

Green Cities and Infrastructure Programme



Annual Report Executive Summary

JUNE 2024

The Green Cities and Infrastructure Programme (GCIP) is a demand-driven technical assistance programme that drives sustainable green cities and climate-resilient infrastructure in lower-income countries.

GCIP is a core component of the UK's Green Cities and Infrastructure Centre of Expertise (GCI CoE). The programme supports the Foreign Commonwealth and Development Office (FCDO) to deliver the UK Government's International Development Strategy through accelerating investment in, and delivery of, growth-enabling infrastructure and urban development that is responsible, reliable, inclusive, low-carbon and climate-resilient.

GCIP aims to achieve this by addressing five key barriers:

- a lack of prepared, high-quality, financeable infrastructure projects;
- poor infrastructure governance, weak regulatory structures and policy frameworks;
- limited fiscal autonomy and poor financial management in cities;
- a lack of effective urban planning and land use; and
- limited capacity to support green, inclusive and resilient growth.

The programme delivers this through four key offers:

- 1. Deep Offer** – longer-term, systemic interventions focused on transformative change in priority regions. This is the largest component, accounting for approximately 75 per cent of the overall programme budget.
- 2. Targeted Offer** – responding to specific and immediate needs pre-defined by FCDO staff in country Posts.
- 3. Investment Offer** – catalysing impact by leveraging finance and investment.
- 4. UK Expertise Offer** – leveraging UK expertise and methodologies to strengthen development.

GCIP has designed and integrated a UK Expertise Offer across the programme, establishing strategic relationships and deploying world-leading UK capabilities to enhance impact and providing catalytic investment to position the UK as a key and influential development partner.

GCIP is a high-ambition programme targeting transformational change in partner countries' enabling environments. It delivers immediate benefits in the form of increased access to infrastructure services and job creation and long-term development dividends in terms of inclusive economic growth and poverty reduction. Targeting critical areas of support tailored to national and development contexts, GCIP incorporates innovative approaches drawn from UK expertise and intentionally considers climate, gender, inclusion, investment, and political economy considerations in its design and delivery.

Year 1 in numbers

In Year 1 (September 2023 to 31 March 2024), GCIP has achieved or exceeded all targets, delivering real, on-the-ground change. **GCIP has mobilised and delivered with speed and scale**, engaging more than 265 experts, of which 49 per cent are locally based, to mobilise 20 Targeted Offer technical assistance work packages across 19 regions and countries, and deliver eight Deep Offer country scoping exercises. Demand for GCIP has significantly exceeded expectations, driven partly by its well-established "voucher scheme".

GCIP primarily offers technical assistance, via the following programme blueprint:



Figure 1: The Green Cities and Infrastructure Programme

Targeted Offers: Evidence of high demand

Of the 20 Targeted Offer Work Packages delivered, 13 have led to direct follow-on work, demonstrating a strong demand for GCIP expertise. A second bidding window opened in February 2024 for the Targeted Offer Work Packages. GCIP is currently responding to additional demand from country Posts, with a third window scheduled for June 2024.

More than 200 stakeholders were engaged in the Deep Offer portfolio alone, including during more than 50 ministry-level meetings and meetings with the Presidential offices in Ghana and the Philippines. As awareness of GCIP has grown, a further uptick in demand is being driven by engagement with Posts and country counterparts. GCIP continues to reveal opportunities across the target sectors of urban development; transport and mobility; energy systems; sustainable infrastructure; and finance and investment.

The GCIP Deep Offer country portfolio delivered eight country scopings within the inception period, taking forward six countries to the design of GCIP country and regional programmes. The Deep Offer aims to stimulate transformational change, improving the environment for city and infrastructure planning, development and delivery. The initial country scoping was followed by detailed design visits, to build a deep understanding of political economy risks and technical and development contexts, prioritising interventions and building strong relationships with key stakeholders and Posts.

Key deliverables

GCIP has achieved early results that have delivered real, on-the-ground change, demonstrating its potential for impact. Of the 20 TO Work Packages mobilised, 18 were completed in Year 1. During this period, **GCIP completed two main deliverables that have informed, caused, or influenced decision making in FCDO partner countries:**

- **Egypt:** GCIP provided key steps towards enhancing the regulatory framework for wheeling and Renewable Energy Guarantees of Origin, identifying additional recommendations to those provided by the European Bank for Reconstruction and Development and developing implementation guidelines for local adoption. The Egypt Energy Regulatory Authority incorporated GCIP recommendations in recent peer-to-peer regulations.
- **Mozambique:** GCIP successfully delivered Vol IV of the Urban Structure Plan (USP) for the city of Pemba, which was approved by the city council and is in the process of being ratified by the Ministry of State Administration and Public Function. The USP is the official guiding framework for the selection of strategic investments and selected priority areas in Pemba, accelerating responsible, inclusive, climate-resilient growth.

