practices from Birmingham and Manchester for its organisational structure, signalling **good practice** in incorporating the UK's expertise into the programme. To help operationalise the cell, the UK supported a city-level economic development strategy to improve urban governance and management, which was approved by the Odisha Housing & Urban Development Department (HUDD) and its recommendations mandated for inclusion into the Bhubaneswar Masterplan 2030 by the Bhubaneswar Development Authority. Learning from Bhubaneswar's economic development strategy, Chandigarh developed a Municipal Revenue Enhancement Strategy, which is expected to increase operational revenues from services.<sup>52</sup> **This is good practice, demonstrating the strong possibilities of replication or cross-pollination of lessons learnt between cities.**<sup>53</sup>

In addition to this, the UK supported a development of suitable project pipeline valued at more than **£90 million** (INR 900 crore) for investment of the Odisha Urban Infrastructure Development Fund (OUIDF) in 5 municipal corporations, promoting the long-term financial sustainability of the OUIDF and enabling the Government of Odisha to explore innovative means of financing for urban infrastructure investments by leveraging private capital. This incorporated **good practice** based on case studies from comparable entities – the Tamil Nadu Urban Infrastructure Development Fund (TNUIDF) and Karnataka Urban Infrastructure Development and Finance Corporation (KUIDFC).<sup>54</sup> Further, the consultations and public domain access informs that OUIDF is functional as a nodal agency for the financing urban infrastructure project in Odisha<sup>55</sup>.

**At the Central level, the UK's handholding support to the DEA and its Inter-Ministerial Steering Committee on infrastructure financing and development, aided the implementation of National Infrastructure Pipeline and National Monetary Pipeline.** The NIP is aggregating to **£1.4 trillion** by 2025 and the NMP is expected to monetise **£0.4 trillion** from existing infrastructure assets by 2025, highlighting the importance of these mechanisms. The UK supported monitoring and reporting of progress on the delivery of the NIP and NMP, and supported the implementation of reform and incentive packages which are expected to expedite implementation of NIP / NMP projects by line Ministries and state Governments and enable increased leverage of private financing for infrastructure.<sup>56</sup>

**Further, ITCF provided dedicated support to the DEA's PPP Unit and to states, which helped build an enabling environment for private sector participation in infrastructure, particularly through building capacity and supporting project preparation for PPPs.** The UK supported the appraisal and quality improvement of infrastructure project proposals received by the DEA, which facilitated Government contribution to 9 PPP projects and approval of 23 PPP projects in infrastructure sectors. This included PPP market studies, feasibility studies in various sectors such as project development support for Sewerage Treatment Plants (STP) in Himachal Pradesh, Roads in Assam, or waste water management in Telangana.<sup>57</sup> Contributing to this, the UK developed a range of analytical tools and 'model' documents, such as the contingent liability estimation tool to assess and manage contingent liabilities for the Government arising from PPPs, or its review, revision and publication of the revised model Request for Proposal for PPP projects, which is expected to strengthen the PPP project development and structuring capacity of State Governments and ULBs.<sup>58</sup> Further, consultation informs that ITCF contributed in preparing model concession agreement for grain storage which is currently being used by the Food Corporation of India (FCI). However, direct evidence of this support is not available. The UK also supported various trainings and capacity building programmes for states on PPP, such as a 5-day training on PPP Capacity Building programme requested by Government of Assam officials, which in some cases helped improve the pipeline of projects requesting technical support from DEA. This is considered **good practice**, where capacity building activities result in further positive engagements with the programme's objectives. However, key **gaps** exist in understanding the extent to which PPP analytical outputs were adopted by Central and state-level stakeholders. It is also unclear to

<sup>52</sup> FCDO (2020). SmUDI Annual Review 2020, [link](#).

<sup>53</sup> FCDO (2021). SmUDI Project Completion Report, unpublished.

<sup>54</sup> FCDO (2018). ITCF Annual Review 2018; FCDO (2019). ITCF Annual Review 2019, [link](#)

<sup>55</sup> [link](#) (OUIDF)

<sup>56</sup> FCDO (2022). ITCF Annual Review 2022, unpublished; FCDO (2023). ITCF Annual Review 2023, unpublished.

<sup>57</sup> FCDO (2018). ITCF Annual Review 2018; FCDO (2019). ITCF Annual Review 2019, [link](#)

<sup>58</sup> FCDO (2018). ITCF Annual Review 2018; FCDO (2019). ITCF Annual Review 2019; FCDO (2020). ITCF Annual Review 2020, [link](#); FCDO (2022). ITCF Annual Review 2022, unpublished; FCDO (2023). ITCF Annual Review 2023, unpublished.

what extent the UK has contributed to advancing PPPs to the next stage of development and implementation, especially those it directly supported, and the full extent of the attraction, mobilisation and results of investment. Nevertheless, it is too early to observe the contribution of the UK's support to the DEA, with limited evidence as the output produced can only be measured over the long term and measure the impact and outcome.

**While a smaller component of the I&U portfolio overall, a particular achievement is the UK's contributions to innovative investment in green and climate-resilient infrastructure, including likely demonstration effects as a result of the UK's support.** The I&U portfolio supported the development of green bond guidelines under TASC, and the incorporation of climate resilience considerations into PPPs and India's Sovereign Green Bond Framework under the ITCF. In addition, through non-ODA interventions, ITCF also identified potential climate bond eligible projects included in the National Infrastructure Pipeline.<sup>59</sup> Due to the length of the TASC programme, it was not able to capture the benefits resulting from green bond guidelines,<sup>60</sup> which have since resulted in bond issuance in Indore, Vadodara, Ahmedabad (Feb 2024) and Ghaziabad, demonstrating a strong market signal to municipalities raising investment for green infrastructure via green bonds. The Sovereign Green Bond Framework, issued by the Ministry of Finance in 2022-23 and incorporated into **India's Climate Finance Strategy, is a catalyst in the mobilisation resources for nine defined eligible categories** of projects that could be financed using sovereign green bond. This proceeded to issuance of bonds<sup>61</sup> totalled **£1.60 billion** in February 2023 which had a strong market signalling effect, highlighted by bond issuances being oversubscribed in both issuance rounds for 5-year and 10-year bond maturities.<sup>62</sup> Considered as **good practice**, these developments were in response to shifts in priority from both the Government of India and the UK Government emphasising a greater focus on climate adaptation and mitigation.

### **C. Establishing dialogues and partnerships with UK and international institutions to promote knowledge sharing and innovation into urban and infrastructure**

The UK facilitated a number of dialogues between MoHUA, states and/or cities with financial investors to enhance capacity and promote investment for city SPVs. For example, under TASC, it delivered a series of training with the London Stock Exchange Group (LSEG) and Securities and Exchanges Board of India (SEBI) to build the financial management capacity of city officials, facilitating interactions between 23 smart cities on sustainable financing, municipal bonds and market-based financing mechanisms.<sup>63</sup> **This resulted in SEBI relaxing norms around municipal bonds issuance to help smart cities and other municipalities, raise funds through debt securities**, which is a major achievement.<sup>64</sup> Under the ITCF, the UK supported dialogue exchanges between private-sector investors and the Government of India to help boost the confidence of investors and identify interventions which would promote private-sector investment.<sup>65</sup> Consultations with stakeholders inform that such interventions are expected to bring long-term policy changes such as VGF and other economic policies to attract private investment. However, given the long-term nature of policy impacts and the necessity for follow-up actions on engagements, it is challenging to draw conclusions at this time to ensure a competitive edge over institutions and development partner.<sup>66</sup> ITCF's recommended area for improvement to set up a 'structured platform' for engagement is one approach considered as good practice to help improve on this. However, it could be coupled with a 'use and influence' plan where appropriate, to ensure translation into decision-making.

<sup>59</sup> FCDO (2021). TASC Project Completion Report, [link](#); FCDO (2023). ITCF Annual Review 2023, unpublished.

<sup>60</sup> FCDO (2021). TASC Project Completion Report, [link](#).

<sup>61</sup> The nine eligible categories of projects that could be financed using sovereign green bond proceeds include renewable energy, energy efficiency, clean transportation, climate change adaptation, sustainable water and waste management, pollution prevention and control, sustainable management of living natural resources and land use, green buildings, and terrestrial and aquatic biodiversity conservation.

<sup>62</sup> FCDO (2022). ITCF Annual Review 2022, unpublished; FCDO (2023). ITCF Annual Review 2023, unpublished; DEA (2023). India incorporates green bonds into its climate finance strategy, [link](#); World Bank (2023). India Sovereign Green Bond: Financing Climate Action and Resilient Growth, [link](#).

<sup>63</sup> FCDO (2018). TASC Annual Review 2018, [link](#).

<sup>64</sup> FCDO (2021). TASC Project Completion Report, [link](#); The Economic Times (2019). Sebi to relax norms to allow smart cities to issue municipal bonds, [link](#).

<sup>65</sup> FCDO (2022). ITCF Annual Review 2022, unpublished.

<sup>66</sup> FCDO (2022). ITCF Annual Review 2022, unpublished.

*The UK had mixed success in fostering partnerships between UK and international institutions with Indian states and cities to foster exchange of best practices, expertise and innovations (High Confidence).*

SmUDI and TASC facilitated the involvement of few UK and international institutions with Indian stakeholders for smart cities at Central, state and city levels, in response to UK objectives as well as a demand from Government of India and partner cities to learn from the UK experience of developing cities. The involvement of UK expertise and emphasis on mutual outcomes is considered [good practice](#) in the context of the UK-India development partnership as well as the approach of other development partners. For instance, France promotes French and European expertise through its grants, such as the involvement of French partners under equivalent smart cities programmes,<sup>67</sup> plus the French SNCF Hubs & Connexions or City of Lyon's transport authority in the transport sectors.<sup>68</sup> Under SmUDI and TASC, the following institutions were involved based on the types of activities they supported:

► **Data and technology:**

- Open Data Institute's review of MoHUA's DataSmart Cities strategy,
- Cisco Systems and Quantela Technologies' provision of the technology infrastructure to the IUO including AI and machine learning capabilities and. technology infrastructure to the IUO.

► **Finance:**

- UK-India Business Council's attempt to create an India Urban Development Gateway project to build business-to-business smart city commitments between the UK and India.
- London Stock Exchange Group's delivery of training to build the financial management capacity of city officials, including sustainable finance and municipal bonds.
- Climate Bonds Initiative's provision of international expertise and guidance on green bonds; and the Economist Intelligence Unit's testing and development of the City Economic Product Framework.<sup>69</sup>

► **Innovation:**

- Connected Places Catapult's support for cities' capacity to innovate in India including initial support to the National Urban Learning Platform and testing of UK innovations with the city of Amaravati on sustainable transport;<sup>70</sup>
- British Standards Institute (BSI)'s support to urban innovation laboratories for smart cities;<sup>71</sup> and the Frontier Technologies Hub, where SmUDI facilitated knowledge sharing of innovative technology solutions.<sup>72</sup>

► **Inclusion:** Global Disability Innovation Hub, based at University College London, supported studies on inclusive infrastructure;<sup>73</sup> the World Resources Institute and Bernard van Leer Foundation supported the ITCN-Urban95 India Challenge promoting inclusive neighbourhood design; and Save the Children to develop guidance document for city health planning.<sup>74</sup>

► **Urban governance:** Often indirect, this included drawing on the experiences of Nottingham City Council, which was 'twinned' with Chandigarh on pedestrian safety and e-mobility policies; and Manchester Investment Development Agency Service, as well as Birmingham's experience, on models for investment promotion cells.<sup>75</sup>

<sup>67</sup> AFD (n.d.). *A technical assistance programme for sustainable urban development*, [link](#); AFD (2018). *India: 2017-2021 Strategy*, [link](#).

<sup>68</sup> AFD (2020). *AFD and India: Focus on Urban Transport*, [link](#).

<sup>69</sup> FCDO (2021). *TASC Project Completion Report*, [link](#).

<sup>70</sup> FCDO (2018). *TASC Annual Review 2018*, [link](#).

<sup>71</sup> FCDO (2017). *SmUDI Annual Review 2017*; FCDO (2018). *SmUDI Annual Review 2018*, [link](#).

<sup>72</sup> FCDO (2021). *SmUDI Project Completion Report*, unpublished.

<sup>73</sup> FCDO (2021). *SmUDI Project Completion Report*, unpublished.

<sup>74</sup> FCDO (2021). *TASC Project Completion Report*, [link](#).

<sup>75</sup> FCDO (2019). *SmUDI Annual Review 2019*, [link](#); FCDO (2019). *SmUDI Annual Review 2020*, [link](#); FCDO (2021). *SmUDI Project Completion Report*, unpublished.

Table 5: Progress against relevant programme objectives establishing partnerships with UK and international institutions to promote knowledge sharing and innovation into urban and infrastructure

Relevant Programme Objectives		RAG Rating
<b>TASC Logframe</b>		
3	Develop knowledge and innovation partnerships with states and institutions with UK centres of excellence	Green
3.1	Number of innovations tested through UK India collaboration	
3.2	Number of Institutional Partnerships facilitated	
<b>SmUDI Logframe</b>		
3	Partnerships established with international institutions to promote investments, knowledge sharing and innovation in select cities	Yellow
3.1	Number of innovations implemented through UK-India collaboration	
3.2	Number of partnerships established between Indian public/ private institutions and international centres of excellence	

Over the duration of the SmUDI and TASC programmes, the development of partnerships progressed modestly with some positive developments in data and finance. However, ambitions to identify and scale a range of partnerships with UK institutions was not achieved due to challenges in resourcing and uptake. The UK's approach initially adopted under TASC to develop partnerships, including multiple events and engagements with a broad array of UK firms with expertise in specific urban issues, involved substantial costs and generated minimal tangible impact.<sup>76</sup> Fostering partnerships with UK and international institutions was also difficult given COVID-19 restrictions and a lower appetite for international engagements during this period.<sup>77</sup> For example, SmUDI attempted to forge partnerships with MK:Smart (City of Milton Keynes) and Funding London for Indore and Amaravati respectively; which did not materialise.<sup>78</sup> There was also limited support from UK-India Business Council's (UKIBC) towards India Urban Development Gateway project under TASC, which focused to assist Indian cities to gain UK and international experience and foster long-term business-to-business smart city commitments with an emphasis on small and medium enterprises seeking to engage in Indian urban markets.<sup>79</sup> A key lesson, and **good practice**, identified by TASC, and augmented by SmUDI's experience, was that initiatives on fostering partnerships and knowledge exchange were more effective when targeted to specific interventions where there was value from new approaches and concepts being introduced through international expertise, such as in data and finance. The UK's partnerships with multiple technology organisations for example, including MoUs signed with MoHUA and NIUA as well as between consortium partners sustained after project completion, enabled key data and technology focused initiatives to continue like in case of IUO and NUDM.<sup>80</sup>

Under ITCF, while not an explicit component of its logframe, recommendations proposed to incorporate active UK expertise related to infrastructure and financing remained a consistent **gap**. There were repeated recommendations on leveraging and enhancing the exchange of UK expertise and experience to share knowledge and best practices over the duration of the programme. For instance this included partnering with the UK Infrastructure Projects Authority (IPA), National Infrastructure Commission, UK Export Finance (UKEF), as well as the Private Infrastructure Development Group and British International Investment – the latter two as important British Investment Partnership instruments. It also included ambitions to help foster investment by UK pension funds and insurance funds into India's infrastructure sector, and encourage high quality foreign companies (including UK companies) to enter the PPP infrastructure sector in India. These were in growing response to focus on expansion of PPPs in urban and social sectors, climate, and the use of tools such as Building Information Modelling (BIM).<sup>81</sup> The UK delivered workshops on infrastructure development and PPPs with the IPA helped to

<sup>76</sup> FCDO (2021). *TASC Project Completion Report*, [link](#).

<sup>77</sup> FCDO (2021). *SmUDI Project Completion Report*, unpublished

<sup>78</sup> FCDO (2019). *SmUDI Annual Review 2019*, [link](#); FCDO (2019). *SmUDI Annual Review 2020*, [link](#)

<sup>79</sup> FCDO (2021). *TASC Project Completion Report*, [link](#).

<sup>80</sup> FCDO (2019). *SmUDI Annual Review 2019*, [link](#); FCDO (2019). *SmUDI Annual Review 2020*, [link](#); FCDO (2021). *SmUDI Project Completion Report*, unpublished; FCDO (2019). *TASC Annual Review 2019*; FCDO (2020). *TASC Annual Review 2020*; FCDO (2021). *TASC Project Completion Report*, [link](#).

<sup>81</sup> FCDO (2018). *ITCF Annual Review 2018*; FCDO (2019). *ITCF Annual Review 2019*; FCDO (2020). *ITCF Annual Review 2020*, [link](#); FCDO (2022). *ITCF Annual Review 2022*, unpublished; FCDO (2023). *ITCF Annual Review 2023*, unpublished.

disseminate UK frameworks, knowledge and experience on infrastructure development, governance, and management, which demonstrated [good practice](#) in sharing UK expertise.<sup>82</sup> However, more widely, there was a [gap](#) in demonstrating sustained engagements with these entities to support these ambitions with active knowledge transfer and UK investments.

#### **D. Institutional strengthening and capacity building of national and city-level stakeholders**

*The UK's strategic advisory support, development of demand-driven tools, and knowledge sharing contributed to the institutional strengthening and built capacity of national and city-level stakeholders. However, key gaps in the context of the UK-India partnership include the UK's technical assistance substituting capacity rather than facilitating longer-term capacity development, and capturing what has happened as a result of built capacity (High Confidence).*

The UK provided effective strategic, embedded and continuous advisory support to the DEA, MoHUA, NIUA and partner cities which contributed to strengthening their institutional capacity. Across the I&U portfolio, the UK provided the opportunity for capacity building with its key partners at multiple levels, and there is strong evidence that its efforts were appreciated by stakeholders.<sup>83</sup> This close cooperation of UK support to maintain close ties, and ensure the technical and financial involvement of, Government of India along with established cooperation with think tanks such as the NIUA (who make significant contributions to defining India's public policies) is considered [good practice](#) other donors as well.<sup>84</sup> All UK-supported I&U programmes, in their first year, closely worked with Central Ministries and state or city-level stakeholders to assess their priorities and needs, strengthening the foundations for capacity building activities. For instance, SmUDI conducted city diagnostics with MoHUA and in consultation with partner cities and other stakeholders to identify and prioritise areas for intervention, which is considered [good practice](#).<sup>85</sup>

TASC's Technical Assistance Support Team (TAST) were highly valued by MoHUA, having delivered 34 technical assistance projects with three years of continuous embedded TA support to MoHUA including project preparation for city infrastructure projects and cities' project financing, technical expertise to MoHUA policies, policy and finance interventions for SPVs, and policy expertise for new SCM initiatives, cities' project financing. A [good practice](#) observed under TASC was that it targeted approach of technical assistance to cities with the greatest need, limited capacity to screen, develop and prepare projects; limited access to expertise; and less external support to ensure the value added of UK support such as Diu, Shimla and Shillong.<sup>86</sup> While there were challenges with the uptake and continued use of outputs (see Point A), the I&U portfolio's 93 outputs still constitute a valuable and responsive pool of resources, often incorporating best practices and having enabled some capacity development while being implemented for the I&U ecosystem.

The UK's approach of providing a collective technical assistance offer that is flexible across Central, state and city levels is considered [good practice](#), which allowed the UK to promote more sustainable capacity development in the I&U policy and finance ecosystem. SmUDI and TASC, with respect to the Smart Cities Mission, worked in synergy to support Central-level and city-level capacity respectively. This is considered [good practice](#) among other development partners, who also form and consolidate strategic relationships at state, national and regional levels to promote and strengthen synergies.<sup>87</sup> TASC shifted towards strengthening the capacity of MoHUA and institutions to deliver and reform from the top-down, away from standalone project support. Similarly, SmUDI also broadened its interventions related to inclusive urban development under the BASIIC project to the Central-level to have a greater impact, while its primary mandate remained at the city-level.<sup>88</sup> This was considered [good practice](#),

<sup>82</sup> FCDO (2022). *ITCF Annual Review 2022*, unpublished.

<sup>83</sup> FCDO (2018). TASC Annual Review 2018; FCDO (2019). TASC Annual Review 2019; FCDO (2021). TASC Project Completion Report, [link](#); FCDO (2018). SmUDI Annual Review 2018; FCDO (2019). SmUDI Annual Review 2019; FCDO (2020). SmUDI Annual Review 2020, [link](#); FCDO (2021). SmUDI Project Completion Report, unpublished; FCDO (2015). ITCF Annual Review 2015; FCDO (2019). ITCF Annual Review 2019, [link](#); FCDO (2020). ITCF Annual Review 2020, [link](#); FCDO (2022). *ITCF Annual Review 2022*, unpublished; FCDO (2023). *ITCF Annual Review 2023*, unpublished.

<sup>84</sup> AFD (2018). *India - 2017-2021 Strategy*, [link](#); AFD (2020). *AFD and India: Focus on Urban Transport*, [link](#).

<sup>85</sup> Stakeholder consultations with delivery partners. FCDO (2018). SmUDI Annual Review 2018; FCDO (2019). SmUDI Annual Review 2019, [link](#);

<sup>86</sup> FCDO (2018). TASC Annual Review 2018; FCDO (2019). TASC Annual Review 2019; FCDO (2021). TASC Project Completion Report, [link](#).

<sup>87</sup> ADB (2023). *ADB's Support for Urban Infrastructure and Services in India, 2012-2022*, [link](#); AFD (2018). *India - 2017-2021 Strategy*, [link](#); AFD (2020). *AFD and India: Focus on Urban Transport*, [link](#); AFD (2021). *South Asia - 2020-2024 Regional Strategy*, [link](#); World Bank (2018). *Country Partnership Framework for India for the Period FY18-FY22*, [link](#).

<sup>88</sup> FCDO (2019). SmUDI Annual Review 2019, [link](#).

since it was in response to increased demand by MoHUA and NIUA to strengthen capacity; while SmUDI got the scope to take a greater role in supporting partner cities. This approach also allowed TASC help expedite fund release from MoHUA and ensure utilisation by states/cities. For instance, TASC's Central outputs enabled stronger governance as well as financial and revenue enhancements for SPVs, such as its support to ICCCs, while assisting cities during this shift, having provided direct management support to Ujjain and Amritsar, as well as support to SPVs in Varanasi, Diu, Shimla, Shillong, Kakinada and Bhagalpur to develop investable projects.<sup>89</sup> TASC is also reported to have provided support to 51 cities using City Support Coordinators (CSC), although this is not as well-evidenced. These acted as a single point of contact between MoHUA and cities, and advised cities on their Smart City Proposals and facilitating knowledge sharing between cities.

However, a **gap** was observed that, in some cases, UK technical assistance was used to fill/supplement essential capacity gaps of Government functions requirements (demand-led but a tactical requirement), at critical moments for the GoI or partner cities rather than acting as a partner or facilitator for longer-term capacity development of Government to perform their functions, which would have been a **good practice**.<sup>90</sup> In other words, embedded support is not always effective if it is only focused on supplementing or substituting any Government capacity. For instance, under ITCF, the programme acknowledged that interventions should be designed with the intention of strengthening the capacity of the DEA's Infrastructure Support and Development and Infrastructure Policy and Planning Divisions to be able to perform their own mandates independently without external support. While the UK's monitoring and reporting support of the NIP and NMP's implementation was significantly valued, as an example, it may have been supplementing capacity within the DEA rather than supporting longer-term institutional capacity development in the department. In the absence of a structured, long-term capacity development approach which facilitates the transfer and institutionalisation of knowledge at different levels of Government, capacity building interventions under ITCF were regarded as "disjointed and based on more immediate needs".<sup>91</sup> This was also a key risk identified by TASC, where a key continuity risk was the loss of the TASC's support to MoHUA after programme completion.

To mitigate this, **good practices** of longer-term capacity development within the programmes can be implemented where institutions adopted recommendations of UK support and, crucially, took follow-on steps to sustain capacity building with additional funding or established partnerships. For example, under Indore Smart City Development Limited's (ISCDL) policy for data-based urban governance, it created a City Data Officer position and appointed a further five full-time IT data contributors and interdepartmental coordinators with support from SmUDI in the selection and screening process. Another example is Chandigarh's NMT strategy, where the City's Traffic Department created a NMT Cell and recruited staff and volunteers to operationalise it. Similarly for Chandigarh's Climate Change Portal, the city agreed to finance operationalisation expenses for application updates and support the Climate Change Dashboard for one year beyond SmUDI's completion, although there is limited evidence of whether this is still operational. At the Central-level, the Centre for Digital Governance at NIUA was allocated £12 million over 3 years to support the NULP, and is underpinned by an alliance between International Innovation Corps, Societal Platform, and the All-India Institute of Local Self Government (AIIILSG) to monitor and guide future expansion of NULP; which helped scaling up and sustaining the platform under the Central digital capacity building mission, Karamyogi.<sup>92</sup>

Another key **gap** observed is the lack of assessment to understand the extent of capacity has been built as a result of certain outputs, including the replication of capacity building activities. Under TASC, the programme acknowledged that more could be done to observe how capacity was actually improved, acknowledging that this was "integral for the exit of the TASC and sustainability of the impacts".<sup>93</sup> Similarly under SmUDI, it is not clear what has resulted from its efforts to strengthen the capacity of the state-run Jharkhand Urban Planning and Management Institute by training 60 senior state Government officials in Ranchi and Jamshedpur responsible for

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<sup>89</sup> FCDO (2019). TASC Annual Review 2019, [link](#).

<sup>90</sup> Conceptual framing of capacity development based on Nastase, A. & French, B. (2020). Reimagining technical assistance: from capacity substitution to capacity development, [link](#).

<sup>91</sup> FCDO (2022). *ITCF Annual Review 2022*, unpublished; FCDO (2023). *ITCF Annual Review 2023*, unpublished.

<sup>92</sup> FCDO (2021). SmUDI Project Completion Report, unpublished

<sup>93</sup> FCDO (2018). TASC Annual Review 2018, p.9, [link](#).

smart urban planning and development and housing affairs in integrated land-use planning and GIS technology. This includes the replication of this model of enhancing capacity of existing staff of municipal cadre and officers to take forward, plan and manage urban development related projects and programmes.<sup>94</sup>

### E. Mainstreaming inclusion

*The UK has contributed to mainstreaming inclusion in Indian cities and the NIUA-led Building Accessible, Safe and Inclusive Indian Cities (BASIIIC) initiative, supported under SmUDI is a **good practice**, considering that this area would have likely received less attention without UK support. However, there are **gaps** on the extent to which other programmes across the I&U portfolio, specifically ITCF prioritised this aspect in its design and implementation.*

TASC objective placed an increasing emphasis on mainstreaming the consideration of key gender and inclusion issues into Central-level frameworks and procedures, as well as city-level project support for smart cities. At the Central-level, TASC integrated inclusion considerations into its Guidelines for framing HR Policy for SPVs, and acted as a catalyst for the Complete Street and Child Friendly Neighbourhood Framework document to help design future street/transport projects and acted as a catalyst in the launch of the Infant Toddler and Caregiver-Friendly Neighbourhood ITCN-Urban95 India Challenge, intending to achieve cleaner, safer neighbourhoods for young children.<sup>95</sup> At the city-level, TASC initially engaged with social inclusion experts from Women in Informal Employment and conducted an Inclusion Study to identify areas where inclusion and equity issues can be addressed,<sup>96</sup> which included DPR project identification, selection and planning, such as in smart road projects to have eventual effects on safety for road users and its Varanasi railway station upgrading work which resulted in considerations for safer and accessible space.<sup>97</sup> However, in 2021, SmUDI's BASIIIC initiative during a workshop in Varanasi identified that while the railway station made improvements it still was not accessible for wheelchair users and persons with disabilities, and therefore built on TASC's efforts to make further recommendations.<sup>98</sup>

SmUDI's BASIIIC initiative provided a strong foundation for capacity building, championing, and implementation in the agenda of spatial inclusion and universal design guidelines by MoHUA and for cities across India.<sup>99</sup> BASIIIC has the potential to influence a number of I&U sectors including the built environment and urban infrastructure, mobility and transportation, sanitation, disaster risk reduction and climate resilience, data, innovations and technology, and participatory knowledge generation.<sup>100</sup> The success of BASIIIC since the FCDO's support is enabled by financial and political sustainability with funding committed from the UN country representative office and MoHUA for outreach and training of city-based officials, and the long-term partnership forged between the Indian Institute of Technology (IIT) Roorkee, IIT Kharagpur and Global Disability Innovation Hub to ensure its future sustainability.<sup>101</sup> This is considered **good practice**. The BASIIIC initiative currently operates an inclusive cities network of 30 cities across 15 states with 318 officials. It delivers training and capacity development of city officials and key stakeholders, plays a policy advisory role to national and subnational Governments, pilots city interventions and has co-created a reservoir of knowledge products, guidelines, and Information, Education and Communication (IEC) materials in collaboration with its vast global knowledge network across the globe.<sup>102</sup> The National Urban Learning Platform (which has now NULP 3.0) also serves a useful portal to access inclusion-related guidance and materials, although tracking uptake and use by different stakeholders on platforms such as this is limited.<sup>103</sup>

The ITCF may be insufficiently supporting “inclusive and tangible infrastructure development”, highlighting a **gap** in tagging a programme as inclusive without clear objectives and tangible interventions. The programme

<sup>94</sup> FCDO (2018). SmUDI Annual Review 2018; FCDO (2019). SmUDI Annual Review 2019, [link](#).

<sup>95</sup> FCDO (2021). TASC Project Completion Report, [link](#).

<sup>96</sup> FCDO (2017). TASC Annual Review 2017, [link](#).

<sup>97</sup> FCDO (2018). TASC Annual Review, 2018, [link](#).

<sup>98</sup> NIUA (2021). *Creating an Inclusive and Accessible Varanasi City: Codesign Workshop with Persons with Disabilities*, [link](#); FCDO (2021). *SmUDI Project Completion Report*, unpublished.

<sup>99</sup> Stakeholder consultations with ULBs FCDO (2021). *SmUDI Project Completion Report*, unpublished; NIUA (2023). *BASIIIC: Building Accessible, Safe and Inclusive Indian Cities*, [link](#).

<sup>100</sup> FCDO (2021). *SmUDI Project Completion Report*, unpublished; NIUA (2023). *BASIIIC: Building Accessible, Safe and Inclusive Indian Cities*, [link](#).

<sup>101</sup> Stakeholder consultations with ULBs; FCDO (2021). *SmUDI Project Completion Report*, unpublished.

<sup>102</sup> NIUA (2023). *BASIIIC: Building Accessible, Safe and Inclusive Indian Cities*, [link](#).

<sup>103</sup> Stakeholder consultations with ULBs; NIUA (n.d.). *Results for Inclusive Development on the National Urban Learning Platform*, [link](#).

demonstrated no evidence of inclusion-related objectives other than a statement that it would promote inclusive urban and infrastructure development, and therefore no direct contribution to mainstreaming inclusion in alignment with policy objectives in India.<sup>104</sup>

#### F. Response and adaptation to COVID-19

*The UK pivoted its support to help Indian infrastructure and urban sectors, including urban citizens, respond and adapt to the COVID-19 pandemic. While this was timely and demonstrated effective results, a potential gap identified was pivoting programmatic funding to activities beyond I&U sectors.*

In response to the COVID-19 pandemic, the I&U portfolio, including TASC, SmUDI and to a lesser extent ITCF; demonstrated considerable flexibility. This included new outputs and additional funds to promote both top-down and bottom-up smart COVID-19 response, and shifts to virtual platforms which enabled implementation and influenced the breadth and depth of engagement possible. SmUDI and TASC both added new outputs to their logframes (see Table 5) to reflect the support provided by programmes to MoHUA and partner cities to effectively respond to the COVID-19 pandemic.<sup>105</sup> SmUDI in particular allocated £0.61 million in additional funds to support capacity building for communities and the informal economy, and relaxed its procurement process to support delivery of interventions at pace.<sup>106</sup> The ITCF, on the other hand, did not appear to pivot as strongly, other than realising the risks of COVID-19 on the growth of infrastructure PPPs, and producing an impact assessment report of COVID-19 on the Indian infrastructure sector (which is not available & could not be located in public domain).<sup>107</sup> A good practice observed is that SmUDI and TASC complemented one another in providing both a top-down and bottom-up approach to smart COVID-19 responses, where TASC primarily took a Central-level role to provide support across cities, while SmUDI focused on city-level to focus on urban citizens.<sup>108</sup> In addition, another good practice was working closely with the UK's Deputy British High Commission network to sustain relationships with partner cities during the pandemic maintain progress on implementation.<sup>109</sup> All programmes, including ITCF, rapidly transitioned to digital tools and virtual platforms to minimise delays and sustain engagement with stakeholders during periods of lockdowns and travel restrictions, which is considered good practice. The use of digital platforms also allowed for broader participation and cost savings from in-person events. However, a potential challenge of this shift is a digital divide, as some stakeholders, particularly those in smaller cities, might not have equal access to digital resources or the capability to engage effectively online.<sup>110</sup> Limited physical interactions may have reduced the depth and effectiveness of stakeholder engagement.

Table 6: Progress against relevant programme objectives sharing knowledge and providing support during the COVID-19 pandemic

Relevant Programme Objectives		RAG Rating
<b>TASC Logframe</b>		
1.3	Number of outputs made available to SCM institutions to facilitate the sharing of knowledge following the COVID-19 pandemic	
<b>SmUDI Logframe</b>		
4	Support capacity building for communities and informal economy rebuilding in rebuilding post COVID 1st+2nd Wave in partner states	
4.1	Improved access to urban services - focused on urban health, social security, and welfare schemes in combating Covid	
4.2	De-Centralised models for testing resilient energy access and active participation by wider private CSR networks in scaling up solutions	

<sup>104</sup> Judgement made based on all available ITCF Annual Reviews, [link](#), and progress and closure reports by KPMG, unpublished.

<sup>105</sup> Stakeholder consultations with BHC New Delhi officials; FCDO (2021). TASC Project Completion Report, [link](#); FCDO (2020). SmUDI Annual Review 2020, [link](#); FCDO (2021). SmUDI Project Completion Report, unpublished.

<sup>106</sup> FCDO (2020). SmUDI Annual Review 2020, [link](#); FCDO (2021). SmUDI Project Completion Report, unpublished.

<sup>107</sup> FCDO (2022). *ITCF Annual Review 2022*, unpublished; FCDO (2023). *ITCF Annual Review 2023*, unpublished.

<sup>108</sup> FCDO (2021). TASC Project Completion Report, [link](#).

<sup>109</sup> FCDO (2020). SmUDI Annual Review 2020, [link](#); FCDO (2021). SmUDI Project Completion Report, unpublished.

<sup>110</sup> FCDO (2018). SmUDI Annual Review 2018; FCDO (2020). SmUDI Annual Review 2020, [link](#).

**TASC enabled knowledge sharing and smart responses, both directly and indirectly, to the COVID-19 pandemic.** TASC facilitated the development of COVID-19 'war room' at the Bruhat Bengaluru Mahanagara Palike (BMPP) in Bengaluru to support the containment and management of COVID-19, leveraging technology and data to support this.<sup>111</sup> This also helped to provide rapid knowledge exchange and bring together the measures taken by different cities to combat the crisis. These insights were developed into a compendium of best practices highlighting 51 smart cities' responses to the COVID-19 pandemic, although this could not be publicly located. Indirectly, the ICC platform, which TASC supported, was also considered instrumental in efficiently managing critical services during COVID-19 using a Centralised response system, crowd gathering using CCTV cameras, the monitoring of emergency health vehicles during COVID-19, and the implementation of medical services for citizens using EMR and Telemedicine.<sup>112</sup> TASC also delivered a series of webinars that brought together urban leaders in MoHUA, cities, as well as the UK Government, to discuss how cities can support the process of urban and economic recovery, and a hackathon inviting 100 smart cities to learn, customise and adopt solutions to manage and contain COVID-19 and implement urban infrastructure and services post-crisis. However, while constrained by the programme's duration and resource, a potential gap was not pursuing more integrated and sustained training programmes to develop capacities beyond immediate crisis management, and to ensure that knowledge and best practices are translated into actionable and sustainable efforts.

**SmUDI effectively repurposed its strategic interventions to deliver a bottom-up COVID-19 recovery response among affected and vulnerable urban communities, as well as urban informal micro, small and medium-sized businesses. Moreover, SmUDI extended its support to non-I&U sectors such as vaccination using the additional funds allocated for CoVID-19 response.** Overall, SmUDI delivered targeted interventions for over 20,000 vulnerable urban informal citizens, facilitating access to social benefit schemes and critical urban services. For instance, in Indore, SmUDI implemented a comprehensive Informal Economy Recovery Strategy aimed at the informal sector to address barriers in food security, credit linkages and labour market support, which saw immediate benefits such as the rapid sanctioning of 35,000 loans to street vendors under the Pradhan Mantri Atma Nirbhar Nidhi Scheme. In addition, SmUDI's support to the REVIVE Platform helped to facilitate social protection by linking infrastructure and sanitation workers to existing social protection schemes, which reached 10,685 workers at programme completion. SmUDI extended its support to non-I&U activities, particularly CGFs vaccination initiative, where TA was used to create standardised protocols and build capacity of partner NGOs. While this is a positive development, it was unclear how much additional funding was redirected to vaccination, and what trade-off this may have had for other smart cities policy or investment support. SmUDI also worked closely in strategic partnership with the SELCO Foundation to implement infrastructure improvements and livelihoods in informal sectors affected by the pandemic. This included support to public institutions to provide critical services to informal settlements in Odisha and Jharkhand, a vulnerability assessment and mapping exercise in three slums in Ranchi submitted to Ranchi Development Authority, the development of 'livelihood units' to strengthen individual and group-based livelihoods, and capacity building for local social enterprises to build resilience to future shocks. These efforts signal good practices, by targeting informal sectors and vulnerable groups to support those most affected by the pandemic and leveraging the knowledge and networks of local NGOs and CSOs to ensure effective last mile delivery of services.

### G. Key Areas for improvement

An area for improvement to help judge the effectiveness of future programmes is to strengthen their monitoring and evaluation (M&E) during and after programmes to allow FCDO, external reviewers, and other parties to understand the achievements and lessons of I&U programmes. M&E, however, is an oft-cited challenge for technical assistance (*High confidence*).

Programmes placed a greater emphasis on monitoring, and no evaluations were commissioned to explore broader contributions. In particular, monitoring of activities were emphasised tracking the outputs generated and

<sup>111</sup> Esri India (2020). *Empowering better decision making around Covid-19: Case study of Bruhat Bengaluru Mahanagara Palike Covid-19 War Room*, [link](#).

<sup>112</sup> Stakeholder consultations with X. Alizadeh, T. et al. (2023). *Smart Cities Mission in the Face of COVID: Scope and Scale of 'Smart' COVID Responses in India*, [link](#).

their pathways of change, focusing on monitoring of workplans, logframes, progress updates and reports, meetings with partners and the recipients of technical support, or field visits.<sup>113</sup> While ITCF did highlight that it would explore the possibility of a mid-term evaluation to understand its impact and course-correct the programme, it has already closed and transitioned into a new programme.<sup>114</sup> In 2018, TASC opened the programme to external review by other officials within former DFID India to bring in “challenge and dispassionate views” about progress, systems, and strategic fit to help make the intervention more robust. It was recommended that this independent rigour continued,<sup>115</sup> which is also considered [good practice](#); although it is unclear if this continued.

**As a result of insufficient M&E, claims made by different sources were anecdotal, untraceable, or difficult to attribute, based on the evidence available, creating a [gap](#) in understanding the effectiveness of programmes.** This is important given the perception that several innovative interventions have come out of the India-UK partnership under I&U programmes, and the need to track all support helps to understand where results have continued or not, including how the capacity of cities were actually improved as a result of UK support.<sup>116</sup> For example, with respect to TASC-supported ICCCs, it was unclear exactly how many additional cities, sectors and use cases the UK helped enable, and to what extent it catalysed resulting outcomes such as improved safety, cost savings, revenue generation, flow of public and private finance, improved capacity building through pre and post assessment and adoption of analytical outputs post completion of the project. However, M&E is a common challenge with TA.

There is often a greater focus on reporting “outputs” and a lack of adequate monitoring, where TA providers do not undertake systematic monitoring of the outputs or recommendations made. This includes an emphasis on pre-determined specific measures and a limited ability to capture broader patterns of change resulting from outputs. For instance, TASC’s process-oriented indicator on number of projects / policies, templates and guidelines adopted and actioned provides flexibility to capture the range of outputs generated, but its generalisability coupled with insufficient monitoring of each output’s individual contributions limits understanding their effectiveness.<sup>117</sup> Scarce resources also prevent follow-up on their effectiveness. In a time of funding constraints, and a shift to short-term TA programmes in the future; a collective ‘output’ monitoring system which allows the continuous tracking and identification of both process developments and outcome results (intended and unintended) arising from individual outputs funded by the FCDO could be used. This can enable teams, including TA delivery teams and the FCDO, to look for evidence of movement from knowledge generated to practical application and resulting effects. However, this is not a linear process as capacity to monitor this may both appear and disappear at different stages of a project, and it will take time to observe change.<sup>118</sup>

Further, the review of the programmes lacks illustration of robust methodology and framework for the selection of partner cities. A framework to assess the capacity of cities to absorb the TA support would have ensured more effective outcomes. For example, SmUDI delivered 6 of its 17 interventions in Indore buildings gains of its earlier intervention and better capacity of city to response to the TA support. Another area of key improvement would be to lay down the ways to link Technical Assistance with other business entities to ensure effectiveness and offer more UK expertise related to infrastructure and financing.

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<sup>113</sup> FCDO (2022). *ITCF Annual Review 2022*, unpublished; FCDO (2023). *ITCF Annual Review 2023*, unpublished; FCDO (2020). SmUDI Project Completion Report, unpublished.

<sup>114</sup> FCDO (2023). *ITCF Annual Review 2023*, unpublished.

<sup>115</sup> FCDO (2018). TASC Annual Review 2018, [link](#).

<sup>116</sup> Stakeholder consultation with a Government of India institution; FCDO (2018) *TASC Annual Review 2018*; FCDO (2019). *TASC Annual Review 2019*, [link](#)

<sup>117</sup> FCDO (2021) *TASC Project Completion Report*, [link](#).

<sup>118</sup> Cox and Norrington-Davies (2019). *Technical assistance: New thinking on an old problem*, [link](#); Scott et al. (2022). *A scoping review of the evaluation and effectiveness of technical assistance*, [link](#); ICED Facility (2018). *Knowledge paper: The future of DFID’s Infrastructure and Technical Assistance Programmes*, [link](#).

### 3.1.2 Factors enabling and hindering achievements

Several enabling factors have been identified across the I&U portfolio and its constituent programmes, which have positively influenced their achievements in India:

- ▶ **Working closely, continuously, and flexibly with key decision-makers and change agents.<sup>119</sup>** This includes working closely with municipal and state Governments, as well as private actors, regulatory bodies and international institutions and partners to deliver holistic urban development programmes. TASC leveraged collaborations between the Government of India, NITI Aayog, UK institutions such as the Open Data Institute (provided a review of the MoHUA's new DataSmart Cities Strategy); Future Cities Catapult (roadmap for the creation of the planned National Urban Innovation Hub), and international bodies such as Amazon Web Service (MoU between the Smart Cities Mission and AWS in 2019 to provide cloud services) to leverage robust technical inputs.<sup>120</sup> SmUDI's success was bolstered by partnerships with national institutions including MoHUA and NIUA and local Urban Local Bodies, aligning with national urban policies and facilitating ground-level implementation.<sup>121</sup> ITCF focused on collaboration with the DEA, offering tailored assistance and fostering capacity building through PPP advisory and knowledge generation. These close relationships among actors were essential for enabling capacity building, ensuring the relevance of programmes to national urban policies and strategies, and the generation of new knowledge in order to tackle key bottlenecks in the infrastructure and urban sector.<sup>122</sup>
- ▶ **Embedded technical assistance and capacity building within partner institutions at Central, state, or city-levels.** TASC operated at both the Central Ministry and the city level to drive the implementation of the SCM. At the city level, this involved providing embedded support to MoHUA through providing capacity expertise that resulted in strengthening institutional capacity of the smart cities, policy and regulation.<sup>123</sup> This support at the city level was highly valued by partner Indian Ministries, particularly in the area of building knowledge partnerships with UK institutions and experts.<sup>124</sup> ITCF provided support primarily at Central level to DEA whereas, SmUDI's remit focused wholly on the city level to support and operationalise SPVs. The support provided by SmUDI to five cities was highly valued and enabled the forging of important partnerships, knowledge sharing between cities, and the crosspollination of interventions.<sup>125</sup> This view was also corroborated through multiple stakeholder consultations; for example, consultations with Multilateral development partners highlighted the value of SPV cultures in promoting collaboration and coordination within and between different institutions, including across sectors.
- ▶ **Strategic convergence and collaboration between UK-supported programmes in the I&U portfolio on key activities and outputs (*High confidence*).** SmUDI and TASC were launched in parallel to support the SCM, and the two programmes identified complementarities and provided complementary support to focus cities wherever possible.<sup>126</sup> These areas of complementarity included innovation, financing, governance, data-driven approaches, institutional strengthening and capacity building. Both programmes have undertaken joint research and knowledge-sharing efforts, which included developing climate risk and vulnerability models, exploring green financing opportunities, disseminating best practices through various platforms, and therefore

<sup>119</sup> We define this as a stakeholder group that acts as a catalyst or enabler for change to happen in the I&U policy and finance ecosystem.

<sup>120</sup> FCDO (2021) TASC Programme Completion Review, [link](#).

<sup>121</sup> Stakeholder consultations with delivery partner, multilateral development agency and think tanks; FCDO (2021) SmUDI Programme Completion Review, unpublished.

<sup>122</sup> FCDO (2020). ITCF Annual Review, April 2020, [link](#).

<sup>123</sup> FCDO (2021) TASC Programme Completion Review, [link](#).

<sup>124</sup> FCDO (2021) TASC Programme Completion Review, [link](#).

<sup>125</sup> FCDO (2021) SmUDI Programme Completion Review, unpublished.

<sup>126</sup> FCDO (2021) TASC Programme Completion Review, [link](#); FCDO (2021) SmUDI Programme Completion Review, unpublished.

enabling the key achievements of both programmes.<sup>127</sup> Further evidence can be found in Section 3.4 on Coherence.

- ▶ **Strategic utilisation of funds from X-HMG.** This has been instrumental in conducting bridging activities, contributing to the sustained presence of the UK in both state and city Governments. The success of this approach is suggested to be driven by the establishment of well-defined working arrangements with X-HMG, which included harmonising activities, reaching agreements on the targeted geographies and the depth of engagements.<sup>128</sup>
- ▶ **Building on previous I&U interventions and Government-supported schemes (*Moderate confidence*).** Under SmUDI, earlier interventions by DFID, particularly the Madhya Pradesh Urban Services for the Poor (MPUSP) programme, laid the foundational groundwork for SmUDI's efforts.<sup>129</sup> SmUDI built on its strong relationships with MoHUA and Urban Local Bodies (ULBs) in Amaravati, Indore and Ranchi.<sup>130</sup> Equally, Central Government schemes, such as the Atal Mission for Rejuvenation and Urban Transformation (AMRUT), also complemented SmUDI with a policy and funding framework which contributed to the success of the programme.<sup>131</sup> TASC also demonstrated complementarity with other Government initiatives through Central schemes, including the Smart City Mission, AMRUT, Skill India, Start-up India, Atal Innovation Mission, and Self-Employment and Talent Utilisation.<sup>132</sup>
- ▶ **Frameworks/Standard document/guidelines for replicating and rolling out projects from center to state and city level. (*High Confidence*).** The review exercise illustrates that all three programme created frameworks, standard documents which were replicable in nature and aimed to support by creating model documents. For example, TASC created model request for proposals for ICCO, solid waste projects including others, model HR policy document which got adopted by 15 SPVs and 10 sector framework documents in which each include a policy framework, policy workbook, evaluation metrics, and a best practice compendium. Similarly, there are examples under SmUDI such as model for investment promotion cells and ITCF such as model document such as contingent liability estimation tool to assess and manage contingent liabilities for the government arising from PPPs including others such as model concessionaries agreement.
- ▶ **Adaptability to evolving challenges, such as the COVID-19 pandemic (*High confidence*).** All three programmes illustrated adaptability through their inherent programme and addressed emerging challenges and demands such as post-COVID-19 recovery, enabling the portfolio to remain agile and responsive to changing needs within India's I&U landscape. This was also corroborated through interview consultations. Interviews with TA advisors and Government institutions across the three programmes highlighted how the programmes were well-structured and provided operational flexibility.<sup>133</sup> Stakeholders highlighted the FCDO's operational flexibility granted to state and Central authorities in modifying ITCF's design.<sup>134</sup> As an example derived from the assessment of outputs, in 2013-14, the objective of ITCF was oriented to support highways, ports, and projects, while by 2018, these sectors were matured, and there was less policy intervention required, thus the focus shifted towards solid waste management, and grain storage to respond to the shifting priority of the Government. SmUDI and TASC also addressed the COVID-19 crisis by pivoting their technical assistance

<sup>127</sup> FCDO (2021) TASC Programme Completion Review, [link](#).