These results demonstrate a clear demand for GCIP infrastructure and urban expertise and show GCIP's ability to influence decision making within governments. GCIP aims to build on this success, providing targeted technical assistance that is high impact and additional to address key developmental barriers.



Figure 2: GCIP Deep Offer and Target Offer Countries

Deep Offer Countries: Ghana, Mozambique, Philippines, Indonesia and Vietnam, and Zambia.

Target Offer Countries: ASEAN, Bangladesh, Caribbean Region, Egypt, Ghana, India, Indonesia, Kenya, Mozambique, Philippines, Nigeria, Nepal, Rwanda, Tanzania

Deep Offer Work Packages

By the end of Year 1, **GCIP had completed nine Work Packages whose follow-on activities have been integrated into Deep Offer programming:**

- **Mozambique:** The completed USP for the city of Pemba, the drafted initial Strategic Investment Framework and a developed project showcase for Pemba formed the backbone of a wider urban development intervention in the city.
- **Ghana:** GCIP completed two distinct Targeted Offer Work Packages, supporting a climate finance infrastructure plan and public infrastructure investment and public-private partnership delivery. This informed Deep Offer programme interventions: 1) climate finance, including establishing a project preparation facility; and 2) scaling renewable energy and promoting energy security, including grid modelling.
- **Indonesia:** GCIP provided technical assistance across five Work Packages, including work on the Nusantara Transport Outline Business Case, Surabaya Feasibility Study, flood risk assessment for multiple cities, and on transport in Bali. This work has been integrated into the proposed Deep Offer programme, shaping its sector focus, and identifying high potential cases for the deployment of CDEL (Capital Departmental Expenditure Limit).
- **Philippines:** GCIP organised an investment forum with a focus on the water resources sector and climate-resilient infrastructure development. This helped demonstrate the viability of a water-focused intervention, informing Deep Offer programme design.

Follow-on work

The completed **Work Package on scoping improvements on organic waste management in Dar es Salaam has led to a follow-on Work Package** focusing on supporting and informing the US\$100m Dar es Salaam Urban Resilience Programme, funded by the World Bank. This is expected to include capacity building activities; a city-wide feasibility study on organic waste management; upstream activities in recycling and landfill; information and communication technology in waste management; and the identification of climate finance opportunities.

An additional three Targeted Offer Work Packages have successfully secured follow-on work:

- **India (2):** The design of the Credit Enhancement Platform for sub-sovereign, climate-positive, urban infrastructure projects and the associated Work Package on developing green, resilient and inclusive infrastructure standards for cities have led to follow-on work to support the operationalisation of the platform and related guidelines.
- **ASEAN (Association of Southeast Asian Nations) region (1):** After the successful design and delivery of capacity building activities – an established leadership programme course (residential event and alumni network event) delivered to ASEAN officials – the proposed follow-on Work Package will continue enhancing officials' skills. It is expected to elevate collaboration and learning across the region towards transformational change in the planning and development of sustainable, inclusive urban environments.

A focus on impact and learning

This first year consisted of the five-month inception period and the initial two months of implementation. Impact has been at the heart of the programme since its launch, with multiple strategies being developed alongside programme and country mobilisation and delivery. These include the Programme Manual, Theory of Change, logframe, gender equality, disability and social inclusion (GEDSI) strategy, climate, nature and environment (CN&E) strategy and processes to facilitate in-country delivery.

GCIP has demonstrated a strong ambition on CN&E with 87 per cent of eligible Official Development Assistance spend identified as International Climate Fund-eligible, far exceeding the 30 per cent target for Year 1. To reflect GCIP's high ambition, a mainstreaming process for GEDSI and CN&E monitoring has been designed and applied across all Targeted Offer and Deep Offer interventions.

The overall results monitoring approach is based on the fact that – across the Deep Offer countries – **GCIP operates as an adaptive programme**, responding to an ever-changing political economic environment. Thus, while the goals (outcomes) of GCIP interventions are identified and agreed (unless key assumptions change), the routes to achieving these (outputs) must be adaptable to respond to changing circumstances. **To support this, GCIP has taken a dynamic approach to learning**, capturing successes as well as areas for improvement to assess progress and inform adaptation, embedding recommendations into the design of its proposed future operating model.

Photo 1: Food Market Waste in Tanzania, Dar es Salaam