<sup>128</sup> *Ibid* [link](#)

<sup>129</sup> FCDO (2016) SmUDI Summary Sheet and Business Case, [link](#).

<sup>130</sup> FCDO (2017). SmUDI Annual Review 2017, [link](#).

<sup>131</sup> FCDO (2021) SmUDI Programme Completion Review, unpublished.

<sup>132</sup> FCDO (2021) TASC Programme Completion Review, [link](#).

<sup>133</sup> Stakeholder consultations with delivery partner and Smart City SPVs.

<sup>134</sup> FCDO (2020). ITCF Annual Review, April 2020, [link](#).

activities and outputs, and shifting to remote working and training.<sup>135</sup> AFD also employs an iterative approach<sup>136</sup> to programme management which allow intervention methods to be modified, an understanding of how to phase projects to facilitate this, and acknowledge the role of digital integration in supporting this process.<sup>137</sup>

Few hindering factors have also been identified across the I&U portfolio and its constituent programmes, which have added barriers to achievements in India:

- ▶ **Limited cross-HMG internal coordination on I&U priority setting (*Moderate confidence*).** Throughout the ITCF, internal coordination was pinpointed as a key recommendation and area requiring emphasis. For example, in 2018, there was a recommendation to improve coordination with other HMG-backed initiatives in related areas such as the DFID's Economic Policy & Prosperity Partnership (EPPP), Power Sector Reform (PSR) Programmes and Prosperity Fund work on Ease of Doing Business.<sup>138</sup> Similarly, in 2021, there was recommendation to involve UK expertise like Infrastructure and Projects Authority (IPA), could bring significant impact on knowledge transfer and capacity building.<sup>139</sup>
- ▶ **Delays in Government administration, procedures and approvals (*High confidence*).** TASC encountered early delays with Government, state, and municipal approvals, alongside inconsistent state buy-in for smart urban infrastructure and timing mismatches in technical assistance provisioning.<sup>140</sup> SmUDI faced challenges in securing timely approvals and was affected by frequent leadership changes at state and city levels,<sup>141</sup> while ITCF saw delays in completing its infrastructure database, exceeding timelines and issues of reconciling project information's authenticity.<sup>142</sup>
- ▶ **Limited institutional memory and changes in leadership (*High confidence*).** This was observed across the three programmes and was identified by some of the stakeholder consultations. In the case of ITCF, stakeholders noted that frequent changes in leadership at stakeholder end halted the pace of the project in some case due to time taken in understanding the institutional set up and understanding of strategic direction of the programme. While the institutional capacity of the stakeholder improved, this remain a significant challenge in many line Ministries, state and local Governments.<sup>143</sup> This was similarly experienced in TASC and in SmUDI, where frequent changes in leadership at stakeholder end also resulted in a lack of institutional knowledge and continuity.<sup>144</sup>
- ▶ **Inevitably, the COVID-19 pandemic also proved to be a hindering factor in terms of timelines for one of the programmes (*Moderate confidence*).** The COVID-19 pandemic, particularly lockdowns and travel restrictions, severely impacted the progress of urban development projects and restricted physical collaboration. In the case of SmUDI, some delays were experienced which restricted travel for field work surveys and stakeholder

<sup>135</sup> FCDO (2021) SmUDI Programme Completion Review, unpublished.

<sup>136</sup> Processes and structures to adapt the programme and its activities as they unfold, based on feedback from consultations, monitoring processes, changes in the project assumptions, risks and changes in scope, budget or schedule. This can also be termed as adaptive management

<sup>137</sup> AFD Sustainable Cities Strategy [link](#)

<sup>138</sup> FCDO (2020) ITCF Annual Review, April 2018, [link](#).

<sup>139</sup> FCDO (2020) ITCF Annual Review, April 2021, [link](#).

<sup>140</sup> FCDO (2017) TASC Annual Review, August 2017, [link](#); FCDO (2018) TASC Annual Review, August 2018, [link](#).

<sup>141</sup> FCDO (2018) SmUDI Annual Review, August 2018, [link](#); FCDO (2021) SmUDI Programme Completion Review, unpublished.

<sup>142</sup> Stakeholder consultation with delivery partner; FCDO (2019) ITCF Annual Review, July 2019, [link](#).

<sup>143</sup> Stakeholder consultations; FCDO (2023) ITCF Annual Review, July 2023, unpublished.

<sup>144</sup> Stakeholder consultations (TA Advisors, Government Institution)

interactions, including workshops.<sup>145</sup> However, on the whole, the I&U programmes were largely highly adaptive and flexible to the COVID-19 pandemic.

- **Uncertainties caused by ODA budget reductions and the merger.** A short-term and limited budget that resulted from ODA budget reductions caused activities to scale down significantly. This led to gaps in continued technical assistance support and led to moderate performance of consultants with scaled down inputs. The frequent changes in the UK's offer to the DEA as a result led to confusion and a trust deficit with the DEA<sup>146</sup>. For example, the extension and reworked plan were shared with the DEA at the beginning of the reporting year, however the uncertainty of allocations led to withdrawal of these ideas. During the ODA pending pause, the actual allocation and time available for activities to be delivered was significantly limited and this led to much reduced support than the initially agreed. In addition, the relationship between FCDO and DEA was further impacted by limited FCDO influence to utilise the emerging opportunities to bring the best of UK and global interventions to the table and lost out on the engagement with the DEA in key stakeholder discussions. The perspective of a UK that is predictable, transparent and reliable in its programming was viewed as needing to be re-established.<sup>147</sup>

## 3.2 Relevance

### 3.2.1 Alignment with Government of India I&U requirements

There is strong evidence that the I&U portfolio and its constituent programmes were aligned with the priorities of the UK and the Government of India, within areas of UK comparative advantage (*High confidence*). The portfolio provides targeted and catalytic support and leveraging UK best practices (such as fostering innovation, strengthening partnerships, facilitating knowledge exchange), expertise and resources to support Indian urban development and governance, infrastructure enhancement, the facilitation of smart cities, and enhancements to investment in these areas.<sup>148</sup> Other sub-sectors related to these included urban transport, solid waste and water waste management and affordable housing.<sup>149</sup> This builds on FCDO's evolving programming in I&U sectors to 4<sup>th</sup> generation interventions (see Figure 1),<sup>150</sup> which demonstrate a clear shift in response to India's challenges of unplanned urbanisation, infrastructure deficits, and limited overall funding base to raise substantial revenues and commercial investment for urban infrastructure due to weak fiscal performance of cities and low absorptive capacity for execution.<sup>151</sup> Furthermore, UK's response on smart cities was also an area where the UK has a comparative advantage (through its strengths in multidisciplinary approaches, project delivery, urban planning, use of data, and human-centred design) and wished to build upon its cooperation with India.<sup>152</sup> Collectively, these

<sup>145</sup> FCDO (2021) SmUDI Programme Completion Review, unpublished.

<sup>146</sup> FCDO (2023) ITCF Annual Review, July 2023

<sup>147</sup> Stakeholder consultations with Government of India and FCDO officials; FCDO (2022) ITCF Annual Review, July 2022, unpublished; FCDO (2023) ITCF Annual Review, July 2023, unpublished

<sup>148</sup> DFID (2013). *DFID India Operational Plan 2013 Summary*, [link](#); DFID (2014). *DFID India Operational Plan 2014*, [link](#); DFID (2014). *Operational Plan 2011-2016, DFID India*, [link](#); DFID (2017). *DFID India Profile July 2017*, [link](#); DFID (2018). *DFID India Country Profile July 2018*, [link](#).

<sup>149</sup> MEA (2018). *Memorandum of Understanding between the Government of Republic of India and the Government of United Kingdom of Great Britain and Northern Ireland, on Cooperation in the Field of Sustainable Urban Development*, [link](#).

<sup>150</sup> OPM & CRISIL (2013). *Research into Lessons Learnt from DFID India Urban Investments over 20 Years*, [link](#); DFID (2014). *The UK Development Footprint in India: Urban Sector Presentation*, February 24 2014, [link](#).

<sup>151</sup> FCDO (2016). SmUDI Business Case, [link](#); FCDO (2016). TASC Business Case, [link](#); FCDO (2013). ITCF Business Case, [link](#); MoHUA (2012). *Report Of the Sub-Committee On Financing Urban Infrastructure In The 12th Plan*, [link](#); OPM & CRISIL (2013). *Research into Lessons Learnt from DFID India Urban Investments over 20 Years*, [link](#); Vaidya, C. (2014). *Urban Challenges and Opportunities in India*, [link](#); WEF (2015). *The Future of Urban Development & Services: Urban Development Recommendations for the Government of India*, [link](#); Ahluwalia, IJ. (2019). *Urban Governance in India*, [link](#); NITI Aayog (2019). *Strategy for New India @ 75, Section 39*, [link](#); Knight Frank (2020). *India Urban Infrastructure Report 2020*, [link](#); World Bank (2022). *Financing India's Urban Infrastructure Needs: Constraints to Commercial Financing and Prospects for Policy Action*, [link](#); ADB (2017). *ADB Country Partnership Strategy: India, 2018-2022 – Accelerating Inclusive Economic Transformation*, [link](#); FCDO (2023). *ITCF Annual Review 2023*, unpublished.

<sup>152</sup> UKTI (2015). *India's Smart Cities Programme: The UK's offer to build together*, [link](#). Deloitte (2016). *India-UK Technology Collaborations: Smart Cities, Digital Healthcare, Advanced Manufacturing and Women in Technology*, [link](#).

priorities have been in alignment with India-UK statements and agreements on support.<sup>153</sup> This includes the UK-India Roadmap 2030 priorities, where a new phase of cooperation on ‘smart and sustainable urbanisation’ was launched in 2021.<sup>154</sup>

## A. Areas of alignment

**Smart Cities Mission:** SmUDI and TASC were designed in response to India’s Smart Cities Mission (2015) and implementation of Atal Mission for Rejuvenation & Urban Transformation (2015) reforms (*High confidence*), building a “strategic and ambitious urban partnership”<sup>155</sup> with the Government of India to bridge smart cities governance, infrastructure gaps, and private investment.<sup>156</sup> The SCM’s primary objectives were to promote cities that can provide their citizens with the benchmarked civic infrastructure (water supply, electricity, sanitation, urban mobility, transport solutions, housing, digital connectivity, education, health, governance, safety, and security) along with a decent quality of life, a sustainable environment and enabling application of intelligent solutions.<sup>157</sup> Under SCM, TASC’s Central-level support and SmUDI’s city-level support, when combined, could allow the FCDO to build capacity at each level to strengthen coordination between Central, state and city state institutions,<sup>158</sup> and promote greater success in terms of urban governance and investment mechanisms.

**India’s Twelfth Five-Year Plan:** The FCDO’s I&U programmes overall demonstrated a strong alignment with India’s Twelfth Five-Year Plan (2012–17) and other urban and infrastructural priorities (*High confidence*). The Twelfth Five-Year Plan noted that urbanisation should be guided towards inclusive, equitable and sustainable growth of towns and cities, focusing on strengthening governance, planning, financing, capacity building and innovation, which align with the UK’s support.<sup>159</sup>

**Other urban and infrastructural policies:** I&U programmes also aligned, and in the case of ITCF, directly contributed to National Infrastructure Pipeline (2019) and accompanying India’s Infrastructure Vision for 2025,<sup>160</sup> as well as the National Monetisation Pipeline (*Moderate confidence*).<sup>161</sup> Such alignment with policy and regulatory reforms could create a conducive environment for prioritising the expansion and modernisation of critical infrastructure, promoting sustainable urbanisation, and attracting investment and technology to enable infrastructure development.<sup>162</sup>

**Incorporating climate considerations:** There has been a continued and increasing integration of climate considerations into the I&U portfolio’s support, including more climate-related outputs (*High confidence*), ensuring that it helps (modernised) cities and infrastructure build resilience to cope with disasters and climate change shocks.<sup>163</sup> I&U programmes in the portfolio have supported a number of climate-related activities:

- **TASC** supported the development of the Green Bonds Guidelines for cities. These guidelines provided step-by-step guidance on the issuance of green bonds within the climate financing infrastructure of Indian cities

<sup>153</sup> UK Government (2016). *Joint statement between the Governments of the UK and India: Prime Minister Theresa May and Prime Minister Narendra Modi set out a bold vision for the India-UK Strategic Partnership*, [link](#);

<sup>154</sup> FCDO (2021). *Policy paper: 2030 Roadmap for India-UK future relations*, [link](#).

<sup>155</sup> UK Government (2016). *Joint statement between the Governments of the UK and India: Prime Minister Theresa May and Prime Minister Narendra Modi set out a bold vision for the India-UK Strategic Partnership*, [link](#).

<sup>156</sup> FCDO (2016). *TASC Business Case & FCDO (2021). TASC Project Completion Report*, [link](#); FCDO (2016). *SmUDI Business Case*, [link](#) & FCDO (2021). *SmUDI Project Completion Report*, unpublished.

<sup>157</sup> Anand, A. et al. (2018). *An overview of the Smart Cities Mission in India*, [link](#).

<sup>158</sup> Stakeholder consultations (BHC) / feedback on emerging findings

<sup>159</sup> Planning Commission Government of India (2013). *Twelfth Five Year Plan (2012–2017): Faster, More Inclusive and Sustainable Growth*, [link](#).

<sup>160</sup> FCDO (2020). *ITCF Annual Review 2020*, [link](#); DEA (2022). *National Infrastructure Pipeline: Report of the Task Force*, Department of Economic Affairs, Ministry of Finance, Government of India, [link](#).

<sup>161</sup> FCDO (2023). *ITCF Annual Review 2023*, unpublished.

<sup>162</sup> FCDO (2020). *ITCF Annual Review 2020*, [link](#); FCDO (2023). *ITCF Annual Review 2023*, unpublished.

<sup>163</sup> OPM & CRISIL (2013). *Research into Lessons Learnt from DFID India Urban Investments over 20 Years*, [link](#); DFID (2013). *DFID India Operational Plan 2013 Summary*, [link](#); DFID (2014). *DFID India Operational Plan 2014*, [link](#); DFID (2014). *Operational Plan 2011–2016, DFID India*, [link](#); DFID (2017). *DFID India Profile July 2017*, [link](#); DFID (2018). *DFID India Country Profile July 2018*, [link](#); FCDO (2023). *FCDO India Central Strategy*, unpublished; FCDO (2016). *SmUDI Business Case & FCDO (2020). Addendum to business case for SmUDI*, [link](#).

and were adopted by the Smart Cities Mission for further dissemination to cities.<sup>164</sup> TASC also supported the piloting of climate-sensitive innovations such as climate risk insurance in smart cities, starting with Guwahati.<sup>165</sup>

- **SmUDI** conducted market assessments to identify the gaps, potential and scope for UK private sector investors in low-carbon and climate resilient urban infrastructure development in India.<sup>166</sup> With climate resilience being identified as a key priority in the city by MoHUA, SmUDI also enabled Chandigarh's reporting of Environment and Climate Change Actions under a Climate Change Portal. The portal helped to map climate action areas and issues, and mainstreamed data from the other 17 automated platforms/departments of the city administration.<sup>167</sup>
- **ITCF** also demonstrated a revision of its goals related to private investment and PPPs towards a deeper focus on innovative and green projects, most notably the development of the Sovereign Green Bond Framework and consultations reveal that in 2022, opportunities were identified to integrate climate objectives into model concessionaire agreements, intending to consolidate the UK-offer on green infrastructure finance and responding to evolving Government of India infrastructure priorities related to clean and green growth. More broadly, this includes providing long-term support to the DEA to embed climate considerations and enable the development of frameworks to strengthen climate considerations in infrastructure projects and PPPs, and better leverage climate finance as a result.<sup>168</sup>

The integration of climate considerations appears to have been across individual activities rather than a strategic focus, except the ITCF where UK offer gradually shifted to embed climate resilient infrastructure and other climate-related considerations into its activities and capacity support to the DEA. A lesson learnt from SmUDI for future programmes is that having clearer objectives on climate action planning from the beginning helps in more effectively mainstreaming climate objectives into programme design and in leveraging additional funds for these purposes.<sup>169</sup>

**Mainstreaming inclusion:** Overall, the I&U portfolio has had a growing focus on promoting inclusive urban and infrastructure. (*Moderate confidence*). At the same time, a DFID-supported NIUA report highlights that while urban policies and programmes including Smart City Mission, PMAYU, AMRUT, HRIDAY among others mandate and enforce accessible and inclusive practices, there were more opportunities in translating this intent into implementation under the FCDO projects.<sup>170</sup>

- Under **SmUDI**, the BASIIC project enabled the integration of disability-friendly measures across urban policy and project level interventions, capacity building, pilot demonstration of urban innovative solutions and the implementation of robust monitoring systems. This support aligns with India's Rights of Persons with Disabilities Act (2016). This helped to augment the institutional capacities of cities, such as Varanasi in three smart city projects, to be sensitive to the needs of people with disabilities and other marginalised groups.<sup>171</sup>
- Under **TASC**, it was not entirely clear how the UK systematically mainstreamed inclusion across its activities.<sup>172</sup> It initially engaged with social inclusion experts from Women in Informal Employment and conducted an Inclusion Study to identify areas where inclusion and equity issues can be addressed,<sup>173</sup> This illustrated

<sup>164</sup> FCDO (2019). *TASC Annual Review 2019*; FCDO (2021). *TASC Project Completion Report*, [link](#)

<sup>165</sup> FCDO (2021). *TASC Project Completion Report*, [link](#).

<sup>166</sup> FCDO (2018). *SmUDI Annual Review 2018*, [link](#).

<sup>167</sup> FCDO (2021). *SmUDI Project Completion Report*, unpublished

<sup>168</sup> FCDO (2018). *ITCF Annual Review*, July 2018; FCDO (2019). *ITCF Annual Review*, July 2019; FCDO (2020). *ITCF Annual Review*, April 2020, [link](#);

FCDO (2022). *ITCF Annual Review 2022*, unpublished; FCDO (2023). *ITCF Annual Review 2023*, unpublished

<sup>169</sup> FCDO (2021). *SmUDI Project Completion Report*, unpublished.

<sup>170</sup> NIUA (2021). *Review and Evaluation of Policy Landscape for An Accessible, Safe & Inclusive City*, [link](#).

<sup>171</sup> FCDO (2020). *SmUDI Annual Review 2020*, [link](#); FCDO (2021). *SmUDI Project Completion Report*, unpublished.

<sup>172</sup> Judgement made based on all available TASC Annual Reviews and Project Completion Report.

<sup>173</sup> FCDO (2017). *TASC Annual Review 2017*, [link](#).

alignment with the policies of Ministry of Labour and Employment ensuring inclusion of women in informal sector. However, it is unclear what decisions these fed into. By the time TASC concluded, it focused on inclusive planning with attention to vulnerable populations (e.g., child-friendly neighbourhood, accessible streets for the elderly, guidance issued for city health planning); including into Mission Directorate initiatives, such as the Guidelines for Integrating Gender Considerations into the HR Policy for SPVs under SCM, and the integration of inclusion considerations onto smart road projects with eventual effects on safety for road users.<sup>174</sup>

## B. Ways of working to ensure relevance

The UK-supported I&U programmes ensured that technical assistance responded to GoI priorities by working and consulting closely with national and local policy stakeholders (*High confidence*). In doing so, FCDO's relevance has expanded – from being a development enabler to a development collaborator with strength in building partnerships. FCDO has partnered closely with several GoI institutions, including the MoHUA, NITI Aayog and NIUA, as well as states and city Governments, under the oversight of the DEA.<sup>175</sup> For example, the ITCF's thematic focus areas were designed based on a detailed business case, GoI priorities and its preferences for UK partnerships, and consultations with stakeholders, although this did not materialise as intended (see Section 3.4 on Coherence).<sup>176</sup> In addition, ITCF provided direct policy advisory support to the DEA and monitoring support to the NIP, from 2021.<sup>177</sup> TASC was primarily focused at the Central level through embedded support to MoHUA. Maintaining a strong relationship with MoHUA and identifying mutually relevant outcomes was critical to TASC's ability to deliver its mandate.<sup>178</sup>

However, the UK's shift from state to Central levels has limited the visibility of the UK's work in the I&U sectors at the city level. (*Moderate confidence*). Stakeholder consultations highlighted that the UK's shift to working directly with Central Ministries, in contrast to its earlier focus on India's poorest states, has drawn the UK into providing technical assistance in the form of strategic support, such as the ITCF's 'handholding' to DEA to operationalise a Centre of Excellence (CoE) which is now subsumed into Infrastructure Finance Secretary (IFS). Subsequently, a greater focus on technical inputs,<sup>179</sup> which could more effectively leverage UK expertise (in areas such as urban planning, digital innovation, and human-centred design) was posited broadly as a recommendation for the ITCF programme.<sup>180</sup> ITCF was originally designed as a facility focused at both the national policy level and on sectors and states that have the greatest impact on poverty reduction,<sup>181</sup> and identified a lesson learnt that direct interaction with state-level agencies needed to be mediated at the highest levels of Government to ensure projects' alignment with state priorities.<sup>182</sup> TASC highlighted that engaging with the state Government directly could facilitate further leverage over project direction, as decisions related to most urban services are driven by the state.<sup>183</sup> SmUDI's focus on states and cities allowed it to build stronger partnership at city level, which also leveraged the active involvement of British Deputy High Commissions (BDHC) to help promote positive communication and recognition of combined UK offers at sub national / cities scale.<sup>184</sup>

<sup>174</sup> FCDO (2019). *TASC Annual Review 2019*; FCDO (2020). *TASC Annual Review 2020*; FCDO (2021). *TASC Project Completion Review*, [link](#).

<sup>175</sup> FCDO (2020). *ITCF Annual Review 2020*, [link](#); FCDO (2021). *TASC Project Completion Report*, [link](#); FCDO (2021). *SmUDI Project Completion Report*, unpublished.

<sup>176</sup> FCDO (2013). *ITCF Business Case*, [link](#).

<sup>177</sup> KPMG (2021). *Exit note for FCDO-funded Technical Assistance to Department of Economic Affairs, Ministry of Finance, Government of India*, August 2021, unpublished.

<sup>178</sup> FCDO (2021). *TASC Project Completion Report*, [link](#)

<sup>179</sup> Stakeholder consultation (2021). *Exit note for FCDO-funded Technical Assistance to Department of Economic Affairs, Ministry of Finance, Government of India*, August 2021, unpublished.

<sup>180</sup> FCDO (2019). *ITCF Annual Review 2019*, [link](#). KPMG (2021). *Exit note for FCDO-funded Technical Assistance to Department of Economic Affairs, Ministry of Finance, Government of India*, August 2021, unpublished.

<sup>181</sup> FCDO (2013). *ITCF Business Case*, [link](#).

<sup>182</sup> FCDO (2019). *ITCF Annual Review 2019*, [link](#). KPMG (2021). *Exit note for FCDO-funded Technical Assistance to Department of Economic Affairs, Ministry of Finance, Government of India*, August 2021, unpublished.

<sup>183</sup> FCDO (2021). *TASC Project Completion Report*, [link](#)

<sup>184</sup> FCDO (2021). *SmUDI Project Completion Report*, unpublished.

### 3.2.2 Shifts in programmatic priorities and alignment with Gol's future

I&U programming between 2013-2022 has been marked by a strategic pivot towards sectors and themes that are pivotal for India's future. This, in turn, shapes FCDO's role as a catalyst in the development of I&U in India while better leveraging UK expertise and technologies (*High confidence*).<sup>185</sup> Around the end of 2022, ITCF's signalled a formal shift in its considerations for programming priorities, highlighting that attention should be given to new interventions in relation to Gol and HMG concerns on poverty, inclusive prosperity, climate, environment, resilience and skills and livelihood.<sup>186</sup> However, the FCDO is still undergoing its own transition since its changing Bilateral relationship with the Government of India, the merger and ODA budget reductions; shifts in financial delivery in the form of investment in the private sector and science and research; and primary focus on helping India pursue sustainable, inclusive growth and greater focus on emerging sectors primarily climate responsive development.<sup>187</sup>

With the context of the Government of India's Viksit Bharat 2047 (India Vision 2047), which prioritizes infrastructure development, environmental sustainability, and people-centric inclusive development;<sup>188</sup> the key shifts in the FCDO's programmatic priorities between 2013 and 2022 remain highly relevant. These shifts align with India's future direction and enable the UK to leverage its comparative advantages.:

- **Climate action (*High confidence*):** Across the I&U programmes, climate-sensitive and climate-responsive shifts in programme delivery/components have been observed over the last decade – including the development of green bond guidelines, scoping analyses for climate-resilient urban development, and the promotion of green projects under PPPs. The integration of climate objectives into the UK's support has also contributed to India's first Nationally Determined Contribution (NDC) to the United Nations Framework Convention on Climate Change (UNFCCC), where policies' mandates folded into the need to develop climate-resilient urban centres and infrastructure, including SCM and AMRUT.<sup>189</sup> This climate-sensitive shift in programmatic priorities will be of continued relevance in the future, with climate change being one of the most critical concerns confounding the multitude of Indian cities. Climate risks ultimately affect the poorest and most vulnerable. In adopting a greater climate focus, the I&U portfolio recognises that India has the opportunity to lock-in low-carbon, resilient, and equitable cities and infrastructure for the long term.<sup>190</sup>

As climate risks continue to impact India's future developmental prospects, the I&U programmes' growing emphasis on climate considerations in current and future programming aligns with many of India's emerging policies and those of other development partners, thereby enhancing the portfolio's strategic relevance in India's policy landscape. Many of India's emerging policies, including India's Long-Term Low-Carbon Development Strategy, as well as the MoHUA's National Urban Policy Framework have highlighted climate adaptation, mitigation and broader environmental sustainability as key to sustainable urbanisation.<sup>191</sup> Projects under the National Infrastructure Pipeline, the Atal Mission for Rejuvenation and Urban Transformation (AMRUT), and Smart Cities Mission also offer an opportunity to mainstream climate risks and nature-based solutions (NbS) into infrastructure.<sup>192</sup> Other development partners, such as AFD, ADB and World Bank are also

<sup>185</sup> Stakeholder consultations

<sup>186</sup> FCDO (2019). ITCF Annual Review 2019, [link](#).

<sup>187</sup> Stakeholder consultations; ICAI (2023). UK aid to India: Country portfolio review, [link](#); FCDO (2023) ITCF Annual Review, July 2023, unpublished.

<sup>188</sup> BJP (2024). Viksit Bharat by 2047, [link](#); Government of India

<sup>189</sup> Ministry of Environment, Forest and Climate Change (2016). *India's Intended Nationally Determined Contribution: Working Towards Climate Justice*, [link](#).

<sup>190</sup> Floater, G. et al. (2018). *Global review of finance for sustainable urban infrastructure*, [link](#); Khosla, R. & Bhardwaj, A. (2019). *Urban India and Climate Change*, in Navroz K. Dubash (ed.), *India in a Warming World: Integrating Climate Change and Development*, [link](#)

<sup>191</sup> Ministry of Environment, Forest and Climate Change (2022). *India's Long-Term Low-Carbon Development Strategy*, [link](#); MoHUA (2020). *National Urban Policy Framework, Strategic Intent*, [link](#).

<sup>192</sup> Murthy, I.K. (2021). *Climate change: How infrastructure can weather the storm*, [link](#).

taking this shift in their strategies.<sup>193</sup> For example, the City Investments to Innovate, Integrate and Sustain (CITIIS) launched its second phase by AFD and KfW, which a major focus on climate governance, resilience, adaptation and mitigation.<sup>194</sup>

Finally, the I&U programmes' climate-sensitive shifts are also strategically relevant for the future areas of work identified by UK institutions and policies. The key goal for the Climate and British Investment Partnerships in India is to keep 1.5 degrees of global warming in sight through India delivering on its commitments and UK-India action and investment which accelerates clean and resilient growth in India.<sup>195</sup> This also aligns with the recent ICF strategy, outlining the role of sustainable cities, infrastructure, and transport and how the UK can contribute, which aligns broadly with the approaches taken by the I&U portfolio in India.<sup>196</sup>

- ▶ **Enabling public and private finance (*High confidence*):** The I&U portfolio has been marked by a shift towards PPPs as an alternate mechanism to attract private investments in infrastructure. This showcases an evolved strategy towards building sustainable and resilient urban spaces. Further, this shift is likely to remain of strategic importance in the future to enhance the enabling environment for I&U financing, given that PPPs in urban infrastructure still require sizable funding support in India.<sup>197</sup> Notably, while more than 160 cities have been classified as investment grade<sup>198</sup>, a high reliance on Government funding remains, where Central and state Governments finance 75% of urban infrastructure. There is a greater need to tap into private capital, to strengthen the capacity and bankability of projects with Urban Local Bodies in large high-potential cities. Private capital and innovative financing structures have also emerged as important for supporting the development of municipal bond markets.<sup>199</sup> Their use is also strategically relevant in promoting climate resilience, such as building on climate and green bond initiatives, and leveraging the private sector's involvement climate-related sectors such as agriculture, energy and transportation.<sup>200</sup> For instance, the International Finance Corporation has disclosed a programme, pending approval, on India Climate Smart Cities PPPs.<sup>201</sup>

There are also other growing sources to finance and fund sustainable and climate resilient urban infrastructure projects in India, including from Bilateral and Multilateral development banks such as the World Bank, Asian Development Bank, AfD, GIZ and KfW; as well as Bilateral development finance institutions such as BII, DEG and Proparco. However, challenges remain to unlock capacity to deliver projects funded.<sup>202</sup>

- ▶ **Augmenting planning and management capacities of Indian cities (*High confidence*):** Within the I&U portfolio, augmenting the planning and management capacities of Indian cities remains a relevant area for technical support going forward, not only for the UK but other development partners.<sup>203</sup> National, state, and municipal Governments still have limited institutional capabilities to meet the growing demands for urban infrastructure and services, including inefficient long-term urban planning, a lack of institutional capacity and mechanisms

<sup>193</sup> ADB (2023). *ADB's Support for Urban Infrastructure and Services in India, 2012–2022*, [link](#); ADB (2017). *ADB Country Partnership Strategy: India, 2018–2022 – Accelerating Inclusive Economic Transformation*, [link](#); ADB (2023). *Country Partnership Strategy: India, 2023–2027 – Catalyze Robust, Climate-Resilient and Inclusive Growth*, [link](#); World Bank (2018). *Country Partnership Framework for India for the Period FY18–FY22*, [link](#); AFD (2018). *India – 2017–2021 Strategy*, [link](#)

<sup>194</sup> PIB Delhi (2023). *Cabinet approves City Investments to Innovate, Integrate and Sustain 2.0 (CITIIS 2.0) from 2023 to 2027*, [link](#);

<sup>195</sup> British High Commission New Delhi (2021). *UK-India deepen work on climate change on the road to successful COP26*, [link](#); FCDO (2021). *Policy paper: 2030 Roadmap for India-UK future relations*, [link](#); FCDO (2023). *FCDO India Central Strategy, unpublished*; FCDO (2023). *ICAI recommendations on UK aid to India: UK Government response*, [link](#).

<sup>196</sup> HM Government (2023). *Together for People and Planet: UK International Climate Finance Strategy*, [link](#).

<sup>197</sup> World Bank (2022). *Financing India's Urban Infrastructure Needs: Constraints to Commercial Financing and Prospects for Policy Action*, [link](#); FCDO (2021). *TASC Project Completion Report*, [link](#); FCDO (2021). *SmUDI Project Completion Report, unpublished*; FCDO (2019). *ITCF Annual Review 2019*; FCDO (2020). *ITCF Annual Review 2020*, [link](#)

<sup>198</sup> *Gearing up for India's Rapid Urban Transformation* [link](#)

<sup>199</sup> World Bank (2022). *Financing India's Urban Infrastructure Needs: Constraints to Commercial Financing and Prospects for Policy Action*, [link](#); Kouamé, A.T. (2024). *Gearing up for India's Rapid Urban Transformation Opinion Piece*, [link](#).

<sup>200</sup> World Bank (2018). *Resilient Infrastructure PPPs: Contracts and Procurement – the India Country Brief*, [link](#).

<sup>201</sup> IFC (n.d.). *India Climate Smart Cities PPP Program*, [link](#).

<sup>202</sup> International Urban Cooperation (2020). *Financing sustainable and climate resilient urban development in India*, [link](#); MoHUA (2020). *National Urban Policy Framework, Strategic Intent*, [link](#).

<sup>203</sup> ADB (2023). *ADB's Support for Urban Infrastructure and Services in India, 2012–2022*, [link](#).

for integrated planning and service delivery, limited financial autonomy and inadequate project identification as a few challenges.<sup>204</sup> This is exacerbated by a pertinent planning, management and coordination challenge, between Central, state, and provincial, Urban Local Bodies in addition to state-owned enterprises, private companies, and non-government organizations who all share responsibilities for financing and providing urban services. In this context, the I&U portfolio's emphasis on planning and managing the institutional capacity building along with coordination support is strategically important, and likely to remain highly relevant in the future.

- ▶ **Leveraging technological advancements (*Moderate confidence*):** Recognising the potential of the technology sector, the I&U portfolio has had a growing emphasis on harnessing technology across its programmes. For instance, TASC ensured that it leveraged technology to address India's key urbanisation issues over the next 5-10 years, through its support to the implementation of the Indian Urban Observatory. This growing use of technological solutions within the I&U suite is highly relevant to India's developmental needs. Data has become an indispensable tool in shaping the future of urban spaces, and there are opportunities for building large-scale data processing, pattern recognition, and predictive capabilities to enhance urban planning strategies or the development of climate-resilient infrastructure in India, as examples.<sup>205</sup>
- ▶ FCDO's technological focus is also in line with the GoI's policy mandates in the near future. Notably, the MoHUA aims at deploying digital technology (including AR, AI, sensor technologies) and innovation across all municipal services and infrastructure. Further, India's policy landscape offers many emerging opportunities to promote technological advancements in urban development, which the I&U portfolio's technological emphasis is well placed to serve. Notably, with the SCM nearing completion in 2024, an opportunity emerges to continue promoting the principles of smart and sustainable urban planning by leveraging technologies (IT & digital, climate-resilient constructions, nature-based solutions) and innovation alongside building capacity to conceive, implement and manage smart city projects. In addition, there is an opportunity to facilitate technology and innovation for the climate-energy nexus in urban services, including electric vehicles, renewable energy and waste-to-energy.<sup>206</sup> These are areas of strategic importance for the I&U portfolio's work. Thus, the I&U portfolio's growing technological focus is of continued relevance in India's future – particularly since the FCDO is well-placed to leverage British expertise in artificial intelligence, machine learning and other data-driven digital transformations, such as the Office for National Statistics and UK research institutions, as part of its technical assistance to build knowledge and capabilities among Indian institutions in I&U sectors.
- ▶ **Mainstreaming gender, equity and social inclusion (*Moderate confidence*):** Under SmUDI, inclusive planning and design were highlighted as core components of future FCDO I&U programmes.<sup>207</sup> Through this, the UK demonstrated the relevance and value of supporting inclusive planning and design standards for smart cities, which in turn are in alignment with the GoI's future priorities as well. Notably, there is a clear appetite both in terms of GoI policy mandates and cities' willingness to support universal access to urban services, including for marginalised groups. This '*forward thinking approach*' signals the I&U portfolio's growing ability to anticipate and address strategic issues of importance in the present and the future, while leveraging the UK's expertise and experience in GESI<sup>208</sup>. The portfolio's gradual mainstreaming of GESI considerations paves the way for more inclusive programmatic components – including integrating disability and gender transformative training, awareness and capacity building at all levels of Government as well as private players involved in planning,

<sup>204</sup> Vaidya, C. (2014). *Urban Challenges and Opportunities in India*, [link](#); NITI Aayog (2021). *Reforms in Urban Planning Capacity in India Final Report*, [link](#); MoHUA (2020). *National Urban Policy Framework, Strategic Intent*, [link](#); ADB (2023). *ADB's Support for Urban Infrastructure and Services in India, 2012–2022*, [link](#).

<sup>205</sup> WEF (2023). *Smart Cities: Promoting Urban Governance in India White Paper October 2023*, [link](#); MoHUA (2020). *National Urban Policy Framework, Strategic Intent*, [link](#); *The Times of India* (2023). *Data is the new oil in urban planning*, [link](#).

<sup>206</sup> Stakeholder consultation with FCDO staff at the British High Commission New Delhi.

<sup>207</sup> FCDO (2021). *SmUDI Project Completion Report*, unpublished.

<sup>208</sup> FCDO (2022). *FCDO disability and inclusion rights strategy 2022 to 2030*, [link](#); FCDO (2023). *International women and girls strategy 2023 to 2030*, [link](#).

design, implementation, maintenance and monitoring systems, in order to better inform and implement targeted urban policy decisions and enable safe and inclusive cities.<sup>209</sup>

## 3.3 Impact

### 3.3.1 Portfolio additionality

The UK's additionality in India's I&U policy and investment ecosystem is the provision of upstream<sup>210</sup> demand-led technical assistance in digital and finance initiatives, particularly "pioneering" interventions. The UK's technical know-how and subsequent capacity development was welcomed by the GoI and other stakeholders, and viewed as more valuable than the UK's funding alone.<sup>211</sup> This is important in the current context of UK assistance to India, where overall aid has decreased in recent years.<sup>212</sup> UK's expertise and experience in data, finance and inclusion, added the most value to the I&U policy and investment ecosystem. These demonstrated the most tangible evidence and strongest potential of adoption, action, replicability, scalability, sustainability, and impact (see Section 3.1 on Effectiveness for more details).<sup>213</sup> Data, finance and inclusion act as enablers to other areas the UK wishes to support, including urban governance and innovation, as well as the deployment of UK expertise (see Effectiveness). Partnerships with UK or international institutions, for example, were also more effective when targeted to specific issues on data and finance, where there was value from new approaches and concepts being introduced.<sup>214</sup> Some which are valued and believed to be an additionality of the I&U are listed below:

- **Developing pipelines of bankable projects:** TASC helped create a pipeline of ten investable urban infrastructure projects in solid waste management and smart roads with a total investment value of £32.98 million supported "to be tendered", 215 while SmUDI identified a suitable project pipeline valued at more than £90 million for the investment of the Odisha Urban Infrastructure Development Fund (OUIDF) in 5 municipal corporations.<sup>216</sup> Creating bankable projects helped to unlock the unlocking additional finances from the Central Government. These initiatives were cited as an additionality of the UK support.
- **Contribution to own source revenue generation:** SmUDI, while working at the city level supported with crucial initiatives which signal to be additionalities of the programme including interventions such as "City Promotion Cell in Bhubaneswar, a first Revenue Augmentation Strategy" in Indore and Investment of its kind by any ULB and new approaches such as go-live of modules related to property tax registration, trade license, new water connections and project systems helped local Governments to enhance own sources of revenue from better coverage of fee and tax collections; and unlock finance for inclusion and data-driven governance approaches.
- **Contribution to innovative financial instruments.** Similarly, The ITCF has made positive contributions to the I&U investment ecosystem in India through its governance and institutional support to the DEA on the

<sup>209</sup> NIUA and UN in India (2022). *Gender and Disability Inclusion in Urban Development*, [link](#).

<sup>210</sup> "Upstream" support is defined as efforts to improve the enabling environment or favourable conditions for future interventions. Some examples include the development of governance or investment frameworks, pipelines of bankable projects, capacity development,

<sup>211</sup> Stakeholder consultation with Government of India; ICAI (2023). UK aid to India: Country portfolio review, [link](#).

<sup>212</sup> Stakeholder consultations with Government, British High Commission officials; ICAI (2023). UK aid to India: Country portfolio review, [link](#)

<sup>213</sup> FCDO (2021) *TASC Project Completion Report*, [link](#); FCDO (2021). *SmUDI Project Completion Report*, unpublished; FCDO (2022). *ITCF Annual Review 2022*, unpublished; FCDO (2023). *ITCF Annual Review 2023*, unpublished; International Smart Cities Network (2023). *Insights from deployment of National Urban Data Platforms in India*, [link](#).

<sup>214</sup> FCDO (2019). *SmUDI Annual Review 2019*, [link](#); FCDO (2019). *SmUDI Annual Review 2020*, [link](#); FCDO (2021). *SmUDI Project Completion Report*, unpublished; FCDO (2019). *TASC Annual Review 2019*; FCDO (2020). *TASC Annual Review 2020*; FCDO (2021). *TASC Project Completion Report*, [link](#).

<sup>215</sup> FCDO (2021) *TASC Project Completion Report*, [link](#)

<sup>216</sup> FCDO (2021). *SmUDI Project Completion Report*, unpublished.

National Infrastructure Pipeline, Sovereign Green Bond Framework, and support to PPPs. The Sovereign Green Bond Framework, issued by the Ministry of Finance in 2022-23 and incorporated into India's Climate Finance Strategy, is a catalyst in the mobilization of resources for green infrastructure, where bonds issued totalling £1.60 billion by February 2023 are expected to provide a strong market signalling effect.

- o **Contribution to strengthen the PPP modality in the Indian Infrastructure may considered as the additionality facilitated through ITCF.** ITCF has supported the DEA in revising the procurement of RFP documents for PPPs in the infrastructure along with the preparation of manual of procurement and appraisal. Further, ITCF support in the development of model concession agreements for projects like Integrated Municipal Solid Waste Management, is still being used by the DEA.<sup>217</sup> The same was cited by the stakeholders which emphasized the facilitation support by ITCF which contributed positively to the PPP infrastructure landscape.

**Technical assistance in areas of UK comparative advantage is important in ensuring additionality in an already contested environment for external I&U assistance.**<sup>218</sup> Other larger development partners including the World Bank, Germany, France, and Japan operate in the same I&U policy areas as the UK, including TA to the SCM or their longstanding push to promote greater public and private investment into infrastructure and urban development.<sup>219</sup> However, many of these development partners in India concentrate their TA and other aid instruments in specific sectors with clear strategies, such as urban mobility, waste and water management and energy supply and efficiency (see Table 7). Some can target multiple sectors given the size of funding. AFD's strategy is to occupy niche positions to differentiate itself from Multilateral's operations, promote expertise and innovation, and allow co-financing with other donors in ways AFD could not do alone. For example, AFD direct a lot of support to sustainable transport systems in India, such as technical assistance programmes focused on helping major Indian cities such as Nagpur, Chandigarh and Pondicherry to provide expanded urban transport services in a cost- and energy-efficient way.<sup>220</sup> Similarly, additionality of the UK's support lies in the listed niche areas and approaches below.

- o **Additionality from the I&U portfolio lies in embedded design of TA offering flexibility to meet the requirements of stakeholders.** Stakeholder consultation indicated that embedded flexibility in the implementation of I&U portfolio is an additionality over the other funding agency. Stakeholders informed that the embedded TA was designed in way that it provided flexibility to define the targets based on the need of the stakeholder rather than the case with other donor having pre-defined strategy and targets. It also catered the dynamic nature where it could go beyond the set indicators as clearly evident in covid response. This flexible nature is an additionality over the embedded TA support provided by other donors. This flexible nature was well evident in the document review. For example, Annual Review (AR)s of SmUDI 2016-17,2017-18 progressed with similar output indicator whereas outputs indicators were modified from 2018-19 on wards to build on the works executed in previous year responding to the institutional strengthening of SPVs and others. Similarly, TASC had its upgraded output indicators for each year which

<sup>217</sup> Reference guide, [link](#).

<sup>218</sup> Unfortunately, there is limited evidence on the actual committed spend by bilateral donors in I&U in India. This is made challenging due to boundary definitions for Infrastructure and Urban support respectively, as well as how each donor defines its I&U spend in OECD reporting systems. For example, OECD Creditor Reporting System data for 'urban development and management (43030) shows between 2013-2022, the following major donors contributing aid to this sector: Germany (\$254.86 million), UK (\$168.69 million), France (\$63.28 million), Japan (\$7.90 million), [link](#). ODA to 'infrastructure' is more challenging given infrastructure spans many sectors, and it is likely that Germany and Japan deliver larger volumes of ODA here due to their use of ODA loans, sovereign loans, and grant aid.

<sup>219</sup> Review of strategies and projects of other development partners in India. KfW ([link](#)), GIZ ([link](#)), BMZ ([link](#)), JICA ([link](#)) and AFD ([link](#)). AFD strategies include: AFD (2018). *India – 2017-2021 Strategy*, [link](#); AFD (2020). *AFD and India: Focus on Urban Transport*, [link](#); AFD (2021). *South Asia – 2020-2024 Regional Strategy*, [link](#).

<sup>220</sup> AFD (2018). *India – 2017-2021 Strategy*, [link](#); AFD (2020). *AFD and India: Focus on Urban Transport*, [link](#).

provided an opportunity to make course corrections or put impetus to achieve the overall outcome. In case of ITCF, it is observed that each year had different number of targets against the output indicator. Overall, the opportunity to plan the output indicator and targets with dynamics of the situation and need of the stakeholder worked positively to meet the intended outputs.

- **Some Direct Facilitation of UK based partnerships forging institutional strengthening and bringing the best of internal practices through UK institutions in two programmes.** TASC and SmUDI directly facilitated the best practices from UK institutions. This was evident with involvement of UK institutions in programmes at different stages. For instance, SmUDI demonstrated involvement of UK institutions like BIS (City standards), ARUP (Urban design guideline), UoW (for capacity building); UKIBC under TASC programme utilizing the UK expertise and exposure.
- **FCDO was first to introduce the structure to combine strategic advisory support at the centre and the partner cities.** TASC was the first assignment which was designed to support at two level i.e. support to MoHUA and 3-6 states through TAP<sup>221</sup>.
- **Data and technology related outputs:** Data and technology related outputs including outputs like ICCC, NULP, IUO can be considered as additionality achieved from the UK support. (See *Annexure 6*)

Table 7: Overview of Bilateral donors' delivery channels and I&U sectors in India<sup>222</sup>

Major Bilateral I&U donors	FCDO	AFD	Germany (GIZ / KfW / BMZ)	JICA
I&U delivery channels	Technical assistance	Technical assistance, loans to state and public enterprises	Technical assistance, sovereign loans	Concessional loans, grant aid, technical assistance
Broad objectives	National and municipal capacity development; urban planning; infrastructure and urban finance	Urban planning; urban mobility; waste management; water and sanitation; energy supply and efficiency	Municipal infrastructure financing; urban planning; urban mobility; climate-smart / green buildings; water supply; waste management; housing; energy supply and efficiency	Transport; water supply; energy supply; urban planning

The UK's programme effectiveness and visibility were stronger when different strands of technical assistance operated in synergy, including beyond I&U sectors, and supported multiple levels of governance (Central, state, ULB) to deliver more than the sum of their parts. First, this occurred where there are synergies between an individual programme's activities, for example SmUDI's concentration of activities to promote Indore's investment climate or TASC's Central data-driven TA to MoHUA. Second, it can occur where different programmes in the I&U portfolio (e.g., between SmUDI and TASC) work together at the same or different levels, such as the TASC SmUDI's collaboration to develop the National Urban Learning Platform or SmUDI-supported cities utilising TASC-supported outputs.<sup>223</sup> Third, it could occur where I&U programmes have clear synergies or cooperation with other

<sup>221</sup> Annual Review Report, TASC 2017

<sup>222</sup> For more information on past and current projects for other development partners, see details for: KfW ([link](#)), GIZ ([link](#)), BMZ ([link](#)), JICA ([link](#)) and AFD ([link](#)). AFD strategies include: AFD (2018). *India - 2017-2021 Strategy*, [link](#); AFD (2020). *AFD and India: Focus on Urban Transport*, [link](#); AFD (2021). *South Asia - 2020-2024 Regional Strategy*, [link](#).

<sup>223</sup> FCDO (2021). *TASC Project Completion Report*, [link](#); FCDO (2021). *SmUDI Project Completion Review*, unpublished.

interventions offered by the BHC, particularly where there are common line Ministries at the Central level or existing relationships or the same states or cities for intervention, such as those supported by BDHC networks.<sup>224</sup> This approach also promotes the visibility of UK support. This was especially relevant under SmUDI, where stakeholders recognised SmUDI as a multi-state and multi-city programme which built upon the MPUSP programme,<sup>225</sup> and found that sequencing activities from Central policy support to building state's buy-in to Central policies to supporting implementation of these policies and mandates at the city-level yielded better results.<sup>226</sup> However, the FCDO's transition from the state/city level to primarily Central-level support limited the additionality of the UK's technical offer in I&U sectors in recent years, where the UK took a greater strategic and 'handholding' support role. Lessons learnt from I&U programmes shows the value of working closely with state-level and ULB agencies. For instance, ITCF, primarily operating at the Central level with the DEA, identified the importance of direct interaction with state-level agencies with liaison from Central agencies.<sup>227</sup>

**The I&U portfolio did not systematically link its technical assistance outcomes with other business entities (including British entities) for further downstream support,<sup>228</sup> which is an important way not only to ensure additionality, but crucially the continuity and impact of UK support.** Other than facilitating strong relationships and building capacity with key stakeholders to enable effective handovers and preserve continuity, there was limited evidence of the UK linking its TA to downstream support, as also exemplified by outputs remaining as "outputs" and not providing a clear roadmap for further engagement of business entities (including British entities). For instance, there is limited coordination with other British Investment Partnership instruments, such as BII, PIDG and leveraging the full capabilities of the London Stock Exchange Group (LSEG), in promoting private sector investment into I&U sectors, despite evolving programme ambitions to achieve this. Similarly, the UK has not leveraged the full extent of its ambitions to coordinate with the World Bank and ADB, which could facilitate a quick flow of investments, or which the UK could help enhance the inflow of investments following on from its support to the I&U policy and investment ecosystem.<sup>229</sup> Lessons learnt from the AFD's previous 2014-2017 strategy highlighted the need to leverage such partnerships with other actors to build upon or provide alternatives to studies, calls for tender often funded under technical assistance with more agile means of action to help produce stronger impacts and greater visibility.<sup>230</sup> In addition, the UK' experience of short-term and limited budgets, and the discontinuation of activities, posed risks to additionality. For instance, ITCF noted this resulted in significant interventions being taken over by other donors. In this context, this was viewed as negative as it led to a decline in influence, access, and engagement with the DEA, but also that the results of its interventions would be easily claimed by other donors in the future. On the other hand, taking more active, strategic steps to connect its technical assistance with a set of specific downstream support for various business entities (including British entities) or other funders can demonstrate a greater and more attributable UK contribution to future outcomes that may result from its assistance.

<sup>224</sup> FCDO (2021). *SmUDI Project Completion Review*, unpublished.

<sup>225</sup> Stakeholder consultations with TA Advisors and BHC Officials.

<sup>226</sup> FCDO (2021). *SmUDI Project Completion Report*, unpublished.

<sup>227</sup> FCDO (2019). *ITCF Annual Review 2019*, [link](#). KPMG (2021). *Exit note for FCDO-funded Technical Assistance to Department of Economic Affairs, Ministry of Finance, Government of India*, August 2021, unpublished.

<sup>228</sup> Downstream support often reflects the outcomes of TA or upstream support, including investment, project delivery, and other implementation, which requires greater public and/or private resources.

<sup>229</sup> FCDO (2016). TASC Business Case; FCDO (2017). TASC Annual Review 2017; FCDO (2018). TASC Annual Review 2018; FCDO (2019). TASC Annual Review 2019; FCDO (2021). TASC Project Completion Report, [link](#); FCDO (2016). SmUDI Business Case; FCDO (2017). SmUDI Annual Review 2017; FCDO (2018). SmUDI Annual Review 2018; FCDO (2019). SmUDI Annual Review 2019; FCDO (2020). SmUDI Annual Review 2020, [link](#); FCDO (2021). SmUDI Project Completion Report, unpublished; FCDO (2013). ITCF Business Case; FCDO (2019). ITCF Annual Review 2019; FCDO (2020). ITCF Annual Review 2020, [link](#); FCDO (2022). *ITCF Annual Review 2022*, unpublished; FCDO (2023). *ITCF Annual Review 2023*, unpublished.

<sup>230</sup> AFD (2020). *Focus: Sustainable Cities*, [link](#).

The formation and consolidation of strategic partnerships, and use of different instruments, is a best practice employed by other development partners to link upstream and downstream support and promote synergies in their assistance. For example, AFD places an emphasis on partnerships with European donors and regional stakeholders like EIB and KfW, with deeper relations being sought with ADB and JICA, which offers a model for effective Multilateral engagement and policy influence.<sup>231</sup> Working with Multilateral development banks also helps to enable replication and working at scale, given their access to substantial financial resources to leverage public finance to mobilise additional funding from private and public sectors. A key example is the Tamil Nadu Urban Development Fund (2018-2025), supported by the ADB, World Bank, JICA, and KfW, which issued bonds for smaller urban areas. While large sums of development aid were provided, the KfW provided €8 million in TA, demonstrating that with coordination with other donors, there could be possibilities for the UK to support to wider forms of development funding in I&U sectors in India. The AFD, ADB and World Bank also combine multiple aid instruments, including technical assistance and capacity building, loans, grants, and co-financing arrangements to enhance the effectiveness of development cooperation while mitigating against risks and challenges inherent in a single tool or approach. AFD has access to sovereign loans, non-sovereign loans, co-financing (e.g., loan-grant blending with the EU), delegated grants, risk-mitigation tools, technical assistance and capacity building, partnerships, and research.<sup>232</sup> ADB also highlighted the importance of leveraging its limited financing to obtain maximum impact by supporting critical reform measures and scaling up good practices. Other development partners also work closely with their affiliated development finance institutions, such as KfW and DEG, and AFD and Proparco.<sup>233</sup>

**Limitations in branding and dissemination to the I&U policy and investment ecosystem limited the visibility of UK-supported outputs, but also the UK's role more generally.** The general perception among Government and ULB recipients of UK technical assistance, as well as TA advisors and BHC staff interviewed; highlighted that certain interventions where the FCDO had a major role to play went unnoticed or difficult to convey the achievements since their completion.<sup>234</sup> This limited recollection and recall of the UK's TA contributions may be due to the duration of time since programmes closed, limited institutional memory and staff turnover in key recipient institutions, the reach of UK support given potential weaknesses in the actual adoption and actioning of outputs, and/or the limited monitoring of outputs to understand what they have achieved since their implementation (see Effectiveness).

## 3.4 Coherence

### 3.4.1 Coherence of I&U portfolio

#### 3.4.1.1 Coherence within the portfolio

Coherence between the programmes of the I&U portfolio is largely seen in the context of SmUDI and TASC. These programmes demonstrate a concerted effort towards addressing smart urbanisation and synergies in assistance at the Central and state-levels, with many synergies identified (*High confidence*). Both programmes were launched in parallel with common objectives in alignment with the Smart City Mission to support the MoHUA, and later the

<sup>231</sup> ADB (2023). *ADB's Support for Urban Infrastructure and Services in India, 2012–2022*, [link](#).

<sup>232</sup> AFD (2018). *India – 2017-2021 Strategy*, [link](#); AFD (2020). *AFD and India: Focus on Urban Transport*, [link](#); AFD (2021). *South Asia – 2020-2024 Regional Strategy*, [link](#).

<sup>233</sup> ICAI (2023). *UK aid to India: literature review*, [link](#).

<sup>234</sup> Stakeholder consultations with Government of India, ULBs, Delivery Partners, and British High Commission officials.

NIUA,<sup>235</sup> including attracting investment, improving city governance, supporting energy-efficient and climate-resilient cities, and leveraging partnerships with international, national and local institutions to enhance the effectiveness of their initiatives.<sup>236</sup> The two programmes initially focused on different sets of cities, where SmUDI and TASC coordinated together with MoHUA to agree target cities and sharing of activities to avoid duplication of efforts,<sup>237</sup> before TASC pivoted its TA support to the Central Ministry and reduced the level of support dedicated to cities.<sup>238</sup> National steering committees which helped guide and coordinate their efforts also supported collaboration.<sup>239</sup>

- **SmUDI and TASC shared valuable outputs with one another, which helped foster greater possibilities for learning, scale and replication (*High confidence*).** Through their respective activities, they documented and shared innovations, strategies, lessons learnt, and best practices to support this.<sup>240</sup> There are many examples of the two programmes sharing outputs and collaborating. TASC shared its experiences of quick start initiatives with SmUDI to inform the selection of partner cities and uptake TASC's piloting of standard documents (DPR and RFP).<sup>241</sup> TASC shared its Governance Surveys and Human Resource Modules to SPVs with SmUDI, which showed uptake in Chandigarh.<sup>242</sup> SmUDI worked in coordination with the UKIBC-led "Urban Gateway" initiative under TASC programme to support the APCRDA's Happy Cities Summit held in Amaravati.<sup>243</sup> TASC co-created the National Urban Innovation Hub leading to the development of the National Urban Learning Platform under SmUDI, and collaborated together to work on urban data observatories with the NIUA.<sup>244</sup> TASC also developed the City GDP Measurement Framework, which was tested in Indore, a SmUDI partner city.<sup>245</sup>

Although this was not a core objective of the I&U portfolio, the review found less evidence of alignment between ITCF and the other two programmes (*Moderate confidence*). This may be due to ITCF's focus on providing TA to the DEA, Ministry of Finance, compared to SmUDI and TASC's focus on MoHUA and NIUA. It may also be due to ITCF's broader Central-level focus on the policy and regulatory environment to promote the influx of private investment and public private partnership (PPP) in infrastructure finance,<sup>246</sup> compared to SmUDI and TASC's similar objectives but applied to largely to smart cities and urban governance.

### 3.4.1.2 Strengthening synergies with other BHC teams & UK

There is evidence that synergy with other UK institutions was evident when it was rooted through programme design. (*High confidence*). Specifically, SmUDI and TASC designed their programmes with the intent to coordinate and collaborate with a number of UK institutions to bring in the best from the UK businesses, financial investors, and other urban experts to strengthen city design & master planning, urban rejuvenation, smart technology, data-driven governance, and I&U financing in India. This was largely possible through programme structure and their integration into specific programme activities delivered at Central and city-levels, facilitating dialogues, and organising multiple events such as workshops.<sup>247</sup> For example, SmUDI programme output 3 focused on

<sup>235</sup> FCDO (2018). SmUDI Annual Review 2018, [link](#); FCDO (2019). TASC Annual Review 2019; FCDO (2021). TASC Project Completion Report, [link](#).

<sup>236</sup> FCDO (2016). TASC Business Case, [link](#); FCDO (2016). SmUDI Business Case, [link](#).

<sup>237</sup> FCDO (2019). SmUDI Annual Review 2019; FCDO (2020). SmUDI Annual Review 2020, [link](#).

<sup>238</sup> FCDO (2019). TASC Annual Review 2019; TASC (2021). TASC Project Completion Report, [link](#).

<sup>239</sup> FCDO (2019). SmUDI Annual Review 2019, [link](#); FCDO (2019). TASC Annual Review 2019; FCDO (2021). TASC Project Completion Report, [link](#).

<sup>240</sup> FCDO (2018). TASC Annual Review 2018; FCDO (2019). TASC Annual Review 2019, [link](#).

<sup>241</sup> FCDO (2018). SmUDI Annual Review 2018; FCDO (2019). SmUDI Annual Review 2019, [link](#).

<sup>242</sup> FCDO (2019). TASC Annual Review 2019; TASC (2021). TASC Project Completion Report, [link](#).

<sup>243</sup> FCDO (2019). SmUDI Annual Review 2019, [link](#).

<sup>244</sup> FCDO (2018). SmUDI Annual Review 2018, [link](#); FCDO (2018). TASC Annual Review; FCDO (2021). TASC Project Completion Report, [link](#).

<sup>245</sup> FCDO (2021). TASC Project Completion Report, [link](#).

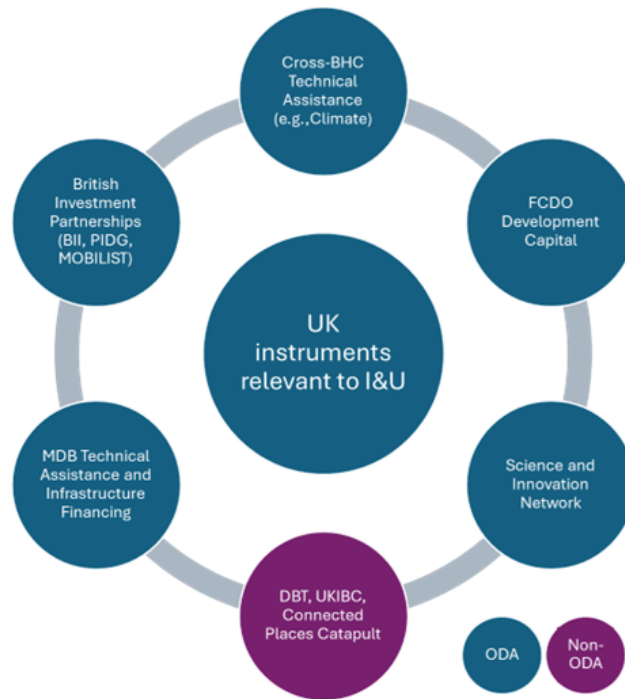
<sup>246</sup> FCDO (2013). ITCF Business Case; FCDO (2019). ITCF Annual Review 2019, [link](#); KPMG (2021). Exit note for FCDO-funded TA to Department of Economic Affairs, Ministry of Finance, Government of India, August 2021, unpublished.

<sup>247</sup> FCDO (2016). TASC Business Case; FCDO (2017). TASC Annual Review 2017; FCDO (2018). TASC Annual Review 2018; FCDO (2019). TASC Annual Review 2019; FCDO (2021). TASC Project Completion Report, [link](#); FCDO (2016). SmUDI Business Case; FCDO (2017). SmUDI Annual Review 2017; FCDO (2018). SmUDI Annual Review 2018; FCDO (2019). SmUDI Annual Review 2019; FCDO (2020). SmUDI Annual Review 2020, [link](#); FCDO (2021). SmUDI Project Completion Report, unpublished; FCDO (2013). ITCF Business Case; FCDO (2014). ITCF Annual Review 2014; FCDO (2015). ITCF Annual Review 2015; FCDO (2019). ITCF Annual Review 2019, [link](#).

establishing strong partnerships and could partner with UK institutions like the University of Westminster, British Standard Institute, EUNOMIA, ARUP. Similarly, TASC had its objective to facilitate UK-India partnerships and knowledge sharing to provide the benefits of UK cities and partnered with UK institutions like Connected Places Catapult (National Urban Innovation Hub planning); London Stock Exchange Group (workshop on sustainable urban finance); Open Data Institute (ODI). However, these partnerships took place during the project implementation and no evidence found of their continued partnership. In addition, there was less evidence of potential secondary benefits to the UK, and this is an area where these programmes are identified as helpful for generating leads in the UK.<sup>248</sup>

**A range of other BHC teams and UK development initiatives have been involved in the delivery of the I&U portfolio to varying degrees.** Figure 2 below provides an overview of the different internal and external channels relevant to the I&U portfolio, also split by ODA and non-ODA funding. In the findings below, other BHC teams include additional HMG departments and bodies with involvement in and links to the I&U portfolio, whilst UK development initiatives are external to HMG. The observation related to these channels to the given programme have been listed below.

Figure 2: Prospective coherence of UK channels relevant to I&U sectors



► **Other BHC teams (*Moderate confidence*):** Overall, there is moderate evidence of the I&U programmes' coordination with other BHC teams, most notably through other HMG departments.

1. **DevCap in the BHC New Delhi (*Moderate confidence*):** There was moderate evidence of synergies between the I&U team and the DevCap team. **Synergies between the teams could include potential DevCap risk capital and credit support being invested into upgrading urban infrastructure (or large infrastructure projects) on the supply-side.**<sup>249</sup> DevCap could also help ensure better buy-in and leverage over project direction of state or city Governments,<sup>250</sup> while the I&U team's relationships with key stakeholders including MoHUA, NIUA and NITI Aayog could be leveraged to help remove bottlenecks for DevCap

<sup>248</sup> Stakeholder consultation with FCDO staff in the BHC New Delhi.

<sup>249</sup> Stakeholder consultation with FCDO staff in the BHC New Delhi; FCDO (2020). Addendum to business case for SmUDI, link; FCDO (2020). ITCF Annual Review 2020; FCDO (2021). TASC Project Completion Report, link. ICAI (2023). UK aid to India: Country portfolio review, link.

<sup>250</sup> FCDO (2020). TASC Project Completion Report, link.

investees in key sectors.<sup>251</sup> SmUDI and ITCF both identified potential linkages with DevCap's Financing Liveable Habitats for the Poor in Low Income States (FLHP) programme.<sup>252</sup> FLHP leveraged SmUDI's connections with the NIUA and Housing & Urban Development Department in Odisha,<sup>253</sup> and SmUDI explored broader linkages with DevCap to co-invest in the OUIDF.<sup>254</sup> In addition, engagements with FCDO staff suggest that the I&U team helped facilitate engagement between DevCap investees in waste management, such as Blue Planet, with NITI Aayog and MoHUA to help remove regulatory bottlenecks and achieve policy and investment objectives simultaneously.<sup>255</sup>

2. **British Deputy High Commissions (BDHCs) (*Moderate confidence*):** SmUDI actively involved BDHCs to help build a stronger partnerships at the city-level in the implementation of interventions and promote recognition of combined UK offers at this level.<sup>256</sup> For example, BDHC colleagues informed about the Bhubaneswar Development Authority's incorporation of recommendations under the City Economic Development Strategy in the Bhubaneswar Masterplan 2030, since there would be possible opportunities for UK companies to participate in flagship initiatives. It was recommended that, in the future, similar proactive engagement with respective regional BDHCs is recommended due to their networks with senior state authorities and ability to build trust and faster agreements for programme activities.<sup>257</sup>
  
3. **Former Foreign and Commonwealth Office (FCO, now FCDO) and Department for International Trade (DIT, now Department for Business and Trade) (*Moderate confidence*):** SmUDI and TASC had close engagement with FCO (Prosperity Fund), primarily to coordinate activities, and engaged to a greater extent the DIT, where cross-Government linkages with these institutions were described as critical for success.<sup>258</sup> In particular, the engagements centred around: (i) ensuring responsiveness to cross-HMG urban delivery plan needs, including commercial and prosperity perspectives in programme design; (ii) avoiding duplication and ensure effective delivery of the combined UK offer, such as engagement with the DIT's Smart Cities lead; and (iii) highlighting, supporting and creating partnerships with businesses, financial investors and other urban experts to support policy, innovation and private finance in Indian cities which also enable the delivery of wider UK prosperity objectives.<sup>259</sup> However, while there was a greater ambition to coordinate with the DIT, in practice the benefits accrued to DIT were limited or there is no chain of evidence which can establish the benefits. In addition to engaging with DIT's Smart Cities Lead, TASC also conducted a wider HMG consultation to evaluate project structuring opportunities for the Varanasi Station redevelopment project and identify specific secondary benefits that could be leveraged by DIT.<sup>260</sup> Under SmUDI, DIT were also informed of the Bhubaneswar Masterplan 2030 opportunities. It was recommended that the SmUDI programme could work more closely with the DIT network to strengthen partnerships with UK businesses and institutions.<sup>261</sup>

<sup>251</sup> Stakeholder consultation with BHC New Delhi staff.

<sup>252</sup> FCDO (2020). Financing Liveable Habitat for Poor in Low Income State (FLHP) Annual Review 2020, [link](#); FCDO (2020). ITCF Annual Review 2020, [link](#).

<sup>253</sup> FCDO (2020). Financing Liveable Habitat for Poor in Low Income State (FLHP) Annual Review 2020, [link](#).

<sup>254</sup> FCDO (2021). SmUDI Project Completion Report, unpublished.

<sup>255</sup> Stakeholder consultation with two BHC New Delhi staff.

<sup>256</sup> FCDO (2018). SmUDI Annual Review 2018; FCDO (2019). SmUDI Annual Review 2019; FCDO (2020). SmUDI Annual Review 2020, [link](#); FCDO (2021). SmUDI Project Completion Report, unpublished; FCDO (2021). TASC Project Completion Report, [link](#).

<sup>257</sup> FCDO (2021). SmUDI Project Completion Report, unpublished.

<sup>258</sup> FCDO (2017). SmUDI Annual Review 2017, [link](#).

<sup>259</sup> FCDO (2017). TASC Annual Review 2017; FCDO (2018). TASC Annual Review 2018; FCDO (2019). TASC Annual Review 2019; FCDO (2021). TASC Project Completion Report, [link](#). FCDO (2017). SmUDI Annual Review 2017; FCDO (2018). SmUDI Annual Review 2018; FCDO (2019). ITCF Annual Review 2019; FCDO (2020). ITCF Annual Review 2020, [link](#).

<sup>260</sup> FCDO (2018). TASC Annual Review 2018, [link](#).

<sup>261</sup> FCDO (2021). SmUDI Project Completion Report, unpublished.

4. **UK research and innovation partnerships (*Moderate confidence*):** SmUDI and TASC aimed to build strong academic and research partnerships with the UK to promote innovative urban solutions,<sup>262</sup> intending to work closely with the Science and Innovation Network and UK Research and Innovation (UKRI) (formerly Research Councils UK) to achieve these objectives.<sup>263</sup> Both SmUDI and TASC's initial Programme Board governance structure were designed to include RCUK, however evidence suggests this was continued for 1-2 years.<sup>264</sup> TASC did not advance on potential interactions it held with universities, and there was less evidence of further engagement with UK research and innovation institutions.<sup>265</sup> Through annual reviews, there were isolated example of SmUDIs' links with UK institutions. For example, SmUDI's support Urban Innovation Labs and City Leadership Standards reportedly brought in the best of innovation expertise from the UK, citing the Global Challenges Research Fund; and facilitated of discussions in Indore as part of UKRI's Global Business Innovation Programme tour on future cities.<sup>266</sup>
- ▶ **British International Investment (BII) (formerly CDC Group), and to a lesser extent the Private Infrastructure Development Group (PIDG) (*Moderate confidence*):** There is no evidence of collaboration or coordination with BII across all the three programmes, despite it becoming an increasingly important aid instrument in India alongside FCDO over 2013-2022 and a potential overlap in urban infrastructure sectors including investments in waste and water management, sustainable transport, and real estate.<sup>267</sup> SmUDI identified BII as a player to collaborate with to help facilitate the quick flow of investments to Smart Cities, while TASC identified BII as a player alongside DevCap to strengthen the uptake of bankable projects such as through preparation and structuring support.<sup>268</sup> ITCF aimed to develop and implement innovative financial instruments for the infrastructure sector, and in consultation with the DEA, this intent prompted the FCDO to assess what can be offered as new instruments through its technical assistance, such as the NMP to monetize the assets or the development of the sovereign green bond framework; and by other UK institutions such as BII and PIDG.<sup>269</sup> In all instances, the review found no evidence of progress in linking I&U TA with UK-supported private sector instruments.
  - ▶ **Connected Places Catapult (*Moderate confidence*):** Connected Places Catapult was established by Innovate UK and exists to catalyse and apply social, digital and physical connectivity innovations in cities, with the intention to grow UK collaboration in business and exports.<sup>270</sup> Connected Places Catapult was involved in supporting cities' capacity to innovate in India. Under TASC, it was involved in assisting MoHUA to develop a roadmap of the National Urban Innovation Hub under TASC, later developed as the National Urban Learning Platform under SmUDI (NULP is still functional and have evolved to have more themes and courses for capacity development under NULP 3.0).<sup>271</sup> It was also involved in testing UK innovations with the city of Amaravati through a workshop on sustainable transport and/or infrastructure finance. There is potential for Connected Places Catapult's work to be replicated to meet the needs of other cities.<sup>272</sup>

<sup>262</sup> FCDO (2016). TASC Business Case; FCDO (2017). TASC Annual Review 2017, [link](#); FCDO (2016). SmUDI Business Case; FCDO (2017). SmUDI Annual Review 2017; FCDO (2018). SmUDI Annual Review 2018; FCDO (2019). SmUDI Annual Review 2019; FCDO (2020). SmUDI Annual Review 2020, [link](#); FCDO (2021). SmUDI Project Completion Report, unpublished.

<sup>263</sup> FCDO (2016). SmUDI Business Case, [link](#).

<sup>264</sup> FCDO (2016). TASC Business Case, [link](#); FCDO (2016). SmUDI Business Case, [link](#).

<sup>265</sup> FCDO (2018). TASC Annual Review 2018, [link](#)

<sup>266</sup> FCDO (2018). SmUDI Annual Review 2018, [link](#); FCDO (2020). SmUDI Annual Review 2020, [link](#).

<sup>267</sup> BII (2023). Investing for impact in India: Practical thinking on investing for development, [link](#); BII (n.d.). Key data on BII investments since 2013, accessed January 2024, [link](#); ICAI (2023). UK aid to India: Country portfolio review, [link](#).

<sup>268</sup> FCDO (2017). SmUDI Annual Review 2017, [link](#); FCDO (2018). TASC Annual Review 2018, [link](#).

<sup>269</sup> FCDO (2020). ITCF Annual Review 2020, [link](#).

<sup>270</sup> Connected Places Catapult website, accessed January 2024, [link](#).

<sup>271</sup> FCDO (2018). TASC Annual Review 2018; FCDO (2019). TASC Annual Review 2019; FCDO (2021). TASC Project Completion Report, [link](#); FCDO (2018). SmUDI Annual Review 2018.

<sup>272</sup> FCDO (2018). TASC Annual Review 2018, [link](#).

- ▶ **UK-India Business Council (UKIBC) (*Moderate confidence*):** UKIBC was selected to undertake the identification of international urban development businesses which have the technology and know-how to deliver Smart Indian Cities. This involved connecting relevant Indian Government stakeholders with urban development experts to exchange best practice and build relationships and knowledge under TASC,<sup>273</sup> with potential linkages with SmUDI at the city-level.<sup>274</sup> This was formulated under the India Urban Development Gateway project, initiated in 2017, to pilot an innovative approach to assist cities to obtain UK and international experience and help foster long-term business-to-business (B2B) smart city commitments, with a focus on small and medium enterprises seeking to engage in Indian urban markets.<sup>275</sup> The uniqueness of the Gateway programme was its cross-departmental nature and complementarity to other UK initiatives involved in urban development in India.<sup>276</sup> However, in 2019, the support to UKIBC was concluded, closing their associations with organisations and relevant outputs were shared with DIT and TASC's delivery team.<sup>277</sup> However, there is lack of mapping of contributions or B2B commitments routed through Urban Gateway platform.

### 3.4.1.3 External coherence with other development partners

All three programmes demonstrated ambitions to coordinate with Multilateral development partners, including the World Bank and Asian Development Bank (ADB), when designed and had the potential to collaborate during implementation (*Moderate confidence*). Early in the review period, the World Bank and ADB were identified as active in the infrastructure sector, largely deploying sovereign loans to Government partners across the country, and growing use of PPPs funded under these lines of credit, while the International Finance Corporation covered the private sector.<sup>278</sup> TASC was designed to complement the USD\$ 1 billion lines of credit from the World Bank and the ADB in infrastructure financing by supporting project design to develop a pipeline of bankable projects, provide capacity building and institutional strengthening support for SPVs for selected cities, and improve transparency and accountability of urban bodies.<sup>279</sup> ITCF's TA was designed to build on its experience of TA support to help tackle capacity constraints associated with their infrastructure and credit lines. The World Bank was open to engaging with India on infrastructure policy, where ITCF focused, and the UK was identified as potential partner but could not commit at the time.<sup>280</sup> SmUDI identified the World Bank and ADB as actors to collaborate with who could facilitate the quick flow of investments to Smart Cities, in alignment with its output to help enhance inflow of investments, including Multilateral funds.<sup>281</sup>

In addition to this, the ITCF's support to the DEA is suggested to provide a platform for cooperation with Bilateral and Multilateral development agencies, although engagement has been ad hoc, and evidence is not specific in relation to what has occurred. Other Bilateral and Multilateral development agencies engage with the Government of India on support to infrastructure development, and ITCF highlights how cooperation with development partners could have had potentially multiplied the impact of the UK's interventions. This is particularly true given that Bilateral and Multilateral support in infrastructure development and financing is currently ad hoc and responds to specific requests by Ministries and state-Governments, and therefore requires more coordination among donors to provide systematic yet tactical support. ITCF contributed to this coordination piece by supporting Infrastructure Working Group proceedings as part of the G20 India Presidency, identifying collective priorities for Government of India.<sup>282</sup>

<sup>273</sup> FCDO (2017). TASC Annual Review 2017; FCDO (2018). TASC Annual Review 2018.

<sup>274</sup> FCDO (2017). SmUDI Annual Review 2017; FCDO (2018). SmUDI Annual Review 2018; FCDO (2019). SmUDI Annual Review 2019, link.

<sup>275</sup> FCDO (2017). TASC Annual Review 2017; FCDO (2018). TASC Annual Review 2018; FCDO (2019). TASC Annual Review 2019; FCDO (2021). TASC Project Completion Report, link.

<sup>276</sup> FCDO (2018). TASC Annual Review 2018, link.

<sup>277</sup> FCDO (2019). TASC Annual Review 2019; FCDO (2021). Project Completion Report, link.

<sup>278</sup> FCDO (2013). ITCF Business Case; FCDO (2020). ITCF Annual Review 2020, link; FCDO (2016). TASC Business Case, link.

<sup>279</sup> FCDO (2016). TASC Business Case; FCDO (2017). TASC Annual Review 2017, link.

<sup>280</sup> FCDO (2013). ITCF Business Case, link.

<sup>281</sup> FCDO (2017). SmUDI Annual Review 2017; FCDO (2019). SmUDI Annual Review 2019; FCDO (2020). SmUDI Annual Review 2020, link.

<sup>282</sup> FCDO (2022). ITCF Annual Review 2022, unpublished; FCDO (2023). ITCF Annual Review 2023, unpublished.

There is strong evidence of collaboration with the World Bank through Externally Financed Outputs (EFOs) (*High confidence*). Both SmUDI and TASC had EFOs with the World Bank,<sup>283</sup> although under TASC the EFO agreement to complement the World Bank's work on smart cities to deepen project preparation assessments and analysis was not taken forward as the World Bank and MoHUA were unable to secure required Government of India approvals.<sup>284</sup> SmUDI helped to restrengthen the relationship with the World Bank through another EFO agreement.<sup>285</sup> This intended to focus on analytical and diagnostic activities identifying constraints to commercial financing, urban institutions and urban affordable housing to enable policy engagement and facilitate investment and returnable capital operations at state/multi-state levels.<sup>286</sup> The World Bank team also provided advisory support to MoHUA's Mission on Ease of Living & Sustainability, where recommendations on financial reforms for greater reliance on cities' own sources of revenue and addressing conditional fiscal transfers to cities based on performance were accepted by MoHUA.

### 3.4.2 Ways to improve Synergies with other BHC teams

- ▶ This review suggests three key ways in which synergies with other BHC teams and the UK can be strengthened across the I&U sector. Building on shifts in I&U programmatic priorities, as well as the India-UK partnership (see Section 3.2), there are key areas for the BHC and other UK entities, to operate where UK capabilities of comparative advantage are matched to in-country demand, and to leverage both ODA and non-ODA funds.<sup>287</sup> There is opportune timing as the BHC network has consolidated its structure to facilitate greater coordination between teams under the UK-India 2030 Roadmap.<sup>288</sup> To support I&U sectors, evidence suggests that the UK can strengthen synergies with other BHC teams and UK entities in the following ways:
  - ▶ Synergies and partnerships with DevCap and BIP to enhance the UK's technical support and to effectively promote and leverage private investment for I&U (*Moderate confidence*): Investment into the private sector has become increasingly important, not only in terms of Government of India priorities in I&U as well as the programmes' objectives, but also the UK's predominant Bilateral instruments in India being focused on private investments via DevCap and BII.<sup>289</sup> In terms of urban infrastructure, DevCap and BII's collective focus on green infrastructure, including renewable energy, smart infrastructure, sustainable transport and circular economy such as waste and water management (e.g., Neev Fund II),<sup>290</sup> alongside DevCap's close relationships with the Indian Government and Government-linked financial institutions and BII's predominant focus on the private sector provides ample opportunities to complement the UK's TA in I&U sectors, including climate action, in India.<sup>291</sup> In fact, the ITCF acknowledged that internal dialogues had begun related to the replication of successful models incubated under FCDO's DevCap portfolio, such as its investments in e-vehicles, housing, solar, biogas, potable water, and others in urban health and environment.<sup>292</sup>
  - ▶ Working more closely with Climate and Energy teams, and the Science and Innovation Network in the BHC on I&U sectors (*Moderate confidence*): With a growing focus on climate action in India, and a growing emphasis on I&U programming between 2013-2022; the I&U team can work more closely with the Climate and Green Growth team as well as the DevCap team within the BHC as a concerted effort to promote greater climate

<sup>283</sup> FCDO (2018). *TASC Annual Review 2018*; FCDO (2019). *TASC Annual Review 2019*, link; FCDO (2019). *SmUDI Annual Review 2019*; FCDO (2020). *SmUDI Annual Review 2020*, link; FCDO (2021). *SmUDI Project Completion Report*, unpublished.

<sup>284</sup> FCDO (2021). *TASC Project Completion Report*, link.

<sup>285</sup> FCDO (2019). *TASC Annual Review 2019*; FCDO (2021). *TASC Project Completion Report*, link.

<sup>286</sup> FCDO (2019). *SmUDI Annual Review 2019*; FCDO (2020). *SmUDI Annual Review 2020*, link; FCDO (2021). *SmUDI Project Completion Report*, unpublished.

<sup>287</sup> FCDO (2022). *ITCF Annual Review 2022*, unpublished; FCDO (2023). *ITCF Annual Review 2023*, unpublished.

<sup>288</sup> Stakeholder consultations with BHC New Delhi officials

<sup>289</sup> ICAI (2023). UK aid to India: Country portfolio review, link, FCDO country strategies.

<sup>290</sup> FCDO (n.d.). India: Infrastructure Equity Fund documents, link; FCDO (2020). *ITCF Annual Review 2020*, link.

<sup>291</sup> ICAI (2023). UK aid to India: Country portfolio review, link.

<sup>292</sup> FCDO (2020). *ITCF Annual Review 2020*, link.

action in I&U sectors in India. Furthermore, the UK demonstrates evidence of intention to integrate research opportunities in I&U sectors, such as solid waste management, finance, urban transport and planning, and affordable housing.<sup>293</sup> These align with the India-UK 2030 Roadmap as key priorities for the Bilateral partnership.<sup>294</sup>

- **Reinvigorating relationships with the DBT, UKIBC, Connected Places Catapult, and other instruments to leverage UK technology and business, supporting India's sustainable development as the primary purpose with mutual secondary benefits (*Moderate confidence*):** The DBT has an active infrastructure sector team that works quite closely with UK and Indian companies, and evidence suggests they have been working quite closely with FCDO counterparts as well. The DBT also has an expansive network of staff across India in different trade offices and DHBCs.<sup>295</sup> There is an appetite from FCDO for continuous and closer work with colleagues in DBT across the BHC, and to understand respective priorities better.<sup>296</sup> The role of UKIBC could be leveraged to support UK technology and business linkages, although it is unclear whether there are still motivations for this. UK Export Finance is another instrument that could be used, as identified in the UK's 2018 MoU with MoHUA in sustainable urban development.<sup>297</sup>

### 3.4.3 Best practices & Approaches of other Bilateral and Multilateral agencies

Examining other Bilateral and Multilateral agencies who undertake I&U programmes in India and similar geographies can provide perspectives on innovative models/approaches for programme delivery and yield valuable best practices. While approaches refer to strategies, processes, or mechanisms employed for implementing programmes, best practices have been identified as guidelines/standards associated with producing positive outcomes during programme delivery. To some degree, it is challenging to identify best practices due to limited documentation collating the implementation experiences of Bilateral and Multilateral agencies in India.

The following areas, which may relate to one another, have been identified based on a review of strategic documentation with consideration of UK-supported I&U programmes in India:

- **Formation and consolidation of strategic partnerships to promote and strengthen synergies:** This is a key approach for ADB, AFD and World Bank to maximise synergies with other institutions or programmes at the state, national and regional levels, as well as with other development partners. For example, AFD places an emphasis on partnerships with European donors and regional stakeholders like EIB and KfW, with deeper relations being sought with ADB and JICA, which offers a model for effective Multilateral engagement and policy influence.<sup>298</sup> It also intends to work with different French partners. Other development partners also work closely with their affiliated development finance institutions, such as KfW and DEG, and AFD, and Proparco.<sup>299</sup> In addition, working with Multilateral development banks could enable replication and working at scale. MDBs have access to substantial financial resources and can leverage public climate finance to mobilise additional funding from private and public sectors. MDBs are experienced in the use of blended finance, as well as technical experience in implementing large infrastructure projects, which can be scaled to bring more

<sup>293</sup> FCDO (2018). *TASC Annual Review 2018*, [link](#)

<sup>294</sup> FCDO (2021). *Policy paper: 2030 Roadmap for India-UK future relations*, [link](#)

<sup>295</sup> DBT India (n.d.). *DBT India Overview*, [link](#).

<sup>296</sup> Stakeholder consultations. (DevCap Team)

<sup>297</sup> MEA (2018). *Memorandum of Understanding between the Government of Republic of India and the Government of United Kingdom of Great Britain and Northern Ireland, on Cooperation in the Field of Sustainable Urban Development*, [link](#).

<sup>298</sup> ADB (2023). *ADB's Support for Urban Infrastructure and Services in India, 2012–2022*, [link](#).

<sup>299</sup> ICAI (2023). *UK aid to India: literature review*, [link](#).

opportunities for sustainable urbanisation. As identified by this review, there could be more dialogue on working together to potentially enhance the scope and impact of the UK's I&U support in India.

- ▶ **Incorporating and leveraging diverse aid instruments:** AFD, ADB and World Bank combine multiple aid instruments, including technical assistance and capacity building, loans, grants, and co-financing arrangements to enhance the effectiveness of development cooperation while mitigating against risks and challenges inherent in a single tool or approach.<sup>300</sup> AFD has access to sovereign loans, non-sovereign loans, co-financing (e.g., loan-grant blending with the EU), delegated grants, risk-mitigation tools, technical assistance and capacity building, partnerships, and research.<sup>301</sup> AFD, for example, looks to employ 'policy-based loans' in its co-financing with other donors to have greater weight in public policy dialogues, given that the financing volumes are larger than those AFD could mobilise on its own.<sup>302</sup> ADB also highlighted the importance of leveraging its limited financing to obtain maximum impact by supporting critical reform measures and scaling up good practices. In light of this, and the UK's potential to leverage different instruments relevant to I&U sectors; the UK can benefit from a similar 'lifecycle' approach to I&U in India to integrate its smaller pots of TA with development investments (i.e., DevCap and BIP) and partnerships with MDBs, financial investors and UK businesses. This involves identifying, understanding and aligning different aid instruments under a partnership approach with other stakeholders to enhance the effectiveness and leveraging of UK TA in India by other public and private actors.
- ▶ **Focusing on distinct areas of comparative advantage to leverage expertise.** AFD appear to largely focus on sustainable transport systems in India and use their comparative advantage to channel support into one area across Indian cities – thereby building niche experience in specific sectors / areas.<sup>303</sup> AFD's strategy is to occupy niche positions to differentiate itself from Multilateral's operations, promote expertise and innovation, and allow co-financing with other donors in ways AFD could not do alone.<sup>304</sup> There have been examples of Bilateral-Multilateral partnerships being done, including the Tamil Nadu Urban Development Fund (2018-2025), supported by the ADB, World Bank, JICA, and KfW, which issued bonds for smaller urban areas.<sup>305</sup> While large sums of development aid were provided, the KfW provided €8 million in TA,<sup>306</sup> demonstrating that with coordination with other donors, there could be possibilities for the UK to support to wider forms of development funding in I&U sectors in India.<sup>307</sup>
- ▶ **Working closely with Government of India and Indian think tanks responsible for I&U development:** AFD maintains ties established with Indian think tanks, such as the NIUA, which make a significant contribution to defining the country's public policies. This is also expected to ensure they are involved (financially and technically) in producing studies and holding workshops supported by Indian institutions, and support (financially and technically) the organisation of events providing AFD with visibility in its sectors of activity.
- ▶ **Accelerating knowledge exchange and incentive mechanisms to ensure sustainability.** ADB identified the acceleration of knowledge exchange for successful project implementation practices across states and cities in India as good practice, with the intent that this supports scalability and replication. However, incentive

<sup>300</sup> AFD (2018). *India – 2017-2021 Strategy*, [link](#); ADB (2023). *ADB's Support for Urban Infrastructure and Services in India, 2012–2022*, [link](#); World Bank (2018). *Country Partnership Framework for India for the Period FY18-FY22*, [link](#);

<sup>301</sup> AFD (2018). *India – 2017-2021 Strategy*, [link](#); AFD (2020). *AFD and India: Focus on Urban Transport*, [link](#); AFD (2021). *South Asia – 2020-2024 Regional Strategy*, [link](#).

<sup>302</sup> AFD (2021). *South Asia – 2020-2024 Regional Strategy*, [link](#).

<sup>303</sup> AFD (2018). *India – 2017-2021 Strategy*, [link](#); AFD (2020). *AFD and India: Focus on Urban Transport*, [link](#)

<sup>304</sup> AFD (2018). *India – 2017-2021 Strategy*, [link](#)

<sup>305</sup> Floater, G. et al. (2018). *Global review of finance for sustainable urban infrastructure*, [link](#); Khosla, R. & Bhardwaj, A. (2019). *Urban India and Climate Change*, in Navroz K. Dubash (ed.), *India in a Warming World: Integrating Climate Change and Development*, [link](#)

<sup>306</sup> TNUIFSL (n.d.). *Tamil Nadu Urban Development Fund*, accessed January 2024, [link](#).

<sup>307</sup> FCDO (2013). *ITCF Business Case*, [link](#); FCDO (2016). *TASC Business Case*, [link](#).

mechanisms must also be in place, for example supporting stronger ULBs to support weaker ULBs to adopt good practices, to ensure the sustainability of this.<sup>308</sup>

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<sup>308</sup> ADB (2023). *ADB's Support for Urban Infrastructure and Services in India, 2012–2022*, [link](#).



# 04

## Conclusion

## 4.0 Conclusion

### 4.1 Enabling and Hindering Factors

*Objective Number 1: To identify the factors that enabled/hindered the achievement of the targeted impact of selected / identified programmes in the Indian infrastructure and urban sectors*

The I&U portfolio and its constituent programmes have collectively contributed to strategic and positive improvements in various parts of the I&U policy and investment ecosystem in India. Some of the factors (Section 3.1.2.) which enabled the achievement of the targeted impact are:

1. **Working in close collaboration with key stakeholders have been an enabling factor.** The programmes worked closely and flexibly with decision-makers, change agents, Governments (municipal, state, and Central), private actors, regulatory bodies, and international institutions to deliver holistic urban development initiatives. This collaboration enabled capacity building, alignment with national policies, and knowledge generation.
2. **Embedded nature of TA at centre and state level of the programmes worked positively reinforcing through supplementary technical knowledge and capacity within partner institutions. The two-pronged approach of intervening at top-down and bottom-up institutional levels benefitted the programme.** TASC operated at both centre and state level to supporting the implementation of SPV while SmUDI remitted its focus entirely at the city level. ITCF provided tailored support to DEA. This approach was highly valued by Indian Ministries and enabled knowledge sharing, partnerships, and institutional strengthening.
3. **Strategic convergence and collaboration between I&U programme contributed positively.** SmUDI and TASC identified complementarities owing to their parallel launch, support to SPVs contributing to SCM. These areas of complementarity included innovation, financing, governance, data-driven approaches, institutional strengthening, and capacity building.
4. **The current programmes leveraged upon previous intervention and ongoing Government schemes.** The evidences indicate that earlier interventions of FCDO (then DFID) contributed positively building on its strong relationships and pioneering interventions. Further, complementarity of FCDO programmes with other ongoing Central schemes like AMRUT helped gain traction.
5. **Replicable frameworks/standard documents contributed positively to meet the intended objectives.** All three programmes produced replicable model documents which helped in meeting the targeted objectives and contributed positively to support ULBs, SPVs and the central government.
6. **Adaptive nature to evolving challenges added positively in the achievement of the targeted output.** The programmes demonstrated great adaptability to unforeseen course changes, such as in case during the COVID-19 pandemic, by pivoting to remote working, offering support to vulnerable communities, and introducing new outputs reflecting the rapidly changing priorities.

Hindering factors are:

1. **There were programme effectiveness challenges due to administrative procedures.** The I&U portfolio witnessed delayed start in early days mostly attributing to late approvals and experienced extension in case of ITCF. Other administrative procedures such as routine transfers led to the dilution of institutional memory.
2. **There were challenges posed by COVID-19.** The lockdown and travel restrictions impacting physical collaboration affected the stakeholder interactions, workshops leading to affect the timeline. Additionally, for ITCF, challenges were posed due to externalities beyond the control of FCDO like lack of risk appetite in financial institutions.
3. **Uncertainties were caused by ODA budget reductions and mergers.** Budget reductions and organizational changes led to scaling down of activities, gaps in technical assistance support under ITCF, and a trust deficit with the Indian Government due to uncertainties and changes in the UK's offer.

4. **Limited X-HMG coordination and communication with Government of India on I&U priority setting under ITCF.** The review reveals that a closer coordination with Gol in relation to priorities and the required resource along with other HMG backed initiatives could have improved the impact of the programme.

## 4.2 Gaps and Areas of Improvement

*Objective Number 2: To identify the gaps and areas of improvement in the approaches and instruments for the delivery of the programmes within these sectors*

1. **Challenges in gauging the impact and uptake of outputs post project completion:** The programmes enhanced capacity for developing investable project pipelines and attracting investment in urban and smart infrastructure. However, lack of assessment post completion of the project limited the understanding of the extent public or private finance flow. Similarly, the lack of impact evaluation and mapping of chain of evidences limited the understanding of impacts and sustainability of achievements of few outputs and derive lessons. While the I&U portfolio created outputs related to policies, plans, guidelines, it relied on publishing documents via the Government portal or handover the outputs to stakeholders. While the gap in uptake, replicability, and sustainability highlights capacity issue with the partner stakeholders, FCDO could embed an approach of transition management promoting adoption, replicability to ensure sustainability.
2. **Understanding of impact made by ITCF:** While the ITCF provided dedicated support to the DEA with key contribution to PPP unit, handholding support to Inter-Ministerial Steering Committee on infrastructure financing and facilitating the implementation of the National Infrastructure Pipeline and National Monetary Pipeline, it is too early to understand the long-term impact and outcome.
3. **Partnerships with UK institutions:** Two of the I&U programme SmUDI and TASC facilitated partnership with UK institutions contributing to best practices, capacity building, data & technology, finance, innovation, inclusion, and urban governance. However, incorporation of UK expertise remained a constant gap under ITCF while SmUDI missed achieving its target to establish partnerships with international COE.
4. **Use of embedded support approach as capacity gap rather than facilitator for long term capacity development:** Primarily evident in ITCF and TASC, UK technical assistance supported as essential capacity gap to Government functions, raising concerns about the sustainability of this embedded support approach post completion of the project.
5. **Capacity building and replication:** I&U programmes facilitated workshops and involvement of UK institutions and dedicated support such as TAST. However, the programmes did not report on the extent to which capacity was built and the replication of capacity-building activities across different levels of Government.
6. **Inclusive urban development:** While two of the I&U programmes i.e. SmUDI and TASC demonstrated interventions focussing on inclusivity, ITCF lacked clear objectives to support inclusive urban and infrastructure development and did not demonstrate any tangible intervention.
7. **Branding and dissemination:** Limitations in branding and dissemination limited the visibility of UK-supported outputs and the UK's role in the urban development sector.
8. **Linking upstream and downstream support:** The programs did not systematically link upstream technical assistance with downstream support, which could have ensured continuity and impact.

## 4.3 Good Practices & Lessons

*Objective Number 3: To document good practices and lessons derived from the delivery of the programmes, especially to inform the future interventions in the Indian infrastructure sector*

1. **Flexible, demand responsive technical assistance** collectively contributed to the successful programme implementation while responding to the specific requirements of the Ministries & state Governments & ULBs. design and delivery projects / policies, templates, and guidelines among other outputs. For example, flexible

approach to TA allowed for effective Covid response through both SmUDI & TASC. Similarly, under ITCF, an early focus was on highways and ports<sup>309</sup>. Later, as the project progressed, by 2018, those sectors had already matured. Since there was less policy intervention needed, the programme focus shifted to SWM, grain storage etc. in response to the shifting priority of Government.

2. **'Fast Start' initiatives under SmUDI and TASC** helped assess needs, maintain relationships with stakeholders, and build strong foundations for the programmes.
3. **Technology and data-driven outputs:** The I&U portfolio supported technology and data-driven outputs, such as ICCC, NULP, IUO, framework for data driven governance, which were adopted, replicated, and supported missions like SCM strengthening the UK's achievements and created potential opportunities for further UK-India collaboration.
4. **Rapid transition to digital tools:** All programmes rapidly transitioned to digital tools and virtual platforms during the COVID-19 pandemic, minimising delays, and sustaining engagement with stakeholders. This demonstrated flexibility and adaptive nature embedded in programme designing.
5. **Targeted support for Infrastructure policy and investment ecosystem:** I&U portfolio demonstrated targeted support to infrastructure policy investment ecosystem evident in all three programmes. TASC emphasized its impetus on investible projects, SmUDI promoted and attracted investments while ITCF contributed for smart green investment, PPP policies, sovereign green bond framework contributing India's climate finance strategy along with support to programmes like NIP and NMP.
6. **Replication and cross-pollination of lessons:** SmUDI demonstrated evidences of replication and cross-pollination of lessons learnt between cities, most evident in case of Bhubaneswar and Chandigarh which is a good practice.
7. **Involvement of UK expertise and emphasis on mutual outcomes is considered good practice:** The involvement of UK expertise and emphasis on mutual outcomes practice in the context of the UK-India development partnership. The domain primarily included data & technology, finance, innovation, inclusion and urban governance.
8. **Partnerships and knowledge exchange targeted to specific objective were effective.** The evidences demonstrated that partnership and knowledge exchange rooted to partnership model over specific objective were effective
9. **Targeted support to those with limited capacity:** Evident in TASC which ensured targeted support to cities with the greatest need to screen, develop, and prepare projects such as Diu, Shimla, and Shillong.
10. **Mainstreaming gender & disability inclusiveness in Urban Development:** The BASIIC initiative provided a strong foundation for capacity development, policy advocacy, and on-ground interventions towards fulfilling the agenda of spatial inclusion and universal design in urban development.

## 4.4 Shifts in Programme Priorities

*Objective Number 4: To assess if shifts in programme priorities (as reflected in the focus areas for the future) are likely to enhance the strategic relevance and impact of I&U's work in future*

"The focus area of FCDO's evolving programming in the I&U sector is largely characterized by its fourth-generation interventions (Refer Section 1.3 B), which emphasize an enhanced focus on policy, intervention in smart urbanization, inclusive and climate-resilient infrastructure and cities, private investment, and mobilization. The review illustrates that the I&U portfolio demonstrated strong alignment with India's 12th Five-Year Plan (2012-17), focusing on strengthening governance, planning, financing, capacity building, and innovation. Furthermore, the I&U portfolio directly contributed to fourth-generation interventions, showcasing its alignment with the Government of India's requirements in infrastructure sectors by contributing to areas of smart urbanization (through supporting initiatives like the Smart Cities Mission); climate considerations in all three programs; and key

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<sup>309</sup> Input from Stakeholder Consultations

initiatives like the National Infrastructure Pipeline, National Monetization Pipeline, and India's Infrastructure Vision for 2025. Moreover, the I&U priorities between 2013-2022 are likely to continue to be relevant to India's future direction, allowing the UK to leverage its comparative advantage in areas such as climate action, enabling public and private finance, augmenting planning and management capacities, data-driven cities, and inclusion.

## 4.5 Portfolio Additionality

*Objective Number 5: To assess the additionality of the portfolio to a) infrastructure policy and investment ecosystem in India and b) the BHC (British High Commission) offer to Government of India.*

1. Demand-led upstream technical assistance in data and finance included niche support areas such as:
  - o **Digital transformation** such as ICCCC, NULP; IUO etc.
  - o **Efforts to strengthen the PPP modality** such as preparation of PPP manual on procurement and appraisal; model concession agreement which are being used by DEA.
  - o **Climate-resilient infrastructure and green finance:** development of green bond guidelines, incorporation of climate resilience considerations into public-private partnerships (PPPs), New Financial Instrument such as India's 1<sup>st</sup> sovereign green bond framework and new financial instrument like NMP.
  - o **Facilitation of municipal bonds:** TASC facilitated capacity-building activities that resulted in SEBI relaxing norms around municipal bond issuance, enabling smart cities and urban development entities to raise funds through debt securities.
  - o **Contribution to own source revenue generation** such as go-live of modules related to property tax registration, trade license, new water connections and project systems; City Revenue Augmentation Strategy in Indore and Investment Promotion Cell in Bhubaneswar, a first of its kind by any ULB.
  - o **Pipelines of bankable projects:** Ten investable urban infrastructure projects under TASC
2. Facilitation of UK based partnerships forging institutional strengthening and bringing the best of internal practices through UK institutions.
3. To introduce the structure to combine strategic advisory support at the centre and the partner cities. TASC was the first programme which was designed to support at two levels i.e. support to MoHUA and a state through TAP.

## 4.6 Strengthening Synergies with other BHC Teams

*Objective Number 6: To assess the extent to which the I&U team portfolio complements activities of other BHC teams, and make recommendations on how to strengthen synergies*

1. **Complementarity within I&U portfolio:** SmUDI and TASC demonstrated concerted efforts towards addressing smart urbanization, with synergies in assistance at Central and state levels. Both programmes coordinated activities, shared knowledge, and aligned with the Smart Cities Mission's objectives. The FCDO effectively leveraged synergies between these programmes, enabled by their common objectives. ITCF did not demonstrate synergy with other two programmes.
2. **Alignment with UK institutions:** There was limited to moderate alignment with UK institutions. Evident in SmUDI and TASC, the review illustrates that alignment with other UK institutions were largely made through their integration into specific programme activity, dialogue and capacity building exercises. There is a lack of evidence of any long-lasting impact beyond the programme timelines.
3. **Collaboration with BHC teams:** The programmes exhibited moderate synergy with BHC teams, such as DevCap, British Deputy High Commissions (BDHCs), former Foreign and Commonwealth Office (FCO), and the Department for International Trade (DIT), UK Research and Innovation (UKRI); Connected placed catapult illustrating potential which can be leveraged to enhance the impact. While collaboration with British

International Investment (BI) and the Private Infrastructure Development Group (PIDG) lacked evidence despite the potential overlap in urban infrastructure sectors.

## 4.7 Best Practices by other Bilateral /Multilateral programmes

*Objective Number 7: To identify best practices and approaches followed by other Bilateral /Multilateral led programmes in similar geographies, and make recommendations for future programme design on this basis*

1. **Close cooperation with the Government of India and established think tanks:** Maintaining close ties with Central Ministries, state/city-level stakeholders, and think tanks like NIUA is considered a good practice, among other Bi/Multilateral agencies contributing to strengthening institutional capacity and defining public policies.
2. **Providing embedded and continuous advisory support:** All other donors acknowledged that embedded TA support in form of PMU/PMC has worked effectively because it gives readily available resource pool to the client (Ministries and ULBs) and provides the flexibility to use them judiciously avoiding multiple procurement processes. The turnaround time for deliver was also faster.
3. **Forming and consolidating strategic partnerships:** Other development partners emphasize forming partnerships at state, national, and regional levels to promote synergies and maximize the impact of their assistance. This includes working closely with affiliated development finance institutions and Multilateral development banks.
4. **Leveraging diverse technical & financial assistance instruments:** Combining technical assistance, loans, grants, co-financing arrangements, and risk-mitigation tools enhances the effectiveness of development cooperation. The UK could benefit from a similar 'lifecycle' approach, integrating its technical assistance with development investments and partnerships.
5. **Focusing on areas of comparative advantage:** Development partners like AFD focus on niche areas where they have expertise, such as sustainable transport, to differentiate themselves and promote innovation. The UK could leverage its strengths in areas like data-driven smart urban solutions.
6. **Accelerating knowledge exchange and incentive mechanisms:** Facilitating the exchange of successful practices across states and cities, while providing incentives for stronger institutions to support weaker ones, can promote scalability and sustainability, a strategy well recognized by ADB.



# 05

## Lessons Learnt & Recommendations

## 5.0 Lessons Learnt & Recommendations

### 5.1 Lessons Learnt

The following Section is split into three sub-sections, based on a typical project life-cycle. The lessons learnt will assist in developing the future I&U portfolio for BIP, fine-tuning programme implementation & identify high-impact opportunities in line with UK & India priorities.

#### 5.1.1 Key Learnings – Programme Design

1. **Partnering & engaging with key Ministries & Agencies at the National Level while also working directly with selected ULBs and States on a case-to-case basis paid off** – For SmUDI and TASC, FCDO worked directly with the Ministry of Housing and Urban Affairs (MoHUA), while partnering with strategic city level Governments<sup>310</sup>. Alongside, the programme design allowed partnership with enabling thinktanks like NIUA<sup>311</sup>. For ITCF, FCDO worked directly with DEA, Ministry of Finance (MoF) and worked state & local level Governments, as necessary. This two-pronged approach of intervening at top-down (Central-level) and bottom-up (state and local-level) institutional levels represent a key shift from pre-2010 programmes where the focus was primarily on cities and states<sup>312</sup>. This approach appears to have been more successful in implementing change through effective policy making & facilitation at the Central level alongside providing technical assistance & handholding at the City/ULB level, wherever necessary. This coupled with a long history of collaboration and partnership leverages on various commonalities that both countries share were reasons why the programmes were largely successful in contributing to the expected outcomes and impacts.
2. **Infrastructure financing has been a key strategic area, where the FCDO was successful** - ITCF, with its £10 million outlay was instrumental in attempting to tap into PPP to fill India's infrastructure fund gap. Alongside, it also worked on gaps in institutional capacity and the regulatory framework. The other two programmes, SmUDI and TASC, through their support to India's flagship Urban Mission- the Smart City Mission, were instrumental in interventions to improve the investment attractiveness of urban centres. All three programmes and especially ITCF were well timed and tackled the issue of limited financing options for India's infrastructure augmentation.
3. **Critical emerging sectors like Climate Action were not direct mandates but incidental to some programme outcomes** – Except for some interventions in climate finance like the Climate Bonds Initiative (TASC)<sup>313</sup>, Climate Smart Cities Assessment Framework (CSCAF) (TASC)<sup>314</sup>, Sovereign Green Bond Framework (ITCF)<sup>315</sup> etc., Climate Action was largely missing in the three programmes. Future project portfolio will have to integrate Climate Action with all I&U projects, especially looking at PPP arrangements in climate resilience, energy efficiency, low-carbon potential. Model agreements, Standard operating procedures, Replicable models etc. can be developed, especially since FCDO was immensely successful in such endeavours through the ITCF programme<sup>316</sup>.

#### 5.1.2 Key Learnings – Programme Implementation

1. **Flexible, Responsive & Demand-driven approach to Programme implementation helped drive success** – Interview with stakeholders, especially on the Indian Government side reveal that a flexible demand-driven

<sup>310</sup> Like Bhubaneswar, Ranchi, Chandigarh, Indore, Pune etc.

<sup>311</sup> Government of India's think tank on Urban Development

<sup>312</sup> Research into Lessons Learnt from DFID India Urban Investments over 20 Years, Oxford Policy Management & CRISIL, August 2013

<sup>313</sup> FCDO (2021) TASC Programme Completion Review, [link](#).

<sup>314</sup> FCDO (2021) TASC Programme Completion Review, [link](#).

<sup>315</sup> FCDO (2023). ITCF Annual Review 2022-2023, unpublished

<sup>316</sup> Consultation with Stakeholders at the Central Level, Mar 2024

approach to programme implementation helped achieve success for all the three programmes. ITCF was designed to be demand responsive and aligned around the requirements and requests of DEA<sup>317</sup>. TASC was primarily hinged on need-based support to MoHUA, while also providing flexible and demand-based support to cities through a separate Technical Assistance Pool (TAP) through which 34 projects were delivered<sup>318</sup>. Similarly, the programme design allowed for effective handholding for Covid response in cities for the SmUDI project. Additionally, historical co-operation, long working history & mutual trust allowed for this approach to be successful.

2. **Knowledge networks, digital platforms, compendiums etc. were successful instruments in all 3 programmes** – All 3 programs were massively successful in creating a knowledge ecosystem around their respective domains through the creation of knowledge networks, digital platforms, compendiums, repositories, model documents, manuals, reference guides etc. The creation of this knowledge ecosystem has substantially improved information dissemination processes, thus resulting in greater & wider impact, especially in a vast & diverse country like India with widely varying capacities of local Governments. ITCF was responsible for creating a vast knowledge network around PPP and Infrastructure Financing through their online repositories, model agreements, tender documents & reference guides. Similarly, TASC helped create & operationalize the National Urban Learning Platform (NULP), a unique online learning platform consolidating key skills and knowledge required by urban stakeholders<sup>319</sup>. More than twenty policies, guidelines and templates that have been adopted by the Government of India at either Central or city level under the programme<sup>320</sup>. Another example of impact include support for establishment of the India Urban Observatory<sup>321</sup>, a national level dashboard for visual resources & use cases from urban areas.
3. **The Covid-19 Pandemic affected different projects differently** – The ITCF project was affected negatively due to the pandemic majorly due to externalities like low-risk appetite of the financial institutions for infrastructure sector<sup>322</sup>. At the same time, SmUDI & TASC out-performed in Covid-19 response by providing handholding support to both the Ministry as well as the cities. Additional funding of **£0.7 million** was approved to respond to the ongoing challenges within cities in India through the SmUDI programme for COVID initiatives. TASC also supported MoHUA effectively to respond to the pandemic through training, hand-holding & co-ordination initiatives<sup>323</sup>. Therefore, even with robust contingency planning, it is very difficult to predict the programme direction due to a host of externalities beyond the control of FCDO or its partners.
4. **There was limited impactful engagement with UK entities** – There is inadequate evidence of direct fruitful engagement with UK entities except for some synergies with Department for International Trade (DIT), Connected Places Catapult (CPC)<sup>324</sup> and London Stock Exchange Group (LSEG)'s work on municipal bonds for the MoHUA in TASC and Global Disability Innovation Hub (GDIH) & UK Research and Innovation (UKRI) for SmUDI<sup>325</sup>. In fact, ITCF reported a loss of opportunity & reducing UK influence due to scaling down of the project during 2021-23<sup>326</sup>. The lost opportunities resulted in non-establishment of desired commercial & technical collaborations, except through consulting firms.
5. **Stronger linkages between upstream & downstream support would have ensured greater impact of UK support** - Upstream support in the form of capacity development, technical assistance was not always clearly linked with downstream support in the form of project delivery. Despite successfully fostering robust

<sup>317</sup> FCDO (2023). ITCF Annual Review 2022-2023, unpublished

<sup>318</sup> FCDO (2021) TASC Programme Completion Review, [link](#).

<sup>319</sup> National Urban Innovation Stack, Strategy & Approach, nuis\_master\_doc\_07.01.19\_v5\_0.pdf (niua.org)

<sup>320</sup> FCDO (2021) TASC Programme Completion Review, [link](#).

<sup>321</sup> India Urban Observatory (mohua.gov.in)

<sup>322</sup> FCDO (2023). ITCF Annual Review 2022-2023, unpublished

<sup>323</sup> FCDO (2021) TASC Programme Completion Review, [link](#).

<sup>324</sup> FCDO (2021) TASC Programme Completion Review, [link](#).

<sup>325</sup> FCDO (2020). SmUDI Annual Review 2020, [link](#).

<sup>326</sup> FCDO (2023). ITCF Annual Review 2022-2023, unpublished

connections and enhancing capabilities among crucial partners to ensure smooth transitions, there was limited evidence of long-term support mechanisms.

### 5.1.3 Key Learnings – Future Design

1. **The lessons learnt, especially from the Knowledge Ecosystems & Networks are scalable globally, especially in emergent economies** - Smart & technology-driven cities are a promising domain in many parts of the globe (especially Africa) with active scientific discourses<sup>327</sup>, technical knowledge sharing<sup>328</sup>, Government programs<sup>329</sup> and private sector involvement. Many of the initiatives undertaken under SmUDI & TASC like the IUO, NULP, as well as the frameworks, repositories & knowledge ecosystems created can be appropriately replicated in other global programs for FCDO. Similarly, other developing parts of the world with emergent needs for infrastructure finance boost can learn from ITCF, aiming to establish models that could be adapted and implemented across various contexts, dove-tailed to the specific needs of the region.
2. **Visibility of FCDO's role in Programmes was insubstantial and needs strengthening** – The general sense from stakeholder consultations, is that visibility of FCDO in the programmes was affected by limited brand recall among recipients. For example, as part of the TASC programme, significant work was done on disability inclusion and rights-based urban planning approach which included amendments to the URDPFI guidelines and work on the Disability Act. There is insubstantial awareness regarding the same within the development diaspora. Similarly, under ITCF, a model concessionaire for grain storage was prepared and subsequently used by FCI, without any direct attribution to FCDO.
3. **Establishing collaborations, especially with private sector entities between UK & India, can be capitalised for long term gains** – Given the robust history of co-operation between India and UK, through mutually beneficial development initiatives, the same can be capitalized to further strengthen relationships and create joint opportunities in the I&U space. For this, future programmes can focus on building synergies between private sector entities between the two countries, based on already established connections at the Government level. As India transitions to a net donor with massive growth in its development cooperation programme, the relationship with FCDO & UK will move towards designing more collaborative, mutually advantageous programmes resulting in investment opportunities & strengthening markets.

## 5.2 Recommendations

Our recommendations are based on the specific research of the portfolio that could help FCDO improve its future programming in India and elsewhere. While not all of the recommendations necessarily arise from the specific projects that were reviewed here, they relate more to broad research findings that could help better design programmes in general. These recommendations are derived from triangulation and synthesis of the document review and stakeholders' consultations at various levels:

1. **Continue focusing and partnering directly with the Central Government, Ministries, and Agencies** - As witnessed in the three programmes, this will allow FCDO to maximise their investment impact while creating optimised results through a greater value for money. For example, handholding support to DEA for operationalising the Centre of Excellence (COE) under ITCF, or the digital knowledge ecosystem created under ITCF & TASC where not only outputs were achieved but both additional & greater quality of outcomes have been achieved. Alongside, FCDO can look into devising comprehensive programme selection criteria along with the Central agencies to select priority intervention states and ULBs, which are most needy, limited by

<sup>327</sup> Full article: Smart city technology: a potential solution to Africa's growing population and rapid urbanization? (tandfonline.com), A critical analysis of 'smart cities' as an urban development strategy in Africa: International Planning Studies: Vol 28 , No 1 - Get Access (tandfonline.com), African Smart Cities Strategies for Agenda 2063: Africa Journal of Management: Vol 2 , No 2 - Get Access (tandfonline.com)

<sup>328</sup> ASCIF | Home, World Smart Sustainable Cities Organization - Global Cities Hub

<sup>329</sup> Who we are – Smart Africa

their capacities but not by their intent. As a known fact, the urban & infrastructure sector in countries like India still suffers from a lack of a sound database and a long-term perspective despite the onset of new-age national flagship projects in India, which provide long-term sustainable support to development agenda and reforms. The sector itself is fragmented with various stakeholders and structures within settlements ranging from small and medium-sized towns to large metropolises and urban agglomerations, and each has its own set of challenges. As such, policies, programmes, and interventions are often a response to immediate needs (though FCDO has been agile in being responsive to demand-driven programmes), and most bi-lateral and Multilateral agencies including FCDO are forced to engage themselves in a variety of areas, which perhaps may lead to a loss of synergies both within FCDO and with external support agencies. Hence, a better understanding of urban and urbanisation trends is necessary, and FCDO should commission deep-dive research apart from the current Business Case preparation for specific programmes.

2. **Prioritise key thematic areas and create value addition in the emerging sectors** – Within the I&U sector, FCDO can focus on prioritising thematic areas, keeping India and UK infrastructural roadmaps in mind. Based on the UK-India Roadmap 2030 and the overall policy direction of the two countries, the thrust areas can be: *Climate Action, Clean Energy, Disaster Risk Reduction in Cities, Circular Economy, Preservation of the Blue-Greens, Low Carbon Development, etc.* The underlying modus operandi must hinge on creating digital knowledge ecosystems, innovating on smart technologies and market-building. This can be witnessed from creation of the National Urban Innovation Hub (NUIH), now called the National Urban Learning Platform (NULP) under TASC or creation of PPP knowledge repository under ITCF where FCDO created the first set of building blocks and supported others, including the Indian public and private sector players, to capitalise on them. FCDO could generate more specific results, through both research and programmes to:
  - **Forecast emerging and changing patterns of urbanisation and urban development in the current setting and ensure they are future-ready—ensuring programmes can be planned for by all stakeholders (donors and Government at key levels) and are responsive, agile, and supplementary**  
Would the emerging and current trends likely accelerate now or in the future that are critical to reach any determined threshold? Will such emerging and current trends be homogenous or heterogenous, focused on large or medium or small existing cities or specific sectors? What are the implications for this on programming and planning both in short term & long term? What are the other influencing factors both internally and externally? What are the various success parameters - the implications for this on programming and planning?
  - **Better integration of issues of climate change, programmes to be designed which are climate-led and focussed**  
FCDO should leverage its unique positioning to help address its defining development challenges, particularly Climate Action, Clean Energy, Disaster Risk Reduction in Cities, Circular Economy, Preservation of the Blue-Greens, Low Carbon Development. Target to reach a ballpark figure that could create an impact through climate financing from its own account by 2030 and committed to having a sizeable portion of its sovereign operations and goals aligned with the Paris Agreement by 2023. To achieve these targets, FCDO may require changes to their business approach in all sectors, and bold changes may be needed across the organization. How are FCDO priorities and operations likely to be affected by the growing demand for programmes to counter the changing climate? How will this affect different groups and cities? What can be done to help cities and individuals adapt to the effects of climate change? What can be done to mitigate the effects of climate change in cities? What are the likely effects of the major development trends including current programmes implemented?
3. **Play a pivotal role in strengthening economic diplomacy through development assistance** – Economic diplomacy has always been an integral part of India's foreign policy, and India has recently begun playing a greater role, pushing its economic interests in various critical ways, including its growing development

cooperation programme, greater private sector engagement, and sub-national economic diplomacy. For UK business entities that have been operating in India for an extended period of time, this provides a great opportunity for FCDO to leverage that while safeguarding British interests and tackling core challenges. FCDO can play a vital role in capacity-building across Government Institutions and various economic operators. Some recommended action points include:

- a) Expand & scale-up initiatives like the Centre of Excellence (CoE), to support key Ministries in India and strengthen their economic intelligence.
  - b) Leverage India's growing development assistance programme to realize strategic interests more effectively by working closely with key Central Government Agencies and Ministries.
  - c) Assume a further focused active role in supporting financial reforms, regulation, and coordination with Government institutions and other lending agencies.
  - d) Help expand regional and global links, within and beyond the commonwealth with success stories in India. For example, TASC helped 23 smart city SPVs in India engage with LSEG and SEBI to build the financial management capacity of city officials.
  - e) Gain access to new areas and emerging sectors through triangulated efforts with multinational economic operators.
  - f) Focus efforts to increase economic engagement with specific markets & encourage other developing countries to engage in economic diplomacy for a global impact.
4. **Remain flexible, responsive, and agile to the sectoral needs** – A flexible and demand-driven approach to programme implementation, aligned with the needs and requirements of the Government agencies and stakeholders, contributed to the success of the three programs. Positive output in capacity building for improving the investment ecosystem under ITCF and TASC is an example of FCDO's sensitivity towards sectoral needs. Future programs should continue to adopt this approach, allowing for adjustments and incorporating feedback from various partners. Some recommended action points include:
- a) A greater focus on quality, in addition to volume, with a clear identification of core adaptation issues so that appropriate incentives can be established.
  - b) Given the multi-sectoral nature of the I&U portfolio, adaptation also requires greater integration of expertise across sectors and themes to ensure future programmes are successful.
  - c) Achieving greater outcomes (additionality within and beyond programmes) will also require coordinated action at the sector level and synergies within and beyond FCDO.
  - d) While being flexible, the ability to assign clear accountabilities, targets, and incentives will also be critical for future ambition.
  - e) Nontraditional business models may be needed to accelerate developmental impact like fostering innovation, incubating new initiatives etc.
5. **Further investigate how to improve the collaboration with UK entities and private sector impacts within the public-led urban development programmes** - FCDO is recognised as one of the prominent leaders within the international financing agencies and should continue working to both hold and improve that unique position. This study recommends that, in order to improve the impact of programmes and enhance the quality of outcomes, the following studies should be taken up to understand the roadblocks, challenges restricting collaboration with UK entities, synergies and leveraging private sector engagement that can enhance the sustainability of future designed programmes:
- a) **Understanding both demand side & supply side of Urban Development Projects better based on emerging trends, particularly supply-side where various economic operators are involved** - To what extent can the traditional approaches be replicated or needs to evolve in achieving higher efficiency of collaboration, and how does this affect the design process of any FCDO programme, operational mandate, and regulations? Are

the constraints and issues faced by various stakeholders and economic operators different or similar, and how can they be better addressed in FCDO's programming?

**b) Examining specific requirements from both demand & supply side economic operators** - Study the extent of uptake of proposals by demand side economic operators like the Government to ensure a collaborative & fruitful approach. Assess the level of synergy between the demand and supply side economic operators, which is critical to the success of any programme and continuity of positive changes beyond the programme timeline. What can FCDO do to enhance this synergy through formalized processes?

**c) Better understanding of the complex and fragmented urban and infrastructure portfolio**, with major and minor players requiring safety nets to perform and sustain in India, and working out how to support their improved implementation performance (and design, where appropriate), and supporting the citizens of both India and the UK to benefit more from these schemes

**d) Identify the root causes that should include any cumbersome processes within FCDO and beyond** – What are the inherent internal challenges that restrict incorporating holistic development impact on ground? Is there adequate integration between other BUs with I&U? Do the programmes which are designed meet the multi-pronged nature of urban development, adequately integrating sectors like Climate Action? Is there a need for cross-learning & exchange of lessons learnt between different internal thematic verticals? Is there a need for further collaboration across BUs for greater potency of the development programmes?

**e) Examine any need for updated governance, steering, and collaboration mechanisms** – this would help in providing a collective strategic leadership outlook to boost collaboration through any new resource planning and departmental KPI designed to align collective efforts on results and priorities. incentives for collaboration. Find ways to measure the impact of operations to guide staff efforts, support any new ways of working due to the recent changes within FCDO and situations influencing FCDO operations.

6. **Use its potential to leverage different instruments relevant to I&U sectors; it can benefit from a similar 'lifecycle' approach to integrate with development investments** (i.e., DevCap and BIP) and a comprehensive partnership with UK's financial investors and UK businesses. This involves identifying, understanding, and aligning different aid instruments under a partnership approach with other stakeholders to enhance the effectiveness and leverage of UK TA in India.

Leverage **internally**, within cross-cutting FCDO portfolios and teams, building on the successful programmes and experiences (for example, Global Partnership Programme on Development (GPPD) 2018-2023 has a footprint in priority areas with global institutions such as Coalition for Disaster Resilient Infrastructure (CDRI) and International Solar Alliance (ISA) & the Global Innovation Partnership (GIP), a 14-year collaborative programme, a new joint initiative between the UK and India to foster, transfer, and scale up high impact and environment-friendly innovations India (potentially including those developed with UK enterprises) to countries in the Indo-Pacific and Africa. Also, leverage **externally** through Multilateral/Bilateral collaborations; for example, the UK Government was one of the financial donors in the Urban Climate Change Resilience Trust Fund (UCCRTF) under the Urban Financing Partnership Facility (UFPF). While the Asian Development Bank (ADB) approved the establishment of the Urban Resilience Trust Fund (URTF – 2023-29), an addition to the UFPF umbrella, a multi-donor trust fund with an initial funding of \$82.15 million from the GoUK. Building on the experiences and lessons from UCCRTF, the URTF aims to build the capacities of cities by helping national and subnational urban agencies, communities, and the private sector to integrate climate change resilience into their policies and to develop and effectively implement them.

7. **Continued efforts in other cross-cutting areas of support (Digital solutions & transformation, Social inclusion, Gender, Youth and Skills Development)** - There are sufficient pieces of evidence<sup>330</sup> including from the review of programmes that the UK has supported and created impactful outcomes in achieving digital

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<sup>330</sup> UK in India: Pledge for Progress, [link](#)

transformation, social inclusion, gender and youth. India has already made experiments in child-friendly city intervention through flagship programmes like Urban-95. Promoting a child-friendly city has also been articulated in the New Urban Policy, 2019. The Child-Friendly Smart Cities (CFSC) is an initiative by the National Institute of Urban Affairs in partnership with the Bernard Van Leer Foundation towards creating cities that are responsive to the needs of children. The initiative looks explicitly at aspects of urban policy, planning and design that contribute to the everyday lives of children. This programme has a lot of potential for scaling up with smart technology interventions, and FCDO can consider this one of its future interventions in the I&U portfolio. FCDO's experience in creating sectoral frameworks/guidelines, encouraging Data-Smart Cities, and capacity building at the City level through NULP and NUDM. FCDO is well placed to add value in this mission, with world-leading expertise in digital technology and innovation from across the private and public sectors. The potential intervention areas could be knowledge partner for capacity building (training, workshops, and exposure visits), for supporting start-ups and enterprises for innovation/incubation/testbeds, for strengthening procurement standards of goods and services.



**06**

**Annexures**

## Annexures

### Annexure 1: Programme Expectations and Achievements

Programme	Intended Impact and Outcome	Achievements
<b>TASC<sup>331</sup></b>	<p>Accelerating urban poverty reduction in selected and identified smart cities.</p> <ul style="list-style-type: none"> <li>Target: Additional potential jobs – <b>3,000</b> jobs</li> <li>Target: Number of projects / policies, templated and guidelines adopted and actioned - <b>24</b></li> </ul>	<ul style="list-style-type: none"> <li><b>11,835</b> direct and indirect jobs</li> <li><b>26</b> policies / projects, templates and guidelines</li> </ul>
<b>SmUDI<sup>332</sup></b>	<p>Enhanced productivity and accelerate green growth in select Indian cities.</p> <ul style="list-style-type: none"> <li>Target: Strategic interventions undertaken: <b>16</b></li> <li>Target: Additional inward investment - <b>£21 million</b></li> <li>Target: Additional compounded annual growth rate – <b>5%</b></li> </ul>	<ul style="list-style-type: none"> <li>Support to <b>5</b> (Indore, Bhubaneswar, Chandigarh, Amaravati, Ranchi) cities which led to <b>17</b> strategic interventions</li> <li><b>£38.4</b> million in additional inward investment</li> <li><b>11%</b> annual increase in Indore's revenues in FY2019/20</li> <li><b>3,000</b> direct and indirect jobs</li> </ul>
<b>ITCF<sup>333</sup></b>	<p><b>Phase 1</b> Enhanced capacity amongst Government partners to further improve the investment climate for infrastructure investments in India.</p> <ul style="list-style-type: none"> <li>Target: Analytical products – <b>10</b></li> <li>Target: PPP market / feasibility studies, transactions supported – <b>9</b></li> <li>Target: Developed financial instruments – <b>3</b></li> </ul> <p><b>Phase 2</b></p> <ul style="list-style-type: none"> <li>Improving ecosystem for infrastructure projects through PPP</li> <li>Capacity development of project authorities &amp; agencies through structured interventions and training</li> <li>Joint prosperity benefits through India &amp; UK to learn from each other as infrastructure is a shared priority area for Gol and UK</li> </ul>	<p><b>Phase 1</b></p> <ul style="list-style-type: none"> <li><b>11</b> analytical products</li> <li><b>10</b> market / feasibility studies or transactions supported</li> <li><b>3</b> financial instruments developed</li> </ul> <p><b>Phase 2</b></p> <ul style="list-style-type: none"> <li>Development of the CoE conceptual framework and operational plan</li> <li>Handholding the DEA for operationalising the CoE, which has included: policy advisory support, PPP knowledge resource updation, NIP monitoring of over 8,000 projects, providing knowledge resources and best practices, International Maritime Security Construct (IMSC) reforms, and implementation of the CoE</li> </ul>

<sup>331</sup> All information on TASC in this table has been informed by FCDO (2021) TASC Programme Completion Review, [link](#).

<sup>332</sup> All information on SmUDI in this table has been informed by FCDO (2021) SmUDI Programme Completion Review, unpublished.

<sup>333</sup> All information on ITCF in this table has been informed by FCDO (2020) IPE Annual Review, April 2020, [link](#); KPMG (2021) Exit note for FCDO-funded Technical Assistance to Department of Economic Affairs, Ministry of Finance, Government of India, August 2021, unpublished.

## Annexure 2: Review Framework

S. No	Review criteria and questions	Sub-questions	Analytical tools/methods
1	<b>Relevance:</b> How relevant is FCDO's I&U portfolio to the Indian context and to wider UK priorities?	<p>To what extent is the I&amp;U portfolio (and constituent programmes) relevant to India's social, economic, and political context? Is the I&amp;U portfolio likely to remain relevant as India transitions to become a middle-income country?</p> <p>To what extent is the I&amp;U portfolio (and its constituent programmes) relevant to the requirements of the Government of India and the UK-India Roadmap 2030 priorities?</p> <p>To what extent do shifts in programmatic priorities (as reflected in the future areas of work) have the potential to enhance the strategic relevance of the I&amp;U portfolio?</p>	<p><b>a) Review of strategic documents</b> (including FCDO India Country Plan and other portfolio design documents, FCDO's 'best buy papers', UK India Roadmap 2030, FCDO International Development Strategy).</p> <p><b>b) Strategic interviews</b> (with FCDO, BHC India, Government officials).</p> <p><b>c) Review of programme-level documents</b> (including programme-level Theory of Change, Business Cases, Annual Reviews, Project Completion Reports).</p> <p><b>d) Detailed analysis at portfolio and programmatic levels</b> - involving triangulation of qualitative and quantitative evidence.</p>
2	<b>Coherence:</b> How internally and externally coherent has the I&U's portfolio been in India?	<p>To what extent does the I&amp;U portfolio complement the activities of other UK institutions, including those of the British High Commission (BHC)?</p> <p>What are approaches and practices are other Bilateral or Multilateral-led programmes undertaking in similar geographies?</p> <p>To what extent can further synergies be achieved in I&amp;U with other BHC teams?</p>	<p><b>a) Review of strategic documents</b> (including BHC strategy reports, UK India Roadmap 2030, FCDO India Country Plan, reports of other Bilateral and Multilateral donors, strategic documents relevant to other UK-funded interventions in the I&amp;U sectors in India).</p> <p><b>b) Review of programme-level documents</b> (including Business Cases, Annual Reviews, Project Completion Reports, partner Department data and reporting, municipal records and finances, project data, financial data).</p> <p><b>c) Strategic interviews</b> (with FCDO, BHC India, Government officials, Bilateral and Multilateral donors).</p> <p><b>d) Programmatic interviews</b> (including with national/state level implementation teams for the three programmes)</p> <p><b>e) Detailed analysis at portfolio and programmatic levels</b> - involving triangulation of qualitative and quantitative evidence.</p>
3	<b>Effectiveness:</b> How effective has the I&U portfolio been in achieving its strategic objectives in India?	<p>How effective are the approaches and instruments for the delivery of I&amp;U's programmes within these sectors?</p> <p>How effective are present approaches compared to past delivery mechanisms (more traditional modes of aid)?</p> <p>To what extent are there gaps and areas of improvement in the approaches and instruments for the delivery of I&amp;U programmes?</p> <p>To what extent have the I&amp;U programmes ensured the last mile delivery of benefits?</p>	<p><b>a) Review of programme-level documents</b> (including programme-level Theory of Change, Business Cases, Annual Reviews, Project Completion Reports, partner Department data and reporting, municipal records and finances, project data, financial data).</p> <p><b>b) Strategic interviews</b> (with FCDO, BHC India, Government officials, Bilateral and Multilateral donors)</p> <p><b>c) Programmatic interviews</b> at national, state, and local levels (including FCDO, BHC India, national/state level programme implementation teams, state urban and infrastructure parastatals, Urban Local Bodies, beneficiaries)</p>

	<p>What good practices and lessons can be drawn from the delivery of I&amp;U's programmes?</p>	<p>d) <b>Detailed analysis at portfolio (including benchmarking) and programmatic levels</b> - involving triangulation of qualitative and quantitative evidence.</p>
<p>4 <b>Impact:</b> What has been the impact of FCDO's I&amp;U portfolio?</p>	<p>How has the I&amp;U portfolio impacted India's development context?</p> <p>What factors have enabled/hindered the impact of identified programmes in I&amp;U sectors in India?</p> <p>To what extent has the I&amp;U portfolio provided 'additionality' to the infrastructure policy and investment ecosystem in India i.e., what are the impacts realised on account of the I&amp;U portfolio, which would not been achieved otherwise?</p>	<p>a) <b>Review of strategic documents</b> (including portfolio vision and design documents, BHC strategy reports, UK India Roadmap 2030, reports of other Bilateral and Multilateral donors, strategy documents of other UK-funded interventions in the I&amp;U sectors in India).</p> <p>b) <b>Review of programme-level documents</b> (including business cases, annual reviews, project completion reports, partner Department data and reporting, municipal records and finances, project data, financial data).</p> <p>c) <b>Strategic interviews</b> (with FCDO, BHC India, Government officials, Bilateral and Multilateral donors).</p> <p>d) <b>Programmatic interviews</b> at national, state, and local levels (including FCDO, BHC India, national/state level programme implementation teams, state urban and infrastructure parastatals, Urban Local Bodies, beneficiaries)</p> <p>e) <b>Detailed analysis at portfolio (including benchmarking) and programmatic levels</b> - involving triangulation of qualitative and quantitative evidence.</p>

## Annexure 3: Strength of Evidence Rubric

Confidence	Relevance		Triangulation	Consistency	Reliability
High	Directly addresses the study questions	→	Multiple evidence sources	AND consistent across sources, types of evidence and contexts	AND comes from trusted, peer-reviewed or accredited sources
Moderate	Closely related to the study question with some direct implications		Several evidence sources	Some consistency across sources, with minor discrepancies	Comes from reputable sources, with minor concerns
Fair	Some bearing on the study question but might need additional context or interpretation		A few evidence sources	Limited consistency across sources	Comes from sources with potential minor biases or those not widely recognised
Low	Tangentially related to the study question		Limited evidence sources, incomplete, or extrapolation	Inconsistent across sources	Comes from sources without clear credentials or with potential biases

## Annexure 4: List of Documents Reviewed

S. No	Document Title	Category
1	UK Government Strategy for International Development 2022	Strategic
2	Policy paper: 2030 Roadmap for India-UK future relations	Strategic
3	India-UK Bilateral Brief, MEA, Govt. of India	Strategic
4	UK-India development partnership summary, July 2023	Strategic
5	DFID India Profile (2017)	Strategic
6	DFID India Profile (2018)	Strategic
7	DFID India Operational Plan 2011-2015	Strategic
8	The UK Development Footprint in India - Urban Sector	Strategic
9	Urban challenges and opportunities in India by Chetan Vaidya	Strategic
10	UK-India Country Plan	Strategic
11	Country diagnostic	Strategic
12	The Future of DFID India Programme 2010-2012 (8 <sup>th</sup> Commission Report)	Strategic
13	ICAI report on UK aid to India	Strategic
14	Synthesis study of DFID strategic Evaluation	Strategic
15	Research into Lessons Learnt from DFID India Urban Investments over 20 years	Strategic
16	Financing India's Urban Infrastructure needs by World Bank	Strategic
17	World Bank Country Partnership Framework for India (2018-2022)	Strategic
18	World Bank Country Partnership Framework for India (2013-2017)	Strategic
19	ADB India: Country Partnership Strategy (2023-2027)	Strategic
20	ADB India: Country Partnership Strategy (2018-2022)	Strategic
21	AFD AND INDIA: FOCUS ON URBAN TRANSPORT	Strategic
22	AFD: TOWARDS EFFICIENT URBAN PUBLIC SERVICES IN INDIA	Strategic
23	AFD SOUTH ASIA - 2020-2024 REGIONAL STRATEGY	Strategic
24	AFD INDIA - 2017-2021 STRATEGY	Strategic
25	AFD IN INDIA (2018)	Strategic
26	India Urban Infrastructure Report 2020	Strategic
27	Report Of the Sub-Committee on Financing Urban Infrastructure In The 12th Plan The Future of Urban Development & Services: Urban Development	Strategic
28	Recommendations for the Government of India- World Economic Forum Report of the Task Force Department of Economic Affairs Ministry of Finance	Strategic
29	Government of India: National Infrastructure Pipeline	Strategic
30	SmUDI Business Case and Summary + Addendum	Programme
31	SmUDI Annual Review (2017)	Programme
32	SmUDI Annual Review (2018)	Programme
34	SmUDI Annual Review (2019)	Programme
35	SmUDI Annual Review (2020)	Programme
36	SmUDI Log Frame	Programme
37	TASC Business Case and Summary	Programme
38	TASC Annual Review (2017)	Programme
39	TASC Annual Review (2018)	Programme
40	TASC Annual Review (2019)	Programme
41	TASC Project Completion Review (2021)	Programme
43	TASC Log Frame	Programme
44	IIPF Business Case and Summary	Programme
45	IIPF Annual Review (2014)	Programme
46	IIPF Annual Review (2015)	Programme
47	IIPF Annual Review (2016)	Programme
48	IIPF Annual Review (2018)	Programme
49	IIPF Annual Review (2019)	Programme
50	IIPF Annual Review (2020)	Programme
51	IIPF Log Frame	Programme
52	Technical Assistance Strategy: City Engagement Strategies for BASIIC Programme	Programmatic (SmUDI)

## Annexure 5: List of stakeholder Consulted

Stakeholder Category	Stakeholder	Lens	Focus of discussion
TA Advisors	Deloitte (SmUDI) PwC (TASC) PwC (ITCF)	Programmatic	Objective 1,2,3,4 and 5
Govt. Institution	Varanasi Smart City Limited	Programmatic	Objective 1,2,3,4 and 5
Govt. Institution	NIUA	Strategic	Objective 5,6 and 7
Govt. Institution	NIIF	Strategic	Objective 5,6 and 7
FCDO	DevCap Team	Strategic	Objective 5,6 and 7
FCDO	I&U Team	Strategic	Objective 5,6 and 7
FCDO	Economic Co-operation Programmes at BHC in India	Programme and Strategic	Objective 1,2,3,4,5,6 and 7
Others	SRO SmUDI	Programmatic and Strategic	Objective 1,2,3,4,5,6 and 7
Others	Sr. Programme Manager TASC	Programmatic	Objective 1,2,3,4 and 5
Multi-lateral Funding Agency	UN, The World Bank, ADB	Strategic	Objective 5 and 7
Bilateral Funding Agency	KfW	Strategic	Objective 5 and 7

## Annexure 6: Achievements in India's Smart Cities Data Ecosystem

- ▶ **Integrated Command Control Centres (ICCCs):** ICCCs play an important role in enabling smart solutions to help cities better monitor, manage, and coordinate city infrastructure by multiple departments within Urban Local Bodies on a single platform. FCDO's technical support implemented under TASC supported the preparation of the ICCC Maturity Assessment Framework and standard RfP document, which helped shape the Smart City Mission's approach to ICCCs and fast-track smart city implementation. These were used by cities to self-assess the potential of ICCC as a decision support system and develop their tenders for ICCCs.<sup>334</sup> Since December 2018, these documents have been iterated into their second versions,<sup>335</sup> and 87 Smart Cities have operationalised ICCCs (13 Smart Cities in December 2018<sup>336</sup>). To date, ICCCs are operational in more than 100 cities catering to 12 urban services sectors, with 426 use cases reported to date,<sup>337</sup> and there is strong evidence of their continued use and role in strengthening cities' management and urban service delivery.<sup>338</sup>
- ▶ **Operationalising the India Urban Observatory (IUO) at the MoHUA:** Implemented by TASC, FCDO was the technical support partner for the establishment of the IUO, the first-of-its-kind national repository of open urban data, providing both spatial data, non-spatial data, documents and other resources generated by cities.<sup>339</sup> This was generated from real-time and archival sources and generate insights through analytics for cities, academia, industry and Governments. Technical support included the IUO's conceptualisation, supervision of design and implementation, MoU facilitation with different providers to enable technological improvements (e.g., ESRI India for ArcGIS<sup>340</sup>), and enabling a dedicated data programme management unit to manage the IUO. IUO serves not only as geospatial data hub, but also as a lab to conduct urban research, collaborate with citizens and highlight successful urban stories. Since project completion, the IUO covers 99 cities and provides 46 resources, 25 APIs and 8 use cases, as well as national, state and city-level insights. It also presents data on the impact of urban transformation programmes on measurable parameters, including ease of living, economics, resilience, governance, urban growth and sustainability.<sup>341</sup> However, the review team were unable to access data to understand these further.
- ▶ **National Urban Learning Platform (NULP):** TASC's initial design thinking workshop to co-create the business plan for a National Urban Innovation Hub platform allowed further cooperation with the SmUDI programme to deliver the first National Urban Learning Platform (NULP) with NIUA in 2019. NULP remains active as a demand-driven and collaborative digital platform, connecting smart cities, collating urban resources and reports, and building the capacity of urban stakeholders on urban governance, inclusive planning and smart building.<sup>342</sup> In fact, Central funds for building capacities of urban stakeholders in cities had resulted in the allocation of £12 million over next 3 years to NULP under the Central Digital Capacity Building Mission – Karamyogi, at the end of SmUDI's programme.<sup>343</sup> Having started with 20 pilot cities,<sup>344</sup> it has since expanded to 12 participating states, 449 ULBs, 106,421 community members and 67 knowledge partners. It covers 15

<sup>334</sup> Stakeholder consultations with BHC New Delhi officials, ULBs, and TA advisors; FCDO (2019). *TASC Annual Review 2019*; FCDO (2020). *TASC Annual Review 2020*; FCDO (2021). *TASC Project Completion Report*, [link](#).

<sup>335</sup> MoHUA (n.d.). *Integrated Command and Control Centres*. webpage accessed January 2024, [link](#).

<sup>336</sup> MoHUA (2018). *Smart Cities Mission: Journey so far*, [link](#)

<sup>337</sup> MoHUA (n.d.). *Integrated Command and Control Centres webpage*, accessed January 2024, [link](#)

<sup>338</sup> Standing Committee on Housing and Urban Affairs (2024). *Seventeenth Lok Sabha, Ministry of Housing and Urban Affairs, Smart Cities Mission: An Evaluation – Twenty First Report*, [link](#)

<sup>339</sup> Stakeholder consultations with BHC New Delhi officials and TA advisors; FCDO (2021). *SmUDI Project Completion Report*, unpublished.

<sup>340</sup> ESRI India (2023). *India Urban Observatory on ArcGIS Hub*, [link](#).

<sup>341</sup> ArcGIS India Urban Observatory. website accessed January 2024, [link](#).

<sup>342</sup> NIUA (2021). *Strategic Approach to Empower Urban India's Capacity Building Communities – National Urban Learning Platform (NULP): An Ecosystem Approach to Capacity Building*, [link](#); Standing Committee on Housing and Urban Affairs (2024). *Seventeenth Lok Sabha, Ministry of Housing and Urban Affairs, Smart Cities Mission: An Evaluation – Twenty First Report*, [link](#).

<sup>343</sup> FCDO (2021). *SmUDI Project Completion Report*, unpublished.

<sup>344</sup> FCDO (2021) *TASC Project Completion Report*, [link](#).

urban domains, and provides 70 courses, 4 national certification programmes, and insights on 200 local urban solutions.<sup>345</sup>

- ▶ **Indore's Framework and Policy for Data-based Urban Governance:** With the launch of DataSmart Cities by MoHUA in 2019, cities faced a number of challenges including the adoption of digital tools, limited budgets and citizens engagement with data, limited cross-agency cooperation and use of data, and data governance. Not only this, but cities also lacked city data policies. SmUDI's support to Indore Smart City Development Limited's SPV to develop a 'city data portal' for data-based urban governance was a "first of its kind" initiative, and regarded as a 'model' city data policy by MoHUA to promote replication in other cities.<sup>346</sup> This helps to ensure greater transparency, accountability and governance of data for Indore Municipal Corporation, and is expected to promote greater data sharing; collaboration and engagement with citizens, public and private entities; and innovation testing, including in technology standards and applications to improve service delivery.<sup>347</sup>

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<sup>345</sup> NIUA (n.d.). *National Urban Learning Platform Website* accessed January 2024, [link](#).

<sup>346</sup> Indore Municipal Corporation (2024). *City Data Policy for Indore Municipal Corporation*, [link](#); FCDO (2021). *SmUDI Project Completion Report*, unpublished.

<sup>347</sup> Indore Municipal Corporation (2024). *City Data Policy for Indore Municipal Corporation*, [link](#); FCDO (2021). *SmUDI Project Completion Report*, unpublished.